

# Employee Climate Survey 2021

## College of Health and Human Sciences

The 2021 CSU Employee Climate Survey is a component of a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The 2021 is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee. The 2021 instrument focuses on employment themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review.

Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted population). 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, along with missing data, have been excluded from all analyses. Subgroup comparisons by gender, minoritized status, and employment type are based on the proportion of respondents who "strongly agree" or "agree" with each item and statistically significant differences ( $p < .05$ ) between subgroup members are noted within the tables. Additionally, an overall index score representing the average percent agree (e.g., Work Culture Overall) appears within each table. For example, the Work Culture theme includes 13 individual survey items. If an employee selected "agree" or "strongly agree" to 9 out of the 13 items, their Work Culture index score would equal 69%. An employee must have answered all survey items within a theme in order for an index score to be calculated. An overall index score represents the average of the individual index scores or all employees included in the group or category.

Table 1 displays the total number of employees contacted for the survey, the number of employees that responded, and the response rate.

**Table 1: Response Rates by Department/Unit**

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
College of Health and Human Sciences	463	1	8	166	35.9%
Construction Management	31	0	2	13	41.9%
Design and Merchandising	28	1	1	18	66.7%
Food Science and Human Nutrition	45	0	1	11	24.4%
Health and Exercise Science	44	0	1	17	38.6%
Human Development and Family Studies	86	0	1	25	29.1%
Institute for the Built Environment	6	0	0	1	16.7%
Occupational Therapy	38	0	0	17	44.7%
Office of Dean	20	0	0	12	60.0%
Richardson Design Center	8	0	0	2	25.0%
School of Education	97	0	1	23	23.7%
School of Social Work	60	0	1	26	43.3%
Unknown	0	0	0	1	.

\* Response rate = Completed / (Sent - Bounce)

When the proportions of a demographic subgroup in the survey sample differ substantially from known population proportions and when members within a subgroup may meaningfully diverge on variables of interest, data weighting can provide a more accurate summary of the true population response than simple averaging. For the 2021 survey, representation gender, racially minoritized status, and employment type were compared to known population norms. Results of the weighting scheme are displayed in Table 2.

**Table 2: 2021 Employee Climate Survey Weighting Results**

		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	28%	18%	27%
	Woman	72%	77%	68%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	5%	5%
Racially minoritized status	Racially minoritized	13%	12%	12%
	Non-racially minoritized	87%	88%	88%
Employee type	Admin Professional	33%	34%	31%
	Contract, continuing, and adjunct (CCA)	35%	28%	36%
	Tenure or Tenure-track (T/TT)	24%	28%	25%
	Faculty			
	State Classified	5%	8%	6%
	Other Salaried Employee	2%	1%	2%

*Results are weighted by gender and employee type.*

## Frequencies of Results

The following tables display the complete set of frequencies for each survey question asked on the survey. Percentages and proportions of respondents providing a given response are abbreviated to 'Pct' and the number of respondents representing the total weighted division population are also provided under the abbreviated heading of 'Pop.'

**Table 3: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit promotes a work environment where all employees feel included	3.0%	18.2%	13.2%	39.1%	26.6%	100.0% 457
My department/unit treats all employees equitably	9.1%	25.8%	12.5%	30.5%	22.1%	100.0% 454
My department/unit is open and transparent in communication	5.9%	19.6%	20.0%	33.4%	21.0%	100.0% 457
My department/unit values employee input in major department/unit decisions	6.5%	10.4%	17.5%	41.3%	24.3%	100.0% 457
My department/unit promotes respect for cultural differences	2.5%	5.8%	14.7%	43.0%	34.0%	100.0% 454
My department/unit understands the value of diversity	1.8%	9.3%	10.7%	42.4%	35.7%	100.0% 454
My department/unit communicates the importance of valuing diversity	1.8%	5.6%	13.8%	40.1%	38.7%	100.0% 454
I feel valued as an employee	7.4%	18.8%	14.3%	33.8%	25.6%	100.0% 457
I feel a strong sense of belonging to CSU	10.8%	16.2%	24.7%	28.6%	19.8%	100.0% 457
I feel a strong sense of belonging to my division/college	12.1%	18.0%	25.2%	23.3%	21.4%	100.0% 457
I feel a strong sense of belonging to my department/unit	9.7%	10.8%	16.3%	37.7%	25.4%	100.0% 457
I would recommend CSU as a place of employment	4.3%	7.5%	27.6%	38.4%	22.2%	100.0% 454
I would recommend my department/unit as a place of employment	7.3%	8.5%	19.8%	37.7%	26.7%	100.0% 454

**Table 4: Performance Review in Last Year**

	Yes, I had a review	No, I did not have a review	Total (Pct   Pop)
Did you have a performance review in the last year?	87.8%	12.2%	100.0% 454

**Table 5: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	2.9%	4.9%	11.9%	39.4%	41.0%	100.0% 396
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	29.9%	38.0%	13.7%	13.8%	4.6%	100.0% 399
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.0%	21.1%	16.5%	43.9%	15.6%	100.0% 397

*Asked only of those respondents who had a performance review in the last year.*

**Table 6: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit is treated with respect by other units within my college/division	5.8%	12.8%	23.4%	36.1%	21.9%	100.0% 454
My college/division is treated with respect by CSU	2.7%	6.5%	30.8%	41.2%	18.8%	100.0% 454
The people I interact with treat each other with respect	2.5%	6.5%	15.9%	49.8%	25.3%	100.0% 454
There is respect for religious differences in my department/unit	2.7%	8.2%	26.7%	38.9%	23.6%	100.0% 445
There is respect for liberal perspectives in my department/unit	0.0%	0.0%	13.3%	47.9%	38.8%	100.0% 454
There is respect for conservative perspectives in my department/unit	12.6%	16.3%	32.6%	27.1%	11.4%	100.0% 454

**Table 7: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recognized within my department/unit	13.7%	30.2%	22.6%	19.3%	14.2%	100.0% 444
Resources in my department/unit	14.2%	23.5%	25.1%	25.9%	11.2%	100.0% 446
Professional development opportunities	19.0%	33.0%	30.8%	9.6%	7.6%	100.0% 446
Promoted in my department/unit	20.1%	31.2%	25.7%	12.0%	11.0%	100.0% 446
Hired in my department/unit	19.7%	27.6%	30.3%	13.3%	9.0%	100.0% 446

**Table 8: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	8.3%	9.2%	42.5%	27.4%	12.7%	100.0% 424
Leadership holds employees accountable for inappropriate behavior	6.2%	11.0%	44.5%	25.4%	13.0%	100.0% 424
Leadership holds employees accountable for poor performance in the workplace	6.5%	8.1%	49.3%	26.5%	9.6%	100.0% 421
Leadership acts ethically and honestly in the workplace	6.2%	5.6%	29.4%	35.3%	23.5%	100.0% 424
Leadership addresses issues of inequity	8.3%	10.6%	40.3%	24.4%	16.5%	100.0% 421
Leadership holds all employees to the same standards	9.9%	16.6%	37.1%	25.2%	11.2%	100.0% 421

**Table 9: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	10.0%	10.5%	32.0%	32.5%	15.1%	100.0% 423
Leadership holds employees accountable for inappropriate behavior	5.8%	15.1%	37.5%	27.5%	14.0%	100.0% 424
Leadership holds employees accountable for poor performance in the workplace	8.1%	19.1%	36.1%	27.2%	9.4%	100.0% 426
Leadership acts ethically and honestly in the workplace	6.2%	5.6%	29.4%	35.3%	23.5%	100.0% 424
Leadership addresses issues of inequity	7.8%	10.0%	28.7%	33.6%	19.8%	100.0% 425
Leadership holds all employees to the same standards	10.7%	23.6%	23.5%	28.7%	13.6%	100.0% 426

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	4.9%	10.6%	37.7%	34.9%	11.9%	100.0% 415
Improves the campus climate for all employees	7.6%	11.0%	31.8%	40.5%	9.1%	100.0% 415
Retains diverse employees	6.4%	15.7%	53.7%	20.1%	4.2%	100.0% 412
Creates a supportive environment for employees from diverse backgrounds	6.5%	8.8%	41.7%	34.4%	8.6%	100.0% 415
Encourages discussions related to diversity	0.7%	4.3%	16.2%	52.2%	26.6%	100.0% 415
Provides employees with a positive work experience	3.6%	9.9%	28.2%	46.6%	11.8%	100.0% 410
Climate has become consistently more inclusive of all employees	6.9%	10.1%	32.5%	38.9%	11.6%	100.0% 412

**Table 11: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	9.4%	12.0%	28.0%	37.3%	13.3%	100.0% 415
Improves the campus climate for all employees	7.6%	10.4%	30.8%	37.7%	13.4%	100.0% 418
Retains diverse employees	8.7%	19.5%	36.2%	28.0%	7.5%	100.0% 416
Creates a supportive environment for employees from diverse backgrounds	6.5%	8.8%	41.7%	34.4%	8.6%	100.0% 415
Encourages discussions related to diversity	1.3%	4.0%	14.2%	43.5%	37.0%	100.0% 418
Provides employees with a positive work experience	4.2%	9.5%	21.0%	45.6%	19.7%	100.0% 416
Climate has become consistently more inclusive of all employees	5.5%	12.4%	23.9%	41.6%	16.7%	100.0% 412

**Table 12: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	8.7%	18.0%	23.8%	42.1%	7.4%	100.0% 416
Communications are timely	3.4%	14.1%	27.5%	45.2%	9.8%	100.0% 413
Communications are relevant	5.6%	13.0%	28.1%	45.5%	7.7%	100.0% 414
Communications are informative	4.2%	13.4%	22.6%	51.2%	8.7%	100.0% 411
Communications are motivating	14.9%	13.7%	40.2%	24.6%	6.6%	100.0% 413
Communications are honest	7.8%	13.7%	33.8%	35.6%	9.1%	100.0% 411
Communications are accessible	1.2%	2.3%	29.6%	54.7%	12.3%	100.0% 413

**Table 13: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	7.9%	12.3%	23.4%	45.9%	10.5%	100.0% 413
Communications are timely	2.8%	11.0%	24.2%	50.3%	11.7%	100.0% 413
Communications are relevant	3.4%	10.4%	22.5%	52.4%	11.2%	100.0% 408
Communications are informative	5.0%	6.9%	26.5%	49.5%	12.1%	100.0% 411
Communications are motivating	10.4%	10.8%	37.9%	30.6%	10.3%	100.0% 413
Communications are honest	5.9%	7.6%	32.1%	39.6%	14.7%	100.0% 411
Communications are accessible	0.7%	3.3%	27.3%	54.2%	14.5%	100.0% 413

**Table 14: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	6.9%	8.7%	17.0%	48.9%	18.6%	100.0% 413
Communications are timely	5.6%	5.8%	15.8%	56.3%	16.4%	100.0% 413
Communications are relevant	3.4%	6.2%	14.1%	58.6%	17.6%	100.0% 408
Communications are informative	3.4%	4.3%	21.1%	53.8%	17.3%	100.0% 409
Communications are motivating	8.5%	9.0%	30.1%	39.0%	13.3%	100.0% 411
Communications are honest	6.4%	2.7%	20.8%	50.7%	19.5%	100.0% 411
Communications are accessible	2.6%	2.7%	23.4%	55.4%	15.9%	100.0% 413

**Table 15: Communicated Feedback**

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct   Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	46.4%	34.0%	19.6%	100.0% 418

**Table 16: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
One on one conversations with my supervisor	5.6%	7.2%	12.0%	32.8%	42.5%	100.0% 319
My representation in shared governance (CPC, APC, or Faculty Council)	1.1%	3.9%	58.5%	28.8%	7.7%	100.0% 313
My service on committees	1.1%	2.9%	23.7%	51.3%	21.0%	100.0% 317
Annual review process	4.6%	5.4%	20.0%	42.5%	27.5%	100.0% 319
Input collection through anonymous surveys	4.6%	3.1%	56.3%	27.2%	8.7%	100.0% 311

*Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.*

**Table 17: Feedback Valued**

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
CSU overall	7.6%	15.2%	46.1%	28.1%	3.0%	100.0% 317
My division/college	9.1%	11.0%	33.1%	35.6%	11.3%	100.0% 317
My department/unit	6.0%	5.9%	20.7%	42.6%	24.8%	100.0% 319

*Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.*

**Table 18: Discriminatory Attitudes**

Please indicate if discriminatory attitudes are currently problematic.	Problematic at CSU		Problematic in by Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.6%	67	9.8%	45	7.5%	34
Physical appearance	7.5%	34	3.7%	17	4.6%	21
Physical disability	12.0%	55	4.0%	18	5.0%	23
Mental disability	13.7%	62	6.6%	30	6.5%	30
Employment classification	25.2%	115	18.7%	86	19.4%	89
Gender identity	15.6%	71	8.1%	37	12.9%	59
Job title	23.1%	106	20.1%	92	18.8%	86
Parental status	7.5%	34	7.2%	33	10.7%	49
Religion	13.4%	61	5.5%	25	6.0%	27
Political affiliation	17.7%	81	10.5%	48	11.9%	54
Sexual orientation	8.3%	38	5.5%	25	6.4%	29
Socio-economic status	10.7%	49	7.5%	34	7.8%	36
Ethnic origin	13.6%	62	9.7%	44	8.8%	40
Veteran status	0.6%	*	0.6%	*	0.6%	*
Race or color	18.1%	83	12.2%	56	13.2%	60
Marital status	2.4%	11	1.7%	8	2.3%	10
Nationality/country of origin	8.3%	38	4.8%	22	4.0%	18
None/no response	45.6%	208	58.6%	268	55.8%	255

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in by Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	10.1%	46	2.3%	11	1.2%	6
Bullying	12.5%	57	6.1%	28	8.9%	41
Bias	27.0%	123	20.0%	91	20.8%	95
Physical assault	3.8%	17	0.0%	*	0.0%	*
Sexual misconduct	7.7%	35	1.7%	8	2.4%	11
Verbal abuse	8.5%	39	1.0%	5	6.5%	30
None/no response	67.6%	309	76.3%	349	72.3%	331

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	30.1%	119
Trans / Transgender	0.7%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.8%	11
Man	23.9%	94
Trans Man / Masculine	0.7%	*
Trans Woman / Feminine	0.7%	*
Two Spirit	0.7%	*
Woman	60.7%	239
Prefer not to disclose	7.0%	28
The gender I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	16.5%	62		41.2%	155		71.8%	269	
1	4.0%	15		17.5%	66		13.1%	49	
2	5.4%	20		10.7%	40		4.9%	18	
3	9.0%	34		6.1%	23		6.9%	26	
4	17.5%	65		5.8%	22		1.1%	4	
5	22.0%	83		12.4%	46		0.5%	*	
6 Very	25.6%	96		6.3%	24		1.7%	6	
Total	100.0%	375	3.75	100.0%	375	1.80	100.0%	375	.61

\* Values reported for items with n >= 3.



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	1.1%	4
Asian (can include Middle Eastern and North African)	2.3%	9
Black or African American (can include Middle Eastern and North African)	1.4%	5
Hispanic or Latinx	6.8%	27
Native Hawaiian or Other Pacific Islander	0.0%	*
White	83.3%	325
Prefer not to disclose	10.0%	39
The race/ethnicity I most closely align with is not listed (please specify)	0.5%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	100.0%	5
Caribbean	62.6%	3
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	62.6%	3
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 24: Native American or Alaska Native or First Nations**

<b>You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.</b>	<b>Pct</b>	<b>Pop</b>
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	100.0%	*
Unknown/not disclosed	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*Categories coded from write-in responses.*

*\* Values reported for items with n >= 3.*

**Table 25: Hispanic or Latinx**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	30.9%	8
Caribbean	0.0%	*
Puerto Rican	38.0%	10
Cuban	0.0%	*
Central American	0.0%	*
South American	8.2%	*
Prefer not to disclose	12.6%	3
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	10.3%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	21.9%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	78.1%	7
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 27: Hawaiian/Pacific Islander**

<b>You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Guamanian or Chamorro	0.0%	*
Native Hawaiian	0.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	14.9%	75.3%	9.9%	100.0%   399

**Table 29: LGBTQIA+**

	Yes	No	Unsure	Prefer not to respond	Total (Pct   Pop)
Do you identify in the LGBTQIA+ community?	11.3%	79.4%	0.7%	8.7%	100.0%   399

**Table 30: CHHS Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the College of Health and Human Sciences, please indicate your level of agreement with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I understand why diversity, equity and inclusion work is important for the mission/vision of the College of Health and Human Science	2.6%	0.5%	5.0%	31.4%	60.3%	100.0%   410
The College of Health and Human Science provides sufficient programs and resources to foster the success of diverse employees	5.3%	15.9%	34.4%	28.6%	15.7%	100.0%   405
I feel comfortable talking about issues of racism, equity and social justice on my team	4.3%	15.6%	16.6%	37.4%	26.1%	100.0%   412
I know where to find resources to learn more about diversity, equity and inclusion responsiveness.	0.9%	2.2%	11.4%	50.7%	34.7%	100.0%   412
The person I report to takes steps to make the workplace inclusive, safe and welcoming.	3.8%	7.6%	13.5%	32.2%	43.0%	100.0%   409

**Table 31: Department/Unit**

	Pct	Pop
Construction Management	8.4%	38
Design and Merchandising	9.8%	45
Food Science and Human Nutrition	5.7%	26
Health and Exercise Science	11.3%	52
Human Development and Family Studies	15.2%	69
Institute for the Built Environment	0.5%	*
Occupational Therapy	9.5%	43
Office of Dean	7.3%	34
Richardson Design Center	1.8%	8
School of Education	14.4%	66
School of Social Work	15.7%	72
Unknown	0.6%	*
Total	100.0%	457

\* Values reported for items with n >= 3.

**Table 32: Employee Type**

	Pct	Pop
Admin Professional	30.7%	139
CCAF Faculty	36.3%	165
Other Salaried Employee	2.1%	10
State Classified	5.8%	26
T or TT Faculty	25.2%	114
Total	100.0%	454

## Comparisons by Gender

The gender of respondents is based on responses to the multiple response gender survey question (Table 20). If a respondent selected 'Man' alone or in combination with 'Cisgender,' they are coded as 'Man.' Similarly, if a respondent selected 'Woman' alone or in combination with 'Cisgender,' they are coded as 'Woman.' If a respondent selected any combination of 'Agender,' 'Non-binary/Gender Queer/Gender Non-Conforming,' 'Trans/Transgender,' 'Trans Man/Masculine,' 'Trans Woman/Feminine,' and/or 'Two Spirit' they are coded as 'Trans, non-binary, or non-conforming' (T/NB/NC). Gender could not be determined for respondents who skipped the question or selected 'Prefer not to disclose;' these respondents are excluded from these analyses.

**Table 33: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	73.5%	91	63.1%	239	29.5%	17	64.2%	346
	B C		C					
My department/unit promotes a work environment where all employees feel included	83.2%	94	64.0%	239	0.0%	17	66.1%	350
	B C		C					
My department/unit treats all employees equitably	62.0%	91	53.4%	239	33.3%	17	54.7%	346
My department/unit is open and transparent in communication	56.2%	94	57.7%	239	33.3%	17	56.2%	350
My department/unit values employee input in major department/unit decisions	77.0%	94	65.2%	239	33.3%	17	66.9%	350
	C		C					
My department/unit promotes respect for cultural differences	90.3%	94	75.1%	239	50.0%	17	78.0%	350
	B C		C					
My department/unit understands the value of diversity	84.1%	94	79.7%	239	50.0%	17	79.5%	350
	C		C					
My department/unit communicates the importance of valuing diversity	84.1%	94	83.2%	239	50.0%	17	81.9%	350
	C		C					
I feel valued as an employee	69.9%	94	56.3%	239	33.3%	17	58.8%	350
	C							
I feel a strong sense of belonging to CSU	55.9%	94	53.2%	239	16.7%	17	52.2%	350
	C		C					
I feel a strong sense of belonging to my division/college	66.0%	94	41.2%	239	0.0%	17	45.9%	350
	B C		C					
I feel a strong sense of belonging to my department/unit	77.0%	94	65.1%	239	16.7%	17	66.0%	350
	C		C					
I would recommend CSU as a place of employment	69.2%	94	64.8%	239	33.3%	17	64.5%	350
	C		C					
I would recommend my department/unit as a place of employment	77.0%	94	62.0%	239	33.3%	17	64.7%	350
	B C		C					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 34: Performance Review in Last Year**

Did you have a performance review in the last year?	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
Yes, I had a review	83.7%	79	90.2% C	216	66.7%	11	87.3%	305
No, I did not have a review	16.3%	15	9.8%	24	33.3% B	6	12.7%	44
Total	100.0%	94	100.0%	239	100.0%	17	100.0%	350

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 35: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
PERFORMANCE REVIEW OVERALL	86.6% B	79	78.9%	213	83.3%	11	81.0%	303
I am satisfied with the effort my supervisor put into my most recent performance review	79.9% C	79	84.0% C	216	50.0%	11	81.7%	305
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	17.4%	79	16.2%	216	25.0%	11	16.8%	305
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	79.9% B	79	52.7%	213	100.0% B	11	61.5%	303

Asked only of those respondents who had a performance review in the last year.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.

\*Reverse coded when included in overall rating<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 36: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
RESPECT OVERALL	65.8% C	88	66.6% C	236	47.2%	17	65.4%	341
My department/unit is treated with respect by other units within my college/division	62.0%	94	58.0%	239	50.0%	17	58.7%	350
My college/division is treated with respect by CSU	59.4%	94	61.8%	239	50.0%	17	60.6%	350
The people I interact with treat each other with respect	77.0% C	94	80.2% C	239	33.3%	17	77.1%	350
There is respect for religious differences in my department/unit	62.0%	88	69.1%	236	50.0%	17	66.4%	341
There is respect for liberal perspectives in my department/unit	82.8%	94	91.9% C	239	66.7%	17	88.2%	350
There is respect for conservative perspectives in my department/unit	49.3%	94	36.6%	239	33.3%	17	39.9%	350

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 37: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	20.2%	94	27.6%	237	56.7% A B	17	27.0%	348
Recognized within my department/unit	30.5%	94	34.4%	237	66.7% A B	17	34.9%	348
Resources in my department/unit	26.6%	94	39.3%	239	50.0%	17	36.4%	350
Professional development opportunities	9.7%	94	20.2%	239	16.7%	17	17.2%	350
Promoted in my department/unit	16.8%	94	22.3%	239	66.7% A B	17	23.0%	350
Hired in my department/unit	17.2%	94	21.0%	239	83.3% A B	17	22.9%	350

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 38: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	57.5% B C	94	41.3% C	234	16.7%	17	44.5%	344
Leadership adequately addresses inappropriate behavior	55.9% B C	94	39.6%	234	16.7%	17	42.9%	344
Leadership holds employees accountable for inappropriate behavior	52.3% B C	94	35.5%	234	16.7%	17	39.2%	344
Leadership holds employees accountable for poor performance in the workplace	47.5%	94	37.8%	234	16.7%	17	39.5%	344
Leadership acts ethically and honestly in the workplace	72.1% C	94	58.8%	234	33.3%	17	61.3%	344
Leadership addresses issues of inequity	62.4% B C	94	39.2% C	234	0.0%	17	43.7%	344
Leadership holds all employees to the same standards	54.6% B C	94	36.7%	234	16.7%	17	40.6%	344

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 39: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	54.2% C	90	48.5% C	230	25.0%	17	48.9%	337
Leadership adequately addresses inappropriate behavior	53.6% C	94	50.7% C	232	16.7%	17	49.8%	343
Leadership holds employees accountable for inappropriate behavior	46.1%	94	40.4%	234	33.3%	17	41.6%	344
Leadership holds employees accountable for poor performance in the workplace	45.6% C	94	37.6% C	236	0.0%	17	37.9%	346
Leadership acts ethically and honestly in the workplace	72.1% C	94	58.8%	234	33.3%	17	61.3%	344
Leadership addresses issues of inequity	66.3% C	94	52.7% C	234	16.7%	17	54.7%	345
Leadership holds all employees to the same standards	48.4%	94	41.8%	236	33.3%	17	43.2%	346

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 40: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
CSU CLIMATE OVERALL	53.4%	88	53.6%	234	60.7%	11	53.8%	333
Recruits employees from a diverse set of backgrounds	49.2%	88	50.0%	236	66.7%	17	50.6%	341
Improves the campus climate for all employees	53.0%	88	53.5%	236	50.0%	17	53.2%	341
Retains diverse employees	28.0%	88	22.7%	236	16.7%	17	23.8%	341
Creates a supportive environment for employees from diverse backgrounds	56.7% B	88	41.6%	236	33.3%	17	45.1%	341
Encourages discussions related to diversity	77.9% C	88	85.0% C	236	50.0%	17	81.5%	341
Provides employees with a positive work experience	63.3%	88	63.2%	234	60.0%	14	63.1%	336
Climate has become consistently more inclusive of all employees	45.4%	88	57.3%	236	60.0%	14	54.3%	338

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 41: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT CLIMATE OVERALL	61.7%	85	58.4%	230	40.0%	14	58.5%	328
Recruits employees from a diverse set of backgrounds	45.4%	88	56.4%	234	33.3%	17	52.4%	338
Improves the campus climate for all employees	67.9%	88	51.1%	236	16.7%	17	53.8%	341
	B C		C					
Retains diverse employees	42.6%	88	36.5%	234	16.7%	17	37.1%	339
Creates a supportive environment for employees from diverse backgrounds	56.7%	88	41.6%	236	33.3%	17	45.1%	341
	B							
Encourages discussions related to diversity	75.1%	88	85.2%	236	66.7%	17	81.7%	341
Provides employees with a positive work experience	67.9%	88	70.5%	234	16.7%	17	67.2%	339
	C		C					
Climate has become consistently more inclusive of all employees	66.6%	85	59.0%	236	60.0%	14	61.0%	334

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 42: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
CSU COMMUNICATIONS OVERALL	46.2%	88	61.0%	228	23.8%	17	55.2%	333
	C		A C					
Communications are effective	44.6%	88	61.8%	234	33.3%	17	55.9%	339
			A					
Communications are timely	47.0%	88	65.1%	234	50.0%	17	59.7%	339
			A					
Communications are relevant	43.3%	88	65.5%	232	16.7%	17	57.3%	337
			A C					
Communications are informative	48.8%	88	72.2%	232	16.7%	17	63.3%	337
	C		A C					
Communications are motivating	29.1%	88	37.0%	234	0.0%	17	33.1%	339
			C					
Communications are honest	47.4%	88	51.7%	232	33.3%	17	49.7%	337
Communications are accessible	63.0%	88	75.7%	234	16.7%	17	69.5%	339
	C		C					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 43: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
COLLEGE/DIVISION COMMUNICATIONS OVERALL	64.6% C	88	63.5% C	228	25.7%	14	62.2%	330
Communications are effective	63.7% C	88	61.4% C	234	16.7%	17	59.8%	339
Communications are timely	67.9% C	88	65.1% C	234	33.3%	17	64.2%	339
Communications are relevant	67.1% C	88	73.3% C	232	0.0%	14	68.7%	334
Communications are informative	59.5% C	88	69.9% C	232	33.3%	17	65.4%	337
Communications are motivating	55.8% C	88	42.9% C	234	16.7%	17	45.0%	339
Communications are honest	67.5% C	88	55.2% C	232	33.3%	17	57.3%	337
Communications are accessible	70.9% C	88	75.7% C	234	16.7%	17	71.5%	339

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 44: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	67.8% C	88	72.9% C	226	40.0%	14	70.1%	328
Communications are effective	75.5% C	88	69.5% C	234	16.7%	17	68.4%	339
Communications are timely	65.1% C	88	78.0% C	234	33.3%	17	72.5%	339
Communications are relevant	71.3% C	88	83.3% C	232	40.0%	14	78.4%	334
Communications are informative	63.7% C	88	79.3% A C	230	33.3%	17	72.9%	335
Communications are motivating	55.8% C	88	51.4% C	232	33.3%	17	51.7%	337
Communications are honest	71.7% C	88	73.4% C	232	50.0%	17	71.8%	337
Communications are accessible	71.3% C	88	79.0% C	234	33.3%	17	74.7%	339

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 45: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop		
Yes, I have the opportunity to provide feedback	42.2%	40	48.4% C	113	16.7%	*	45.2%	155
Maybe, I can provide feedback in limited situations	31.8%	30	37.5%	88	16.7%	*	34.9%	120
No, I don't have an opportunity to provide feedback	26.0% B	24	14.1%	33	66.7% A B	11	19.9%	68
Total	100.0%	94	100.0%	233	100.0%	17	100.0%	344

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 46: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	67.8% B	60	56.1%	191	50.0%	6	58.7%	256
One on one conversations with my supervisor	84.3%	64	70.2%	195	50.0%	6	73.2%	264
My representation in shared governance (CPC, APC, or Faculty Council)	33.9%	60	43.1%	193	0.0%	6	40.0%	258
My service on committees	94.8% B	64	64.8%	193	100.0%	6	72.8%	262
Annual review process	89.5% B	64	67.0%	195	50.0%	6	72.1%	264
Input collection through anonymous surveys	38.6%	60	37.8%	191	50.0%	6	38.3%	256

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 47: Feedback Valued**

When I give feedback it is valued by:	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	64.5% B C	64	45.9%	193	16.7%	6	49.8%	262
CSU overall	36.4%	64	34.8%	193	0.0%	6	34.5%	262
My division/college	72.7% B C	64	41.6%	193	0.0%	6	48.3%	262
My department/unit	84.3% B	64	61.6%	195	50.0%	6	66.8%	264

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 48: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.1%	9	17.1%	41	33.3%	6	16.0%	56
Physical appearance	3.6%	3	5.9%	14	33.3%	6	6.6%	23
Physical disability	11.4%	11	13.9%	33	16.7%	*	13.3%	47
Mental disability	11.4%	11	11.3%	27	33.3%	6	12.3%	43
Employment classification	20.2%	19	29.8%	71	16.7%	*	26.6%	93
Gender identity	17.6%	17	13.7%	33	50.0%	8	16.5%	58
Job title	20.2%	19	25.9%	62	16.7%	*	23.9%	84
Parental status	3.6%	3	6.1%	15	16.7%	*	5.9%	21
Religion	21.1%	20	5.9%	14	50.0%	8	12.0%	42
Political affiliation	17.9%	17	18.8%	45	33.3%	6	19.2%	67
Sexual orientation	0.0%	*	10.1%	24	16.7%	*	7.7%	27
Socio-economic status	7.5%	7	10.6%	25	33.3%	6	10.8%	38
Ethnic origin	7.5%	7	15.0%	36	33.3%	6	13.8%	48
Race or color	15.3%	14	19.4%	46	33.3%	6	18.9%	66
Marital status	3.9%	4	3.1%	7	0.0%	*	3.2%	11
Nationality/country of origin	0.0%	*	7.8%	19	33.3%	6	6.9%	24
None/no response	45.4%	43	39.3%	94	50.0%	8	41.5%	145

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 49: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.1%	9	11.3%	27	16.7%	*	11.3%	39
Physical appearance	3.6%	3	3.4%	8	16.7%	*	4.1%	14
Physical disability	3.6%	3	5.1%	12	0.0%	*	4.4%	16
Mental disability	7.5%	7	5.2%	12	16.7%	*	6.3%	22
Employment classification	16.3%	15	21.4%	51	16.7%	*	19.8%	69
Gender identity	10.1%	9	8.1%	19	16.7%	*	9.1%	32
Job title	20.2%	19	20.1%	48	16.7%	*	19.9%	70
Parental status	3.6%	3	5.5%	13	0.0%	*	4.7%	16
Religion	13.6%	13	1.7%	4	0.0%	*	4.9%	17
Political affiliation	7.8%	7	13.6%	33	0.0%	*	11.4%	40
Sexual orientation	0.0%	*	8.2%	20	0.0%	*	5.6%	20
Socio-economic status	7.5%	7	7.9%	19	16.7%	*	8.2%	29
Ethnic origin	7.5%	7	11.0%	26	16.7%	*	10.3%	36
Race or color	7.5%	7	14.6%	35	16.7%	*	12.8%	45
Marital status	3.9%	4	1.7%	4	0.0%	*	2.2%	8
Nationality/country of origin	0.0%	*	4.5%	11	16.7%	*	3.9%	14
None/no response	59.1%	56	55.5%	133	50.0%	8	56.2%	197

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 50: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.1%	9	9.1%	22	0.0%	*	9.0%	31
Physical appearance	9.7%	9	4.9%	12	0.0%	*	5.9%	21
Physical disability	3.6%	3	5.9%	14	0.0%	*	5.0%	18
Mental disability	7.5%	7	6.0%	14	16.7%	*	6.9%	24
Employment classification	26.0%	24	22.3%	53	33.3%	6	23.8%	83
Gender identity	9.7%	9	17.4%	42	0.0%	*	14.5%	51
Job title	22.5%	21	20.1%	48	33.3%	6	21.4%	75
Parental status	7.5%	7	9.5%	23	33.3%	6	10.1%	35
Religion	13.6%	13	2.6%	6	0.0%	*	5.4%	19
Political affiliation	3.9%	4	17.7%	42	0.0%	*	13.2%	46
Sexual orientation	0.0%	*	9.9%	24	0.0%	*	6.8%	24
Socio-economic status	7.5%	7	9.6%	23	16.7%	*	9.4%	33
Ethnic origin	7.5%	7	9.2%	22	16.7%	*	9.1%	32
Veteran status	0.0%	*	0.0%	*	16.7%	*	0.8%	*
Race or color	7.5%	7	16.6%	40	16.7%	*	14.1%	49
Marital status	3.9%	4	1.7%	4	16.7%	*	3.0%	10
Nationality/country of origin	0.0%	*	5.4%	13	0.0%	*	3.7%	13
None/no response	57.1%	54	48.6%	116	33.3%	6	50.1%	175

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 51: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.9%	14	10.0%	24	0.0%	*	10.9%	38
Bullying	21.1%	20	10.9%	26	16.7%	*	13.9%	49
Bias	32.1%	30	25.2%	60	33.3%	6	27.4%	96
Physical assault	7.5%	7	0.9%	*	0.0%	*	2.6%	9
Sexual misconduct	17.2%	16	6.9%	16	0.0%	*	9.3%	33
Verbal abuse	17.6%	17	3.6%	9	16.7%	*	8.0%	28
None/no response	55.5%	52	69.4%	166	66.7%	11	65.6%	229

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 52: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.3%	8	0.0%	*	2.2%	8
Bullying	10.1%	9	5.4%	13	33.3%	6	8.0%	28
Bias	14.9%	14	24.2%	58	16.7%	*	21.4%	75
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.2%	8	0.0%	*	2.2%	8
Verbal abuse	0.0%	*	0.8%	*	16.7%	*	1.4%	5
None/no response	78.9%	74	73.4%	176	50.0%	8	73.8%	258

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 53: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	2.4%	6	0.0%	*	1.6%	6
Bullying	9.7%	9	9.8%	23	33.3%	6	10.9%	38
Bias	17.2%	16	21.4%	51	33.3%	6	20.8%	73
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	4.6%	11	0.0%	*	3.2%	11
Verbal abuse	13.3%	12	4.9%	12	16.7%	*	7.7%	27
None/no response	79.2%	75	69.1%	165	50.0%	8	70.9%	248

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 54: CHHS Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the College of Health and Human Sciences, please indicate your level of agreement with the following statements:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I understand why diversity, equity and inclusion work is important for the mission/vision of the College of Health and Human Science	55.0%	94	66.1%	236	83.3%	17	63.9%	346
The College of Health and Human Science provides sufficient programs and resources to foster the success of diverse employees	20.1%	94	19.6%	234	3.3%	17	19.0%	344
I feel comfortable talking about issues of racism, equity and social justice on my team	27.8%	94	31.8%	236	52.0%	17	31.7%	346
I know where to find resources to learn more about diversity, equity and inclusion responsiveness.	31.7%	94	40.4%	236	84.0% A B	17	40.1%	346
The person I report to takes steps to make the workplace inclusive, safe and welcoming.	46.7%	91	46.7%	236	50.0%	17	46.9%	343

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

## Comparisons by Racially Minoritized Status

Racially minoritized status is based on responses to the multiple response race and ethnicity survey question (Table 22). If a respondent selected only one race and that one race was Asian, Black, Hispanic or Latinx, Native American or Alaska Native or First Nations, or Native Hawaiian or Other Pacific Islander, or they selected 'The race/ethnicity I most closely align with is not listed,' they are coded as racially minoritized. If a respondent selected one race and that one race was White, they are coded as non-racially minoritized. If a respondent selected more than one race in any combination, they are coded as racially minoritized. Racially minoritized status could not be determined for respondents who skipped the question or selected 'Prefer not to disclose;' these respondents are excluded from these analyses.

**Table 55: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	55.5%	44	66.2% A	304	64.8%	348
My department/unit promotes a work environment where all employees feel included	50.4%	44	68.3% A	307	66.1%	351
My department/unit treats all employees equitably	52.1%	44	54.6%	304	54.3%	348
My department/unit is open and transparent in communication	72.5% B	44	54.3%	307	56.6%	351
My department/unit values employee input in major department/unit decisions	79.6%	44	66.6%	307	68.2%	351
My department/unit promotes respect for cultural differences	56.0%	44	82.6% A	307	79.3%	351
My department/unit understands the value of diversity	59.3%	44	83.4% A	307	80.4%	351
My department/unit communicates the importance of valuing diversity	67.6%	44	84.9% A	307	82.7%	351
I feel valued as an employee	48.4%	44	61.6%	307	60.0%	351
I feel a strong sense of belonging to CSU	44.8%	44	52.2%	307	51.2%	351
I feel a strong sense of belonging to my division/college	24.8%	44	49.6% A	307	46.5%	351
I feel a strong sense of belonging to my department/unit	60.5%	44	68.3%	307	67.3%	351
I would recommend CSU as a place of employment	50.2%	44	66.3% A	307	64.3%	351
I would recommend my department/unit as a place of employment	55.2%	44	67.6%	307	66.1%	351

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 56: Performance Review in Last Year**

Did you have a performance review in the last year?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	85.9%	38	88.3%	271	88.0%	309
No, I did not have a review	14.1%	6	11.7%	36	12.0%	42
Total	100.0%	44	100.0%	307	100.0%	351

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>a,b</sup>

a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 57: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.4%	38	81.5%	269	80.8%	307
I am satisfied with the effort my supervisor put into my most recent performance review	89.9%	38	81.8%	271	82.8%	309
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	20.4%	38	16.4%	271	16.9%	309
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	36.3%	38	62.9% A	269	59.7%	307

Asked only of those respondents who had a performance review in the last year.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.

\*Reverse coded when included in overall rating<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 58: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.9%	44	65.2%	298	65.2%	342
My department/unit is treated with respect by other units within my college/division	47.1%	44	61.0%	307	59.3%	351
My college/division is treated with respect by CSU	63.0%	44	60.3%	307	60.6%	351
The people I interact with treat each other with respect	79.6%	44	77.5%	307	77.8%	351
There is respect for religious differences in my department/unit	64.2%	44	64.8%	298	64.7%	342
There is respect for liberal perspectives in my department/unit	87.9%	44	88.3%	307	88.3%	351
There is respect for conservative perspectives in my department/unit	47.4%	44	37.3%	307	38.6%	351

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 59: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	22.1%	44	27.0%	305	26.4%	349
Recognized within my department/unit	32.5%	44	33.5%	305	33.4%	349
Resources in my department/unit	37.0%	44	36.6%	307	36.7%	351
Professional development opportunities	5.0%	44	18.2%	307	16.6%	351
Promoted in my department/unit	15.4%	44	23.7%	307	22.7%	351
Hired in my department/unit	20.4%	44	22.4%	307	22.2%	351

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 60: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	26.7%	44	45.7%	302	43.3%	346
Leadership adequately addresses inappropriate behavior	25.7%	44	44.0%	302	41.6%	346
Leadership holds employees accountable for inappropriate behavior	26.5%	44	39.6%	302	37.9%	346
Leadership holds employees accountable for poor performance in the workplace	35.6%	44	38.3%	302	38.0%	346
Leadership acts ethically and honestly in the workplace	34.8%	44	64.2%	302	60.5%	346
Leadership addresses issues of inequity	15.7%	44	45.8%	302	41.9%	346
Leadership holds all employees to the same standards	22.0%	44	42.5%	302	39.9%	346

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 61: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	40.3%	42	50.8%	297	49.5%	339
Leadership adequately addresses inappropriate behavior	38.6%	42	50.7%	302	49.2%	344
Leadership holds employees accountable for inappropriate behavior	34.7%	42	42.7%	304	41.7%	346
Leadership holds employees accountable for poor performance in the workplace	37.2%	44	37.9%	304	37.8%	348
Leadership acts ethically and honestly in the workplace	34.8%	44	64.2% A	302	60.5%	346
Leadership addresses issues of inequity	41.4%	44	58.0% A	302	55.8%	346
Leadership holds all employees to the same standards	34.8%	44	46.1%	304	44.7%	348

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 62: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	52.8%	42	51.7%	295	51.9%	337
Recruits employees from a diverse set of backgrounds	51.5%	44	46.8%	298	47.4%	342
Improves the campus climate for all employees	50.7%	44	51.5%	298	51.4%	342
Retains diverse employees	18.2%	44	21.1%	298	20.7%	342
Creates a supportive environment for employees from diverse backgrounds	38.3%	44	44.8%	298	44.0%	342
Encourages discussions related to diversity	73.8%	44	83.6%	298	82.3%	342
Provides employees with a positive work experience	65.2%	42	60.9%	295	61.5%	337
Climate has become consistently more inclusive of all employees	62.5%	44	51.4%	298	52.9%	342

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 63: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	58.4%	40	57.4%	295	57.5%	335
Recruits employees from a diverse set of backgrounds	42.8%	42	52.0%	298	50.9%	340
Improves the campus climate for all employees	47.6%	44	53.1%	298	52.4%	342
Retains diverse employees	39.4%	44	35.5%	298	36.0%	342
Creates a supportive environment for employees from diverse backgrounds	38.3%	44	44.8%	298	44.0%	342
Encourages discussions related to diversity	82.6%	44	82.6%	298	82.6%	342
Provides employees with a positive work experience	70.7%	42	66.9%	298	67.4%	340
Climate has become consistently more inclusive of all employees	72.0%	44	58.0%	295	59.9%	339

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 64: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	62.1%	44	52.4%	292	53.7%	336
Communications are effective	62.4%	44	52.9%	298	54.2%	342
Communications are timely	77.1%	44	54.4%	298	57.3%	342
	B					
Communications are relevant	75.7%	44	53.7%	296	56.5%	340
	B					
Communications are informative	77.1%	44	61.2%	296	63.3%	340
	B					
Communications are motivating	44.3%	44	29.7%	298	31.6%	342
Communications are honest	39.8%	44	48.2%	296	47.1%	340
Communications are accessible	58.4%	44	69.4%	298	68.0%	342

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 65: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	59.7%	44	61.7%	289	61.4%	333
Communications are effective	43.5%	44	60.4%	298	58.2%	342
Communications are timely	64.2%	44	64.2%	298	64.2%	342
Communications are relevant	70.2%	44	66.7%	293	67.1%	337
Communications are informative	64.2%	44	65.7%	296	65.5%	340
Communications are motivating	46.8%	44	43.7%	298	44.1%	342
Communications are honest	62.7%	44	56.4%	296	57.2%	340
Communications are accessible	66.0%	44	70.6%	298	70.0%	342

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 66: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	75.1%	44	70.8%	287	71.3%	331
Communications are effective	78.4%	44	70.3%	298	71.4%	342
Communications are timely	71.3%	44	75.3%	298	74.8%	342
Communications are relevant	87.2%	44	78.0%	293	79.2%	337
Communications are informative	76.6%	44	73.4%	294	73.8%	338
Communications are motivating	59.7%	44	51.5%	296	52.5%	340
Communications are honest	80.0%	44	72.2%	296	73.2%	340
Communications are accessible	72.5%	44	73.9%	298	73.7%	342

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 67: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	32.9%	14	49.3% A	151	47.3%	164
Maybe, I can provide feedback in limited situations	29.3%	12	34.4%	105	33.8%	117
No, I don't have an opportunity to provide feedback	37.8% B	16	16.3%	50	18.9%	66
Total	100.0%	42	100.0%	305	100.0%	347

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 68: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	64.5%	26	58.7%	236	59.3%	262
One on one conversations with my supervisor	78.9%	26	75.2%	244	75.5%	270
My representation in shared governance (CPC, APC, or Faculty Council)	46.1%	26	40.6%	238	41.2%	264
My service on committees	93.7% B	26	70.1%	242	72.4%	268
Annual review process	72.6%	26	71.1%	244	71.2%	270
Input collection through anonymous surveys	31.4%	26	39.4%	236	38.6%	262

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 69: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	50.3%	26	51.9%	242	51.8%	268
CSU overall	25.7%	26	36.8%	242	35.7%	268
My division/college	51.3%	26	50.4%	242	50.5%	268
My department/unit	74.0%	26	68.9%	244	69.4%	270

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 70: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.6%	8	15.7%	48	16.1%	56
Physical appearance	7.6%	3	6.8%	21	6.9%	24
Physical disability	4.5%	*	13.8%	42	12.7%	44
Mental disability	12.1%	5	12.5%	38	12.4%	44
Employment classification	22.8%	10	27.7%	85	27.1%	95
Gender identity	30.7%	14	14.5%	45	16.5%	58
Job title	7.9%	3	26.8%	82	24.4%	86
Parental status	4.5%	*	7.9%	24	7.5%	26
Religion	26.2%	12	10.9%	33	12.8%	45
Political affiliation	15.7%	7	19.4%	60	18.9%	67
Sexual orientation	16.9%	7	6.5%	20	7.8%	27
Socio-economic status	21.7%	10	10.3%	32	11.7%	41
Ethnic origin	35.7%	16	12.6%	39	15.5%	54
Veteran status	0.0%	*	0.9%	*	0.8%	*
Race or color	40.7%	18	17.0%	52	20.0%	70
Marital status	0.0%	*	3.0%	9	2.6%	9
Nationality/country of origin	15.7%	7	7.6%	23	8.6%	30
None/no response	36.5%	16	41.4%	127	40.8%	143

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 71: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.6%	8	11.9%	37	12.8%	45
Physical appearance	7.6%	3	3.8%	12	4.3%	15
Physical disability	4.5%	*	3.7%	11	3.8%	13
Mental disability	12.1%	5	5.6%	17	6.5%	23
Employment classification	5.0%	*	24.5%	75	22.0%	77
Gender identity	16.9%	7	8.1%	25	9.2%	32
Job title	5.0%	*	24.7%	76	22.2%	78
Parental status	9.5%	4	6.7%	21	7.0%	25
Religion	12.1%	5	4.7%	14	5.6%	20
Political affiliation	9.5%	4	11.4%	35	11.1%	39
Sexual orientation	16.9%	7	4.2%	13	5.8%	20
Socio-economic status	15.4%	7	7.3%	23	8.3%	29
Ethnic origin	29.5%	13	8.6%	26	11.2%	39
Veteran status	0.0%	*	0.9%	*	0.8%	*
Race or color	29.5%	13	10.7%	33	13.1%	46
Marital status	0.0%	*	1.8%	6	1.6%	6
Nationality/country of origin	4.5%	*	4.8%	15	4.8%	17
None/no response	51.4%	23	56.0%	172	55.4%	195

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 72: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.5%	*	10.4%	32	9.7%	34
Physical appearance	12.1%	5	5.0%	15	5.9%	21
Physical disability	4.5%	*	5.2%	16	5.2%	18
Mental disability	12.1%	5	5.4%	17	6.2%	22
Employment classification	5.0%	*	27.3%	84	24.5%	86
Gender identity	39.8%	18	11.0%	34	14.6%	51
Job title	9.5%	4	23.9%	73	22.1%	78
Parental status	9.5%	4	11.0%	34	10.8%	38
Religion	12.1%	5	5.3%	16	6.2%	22
Political affiliation	9.5%	4	13.4%	41	12.9%	45
Sexual orientation	12.4%	5	6.1%	19	6.9%	24
Socio-economic status	15.4%	7	6.8%	21	7.9%	28
Ethnic origin	20.0%	9	7.7%	24	9.2%	32
Race or color	35.3%	16	11.2%	34	14.2%	50
Marital status	0.0%	*	1.8%	6	1.6%	6
Nationality/country of origin	4.5%	*	4.6%	14	4.6%	16
None/no response	38.6%	17	52.8%	162	51.0%	179

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 73: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	7.6%	3	12.3%	38	11.7%	41
Bullying	12.6%	6	13.3%	41	13.2%	47
Bias	42.3%	19	24.7%	76	26.9%	94
Physical assault	7.6%	3	3.0%	9	3.6%	13
Sexual misconduct	7.6%	3	9.7%	30	9.4%	33
Verbal abuse	7.6%	3	7.3%	22	7.3%	26
None/no response	57.7%	25	67.3%	207	66.1%	232

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

**Table 74: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.5%	11	3.0%	11
Bullying	5.0%	*	7.5%	23	7.2%	25
Bias	42.3%	19	17.8%	55	20.9%	73
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	2.5%	8	2.2%	8
Verbal abuse	0.0%	*	0.6%	*	0.6%	*
None/no response	57.7%	25	77.6%	238	75.1%	264

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 75: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.8%	6	1.6%	6
Bullying	0.0%	*	11.5%	35	10.1%	35
Bias	28.3%	12	19.0%	58	20.1%	71
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.6%	11	3.2%	11
Verbal abuse	7.6%	3	6.8%	21	6.9%	24
None/no response	71.7%	32	71.6%	220	71.7%	252

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 76: CHHS Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the College of Health and Human Sciences, please indicate your level of agreement with the following statements:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
I understand why diversity, equity and inclusion work is important for the mission/vision of the College of Health and Human Science	78.6%	44	59.9%	304	62.3%	348
The College of Health and Human Science provides sufficient programs and resources to foster the success of diverse employees	16.1%	44	16.3%	302	16.3%	346
I feel comfortable talking about issues of racism, equity and social justice on my team	43.3%	44	27.3%	304	29.4%	348
I know where to find resources to learn more about diversity, equity and inclusion responsiveness.	51.3%	44	35.5%	304	37.5%	348
The person I report to takes steps to make the workplace inclusive, safe and welcoming.	54.8%	44	44.7%	300	46.0%	345

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



## Comparisons by Employee Type

Employment type is based on the employee's current classification within the Human Resources system. State Classified (SC) employees are those with positions within the State Personnel System under Colorado statutes. Administrative professional (Admin Pro) employees hold positions exempt from the State Personnel System under Colorado statutes and are not faculty positions. Research Associates and Research Scientists are considered Admin Pro. Faculty includes all personnel who carry academic rank (professor, associate professor, assistant professor, master instructor, senior instructor, instructor, and faculty affiliate) and the University President. Faculty have been coded into two groups. Tenure and Tenure Track (T/TT) faculty include tenured faculty, tenure-track faculty, and faculty with transitional appointments. Contract, Continuing, and Adjunct (CCA) faculty include contract faculty, continuing faculty, and adjunct faculty as well as faculty with temporary, special, and/or senior teaching appointments. As employment type was included as part of the survey sample meta data (and not asked on the survey), employment type could not be determined for employees who completed a hard copy survey. These employees as well as other salaried employees are excluded from these analyses.

**Table 77: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	68.4%	139	59.3%	108	61.1%	165	64.5%	26	63.2%	439
My department/unit promotes a work environment where all employees feel included	66.9%	139	52.8%	114	74.3%	165	70.8%	26	66.2%	445
My department/unit treats all employees equitably	60.7% B	139	42.9%	111	55.0%	165	49.9%	26	53.5%	442
My department/unit is open and transparent in communication	62.3% B	139	39.4%	114	53.8%	165	70.8% B	26	53.8%	445
My department/unit values employee input in major department/unit decisions	68.1%	139	68.3%	114	59.0%	165	77.1%	26	65.3%	445
My department/unit promotes respect for cultural differences	79.9%	139	75.3%	112	76.4%	165	87.5%	26	77.9%	442
My department/unit understands the value of diversity	79.9%	139	85.6%	112	73.3%	165	83.3%	26	79.1%	442
My department/unit communicates the importance of valuing diversity	85.0%	139	81.8%	112	73.3%	165	83.3%	26	79.7%	442
I feel valued as an employee	68.5%	139	54.2%	114	56.5%	165	60.4%	26	59.9%	445
I feel a strong sense of belonging to CSU	57.7%	139	44.5%	114	44.2%	165	43.7%	26	48.5%	445
I feel a strong sense of belonging to my division/college	54.4% D	139	41.7%	114	43.5%	165	24.9%	26	45.4%	445
I feel a strong sense of belonging to my department/unit	74.8% B	139	54.5%	114	61.1%	165	60.4%	26	63.7%	445
I would recommend CSU as a place of employment	62.4%	139	62.6%	112	57.8%	165	66.6%	26	61.0%	442
I would recommend my department/unit as a place of employment	68.5%	139	59.0%	112	66.5%	165	60.4%	26	64.9%	442

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 78: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
Yes, I had a review	85.9%	120	97.5% A C	109	81.6%	135	100.0% <sup>1</sup>	26	88.1%	390
No, I did not have a review	14.1% B	20	2.5%	*	18.4% B	30	0.0% <sup>1</sup>	*	11.9%	53
Total	100.0%	139	100.0%	112	100.0%	165	100.0%	26	100.0%	442

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>2,3</sup>

1. This category is not used in comparisons because its column proportion is equal to zero or one.

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 79: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
PERFORMANCE REVIEW OVERALL	80.9%	118	77.0%	106	80.7%	135	86.8%	26	80.1%	385
I am satisfied with the effort my supervisor put into my most recent performance review	74.8%	120	81.6%	106	80.3%	135	93.8%	26	79.9%	387
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	21.0%	120	24.1% D	109	16.4%	135	0.0%	26	18.9%	390
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	68.3% B	118	48.1%	109	61.7%	135	66.6%	26	60.2%	387

Asked only of those respondents who had a performance review in the last year.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.

\*Reverse coded when included in overall rating<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 80: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
RESPECT OVERALL	66.5%	139	59.2%	112	62.7%	156	70.1%	26	63.5%	433
My department/unit is treated with respect by other units within my college/division	60.1%	139	50.6%	112	60.7%	165	66.6%	26	58.3%	442
My college/division is treated with respect by CSU	65.6%	139	53.5%	112	61.3%	165	66.6%	26	61.0%	442
The people I interact with treat each other with respect	83.5%	139	66.8%	112	71.2%	165	79.1%	26	74.4%	442
	B									
There is respect for religious differences in my department/unit	62.9%	139	60.9%	112	60.7%	156	70.8%	26	62.1%	433
There is respect for liberal perspectives in my department/unit	86.7%	139	83.7%	112	87.3%	165	89.5%	26	86.3%	442
There is respect for conservative perspectives in my department/unit	40.5%	139	39.7%	112	31.8%	165	47.9%	26	37.5%	442

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 81: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
FAVORITISM OVERALL	24.6%	134	26.2%	112	31.2%	159	20.8%	26	27.2%	432
Recognized within my department/unit	31.3%	134	33.7%	112	36.8%	159	29.2%	26	33.8%	432
Resources in my department/unit	30.1%	137	39.7%	112	42.9%	159	35.4%	26	37.6%	434
Professional development opportunities	18.5%	137	15.1%	112	19.7%	159	12.5%	26	17.7%	434
Promoted in my department/unit	20.5%	137	19.3%	112	31.4%	159	10.5%	26	23.6%	434
Hired in my department/unit	21.2%	137	23.0%	112	25.3%	159	16.7%	26	22.9%	434

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 82: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	43.1%	132	39.1%	106	44.1%	148	40.2%	26	42.2%	412
Leadership adequately addresses inappropriate behavior	43.6%	132	38.3%	109	39.0%	148	49.9%	26	41.0%	414
Leadership holds employees accountable for inappropriate behavior	38.6%	132	37.1%	109	40.9%	148	31.2%	26	38.5%	414
Leadership holds employees accountable for poor performance in the workplace	30.3%	132	34.1%	106	45.3%	148	24.9%	26	36.3%	412
Leadership acts ethically and honestly in the workplace	60.5%	132	59.9%	109	58.1%	148	60.4%	26	59.5%	414
Leadership addresses issues of inequity	48.0%	132	32.8%	106	42.5%	148	43.7%	26	41.8%	412
Leadership holds all employees to the same standards	37.4%	132	36.6%	106	38.7%	148	31.2%	26	37.3%	412

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 83: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.3%	130	46.5%	107	46.0%	148	54.7%	23	48.6%	408
Leadership adequately addresses inappropriate behavior	55.4%	134	52.8%	107	36.9%	148	64.4%	25	48.7%	413
Leadership holds employees accountable for inappropriate behavior	41.6%	134	45.9%	107	36.9%	148	54.1%	26	41.9%	415
Leadership holds employees accountable for poor performance in the workplace	40.7%	134	26.5%	109	40.9%	148	37.4%	26	36.8%	417
Leadership acts ethically and honestly in the workplace	60.5%	132	59.9%	109	58.1%	148	60.4%	26	59.5%	414
Leadership addresses issues of inequity	65.6%	134	42.6%	109	53.2%	148	57.7%	25	54.7%	415
Leadership holds all employees to the same standards	42.2%	134	43.3%	109	43.2%	148	47.9%	26	43.2%	417

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 84: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
CSU CLIMATE OVERALL	59.2% C	131	47.9%	104	44.0%	134	61.5%	26	51.2%	395
Recruits employees from a diverse set of backgrounds	58.4% B C	134	40.4%	106	41.2%	139	60.4%	26	47.9%	405
Improves the campus climate for all employees	61.3% C	134	46.1%	106	43.7%	139	54.1%	26	50.8%	405
Retains diverse employees	30.5%	131	21.4%	106	19.9%	139	37.4%	26	24.9%	403
Creates a supportive environment for employees from diverse backgrounds	51.5% C	134	43.6%	106	31.7%	139	62.4% C	26	43.3%	405
Encourages discussions related to diversity	86.2% C	134	75.2%	106	71.0%	139	89.5%	26	78.3%	405
Provides employees with a positive work experience	63.3%	134	57.9%	104	51.4%	136	66.6%	26	58.1%	401
Climate has become consistently more inclusive of all employees	55.1%	134	47.3%	106	43.1%	136	60.4%	26	49.3%	403

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 85: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT CLIMATE OVERALL	64.8% B C	132	48.0%	101	52.7%	136	63.3%	26	56.2%	396
Recruits employees from a diverse set of backgrounds	57.3%	132	43.2%	109	48.7%	139	66.6%	26	51.2%	406
Improves the campus climate for all employees	62.3% B	134	43.1%	109	48.4%	139	60.4%	26	52.3%	408
Retains diverse employees	45.3% B	134	25.6%	107	37.0%	139	31.2%	26	36.4%	406
Creates a supportive environment for employees from diverse backgrounds	51.5% C	134	43.6%	106	31.7%	139	62.4% C	26	43.3%	405
Encourages discussions related to diversity	87.0% C	134	79.6%	109	71.8%	139	89.5%	26	80.0%	408
Provides employees with a positive work experience	79.5% B C	134	54.0%	107	59.8%	139	66.6%	26	65.2%	406
Climate has become consistently more inclusive of all employees	66.0%	134	49.6%	105	54.4%	136	58.4%	26	57.3%	402

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 86: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
CSU COMMUNICATIONS OVERALL	51.9%	134	42.6%	98	52.5%	139	62.4%	26	50.5%	397
Communications are effective	48.4%	134	50.8%	104	45.8%	142	62.4%	26	49.0%	406
Communications are timely	51.0%	134	48.2%	104	59.3%	139	62.4%	26	53.9%	403
Communications are relevant	55.1%	134	41.2%	102	54.3%	142	68.6%	26	52.2%	404
Communications are informative	63.9%	134	51.1%	102	58.1%	139	68.6%	26	58.9%	401
Communications are motivating	29.3%	134	27.0%	104	27.8%	139	49.9%	26	29.5%	403
Communications are honest	48.0%	134	26.3%	102	47.9%	139	62.4%	26	43.4%	401
Communications are accessible	67.6%	134	63.7%	104	72.3%	139	62.4%	26	67.9%	403

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 87: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
COLLEGE/DIVISION COMMUNICATIONS OVERALL	62.5%	134	53.0%	98	56.7%	139	67.7%	24	58.4%	395
Communications are effective	61.6%	134	50.8%	104	53.4%	139	62.4%	26	56.0%	403
Communications are timely	69.3%	134	55.4%	104	57.3%	139	62.4%	26	61.1%	403
Communications are relevant	65.8%	134	63.0%	102	60.3%	139	69.7%	24	63.4%	399
Communications are informative	67.0%	134	55.7%	102	59.8%	139	62.4%	26	61.4%	401
Communications are motivating	46.5%	134	35.4%	104	36.9%	139	43.7%	26	40.2%	403
Communications are honest	57.1%	134	42.2%	102	56.8%	139	68.6%	26	53.9%	401
Communications are accessible	70.3%	134	69.6%	104	72.3%	139	62.4%	26	70.3%	403

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 88: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	78.0% B	134	55.2% B	96	67.7% B	139	74.7% B	24	68.6%	393
Communications are effective	76.6% B	134	56.8% B	104	65.3% B	139	72.8% B	26	67.4%	403
Communications are timely	81.6% B	134	65.8% B	104	67.6% B	139	72.8% B	26	72.1%	403
Communications are relevant	87.0% B C	134	65.7% B	102	72.3% B	139	74.4% B	24	75.7%	399
Communications are informative	78.8% B	134	57.6% B	100	74.3% B	139	66.6% B	26	71.1%	399
Communications are motivating	59.3% B	134	39.5% B	102	50.4% B	139	60.4% B	26	51.2%	401
Communications are honest	84.4% B C	134	52.7% B	102	66.8% B	139	72.8% B	26	69.5%	401
Communications are accessible	78.4%	134	64.5% B	104	77.3% B	139	56.1% B	26	73.0%	403

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 89: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
Yes, I have the opportunity to provide feedback	54.0% B	72	35.6% B	36	49.8% B	74	35.4% B	9	46.8%	191
Maybe, I can provide feedback in limited situations	30.9% C	41	45.6% C	46	28.7% C	43	47.9% C	13	34.8%	142
No, I don't have an opportunity to provide feedback	15.1%	20	18.8% C	19	21.5% C	32	16.7% C	4	18.4%	75
Total	100.0%	134	100.0%	100	100.0%	148	100.0%	26	100.0%	409

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 90: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
RESPONSIVENESS TO FEEDBACK OVERALL	56.0%	103	55.9%	79	60.1%	107	58.5%	22	57.5%	311
One on one conversations with my supervisor	79.3%	109	70.5%	81	69.6%	107	100.0% B C	22	75.2%	319
My representation in shared governance (CPC, APC, or Faculty Council)	35.0%	103	37.7%	81	38.8%	107	27.5%	22	36.5%	313
My service on committees	68.6%	107	76.8% D	81	78.7% D	107	42.5%	22	72.3%	317
Annual review process	60.7%	109	71.8%	81	73.5%	107	92.5% A	22	70.0%	319
Input collection through anonymous surveys	40.8%	103	26.2%	79	39.7%	107	29.9%	22	35.9%	311

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 91: Feedback Valued**

When I give feedback it is valued by:	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
FEEDBACK VALUED OVERALL	53.1%	107	48.9%	81	44.6%	107	41.6%	22	48.4%	317
CSU overall	32.6%	107	32.0%	81	30.6%	107	22.5%	22	31.1%	317
My division/college	51.4%	107	51.1%	81	42.5%	107	29.9%	22	46.8%	317
My department/unit	75.8%	109	63.7%	81	60.6%	107	72.5%	22	67.4%	319

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 92: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	15.6%	22	11.1%	13	13.6%	22	27.2%	7	14.4%	64
Physical appearance	4.7%	7	15.4%	18	1.7%	*	27.2%	7	7.7%	34
Physical disability	16.3%	23	10.6%	12	5.9%	10	29.2%	8	11.7%	52
Mental disability	18.3%	25	21.3%	24	3.3%	6	27.2%	7	14.0%	62
Employment classification	28.5%	40	10.1%	11	31.4%	52	35.4%	9	25.3%	112
Gender identity	17.1%	24	17.1%	20	15.3%	25	10.5%	*	16.0%	71
Job title	25.4%	35	12.5%	14	31.4%	52	6.2%	*	23.2%	103
Parental status	3.5%	5	9.5%	11	9.6%	16	10.5%	*	7.7%	34
Religion	15.9%	22	19.0%	22	9.0%	15	10.5%	*	13.8%	61
Political affiliation	33.9%	47	5.9%	7	12.7%	21	22.9%	6	18.2%	81
Sexual orientation	11.4%	16	8.3%	9	5.9%	10	10.5%	*	8.5%	38
Socio-economic status	16.0%	22	9.5%	11	4.2%	7	22.9%	6	10.4%	46
Ethnic origin	20.8%	29	13.6%	16	8.0%	13	16.7%	4	14.0%	62
Veteran status	0.0%	*	2.4%	*	0.0%	*	0.0%	*	0.6%	*
Race or color	30.7%	43	17.1%	20	8.0%	13	16.7%	4	18.0%	80
Marital status	2.6%	4	3.5%	4	2.1%	3	0.0%	*	2.5%	11
Nationality/country of origin	11.4%	16	9.0%	10	3.8%	6	10.5%	*	7.9%	35
None/no response	41.4%	58	53.6%	61	41.8%	69	41.6%	11	44.7%	199

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 93: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.9%	15	9.4%	11	9.8%	16	10.5%	*	10.1%	45
Physical appearance	1.6%	*	13.0%	15	0.0%	*	0.0%	*	3.8%	17
Physical disability	4.7%	7	8.8%	10	0.0%	*	6.2%	*	4.1%	18
Mental disability	5.8%	8	17.1%	20	1.7%	*	0.0%	*	6.8%	30
Employment classification	20.8%	29	4.2%	5	27.2%	45	16.7%	4	18.6%	83
Gender identity	9.3%	13	10.1%	11	7.7%	13	0.0%	*	8.4%	37
Job title	23.8%	33	9.4%	11	24.7%	41	16.7%	4	20.0%	89
Parental status	1.6%	*	11.2%	13	7.5%	12	10.5%	*	6.8%	30
Religion	6.2%	9	9.5%	11	3.5%	6	0.0%	*	5.7%	25
Political affiliation	23.0%	32	4.2%	5	5.9%	10	6.2%	*	10.8%	48
Sexual orientation	8.3%	12	5.9%	7	4.2%	7	0.0%	*	5.7%	25
Socio-economic status	10.9%	15	7.7%	9	4.2%	7	12.5%	3	7.7%	34
Ethnic origin	15.6%	22	13.6%	16	4.2%	7	0.0%	*	10.0%	44
Veteran status	0.0%	*	2.4%	*	0.0%	*	0.0%	*	0.6%	*
Race or color	20.4%	28	15.4%	18	4.2%	7	0.0%	*	11.9%	53
Marital status	2.6%	4	3.5%	4	0.0%	*	0.0%	*	1.7%	8
Nationality/country of origin	6.3%	9	9.0%	10	0.0%	*	0.0%	*	4.3%	19
None/no response	50.7%	71	63.5%	73	59.6%	98	64.6%	17	58.1%	259

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.



**Table 94: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.9%	12	7.0%	8	5.6%	9	16.7%	4	7.7%	34
Physical appearance	3.1%	4	6.4%	7	3.5%	6	12.5%	3	4.7%	21
Physical disability	4.7%	7	13.0%	15	0.0%	*	6.2%	*	5.2%	23
Mental disability	5.8%	8	16.5%	19	1.7%	*	0.0%	*	6.7%	30
Employment classification	16.8%	23	10.6%	12	28.6%	47	22.9%	6	19.9%	89
Gender identity	9.8%	14	16.5%	19	11.9%	20	0.0%	*	11.7%	52
Job title	17.2%	24	13.5%	15	24.4%	40	22.9%	6	19.3%	86
Parental status	7.8%	11	12.3%	14	11.3%	19	10.5%	*	10.4%	46
Religion	6.2%	9	11.2%	13	3.5%	6	0.0%	*	6.1%	27
Political affiliation	23.5%	33	5.9%	7	8.0%	13	6.2%	*	12.2%	54
Sexual orientation	11.4%	16	4.2%	5	4.2%	7	6.2%	*	6.6%	29
Socio-economic status	10.9%	15	6.4%	7	5.9%	10	12.5%	3	8.0%	36
Ethnic origin	14.1%	20	9.5%	11	5.9%	10	0.0%	*	9.0%	40
Veteran status	0.0%	*	0.0%	*	1.7%	*	0.0%	*	0.6%	*
Race or color	20.4%	28	11.2%	13	7.5%	12	0.0%	*	12.1%	54
Marital status	2.6%	4	3.5%	4	1.7%	*	0.0%	*	2.3%	10
Nationality/country of origin	7.9%	11	6.6%	8	0.0%	*	0.0%	*	4.2%	18
None/no response	61.9%	86	51.8%	59	58.2%	96	41.6%	11	56.8%	253

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 95: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	16.3%	23	8.3%	9	5.9%	10	16.7%	4	10.4%	46
Bullying	17.9%	25	5.8%	7	11.1%	18	16.7%	4	12.2%	54
Bias	35.9%	50	31.1%	36	18.6%	31	16.7%	4	27.1%	121
Physical assault	6.2%	9	5.3%	6	0.0%	*	10.5%	*	3.9%	17
Sexual misconduct	10.5%	15	7.6%	9	5.6%	9	10.5%	*	7.9%	35
Verbal abuse	12.0%	17	4.7%	5	6.9%	11	10.5%	*	8.1%	36
None/no response	61.0%	85	68.9%	79	70.1%	116	77.1%	20	67.4%	300

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 96: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.1%	4	2.4%	*	2.1%	3	0.0%	*	2.4%	11
Bullying	10.5%	15	1.7%	*	6.9%	11	0.0%	*	6.3%	28
Bias	29.7%	41	25.3%	29	10.1%	17	6.2%	*	19.9%	89
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	1.6%	*	1.7%	*	2.1%	3	0.0%	*	1.7%	8
Verbal abuse	0.0%	*	1.7%	*	1.7%	*	0.0%	*	1.1%	5
None/no response	68.7%	96	74.7%	85	81.0%	134	93.8%	25	76.3%	339

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 97: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.6%	*	0.0%	*	2.1%	3	0.0%	*	1.3%	6
Bullying	4.7%	7	14.1%	16	11.1%	18	0.0%	*	9.2%	41
Bias	23.9%	33	24.2%	28	16.9%	28	12.5%	3	20.7%	92
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	1.6%	*	1.7%	*	4.2%	7	0.0%	*	2.5%	11
Verbal abuse	1.6%	*	13.5%	15	7.3%	12	0.0%	*	6.7%	30
None/no response	73.0%	102	63.5%	73	75.1%	124	87.5%	23	72.2%	321

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 98: CHHS Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the College of Health and Human Sciences, please indicate your level of agreement with the following statements:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I understand why diversity, equity and inclusion work is important for the mission/vision of the College of Health and Human Science	62.5%	128	61.9%	101	58.5%	145	59.3%	26	60.7%	400
The College of Health and Human Science provides sufficient programs and resources to foster the success of diverse employees	14.9%	126	14.5%	98	14.9%	145	26.9%	26	15.6%	395
I feel comfortable talking about issues of racism, equity and social justice on my team	33.2%	131	21.5%	101	24.3%	145	24.6%	26	26.5%	403
I know where to find resources to learn more about diversity, equity and inclusion responsiveness.	35.7%	131	33.8%	101	35.5%	145	37.1%	26	35.2%	403
The person I report to takes steps to make the workplace inclusive, safe and welcoming.	48.1%	131	41.2%	97	37.2%	145	65.3% C	26	43.6%	400

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

## Comparisons by Department/Unit

Some departments with a small number of employees may have been combined for these comparisons. Groupings appear in the following table.

**Table 99: Department Grouping**

		Pct	Pop
Contr Mgmt	Construction Management	8.4%	38
Des Merch	Design and Merchandising	9.8%	45
Food Sci Hum Nutr	Food Science and Human Nutrition	5.7%	26
Health Ex Sci	Health and Exercise Science	11.3%	52
Hu Dev Fam St	Human Development and Family Studies	15.2%	69
Occ Therapy	Occupational Therapy	9.5%	43
Other	Institute for the Built Environment	0.5%	*
	Office of Dean	7.3%	34
	Richardson Design Center	1.8%	8
	Unknown	0.6%	*
Sch Ed	School of Education	14.4%	66
Sch Soc Work	School of Social Work	15.7%	72

\* Values reported for items with  $n \geq 3$ .

# Employee Climate Survey 2021

**Table 100: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	43.0%	38	55.8%	45	78.7% A I	23	78.2% A B H I	52	75.6% A H I	67	56.9%	43	71.8% A	46	56.5%	66	53.0%	72	62.7%	451
My department/unit promotes a work environment where all employees feel included	52.8%	38	54.1%	45	85.2% I	26	85.0% A B I	52	78.3% I	69	59.6%	43	81.6% I	46	65.1%	66	40.5%	72	65.7%	457
My department/unit treats all employees equitably	34.4%	38	38.6%	45	83.0% A B F I	23	73.7% A B F I	52	70.5% A B F I	69	37.6%	43	69.7% A F I	46	50.1%	66	29.8%	72	52.7%	454
My department/unit is open and transparent in communication	44.9%	38	42.2%	45	72.3% F	26	57.4% F	52	66.6% F	69	29.9%	43	69.7% F	46	53.4%	66	52.7%	72	54.4%	457
My department/unit values employee input in major department/unit decisions	44.0%	38	68.9%	45	91.5% A F H I	26	85.0% A F H I	52	81.3% A F H	69	43.9%	43	69.7%	46	54.5%	66	57.5%	72	65.6%	457
My department/unit promotes respect for cultural differences	58.5%	38	64.0%	45	91.5%	26	87.9% A	52	89.3% A I	67	72.6%	43	77.3%	46	85.2%	66	65.4%	72	77.0%	454
My department/unit understands the value of diversity	55.8%	38	63.5%	45	91.5% A	26	87.9% A	52	77.7%	67	81.0%	43	81.6%	46	78.0%	66	84.0% A	72	78.2%	454
My department/unit communicates the importance of valuing diversity	55.8%	38	60.5%	45	80.9%	26	94.7% A B	52	86.5% A B	67	83.5%	43	81.6%	46	72.7%	66	84.0% A	72	78.8%	454
I feel valued as an employee	37.7%	38	51.7%	45	72.3%	26	82.8% A H I	52	62.8%	69	67.1%	43	68.2%	46	49.3%	66	50.4%	72	59.5%	457
I feel a strong sense of belonging to CSU	28.8%	38	48.3%	45	44.7%	26	54.2% A I	52	62.8% A I	69	46.7%	43	67.4% A I	46	45.9%	66	33.1%	72	48.4%	457
I feel a strong sense of belonging to my division/college	15.8%	38	62.2% A H I	45	55.3% A	26	64.4% A H I	52	53.1% A H	69	40.5%	43	68.2% A H I	46	22.5%	66	31.0%	72	44.7%	457
I feel a strong sense of belonging to my department/unit	68.7%	38	64.0%	45	74.6%	26	82.8% F I	52	67.8%	69	39.2%	43	74.1% F	46	56.7%	66	50.2%	72	63.1%	457
I would recommend CSU as a place of employment	24.5%	38	54.5%	45	83.0% A	26	72.2% A	52	81.6% A H I	67	73.3% A	43	54.0%	46	51.5%	66	52.4%	72	60.5%	454
I would recommend my department/unit as a place of employment	37.4%	38	52.9%	45	78.9% A	26	88.2% A B H I	52	81.6% A B H	67	64.5%	43	69.8% A	46	49.3%	66	57.8%	72	64.3%	454

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 101: Performance Review in Last Year**

Did you have a performance review in the last year?	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	5.7%	*	30.3%	14	0.0% <sup>a</sup>	*	0.0% <sup>a</sup>	*	13.0%	9	6.3%	*	12.5%	6	22.5%	15	10.7%	8	12.2%	55
Yes, I had a review	94.3%	36	69.7%	31	100.0% <sup>a</sup>	26	100.0% <sup>a</sup>	52	87.0%	58	93.7%	41	87.5%	41	77.5%	51	89.3%	64	87.8%	399
Total	100.0%	38	100.0%	45	100.0%	26	100.0%	52	100.0%	67	100.0%	43	100.0%	46	100.0%	66	100.0%	72	100.0%	454

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with n >= 3.<sup>b,c</sup>

a. This category is not used in comparisons because its column proportion is equal to zero or one.

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 102: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	79.5%	36	72.5%	28	83.0%	26	77.5%	52	78.1%	58	79.6%	41	90.8% B	38	78.1%	51	81.6%	64	80.0%	394
I am satisfied with the effort my supervisor put into my most recent performance review	72.4%	36	58.0%	28	78.6%	26	88.2% B	52	87.4% B	58	72.9%	41	87.8%	41	68.3%	51	92.3% B H	64	80.3%	396
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	11.5%	36	31.2%	31	21.4%	26	18.5%	52	18.9%	58	18.4%	41	9.0%	41	31.7%	51	9.7%	64	18.4%	399
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	66.2%	36	54.2%	31	70.3%	26	44.4%	52	47.0%	58	66.1%	41	85.3% D E I	38	66.0%	51	52.4%	64	59.5%	397

Asked only of those respondents who had a performance review in the last year.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.

\*Reverse coded when included in overall rating<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 103: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	57.1%	35	60.3%	45	66.2%	26	78.7% A B H I	46	77.7% A B H I	67	66.7% H	43	63.8% H	46	47.3%	66	58.4%	72	63.7%	445
My department/unit is treated with respect by other units within my college/division	23.0%	38	51.6% A H	45	72.3% A H	26	88.2% A B H I	52	95.9% A B F H I	67	63.3% A H	43	81.6% A B H I	46	8.9%	66	44.8% H	72	57.9%	454
My college/division is treated with respect by CSU	40.7%	38	57.8% H	45	80.8% A H I	26	81.5% A H I	52	89.9% A B H I	67	73.4% A H	43	70.9% H	46	14.7%	66	47.3% H	72	60.0%	454
The people I interact with treat each other with respect	63.7%	38	67.2%	45	91.5%	26	66.2%	52	85.7%	67	79.7%	43	74.1%	46	80.7%	66	69.5%	72	75.1%	454
There is respect for religious differences in my department/unit	84.2%	35	60.6%	45	44.5%	26	78.4%	46	64.5%	67	60.7%	43	58.7%	46	55.6%	66	57.5%	72	62.5%	445
There is respect for liberal perspectives in my department/unit	71.4%	38	75.0%	45	87.1%	26	89.3%	52	91.7% G	67	90.4%	43	69.4%	46	91.6% G	66	100.0% A B G	72	86.7%	454
There is respect for conservative perspectives in my department/unit	54.3%	38	49.6%	45	21.1%	26	58.3% C	52	38.3%	67	33.0%	43	28.0%	46	32.4%	66	31.6%	72	38.6%	454

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 104: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	27.3%	38	25.3%	45	7.1%	23	27.0%	49	14.3%	67	37.1% C E	43	29.3%	44	31.1%	63	33.2% E	72	26.7%	444
Recognized within my department/unit	27.3%	38	31.1%	45	9.5%	23	37.6%	49	14.2%	67	45.5% E	43	35.5%	44	50.0% C E	63	38.2%	72	33.5%	444
Resources in my department/unit	36.3%	38	34.3%	45	16.6%	23	29.7%	49	21.3%	67	55.7% E	43	39.7%	46	47.7%	63	43.8%	72	37.2%	446
Professional development opportunities	14.7%	38	26.7%	45	0.0%	23	26.2%	49	10.1%	67	19.5%	43	18.4%	46	18.0%	63	15.8%	72	17.2%	446
Promoted in my department/unit	29.1%	38	17.3%	45	9.5%	23	29.7%	49	19.7%	67	22.0%	43	24.4%	46	13.1%	63	34.2%	72	22.9%	446
Hired in my department/unit	29.1%	38	17.3%	45	0.0%	23	11.6%	49	6.0%	67	43.1% C D E	43	23.2%	46	26.8%	63	34.2% C E	72	22.3%	446

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



# Employee Climate Survey 2021

**Table 105: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	23.9%	36	48.6%	45	46.8%	20	61.2%	43	61.1%	63	32.5%	38	62.1%	44	11.4%	60	33.1%	72	41.6%	421
Leadership adequately addresses inappropriate behavior	23.0%	38	43.4%	45	51.3%	20	64.5%	43	57.4%	63	33.4%	38	60.0%	44	0.0%	60	38.6%	72	40.0%	424
Leadership holds employees accountable for inappropriate behavior	28.7%	38	57.3%	45	43.2%	20	51.7%	43	54.8%	63	23.2%	38	66.2%	44	7.9%	60	23.9%	72	38.3%	424
Leadership holds employees accountable for poor performance in the workplace	17.1%	36	35.6%	45	26.9%	20	53.0%	43	61.1%	63	21.2%	38	56.2%	44	18.8%	60	26.6%	72	36.2%	421
Leadership acts ethically and honestly in the workplace	49.5%	38	74.2%	45	64.8%	20	80.5%	43	77.4%	63	53.0%	38	75.7%	44	18.8%	60	49.3%	72	58.8%	424
Leadership addresses issues of inequity	23.2%	36	45.1%	45	51.3%	20	65.8%	43	53.9%	63	35.1%	38	55.1%	44	13.3%	60	35.1%	72	40.9%	421
Leadership holds all employees to the same standards	17.1%	36	36.0%	45	43.2%	20	51.7%	43	61.8%	63	29.3%	38	59.6%	44	9.7%	60	24.9%	72	36.4%	421

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 106: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	37.6%	38	42.3%	45	49.4%	19	56.2%	43	65.2% A F H I	63	35.6%	36	60.8%	43	42.7%	58	38.7%	72	47.9%	417
Leadership adequately addresses inappropriate behavior	50.1%	38	43.8%	45	51.3%	20	55.7%	43	62.9% H	63	37.4%	36	59.2%	46	33.6%	58	38.2%	72	47.6%	423
Leadership holds employees accountable for inappropriate behavior	33.9%	38	46.7%	45	51.3%	20	38.3%	43	62.3% F H I	63	30.0%	38	60.4% I	46	32.0%	58	25.2%	72	41.6%	424
Leadership holds employees accountable for poor performance in the workplace	23.0%	38	31.1%	45	34.9%	20	39.6%	43	55.8% A I	63	28.4%	38	58.7% A I	46	36.4%	60	19.5%	72	36.7%	426
Leadership acts ethically and honestly in the workplace	49.5% H	38	74.2% H	45	64.8% H	20	80.5% H I	43	77.4% H I	63	53.0% H	38	75.7% H	44	18.8%	60	49.3% H	72	58.8%	424
Leadership addresses issues of inequity	33.9%	38	40.6%	45	73.4%	19	75.9% A B F	43	62.9%	63	32.7%	38	61.9%	46	55.2%	60	48.9%	72	53.5%	425
Leadership holds all employees to the same standards	23.0%	38	32.8%	45	43.2%	20	47.2%	43	59.4% A	63	31.3%	38	61.5% A	46	38.5%	60	36.4%	72	42.2%	426

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 107: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	39.8%	36	63.7% A H I	42	57.8%	20	68.3% A H I	38	60.4% H I	63	51.1%	38	49.6%	46	39.5%	55	39.0%	66	51.0%	405
Recruits employees from a diverse set of backgrounds	46.8%	36	73.3% F I	42	70.1% F I	20	41.9%	38	52.4% I	63	23.2%	38	52.5%	46	54.7% I	60	24.7%	72	46.8%	415
Improves the campus climate for all employees	40.3%	36	58.5%	42	37.6%	20	62.0%	38	67.2% I	63	67.5% I	38	44.9%	46	41.2%	60	31.3%	72	49.6%	415
Retains diverse employees	29.4%	36	47.6% H I	42	32.5%	20	41.9% H I	38	26.1%	63	30.5%	38	23.3%	46	9.8%	60	4.0%	69	24.3%	412
Creates a supportive environment for employees from diverse backgrounds	40.3%	36	58.5% I	42	62.1% I	20	64.8% I	38	46.2% I	63	47.8% I	38	47.8% I	46	35.5%	60	16.5%	72	43.0%	415
Encourages discussions related to diversity	78.6%	36	85.1% H	42	83.6%	20	90.8% H	38	83.4% H	63	76.7%	38	73.7%	46	54.3%	60	88.6% H	72	78.8%	415
Provides employees with a positive work experience	26.4%	36	64.6% A	42	67.5%	20	91.1% A H I	38	73.9% A H	63	60.3%	38	59.8% A	46	36.7%	58	52.7%	69	58.4%	410
Climate has become consistently more inclusive of all employees	17.1%	36	58.1% A	42	51.1%	20	85.8% A G H I	38	73.9% A H I	63	51.5%	38	45.7%	46	33.1%	57	40.2%	72	50.5%	412

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 108: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	39.4%	38	57.8%	40	68.3%	17	71.1%	38	63.2%	63	45.4%	38	63.9%	46	64.3%	53	41.1%	72	56.0%	405
Recruits employees from a diverse set of backgrounds	41.6%	38	82.9%	42	59.3%	20	67.6%	38	40.0%	63	8.7%	38	65.1%	46	69.6%	58	32.3%	72	50.6%	415
Improves the campus climate for all employees	28.7%	38	49.3%	42	43.2%	20	77.5%	38	68.4%	63	49.2%	38	66.6%	46	41.2%	60	36.7%	72	51.1%	418
Retains diverse employees	34.4%	38	63.3%	40	40.5%	20	37.5%	38	48.5%	63	23.2%	38	40.2%	46	47.9%	60	0.0%	72	35.5%	416
Creates a supportive environment for employees from diverse backgrounds	40.3%	36	58.5%	42	62.1%	20	64.8%	38	46.2%	63	47.8%	38	47.8%	46	35.5%	60	16.5%	72	43.0%	415
Encourages discussions related to diversity	85.3%	38	56.7%	42	83.6%	20	75.3%	38	87.8%	63	78.7%	38	79.6%	46	76.0%	60	92.4%	72	80.5%	418
Provides employees with a positive work experience	28.7%	38	66.3%	42	64.8%	20	86.7%	38	78.2%	63	67.5%	38	75.6%	46	54.9%	58	62.6%	72	65.3%	416
Climate has become consistently more inclusive of all employees	28.7%	38	44.9%	42	67.9%	17	81.4%	38	71.6%	63	41.9%	38	72.1%	46	67.4%	57	48.1%	72	58.3%	412

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 109: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	39.3%	36	47.7%	42	67.7% H	20	58.8%	36	61.4% H	61	56.7%	38	40.4%	46	37.5%	58	58.2% H	70	51.3%	407
Communications are effective	40.7%	36	42.8%	42	53.7%	20	49.1%	38	66.4% G	63	61.7%	38	29.5%	46	38.0%	60	58.2%	72	49.5%	416
Communications are timely	32.9%	36	59.4%	42	67.2%	20	56.7%	36	69.6% A	63	61.7%	38	40.2%	46	51.3%	60	55.1%	72	54.9%	413
Communications are relevant	42.3%	36	40.1%	42	67.2%	20	53.4%	38	51.8%	63	67.5%	38	41.7%	46	52.6%	60	64.6%	70	53.3%	414
Communications are informative	42.6%	36	44.9%	42	83.6%	20	73.1%	36	58.0%	61	61.7%	38	49.6%	46	52.3%	60	77.6% A B	72	59.9%	411
Communications are motivating	17.1%	36	26.2%	42	62.1% A H	20	30.7%	36	50.9% A H	63	23.5%	38	24.8%	46	7.0%	60	43.5% H	72	31.2%	413
Communications are honest	26.8%	36	53.8% H	42	70.1% A H	20	52.9% H	36	60.9% A H	63	49.8%	38	44.9%	46	17.5%	58	42.0%	72	44.7%	411
Communications are accessible	72.8%	36	66.5%	42	70.1%	20	87.6% G H	36	79.4%	63	70.9%	38	52.0%	46	55.6%	60	59.5%	72	67.0%	413

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 110: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	49.4%	36	54.3%	42	74.7% H	20	64.6% H	36	68.0% H	61	53.6%	38	66.1% H	46	32.1%	58	70.0% H	67	58.6%	404
Communications are effective	41.1%	36	47.6%	42	70.1% H	20	74.7% H	36	68.2% H	63	54.5% H	38	72.6% H	46	19.6%	60	67.1% H	72	56.4%	413
Communications are timely	56.5%	36	64.6%	42	83.6% H	20	55.1%	36	74.5% H	63	56.0%	38	78.5% H	46	36.7%	60	63.3% H	72	62.0%	413
Communications are relevant	56.6%	36	58.5%	42	83.6% H	20	66.9%	36	60.8%	63	60.3%	38	65.4%	46	44.0%	60	83.4% H	67	63.6%	408
Communications are informative	42.6%	36	51.5%	42	83.6% H	20	73.1%	36	64.0%	61	54.5%	38	58.7%	46	42.4%	60	84.5% A B H	72	61.6%	411
Communications are motivating	17.1%	36	36.2%	42	62.1% A H	20	40.2%	36	61.5% A F H	63	23.5%	38	60.7% A F H	46	22.4%	60	43.5%	72	40.9%	413
Communications are honest	50.0%	36	55.1% H	42	70.1% H	20	60.7% H	36	64.1% H	63	49.8%	38	66.6% H	46	23.2%	58	59.6% H	72	54.3%	411
Communications are accessible	82.1% H	36	66.5%	42	70.1%	20	81.5% H	36	79.4% H	63	76.7%	38	59.9%	46	49.5%	60	64.6%	72	68.7%	413

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 111: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	57.9%	36	63.7%	42	83.3%	20	79.4%	36	74.9%	59	55.7%	38	65.6%	46	62.2%	58	77.8% F	67	68.8%	402
Communications are effective	56.1%	36	41.9%	42	89.2% B F	20	84.4% B F	36	78.3% B F	63	46.4%	38	66.6%	46	63.4%	60	78.9% B F	72	67.5%	413
Communications are timely	62.1%	36	70.4%	42	100.0% F	20	68.1%	36	76.0%	63	58.9%	38	67.8%	46	67.0%	60	86.5%	72	72.8%	413
Communications are relevant	77.6%	36	67.3%	42	83.6%	20	90.6%	36	74.2%	63	63.2%	38	77.3%	46	71.1%	60	84.5%	67	76.2%	408
Communications are informative	55.9%	36	72.1%	42	83.6%	20	90.6% A F G H	36	72.4%	59	57.4%	38	58.7%	46	60.1%	60	88.3% A F G H	72	71.1%	409
Communications are motivating	24.8%	36	50.2%	42	72.9% A	20	58.1%	36	61.1% A	63	33.7%	38	61.9% A	46	47.7%	58	58.4% A	72	52.4%	411
Communications are honest	56.1%	36	68.6%	42	83.6%	20	74.7%	36	81.4%	63	57.9%	38	72.6%	46	67.2%	58	69.5%	72	70.2%	411
Communications are accessible	72.8%	36	75.2%	42	70.1%	20	89.2% G	36	86.9% G I	63	72.3%	38	54.0%	46	65.0%	60	61.8%	72	71.3%	413

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

- Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 112: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Other (G)		Sch Ed (H)		Sch Soc Work (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	24.8%	9	58.3% H	23	51.4%	10	57.1% H	24	56.6% H I	37	59.3% H I	24	73.3% A H I	32	24.6%	15	28.3%	20	46.4%	194
Maybe, I can provide feedback in limited situations	47.2% G	17	34.8%	14	40.5%	8	31.4%	13	31.5%	20	32.4%	13	13.4%	6	40.2%	24	37.1%	27	34.0%	142
No, I don't have an opportunity to provide feedback	28.0%	10	6.9% *	*	8.1% *	*	11.5%	5	11.9%	8	8.2%	3	13.3%	6	35.2% B	21	34.6% B	25	19.6%	82
Total	100.0%	36	100.0%	40	100.0%	20	100.0%	41	100.0%	65	100.0%	41	100.0%	44	100.0%	60	100.0%	72	100.0%	418

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with n >= 3.<sup>1,2</sup>

- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.



# Employee Climate Survey 2021

**Table 113: Responsiveness to Feedback**

	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
When I use the following channels, leadership is responsive to my feedback:	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.5%	26	46.4%	37	62.4%	19	57.5%	31	67.5% B F	51	44.9%	35	66.5% F	29	50.3%	37	64.1% F	47	57.5%	311
One on one conversations with my supervisor	65.0%	26	49.4%	37	88.3% B H	19	82.0% B H	31	94.6% B H	51	69.9%	35	90.1% B H	35	45.1%	39	88.4% B H	47	75.2%	319
My representation in shared governance (CPC, APC, or Faculty Council)	32.2%	26	30.5%	37	26.6%	19	29.7%	31	51.5% F	51	16.0%	35	35.5%	29	47.9%	39	42.0%	47	36.5%	313
My service on committees	69.4%	26	80.7% F	37	70.8%	19	65.4%	31	73.6% F	51	41.4%	35	93.3% F	33	73.3%	39	78.2% F	47	72.3%	317
Annual review process	69.4% B	26	26.1%	37	88.3% B	19	82.0% B	31	66.8% B	51	68.3% B	35	93.8% B	35	73.1% B	39	74.2% B	47	70.0%	319
Input collection through anonymous surveys	41.3%	26	45.4%	37	38.3%	19	28.5%	31	51.1%	51	28.7%	35	23.7%	29	20.7%	37	37.7%	47	35.9%	311

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 114: Feedback Valued**

	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
When I give feedback it is valued by:	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	34.6%	26	40.1%	37	58.8% H	19	49.0%	31	57.9% H	51	51.9% H	35	78.9% A B D H I	33	25.0%	39	42.8%	47	48.4%	317
CSU overall	10.7%	26	28.1%	37	50.0%	19	23.2%	31	44.9%	51	47.6%	35	43.3%	33	15.9%	39	19.0%	47	31.1%	317
My division/college	23.7%	26	39.3%	37	64.7% H	19	58.3% H	31	53.2% H	51	47.6% H	35	93.3% A B E F H I	33	8.6%	39	42.4% H	47	46.8%	317
My department/unit	69.4%	26	52.8%	37	61.7%	19	65.4%	31	75.7%	51	60.3%	35	100.0% B F H I	35	50.7%	39	67.0%	47	67.4%	319

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 115: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	19.9%	8	4.9%	*	8.5%	*	9.9%	5	10.8%	8	4.6%	*	27.4%	13	18.1%	12	21.7%	16	14.6%	67
Physical appearance	5.2%	*	4.5%	*	8.5%	*	0.0%	*	8.0%	6	3.8%	*	0.0%	*	16.5%	11	13.8%	10	7.5%	34
Physical disability	14.7%	6	0.0%	*	6.3%	*	9.7%	5	0.0%	*	13.4%	6	27.6%	13	9.8%	6	24.4%	18	12.0%	55
Mental disability	5.2%	*	4.9%	*	0.0%	*	0.0%	*	4.0%	*	30.7%	13	21.6%	10	23.3%	15	23.4%	17	13.7%	62
Employment classification	30.9%	12	4.9%	*	17.0%	4	15.2%	8	19.2%	13	6.3%	*	37.3%	17	49.5%	32	31.8%	23	25.2%	115
Gender identity	5.2%	*	6.2%	*	8.5%	*	6.7%	3	9.0%	6	8.0%	3	29.4%	14	22.1%	15	32.1%	23	15.6%	71
Job title	23.7%	9	4.9%	*	19.1%	5	15.2%	8	25.0%	17	0.0%	*	35.3%	16	41.7%	27	28.6%	21	23.1%	106
Parental status	0.0%	*	0.0%	*	0.0%	*	12.1%	6	9.0%	6	14.0%	6	4.3%	*	4.2%	*	15.5%	11	7.5%	34
Religion	0.0%	*	6.2%	*	21.4%	6	0.0%	*	12.4%	9	6.3%	*	12.2%	6	29.7%	19	23.2%	17	13.4%	61
Political affiliation	20.4%	8	16.0%	7	14.8%	4	11.3%	6	15.3%	11	12.7%	6	34.3%	16	19.5%	13	16.1%	12	17.7%	81
Sexual orientation	20.4%	8	0.0%	*	8.5%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	*	7.2%	5	29.3%	21	8.3%	38
Socio-economic status	0.0%	*	9.8%	4	0.0%	*	15.2%	8	4.0%	*	8.8%	4	10.6%	5	17.9%	12	18.6%	13	10.7%	49
Ethnic origin	14.7%	6	16.0%	7	8.5%	*	0.0%	*	8.0%	6	11.8%	5	9.0%	4	21.3%	14	25.5%	18	13.6%	62
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.8%	*	0.6%	*
Race or color	14.7%	6	20.5%	9	8.5%	*	0.0%	*	11.1%	8	11.8%	5	27.6%	13	24.3%	16	33.7%	24	18.1%	83
Marital status	5.2%	*	4.5%	*	0.0%	*	0.0%	*	0.0%	*	8.0%	3	0.0%	*	5.6%	4	0.0%	*	2.4%	11
Nationality/country of origin	5.7%	*	11.1%	5	8.5%	*	0.0%	*	11.1%	8	8.0%	3	10.2%	5	4.2%	*	13.8%	10	8.3%	38
None/no response	52.5%	20	79.5%	35	55.3%	14	67.0%	35	47.0%	33	39.3%	17	35.1%	16	20.1%	13	34.4%	25	45.6%	208

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

# Employee Climate Survey 2021

**Table 116: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	5.2%	*	0.0%	*	8.5%	*	6.7%	3	4.0%	*	4.6%	*	21.5%	10	13.9%	9	18.6%	13	9.8%	45
Physical appearance	5.2%	*	4.5%	*	8.5%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	12.3%	8	3.8%	*	3.7%	17
Physical disability	5.7%	*	0.0%	*	6.3%	*	6.5%	3	0.0%	*	4.6%	*	9.0%	4	0.0%	*	6.9%	5	4.0%	18
Mental disability	5.2%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	15.5%	7	9.0%	4	14.9%	10	10.7%	8	6.6%	30
Employment classification	23.7%	9	6.2%	*	10.6%	*	15.2%	8	9.0%	6	0.0%	*	27.9%	13	38.4%	25	26.2%	19	18.7%	86
Gender identity	5.2%	*	0.0%	*	0.0%	*	6.7%	3	0.0%	*	0.0%	*	29.4%	14	7.2%	5	18.6%	13	8.1%	37
Job title	28.9%	11	6.2%	*	19.1%	5	15.2%	8	15.0%	10	0.0%	*	23.2%	11	33.7%	22	30.3%	22	20.1%	92
Parental status	5.2%	*	0.0%	*	0.0%	*	0.0%	*	13.0%	9	14.0%	6	10.2%	5	3.3%	*	12.5%	9	7.2%	33
Religion	0.0%	*	0.0%	*	0.0%	*	0.0%	*	8.4%	6	0.0%	*	4.3%	*	14.9%	10	10.7%	8	5.5%	25
Political affiliation	20.4%	8	9.8%	4	6.3%	*	0.0%	*	11.3%	8	12.7%	6	21.6%	10	8.9%	6	6.9%	5	10.5%	48
Sexual orientation	20.4%	8	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	*	3.0%	*	18.6%	13	5.5%	25
Socio-economic status	0.0%	*	9.8%	4	0.0%	*	15.2%	8	0.0%	*	3.8%	*	4.7%	*	14.9%	10	11.7%	8	7.5%	34
Ethnic origin	14.7%	6	9.8%	4	0.0%	*	0.0%	*	4.0%	*	0.0%	*	9.0%	4	21.3%	14	18.6%	13	9.7%	44
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.8%	*	0.6%	*
Race or color	14.7%	6	14.3%	6	8.5%	*	0.0%	*	4.0%	*	0.0%	*	19.7%	9	21.3%	14	21.7%	16	12.2%	56
Marital status	5.2%	*	4.5%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	5.6%	4	0.0%	*	1.7%	8
Nationality/country of origin	5.7%	*	4.9%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	10.2%	5	4.2%	*	9.9%	7	4.8%	22
None/no response	59.7%	23	79.5%	35	68.2%	18	78.3%	40	60.5%	42	66.7%	29	59.9%	28	29.2%	19	47.0%	34	58.6%	268

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 117: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	5.2%	*	0.0%	*	8.5%	*	6.7%	3	3.2%	*	8.4%	4	21.5%	10	5.6%	4	9.7%	7	7.5%	34
Physical appearance	5.2%	*	4.5%	*	8.5%	*	3.2%	*	3.2%	*	3.8%	*	12.5%	6	5.1%	3	0.0%	*	4.6%	21
Physical disability	5.7%	*	0.0%	*	6.3%	*	6.5%	3	0.0%	*	4.6%	*	9.0%	4	0.0%	*	13.5%	10	5.0%	23
Mental disability	5.2%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	15.5%	7	9.0%	4	14.9%	10	9.7%	7	6.5%	30
Employment classification	38.9%	15	6.2%	*	6.3%	*	9.9%	5	9.0%	6	12.7%	6	17.2%	8	32.8%	22	32.0%	23	19.4%	89
Gender identity	43.3%	17	0.0%	*	0.0%	*	6.7%	3	0.0%	*	0.0%	*	16.8%	8	3.0%	*	40.5%	29	12.9%	59
Job title	44.0%	17	6.2%	*	8.5%	*	9.9%	5	17.9%	12	8.8%	4	12.5%	6	29.5%	19	24.2%	17	18.8%	86
Parental status	5.2%	*	6.2%	*	0.0%	*	6.7%	3	13.0%	9	20.4%	9	10.2%	5	20.6%	14	6.6%	5	10.7%	49
Religion	0.0%	*	0.0%	*	0.0%	*	0.0%	*	8.4%	6	0.0%	*	4.3%	*	14.9%	10	13.5%	10	6.0%	27
Political affiliation	26.1%	10	9.8%	4	14.8%	4	0.0%	*	11.3%	8	12.7%	6	13.7%	6	8.9%	6	14.5%	10	11.9%	54
Sexual orientation	26.1%	10	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.8%	*	4.3%	*	0.0%	*	21.7%	16	6.4%	29
Socio-economic status	0.0%	*	9.8%	4	0.0%	*	9.9%	5	0.0%	*	10.1%	4	4.7%	*	17.9%	12	10.7%	8	7.8%	36
Ethnic origin	20.4%	8	9.8%	4	0.0%	*	0.0%	*	4.0%	*	0.0%	*	4.3%	*	14.9%	10	18.6%	13	8.8%	40
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.2%	*	0.0%	*	0.6%	*
Race or color	20.4%	8	9.8%	4	8.5%	*	0.0%	*	8.0%	6	0.0%	*	9.0%	4	14.9%	10	36.9%	27	13.2%	60
Marital status	5.2%	*	4.5%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	9.8%	6	0.0%	*	2.3%	10
Nationality/country of origin	11.4%	4	4.9%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	4.3%	*	0.0%	*	9.9%	7	4.0%	18
None/no response	35.9%	14	75.0%	33	78.9%	20	80.4%	42	61.6%	43	57.8%	25	67.8%	32	46.5%	31	22.7%	16	55.8%	255

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 118: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.7%	6	0.0%	*	8.5%	*	16.4%	8	4.0%	*	0.0%	*	12.6%	6	14.0%	9	16.8%	12	10.1%	46
Bullying	5.7%	*	11.1%	5	21.4%	6	9.9%	5	0.0%	*	0.0%	*	38.5%	18	18.2%	12	13.0%	9	12.5%	57
Bias	16.6%	6	20.0%	9	27.7%	7	29.8%	15	9.0%	6	23.7%	10	35.5%	16	42.5%	28	34.4%	25	27.0%	123
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	10.7%	7	14.6%	10	3.8%	17
Sexual misconduct	25.6%	10	0.0%	*	0.0%	*	6.5%	3	0.0%	*	0.0%	*	0.0%	*	19.6%	13	13.0%	9	7.7%	35
Verbal abuse	5.2%	*	6.2%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	13.8%	6	23.7%	16	16.8%	12	8.5%	39
None/no response	68.7%	26	80.0%	36	72.3%	19	67.0%	35	91.0%	63	76.3%	33	44.6%	21	45.3%	30	65.6%	47	67.6%	309

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 119: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.0%	3	0.0%	*	8.5%	*	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	3.8%	*	2.3%	11
Bullying	0.0%	*	4.9%	*	8.5%	*	0.0%	*	2.9%	*	0.0%	*	25.1%	12	10.9%	7	3.8%	*	6.1%	28
Bias	10.9%	4	13.9%	6	14.8%	4	12.1%	6	7.9%	5	7.7%	3	27.6%	13	45.0%	30	27.5%	20	20.0%	91
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	19.9%	8	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.7%	8
Verbal abuse	5.2%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.2%	*	0.0%	*	1.0%	5
None/no response	74.4%	29	86.1%	38	85.2%	22	87.9%	45	92.1%	64	92.3%	40	59.9%	28	50.8%	33	68.7%	49	76.3%	349

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 120: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Contr Mgmt		Des Merch		Food Sci Hum Nutr		Health Ex Sci		Hu Dev Fam St		Occ Therapy		Other		Sch Ed		Sch Soc Work		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.0%	3	0.0%	*	8.5%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	6
Bullying	0.0%	*	11.1%	5	8.5%	*	10.3%	5	2.9%	*	4.6%	*	20.0%	9	4.2%	*	17.3%	12	8.9%	41
Bias	18.0%	7	9.8%	4	14.8%	4	9.9%	5	5.0%	3	25.0%	11	23.2%	11	42.5%	28	30.3%	22	20.8%	95
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	19.9%	8	0.0%	*	0.0%	*	6.7%	3	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.4%	11
Verbal abuse	5.2%	*	6.2%	*	8.5%	*	6.5%	3	0.0%	*	4.6%	*	12.5%	6	9.3%	6	7.6%	5	6.5%	30
None/no response	67.2%	26	84.0%	37	85.2%	22	79.8%	41	92.1%	64	70.5%	31	69.4%	32	57.5%	38	55.3%	40	72.3%	331

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 121: CHHS Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the College of Health and Human Sciences, please indicate your level of agreement with the following statements:	Contr Mgmt (A)		Des Merch (B)		Food Sci Hum Nutr (C)		Health Ex Sci (D)		Hu Dev Fam St (E)		Occ Therapy (F)		Sch Ed (G)		Sch Soc Work (H)		Other (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I understand why diversity, equity and inclusion work is important for the mission/vision of the College of Health and Human Science	23.7%	38	50.7%	39	47.8%	20	43.9%	43	76.2% A D	63	51.2%	32	60.4% A	60	91.6% A B C D F G	69	69.5% A	44	61.6%	410
The College of Health and Human Science provides sufficient programs and resources to foster the success of diverse employees	10.1%	36	8.7%	39	36.2% G	20	14.6%	43	26.8% G	63	22.4%	32	0.8%	60	21.6% G	69	19.3%	42	16.9%	405
I feel comfortable talking about issues of racism, equity and social justice on my team	10.3%	38	14.1%	39	2.3%	20	22.3%	43	36.4%	63	17.0%	35	32.8%	60	50.2% A B C D F	69	25.0%	44	27.6%	412
I know where to find resources to learn more about diversity, equity and inclusion responsiveness.	11.1%	38	27.0%	39	18.8%	20	28.6%	43	42.2% A	63	31.6%	35	38.1%	60	58.6% A B C D	69	44.4% A	44	36.7%	412
The person I report to takes steps to make the workplace inclusive, safe and welcoming.	35.1%	38	17.4%	39	53.1%	17	36.9%	43	65.3% B F	63	16.5%	35	45.2%	60	56.8% B F	69	51.1% B F	44	44.3%	409

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

- Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.