

# Employee Climate Survey 2021

## College of Liberal Arts

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 Liberal Arts	677	2	31	263	39.0%
Anthropology and Geography	31	0	0	12	38.7%
Art and Art History	54	1	4	12	22.6%
Communication Studies	35	0	1	15	42.9%
Economics	28	0	0	12	42.9%
English	109	0	4	43	39.4%
Ethnic Studies	18	0	4	4	22.2%
History	28	0	0	12	42.9%
Institute for Research in Social Sciences	4	0	0	4	100.0%
Journalism and Media Communication	53	0	4	27	50.9%
LEAP Institute for the Arts-SAU	7	0	1	1	14.3%
Languages, Literatures and Cultures	40	0	0	20	50.0%
Office of Dean	56	0	5	25	44.6%
Philosophy	30	0	1	10	33.3%
Political Science	33	0	3	11	33.3%
School of Music, Theatre and Dance	119	1	2	41	34.7%
Sociology	32	0	2	10	31.3%
Unknown	0	0	0	4	.

\* 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	43%	33%	41%
	Woman	57%	65%	56%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	15%	15%	14%
	Non-racially minoritized	85%	85%	86%
Employee type	Admin Professional	13%	16%	13%
	Contract, continuing, and adjunct (CCA)	43%	32%	44%
	Tenure or Tenure-track (T/TT)	38%	45%	38%
	Faculty			
	State Classified	4%	7%	4%
	Other Salaried Employee	1%	0%	0%

*Results are weighted by gender, racially minoritized status, 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	5.3%	14.4%	14.0%	47.3%	19.1%	100.0% 669
My department/unit treats all employees equitably	6.9%	20.8%	23.5%	29.9%	19.0%	100.0% 666
My department/unit is open and transparent in communication	8.2%	11.8%	19.0%	37.7%	23.3%	100.0% 666
My department/unit values employee input in major department/unit decisions	3.5%	13.1%	13.3%	34.9%	35.2%	100.0% 666
My department/unit promotes respect for cultural differences	2.4%	3.9%	15.3%	36.7%	41.7%	100.0% 666
My department/unit understands the value of diversity	1.1%	6.2%	12.9%	38.1%	41.6%	100.0% 669
My department/unit communicates the importance of valuing diversity	0.8%	5.7%	14.4%	36.5%	42.6%	100.0% 664
I feel valued as an employee	9.9%	17.9%	17.6%	35.7%	18.9%	100.0% 669
I feel a strong sense of belonging to CSU	11.3%	19.3%	22.3%	30.3%	16.8%	100.0% 667
I feel a strong sense of belonging to my division/college	10.2%	13.9%	21.8%	34.9%	19.3%	100.0% 667
I feel a strong sense of belonging to my department/unit	8.7%	13.2%	12.0%	39.2%	26.9%	100.0% 669
I would recommend CSU as a place of employment	5.5%	10.6%	26.8%	36.8%	20.3%	100.0% 669
I would recommend my department/unit as a place of employment	7.0%	10.3%	24.0%	34.4%	24.3%	100.0% 669

**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?	86.9%	13.1%	100.0% 663

**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	6.0%	6.0%	11.6%	38.1%	38.3%	100.0% 576
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	23.2%	34.4%	18.1%	16.8%	7.4%	100.0% 576
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.8%	16.3%	21.9%	44.5%	12.4%	100.0% 576

*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	6.0%	15.9%	26.4%	36.0%	15.7%	100.0% 658
My college/division is treated with respect by CSU	15.4%	29.0%	23.7%	25.3%	6.6%	100.0% 661
The people I interact with treat each other with respect	1.7%	7.1%	18.8%	47.0%	25.3%	100.0% 658
There is respect for religious differences in my department/unit	2.6%	2.8%	28.2%	40.2%	26.2%	100.0% 661
There is respect for liberal perspectives in my department/unit	0.2%	0.8%	14.2%	43.4%	41.4%	100.0% 658
There is respect for conservative perspectives in my department/unit	5.2%	18.1%	33.4%	31.1%	12.2%	100.0% 658

**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	12.3%	30.4%	23.4%	23.6%	10.3%	100.0% 654
Resources in my department/unit	13.8%	32.1%	25.2%	18.5%	10.5%	100.0% 654
Professional development opportunities	18.5%	36.1%	26.2%	12.1%	7.0%	100.0% 654
Promoted in my department/unit	19.0%	32.7%	26.0%	14.5%	7.9%	100.0% 654
Hired in my department/unit	18.5%	34.5%	25.8%	15.4%	5.8%	100.0% 654

**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	5.8%	11.0%	44.0%	29.9%	9.4%	100.0% 647
Leadership holds employees accountable for inappropriate behavior	5.6%	11.9%	48.7%	24.2%	9.5%	100.0% 647
Leadership holds employees accountable for poor performance in the workplace	6.5%	12.7%	46.9%	28.4%	5.4%	100.0% 647
Leadership acts ethically and honestly in the workplace	4.3%	6.0%	27.7%	42.2%	19.8%	100.0% 647
Leadership addresses issues of inequity	6.8%	15.4%	38.0%	28.9%	10.9%	100.0% 647
Leadership holds all employees to the same standards	10.8%	16.6%	35.4%	28.2%	9.0%	100.0% 647

**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	6.4%	10.7%	33.9%	34.0%	15.0%	100.0% 647
Leadership holds employees accountable for inappropriate behavior	6.3%	13.2%	36.1%	30.6%	13.8%	100.0% 645
Leadership holds employees accountable for poor performance in the workplace	7.4%	17.0%	40.3%	26.5%	8.8%	100.0% 647
Leadership acts ethically and honestly in the workplace	4.3%	6.0%	27.7%	42.2%	19.8%	100.0% 647
Leadership addresses issues of inequity	7.0%	14.9%	31.1%	33.5%	13.4%	100.0% 645
Leadership holds all employees to the same standards	10.8%	18.5%	26.5%	29.9%	14.3%	100.0% 647

**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	6.9%	13.0%	32.9%	38.1%	9.1%	100.0% 629
Improves the campus climate for all employees	7.1%	14.8%	31.0%	40.0%	7.2%	100.0% 632
Retains diverse employees	9.4%	16.9%	42.5%	23.7%	7.5%	100.0% 630
Creates a supportive environment for employees from diverse backgrounds	8.6%	11.7%	37.1%	34.2%	8.4%	100.0% 628
Encourages discussions related to diversity	4.1%	4.3%	17.5%	50.7%	23.4%	100.0% 638
Provides employees with a positive work experience	7.0%	12.8%	28.9%	41.1%	10.2%	100.0% 633
Climate has become consistently more inclusive of all employees	7.5%	9.6%	30.8%	42.3%	9.8%	100.0% 629

**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	5.2%	13.7%	27.4%	37.6%	16.1%	100.0% 632
Improves the campus climate for all employees	6.5%	9.2%	26.7%	45.1%	12.5%	100.0% 634
Retains diverse employees	6.6%	14.5%	39.5%	30.0%	9.4%	100.0% 631
Creates a supportive environment for employees from diverse backgrounds	8.6%	11.7%	37.1%	34.2%	8.4%	100.0% 628
Encourages discussions related to diversity	2.7%	3.8%	13.8%	47.3%	32.4%	100.0% 635
Provides employees with a positive work experience	6.9%	12.6%	23.5%	41.0%	16.1%	100.0% 631
Climate has become consistently more inclusive of all employees	6.6%	6.7%	30.9%	40.5%	15.3%	100.0% 632

**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	6.0%	19.5%	26.3%	36.7%	11.6%	100.0% 623
Communications are timely	3.7%	11.8%	24.2%	45.5%	14.8%	100.0% 623
Communications are relevant	5.1%	15.3%	30.0%	39.0%	10.6%	100.0% 623
Communications are informative	4.4%	12.7%	28.6%	42.1%	12.2%	100.0% 621
Communications are motivating	11.3%	24.1%	35.3%	23.3%	5.9%	100.0% 622
Communications are honest	10.7%	15.7%	31.9%	31.5%	10.2%	100.0% 623
Communications are accessible	2.7%	3.3%	34.1%	44.6%	15.3%	100.0% 623

**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	4.6%	10.4%	28.1%	46.6%	10.3%	100.0% 623
Communications are timely	4.2%	8.0%	24.5%	49.5%	13.8%	100.0% 623
Communications are relevant	2.7%	9.3%	27.9%	46.9%	13.2%	100.0% 623
Communications are informative	3.6%	7.3%	28.3%	47.3%	13.5%	100.0% 623
Communications are motivating	7.8%	20.4%	33.0%	31.6%	7.3%	100.0% 621
Communications are honest	5.6%	9.4%	31.4%	41.5%	12.1%	100.0% 622
Communications are accessible	3.5%	2.7%	31.8%	45.8%	16.2%	100.0% 622

**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	5.6%	9.6%	15.7%	48.2%	20.9%	100.0% 622
Communications are timely	5.7%	6.0%	19.4%	46.8%	22.1%	100.0% 621
Communications are relevant	3.1%	3.8%	15.5%	54.0%	23.7%	100.0% 618
Communications are informative	3.6%	4.7%	16.7%	51.7%	23.3%	100.0% 623
Communications are motivating	7.9%	16.2%	30.5%	33.8%	11.6%	100.0% 619
Communications are honest	6.5%	4.0%	23.6%	42.9%	23.0%	100.0% 623
Communications are accessible	2.9%	3.8%	28.4%	44.5%	20.4%	100.0% 623

**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?	39.0%	42.5%	18.5%	100.0% 622

**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	4.4%	6.3%	11.6%	35.6%	42.1%	100.0%   492
My representation in shared governance (CPC, APC, or Faculty Council)	3.9%	6.4%	47.7%	30.4%	11.6%	100.0%   489
My service on committees	1.8%	4.7%	34.2%	42.6%	16.7%	100.0%   489
Annual review process	2.2%	7.8%	28.3%	44.1%	17.6%	100.0%   486
Input collection through anonymous surveys	5.9%	12.1%	45.2%	29.0%	7.9%	100.0%   489

*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	9.3%	20.7%	44.0%	16.6%	9.5%	100.0%   491
My division/college	5.6%	16.2%	31.7%	34.3%	12.3%	100.0%   494
My department/unit	4.9%	10.4%	14.5%	37.3%	32.9%	100.0%   494

*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	13.9%	93	7.7%	52	9.9%	66
Physical appearance	6.7%	45	3.7%	25	2.8%	19
Physical disability	12.6%	84	6.1%	41	6.5%	44
Mental disability	11.1%	74	6.0%	40	6.3%	42
Employment classification	30.2%	202	19.3%	129	19.1%	128
Gender identity	14.4%	96	7.5%	50	9.0%	60
Job title	28.6%	191	19.5%	130	20.5%	137
Parental status	11.5%	77	8.1%	54	8.1%	54
Religion	11.0%	74	4.4%	29	4.3%	28
Political affiliation	11.4%	76	6.9%	46	5.2%	35
Sexual orientation	7.2%	48	2.7%	18	3.0%	20
Socio-economic status	13.9%	93	8.1%	54	7.3%	49
Ethnic origin	13.0%	87	5.4%	36	5.3%	35
Veteran status	1.5%	10	0.9%	6	0.4%	*
Race or color	20.2%	135	7.8%	52	8.3%	55
Marital status	1.9%	13	1.3%	9	2.9%	19
Nationality/country of origin	11.7%	78	5.2%	35	5.1%	34
None/no response	44.2%	296	65.0%	434	61.5%	411

*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	11.6%	78	3.4%	23	1.3%	8
Bullying	11.6%	77	8.4%	56	17.1%	114
Bias	22.5%	150	13.1%	88	17.7%	118
Physical assault	5.7%	38	0.9%	6	0.8%	5
Sexual misconduct	8.4%	56	1.5%	10	1.5%	10
Verbal abuse	11.9%	80	5.6%	37	12.4%	83
None/no response	69.8%	467	84.0%	562	73.9%	494

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

**Table 20: Gender**

Gender (Select all that apply):	Pct	Pop
Agender	0.4%	*
Cisgender	14.5%	86
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.3%	8
Man	37.4%	221
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.4%	*
Woman	52.2%	309
Prefer not to disclose	7.4%	44
The gender I most closely align with is not listed (please specify)	0.4%	*

*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	22.4%	124		29.6%	163		77.8%	429	
1	8.6%	48		17.3%	95		6.6%	36	
2	4.8%	27		8.1%	45		5.9%	33	
3	12.5%	69		8.7%	48		7.4%	41	
4	15.4%	85		10.5%	58		0.0%	*	
5	20.7%	114		13.2%	73		1.7%	9	
6 Very	15.5%	86		12.6%	70		0.6%	3	
Total	100.0%	552	3.14	100.0%	552	2.43	100.0%	552	.53

*\* 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	1.4%	9
Asian (can include Middle Eastern and North African)	2.8%	17
Black or African American (can include Middle Eastern and North African)	1.7%	10
Hispanic or Latinx	6.5%	39
Native Hawaiian or Other Pacific Islander	0.0%	*
White	83.3%	493
Prefer not to disclose	8.3%	49
The race/ethnicity I most closely align with is not listed (please specify)	0.9%	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	84.1%	8
Caribbean	42.7%	4
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	15.9%	*
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	70.1%	6
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	29.9%	*
Unknown/not disclosed	29.9%	*

*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	46.8%	15
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	8.1%	*
Prefer not to disclose	10.5%	3
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	5.1%	*
Spanish or Portuguese	29.5%	9

*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)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	12.9%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	87.1%	11
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?	12.8%	79.2%	8.0%	100.0%   607

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	14.0%	74.1%	3.5%	8.3%	100.0%   603

**Table 30: Department/Unit**

	Pct	Pop
Anthropology and Geography	4.5%	30
Art and Art History	4.3%	29
Communication Studies	5.0%	34
Economics	3.9%	26
English	18.3%	122
Ethnic Studies	1.7%	11
History	3.9%	26
Institute for Research in Social Sciences	1.0%	7
Journalism and Media Communication	12.0%	81
LEAP Institute for the Arts-SAU	0.8%	6
Languages, Literatures and Cultures	7.9%	53
Office of Dean	8.0%	53
Philosophy	4.7%	32
Political Science	3.6%	24
School of Music, Theatre and Dance	15.6%	104
Sociology	3.2%	22
Unknown	1.5%	10
Total	100.0%	669

**Table 31: Employee Type**

	Pct	Pop
Admin Professional	12.7%	83
CCAF Faculty	44.4%	292
Other Salaried Employee	0.4%	*
State Classified	4.2%	28
T or TT Faculty	38.3%	252
Total	100.0%	658

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

## 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 a '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 32: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	65.0%	219	66.4%	300	65.4%	15	65.8%	534
My department/unit promotes a work environment where all employees feel included	68.6%	221	69.7%	301	100.0%	15	70.1%	538
My department/unit treats all employees equitably	56.4%	219	49.1%	301	66.7%	15	52.6%	535
My department/unit is open and transparent in communication	67.4%	219	63.0%	301	83.3%	15	65.4%	535
My department/unit values employee input in major department/unit decisions	73.5%	219	73.6%	301	100.0%	15	74.3%	535
My department/unit promotes respect for cultural differences	79.3%	219	80.9%	301	100.0%	15	80.8%	535
My department/unit understands the value of diversity	79.4%	221	81.2%	301	83.3%	15	80.5%	538
My department/unit communicates the importance of valuing diversity	73.5%	221	81.8%	300	100.0%	15	78.9%	536
I feel valued as an employee	61.5%	221	56.3%	301	33.3%	15	57.8%	538
I feel a strong sense of belonging to CSU	48.2%	221	49.7%	300	0.0%	15	47.7%	536
I feel a strong sense of belonging to my division/college	53.0%	221	63.5%	300	33.3%	15	58.3%	536
I feel a strong sense of belonging to my department/unit	67.6%	221	69.8%	301	50.0%	15	68.3%	538
I would recommend CSU as a place of employment	61.4%	221	59.6%	301	33.3%	15	59.6%	538
I would recommend my department/unit as a place of employment	59.1%	221	63.1%	301	66.7%	15	61.6%	538

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 33: 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	86.4%	191	86.2%	260	100.0% <sup>a</sup>	15	86.7%	466
No, I did not have a review	13.6%	30	13.8%	42	0.0% <sup>a</sup>	*	13.3%	72
Total	100.0%	221	100.0%	301	100.0%	15	100.0%	538

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>b,c</sup>

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

**Table 34: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.0%	191	79.2%	260	72.2%	15	79.7%	466
I am satisfied with the effort my supervisor put into my most recent performance review	77.6%	191	81.8%	260	66.7%	15	79.6%	466
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	26.4%	191	18.5%	260	33.3%	15	22.2%	466
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.3%	191	55.7%	260	50.0%	15	59.5%	466

*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>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 35: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	60.7%	219	59.1%	301	69.4%	15	60.1%	535
My department/unit is treated with respect by other units within my college/division	51.8%	221	54.6%	301	50.0%	15	53.3%	538
My college/division is treated with respect by CSU	37.8%	221	32.8%	301	16.7%	15	34.4%	538
The people I interact with treat each other with respect	69.6%	219	78.7%	301	83.3%	15	75.1%	535
There is respect for religious differences in my department/unit	74.6%	221	62.7%	301	83.3%	15	68.2%	538
	B							
There is respect for liberal perspectives in my department/unit	85.3%	221	84.3%	301	100.0%	15	85.2%	538
There is respect for conservative perspectives in my department/unit	44.3%	221	41.6%	301	83.3%	15	43.9%	538
					A B			

*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 36: 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	22.4%	221	24.1%	294	26.7%	15	23.5%	531
Recognized within my department/unit	32.3%	221	31.0%	294	33.3%	15	31.6%	531
Resources in my department/unit	26.1%	221	28.2%	294	33.3%	15	27.5%	531
Professional development opportunities	14.2%	221	19.6%	294	16.7%	15	17.3%	531
Promoted in my department/unit	21.6%	221	20.3%	294	33.3%	15	21.2%	531
Hired in my department/unit	17.9%	221	21.4%	294	16.7%	15	19.8%	531

*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 37: 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	42.0%	221	45.8%	298	36.1%	15	44.0%	534
Leadership adequately addresses inappropriate behavior	41.3%	221	41.6%	298	33.3%	15	41.3%	534
Leadership holds employees accountable for inappropriate behavior	34.0%	221	37.7%	298	33.3%	15	36.1%	534
Leadership holds employees accountable for poor performance in the workplace	31.7%	221	38.9%	298	16.7%	15	35.3%	534
Leadership acts ethically and honestly in the workplace	60.3%	221	72.0%	298	66.7%	15	67.0%	534
Leadership addresses issues of inequity	45.9%	221	42.8%	298	16.7%	15	43.4%	534
Leadership holds all employees to the same standards	38.9%	221	41.7%	298	50.0%	15	40.8%	534

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: Department/Unit 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
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.8%	221	50.4%	298	63.3%	13	51.7%	532
Leadership adequately addresses inappropriate behavior	52.2%	221	51.3%	298	66.7%	15	52.1%	534
Leadership holds employees accountable for inappropriate behavior	49.8%	221	45.3%	298	66.7%	15	47.8%	534
Leadership holds employees accountable for poor performance in the workplace	34.4%	221	39.0%	298	16.7%	15	36.5%	534
Leadership acts ethically and honestly in the workplace	60.3%	221	72.0%	298	66.7%	15	67.0%	534
Leadership addresses issues of inequity	55.7%	221	48.2%	298	60.0%	13	51.6%	532
Leadership holds all employees to the same standards	52.4%	221	43.3%	298	83.3%	15	48.2%	534

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: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.4%	219	50.5%	291	35.7%	15	51.2%	525
Recruits employees from a diverse set of backgrounds	51.1%	219	47.6%	298	33.3%	15	48.6%	532
Improves the campus climate for all employees	50.1%	219	52.1%	298	16.7%	15	50.2%	532
	C		C					
Retains diverse employees	38.1%	219	31.2%	296	16.7%	15	33.6%	530
Creates a supportive environment for employees from diverse backgrounds	46.4%	219	39.8%	294	50.0%	15	42.8%	528
Encourages discussions related to diversity	76.0%	221	77.3%	301	50.0%	15	76.0%	538
			C					
Provides employees with a positive work experience	56.0%	219	51.3%	300	33.3%	15	52.7%	534
Climate has become consistently more inclusive of all employees	56.2%	219	53.4%	298	50.0%	15	54.4%	532

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: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	59.5%	219	58.4%	288	71.4%	15	59.2%	522
Recruits employees from a diverse set of backgrounds	54.2%	221	57.3%	298	66.7%	15	56.3%	534
Improves the campus climate for all employees	58.0%	221	64.0%	298	83.3%	15	62.1%	534
Retains diverse employees	44.6%	221	42.3%	294	50.0%	15	43.5%	531
Creates a supportive environment for employees from diverse backgrounds	46.4%	219	39.8%	294	50.0%	15	42.8%	528
Encourages discussions related to diversity	80.7%	219	81.4%	301	83.3%	15	81.2%	535
Provides employees with a positive work experience	60.4%	221	59.0%	297	66.7%	15	59.8%	534
Climate has become consistently more inclusive of all employees	60.3%	221	58.0%	298	66.7%	15	59.2%	534

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 41: 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 (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.1%	216	53.8% A	298	42.9%	15	50.0%	529
Communications are effective	44.1%	219	53.7%	300	50.0%	15	49.7%	534
Communications are timely	57.4%	219	61.4%	300	50.0%	15	59.5%	534
Communications are relevant	40.7%	219	60.7% A	300	50.0%	15	52.2%	534
Communications are informative	47.8%	219	63.2% A	300	50.0%	15	56.5%	534
Communications are motivating	22.4%	216	35.0% A	300	16.7%	15	29.4%	531
Communications are honest	42.9%	219	42.6%	298	16.7%	15	42.0%	532
Communications are accessible	59.6%	219	61.4%	300	66.7%	15	60.8%	534

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: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.7%	216	61.2%	298	47.6%	15	57.7%	529
Communications are effective	56.1%	219	62.1%	300	50.0%	15	59.3%	534
Communications are timely	61.0%	219	65.9%	300	50.0%	15	63.4%	534
Communications are relevant	55.1%	219	67.6% A	300	50.0%	15	62.0%	534
Communications are informative	52.5%	219	69.4% A	300	50.0%	15	61.9%	534
Communications are motivating	34.7%	216	45.3% A	300	16.7%	15	40.1%	531
Communications are honest	55.2%	219	55.1%	298	50.0%	15	55.0%	532
Communications are accessible	63.1%	219	64.0%	298	66.7%	15	63.7%	532

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: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.9%	216	70.2%	291	78.6%	15	67.8%	523
Communications are effective	68.6%	219	73.1%	298	83.3%	15	71.5%	532
Communications are timely	64.2%	216	71.6%	300	83.3%	15	69.0%	531
Communications are relevant	76.8%	219	80.7%	295	83.3%	15	79.2%	529
Communications are informative	68.4%	219	79.7%	300	83.3%	15	75.1%	534
			A					
Communications are motivating	38.3%	216	54.6%	298	33.3%	15	47.3%	529
			A					
Communications are honest	68.5%	219	67.4%	300	83.3%	15	68.3%	534
Communications are accessible	64.4%	219	67.6%	300	100.0%	15	67.2%	534
					A B			

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: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	40.3%	88	45.4%	137	0.0% <sup>1</sup>	*	42.0%	225
Maybe, I can provide feedback in limited situations	42.7%	93	35.6%	107	83.3%	13	39.8%	213
			A B					
No, I don't have an opportunity to provide feedback	17.0%	37	19.0%	57	16.7%	*	18.1%	97
Total	100.0%	219	100.0%	301	100.0%	15	100.0%	535

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 45: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	53.8%	174	60.4%	236	56.0%	13	57.6%	423
One on one conversations with my supervisor	74.9%	181	83.5%	236	80.0%	13	79.8%	431
My representation in shared governance (CPC, APC, or Faculty Council)	39.2%	176	44.4%	238	40.0%	13	42.1%	427
My service on committees	55.9%	176	63.3%	238	80.0%	13	60.7%	427
Annual review process	61.6%	174	69.3%	238	80.0%	13	66.5%	424
Input collection through anonymous surveys	36.5%	176	42.2%	238	0.0%	13	38.5%	427
	C		C					

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 46: Feedback Valued**

	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
<b>When I give feedback it is valued by:</b>								
FEEDBACK VALUED OVERALL	50.3%	179	50.8%	238	26.7%	13	49.9%	430
CSU overall	28.4%	179	27.2%	238	0.0%	13	26.9%	430
My division/college	47.1%	181	52.0%	238	0.0%	13	48.4%	432
	C		C					
My department/unit	73.7%	181	73.2%	238	80.0%	13	73.6%	432

*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: Discriminatory Attitudes: CSU Overall**

	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
<b>Please indicate if discriminatory attitudes are currently problematic.</b>								
Age	8.4%	19	20.4%	62	16.7%	*	15.4%	83
Physical appearance	4.7%	10	8.9%	27	16.7%	*	7.4%	40
Physical disability	13.1%	29	13.2%	40	50.0%	8	14.2%	76
Mental disability	8.4%	19	14.2%	43	16.7%	*	11.9%	64
Employment classification	19.0%	42	36.8%	111	66.7%	10	30.3%	163
Gender identity	9.5%	21	17.2%	52	50.0%	8	15.0%	81
Job title	20.6%	45	39.0%	117	33.3%	5	31.2%	168
Parental status	9.4%	21	14.4%	44	16.7%	*	12.5%	67
Religion	8.5%	19	13.9%	42	0.0%	*	11.3%	61
Political affiliation	8.3%	18	12.3%	37	0.0%	*	10.3%	55
Sexual orientation	7.2%	16	8.2%	25	16.7%	*	8.0%	43
Socio-economic status	13.2%	29	17.8%	54	0.0%	*	15.4%	83
Ethnic origin	14.3%	32	13.3%	40	16.7%	*	13.8%	74
Veteran status	1.2%	*	1.7%	5	0.0%	*	1.4%	8
Race or color	20.2%	45	22.3%	67	50.0%	8	22.2%	119
Marital status	2.3%	5	1.6%	5	0.0%	*	1.9%	10
Nationality/country of origin	11.9%	26	10.4%	31	33.3%	5	11.7%	63
None/no response	49.5%	110	37.0%	112	0.0%	*	41.1%	221

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

*Statistical significance not tested.*

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

**Table 48: 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	7.0%	16	11.1%	34	16.7%	*	9.6%	52
Physical appearance	3.5%	8	3.9%	12	16.7%	*	4.1%	22
Physical disability	4.7%	10	7.7%	23	16.7%	*	6.7%	36
Mental disability	2.3%	5	8.2%	25	16.7%	*	6.0%	32
Employment classification	10.7%	24	24.0%	72	33.3%	5	18.8%	101
Gender identity	4.7%	10	8.8%	27	33.3%	5	7.8%	42
Job title	10.8%	24	27.7%	83	33.3%	5	20.9%	112
Parental status	7.0%	16	9.5%	29	16.7%	*	8.7%	47
Religion	5.9%	13	2.8%	8	16.7%	*	4.5%	24
Political affiliation	8.3%	18	3.3%	10	16.7%	*	5.7%	31
Sexual orientation	1.2%	*	3.3%	10	16.7%	*	2.8%	15
Socio-economic status	4.7%	10	11.1%	34	16.7%	*	8.6%	46
Ethnic origin	4.7%	10	6.0%	18	0.0%	*	5.3%	29
Veteran status	1.2%	*	1.1%	3	0.0%	*	1.1%	6
Race or color	8.2%	18	8.8%	26	0.0%	*	8.3%	45
Marital status	2.3%	5	1.1%	3	0.0%	*	1.6%	9
Nationality/country of origin	4.7%	10	3.9%	12	0.0%	*	4.1%	22
None/no response	73.8%	163	59.4%	179	33.3%	5	64.6%	347

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: 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	7.0%	16	11.7%	35	16.7%	*	9.9%	53
Physical appearance	2.3%	5	2.7%	8	0.0%	*	2.5%	13
Physical disability	4.7%	10	7.7%	23	0.0%	*	6.2%	33
Mental disability	2.3%	5	10.5%	32	0.0%	*	6.8%	37
Employment classification	11.8%	26	21.8%	66	33.3%	5	18.0%	97
Gender identity	4.7%	10	11.5%	35	16.7%	*	8.8%	48
Job title	13.1%	29	26.5%	80	16.7%	*	20.7%	112
Parental status	7.0%	16	9.3%	28	0.0%	*	8.1%	44
Religion	7.1%	16	1.7%	5	0.0%	*	3.9%	21
Political affiliation	5.9%	13	2.1%	6	0.0%	*	3.6%	20
Sexual orientation	3.5%	8	3.3%	10	0.0%	*	3.3%	18
Socio-economic status	3.5%	8	9.4%	28	0.0%	*	6.7%	36
Ethnic origin	2.3%	5	6.6%	20	0.0%	*	4.6%	25
Veteran status	1.2%	*	0.0%	*	0.0%	*	0.5%	*
Race or color	5.9%	13	9.8%	30	0.0%	*	7.9%	43
Marital status	3.5%	8	2.1%	6	0.0%	*	2.6%	14
Nationality/country of origin	3.5%	8	4.4%	13	0.0%	*	3.9%	21
None/no response	71.5%	158	56.8%	171	50.0%	8	62.7%	337

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: 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	11.7%	26	14.6%	44	0.0%	*	13.0%	70
Bullying	9.4%	21	13.7%	41	16.7%	*	12.0%	64
Bias	22.9%	51	25.4%	76	16.7%	*	24.1%	130
Physical assault	4.8%	11	6.6%	20	0.0%	*	5.7%	31
Sexual misconduct	7.1%	16	9.9%	30	16.7%	*	9.0%	48
Verbal abuse	8.2%	18	15.4%	46	33.3%	5	12.9%	70
None/no response	70.1%	155	66.1%	199	50.0%	8	67.3%	362

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: 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	3.5%	8	4.9%	15	0.0%	*	4.2%	23
Bullying	9.5%	21	8.2%	25	16.7%	*	9.0%	48
Bias	12.0%	27	14.3%	43	16.7%	*	13.4%	72
Physical assault	1.2%	*	1.1%	3	0.0%	*	1.1%	6
Sexual misconduct	2.3%	5	1.7%	5	0.0%	*	1.9%	10
Verbal abuse	5.9%	13	5.5%	17	33.3%	5	6.5%	35
None/no response	84.4%	187	83.6%	252	66.7%	10	83.5%	449

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: 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	2.3%	5	1.1%	3	0.0%	*	1.6%	8
Bullying	16.4%	36	20.7%	63	0.0%	*	18.4%	99
Bias	14.2%	31	18.6%	56	0.0%	*	16.2%	87
Physical assault	2.3%	5	0.0%	*	0.0%	*	1.0%	5
Sexual misconduct	2.3%	5	1.7%	5	0.0%	*	1.9%	10
Verbal abuse	14.1%	31	12.0%	36	16.7%	*	13.0%	70
None/no response	77.6%	172	70.5%	212	83.3%	13	73.8%	397

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

Statistical significance not tested.

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

## 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 53: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.2%	79	66.3%	458	66.3%	537
My department/unit promotes a work environment where all employees feel included	73.2%	79	69.7%	463	70.2%	542
My department/unit treats all employees equitably	58.5%	79	51.6%	460	52.6%	539
My department/unit is open and transparent in communication	68.2%	79	65.9%	460	66.2%	539
My department/unit values employee input in major department/unit decisions	77.9%	79	75.7%	460	76.0%	539
My department/unit promotes respect for cultural differences	84.1%	79	80.9%	460	81.4%	539
My department/unit understands the value of diversity	87.4%	79	79.3%	463	80.5%	542
My department/unit communicates the importance of valuing diversity	84.3%	79	77.9%	461	78.9%	540
I feel valued as an employee	50.3%	79	58.4%	463	57.2%	542
I feel a strong sense of belonging to CSU	34.2%	79	51.4%	461	48.9%	540
			A			
I feel a strong sense of belonging to my division/college	54.2%	79	59.3%	461	58.5%	540
I feel a strong sense of belonging to my department/unit	68.8%	79	69.2%	463	69.1%	542
I would recommend CSU as a place of employment	49.7%	79	61.7%	463	59.9%	542
			A			
I would recommend my department/unit as a place of employment	69.9%	79	61.1%	463	62.4%	542

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 54: Performance Review in Last Year**

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	87.8%	69	85.5%	396	85.8%	465
No, I did not have a review	12.2%	10	14.5%	67	14.2%	77
Total	100.0%	79	100.0%	463	100.0%	542

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>

- 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.

**Table 55: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	79.8%	69	79.5%	396	79.5%	465
I am satisfied with the effort my supervisor put into my most recent performance review	75.7%	69	80.2%	396	79.5%	465
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	25.2%	69	20.7%	396	21.4%	465
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	63.5%	69	58.2%	396	59.0%	465

*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>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 56: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	53.8%	79	61.2% A	460	60.1%	539
My department/unit is treated with respect by other units within my college/division	35.4%	79	56.8% A	463	53.7%	542
My college/division is treated with respect by CSU	26.4%	79	35.6%	463	34.3%	542
The people I interact with treat each other with respect	75.4%	79	76.5%	460	76.3%	539
There is respect for religious differences in my department/unit	63.0%	79	66.4%	463	65.9%	542
There is respect for liberal perspectives in my department/unit	76.7%	79	87.4% A	463	85.8%	542
There is respect for conservative perspectives in my department/unit	45.8%	79	44.1%	463	44.4%	542

*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 57: 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	24.7%	79	23.3%	456	23.5%	535
Recognized within my department/unit	33.1%	79	33.2%	456	33.2%	535
Resources in my department/unit	26.6%	79	26.2%	456	26.2%	535
Professional development opportunities	25.5%	79	16.7%	456	18.0%	535
Promoted in my department/unit	18.2%	79	20.9%	456	20.5%	535
Hired in my department/unit	20.2%	79	19.6%	456	19.7%	535

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 58: 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	42.2%	79	43.7%	459	43.5%	538
Leadership adequately addresses inappropriate behavior	43.0%	79	40.6%	459	41.0%	538
Leadership holds employees accountable for inappropriate behavior	38.8%	79	34.2%	459	34.8%	538
Leadership holds employees accountable for poor performance in the workplace	36.4%	79	36.2%	459	36.3%	538
Leadership acts ethically and honestly in the workplace	64.4%	79	65.5%	459	65.4%	538
Leadership addresses issues of inequity	33.1%	79	44.8%	459	43.0%	538
Leadership holds all employees to the same standards	37.3%	79	41.0%	459	40.5%	538

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: 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	48.7%	79	51.7%	457	51.2%	536
Leadership adequately addresses inappropriate behavior	45.9%	79	52.4%	459	51.4%	538
Leadership holds employees accountable for inappropriate behavior	41.1%	79	47.6%	459	46.7%	538
Leadership holds employees accountable for poor performance in the workplace	41.7%	79	36.7%	459	37.5%	538
Leadership acts ethically and honestly in the workplace	64.4%	79	65.5%	459	65.4%	538
Leadership addresses issues of inequity	46.2%	79	51.6%	457	50.8%	536
Leadership holds all employees to the same standards	45.9%	79	48.8%	459	48.4%	538

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 60: 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	40.7%	71	53.1% A	455	51.5%	526
Recruits employees from a diverse set of backgrounds	40.3%	79	49.1%	457	47.8%	536
Improves the campus climate for all employees	32.7%	79	52.8% A	457	49.9%	536
Retains diverse employees	31.3%	77	33.2%	457	32.9%	534
Creates a supportive environment for employees from diverse backgrounds	28.0%	76	45.3% A	457	42.8%	532
Encourages discussions related to diversity	54.9%	79	78.8% A	463	75.3%	542
Provides employees with a positive work experience	41.4%	79	56.5% A	458	54.2%	537
Climate has become consistently more inclusive of all employees	40.5%	77	58.0% A	457	55.5%	533

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: 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	57.5%	71	59.1%	452	58.8%	524
Recruits employees from a diverse set of backgrounds	61.9%	79	52.6%	459	54.0%	538
Improves the campus climate for all employees	61.6%	79	62.4%	459	62.3%	538
Retains diverse employees	48.8%	76	40.7%	459	41.9%	535
Creates a supportive environment for employees from diverse backgrounds	28.0%	76	45.3% A	457	42.8%	532
Encourages discussions related to diversity	70.2%	79	82.5% A	460	80.7%	539
Provides employees with a positive work experience	55.8%	79	60.9%	458	60.2%	538
Climate has become consistently more inclusive of all employees	57.9%	77	60.1%	459	59.8%	536

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: 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	41.3%	77	51.5%	458	50.0%	535
Communications are effective	45.6%	79	49.9%	460	49.3%	539
Communications are timely	55.1%	79	60.8%	460	60.0%	539
Communications are relevant	48.7%	79	52.9%	460	52.3%	539
Communications are informative	47.8%	79	58.1%	460	56.6%	539
Communications are motivating	21.4%	79	30.4%	458	29.1%	537
Communications are honest	26.6%	77	45.8%	460	43.0%	538
Communications are accessible	50.6%	79	62.0%	460	60.3%	539

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 63: 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	53.1%	77	59.3%	458	58.4%	535
Communications are effective	54.3%	79	60.5%	460	59.6%	539
Communications are timely	61.4%	79	64.9%	460	64.4%	539
Communications are relevant	58.3%	79	63.2%	460	62.4%	539
Communications are informative	59.6%	79	64.6%	460	63.8%	539
Communications are motivating	39.5%	79	40.9%	458	40.7%	537
Communications are honest	42.7%	77	58.1%	460	55.9%	538
Communications are accessible	60.2%	77	63.7%	460	63.2%	538

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 64: 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	68.5%	79	68.4%	449	68.4%	528
Communications are effective	74.4%	79	71.2%	458	71.7%	537
Communications are timely	69.1%	79	70.9%	458	70.6%	537
Communications are relevant	80.9%	79	79.2%	455	79.5%	534
Communications are informative	71.2%	79	77.9%	460	76.9%	539
Communications are motivating	49.2%	79	47.2%	456	47.5%	535
Communications are honest	68.7%	79	69.3%	460	69.2%	539
Communications are accessible	66.1%	79	66.2%	460	66.2%	539

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 65: 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	31.6%	25	42.1%	194	40.5%	218
Maybe, I can provide feedback in limited situations	42.3%	33	40.8%	188	41.0%	221
No, I don't have an opportunity to provide feedback	26.1%	21	17.1%	79	18.5%	100
Total	100.0%	79	100.0%	460	100.0%	539

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 66: 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
RESPONSIVENESS TO FEEDBACK OVERALL	60.8%	57	57.4%	368	57.8%	424
One on one conversations with my supervisor	86.4%	57	79.7%	375	80.5%	432
My representation in shared governance (CPC, APC, or Faculty Council)	47.3%	58	44.1%	370	44.5%	429
My service on committees	69.0%	58	59.9%	370	61.2%	429
Annual review process	61.6%	58	65.4%	368	64.9%	426
Input collection through anonymous surveys	41.8%	58	37.2%	370	37.8%	429

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 67: 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	52.0%	58	48.3%	373	48.8%	431
CSU overall	27.8%	58	26.2%	373	26.4%	431
My division/college	48.2%	58	47.6%	375	47.6%	434
My department/unit	79.9%	58	70.4%	375	71.7%	434

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 68: 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	11.9%	9	15.1%	70	14.6%	79
Physical appearance	9.4%	7	6.3%	29	6.7%	36
Physical disability	12.5%	10	14.4%	67	14.1%	76
Mental disability	9.2%	7	12.1%	56	11.6%	63
Employment classification	35.5%	28	32.5%	150	33.0%	179
Gender identity	11.6%	9	14.7%	68	14.3%	77
Job title	37.2%	29	30.2%	140	31.2%	169
Parental status	14.8%	12	10.9%	50	11.4%	62
Religion	2.0%	*	11.0%	51	9.7%	53
Political affiliation	8.5%	7	9.6%	44	9.5%	51
Sexual orientation	4.1%	3	8.6%	40	8.0%	43
Socio-economic status	11.6%	9	15.9%	74	15.3%	83
Ethnic origin	22.1%	17	12.8%	59	14.2%	77
Veteran status	0.0%	*	1.6%	8	1.4%	8
Race or color	36.7%	29	19.0%	88	21.6%	117
Marital status	0.0%	*	2.2%	10	1.9%	10
Nationality/country of origin	23.2%	18	10.2%	47	12.1%	65
None/no response	34.5%	27	43.2%	200	41.9%	227

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 69: 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	2.0%	*	10.3%	47	9.1%	49
Physical appearance	2.0%	*	4.4%	20	4.1%	22
Physical disability	1.8%	*	7.5%	35	6.6%	36
Mental disability	3.9%	3	6.9%	32	6.4%	35
Employment classification	20.0%	16	20.6%	96	20.6%	111
Gender identity	7.4%	6	7.8%	36	7.8%	42
Job title	17.9%	14	21.7%	100	21.2%	115
Parental status	11.5%	9	8.1%	37	8.6%	47
Religion	0.0%	*	5.4%	25	4.6%	25
Political affiliation	0.0%	*	6.7%	31	5.7%	31
Sexual orientation	0.0%	*	3.3%	15	2.8%	15
Socio-economic status	4.0%	3	9.4%	43	8.6%	46
Ethnic origin	6.1%	5	5.1%	24	5.3%	29
Veteran status	0.0%	*	1.3%	6	1.1%	6
Race or color	11.4%	9	7.3%	34	7.9%	43
Marital status	0.0%	*	1.9%	9	1.6%	9
Nationality/country of origin	5.3%	4	3.9%	18	4.1%	22
None/no response	64.3%	51	65.2%	302	65.0%	352

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

Statistical significance not tested.

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

**Table 70: 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	2.0%	*	11.7%	54	10.3%	56
Physical appearance	4.1%	3	2.2%	10	2.5%	13
Physical disability	7.3%	6	6.5%	30	6.7%	36
Mental disability	4.1%	3	7.2%	33	6.8%	37
Employment classification	17.9%	14	19.6%	90	19.3%	105
Gender identity	7.3%	6	9.0%	42	8.8%	48
Job title	9.3%	7	23.0%	106	21.0%	114
Parental status	6.1%	5	8.4%	39	8.0%	44
Religion	5.3%	4	4.1%	19	4.3%	23
Political affiliation	2.0%	*	3.9%	18	3.6%	20
Sexual orientation	2.0%	*	2.3%	11	2.3%	12
Socio-economic status	2.0%	*	7.5%	35	6.7%	36
Ethnic origin	8.1%	6	4.0%	19	4.6%	25
Veteran status	0.0%	*	0.6%	*	0.5%	*
Race or color	13.4%	11	6.6%	30	7.6%	41
Marital status	2.0%	*	2.1%	10	2.1%	11
Nationality/country of origin	7.3%	6	3.3%	15	3.9%	21
None/no response	63.0%	50	62.8%	291	62.9%	341

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

Statistical significance not tested.

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

**Table 71: 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	22.4%	18	11.3%	52	12.9%	70
Bullying	18.8%	15	11.3%	52	12.4%	67
Bias	25.5%	20	23.6%	109	23.9%	130
Physical assault	4.1%	3	5.9%	27	5.6%	31
Sexual misconduct	19.1%	15	7.2%	33	8.9%	48
Verbal abuse	16.9%	13	11.4%	53	12.2%	66
None/no response	56.3%	45	69.6%	322	67.7%	367

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

Statistical significance not tested.

**Table 72: 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	3.3%	*	4.3%	20	4.2%	23
Bullying	9.4%	7	8.2%	38	8.4%	45
Bias	7.3%	6	13.7%	63	12.8%	69
Physical assault	0.0%	*	1.3%	6	1.1%	6
Sexual misconduct	0.0%	*	2.2%	10	1.9%	10
Verbal abuse	7.3%	6	6.3%	29	6.4%	35
None/no response	84.1%	67	83.6%	387	83.7%	453

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: 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%	8	1.5%	8
Bullying	23.1%	18	16.3%	75	17.3%	94
Bias	12.6%	10	17.3%	80	16.6%	90
Physical assault	0.0%	*	1.1%	5	1.0%	5
Sexual misconduct	0.0%	*	2.2%	10	1.9%	10
Verbal abuse	22.2%	18	11.3%	52	12.9%	70
None/no response	70.5%	56	74.6%	345	74.0%	401

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

Statistical significance not tested.

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

## 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 74: 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	73.1%	82	57.9%	247	65.0%	292	68.6%	28	63.5%	649
	B									
My department/unit promotes a work environment where all employees feel included	74.2%	83	62.7%	252	66.7%	292	75.1%	28	66.5%	656
My department/unit treats all employees equitably	57.4%	83	45.6%	250	47.9%	292	56.2%	28	48.6%	653
My department/unit is open and transparent in communication	77.3%	83	53.2%	250	62.3%	292	69.9%	28	61.1%	653
	B									
My department/unit values employee input in major department/unit decisions	73.2%	83	67.6%	250	72.6%	292	61.5%	28	70.3%	653
My department/unit promotes respect for cultural differences	88.5%	83	67.5%	250	84.0%	292	85.6%	28	78.4%	653
	B				B					
My department/unit understands the value of diversity	92.8%	83	74.6%	252	81.3%	292	80.3%	28	80.1%	656
	B									
My department/unit communicates the importance of valuing diversity	83.1%	82	72.5%	250	84.5%	292	69.9%	28	79.1%	651
	B				B					
I feel valued as an employee	61.7%	83	52.6%	252	53.8%	292	64.7%	28	54.8%	656
I feel a strong sense of belonging to CSU	49.0%	82	41.0%	252	50.6%	292	64.7%	28	47.3%	654
I feel a strong sense of belonging to my division/college	60.9%	82	45.9%	252	59.1%	292	64.7%	28	54.5%	654
	B				B					
I feel a strong sense of belonging to my department/unit	81.1%	83	59.7%	252	67.8%	292	64.7%	28	66.2%	656
	B									
I would recommend CSU as a place of employment	65.8%	83	54.3%	252	55.7%	292	69.9%	28	57.1%	656
I would recommend my department/unit as a place of employment	76.3%	83	52.6%	252	58.4%	292	64.7%	28	58.7%	656
	B 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 75: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	92.6%	77	92.4%	231	80.5%	233	89.6%	25	87.0%	566
No, I did not have a review	7.4%	6	7.6%	19	19.5%	56	10.4%	*	13.0%	85
Total	100.0%	83	100.0%	250	100.0%	289	100.0%	28	100.0%	651

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 76: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	79.2%	77	76.5%	231	78.5%	233	83.4%	25	78.0%	566
I am satisfied with the effort my supervisor put into my most recent performance review	79.9%	77	71.7%	231	80.4%	233	72.2%	25	76.4%	566
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.7%	77	26.7%	231	24.8%	233	11.7%	25	23.7%	566
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	57.8%	77	57.7%	231	55.1%	233	78.0%	25	57.6%	566

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>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 77: 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 (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	66.8%	83	56.4%	247	57.3%	287	59.6%	28	58.3%	645
My department/unit is treated with respect by other units within my college/division	63.5%	83	52.5%	250	45.5%	287	64.7%	28	51.4%	648
My college/division is treated with respect by CSU	52.5%	83	20.5%	250	34.5%	287	50.2%	28	32.1%	648
The people I interact with treat each other with respect	76.0%	83	64.7%	247	77.6%	287	80.3%	28	72.6%	645
There is respect for religious differences in my department/unit	66.8%	83	64.7%	250	66.9%	287	59.4%	28	65.7%	648
There is respect for liberal perspectives in my department/unit	93.9%	83	89.3%	250	80.6%	287	54.2%	28	84.5%	648
There is respect for conservative perspectives in my department/unit	48.0%	83	46.1%	250	38.7%	287	49.0%	28	43.2%	648

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: 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	14.0%	83	28.9%	250	25.2%	280	18.4%	28	24.9%	641
Recognized within my department/unit	20.9%	83	40.1%	250	33.2%	280	20.9%	28	33.8%	641
Resources in my department/unit	16.4%	83	35.4%	250	27.8%	280	15.7%	28	28.8%	641
Professional development opportunities	18.6%	83	20.4%	250	16.7%	280	24.1%	28	18.7%	641
Promoted in my department/unit	11.2%	83	23.6%	250	25.2%	280	15.7%	28	22.4%	641
Hired in my department/unit	3.1%	83	24.9%	250	22.9%	280	15.7%	28	20.8%	641

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 79: 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	51.5%	83	35.6%	245	43.2%	281	42.9%	28	41.4%	637
Leadership adequately addresses inappropriate behavior	55.6%	83	33.3%	245	41.9%	281	29.3%	28	39.9%	637
Leadership holds employees accountable for inappropriate behavior	47.2%	83	25.7%	245	38.4%	281	29.3%	28	34.3%	637
Leadership holds employees accountable for poor performance in the workplace	33.4%	83	24.6%	245	41.3%	281	45.0%	28	34.0%	637
Leadership acts ethically and honestly in the workplace	75.2%	83	60.7%	245	60.4%	281	64.7%	28	62.7%	637
Leadership addresses issues of inequity	48.2%	83	36.8%	245	39.5%	281	49.0%	28	40.0%	637
Leadership holds all employees to the same standards	49.7%	83	32.5%	245	37.8%	281	39.8%	28	37.4%	637

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 80: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.2%	83	41.9%	242	52.2%	278	49.7%	28	48.7%	632
	B				B					
Leadership adequately addresses inappropriate behavior	59.7%	83	44.0%	245	50.5%	281	54.2%	28	49.3%	637
Leadership holds employees accountable for inappropriate behavior	52.5%	83	35.4%	245	50.6%	278	43.8%	28	44.7%	634
	B				B					
Leadership holds employees accountable for poor performance in the workplace	34.7%	83	23.2%	245	46.3%	281	35.3%	28	35.4%	637
	B				B					
Leadership acts ethically and honestly in the workplace	75.2%	83	60.7%	245	60.4%	281	64.7%	28	62.7%	637
Leadership addresses issues of inequity	58.6%	83	43.8%	242	45.9%	281	49.0%	28	46.9%	634
Leadership holds all employees to the same standards	49.4%	83	40.8%	245	46.6%	281	40.6%	28	44.5%	637

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: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	54.5%	74	45.9%	238	51.4%	270	60.9%	28	50.1%	610
Recruits employees from a diverse set of backgrounds	47.2%	76	48.5%	240	45.2%	276	64.7%	28	47.6%	619
Improves the campus climate for all employees	61.4%	78	43.4%	240	45.5%	276	64.7%	28	47.5%	621
	B									
Retains diverse employees	31.5%	78	22.0%	238	37.4%	276	49.0%	28	31.3%	620
	B				B		B			
Creates a supportive environment for employees from diverse backgrounds	36.4%	78	37.2%	240	50.0%	272	49.0%	28	43.3%	618
	B				B					
Encourages discussions related to diversity	80.1%	78	69.8%	242	77.5%	279	69.9%	28	74.5%	628
Provides employees with a positive work experience	66.1%	77	53.0%	240	45.9%	279	59.4%	28	51.7%	623
	C									
Climate has become consistently more inclusive of all employees	57.0%	78	47.5%	240	53.9%	273	69.9%	28	52.6%	619

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 82: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	58.8%	75	50.9%	240	60.5%	270	61.7%	28	56.6%	612
Recruits employees from a diverse set of backgrounds	52.2%	78	51.4%	242	54.7%	276	64.7%	28	53.5%	624
Improves the campus climate for all employees	66.8%	78	47.6%	242	63.8%	276	59.4%	28	57.7%	624
Retains diverse employees	37.8%	78	33.1%	242	45.1%	272	49.0%	28	39.7%	621
Creates a supportive environment for employees from diverse backgrounds	36.4%	78	37.2%	240	50.0%	272	49.0%	28	43.3%	618
Encourages discussions related to diversity	86.9%	78	71.3%	240	86.5%	279	64.7%	28	79.8%	625
Provides employees with a positive work experience	67.2%	77	54.9%	242	55.1%	279	69.9%	28	57.1%	626
Climate has become consistently more inclusive of all employees	56.8%	78	50.2%	242	60.0%	273	69.9%	28	56.3%	622

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 83: 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 (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	56.9%	78	43.8%	229	48.7%	272	72.9%	28	49.0%	606
Communications are effective	52.4%	78	42.7%	235	49.1%	272	75.1%	28	48.2%	613
Communications are timely	57.3%	78	56.7%	235	60.9%	272	89.6%	28	60.1%	613
Communications are relevant	59.0%	78	38.4%	235	54.0%	272	84.3%	28	50.0%	613
Communications are informative	72.5%	78	46.6%	233	53.8%	272	75.1%	28	54.4%	611
Communications are motivating	40.5%	78	22.1%	233	29.2%	272	59.4%	28	29.3%	610
Communications are honest	47.6%	78	41.2%	234	39.4%	272	58.2%	28	42.0%	611
Communications are accessible	69.0%	78	62.5%	235	54.4%	272	68.7%	28	60.0%	613

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 84: 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 (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.8%	78	53.2%	231	56.6%	272	62.4%	28	56.8%	609
Communications are effective	63.8%	78	52.9%	235	58.9%	272	64.7%	28	57.5%	613
Communications are timely	63.8%	78	60.0%	235	66.0%	272	69.9%	28	63.6%	613
Communications are relevant	72.5%	78	55.8%	235	60.9%	272	64.7%	28	60.6%	613
Communications are informative	76.9%	78	55.2%	235	62.0%	272	64.7%	28	61.4%	613
	B									
Communications are motivating	47.6%	78	33.4%	233	40.1%	272	54.2%	28	39.1%	610
Communications are honest	66.8%	78	52.1%	234	52.2%	272	54.2%	28	54.1%	611
Communications are accessible	69.0%	78	66.6%	234	56.0%	272	64.7%	28	62.1%	611

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: 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 (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	73.9%	75	62.9%	233	67.8%	268	63.7%	26	66.5%	602
Communications are effective	75.3%	77	62.2%	235	75.1%	272	66.7%	28	69.8%	611
					B					
Communications are timely	71.4%	78	64.0%	233	72.9%	272	61.5%	28	68.8%	610
Communications are relevant	83.7%	78	75.1%	235	78.6%	268	73.7%	26	77.7%	608
Communications are informative	88.0%	78	68.2%	235	75.3%	272	84.3%	28	74.6%	613
	B									
Communications are motivating	52.0%	77	37.7%	233	49.6%	272	59.4%	28	45.8%	609
					B					
Communications are honest	74.5%	78	66.8%	235	64.7%	272	51.0%	28	66.1%	613
Communications are accessible	72.3%	78	68.4%	235	60.8%	272	61.5%	28	65.2%	613

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: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.2%	34	40.7%	96	39.5%	107	11.5%	*	39.3%	240
	D		D		D					
Maybe, I can provide feedback in limited situations	38.0%	30	42.7%	101	41.6%	113	61.1%	15	42.4%	259
No, I don't have an opportunity to provide feedback	18.8%	15	16.6%	39	18.9%	51	27.4%	7	18.4%	112
Total	100.0%	78	100.0%	237	100.0%	272	100.0%	25	100.0%	612

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 87: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	64.0%	64	52.4%	186	57.1%	217	38.8%	18	55.5%	484
One on one conversations with my supervisor	90.6%	64	71.8%	193	79.1%	217	76.2%	18	77.6%	492
My representation in shared governance (CPC, APC, or Faculty Council)	51.9%	64	39.7%	190	42.3%	217	28.6%	18	42.0%	489
My service on committees	50.5%	64	67.4%	190	59.3%	217	7.9%	18	59.4%	489
Annual review process	84.9%	64	52.5%	187	65.1%	217	36.6%	18	61.8%	486
Input collection through anonymous surveys	41.9%	64	30.9%	190	39.9%	217	44.5%	18	36.8%	489

*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 88: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	63.9%	64	44.4%	192	46.6%	217	41.3%	18	47.8%	491
CSU overall	42.2%	64	24.3%	192	22.1%	217	36.6%	18	26.1%	491
My division/college	68.6%	64	44.3%	195	43.3%	217	31.7%	18	46.5%	494
My department/unit	80.9%	64	63.2%	195	74.5%	217	55.5%	18	70.2%	494

*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 89: 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	10.2%	9	12.3%	31	16.3%	48	20.9%	6	14.2%	93
Physical appearance	13.3%	11	8.3%	21	4.4%	13	0.0%	*	6.9%	45
Physical disability	16.6%	14	14.1%	35	9.5%	28	15.7%	4	12.4%	82
Mental disability	11.2%	9	10.0%	25	9.8%	29	30.1%	8	10.9%	72
Employment classification	42.8%	36	21.7%	55	32.9%	96	35.3%	10	30.0%	196
Gender identity	21.9%	18	15.2%	38	11.7%	34	0.0%	*	13.9%	91
Job title	31.1%	26	16.9%	43	39.2%	114	10.4%	*	28.4%	186
Parental status	11.5%	10	15.6%	39	8.8%	26	0.0%	*	11.4%	75
Religion	15.8%	13	8.6%	22	12.8%	37	5.2%	*	11.2%	74
Political affiliation	21.9%	18	9.5%	24	10.6%	31	10.4%	*	11.6%	76
Sexual orientation	6.1%	5	8.6%	22	6.9%	20	5.2%	*	7.4%	48
Socio-economic status	18.9%	16	12.0%	30	14.2%	42	10.4%	*	13.8%	91
Ethnic origin	14.5%	12	16.0%	40	9.5%	28	5.2%	*	12.5%	82
Veteran status	0.0%	*	1.7%	4	2.1%	6	0.0%	*	1.6%	10
Race or color	26.0%	22	26.2%	66	12.5%	36	10.4%	*	19.4%	127
Marital status	0.0%	*	2.1%	5	2.1%	6	5.2%	*	1.9%	13
Nationality/country of origin	17.8%	15	17.4%	44	5.3%	15	5.2%	*	11.5%	76
None/no response	29.1%	24	45.7%	115	46.4%	136	54.2%	15	44.3%	290

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

Statistical significance not tested.

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

**Table 90: 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	4.1%	3	10.4%	26	7.1%	21	5.2%	*	7.9%	52
Physical appearance	9.2%	8	5.4%	14	1.2%	3	0.0%	*	3.8%	25
Physical disability	7.2%	6	7.7%	19	3.5%	10	10.4%	*	5.9%	39
Mental disability	9.2%	8	5.0%	13	3.5%	10	24.9%	7	5.7%	37
Employment classification	28.1%	23	15.3%	39	20.3%	59	19.7%	5	19.3%	127
Gender identity	13.3%	11	10.6%	27	3.2%	9	0.0%	*	7.2%	47
Job title	26.8%	22	11.3%	28	24.5%	72	10.4%	*	19.1%	125
Parental status	9.2%	8	11.0%	28	5.6%	16	0.0%	*	7.9%	52
Religion	9.4%	8	5.8%	15	2.4%	7	0.0%	*	4.5%	29
Political affiliation	15.6%	13	9.2%	23	2.9%	9	5.2%	*	7.1%	46
Sexual orientation	3.1%	*	2.3%	6	3.2%	9	0.0%	*	2.7%	18
Socio-economic status	7.2%	6	8.3%	21	7.9%	23	5.2%	*	7.9%	52
Ethnic origin	2.0%	*	7.9%	20	4.1%	12	0.0%	*	5.1%	34
Veteran status	0.0%	*	1.0%	*	1.2%	3	0.0%	*	0.9%	6
Race or color	6.1%	5	12.9%	33	4.1%	12	0.0%	*	7.6%	50
Marital status	0.0%	*	2.1%	5	1.2%	3	0.0%	*	1.3%	9
Nationality/country of origin	2.0%	*	7.4%	19	4.1%	12	0.0%	*	4.9%	32
None/no response	55.3%	46	61.1%	154	71.4%	208	64.7%	18	65.1%	427

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

Statistical significance not tested.

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

**Table 91: 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	4.1%	3	14.0%	35	8.8%	26	5.2%	*	10.1%	66
Physical appearance	4.1%	3	5.0%	13	0.9%	*	0.0%	*	2.8%	19
Physical disability	2.0%	*	10.0%	25	4.4%	13	5.2%	*	6.3%	41
Mental disability	8.2%	7	6.3%	16	4.7%	14	10.4%	*	6.0%	39
Employment classification	18.6%	16	12.6%	32	23.9%	70	18.9%	5	18.7%	123
Gender identity	4.1%	3	14.4%	36	5.3%	15	0.0%	*	8.4%	55
Job title	18.4%	15	12.9%	33	27.0%	79	18.9%	5	20.1%	132
Parental status	4.1%	3	13.3%	34	4.4%	13	5.2%	*	7.8%	51
Religion	6.4%	5	6.8%	17	2.1%	6	0.0%	*	4.3%	28
Political affiliation	10.5%	9	7.8%	20	1.8%	5	5.2%	*	5.3%	35
Sexual orientation	0.0%	*	5.6%	14	2.1%	6	0.0%	*	3.1%	20
Socio-economic status	0.0%	*	10.6%	27	6.8%	20	0.0%	*	7.1%	46
Ethnic origin	2.0%	*	6.5%	16	5.0%	15	0.0%	*	5.0%	33
Veteran status	0.0%	*	1.0%	*	0.0%	*	0.0%	*	0.4%	*
Race or color	6.1%	5	12.1%	31	5.0%	15	0.0%	*	7.7%	50
Marital status	0.0%	*	6.0%	15	0.9%	*	5.2%	*	2.9%	19
Nationality/country of origin	2.0%	*	7.0%	18	4.1%	12	0.0%	*	4.8%	31
None/no response	65.8%	55	54.2%	137	67.7%	198	60.2%	17	62.0%	406

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

Statistical significance not tested.

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

**Table 92: 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	8.2%	7	16.6%	42	7.6%	22	5.2%	*	11.1%	73
Bullying	6.1%	5	17.5%	44	7.3%	21	14.4%	4	11.4%	75
Bias	25.0%	21	22.6%	57	21.9%	64	20.9%	6	22.5%	148
Physical assault	7.4%	6	5.0%	13	5.3%	15	5.2%	*	5.4%	36
Sexual misconduct	9.4%	8	10.0%	25	6.5%	19	5.2%	*	8.1%	53
Verbal abuse	12.3%	10	13.3%	34	11.4%	33	0.0%	*	11.8%	77
None/no response	73.0%	61	66.8%	169	72.9%	213	69.9%	19	70.4%	462

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: 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	4.1%	3	6.3%	16	1.2%	3	0.0%	*	3.5%	23
Bullying	7.2%	6	12.3%	31	4.3%	12	14.4%	4	8.1%	53
Bias	11.2%	9	15.6%	39	11.4%	33	10.4%	*	13.0%	85
Physical assault	0.0%	*	1.0%	*	1.2%	3	0.0%	*	0.9%	6
Sexual misconduct	0.0%	*	2.7%	7	1.2%	3	0.0%	*	1.6%	10
Verbal abuse	7.2%	6	8.7%	22	3.2%	9	0.0%	*	5.7%	37
None/no response	88.8%	74	78.8%	199	87.7%	256	80.3%	22	84.1%	551

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: 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	0.0%	*	3.3%	8	0.0%	*	0.0%	*	1.3%	8
Bullying	10.2%	9	32.4%	82	6.8%	20	5.2%	*	17.0%	112
Bias	10.2%	9	27.2%	69	11.3%	33	10.4%	*	17.2%	113
Physical assault	0.0%	*	2.1%	5	0.0%	*	0.0%	*	0.8%	5
Sexual misconduct	2.0%	*	2.1%	5	1.2%	3	0.0%	*	1.6%	10
Verbal abuse	6.1%	5	22.0%	56	6.2%	18	5.2%	*	12.2%	80
None/no response	81.6%	68	58.6%	148	84.6%	247	84.3%	23	74.2%	487

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

Statistical significance not tested.

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

## 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 95: Department Grouping**

		Pct
Anth Geog	Anthropology and Geography	4.5%
Comm Stu	Communication Studies	5.0%
Econ	Economics	3.9%
English	English	18.3%
Fine + Perf Arts	Art and Art History	4.3%
	LEAP Institute for the Arts-SAU	0.8%
	School of Music, Theatre and Dance	15.6%
History	History	3.9%
Jour Med Comm	Journalism and Media Communication	12.0%
Lang Lit Cult	Languages, Literatures and Cultures	7.9%
Ofc Dean	Office of Dean	8.0%
Other	Ethnic Studies	1.7%
	Institute for Research in Social Sciences	1.0%
	Unknown	1.5%
Phil	Philosophy	4.7%
Poli Sci	Political Science	3.6%
Soci	Sociology	3.2%



# Employee Climate Survey 2021

Table 96: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
WORK CULTURE OVERALL	50.0%	30	78.2% A C J	34	44.5%	26	58.1%	122	61.8%	139	69.8%	23	74.7% A C D J	78	59.4%	53	78.0% A C D J	52	48.7%	28	72.6%	32	56.4%	24	61.9%	22	63.4%	662
My department/unit promotes a work environment where all employees feel included	54.5%	30	72.3%	34	42.3%	26	64.6%	122	66.3%	139	64.0%	26	65.3%	81	67.4%	53	86.0% C J	53	48.5%	28	64.9%	32	72.1%	24	88.2%	22	66.4%	669
My department/unit treats all employees equitably	38.0%	30	36.9%	34	42.3%	26	39.7%	122	43.9%	139	41.2%	26	59.9%	78	44.5%	53	69.8% D	53	48.5%	28	69.3%	32	72.1%	24	45.5%	22	48.8%	666
My department/unit is open and transparent in communication	49.6%	30	67.2%	34	42.3%	26	54.8%	122	56.6%	139	70.1%	26	69.9%	78	51.6%	53	80.9%	53	48.5%	28	82.4%	32	76.1%	24	52.9%	22	61.0%	666
My department/unit values employee input in major department/unit decisions	58.3%	30	82.5%	34	42.3%	26	68.7%	122	68.7%	139	80.1%	26	80.9% C	78	65.8%	53	81.7% C	53	48.5%	28	82.4%	32	57.9%	24	72.3%	22	70.1%	666
My department/unit promotes respect for cultural differences	63.2%	30	92.4% F	34	61.5%	26	79.9%	122	69.1%	139	54.5%	26	79.8%	78	100.0% A C E F L	53	92.5% E F L	53	69.8%	28	100.0% A C E F L	32	57.9%	24	88.2%	22	78.4%	666
My department/unit understands the value of diversity	94.6% C L	30	100.0% C F J L	34	31.7%	26	77.2% C L	122	76.0% C L	139	64.5%	26	86.7% C L	81	100.0% C D E F J L	53	92.5% C L	53	66.7%	28	82.4% C L	32	47.2%	24	85.2% C	22	79.7%	669
My department/unit communicates the importance of valuing diversity	94.6% C F L	30	100.0% C F L	34	32.3%	26	81.9% C L	122	78.3% C L	139	53.2%	23	81.7% C L	81	100.0% C E F L	53	80.2% C L	52	84.9% C L	28	74.2% C	32	40.6%	24	78.5% C	22	79.1%	664
I feel valued as an employee	38.0%	30	74.9% D H	34	42.3%	26	38.3%	122	55.5%	139	64.0%	26	78.4% A D H J	81	37.9%	53	66.4% D	53	39.4%	28	66.5%	32	52.8%	24	61.4%	22	54.5%	669
I feel a strong sense of belonging to CSU	20.2%	30	60.3% J	34	62.1% J	26	43.7%	122	43.3%	139	61.2% J	26	68.9% A D E H J	81	38.3%	53	54.2% J	52	15.1%	28	50.2%	32	48.2%	24	33.5%	22	47.2%	667
I feel a strong sense of belonging to my division/college	43.4%	30	74.9% C D J	34	32.3%	26	43.0%	122	51.3%	139	67.4%	26	84.9% A C D E H J L M	81	48.0%	53	71.9% C D J	52	24.2%	28	61.1%	32	37.5%	24	35.3%	22	54.2%	667
I feel a strong sense of belonging to my department/unit	38.0%	30	80.0% A	34	42.3%	26	60.4%	122	70.9% A	139	73.9%	26	77.2% A	81	55.9%	53	77.7% A	53	51.6%	28	82.4% A	32	65.4%	24	54.6%	22	66.1%	669
I would recommend CSU as a place of employment	20.2%	30	87.6% A D H J L	34	62.1%	26	51.4%	122	61.4% A H	139	71.2% A	26	73.2% A H	81	34.8%	53	66.4% A	53	39.3%	28	58.4%	32	40.6%	24	54.6%	22	57.1%	669
I would recommend my department/unit as a place of employment	38.0%	30	87.6% A C D H	34	42.3%	26	51.5%	122	62.1% H	139	57.8%	26	71.2% H	81	28.1%	53	77.7% A H	53	48.5%	28	69.3% H	32	65.4%	24	54.6%	22	58.7%	669

Percent "Agree" or "Strongly agree"

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

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 97: Performance Review in Last Year

Did you have a performance review in the last year?	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	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	10.8%	3	0.0% <sup>a</sup>	*	12.4%	3	14.3%	18	12.8%	17	6.2%	*	13.8%	11	15.8%	8	17.6%	9	30.4%	9	0.0% <sup>a</sup>	*	31.2%	7	0.0% <sup>a</sup>	*	13.1%	87
Yes, I had a review	89.2%	27	100.0% <sup>a</sup>	34	87.6%	23	85.7%	105	87.2%	119	93.8%	24	86.2%	69	84.2%	44	82.4%	44	69.6%	20	100.0% <sup>a</sup>	32	68.8%	15	100.0% <sup>a</sup>	22	86.9%	576
Total	100.0%	30	100.0%	34	100.0%	26	100.0%	122	100.0%	136	100.0%	26	100.0%	81	100.0%	53	100.0%	53	100.0%	28	100.0%	32	100.0%	22	100.0%	22	100.0%	663

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 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.2%	27	71.6%	34	72.1%	23	76.3%	105	75.2%	119	74.6%	24	82.2%	69	86.4%	44	82.5%	44	73.9%	20	87.8%	32	72.1%	15	72.9%	22	77.8%	576
I am satisfied with the effort my supervisor put into my most recent performance review	80.6%	27	62.5%	34	75.2%	23	67.7%	105	72.2%	119	72.2%	24	87.4%	69	76.8%	44	87.0%	44	78.3%	20	100.0% B D	32	78.3%	15	68.8%	22	76.4%	576
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	39.7% F K	27	35.1% K	34	34.0%	23	35.6% E F K	105	13.6%	119	0.0%	24	25.7%	69	42.4% E F K L	44	13.0%	44	43.5% F K	20	0.0%	32	0.0%	15	23.8%	22	24.2%	576
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	44.9%	27	52.2%	34	41.1%	23	61.1%	105	53.4%	119	51.5%	24	59.3%	69	82.5%	44	60.6%	44	43.5%	20	63.5%	32	37.9%	15	50.0%	22	57.0%	576

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 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	52.1%	30	68.9%	34	60.3%	26	58.2%	120	55.5%	136	45.7%	26	68.2%	78	45.5%	53	65.6%	53	56.7%	26	60.1%	32	61.4%	22	60.9%	22	58.5%	656
My department/unit is treated with respect by other units within my college/division	42.9%	30	72.7%	34	55.9%	26	57.6%	120	44.2%	136	34.5%	26	72.4%	81	6.5%	53	56.8%	53	49.9%	26	42.0%	32	57.3%	22	92.6%	22	51.7%	658
My college/division is treated with respect by CSU	8.6%	30	49.6%	34	36.1%	26	25.3%	120	32.5%	136	11.8%	26	64.7%	81	6.5%	53	53.9%	53	36.4%	28	17.6%	32	19.3%	22	0.0%	22	31.9%	661
The people I interact with treat each other with respect	63.2%	30	100.0%	34	71.5%	26	71.9%	120	67.8%	136	61.6%	26	84.4%	78	69.0%	53	79.3%	53	48.5%	28	57.9%	32	80.7%	22	78.5%	22	72.3%	658
There is respect for religious differences in my department/unit	75.6%	30	74.9%	34	61.6%	26	67.8%	120	57.7%	136	42.3%	26	55.8%	81	71.3%	53	69.3%	53	78.8%	28	100.0%	32	57.3%	22	85.9%	22	66.4%	661
There is respect for liberal perspectives in my department/unit	78.2%	30	84.7%	34	78.3%	26	85.8%	120	91.2%	136	88.2%	26	83.0%	81	80.9%	53	89.2%	53	73.3%	26	71.6%	32	92.6%	22	81.5%	22	84.8%	658
There is respect for conservative perspectives in my department/unit	43.9%	30	31.7%	34	58.3%	26	40.7%	120	39.4%	136	35.6%	26	45.1%	81	38.9%	53	44.8%	53	46.7%	26	71.6%	32	61.3%	22	26.8%	22	43.3%	658

Percent "Agree" or "Strongly agree"

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

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 100: 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:	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	28.8%	30	16.7%	34	47.5%	26	37.0%	120	24.2%	133	12.4%	26	16.7%	77	29.7%	53	16.4%	53	24.2%	28	15.7%	32	12.3%	22	28.4%	22	25.1%	654
Recognized within my department/unit	36.3%	30	27.7%	34	47.9%	26	48.8%	120	36.5%	133	9.9%	26	22.0%	77	43.9%	53	15.9%	53	33.3%	28	25.8%	32	7.4%	22	54.5%	22	33.9%	654
Resources in my department/unit	41.7%	30	35.4%	34	52.1%	26	40.5%	120	24.9%	133	9.9%	26	22.2%	77	34.3%	53	22.0%	53	27.2%	28	17.6%	32	7.4%	22	26.8%	22	29.0%	654
Professional development opportunities	17.3%	30	5.1%	34	47.8%	26	20.9%	120	24.0%	133	9.9%	26	8.8%	77	19.6%	53	25.6%	53	18.2%	28	17.6%	32	7.4%	22	14.8%	22	19.1%	654
Promoted in my department/unit	26.0%	30	7.6%	34	41.7%	26	33.8%	120	17.8%	133	16.1%	26	15.4%	77	32.6%	53	10.8%	53	24.2%	28	17.6%	32	15.9%	22	26.7%	22	22.3%	654
Hired in my department/unit	22.8%	30	7.6%	34	47.9%	26	41.0%	120	17.9%	133	16.1%	26	15.3%	77	18.0%	53	7.5%	53	18.2%	28	0.0%	32	23.4%	22	19.3%	22	21.2%	654

Percent "Agree" or "Strongly agree"

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

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: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	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	21.1%	30	65.5%	31	16.5%	26	30.6%	117	44.0%	128	30.9%	26	48.0%	81	49.1%	53	61.8%	53	20.2%	28	33.1%	32	55.8%	22	39.7%	22	41.0%	647
Leadership adequately addresses inappropriate behavior	17.9%	30	58.1%	31	6.2%	26	29.7%	117	44.9%	128	16.2%	26	39.1%	81	60.1%	53	58.4%	53	21.2%	28	17.6%	32	49.8%	22	74.0%	22	39.2%	647
Leadership holds employees accountable for inappropriate behavior	8.6%	30	49.9%	31	16.2%	26	23.5%	117	34.1%	128	10.0%	26	40.2%	81	60.0%	53	58.4%	53	15.1%	28	17.6%	32	49.8%	22	31.4%	22	33.7%	647
Leadership holds employees accountable for poor performance in the workplace	8.6%	30	59.7%	31	10.0%	26	31.8%	117	38.1%	128	5.6%	26	30.6%	81	42.0%	53	56.0%	53	9.1%	28	36.5%	32	45.4%	22	35.8%	22	33.9%	647
Leadership acts ethically and honestly in the workplace	45.5%	30	86.6%	31	22.3%	26	48.4%	117	67.6%	128	73.9%	26	71.8%	81	69.7%	53	76.1%	53	39.4%	28	67.3%	32	73.2%	22	46.2%	22	62.1%	647
Leadership addresses issues of inequity	14.0%	30	71.2%	31	22.3%	26	31.9%	117	41.0%	128	41.2%	26	54.9%	81	29.2%	53	64.8%	53	9.1%	28	33.9%	32	49.8%	22	31.4%	22	39.8%	647
Leadership holds all employees to the same standards	31.9%	30	67.5%	31	22.3%	26	18.5%	117	38.4%	128	38.3%	26	51.6%	81	33.4%	53	57.3%	53	27.3%	28	25.8%	32	66.5%	22	19.4%	22	37.2%	647

Percent "Agree" or "Strongly agree"

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

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 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	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	28.9%	27	64.8%	31	35.2%	26	43.3%	117	46.9%	128	40.4%	26	51.7%	81	55.5%	50	63.5%	53	30.3%	28	55.7%	32	64.5%	22	42.6%	22	48.4%	642
Leadership adequately addresses inappropriate behavior	46.7%	30	71.2%	31	36.0%	26	37.9%	117	48.7%	128	35.6%	26	40.2%	81	69.0%	53	66.4%	53	24.2%	28	42.1%	32	64.7%	22	80.7%	22	49.0%	647
Leadership holds employees accountable for inappropriate behavior	35.2%	30	62.9%	31	36.0%	26	39.3%	117	42.7%	128	29.4%	26	39.2%	81	71.5%	50	58.4%	53	24.2%	28	33.9%	32	57.3%	22	47.2%	22	44.4%	645
Leadership holds employees accountable for poor performance in the workplace	17.9%	30	40.3%	31	10.0%	26	40.7%	117	31.3%	128	5.6%	26	41.2%	81	46.9%	53	46.8%	53	9.1%	28	52.9%	32	52.9%	22	23.8%	22	35.3%	647
Leadership acts ethically and honestly in the workplace	45.5%	30	86.6%	31	22.3%	26	48.4%	117	67.6%	128	73.9%	26	71.8%	81	69.7%	53	76.1%	53	39.4%	28	67.3%	32	73.2%	22	46.2%	22	62.1%	647
Leadership addresses issues of inequity	19.5%	27	71.2%	31	48.3%	26	48.8%	117	40.5%	128	47.4%	26	54.4%	81	30.7%	53	69.6%	53	42.5%	28	55.4%	32	57.3%	22	12.0%	22	47.0%	645
Leadership holds all employees to the same standards	35.2%	30	62.0%	31	32.3%	26	35.7%	117	41.5%	128	44.5%	26	52.4%	81	33.0%	53	58.9%	53	33.4%	28	55.4%	32	73.9%	22	35.3%	22	44.2%	647

Percent "Agree" or "Strongly agree"

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

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: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	28.2%	30	61.9% A H J	31	47.2%	24	44.2%	117	60.9% A D H J K	117	37.0%	26	76.1% A C D F H I J K M	81	31.3%	53	51.7%	43	28.5%	28	35.6%	32	46.5%	16	41.5%	22	49.7%	620
Recruits employees from a diverse set of backgrounds	48.7%	30	51.4%	31	36.1%	26	32.7%	117	53.3%	120	51.2%	26	77.3% C D E H I J	81	33.4%	53	35.8%	48	27.2%	28	56.8%	32	64.9%	16	38.8%	22	47.2%	629
Improves the campus climate for all employees	8.6%	30	64.4% A H	31	26.1%	26	45.7% A	117	56.6% A H	120	51.2%	26	71.0% A C D H J	81	21.0%	53	56.3% A H	51	27.2%	28	40.8%	32	28.4%	16	54.6% A	22	47.2%	632
Retains diverse employees	22.7%	30	34.3%	31	31.9%	24	21.3%	117	35.2% F	120	0.0%	26	69.3% A B C D E F H I J K M	81	27.6%	53	23.8%	51	15.1%	28	30.7%	32	30.7%	16	12.0%	22	31.2%	630
Creates a supportive environment for employees from diverse backgrounds	25.9%	30	49.0%	31	36.1%	26	40.9%	117	57.0% F H I J K	120	20.0%	26	72.2% A D F H I J K	81	27.6%	53	27.0%	47	18.1%	28	16.3%	32	56.0%	16	39.8%	22	42.6%	628
Encourages discussions related to diversity	51.5%	30	83.4% F J M	31	84.4% F J M	26	80.4% F J M	117	85.2% A F H J K M	126	44.1%	26	89.9% A F H J K M	81	61.1%	53	78.6% F M	51	45.4%	28	55.4%	32	80.5%	16	38.8%	22	74.1%	638
Provides employees with a positive work experience	17.2%	30	72.8% A H K L	31	67.8% A H K L	26	47.5% H	117	64.7% A H K L	123	51.2%	26	73.3% A D H J K L	81	17.5%	53	63.5% A H K L	49	36.3%	28	24.4%	32	9.8%	16	54.6%	22	51.3%	633
Climate has become consistently more inclusive of all employees	22.6%	30	78.3% A D H J K	31	41.7%	26	40.8%	117	68.4% A D H J K	117	41.2%	26	79.6% A C D F H J K	81	30.8%	53	59.6% A	51	30.2%	28	24.5%	32	55.1%	16	51.8%	22	52.1%	629

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: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	35.2%	30	78.6%	31	36.3%	26	50.0%	117	56.4%	120	38.4%	26	74.1%	78	54.0%	53	61.9%	46	62.4%	19	57.5%	32	67.2%	16	59.0%	22	56.7%	615
Recruits employees from a diverse set of backgrounds	40.0%	30	81.1%	31	35.5%	26	40.3%	117	39.0%	123	25.0%	26	81.7%	81	60.8%	53	66.0%	51	60.1%	26	56.8%	32	74.6%	16	66.6%	22	53.7%	632
Improves the campus climate for all employees	17.9%	30	89.6%	31	16.2%	26	52.5%	117	63.7%	123	57.8%	26	68.3%	81	47.9%	53	62.7%	51	60.7%	28	71.6%	32	59.1%	16	54.6%	22	57.6%	634
Retains diverse employees	17.3%	30	53.4%	31	22.3%	26	33.8%	117	26.8%	123	0.0%	26	75.7%	81	52.8%	53	49.1%	47	36.4%	28	42.1%	32	30.7%	16	38.1%	22	39.4%	631
Creates a supportive environment for employees from diverse backgrounds	25.9%	30	49.0%	31	36.1%	26	40.9%	117	57.0%	120	20.0%	26	72.2%	81	27.6%	53	27.0%	47	18.1%	28	16.3%	32	56.0%	16	39.8%	22	42.6%	628
Encourages discussions related to diversity	81.0%	30	100.0%	31	62.1%	26	79.6%	117	78.7%	126	44.5%	26	82.3%	78	84.1%	53	83.6%	51	78.8%	28	81.0%	32	90.2%	16	80.7%	22	79.7%	635
Provides employees with a positive work experience	38.0%	30	86.6%	31	47.9%	26	50.0%	117	53.4%	126	73.9%	26	64.6%	81	32.9%	53	72.2%	49	63.0%	23	58.3%	32	80.5%	16	62.1%	22	57.1%	631
Climate has become consistently more inclusive of all employees	17.2%	30	78.3%	31	27.9%	26	52.1%	117	73.1%	120	41.2%	26	74.3%	81	41.6%	53	62.7%	51	45.6%	28	29.6%	32	55.1%	16	51.8%	22	55.7%	632

Percent "Agree" or "Strongly agree"

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

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: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	26.9%	30	64.5%	31	45.1%	26	43.0%	115	62.7%	121	36.3%	26	60.5%	74	44.7%	47	57.8%	51	40.7%	28	27.2%	32	35.3%	16	30.9%	20	48.9%	617
Communications are effective	34.6%	30	53.7%	31	32.3%	26	38.1%	115	64.4%	123	40.7%	26	61.6%	78	60.3%	47	55.9%	51	45.4%	28	16.2%	32	28.4%	16	20.2%	20	48.3%	623
Communications are timely	40.0%	30	67.2%	31	68.3%	26	47.2%	115	79.7%	123	28.0%	26	76.5%	78	60.3%	47	62.9%	51	39.3%	28	57.9%	32	44.0%	16	45.9%	20	60.4%	623
Communications are relevant	35.2%	30	69.6%	31	52.1%	26	55.6%	115	57.2%	123	31.2%	26	57.3%	78	38.6%	47	58.8%	51	45.5%	28	19.0%	32	39.5%	16	15.3%	20	49.6%	623
Communications are informative	35.2%	30	69.6%	31	52.1%	26	50.7%	115	66.3%	121	28.0%	26	59.3%	78	58.5%	47	73.0%	51	54.5%	28	27.1%	32	18.6%	16	41.0%	20	54.4%	621
Communications are motivating	0.0%	30	53.7%	31	16.2%	26	22.3%	115	43.4%	123	28.0%	26	36.1%	75	23.3%	47	48.4%	51	21.2%	28	8.1%	32	18.6%	16	0.0%	20	29.3%	621
Communications are honest	17.3%	30	58.8%	31	42.3%	26	32.6%	115	59.8%	123	34.5%	26	56.1%	76	26.7%	47	44.2%	51	30.2%	28	16.2%	32	44.0%	16	29.9%	20	41.7%	622
Communications are accessible	26.0%	30	78.7%	31	52.2%	26	54.5%	115	70.7%	123	63.6%	26	75.5%	78	44.8%	47	61.3%	51	48.5%	28	45.9%	32	53.7%	16	63.8%	20	59.9%	623

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: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	29.5%	30	78.6%	31	37.1%	26	52.5%	115	62.7%	123	57.3%	26	71.5%	74	54.7%	47	76.0%	51	30.3%	28	35.6%	32	50.2%	16	41.4%	20	56.3%	619
Communications are effective	35.2%	30	81.1%	31	22.3%	26	52.3%	115	58.5%	123	67.4%	26	83.3%	78	53.4%	47	77.4%	51	15.1%	28	44.6%	32	44.0%	16	43.0%	20	56.9%	623
Communications are timely	40.6%	30	80.7%	31	42.2%	26	61.3%	115	72.6%	123	61.2%	26	76.5%	78	65.8%	47	76.9%	51	24.2%	28	52.9%	32	44.0%	16	51.6%	20	63.3%	623
Communications are relevant	31.9%	30	86.2%	31	42.2%	26	62.3%	115	66.2%	123	51.2%	26	79.1%	78	58.5%	47	83.6%	51	33.4%	28	19.0%	32	55.1%	16	20.9%	20	60.0%	623
Communications are informative	31.9%	30	86.2%	31	42.2%	26	58.2%	115	64.9%	123	61.2%	26	68.0%	78	76.7%	47	87.0%	51	39.4%	28	27.1%	32	55.1%	16	33.7%	20	60.8%	623
Communications are motivating	14.7%	30	62.0%	31	26.1%	26	31.2%	115	48.9%	123	22.4%	26	52.9%	75	34.0%	47	60.6%	51	21.2%	28	25.7%	32	34.2%	16	12.9%	20	38.9%	621
Communications are honest	26.5%	30	67.2%	31	26.1%	26	46.7%	115	62.5%	123	73.9%	26	64.0%	76	46.7%	47	74.8%	51	30.2%	28	33.8%	32	59.6%	16	50.9%	20	53.6%	622
Communications are accessible	26.0%	30	87.0%	31	58.4%	26	55.4%	115	65.2%	123	63.6%	26	81.6%	76	47.9%	47	71.5%	51	48.5%	28	45.9%	32	59.6%	16	76.7%	20	61.9%	622

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: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	47.1%	30	93.9%	29	43.1%	26	56.8%	108	64.0%	123	78.3%	26	76.0%	75	68.8%	47	77.6%	51	44.6%	28	72.4%	32	83.6%	16	71.3%	20	66.3%	612
Communications are effective	58.3%	30	94.8%	31	22.3%	26	61.2%	113	61.7%	123	80.1%	26	83.3%	78	73.3%	47	78.6%	51	30.3%	28	100.0%	32	90.2%	16	79.2%	20	69.0%	622
Communications are timely	46.7%	30	100.0%	31	52.1%	26	62.9%	115	60.5%	123	83.6%	26	78.1%	75	67.9%	47	75.2%	51	48.5%	28	82.4%	32	90.2%	16	84.0%	20	68.9%	621
Communications are relevant	58.3%	30	100.0%	31	52.1%	26	73.1%	110	78.7%	123	83.6%	26	85.4%	78	87.3%	47	85.3%	51	57.6%	28	74.3%	32	90.2%	16	66.3%	20	77.6%	618
Communications are informative	49.6%	30	100.0%	31	42.2%	26	61.3%	115	79.5%	123	80.1%	26	77.6%	78	85.5%	47	88.7%	51	66.7%	28	82.4%	32	90.2%	16	79.1%	20	75.0%	623
Communications are motivating	20.8%	30	85.7%	29	32.2%	26	39.1%	115	41.8%	123	67.4%	26	51.9%	75	53.5%	47	58.9%	51	21.2%	28	42.1%	32	44.0%	16	33.9%	20	45.4%	619
Communications are honest	58.3%	30	81.0%	31	42.3%	26	54.4%	115	65.5%	123	80.1%	26	79.1%	78	58.9%	47	79.9%	51	39.4%	28	71.6%	32	90.2%	16	71.8%	20	65.9%	623
Communications are accessible	37.6%	30	91.7%	31	58.4%	26	58.4%	115	59.9%	123	73.6%	26	79.9%	78	55.2%	47	76.5%	51	48.5%	28	54.0%	32	90.2%	16	84.7%	20	64.9%	623

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 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	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	20.2%	6	54.6%	17	32.3%	8	38.0%	44	42.7%	52	54.6%	14	40.5%	32	34.0%	16	42.5%	22	24.3%	7	42.1%	13	25.4%	4	39.7%	9	39.0%	243
Maybe, I can provide feedback in limited situations	71.1%	21	40.7%	13	55.3%	14	44.2%	51	40.0%	48	29.8%	8	39.3%	31	30.0%	14	41.9%	21	45.5%	13	44.7%	14	56.0%	9	33.5%	7	42.5%	265
No, I don't have an opportunity to provide feedback	8.7%	*	4.7%	*	12.4%	3	17.9%	21	17.3%	21	15.6%	4	20.2%	16	36.1%	17	15.6%	8	30.2%	9	13.2%	4	18.6%	3	26.8%	6	18.5%	115
Total	100.0%	30	100.0%	31	100.0%	26	100.0%	115	100.0%	121	100.0%	26	100.0%	78	100.0%	47	100.0%	51	100.0%	28	100.0%	32	100.0%	16	100.0%	22	100.0%	622

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 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	32.7%	27	60.7%	30	42.1%	18	55.7%	94	56.8%	94	42.3%	22	63.5%	58	73.6%	30	69.2%	43	44.2%	12	49.2%	27	41.8%	13	40.0%	16	55.5%	484
One on one conversations with my supervisor	69.2%	27	81.0%	30	54.6%	23	62.5%	94	84.0%	94	88.3%	22	85.4%	61	91.5%	30	86.6%	43	71.4%	12	79.8%	27	88.0%	13	67.5%	16	77.6%	492
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	27	46.1%	30	38.6%	18	62.7%	94	49.5%	94	0.0%	22	35.0%	62	53.5%	30	56.2%	43	28.4%	12	28.2%	27	0.0%	13	37.9%	16	42.0%	489
My service on committees	43.3%	27	72.0%	30	47.7%	18	66.0%	94	50.8%	94	61.3%	22	60.5%	62	83.9%	30	58.4%	43	57.2%	12	67.3%	27	44.8%	13	36.4%	16	59.4%	489
Annual review process	41.7%	27	72.3%	30	38.6%	18	58.7%	94	49.9%	94	42.6%	22	85.6%	60	69.7%	30	87.2%	43	49.8%	12	61.1%	27	76.0%	13	41.9%	16	61.8%	486
Input collection through anonymous surveys	9.4%	27	31.9%	30	14.7%	18	28.6%	94	49.7%	94	19.2%	22	55.8%	62	69.6%	30	57.8%	43	14.2%	12	9.4%	27	0.0%	13	16.2%	16	36.8%	489

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 110: Feedback Valued**

When I give feedback it is valued by:	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		(J)		(K)		(L)		(M)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	26.2%	27	67.0%	30	25.1%	20	30.1%	94	48.1%	94	49.9%	22	63.3%	62	62.3%	30	69.5%	43	49.9%	12	49.5%	27	45.9%	13	28.4%	16	47.8%	491
CSU overall	9.5%	27	46.5%	30	20.8%	20	13.1%	94	37.1%	94	14.7%	22	43.4%	62	13.7%	30	43.3%	43	28.4%	12	9.4%	27	12.0%	13	0.0%	16	26.1%	491
My division/college	0.0%	27	74.4%	30	18.4%	23	21.9%	94	48.0%	94	54.0%	22	59.8%	62	81.5%	30	78.6%	43	50.0%	12	39.0%	27	56.8%	13	38.0%	16	46.5%	494
My department/unit	69.2%	27	80.1%	30	29.8%	23	55.4%	94	59.2%	94	81.0%	22	86.8%	62	91.5%	30	86.6%	43	71.4%	12	100.0%	27	68.8%	13	47.2%	16	70.2%	494

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 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.2%	6	5.1%	*	22.3%	6	14.7%	18	9.9%	14	23.2%	6	10.5%	8	14.2%	7	13.5%	7	33.3%	9	5.1%	*	10.6%	*	22.6%	5	13.9%	93
Physical appearance	0.0%	*	7.6%	*	12.4%	3	5.4%	7	9.2%	13	10.0%	*	0.0%	*	4.9%	*	12.8%	7	27.4%	8	0.0%	*	0.0%	*	0.0%	*	6.7%	45
Physical disability	10.3%	3	24.8%	8	10.0%	*	11.1%	14	6.6%	9	20.0%	5	6.3%	5	7.7%	4	18.0%	10	45.6%	13	22.6%	7	0.0%	*	15.9%	3	12.6%	84
Mental disability	10.3%	3	17.0%	6	0.0%	*	6.9%	8	7.9%	11	20.0%	5	2.0%	*	12.6%	7	25.2%	13	21.3%	6	30.7%	10	0.0%	*	15.9%	3	11.1%	74
Employment classification	29.4%	9	44.9%	15	26.0%	7	32.1%	39	19.7%	27	36.0%	9	17.8%	14	28.7%	15	43.6%	23	60.7%	17	43.5%	14	26.9%	6	22.6%	5	30.2%	202
Gender identity	14.7%	4	37.7%	13	16.2%	4	15.2%	19	9.3%	13	26.2%	7	5.2%	4	9.8%	5	21.2%	11	39.4%	11	5.1%	*	6.7%	*	7.4%	*	14.4%	96
Job title	26.2%	8	17.6%	6	16.2%	4	46.0%	56	17.8%	25	29.8%	8	20.0%	16	30.9%	16	32.0%	17	54.6%	15	41.6%	13	26.9%	6	0.0%	*	28.6%	191
Parental status	14.7%	4	20.1%	7	6.2%	*	9.0%	11	11.6%	16	20.0%	5	0.0%	*	11.0%	6	8.0%	4	45.6%	13	5.1%	*	6.7%	*	27.8%	6	11.5%	77
Religion	4.9%	*	20.4%	7	6.2%	*	2.1%	*	9.8%	14	32.6%	8	20.9%	17	3.1%	*	21.6%	12	12.2%	3	17.6%	6	0.0%	*	0.0%	*	11.0%	74
Political affiliation	0.0%	*	40.8%	14	6.2%	*	2.1%	*	3.1%	4	29.9%	8	14.9%	12	7.9%	4	28.0%	15	12.2%	3	10.9%	3	16.6%	4	18.7%	4	11.4%	76
Sexual orientation	5.4%	*	17.9%	6	10.0%	*	6.2%	8	3.1%	4	10.0%	*	12.9%	10	4.9%	*	4.8%	*	12.2%	3	5.1%	*	6.0%	*	7.4%	*	7.2%	48
Socio-economic status	26.2%	8	35.0%	12	10.0%	*	11.4%	14	5.6%	8	23.2%	6	2.0%	*	25.7%	13	16.4%	9	33.3%	9	21.5%	7	6.7%	*	7.4%	*	13.9%	93
Ethnic origin	5.4%	*	22.7%	8	16.2%	4	4.1%	5	6.0%	8	33.2%	9	15.1%	12	26.2%	14	21.2%	11	39.5%	11	0.0%	*	6.0%	*	7.4%	*	13.0%	87
Veteran status	0.0%	*	0.0%	*	0.0%	*	1.3%	*	0.0%	*	10.0%	*	0.0%	*	0.0%	*	4.8%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	1.5%	10
Race or color	5.4%	*	40.6%	14	38.5%	10	10.9%	13	11.6%	16	29.8%	8	19.3%	16	32.0%	17	32.8%	17	57.7%	16	5.1%	*	12.7%	3	7.4%	*	20.2%	135
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.9%	*	10.0%	*	0.0%	*	0.0%	*	4.8%	*	12.2%	3	0.0%	*	6.0%	*	0.0%	*	1.9%	13
Nationality/country of origin	0.0%	*	25.5%	9	16.2%	4	5.4%	7	8.0%	11	10.0%	*	10.3%	8	17.8%	9	23.2%	12	30.3%	9	8.2%	*	16.6%	4	0.0%	*	11.7%	78
None/no response	60.3%	18	29.8%	10	41.7%	11	41.7%	51	60.7%	84	34.2%	9	52.1%	42	47.3%	25	25.7%	14	21.2%	6	8.1%	*	45.2%	11	58.0%	13	44.2%	296

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

Statistical significance not tested.

\* Values reported for items with n &gt;= 3.

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.2%	6	5.1%	*	32.3%	8	6.7%	8	6.2%	9	10.0%	*	4.3%	3	4.9%	*	5.9%	3	12.2%	3	0.0%	*	0.0%	*	15.9%	3	7.7%	52
Physical appearance	0.0%	*	7.6%	*	12.4%	3	0.0%	*	4.3%	6	10.0%	*	0.0%	*	4.9%	*	8.0%	4	12.2%	3	0.0%	*	0.0%	*	0.0%	*	3.7%	25
Physical disability	10.3%	3	15.4%	5	0.0%	*	2.1%	*	4.3%	6	10.0%	*	6.3%	5	2.8%	*	8.0%	4	21.3%	6	5.1%	*	0.0%	*	15.9%	3	6.1%	41
Mental disability	10.3%	3	12.7%	4	0.0%	*	2.8%	3	5.4%	8	10.0%	*	0.0%	*	2.8%	*	10.8%	6	21.3%	6	8.1%	*	0.0%	*	15.9%	3	6.0%	40
Employment classification	20.2%	6	25.2%	8	26.0%	7	20.9%	26	19.7%	27	23.2%	6	10.7%	9	12.9%	7	18.0%	10	30.3%	9	13.2%	4	26.9%	6	22.6%	5	19.3%	129
Gender identity	5.4%	*	17.3%	6	32.3%	8	4.9%	6	3.7%	5	10.0%	*	0.0%	*	4.9%	*	11.2%	6	30.3%	9	5.1%	*	0.0%	*	7.4%	*	7.5%	50
Job title	16.9%	5	17.6%	6	26.0%	7	32.8%	40	14.0%	19	29.8%	8	8.5%	7	4.9%	*	28.7%	15	30.3%	9	17.6%	6	26.9%	6	0.0%	*	19.5%	130
Parental status	5.4%	*	20.1%	7	6.2%	*	4.9%	6	8.0%	11	10.0%	*	0.0%	*	8.0%	4	8.0%	4	30.4%	9	0.0%	*	6.7%	*	27.8%	6	8.1%	54
Religion	0.0%	*	0.0%	*	0.0%	*	2.1%	*	6.2%	9	19.9%	5	3.2%	*	3.1%	*	10.0%	5	12.2%	3	0.0%	*	0.0%	*	0.0%	*	4.4%	29
Political affiliation	0.0%	*	20.4%	7	0.0%	*	4.2%	5	1.8%	*	29.9%	8	3.2%	*	4.9%	*	16.4%	9	12.2%	3	0.0%	*	10.6%	*	18.7%	4	6.9%	46
Sexual orientation	5.4%	*	0.0%	*	0.0%	*	2.8%	3	0.0%	*	10.0%	*	0.0%	*	4.9%	*	4.8%	*	12.2%	3	0.0%	*	0.0%	*	7.4%	*	2.7%	18
Socio-economic status	16.9%	5	7.6%	*	0.0%	*	9.0%	11	5.6%	8	23.2%	6	0.0%	*	12.6%	7	8.0%	4	21.3%	6	5.1%	*	6.7%	*	7.4%	*	8.1%	54
Ethnic origin	5.4%	*	7.7%	*	9.9%	*	4.1%	5	2.3%	3	10.0%	*	2.0%	*	14.7%	8	3.2%	*	21.3%	6	0.0%	*	0.0%	*	7.4%	*	5.4%	36
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	10.0%	*	0.0%	*	0.0%	*	0.0%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	0.9%	6
Race or color	5.4%	*	12.8%	4	32.2%	8	5.4%	7	4.2%	6	16.6%	4	5.2%	4	14.7%	8	3.2%	*	21.3%	6	0.0%	*	0.0%	*	7.4%	*	7.8%	52
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.9%	*	10.0%	*	0.0%	*	0.0%	*	0.0%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	1.3%	9
Nationality/country of origin	0.0%	*	15.4%	5	9.9%	*	4.1%	5	1.9%	*	10.0%	*	2.0%	*	9.8%	5	3.2%	*	21.3%	6	0.0%	*	10.6%	*	0.0%	*	5.2%	35
None/no response	69.6%	21	70.0%	24	31.7%	8	59.1%	72	71.7%	100	50.3%	13	84.1%	68	73.3%	39	59.7%	32	42.3%	12	69.3%	22	51.8%	13	58.0%	13	65.0%	434

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

Statistical significance not tested.

\* Values reported for items with n &gt;= 3.

# Employee Climate Survey 2021

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	34.2%	10	0.0%	*	26.1%	7	10.1%	12	13.0%	18	10.0%	*	0.0%	*	11.4%	6	2.7%	*	18.2%	5	0.0%	*	0.0%	*	15.9%	3	9.9%	66
Physical appearance	0.0%	*	7.6%	*	6.2%	*	1.3%	*	3.1%	4	10.0%	*	2.0%	*	0.0%	*	0.0%	*	15.1%	4	0.0%	*	0.0%	*	0.0%	*	2.8%	19
Physical disability	10.3%	3	15.4%	5	6.2%	*	3.4%	4	7.3%	10	10.0%	*	6.3%	5	0.0%	*	0.0%	*	21.3%	6	0.0%	*	0.0%	*	27.7%	6	6.5%	44
Mental disability	10.3%	3	12.7%	4	6.2%	*	5.6%	7	6.6%	9	10.0%	*	0.0%	*	0.0%	*	5.9%	3	27.3%	8	0.0%	*	0.0%	*	15.9%	3	6.3%	42
Employment classification	20.2%	6	25.2%	8	26.0%	7	23.0%	28	21.9%	30	10.0%	*	17.5%	14	16.3%	9	3.2%	*	33.3%	9	5.1%	*	26.9%	6	15.9%	3	19.1%	128
Gender identity	10.8%	3	17.3%	6	34.7%	9	4.9%	6	2.4%	3	39.4%	10	0.0%	*	4.9%	*	3.2%	*	48.5%	14	5.1%	*	0.0%	*	14.8%	3	9.0%	60
Job title	25.6%	8	17.6%	6	26.0%	7	31.3%	38	18.2%	25	16.6%	4	11.2%	9	16.3%	9	12.3%	7	45.5%	13	17.6%	6	26.9%	6	0.0%	*	20.5%	137
Parental status	19.4%	6	29.5%	10	6.2%	*	7.0%	9	10.5%	15	10.0%	*	0.0%	*	3.1%	*	0.0%	*	9.1%	*	0.0%	*	6.7%	*	23.3%	5	8.1%	54
Religion	0.0%	*	0.0%	*	6.2%	*	4.2%	5	8.1%	11	19.9%	5	0.0%	*	0.0%	*	5.2%	*	9.1%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	28
Political affiliation	0.0%	*	12.7%	4	16.2%	4	4.2%	5	1.8%	*	19.9%	5	0.0%	*	4.9%	*	8.4%	4	0.0%	*	0.0%	*	10.6%	*	18.7%	4	5.2%	35
Sexual orientation	5.4%	*	0.0%	*	6.2%	*	4.1%	5	1.9%	*	10.0%	*	3.2%	*	4.9%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	7.4%	*	3.0%	20
Socio-economic status	25.6%	8	7.6%	*	6.2%	*	10.3%	13	4.3%	6	10.0%	*	0.0%	*	4.9%	*	0.0%	*	21.3%	6	5.1%	*	6.7%	*	19.3%	4	7.3%	49
Ethnic origin	5.4%	*	7.7%	*	16.0%	4	4.1%	5	4.8%	7	10.0%	*	2.0%	*	4.9%	*	3.2%	*	18.2%	5	0.0%	*	0.0%	*	7.4%	*	5.3%	35
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	10.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.4%	*
Race or color	5.4%	*	12.8%	4	44.5%	12	5.4%	7	6.7%	9	16.6%	4	5.2%	4	4.9%	*	3.2%	*	27.2%	8	0.0%	*	0.0%	*	7.4%	*	8.3%	55
Marital status	8.6%	*	4.3%	*	6.2%	*	1.3%	*	3.7%	5	10.0%	*	0.0%	*	0.0%	*	0.0%	*	9.1%	*	5.1%	*	0.0%	*	0.0%	*	2.9%	19
Nationality/country of origin	0.0%	*	15.4%	5	16.0%	4	4.1%	5	4.3%	6	10.0%	*	2.0%	*	4.9%	*	3.2%	*	9.1%	*	0.0%	*	10.6%	*	0.0%	*	5.1%	34
None/no response	55.5%	17	65.7%	22	25.5%	7	58.5%	72	62.3%	87	44.1%	11	72.0%	58	80.7%	42	76.1%	40	36.4%	10	77.4%	24	51.8%	13	38.8%	8	61.5%	411

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

Statistical significance not tested.

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

Table 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	12.8%	4	12.4%	3	7.5%	9	5.6%	8	21.8%	6	2.0%	*	29.3%	15	17.7%	9	39.5%	11	21.5%	7	6.7%	*	7.4%	*	11.6%	78
Bullying	5.4%	*	7.6%	*	32.3%	8	8.8%	11	11.0%	15	10.0%	*	0.0%	*	30.4%	16	8.0%	4	21.3%	6	21.4%	7	6.0%	*	7.4%	*	11.6%	77
Bias	5.4%	*	36.8%	12	32.3%	8	23.0%	28	9.3%	13	25.5%	7	17.7%	14	43.8%	23	33.9%	18	30.3%	9	30.8%	10	6.0%	*	23.3%	5	22.5%	150
Physical assault	0.0%	*	0.0%	*	16.2%	4	1.3%	*	3.1%	4	18.8%	5	0.0%	*	16.3%	9	13.2%	7	21.3%	6	0.0%	*	0.0%	*	7.4%	*	5.7%	38
Sexual misconduct	0.0%	*	0.0%	*	6.2%	*	1.3%	*	3.1%	4	25.0%	6	0.0%	*	29.3%	15	22.9%	12	30.3%	9	13.3%	4	0.0%	*	7.4%	*	8.4%	56
Verbal abuse	5.4%	*	12.7%	4	12.4%	3	14.5%	18	11.1%	15	23.2%	6	0.0%	*	14.7%	8	17.6%	9	21.3%	6	21.5%	7	0.0%	*	7.4%	*	11.9%	80
None/no response	94.6%	28	55.5%	19	67.7%	18	68.1%	83	82.8%	115	55.1%	14	82.3%	66	53.1%	28	59.6%	32	42.3%	12	44.6%	14	87.3%	21	76.7%	17	69.8%	467

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 115: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	5.1%	*	6.2%	*	1.3%	*	1.2%	*	10.0%	*	0.0%	*	4.9%	*	0.0%	*	21.4%	6	5.1%	*	6.7%	*	7.4%	*	3.4%	23
Bullying	0.0%	*	7.6%	*	32.3%	8	5.4%	7	6.6%	9	10.0%	*	0.0%	*	4.9%	*	7.5%	4	21.3%	6	38.9%	12	0.0%	*	7.4%	*	8.4%	56
Bias	5.4%	*	26.6%	9	32.2%	8	4.9%	6	5.5%	8	19.9%	5	6.3%	5	19.5%	10	10.8%	6	21.3%	6	48.4%	15	0.0%	*	35.1%	8	13.1%	88
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	0.9%	6
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	12.2%	3	13.3%	4	0.0%	*	0.0%	*	1.5%	10
Verbal abuse	0.0%	*	7.6%	*	16.2%	4	4.9%	6	3.5%	5	10.0%	*	0.0%	*	4.9%	*	8.0%	4	12.2%	3	21.5%	7	0.0%	*	0.0%	*	5.6%	37
None/no response	94.6%	28	73.4%	25	57.8%	15	90.4%	111	93.4%	130	80.1%	21	93.7%	75	80.5%	42	89.2%	48	69.6%	20	35.3%	11	93.3%	23	64.9%	14	84.0%	562

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

Statistical significance not tested.

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

**Table 116: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	1.3%	*	0.0%	*	10.0%	*	2.0%	*	4.9%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.3%	8
Bullying	31.4%	9	7.6%	*	44.7%	12	16.4%	20	12.1%	17	61.8%	16	0.0%	*	17.6%	9	5.9%	3	36.3%	10	29.7%	9	6.7%	*	19.3%	4	17.1%	114
Bias	28.1%	8	26.6%	9	58.3%	15	13.7%	17	17.1%	24	19.9%	5	6.3%	5	19.4%	10	5.9%	3	24.2%	7	17.6%	6	6.7%	*	35.1%	8	17.7%	118
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	0.0%	*	8.2%	*	0.0%	*	0.0%	*	0.8%	5
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.5%	3	0.0%	*	2.1%	*	4.9%	*	0.0%	*	0.0%	*	8.2%	*	0.0%	*	0.0%	*	1.5%	10
Verbal abuse	22.7%	7	12.4%	4	34.7%	9	11.1%	14	11.4%	16	42.3%	11	0.0%	*	4.9%	*	3.2%	*	30.2%	9	29.7%	9	0.0%	*	0.0%	*	12.4%	83
None/no response	63.2%	19	73.4%	25	35.5%	9	79.4%	97	77.1%	107	28.4%	7	89.6%	72	77.5%	41	90.9%	48	54.6%	15	52.8%	17	93.3%	23	64.9%	14	73.9%	494

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

Statistical significance not tested.

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