

Employee Climate Survey 2021

College of Business

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 Business	282	2	15	99	35.4%
Accounting	24	1	0	11	47.8%
COB Academic Programs	58	0	6	3	5.2%
COB Academic Support	36	0	2	22	61.1%
COB Operations	19	0	1	8	42.1%
Computer Information Systems	17	0	1	7	41.2%
Finance and Real Estate	35	0	1	6	17.1%
Management	44	0	1	20	45.5%
Marketing	26	1	3	6	24.0%
Office of Dean	23	0	0	15	65.2%
Unknown	0	0	0	1	.

* Response rate = Completed / (Sent - Bounce)

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

Table 2: 2021 Employee Climate Survey Weighting Results

		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	51%	37%	50%
	Woman	49%	61%	48%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	10%	18%	13%
	Non-racially minoritized	90%	83%	87%
Employee type	Admin Professional	28%	45%	31%
	Contract, continuing, and adjunct (CCA)	42%	17%	37%
	Tenure or Tenure-track (T/TT)	23%	31%	27%
	Faculty	6%	7%	5%
	State Classified	1%	0%	0%
	Other Salaried Employee			

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	6.7%	5.3%	7.0%	37.8%	43.1%	100.0% 278
My department/unit treats all employees equitably	10.3%	3.5%	19.1%	29.2%	38.0%	100.0% 278
My department/unit is open and transparent in communication	5.7%	9.8%	8.1%	33.6%	42.8%	100.0% 278
My department/unit values employee input in major department/unit decisions	6.3%	9.0%	16.3%	29.8%	38.6%	100.0% 278
My department/unit promotes respect for cultural differences	6.5%	4.1%	12.3%	30.0%	47.1%	100.0% 278
My department/unit understands the value of diversity	5.6%	6.9%	10.9%	31.8%	44.7%	100.0% 276
My department/unit communicates the importance of valuing diversity	6.5%	3.5%	17.4%	21.5%	51.1%	100.0% 278
I feel valued as an employee	7.7%	6.8%	16.5%	25.5%	43.6%	100.0% 269
I feel a strong sense of belonging to CSU	7.7%	13.4%	18.7%	24.8%	35.4%	100.0% 278
I feel a strong sense of belonging to my division/college	13.2%	11.6%	15.0%	23.8%	36.4%	100.0% 278
I feel a strong sense of belonging to my department/unit	6.5%	13.1%	10.4%	20.6%	49.3%	100.0% 278
I would recommend CSU as a place of employment	3.2%	14.8%	9.9%	29.2%	42.9%	100.0% 278
I would recommend my department/unit as a place of employment	5.7%	11.2%	12.6%	18.8%	51.7%	100.0% 278

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?	90.4%	9.6%	100.0% 277

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	2.2%	4.0%	4.7%	33.6%	55.5%	100.0% 250
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	36.4%	35.1%	8.4%	10.8%	9.3%	100.0% 250
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.1%	14.7%	19.8%	43.3%	19.1%	100.0% 250

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	3.8%	3.8%	20.3%	42.5%	29.6%	100.0% 278
My college/division is treated with respect by CSU	2.0%	5.3%	22.4%	43.7%	26.6%	100.0% 278
The people I interact with treat each other with respect	0.0%	8.3%	3.1%	50.9%	37.7%	100.0% 277
There is respect for religious differences in my department/unit	3.0%	4.3%	24.4%	37.4%	30.9%	100.0% 278
There is respect for liberal perspectives in my department/unit	2.0%	3.2%	15.0%	34.4%	45.3%	100.0% 278
There is respect for conservative perspectives in my department/unit	7.5%	14.2%	31.2%	25.2%	22.0%	100.0% 278

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	25.6%	27.2%	21.7%	10.7%	14.9%	100.0% 276
Resources in my department/unit	29.1%	28.2%	19.5%	14.3%	8.9%	100.0% 276
Professional development opportunities	33.4%	35.3%	20.7%	4.8%	5.8%	100.0% 276
Promoted in my department/unit	28.2%	32.6%	17.0%	11.6%	10.5%	100.0% 276
Hired in my department/unit	28.3%	27.1%	20.9%	12.1%	11.7%	100.0% 276

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	13.6%	7.0%	34.5%	25.1%	19.8%	100.0% 273
Leadership holds employees accountable for inappropriate behavior	12.7%	6.5%	36.2%	27.3%	17.2%	100.0% 271
Leadership holds employees accountable for poor performance in the workplace	9.7%	7.6%	46.4%	26.7%	9.6%	100.0% 271
Leadership acts ethically and honestly in the workplace	12.5%	4.9%	14.0%	44.0%	24.5%	100.0% 271
Leadership addresses issues of inequity	11.6%	9.9%	37.0%	26.9%	14.6%	100.0% 268
Leadership holds all employees to the same standards	16.3%	10.8%	31.9%	24.8%	16.3%	100.0% 271

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	5.4%	6.9%	30.7%	27.1%	29.8%	100.0% 273
Leadership holds employees accountable for inappropriate behavior	6.5%	6.6%	33.7%	29.4%	23.9%	100.0% 271
Leadership holds employees accountable for poor performance in the workplace	6.4%	6.7%	31.3%	40.6%	15.0%	100.0% 271
Leadership acts ethically and honestly in the workplace	12.5%	4.9%	14.0%	44.0%	24.5%	100.0% 271
Leadership addresses issues of inequity	6.7%	8.9%	33.6%	29.9%	20.9%	100.0% 268
Leadership holds all employees to the same standards	6.9%	9.8%	24.5%	31.6%	27.1%	100.0% 273

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	2.6%	11.5%	30.0%	31.9%	24.0%	100.0% 266
Improves the campus climate for all employees	9.9%	9.5%	19.3%	41.1%	20.3%	100.0% 264
Retains diverse employees	5.4%	13.2%	40.4%	27.0%	13.9%	100.0% 263
Creates a supportive environment for employees from diverse backgrounds	8.9%	7.4%	30.6%	32.1%	21.0%	100.0% 263
Encourages discussions related to diversity	3.7%	5.8%	15.9%	45.6%	28.9%	100.0% 263
Provides employees with a positive work experience	8.1%	2.3%	23.6%	36.4%	29.6%	100.0% 260
Climate has become consistently more inclusive of all employees	8.8%	6.3%	22.2%	33.5%	29.2%	100.0% 263

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	8.3%	11.8%	10.5%	40.1%	29.3%	100.0% 266
Improves the campus climate for all employees	9.4%	6.7%	18.4%	31.5%	33.9%	100.0% 264
Retains diverse employees	8.8%	11.0%	33.6%	29.9%	16.7%	100.0% 263
Creates a supportive environment for employees from diverse backgrounds	8.9%	7.4%	30.6%	32.1%	21.0%	100.0% 263
Encourages discussions related to diversity	8.9%	8.7%	18.2%	28.5%	35.7%	100.0% 264
Provides employees with a positive work experience	6.0%	2.8%	19.9%	28.2%	43.1%	100.0% 264
Climate has become consistently more inclusive of all employees	8.8%	5.2%	17.3%	35.8%	32.9%	100.0% 264

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	6.1%	24.5%	12.8%	45.8%	10.8%	100.0% 254
Communications are timely	0.7%	10.8%	27.6%	41.3%	19.5%	100.0% 251
Communications are relevant	5.6%	12.4%	24.7%	41.4%	15.9%	100.0% 249
Communications are informative	1.8%	11.8%	22.7%	45.8%	17.9%	100.0% 251
Communications are motivating	17.1%	9.0%	29.5%	31.0%	13.4%	100.0% 251
Communications are honest	7.6%	11.5%	25.4%	34.1%	21.4%	100.0% 250
Communications are accessible	0.7%	1.1%	22.1%	42.2%	33.8%	100.0% 251

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	5.8%	15.9%	10.9%	46.6%	20.8%	100.0% 254
Communications are timely	3.6%	17.6%	15.7%	39.8%	23.3%	100.0% 251
Communications are relevant	8.5%	6.5%	14.9%	46.9%	23.2%	100.0% 249
Communications are informative	5.2%	6.5%	25.3%	41.3%	21.7%	100.0% 251
Communications are motivating	14.9%	8.6%	28.0%	32.2%	16.2%	100.0% 249
Communications are honest	9.5%	7.8%	20.7%	38.4%	23.6%	100.0% 251
Communications are accessible	1.9%	3.9%	18.7%	40.4%	35.1%	100.0% 251

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	4.0%	2.5%	5.8%	49.6%	38.0%	100.0% 256
Communications are timely	3.0%	3.8%	15.5%	38.0%	39.7%	100.0% 253
Communications are relevant	3.0%	0.5%	5.5%	47.1%	43.9%	100.0% 250
Communications are informative	3.0%	2.7%	7.8%	49.5%	37.0%	100.0% 253
Communications are motivating	7.5%	3.2%	33.8%	31.0%	24.5%	100.0% 251
Communications are honest	4.6%	1.1%	17.4%	41.3%	35.6%	100.0% 253
Communications are accessible	1.9%	1.1%	16.9%	43.3%	36.9%	100.0% 253

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?	58.0%	22.5%	19.5%	100.0% 256

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	0.0%	4.3%	3.1%	34.3%	58.3%	100.0% 197
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	6.8%	50.7%	23.6%	18.9%	100.0% 190
My service on committees	0.0%	4.0%	36.4%	38.4%	21.3%	100.0% 193
Annual review process	1.4%	7.7%	14.6%	42.9%	33.3%	100.0% 193
Input collection through anonymous surveys	8.5%	11.7%	38.5%	26.7%	14.5%	100.0% 187

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	10.1%	4.7%	52.4%	19.7%	13.1%	100.0% 196
My division/college	15.6%	4.2%	26.7%	37.8%	15.6%	100.0% 196
My department/unit	2.1%	2.5%	21.2%	28.8%	45.4%	100.0% 197

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	8.0%	22	12.9%	36	6.2%	17
Physical appearance	7.4%	21	6.9%	19	5.9%	16
Physical disability	2.6%	7	3.0%	8	2.0%	6
Mental disability	2.5%	7	3.5%	10	3.5%	10
Employment classification	25.9%	72	27.6%	77	17.0%	47
Gender identity	10.0%	28	7.0%	19	4.4%	12
Job title	21.1%	59	22.4%	62	15.0%	42
Parental status	4.9%	14	3.7%	10	3.7%	10
Religion	5.3%	15	2.5%	7	2.1%	6
Political affiliation	17.5%	49	17.7%	49	7.8%	22
Sexual orientation	1.5%	4	2.0%	6	3.4%	9
Socio-economic status	8.3%	23	7.3%	20	3.2%	9
Ethnic origin	3.9%	11	4.4%	12	3.2%	9
Veteran status	2.0%	6	3.0%	8	1.0%	*
Race or color	11.0%	31	6.4%	18	5.5%	15
Marital status	1.5%	4	3.5%	10	5.9%	16
Nationality/country of origin	3.7%	10	6.5%	18	5.5%	15
None/no response	60.5%	168	62.1%	173	73.9%	206

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	5.5%	15	4.4%	12	0.0%	*
Bullying	9.5%	26	11.6%	32	7.9%	22
Bias	13.8%	39	17.5%	49	11.9%	33
Physical assault	0.0%	*	1.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.4%	9	3.4%	9
Verbal abuse	4.1%	11	9.7%	27	6.8%	19
None/no response	79.9%	222	77.4%	216	85.7%	239

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	14.7%	35
Trans / Transgender	1.2%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.3%	6
Man	44.0%	106
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	41.9%	101
Prefer not to disclose	5.9%	14
The gender I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	34.2%	74		32.0%	70		85.9%	187	
1	10.0%	22		10.9%	24		6.4%	14	
2	5.3%	11		5.5%	12		3.3%	7	
3	2.0%	4		5.0%	11		3.6%	8	
4	13.2%	29		5.6%	12		0.7%	*	
5	9.4%	20		16.8%	37		0.0%	*	
6 Very	26.0%	57		24.2%	53		0.0%	*	
Total	100.0%	218	2.82	100.0%	218	2.89	100.0%	218	.27

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	1.6%	4
Asian (can include Middle Eastern and North African)	3.8%	9
Black or African American (can include Middle Eastern and North African)	1.1%	*
Hispanic or Latinx	5.7%	14
Native Hawaiian or Other Pacific Islander	0.0%	*
White	79.7%	199
Prefer not to disclose	10.2%	26
The race/ethnicity 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 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	100.0%	*
Caribbean	100.0%	*
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)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 24: Native American or Alaska Native or First Nations

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.	Pct	Pop
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	100.0%	*
Unknown/not disclosed	0.0%	*

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	36.8%	5
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	52.6%	7
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	10.6%	*
Spanish or Portuguese	0.0%	*

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

* Values reported for items with n >= 3.

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
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)	19.6%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	49.6%	5
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	19.6%	*
Prefer not to disclose	11.3%	*
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

You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):	Pct	Pop
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

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	4.9%	82.7%	12.5%	100.0% 250

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	14.1%	80.2%	0.0%	5.7%	100.0% 250

Table 30: Department/Unit

	Pct	Pop
Accounting	13.5%	38
COB Academic Programs	2.2%	6
COB Academic Support	14.9%	42
COB Operations	5.7%	16
Computer Information Systems	9.4%	26
Finance and Real Estate	6.3%	18
Management	25.1%	70
Marketing	10.1%	28
Office of Dean	11.7%	33
Unknown	1.0%	*
Total	100.0%	278

* Values reported for items with n >= 3.

Table 31: Employee Type

	Pct	Pop
Admin Professional	30.9%	85
CCAF Faculty	37.0%	102
State Classified	5.4%	15
T or TT Faculty	26.6%	73
Total	100.0%	276

Comparisons by Gender

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

Table 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	65.6%	97	77.4%	101	96.2%	6	72.3%	204
My department/unit promotes a work environment where all employees feel included	77.5%	106	87.9%	101	100.0%	6	83.0%	213
My department/unit treats all employees equitably	68.7%	106	65.0%	101	100.0%	6	67.8%	213
My department/unit is open and transparent in communication	74.8%	106	81.2%	101	100.0%	6	78.5%	213
My department/unit values employee input in major department/unit decisions	64.0%	106	76.0%	101	100.0%	6	70.7%	213
My department/unit promotes respect for cultural differences	69.0%	106	86.3%	101	100.0%	6	78.0%	213
My department/unit understands the value of diversity	74.5%	106	79.8%	101	100.0%	6	77.7%	213
My department/unit communicates the importance of valuing diversity	76.0%	106	72.2%	101	50.0%	6	73.5%	213
I feel valued as an employee	61.9%	97	76.6%	101	100.0%	6	70.3%	204
I feel a strong sense of belonging to CSU	46.4%	106	74.8%	101	100.0%	6	61.3%	213
			A		A			
I feel a strong sense of belonging to my division/college	45.2%	106	76.1%	101	100.0%	6	61.4%	213
			A		A			
I feel a strong sense of belonging to my department/unit	64.8%	106	76.6%	101	100.0%	6	71.3%	213
I would recommend CSU as a place of employment	71.6%	106	75.3%	101	100.0%	6	74.1%	213
I would recommend my department/unit as a place of employment	67.4%	106	78.2%	101	100.0%	6	73.4%	213

Percent "Agree" or "Strongly agree"

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

- 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	94.4%	100	85.0%	85	50.0%	*	88.8%	188
	C							
No, I did not have a review	5.6%	6	15.0%	15	50.0%	*	11.2%	24
					A			
Total	100.0%	106	100.0%	100	100.0%	6	100.0%	212

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 $n \geq 3$.^{1,2}

- 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	85.6%	100	82.7%	85	100.0%	*	84.5%	188
I am satisfied with the effort my supervisor put into my most recent performance review	95.0%	100	87.1%	85	100.0%	*	91.5%	188
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	17.5%	100	18.7%	85	0.0%	*	17.8%	188
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	61.7%	100	60.9%	85	100.0%	*	61.9%	188

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* Values reported for items with $n \geq 3$.^{a,b,c}*

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	66.1%	106	72.8%	100	100.0%	A	70.2%	212
My department/unit is treated with respect by other units within my college/division	64.0%	106	75.0%	101	100.0%	6	70.2%	213
My college/division is treated with respect by CSU	57.5%	106	79.7%	101	100.0%	6	69.2%	213
The people I interact with treat each other with respect	90.0%	106	90.5%	100	100.0%	6	90.5%	212
There is respect for religious differences in my department/unit	63.7%	106	67.5%	101	100.0%	6	66.5%	213
There is respect for liberal perspectives in my department/unit	81.7%	106	71.9%	101	100.0%	6	77.5%	213
There is respect for conservative perspectives in my department/unit	39.9%	106	51.4%	101	100.0%	6	47.0%	213

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 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	22.7%	106	15.1%	101	0.0%	6	18.5%	213
Recognized within my department/unit	33.5%	106	17.7%	101	0.0%	6	25.1%	213
Resources in my department/unit	25.2%	106	14.5%	101	0.0%	6	19.4%	213
Professional development opportunities	12.2%	106	7.8%	101	0.0%	6	9.8%	213
Promoted in my department/unit	15.7%	106	21.5%	101	0.0%	6	18.0%	213
Hired in my department/unit	26.7%	106	14.2%	101	0.0%	6	20.1%	213

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 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	42.8%	106	48.0%	100	58.3%	6	45.7%	212
Leadership adequately addresses inappropriate behavior	45.2%	106	42.7%	101	50.0%	6	44.2%	213
Leadership holds employees accountable for inappropriate behavior	44.8%	106	45.0%	100	50.0%	6	45.0%	212
Leadership holds employees accountable for poor performance in the workplace	34.3%	106	36.5%	100	50.0%	6	35.8%	212
Leadership acts ethically and honestly in the workplace	63.5%	106	73.2%	100	100.0%	6	69.1%	212
Leadership addresses issues of inequity	33.7%	106	47.3%	100	50.0%	6	40.6%	212
Leadership holds all employees to the same standards	35.2%	106	42.8%	100	50.0%	6	39.2%	212

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. ^{a,b,c}

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 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	62.7%	106	59.0%	100	91.7%	6	61.7%	212
Leadership adequately addresses inappropriate behavior	60.8%	106	53.1%	101	100.0%	6	58.2%	213
Leadership holds employees accountable for inappropriate behavior	55.6%	106	57.2%	100	100.0%	6	57.6%	212
Leadership holds employees accountable for poor performance in the workplace	64.3%	106	54.3%	100	100.0%	6	60.5%	212
Leadership acts ethically and honestly in the workplace	63.5%	106	73.2%	100	100.0%	6	69.1%	212
Leadership addresses issues of inequity	53.9%	106	51.0%	100	50.0%	6	52.4%	212
Leadership holds all employees to the same standards	62.1%	106	56.7%	101	100.0%	6	60.6%	213

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. ^{a,b,c}

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 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	53.6%	103	67.4% A	100	42.9%	6	59.9%	209
Recruits employees from a diverse set of backgrounds	50.3% C	106	66.8% A C	100	0.0%	6	56.7%	212
Improves the campus climate for all employees	52.4%	106	79.9% A	101	50.0%	6	65.4%	213
Retains diverse employees	39.5%	106	45.9%	100	0.0%	6	41.5%	212
Creates a supportive environment for employees from diverse backgrounds	55.1%	106	52.8%	100	50.0%	6	53.8%	212
Encourages discussions related to diversity	66.4%	106	80.2%	100	100.0%	6	73.8%	212
Provides employees with a positive work experience	59.8%	103	73.0%	100	50.0%	6	65.8%	209
Climate has become consistently more inclusive of all employees	59.5%	106	73.5%	100	50.0%	6	65.8%	212

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 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	62.2%	106	70.8%	100	42.9%	6	65.7%	212
Recruits employees from a diverse set of backgrounds	70.3% C	106	78.5% C	100	0.0%	6	72.3%	212
Improves the campus climate for all employees	62.6%	106	77.2%	101	50.0%	6	69.2%	213
Retains diverse employees	48.2%	106	45.9%	100	50.0%	6	47.1%	212
Creates a supportive environment for employees from diverse backgrounds	55.1%	106	52.8%	100	50.0%	6	53.8%	212
Encourages discussions related to diversity	57.2%	106	71.1%	101	50.0%	6	63.6%	213
Provides employees with a positive work experience	68.8%	106	80.2%	101	50.0%	6	73.7%	213
Climate has become consistently more inclusive of all employees	69.6%	106	78.3%	101	50.0%	6	73.2%	213

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 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	56.4%	103	67.0%	98	35.7%	6	60.9%	208
Communications are effective	51.4%	106	66.9%	100	0.0%	6	57.3%	212
	C		C					
Communications are timely	55.6%	106	71.4%	100	0.0%	6	61.6%	212
	C		C					
Communications are relevant	51.0%	103	61.7%	100	100.0%	6	57.4%	209
Communications are informative	52.2%	106	73.7%	100	100.0%	6	63.6%	212
			A		A			
Communications are motivating	40.3%	106	49.1%	100	50.0%	6	44.7%	212
Communications are honest	58.5%	106	63.4%	98	0.0%	6	59.2%	210
	C		C					
Communications are accessible	79.2%	106	81.6%	100	0.0%	6	78.2%	212
	C		C					

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 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	65.2%	103	68.9%	98	57.1%	6	66.7%	207
Communications are effective	63.0%	106	76.1%	100	50.0%	6	68.9%	212
Communications are timely	59.5%	106	72.9%	100	50.0%	6	65.6%	212
Communications are relevant	71.4%	103	72.1%	100	100.0%	6	72.5%	209
Communications are informative	56.1%	106	70.5%	100	100.0%	6	64.1%	212
Communications are motivating	51.3%	106	50.3%	98	50.0%	6	50.8%	210
Communications are honest	66.3%	106	65.8%	100	50.0%	6	65.7%	212
Communications are accessible	78.7%	106	78.1%	100	0.0%	6	76.3%	212
	C		C					

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 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	82.8%	103	82.1%	99	64.3%	6	82.0%	208
Communications are effective	88.3%	106	89.4%	101	100.0%	6	89.1%	213
Communications are timely	78.2%	106	84.1%	101	50.0%	6	80.3%	213
Communications are relevant	94.1%	103	89.3%	101	100.0%	6	91.9%	210
Communications are informative	89.5%	106	85.8%	101	100.0%	6	88.0%	213
Communications are motivating	58.2%	106	58.0%	99	50.0%	6	57.9%	211
Communications are honest	80.3%	106	79.8%	101	50.0%	6	79.3%	213
Communications are accessible	78.7%	106	89.7%	101	0.0%	6	81.8%	213
	C		C					

Percent "Agree" or "Strongly agree"

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

- 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 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	60.2%	64	63.8%	65	100.0% ^a	6	62.9%	134
Maybe, I can provide feedback in limited situations	21.0%	22	20.7%	21	0.0% ^a	*	20.3%	43
No, I don't have an opportunity to provide feedback	18.8%	20	15.5%	16	0.0% ^a	*	16.7%	36
Total	100.0%	106	100.0%	101	100.0%	6	100.0%	213

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 $n \geq 3$.^{b,c}

- 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 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	64.0%	81	58.5%	78	50.0%	6	60.9%	164
One on one conversations with my supervisor	96.7%	86	89.2%	83	100.0%	6	93.3%	175
My representation in shared governance (CPC, APC, or Faculty Council)	43.9%	81	42.1%	81	50.0%	6	43.2%	168
My service on committees	72.9% B	84	42.4%	81	50.0%	6	57.6%	170
Annual review process	79.6%	84	71.3%	81	50.0%	6	74.7%	170
Input collection through anonymous surveys	29.0%	81	50.7% A C	78	0.0%	6	38.3%	164

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.^{1,2,3}

- 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 46: Feedback Valued

	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
When I give feedback it is valued by:	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	52.2%	86	58.3%	81	33.3%	6	54.4%	173
CSU overall	31.0%	86	39.2%	81	0.0%	6	33.8%	173
My division/college	45.9%	86	59.1%	81	50.0%	6	52.2%	173
My department/unit	79.6%	86	76.9%	83	50.0%	6	77.4%	175

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. ^{a,b,c}

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 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.6%	10	6.3%	6	50.0%	*	9.1%	19
Physical appearance	4.7%	5	9.8%	10	50.0%	*	8.3%	18
Physical disability	4.0%	4	0.0%	*	0.0%	*	2.0%	4
Mental disability	2.6%	*	1.3%	*	50.0%	*	3.3%	7
Employment classification	10.0%	11	35.5%	36	100.0%	6	24.5%	52
Gender identity	11.9%	13	9.4%	10	50.0%	*	11.7%	25
Job title	18.0%	19	25.2%	26	100.0%	6	23.6%	50
Parental status	6.2%	7	1.3%	*	0.0%	*	3.7%	8
Religion	11.0%	12	2.9%	*	0.0%	*	6.9%	15
Political affiliation	24.4%	26	8.4%	9	50.0%	*	17.5%	37
Sexual orientation	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Socio-economic status	6.9%	7	4.3%	4	100.0%	6	8.1%	17
Ethnic origin	7.9%	8	2.4%	*	0.0%	*	5.1%	11
Veteran status	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Race or color	13.7%	15	10.4%	11	50.0%	*	13.1%	28
Marital status	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Nationality/country of origin	4.4%	5	2.9%	*	0.0%	*	3.5%	8
None/no response	65.5%	70	55.5%	56	0.0%	*	59.0%	126

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	18.3%	19	7.8%	8	50.0%	*	14.1%	30
Physical appearance	2.6%	*	7.8%	8	50.0%	*	6.3%	14
Physical disability	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Mental disability	2.6%	*	1.3%	*	50.0%	*	3.3%	7
Employment classification	18.7%	20	33.8%	34	100.0%	6	28.0%	60
Gender identity	2.6%	*	8.1%	8	50.0%	*	6.5%	14
Job title	18.7%	20	25.2%	26	100.0%	6	23.9%	51
Parental status	2.6%	*	2.0%	*	0.0%	*	2.2%	5
Religion	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Political affiliation	18.6%	20	12.4%	13	50.0%	*	16.5%	35
Sexual orientation	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Socio-economic status	6.9%	7	4.3%	4	50.0%	*	6.8%	15
Ethnic origin	6.5%	7	2.4%	*	0.0%	*	4.4%	9
Veteran status	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Race or color	6.5%	7	7.9%	8	0.0%	*	7.0%	15
Marital status	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Nationality/country of origin	4.4%	5	7.8%	8	0.0%	*	5.9%	13
None/no response	68.7%	73	54.0%	55	0.0%	*	59.9%	128

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	4.4%	5	1.3%	*	50.0%	*	4.1%	9
Physical appearance	0.0%	*	7.8%	8	50.0%	*	5.0%	11
Mental disability	0.0%	*	1.3%	*	50.0%	*	2.0%	4
Employment classification	1.7%	*	22.6%	23	100.0%	6	14.3%	30
Gender identity	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Job title	5.3%	6	19.0%	19	100.0%	6	14.3%	31
Parental status	2.6%	*	2.0%	*	0.0%	*	2.2%	5
Religion	0.0%	*	2.9%	*	0.0%	*	1.4%	*
Political affiliation	0.0%	*	12.9%	13	50.0%	*	7.5%	16
Sexual orientation	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Socio-economic status	2.6%	*	3.3%	3	0.0%	*	2.9%	6
Ethnic origin	1.7%	*	1.3%	*	0.0%	*	1.5%	3
Race or color	3.9%	4	2.6%	*	0.0%	*	3.2%	7
Marital status	2.6%	*	7.8%	8	0.0%	*	5.0%	11
Nationality/country of origin	1.7%	*	7.8%	8	0.0%	*	4.6%	10
None/no response	88.3%	94	65.8%	67	0.0%	*	75.3%	160

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	4.0%	4	8.1%	8	50.0%	*	7.2%	15
Bullying	6.7%	7	7.8%	8	100.0%	6	9.7%	21
Bias	15.3%	16	5.3%	5	100.0%	6	12.8%	27
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	4.1%	4	1.3%	*	50.0%	*	4.0%	8
None/no response	82.1%	87	80.2%	81	0.0%	*	79.0%	168

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	2.6%	*	6.5%	7	0.0%	*	4.4%	9
Bullying	11.4%	12	14.3%	14	0.0%	*	12.5%	27
Bias	9.1%	10	13.3%	13	100.0%	6	13.5%	29
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Verbal abuse	6.7%	7	14.0%	14	0.0%	*	10.0%	21
None/no response	84.7%	90	79.1%	80	0.0%	*	79.8%	170

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	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	5.3%	6	7.8%	8	0.0%	*	6.3%	13
Bias	3.9%	4	9.1%	9	50.0%	*	7.6%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Verbal abuse	2.6%	*	7.5%	8	0.0%	*	4.9%	10
None/no response	90.9%	97	89.9%	91	50.0%	*	89.3%	190

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	66.3%	29	73.7%	187	72.7%	215
My department/unit promotes a work environment where all employees feel included	70.9%	29	84.3%	196	82.6%	225
My department/unit treats all employees equitably	65.7%	29	68.5%	196	68.1%	225
My department/unit is open and transparent in communication	70.9%	29	79.4%	196	78.3%	225
My department/unit values employee input in major department/unit decisions	70.9%	29	69.5%	196	69.6%	225
My department/unit promotes respect for cultural differences	65.7%	29	79.7%	196	77.9%	225
My department/unit understands the value of diversity	44.4%	29	82.5%	196	77.6%	225
My department/unit communicates the importance of valuing diversity	53.4%	29	76.5%	196	73.6%	225
I feel valued as an employee	65.7%	29	71.3%	187	70.5%	215
I feel a strong sense of belonging to CSU	53.4%	29	64.7%	196	63.3%	225
I feel a strong sense of belonging to my division/college	79.2%	29	62.4%	196	64.6%	225
I feel a strong sense of belonging to my department/unit	75.5%	29	72.4%	196	72.8%	225
I would recommend CSU as a place of employment	71.0%	29	74.7%	196	74.2%	225
I would recommend my department/unit as a place of employment	75.5%	29	73.2%	196	73.5%	225

Percent "Agree" or "Strongly agree"

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

- 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	77.4%	22	91.1%	177	89.3%	199
No, I did not have a review	22.6%	7	8.9%	17	10.7%	24
Total	100.0%	29	100.0%	194	100.0%	223

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^{1,2}

- 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	84.4%	22	85.0%	177	84.9%	199
I am satisfied with the effort my supervisor put into my most recent performance review	70.6%	22	93.1% A	177	90.6%	199
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	29.4%	22	16.8%	177	18.2%	199
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	82.5%	22	61.8%	177	64.1%	199

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^{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 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	76.8%	29	71.7%	194	72.3%	223
My department/unit is treated with respect by other units within my college/division	86.2%	29	71.0%	196	73.0%	225
My college/division is treated with respect by CSU	83.8%	29	68.8%	196	70.7%	225
The people I interact with treat each other with respect	83.8%	29	92.0%	194	91.0%	223
There is respect for religious differences in my department/unit	62.5%	29	69.0%	196	68.2%	225
There is respect for liberal perspectives in my department/unit	80.7%	29	79.8%	196	79.9%	225
There is respect for conservative perspectives in my department/unit	64.0%	29	49.0%	196	50.9%	225

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{a,b,c}

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 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	33.4% B	29	16.9%	196	19.1%	225
Recognized within my department/unit	46.6% B	29	21.9%	196	25.1%	225
Resources in my department/unit	25.4%	29	20.3%	196	21.0%	225
Professional development opportunities	15.6%	29	8.4%	196	9.3%	225
Promoted in my department/unit	32.8%	29	17.7%	196	19.6%	225
Hired in my department/unit	46.6% B	29	16.4%	196	20.3%	225

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 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	56.8%	29	45.7%	194	47.2%	223
Leadership adequately addresses inappropriate behavior	68.1% B	29	43.9%	196	47.0%	225
Leadership holds employees accountable for inappropriate behavior	68.1% B	29	41.9%	194	45.3%	223
Leadership holds employees accountable for poor performance in the workplace	41.6%	29	34.3%	194	35.2%	223
Leadership acts ethically and honestly in the workplace	77.0%	29	71.1%	194	71.9%	223
Leadership addresses issues of inequity	32.5%	29	43.8%	194	42.3%	223
Leadership holds all employees to the same standards	53.7%	29	39.1%	194	41.0%	223

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 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	65.5%	29	60.5%	194	61.1%	223
Leadership adequately addresses inappropriate behavior	75.5%	29	56.6%	196	59.1%	225
Leadership holds employees accountable for inappropriate behavior	65.7%	29	54.4%	194	55.9%	223
Leadership holds employees accountable for poor performance in the workplace	66.6%	29	57.5%	194	58.7%	223
Leadership acts ethically and honestly in the workplace	77.0%	29	71.1%	194	71.9%	223
Leadership addresses issues of inequity	49.7%	29	52.7%	194	52.3%	223
Leadership holds all employees to the same standards	64.8%	29	59.3%	196	60.0%	225

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{a,b,c}

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	44.7%	29	62.7%	191	60.3%	220
Recruits employees from a diverse set of backgrounds	36.2%	29	59.4%	194	56.4%	223
Improves the campus climate for all employees	39.9%	29	69.7%	196	65.9%	225
Retains diverse employees	26.3%	29	44.2%	194	41.9%	223
Creates a supportive environment for employees from diverse backgrounds	46.0%	29	54.8%	194	53.7%	223
Encourages discussions related to diversity	58.8%	29	77.5%	194	75.1%	223
Provides employees with a positive work experience	65.7%	29	67.9%	191	67.6%	220
Climate has become consistently more inclusive of all employees	39.9%	29	68.7%	194	65.0%	223

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 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	48.7%	29	68.8% A	194	66.2%	223
Recruits employees from a diverse set of backgrounds	30.9%	29	78.6% A	194	72.4%	223
Improves the campus climate for all employees	62.0%	29	70.6%	196	69.5%	225
Retains diverse employees	30.9%	29	51.2% A	194	48.6%	223
Creates a supportive environment for employees from diverse backgrounds	46.0%	29	54.8%	194	53.7%	223
Encourages discussions related to diversity	44.4%	29	67.1% A	196	64.2%	225
Provides employees with a positive work experience	70.9%	29	75.6%	196	75.0%	225
Climate has become consistently more inclusive of all employees	39.8%	29	78.2% A	196	73.3%	225

Percent "Agree" or "Strongly agree"

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

- 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 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	55.1%	28	60.0%	191	59.4%	219
Communications are effective	56.7%	29	55.5%	194	55.6%	223
Communications are timely	61.3%	29	58.0%	194	58.4%	223
Communications are relevant	67.6%	29	55.4%	191	57.0%	220
Communications are informative	68.4%	29	62.1%	194	63.0%	223
Communications are motivating	27.2%	29	46.1%	194	43.7%	223
Communications are honest	41.1%	28	58.3%	194	56.2%	222
Communications are accessible	61.3%	29	80.5% A	194	78.0%	223

Percent "Agree" or "Strongly agree"

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

- 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 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	69.9%	29	67.0%	189	67.4%	218
Communications are effective	84.4%	29	69.8%	194	71.7%	223
Communications are timely	69.4%	29	65.5%	194	66.0%	223
Communications are relevant	74.0%	29	72.4%	191	72.6%	220
Communications are informative	74.0%	29	63.2%	194	64.6%	223
Communications are motivating	56.7%	29	48.4%	192	49.5%	221
Communications are honest	60.5%	29	67.0%	194	66.1%	223
Communications are accessible	70.2%	29	78.6%	194	77.5%	223

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. ^{a,b,c}

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

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

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

Table 64: Communications: 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	69.3%	29	83.5%	191	81.6%	220
Communications are effective	84.4%	29	90.5%	196	89.7%	225
Communications are timely	64.1%	29	80.9%	196	78.7%	225
Communications are relevant	79.2%	29	94.3%	193	92.4%	222
Communications are informative	79.2%	29	90.0%	196	88.6%	225
Communications are motivating	42.3%	29	56.8%	194	54.9%	223
Communications are honest	65.7%	29	81.0%	196	79.0%	225
Communications are accessible	70.2%	29	84.6%	196	82.7%	225

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 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	24.6%	7	65.0% A	127	59.8%	134
Maybe, I can provide feedback in limited situations	57.4% B	17	18.0%	35	23.1%	52
No, I don't have an opportunity to provide feedback	18.0%	5	17.0%	33	17.2%	39
Total	100.0%	29	100.0%	196	100.0%	225

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^{1,2}

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 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	58.7%	22	62.7%	153	62.2%	176
One on one conversations with my supervisor	84.3%	24	93.3%	162	92.2%	186
My representation in shared governance (CPC, APC, or Faculty Council)	41.1%	24	44.0%	155	43.6%	179
My service on committees	53.1%	24	59.5%	158	58.7%	182
Annual review process	73.4%	24	76.7%	158	76.3%	182
Input collection through anonymous surveys	38.5%	22	42.8%	153	42.3%	176

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.^{a,b,c}

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	64.0%	24	52.7%	161	54.1%	184
CSU overall	40.0%	24	30.5%	161	31.7%	184
My division/college	79.8% B	24	51.6%	161	55.2%	184
My department/unit	72.3%	24	76.2%	162	75.7%	186

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.^{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 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	24.6%	7	6.3%	12	8.7%	19
Physical appearance	14.4%	4	6.9%	14	7.9%	18
Physical disability	5.2%	*	1.4%	*	1.9%	4
Mental disability	14.4%	4	1.4%	*	3.1%	7
Employment classification	39.6%	11	26.7%	52	28.3%	64
Gender identity	31.1%	9	9.6%	19	12.4%	28
Job title	23.4%	7	23.7%	46	23.7%	53
Parental status	9.8%	*	5.5%	11	6.0%	14
Religion	25.8%	7	3.7%	7	6.5%	15
Political affiliation	53.8%	16	14.0%	27	19.1%	43
Sexual orientation	4.6%	*	1.4%	*	1.8%	4
Socio-economic status	28.0%	8	6.2%	12	9.0%	20
Ethnic origin	19.9%	6	2.6%	5	4.8%	11
Veteran status	0.0%	*	1.4%	*	1.2%	*
Race or color	55.6%	16	7.5%	15	13.7%	31
Marital status	4.6%	*	1.4%	*	1.8%	4
Nationality/country of origin	11.0%	3	3.7%	7	4.6%	10
None/no response	30.1%	9	58.4%	114	54.8%	123

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

Statistical significance not tested.

* Values reported for items with n >= 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	20.8%	6	12.3%	24	13.4%	30
Physical appearance	14.4%	4	4.8%	9	6.0%	14
Physical disability	0.0%	*	1.4%	*	1.2%	*
Mental disability	14.4%	4	1.4%	*	3.1%	7
Employment classification	33.5%	10	28.5%	56	29.1%	65
Gender identity	0.0%	*	8.5%	17	7.4%	17
Job title	18.2%	5	24.9%	49	24.0%	54
Parental status	0.0%	*	3.9%	8	3.4%	8
Religion	4.6%	*	1.4%	*	1.8%	4
Political affiliation	18.2%	5	16.8%	33	16.9%	38
Sexual orientation	0.0%	*	1.4%	*	1.2%	*
Socio-economic status	8.3%	*	6.2%	12	6.5%	15
Ethnic origin	14.7%	4	2.6%	5	4.1%	9
Veteran status	0.0%	*	1.4%	*	1.2%	*
Race or color	23.0%	7	4.2%	8	6.6%	15
Marital status	4.6%	*	1.4%	*	1.8%	4
Nationality/country of origin	11.0%	3	4.8%	9	5.6%	13
None/no response	58.3%	17	58.1%	114	58.1%	131

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	20.8%	6	1.4%	*	3.9%	9
Physical appearance	14.4%	4	3.4%	7	4.8%	11
Mental disability	14.4%	4	0.0%	*	1.9%	4
Employment classification	20.8%	6	13.9%	27	14.8%	33
Gender identity	0.0%	*	3.4%	7	2.9%	7
Job title	14.4%	4	13.5%	26	13.6%	31
Parental status	0.0%	*	3.9%	8	3.4%	8
Religion	4.6%	*	0.8%	*	1.3%	*
Political affiliation	14.4%	4	6.0%	12	7.1%	16
Sexual orientation	0.0%	*	3.4%	7	2.9%	7
Socio-economic status	4.6%	*	2.4%	5	2.7%	6
Ethnic origin	11.0%	3	0.0%	*	1.4%	3
Race or color	15.6%	4	1.2%	*	3.0%	7
Marital status	4.6%	*	4.8%	9	4.8%	11
Nationality/country of origin	11.0%	3	3.4%	7	4.3%	10
None/no response	74.6%	22	75.3%	147	75.2%	169

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

Statistical significance not tested.

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

Table 71: 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	15.0%	4	5.6%	11	6.8%	15
Bullying	19.7%	6	9.1%	18	10.5%	23
Bias	34.3%	10	13.2%	26	15.9%	36
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	19.7%	6	1.4%	*	3.8%	8
None/no response	65.7%	19	77.9%	152	76.3%	171

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

Statistical significance not tested.

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

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	4.8%	9	4.2%	9
Bullying	9.8%	*	12.1%	24	11.8%	27
Bias	29.1%	8	14.8%	29	16.6%	37
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.4%	7	2.9%	7
Verbal abuse	8.9%	*	9.6%	19	9.5%	21
None/no response	62.0%	18	79.3%	155	77.0%	173

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 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%	*	0.0%	*	0.0%	*
Bullying	4.6%	*	6.2%	12	6.0%	13
Bias	35.2%	10	6.0%	12	9.7%	22
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.4%	7	2.9%	7
Verbal abuse	3.7%	*	4.8%	9	4.6%	10
None/no response	61.1%	18	91.2%	178	87.3%	196

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 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	85.0% B C D	82	67.8% B C D	73	60.7% B C D	93	58.0% B C D	15	70.1% B C D	264
My department/unit promotes a work environment where all employees feel included	90.1% B	85	69.9% B	73	81.8% B	102	72.4% B	15	80.7% B	276
My department/unit treats all employees equitably	79.6% B	85	58.5% B	73	63.3% B	102	59.0% B	15	66.8% B	276
My department/unit is open and transparent in communication	87.8% B	85	62.3% B	73	79.0% B	102	59.0% B	15	76.2% B	276
My department/unit values employee input in major department/unit decisions	74.7% B	85	62.3% B	73	69.9% B	102	45.6% B	15	68.1% B	276
My department/unit promotes respect for cultural differences	95.1% B C D	85	65.0% B C D	73	72.7% B C D	102	59.0% B C D	15	76.8% B C D	276
My department/unit understands the value of diversity	94.9% B C D	82	72.6% B C D	73	66.5% B C D	102	59.0% B C D	15	76.3% B C D	273
My department/unit communicates the importance of valuing diversity	92.4% B C D	85	62.3% B C D	73	66.5% B C D	102	45.5% B C D	15	72.3% B C D	276
I feel valued as an employee	80.0% C	85	72.6% C	73	56.8% C	93	59.0% C	15	68.7% C	266
I feel a strong sense of belonging to CSU	84.7% C	85	67.0% C	73	33.9% C	102	59.0% C	15	59.8% C	276
I feel a strong sense of belonging to my division/college	79.4% C	85	64.9% C	73	39.9% C	102	59.0% C	15	59.8% C	276
I feel a strong sense of belonging to my department/unit	82.7% C	85	72.7% C	73	58.0% C	102	59.0% C	15	69.6% C	276
I would recommend CSU as a place of employment	88.0% C	85	74.7% C	73	58.0% C	102	59.0% C	15	71.8% C	276
I would recommend my department/unit as a place of employment	81.3% C	85	76.5% C	73	58.0% C	102	59.0% C	15	70.2% C	276

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 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	86.2%	72	91.1%	67	93.6%	95	86.6%	13	90.3%	247
No, I did not have a review	13.8%	12	8.9%	7	6.4%	7	13.4%	*	9.7%	27
Total	100.0%	84	100.0%	73	100.0%	102	100.0%	15	100.0%	274

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 $n \geq 3$.^{a,b}

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 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	85.3%	72	76.2%	67	87.0%	95	88.0%	13	83.6%	247
	B				B					
I am satisfied with the effort my supervisor put into my most recent performance review	90.9%	72	78.2%	67	97.0%	95	74.3%	13	89.0%	247
					B					
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	3.7%	72	30.1%	67	25.4%	95	25.7%	13	20.4%	247
			A		A					
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.0%	72	50.3%	67	64.0%	95	89.8%	13	61.9%	247
							B			

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^{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 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	80.8%	84	71.0%	73	63.2%	102	71.3%	15	71.1%	274
	C									
My department/unit is treated with respect by other units within my college/division	80.1%	85	71.8%	73	60.7%	102	100.0%	15	71.8%	276
	C						C			
My college/division is treated with respect by CSU	81.9%	85	73.0%	73	55.4%	102	86.6%	15	70.0%	276
	C									
The people I interact with treat each other with respect	90.9%	84	82.1%	73	90.8%	102	91.1%	15	88.5%	274
There is respect for religious differences in my department/unit	75.3%	85	74.4%	73	60.3%	102	45.6%	15	67.9%	276
There is respect for liberal perspectives in my department/unit	93.1%	85	77.7%	73	75.3%	102	59.0%	15	80.6%	276
	C D									
There is respect for conservative perspectives in my department/unit	61.6%	85	47.2%	73	36.7%	102	45.6%	15	47.7%	276
	C									

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 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 (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	13.3%	82	28.9%	73	19.4%	102	41.0%	15	21.3%	273
			A				A			
Recognized within my department/unit	19.2%	82	33.8%	73	23.4%	102	41.0%	15	25.9%	273
Resources in my department/unit	18.7%	82	33.8%	73	17.4%	102	41.0%	15	23.5%	273
Professional development opportunities	3.9%	82	23.4%	73	2.8%	102	41.0%	15	10.8%	273
			A C				A C			
Promoted in my department/unit	17.3%	82	22.4%	73	23.8%	102	41.0%	15	22.4%	273
Hired in my department/unit	7.3%	82	31.1%	73	29.8%	102	41.0%	15	24.0%	273
			A		A		A			

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 79: Leadership Accountability: College/Division 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
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	57.2%	81	56.1%	68	31.1%	102	29.1%	15	45.3%	266
	C		C							
Leadership adequately addresses inappropriate behavior	48.4%	82	65.9%	71	30.7%	102	13.4%	15	44.3%	270
			C D							
Leadership holds employees accountable for inappropriate behavior	50.6%	81	62.1%	71	30.7%	102	13.4%	15	44.0%	268
	C D		C D							
Leadership holds employees accountable for poor performance in the workplace	43.9%	81	54.1%	71	18.2%	102	22.2%	15	35.6%	268
	C		C							
Leadership acts ethically and honestly in the workplace	85.8%	81	64.8%	71	58.0%	102	59.0%	15	68.2%	268
	B C									
Leadership addresses issues of inequity	59.6%	81	46.1%	68	24.7%	102	26.7%	15	40.9%	266
	C		C							
Leadership holds all employees to the same standards	54.1%	81	48.2%	71	24.2%	102	40.1%	15	40.4%	268
	C		C							

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 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	71.1% C	81	64.4% C	68	46.6% C	102	44.0% C	15	58.5% C	266
Leadership adequately addresses inappropriate behavior	64.3% C	82	72.8% C D	71	42.5% C	102	32.3% C	15	56.5% C	270
Leadership holds employees accountable for inappropriate behavior	66.0% C	81	60.9% C	71	39.7% C	102	32.3% C	15	52.8% C	268
Leadership holds employees accountable for poor performance in the workplace	60.7% C	81	60.9% C	71	48.7% C	102	41.2% C	15	55.1% C	268
Leadership acts ethically and honestly in the workplace	85.8% B C	81	64.8% C	71	58.0% C	102	59.0% C	15	68.2% C	268
Leadership addresses issues of inequity	72.9% C D	81	63.3% C D	68	27.3% C	102	26.7% C	15	50.3% C	266
Leadership holds all employees to the same standards	74.1% C	82	63.0% C	71	42.3% C	102	59.0% C	15	58.4% C	270

Percent "Agree" or "Strongly agree"

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

- 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 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	65.6% C	78	67.5% C	62	47.3% C	102	57.0% C	15	58.3% C	257
Recruits employees from a diverse set of backgrounds	56.4% C	78	61.5% C	68	52.1% C	102	45.5% C	15	55.4% C	263
Improves the campus climate for all employees	80.7% B C	80	59.7% C	65	46.6% C	102	59.0% C	15	60.9% C	261
Retains diverse employees	37.5% C	78	64.1% A C	65	24.7% C	102	58.8% C	15	40.3% C	260
Creates a supportive environment for employees from diverse backgrounds	56.8% C	78	72.7% C	65	36.5% C	102	53.4% C	15	52.6% C	260
Encourages discussions related to diversity	87.6% C	78	76.8% C	65	63.9% C	102	64.4% C	15	74.3% C	260
Provides employees with a positive work experience	79.8% C	78	76.8% C	62	48.9% C	102	59.0% C	15	65.6% C	257
Climate has become consistently more inclusive of all employees	60.6% C	78	71.4% C	65	58.4% C	102	59.0% C	15	62.3% C	260

Percent "Agree" or "Strongly agree"

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

- 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 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	73.3% C	78	65.5% C	65	53.9% C	102	60.8% C	15	63.0% C	260
Recruits employees from a diverse set of backgrounds	71.9%	78	66.2%	68	70.2%	102	58.8%	15	69.0%	263
Improves the campus climate for all employees	75.7%	80	64.8%	65	58.0%	102	59.0%	15	65.1%	261
Retains diverse employees	48.9%	78	60.4% C	65	30.1% C	102	77.8% C	15	46.0% C	260
Creates a supportive environment for employees from diverse backgrounds	56.8% C	78	72.7% C	65	36.5% C	102	53.4% C	15	52.6% C	260
Encourages discussions related to diversity	88.7% B C D	80	61.7%	65	48.5%	102	45.5%	15	63.8%	261
Provides employees with a positive work experience	85.4% C	80	73.4%	65	58.0%	102	72.4%	15	71.0%	261
Climate has become consistently more inclusive of all employees	74.4%	80	64.7%	65	67.4%	102	59.0%	15	68.4%	261

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 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	57.7%	72	69.3% C	58	51.5% C	99	80.0% C	15	59.3% C	244
Communications are effective	49.9%	72	64.7%	62	51.7%	102	81.1%	15	56.1%	251
Communications are timely	56.7%	72	66.9%	62	56.0%	99	81.1%	15	60.4%	249
Communications are relevant	65.1% C	72	58.0%	59	43.7% C	99	100.0% B C	15	56.9% C	246
Communications are informative	68.1%	72	65.2%	62	53.2%	99	100.0% C	15	63.3% C	249
Communications are motivating	41.7%	72	54.9%	62	34.7%	99	67.9%	15	43.8%	249
Communications are honest	58.1% C	72	70.7% C	61	44.0% C	99	49.0% C	15	55.0% C	247
Communications are accessible	64.4%	72	88.0% A	62	75.5% A	99	81.1% A	15	75.7% A	249

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 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	72.5%	72	68.2%	59	54.1%	99	78.8%	13	64.3%	244
Communications are effective	85.7% C	72	58.8%	62	58.0%	102	72.2%	15	67.0%	251
Communications are timely	64.3% B C	72	58.8%	62	59.6%	99	91.1%	15	62.7%	249
Communications are relevant	84.2% C	72	72.4% C	59	53.0%	99	100.0% C	15	69.7%	246
Communications are informative	78.8% C	72	64.6% C	62	43.7%	99	100.0% B C	15	62.5%	249
Communications are motivating	52.1% C	72	61.4% C	62	34.2%	99	62.9%	13	47.8%	247
Communications are honest	73.5% C	72	64.5%	62	50.1%	99	67.9%	15	61.6%	249
Communications are accessible	68.5%	72	78.9%	62	78.4%	99	72.2%	15	75.3%	249

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 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	83.0%	74	76.2%	59	79.9%	99	76.0%	13	79.7%	245
Communications are effective	86.1%	74	72.3%	62	97.2% B	102	91.1%	15	87.5%	253
Communications are timely	85.1%	74	69.9%	62	74.6%	99	91.1%	15	77.5%	250
Communications are relevant	95.8% B	74	80.4%	59	93.4% B	99	91.1%	15	90.9%	247
Communications are informative	90.6% B	74	73.6%	62	90.5% B	99	91.1%	15	86.4%	250
Communications are motivating	61.4%	74	61.4%	62	46.6%	99	52.7%	13	55.0%	248
Communications are honest	86.7%	74	76.8%	62	71.8%	99	59.0%	15	76.7%	250
Communications are accessible	75.7%	74	78.9%	62	85.0%	99	72.2%	15	80.0%	250

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 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	63.1%	47	42.8%	27	61.0%	62	67.9%	10	57.6%	146
Maybe, I can provide feedback in limited situations	26.7%	20	26.7%	17	18.0%	18	18.8%	*	22.7%	57
No, I don't have an opportunity to provide feedback	10.2%	8	30.4%	19	21.0%	21	13.4%	*	19.7%	50
			A							
Total	100.0%	74	100.0%	62	100.0%	102	100.0%	15	100.0%	253

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 $n \geq 3$.^{1,2}

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	58.6%	65	70.0%	34	60.1%	75	69.3%	13	62.0%	187
One on one conversations with my supervisor	89.3%	66	92.4%	43	100.0%	75	68.1%	13	92.6%	197
	D		D		D					
My representation in shared governance (CPC, APC, or Faculty Council)	28.9%	65	59.7%	38	42.1%	75	62.9%	13	42.5%	190
			A							
My service on committees	48.6%	65	88.2%	40	49.5%	75	84.6%	13	59.6%	193
			A C							
Annual review process	71.4%	65	71.0%	40	78.9%	75	100.0%	13	76.2%	193
Input collection through anonymous surveys	55.1%	65	43.9%	34	29.8%	75	30.8%	13	41.2%	187
	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.^{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 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	63.5%	65	64.4%	43	43.5%	75	24.0%	13	53.4%	196
	C D		C D							
CSU overall	32.7%	65	55.6%	43	21.1%	75	25.7%	13	32.8%	196
			C							
My division/college	71.4%	65	64.6%	43	38.0%	75	15.4%	13	53.4%	196
	C D		C D							
My department/unit	86.8%	66	72.9%	43	71.4%	75	30.8%	13	74.2%	197
	D		D		D					

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.^{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 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	4.6%	4	10.1%	7	2.8%	*	54.4%	8	8.1%	22
Physical appearance	6.0%	5	3.8%	*	9.2%	9	22.2%	3	7.5%	21
Physical disability	1.8%	*	3.8%	*	2.8%	*	0.0%	*	2.6%	7
Mental disability	3.3%	*	3.8%	*	0.0%	*	8.9%	*	2.5%	7
Employment classification	41.9%	36	9.0%	7	21.2%	22	54.5%	8	26.2%	72
Gender identity	9.6%	8	3.8%	*	12.4%	13	27.8%	4	10.1%	28
Job title	19.1%	16	10.3%	8	27.5%	28	46.6%	7	21.3%	59
Parental status	11.1%	9	3.8%	*	0.0%	*	8.9%	*	4.9%	14
Religion	1.9%	*	7.6%	6	6.0%	6	8.9%	*	5.3%	15
Political affiliation	19.5%	17	13.2%	10	20.6%	21	8.9%	*	17.7%	49
Sexual orientation	0.0%	*	3.8%	*	0.0%	*	8.9%	*	1.5%	4
Socio-economic status	13.2%	11	3.8%	*	2.8%	*	41.2%	6	8.4%	23
Ethnic origin	5.7%	5	6.3%	5	0.0%	*	8.9%	*	3.9%	11
Veteran status	0.0%	*	3.8%	*	2.8%	*	0.0%	*	2.0%	6
Race or color	18.0%	15	8.1%	6	6.0%	6	22.2%	3	11.2%	31
Marital status	0.0%	*	3.8%	*	0.0%	*	8.9%	*	1.5%	4
Nationality/country of origin	5.2%	4	6.3%	5	0.0%	*	8.9%	*	3.8%	10
None/no response	44.5%	38	79.8%	59	63.8%	65	26.7%	4	60.1%	166

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	3.3%	*	14.0%	10	18.2%	19	27.6%	4	13.0%	36
Physical appearance	3.3%	*	7.7%	6	9.2%	9	8.9%	*	7.0%	19
Physical disability	0.0%	*	7.7%	6	2.8%	*	0.0%	*	3.1%	8
Mental disability	3.3%	*	7.7%	6	0.0%	*	8.9%	*	3.5%	10
Employment classification	30.9%	26	15.6%	11	30.2%	31	54.5%	8	27.9%	77
Gender identity	5.2%	4	7.7%	6	6.4%	7	18.9%	*	7.1%	19
Job title	20.0%	17	14.1%	10	27.5%	28	46.6%	7	22.6%	62
Parental status	3.3%	*	10.4%	8	0.0%	*	0.0%	*	3.8%	10
Religion	0.0%	*	7.7%	6	0.0%	*	8.9%	*	2.5%	7
Political affiliation	12.4%	11	17.9%	13	23.8%	24	8.9%	*	17.9%	49
Sexual orientation	0.0%	*	7.7%	6	0.0%	*	0.0%	*	2.0%	6
Socio-economic status	6.6%	6	7.7%	6	2.8%	*	41.2%	6	7.3%	20
Ethnic origin	3.9%	3	10.2%	7	0.0%	*	8.9%	*	4.4%	12
Veteran status	0.0%	*	7.7%	6	2.8%	*	0.0%	*	3.1%	8
Race or color	8.9%	8	12.0%	9	0.0%	*	8.9%	*	6.4%	18
Marital status	0.0%	*	7.7%	6	2.8%	*	8.9%	*	3.5%	10
Nationality/country of origin	0.0%	*	10.2%	7	9.2%	9	8.9%	*	6.6%	18
None/no response	52.4%	45	68.6%	50	69.8%	71	26.7%	4	61.8%	170

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	3.3%	*	10.3%	8	2.8%	*	27.6%	4	6.3%	17
Physical appearance	3.3%	*	7.7%	6	6.4%	7	8.9%	*	5.9%	16
Physical disability	0.0%	*	7.7%	6	0.0%	*	0.0%	*	2.1%	6
Mental disability	3.3%	*	7.7%	6	0.0%	*	8.9%	*	3.6%	10
Employment classification	14.2%	12	10.3%	8	21.2%	22	41.2%	6	17.2%	47
Gender identity	0.0%	*	7.7%	6	6.4%	7	0.0%	*	4.4%	12
Job title	9.0%	8	11.5%	8	18.4%	19	46.6%	7	15.2%	42
Parental status	3.3%	*	10.4%	8	0.0%	*	0.0%	*	3.8%	10
Religion	1.9%	*	3.9%	*	0.0%	*	8.9%	*	2.1%	6
Political affiliation	7.1%	6	6.6%	5	9.2%	9	8.9%	*	7.8%	22
Sexual orientation	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	9
Socio-economic status	0.0%	*	7.7%	6	0.0%	*	22.2%	3	3.2%	9
Ethnic origin	0.0%	*	10.3%	8	0.0%	*	8.9%	*	3.2%	9
Veteran status	0.0%	*	3.9%	*	0.0%	*	0.0%	*	1.0%	*
Race or color	2.7%	*	12.0%	9	2.8%	*	8.9%	*	5.5%	15
Marital status	0.0%	*	11.5%	8	6.4%	7	8.9%	*	5.9%	16
Nationality/country of origin	0.0%	*	10.3%	8	6.4%	7	8.9%	*	5.6%	15
None/no response	75.6%	64	75.0%	55	76.0%	78	40.1%	6	73.7%	203

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	7.0%	6	3.8%	*	6.4%	7	0.0%	*	5.5%	15
Bullying	8.4%	7	3.8%	*	9.2%	9	46.6%	7	9.6%	26
Bias	23.5%	20	15.7%	11	2.8%	*	27.8%	4	14.0%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	5.1%	4	0.0%	*	2.8%	*	27.6%	4	4.1%	11
None/no response	74.6%	64	84.3%	62	84.4%	86	53.4%	8	79.6%	220

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	0.0%	*	7.7%	6	6.4%	7	0.0%	*	4.4%	12
Bullying	4.4%	4	11.4%	8	15.6%	16	27.6%	4	11.7%	32
Bias	21.0%	18	15.8%	12	14.8%	15	27.8%	4	17.7%	49
Physical assault	0.0%	*	3.9%	*	0.0%	*	0.0%	*	1.0%	*
Sexual misconduct	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	9
Verbal abuse	3.0%	*	7.7%	6	15.6%	16	18.8%	*	9.8%	27
None/no response	73.3%	63	84.2%	62	78.8%	80	53.4%	8	77.2%	213

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%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	11.5%	8	9.2%	9	27.6%	4	8.0%	22
Bias	9.3%	8	15.9%	12	12.0%	12	8.9%	*	12.0%	33
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	9
Verbal abuse	1.3%	*	7.7%	6	9.2%	9	18.8%	*	6.9%	19
None/no response	89.4%	76	80.3%	59	88.0%	90	72.4%	11	85.6%	236

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
Acct	Accounting	13.5%
CIS	Computer Information Systems	9.4%
Fin Real	Finance and Real Estate	6.3%
Mgmt	Management	25.1%
Mktg	Marketing	10.1%
Other	COB Academic Programs	2.2%
	COB Academic Support	14.9%
	COB Operations	5.7%
	Office of Dean	11.7%
	Unknown	1.0%

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.	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	80.3%	38	70.0%	26	27.2%	18	66.5%	61	52.4%	28	82.4%	96	70.4%	266
	C E		C				C				C E			
My department/unit promotes a work environment where all employees feel included	84.9%	38	89.4%	26	20.3%	18	87.3%	70	67.1%	28	87.3%	99	80.9%	278
	C		C				C		C		C			
My department/unit treats all employees equitably	77.4%	38	89.4%	26	20.3%	18	58.1%	70	57.2%	28	75.0%	99	67.2%	278
	C		C D				C				C			
My department/unit is open and transparent in communication	84.9%	38	89.4%	26	20.3%	18	76.9%	70	57.2%	28	84.9%	99	76.4%	278
	C		C E				C		C		C E			
My department/unit values employee input in major department/unit decisions	92.5%	38	89.4%	26	36.4%	18	68.8%	70	24.3%	28	71.6%	99	68.4%	278
	C E		C E				E				C E			
My department/unit promotes respect for cultural differences	84.9%	38	83.3%	26	36.4%	18	68.8%	70	57.2%	28	91.2%	99	77.1%	278
	C		C				C				C D E			
My department/unit understands the value of diversity	84.9%	38	66.0%	26	36.4%	18	70.3%	70	67.1%	28	90.9%	96	76.6%	276
	C						C				C D			
My department/unit communicates the importance of valuing diversity	69.8%	38	66.0%	26	27.2%	18	67.5%	70	57.2%	28	91.4%	99	72.6%	278
	C		C				C				C D E			
I feel valued as an employee	77.4%	38	54.2%	26	11.2%	18	73.1%	61	67.1%	28	78.2%	99	69.1%	269
	C		C				C		C		C			
I feel a strong sense of belonging to CSU	77.4%	38	30.8%	26	27.2%	18	49.5%	70	34.2%	28	82.2%	99	60.2%	278
	B C D E										B C D E			
I feel a strong sense of belonging to my division/college	77.4%	38	54.2%	26	27.2%	18	45.0%	70	34.2%	28	79.3%	99	60.2%	278
	C D E										C D E			
I feel a strong sense of belonging to my department/unit	77.4%	38	54.2%	26	36.4%	18	70.3%	70	57.2%	28	80.5%	99	69.9%	278
	C										C			
I would recommend CSU as a place of employment	77.4%	38	89.4%	26	27.2%	18	70.7%	70	34.2%	28	85.1%	99	72.1%	278
	C E		C E				C E				C E			
I would recommend my department/unit as a place of employment	77.4%	38	54.2%	26	27.2%	18	72.6%	70	67.1%	28	79.3%	99	70.5%	278
	C						C		C		C			

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?	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	0.0% ^a	*	7.0%	*	10.5%	*	11.7%	8	10.1%	*	12.2%	12	9.6%	27
Yes, I had a review	100.0% ^a	38	93.0%	24	89.5%	16	88.3%	62	89.9%	25	87.8%	85	90.4%	250
Total	100.0%	38	100.0%	26	100.0%	18	100.0%	70	100.0%	28	100.0%	97	100.0%	277

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.^{b,c}

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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.9%	38	75.4%	24	90.6%	16	80.9%	62	93.7% A B	25	87.7% A	85	83.8%	250
I am satisfied with the effort my supervisor put into my most recent performance review	92.5%	38	82.0%	24	82.1%	16	85.5%	62	100.0%	25	90.3%	85	89.1%	250
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.1%	38	11.4%	24	59.4% A B E F	16	38.5% A B E F	62	0.0%	25	10.3%	85	20.2%	250
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	35.1%	38	44.1%	24	89.8% A B	16	57.2%	62	81.1% A	25	72.6% A	85	62.4%	250

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^{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 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	82.0%	38	69.8%	25	50.0%	18	59.0%	70	70.2%	28	79.7%	99	71.1%	277
	C D										C D			
My department/unit is treated with respect by other units within my college/division	77.5%	38	48.1%	26	25.2%	18	59.0%	70	100.0%	28	86.1%	99	72.1%	278
	C						C		B C D		B C D			
My college/division is treated with respect by CSU	92.5%	38	89.4%	26	64.4%	18	49.3%	70	34.2%	28	82.9%	99	70.3%	278
	D E		D E								D E			
The people I interact with treat each other with respect	84.9%	38	100.0%	25	52.4%	18	85.6%	70	100.0%	28	92.6%	99	88.6%	277
	C		C				C		C		C			
There is respect for religious differences in my department/unit	84.9%	38	59.9%	26	52.4%	18	59.0%	70	67.1%	28	73.7%	99	68.2%	278
There is respect for liberal perspectives in my department/unit	92.5%	38	89.4%	26	52.4%	18	61.2%	70	92.9%	28	86.6%	99	79.7%	278
	C D		C D						C D		C D			
There is respect for conservative perspectives in my department/unit	59.9%	38	30.8%	26	53.2%	18	40.1%	70	27.2%	28	56.3%	99	47.2%	278

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 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:	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	10.6%	38	20.6%	26	51.0%	18	19.4%	70	34.2%	28	17.3%	96	21.1%	276
Recognized within my department/unit	7.5%	38	40.1%	26	42.6%	18	20.8%	70	42.8%	28	24.0%	96	25.6%	276
Resources in my department/unit	15.1%	38	16.7%	26	42.6%	18	23.1%	70	42.8%	28	19.1%	96	23.3%	276
Professional development opportunities	7.5%	38	16.7%	26	10.5%	18	14.0%	70	9.9%	28	8.1%	96	10.7%	276
Promoted in my department/unit	7.5%	38	6.1%	26	79.7%	18	20.8%	70	32.9%	28	19.5%	96	22.2%	276
Hired in my department/unit	15.1%	38	23.4%	26	79.7%	18	18.0%	70	42.8%	28	15.6%	96	23.7%	276

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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.3%	35	47.2%	26	19.2%	18	47.4% E	70	19.2%	25	58.3% C E	95	45.9%	268
Leadership adequately addresses inappropriate behavior	47.1%	38	48.1%	26	27.2%	18	46.2%	70	18.9%	25	52.3% E	96	44.9%	273
Leadership holds employees accountable for inappropriate behavior	39.8%	38	48.1%	26	27.2%	18	50.3%	70	18.9%	25	51.4%	95	44.6%	271
Leadership holds employees accountable for poor performance in the workplace	32.4%	38	24.7%	26	11.2%	18	40.9%	70	18.9%	25	47.0%	95	36.3%	271
Leadership acts ethically and honestly in the workplace	70.0% C E	38	89.4% C E	26	27.2%	18	65.7% C E	70	26.8%	25	83.0% C E	95	68.5%	271
Leadership addresses issues of inequity	32.5%	35	24.7%	26	11.2%	18	43.8%	70	15.8%	25	60.3% A B C E	95	41.5%	268
Leadership holds all employees to the same standards	39.8%	38	48.1%	26	11.2%	18	37.3%	70	15.8%	25	54.7% C E	95	41.0%	271

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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	61.7%	35	52.1%	26	26.8%	18	54.1%	70	57.6%	25	69.6%	95	58.9%	268
	C										C			
Leadership adequately addresses inappropriate behavior	59.9%	38	48.1%	26	52.4%	18	50.3%	70	55.5%	25	64.3%	96	56.9%	273
Leadership holds employees accountable for inappropriate behavior	52.6%	38	48.1%	26	20.3%	18	50.3%	70	55.5%	25	62.8%	95	53.3%	271
											C			
Leadership holds employees accountable for poor performance in the workplace	70.0%	38	48.1%	26	20.3%	18	54.1%	70	55.5%	25	59.7%	95	55.6%	271
	C										C			
Leadership acts ethically and honestly in the workplace	70.0%	38	89.4%	26	27.2%	18	65.7%	70	26.8%	25	83.0%	95	68.5%	271
	C E		C E				C E				C E			
Leadership addresses issues of inequity	40.5%	35	24.7%	26	20.3%	18	40.9%	70	63.4%	25	71.6%	95	50.9%	268
									C		A B C D			
Leadership holds all employees to the same standards	67.5%	38	54.2%	26	11.2%	18	52.2%	70	52.4%	25	71.9%	96	58.8%	273
	C		C				C				C			

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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.1%	35	52.1%	26	34.4%	18	65.4%	67	30.5%	25	66.0%	89	58.7%	260
	C E						C E				C E			
Recruits employees from a diverse set of backgrounds	75.5%	35	49.3%	26	52.4%	18	60.1%	70	15.8%	25	58.9%	92	55.9%	266
	E						E				E			
Improves the campus climate for all employees	75.5%	35	55.4%	26	27.2%	18	54.1%	67	26.8%	25	78.7%	93	61.4%	264
	C E										C D E			
Retains diverse employees	29.7%	35	14.1%	26	27.2%	18	58.4%	67	26.8%	25	46.7%	92	41.0%	263
							B				B			
Creates a supportive environment for employees from diverse backgrounds	48.5%	35	24.7%	26	27.2%	18	70.8%	67	26.8%	25	62.2%	92	53.1%	263
							B C E				B E			
Encourages discussions related to diversity	75.5%	35	66.0%	26	52.4%	18	75.0%	67	63.4%	25	83.6%	92	74.6%	263
Provides employees with a positive work experience	75.5%	35	89.4%	26	27.2%	18	62.0%	67	26.8%	25	77.2%	89	66.0%	260
	C E		C E				C E				C E			
Climate has become consistently more inclusive of all employees	75.5%	35	66.0%	26	27.2%	18	79.3%	67	26.8%	25	61.5%	92	62.7%	263
	C E		E				C E				E			

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 104: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	67.5%	35	42.9%	26	25.3%	18	66.5%	67	51.4%	25	76.3%	92	63.4%	263
	C						B C				B C E			
Recruits employees from a diverse set of backgrounds	75.5%	35	59.9%	26	36.4%	18	75.6%	70	52.4%	25	76.0%	92	69.4%	266
	C						C				C			
Improves the campus climate for all employees	83.7%	35	43.6%	26	27.2%	18	60.6%	67	63.4%	25	76.2%	93	65.5%	264
	B C										B C			
Retains diverse employees	37.8%	35	14.1%	26	27.2%	18	60.6%	67	26.8%	25	58.2%	92	46.6%	263
							B E				B			
Creates a supportive environment for employees from diverse backgrounds	48.5%	35	24.7%	26	27.2%	18	70.8%	67	26.8%	25	62.2%	92	53.1%	263
							B C E				B E			
Encourages discussions related to diversity	67.4%	35	14.1%	26	27.2%	18	56.6%	67	63.4%	25	89.8%	93	64.2%	264
	B C						B		B		B C D			
Provides employees with a positive work experience	75.5%	35	54.2%	26	36.4%	18	69.1%	67	63.4%	25	84.8%	93	71.3%	264
	C										B C			
Climate has become consistently more inclusive of all employees	75.5%	35	66.0%	26	11.2%	18	74.6%	67	63.4%	25	75.1%	93	68.7%	264
	C		C				C		C		C			

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.	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	59.5%	32	74.8%	26	46.0%	18	64.0%	60	27.3%	25	64.7%	86	59.8%	247
Communications are effective	E		E				E				E			
Communications are timely	58.5%	32	83.3%	26	64.4%	18	56.4%	67	15.8%	25	58.4%	86	56.6%	254
	E		E		E		E				E			
Communications are relevant	58.5%	32	72.7%	26	80.4%	18	65.3%	64	15.8%	25	64.1%	86	60.9%	251
	E		E		E		E				E			
Communications are informative	38.1%	32	76.2%	26	16.1%	18	64.4%	62	15.8%	25	74.4%	86	57.4%	249
			A C E				C E				A C E			
Communications are motivating	64.8%	32	82.3%	26	53.2%	18	57.9%	64	26.8%	25	75.0%	86	63.7%	251
	E		E								E			
Communications are honest	58.7%	32	49.3%	26	27.2%	18	45.0%	64	26.8%	25	45.9%	86	44.4%	251
Communications are accessible	64.7%	32	66.0%	26	16.1%	18	61.3%	63	26.8%	25	61.1%	86	55.5%	250
	C		C				C E				C E			
Communications are accessible	73.4%	32	93.9%	26	64.4%	18	81.1%	64	63.4%	25	73.8%	86	76.0%	251

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 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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.5%	32	79.8%	26	40.0%	18	56.4%	62	44.6%	25	77.0%	84	64.7%	247
Communications are effective	64.7%	32	78.8%	26	64.4%	18	43.7%	67	52.4%	25	88.3%	86	67.4%	254
Communications are timely	73.5%	32	72.7%	26	64.4%	18	45.7%	64	52.4%	25	72.2%	86	63.1%	251
Communications are relevant	53.0%	32	89.4%	26	16.1%	18	63.0%	62	63.4%	25	88.6%	86	70.1%	249
Communications are informative	73.5%	32	78.8%	26	27.2%	18	47.0%	64	26.8%	25	84.1%	86	63.0%	251
Communications are motivating	46.8%	32	72.7%	26	27.2%	18	42.6%	64	26.8%	25	56.9%	84	48.4%	249
Communications are honest	73.5%	32	83.3%	26	16.1%	18	55.6%	64	26.8%	25	75.9%	86	62.0%	251
Communications are accessible	73.4%	32	83.3%	26	64.4%	18	81.1%	64	63.4%	25	75.7%	86	75.5%	251

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 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.	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	84.8%	32	81.1%	26	50.0%	18	84.4%	62	70.7%	25	83.5%	86	80.0%	248
	C		C				C				C			
Communications are effective	91.1%	32	89.4%	26	73.5%	18	87.3%	67	89.0%	25	88.6%	88	87.6%	256
Communications are timely	91.1%	32	89.4%	26	20.3%	18	81.1%	64	52.4%	25	85.9%	88	77.8%	253
	C E		C E				C E				C E			
Communications are relevant	91.1%	32	89.4%	26	52.4%	18	93.3%	62	100.0%	25	94.9%	88	91.0%	250
	C		C				C		C		C			
Communications are informative	91.1%	32	89.4%	26	73.5%	18	73.4%	64	100.0%	25	92.3%	88	86.5%	253
									D		D			
Communications are motivating	64.4%	32	37.5%	26	20.3%	18	69.0%	64	26.8%	25	63.3%	86	55.5%	251
	C E						C E				C E			
Communications are honest	91.1%	32	89.4%	26	36.4%	18	74.6%	64	63.4%	25	81.7%	88	76.9%	253
	C		C				C				C			
Communications are accessible	73.4%	32	83.3%	26	73.5%	18	91.3%	64	63.4%	25	79.8%	88	80.2%	253
							E							

Percent "Agree" or "Strongly agree"

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

- 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?	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	64.8%	21	52.8%	14	11.2%	*	59.5%	40	52.4%	13	67.0%	59	58.0%	148
	C						C				C			
Maybe, I can provide feedback in limited situations	8.7%	*	40.1%	11	32.1%	6	22.1%	15	11.0%	*	23.9%	21	22.5%	57
No, I don't have an opportunity to provide feedback	26.5%	8	7.0%	*	56.7%	10	18.5%	12	36.6%	9	9.1%	8	19.5%	50
					B D F				F					
Total	100.0%	32	100.0%	26	100.0%	18	100.0%	67	100.0%	25	100.0%	88	100.0%	256

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.^{1,2}

- 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:	Acct (A)		CIS (B)		Fin Real (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	69.0%	19	40.2%	24	67.4%	8	66.5%	48	70.9%	16	62.1%	72	62.0%	187
	B						B		B		B			
One on one conversations with my supervisor	100.0%	23	100.0%	24	100.0%	8	90.0%	49	100.0%	16	87.4%	77	92.6%	197
My representation in shared governance (CPC, APC, or Faculty Council)	68.3%	21	19.0%	24	37.1%	8	62.1%	49	12.4%	16	37.1%	72	42.5%	190
	B E						B E							
My service on committees	36.7%	21	30.4%	24	62.9%	8	73.6%	49	100.0%	16	57.4%	75	59.6%	193
							A B		A B F					
Annual review process	100.0%	21	44.1%	24	100.0%	8	65.2%	49	100.0%	16	79.7%	75	76.2%	193
	B D				B				B D		B			
Input collection through anonymous surveys	49.8%	19	7.6%	24	37.1%	8	39.0%	48	42.3%	16	52.0%	72	41.2%	187
											B			

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.^{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 110: Feedback Valued

When I give feedback it is valued by:	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	70.7%	23	30.4%	24	42.0%	8	43.2%	49	61.5%	16	61.6%	75	53.4%	196
	B D										B			
CSU overall	48.2%	23	7.6%	24	37.1%	8	33.0%	49	42.3%	16	33.6%	75	32.8%	196
	B													
My division/college	76.1%	23	32.7%	24	62.9%	8	31.3%	49	42.3%	16	68.9%	75	53.4%	196
	B D										B D			
My department/unit	87.9%	23	50.8%	24	25.9%	8	65.2%	49	100.0%	16	82.7%	77	74.2%	197
	B C								B C		B 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.^{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 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	26.5%	5	7.9%	6	0.0%	*	12.2%	12	8.0%	22
Physical appearance	0.0%	*	0.0%	*	37.1%	7	8.0%	6	0.0%	*	8.5%	8	7.4%	21
Physical disability	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	1.5%	*	2.6%	7
Mental disability	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	4.2%	4	2.5%	7
Employment classification	20.3%	8	6.1%	*	72.8%	13	17.4%	12	0.0%	*	38.3%	38	25.9%	72
Gender identity	7.5%	*	23.4%	6	37.1%	7	4.0%	*	0.0%	*	9.6%	10	10.0%	28
Job title	20.3%	8	0.0%	*	46.2%	8	21.4%	15	32.9%	9	19.0%	19	21.1%	59
Parental status	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	10.9%	11	4.9%	14
Religion	0.0%	*	23.4%	6	0.0%	*	4.0%	*	0.0%	*	5.8%	6	5.3%	15
Political affiliation	7.5%	*	23.4%	6	16.1%	*	9.8%	7	32.9%	9	21.0%	21	17.5%	49
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	1.3%	*	1.5%	4
Socio-economic status	7.5%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	14.7%	15	8.3%	23
Ethnic origin	0.0%	*	0.0%	*	10.5%	*	4.0%	*	0.0%	*	6.2%	6	3.9%	11
Veteran status	0.0%	*	0.0%	*	16.1%	*	4.0%	*	0.0%	*	0.0%	*	2.0%	6
Race or color	0.0%	*	23.4%	6	10.5%	*	5.8%	4	0.0%	*	18.9%	19	11.0%	31
Marital status	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	1.3%	*	1.5%	4
Nationality/country of origin	0.0%	*	0.0%	*	10.5%	*	4.0%	*	0.0%	*	5.8%	6	3.7%	10
None/no response	79.7%	30	70.5%	18	27.2%	5	74.9%	52	67.1%	19	44.4%	44	60.5%	168

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 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	26.5%	5	17.4%	12	42.8%	12	7.0%	7	12.9%	36
Physical appearance	0.0%	*	0.0%	*	37.1%	7	12.1%	8	0.0%	*	4.2%	4	6.9%	19
Physical disability	0.0%	*	0.0%	*	0.0%	*	12.1%	8	0.0%	*	0.0%	*	3.0%	8
Mental disability	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	4.2%	4	3.5%	10
Employment classification	20.3%	8	6.1%	*	72.8%	13	24.3%	17	32.9%	9	28.7%	28	27.6%	77
Gender identity	7.5%	*	0.0%	*	37.1%	7	8.0%	6	0.0%	*	4.5%	4	7.0%	19
Job title	20.3%	8	6.1%	*	46.2%	8	25.4%	18	32.9%	9	18.2%	18	22.4%	62
Parental status	0.0%	*	0.0%	*	0.0%	*	10.9%	8	0.0%	*	2.9%	*	3.7%	10
Religion	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	1.3%	*	2.5%	7
Political affiliation	7.5%	*	0.0%	*	64.4%	11	16.0%	11	32.9%	9	14.9%	15	17.7%	49
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	0.0%	*	2.0%	6
Socio-economic status	7.5%	*	0.0%	*	0.0%	*	12.1%	8	0.0%	*	9.0%	9	7.3%	20
Ethnic origin	0.0%	*	0.0%	*	10.5%	*	8.0%	6	0.0%	*	4.7%	5	4.4%	12
Veteran status	0.0%	*	0.0%	*	16.1%	*	8.0%	6	0.0%	*	0.0%	*	3.0%	8
Race or color	0.0%	*	0.0%	*	10.5%	*	9.9%	7	0.0%	*	9.0%	9	6.4%	18
Marital status	0.0%	*	0.0%	*	0.0%	*	12.1%	8	0.0%	*	1.3%	*	3.5%	10
Nationality/country of origin	7.5%	*	0.0%	*	47.6%	8	8.0%	6	0.0%	*	1.3%	*	6.5%	18
None/no response	79.7%	30	93.9%	25	16.1%	*	69.9%	49	57.2%	16	51.3%	51	62.1%	173

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.5%	*	0.0%	*	10.5%	*	8.1%	6	0.0%	*	7.0%	7	6.2%	17
Physical appearance	7.5%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	4.2%	4	5.9%	16
Physical disability	7.5%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	2.0%	6
Mental disability	7.5%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	4.2%	4	3.5%	10
Employment classification	22.6%	9	6.1%	*	47.6%	8	21.5%	15	0.0%	*	14.0%	14	17.0%	47
Gender identity	7.5%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	4.4%	12
Job title	22.6%	9	0.0%	*	46.2%	8	21.5%	15	0.0%	*	10.3%	10	15.0%	42
Parental status	0.0%	*	0.0%	*	0.0%	*	10.9%	8	0.0%	*	2.9%	*	3.7%	10
Religion	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	3.0%	*	2.1%	6
Political affiliation	0.0%	*	0.0%	*	64.4%	11	4.1%	*	0.0%	*	7.5%	7	7.8%	22
Sexual orientation	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	9
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	3.4%	3	3.2%	9
Ethnic origin	7.5%	*	0.0%	*	10.5%	*	4.1%	*	0.0%	*	1.3%	*	3.2%	9
Veteran status	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	1.0%	*
Race or color	7.5%	*	0.0%	*	10.5%	*	10.0%	7	0.0%	*	3.6%	4	5.5%	15
Marital status	7.5%	*	0.0%	*	0.0%	*	17.4%	12	0.0%	*	1.3%	*	5.9%	16
Nationality/country of origin	7.5%	*	0.0%	*	47.6%	8	4.1%	*	0.0%	*	1.3%	*	5.5%	15
None/no response	77.4%	29	93.9%	25	16.1%	*	65.8%	46	100.0%	28	76.0%	75	73.9%	206

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.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	37.1%	7	0.0%	*	0.0%	*	8.8%	9	5.5%	15
Bullying	7.5%	*	0.0%	*	16.1%	*	9.4%	7	0.0%	*	14.2%	14	9.5%	26
Bias	7.5%	*	0.0%	*	26.5%	5	9.8%	7	0.0%	*	24.4%	24	13.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	16.1%	*	0.0%	*	0.0%	*	8.6%	8	4.1%	11
None/no response	92.5%	35	100.0%	26	36.4%	6	80.8%	57	100.0%	28	71.1%	70	79.9%	222

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.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	2.8%	*	4.4%	12
Bullying	0.0%	*	0.0%	*	53.2%	9	17.4%	12	0.0%	*	10.8%	11	11.6%	32
Bias	15.1%	6	0.0%	*	63.6%	11	14.0%	10	0.0%	*	22.2%	22	17.5%	49
Physical assault	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	1.0%	*
Sexual misconduct	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	9
Verbal abuse	0.0%	*	0.0%	*	53.2%	9	17.4%	12	0.0%	*	5.4%	5	9.7%	27
None/no response	84.9%	32	100.0%	26	36.4%	6	76.7%	54	100.0%	28	70.0%	69	77.4%	216

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.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	7.5%	*	10.6%	*	53.2%	9	4.1%	*	0.0%	*	4.2%	4	7.9%	22
Bias	7.5%	*	0.0%	*	79.7%	14	10.0%	7	0.0%	*	9.4%	9	11.9%	33
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	9
Verbal abuse	7.5%	*	0.0%	*	53.2%	9	4.1%	*	0.0%	*	3.9%	4	6.8%	19
None/no response	92.5%	35	89.4%	23	20.3%	4	90.0%	63	100.0%	28	86.7%	86	85.7%	239

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

Statistical significance not tested.

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