

Employee Climate Survey 2021

Enrollment and Access

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*
Enrollment/Access	153	0	4	98	64.1%
Admissions	40	0	2	23	57.5%
Office of Financial Aid	41	0	0	27	65.9%
Registrar	45	0	2	33	73.3%
The Access Center	23	0	0	13	56.5%
Vice President for Enrollment and Access	4	0	0	2	50.0%

* 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	29%	26%	29%
	Woman	71%	72%	69%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	2%	2%
Racially minoritized status	Racially minoritized	38%	34%	37%
	Non-racially minoritized	62%	66%	63%
Employee type	Admin Professional	79%	76%	79%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	21%	24%	21%
	Other Salaried Employee	0%	0%	0%

Results are weighted by gender, racially minoritized status, and employee type.

Frequencies of Results

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

Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total(Pct Pop)
My department/unit promotes a work environment where all employees feel included	9.2%	13.7%	15.2%	46.5%	15.4%	100.0% 151
My department/unit treats all employees equitably	13.0%	23.1%	18.6%	33.1%	12.2%	100.0% 151
My department/unit is open and transparent in communication	12.1%	23.7%	20.9%	33.6%	9.8%	100.0% 149
My department/unit values employee input in major department/unit decisions	15.3%	23.1%	23.0%	31.1%	7.4%	100.0% 151
My department/unit promotes respect for cultural differences	7.3%	6.0%	10.3%	44.3%	32.0%	100.0% 150
My department/unit understands the value of diversity	2.0%	8.9%	12.2%	42.5%	34.4%	100.0% 151
My department/unit communicates the importance of valuing diversity	4.4%	1.6%	3.1%	46.9%	44.1%	100.0% 151
I feel valued as an employee	13.4%	14.4%	19.4%	33.7%	19.1%	100.0% 149
I feel a strong sense of belonging to CSU	9.7%	10.4%	32.5%	29.2%	18.2%	100.0% 151
I feel a strong sense of belonging to my division/college	13.6%	15.7%	31.0%	24.1%	15.6%	100.0% 151
I feel a strong sense of belonging to my department/unit	14.2%	9.4%	21.2%	28.3%	27.0%	100.0% 151
I would recommend CSU as a place of employment	2.0%	8.2%	24.0%	48.3%	17.4%	100.0% 151
I would recommend my department/unit as a place of employment	11.2%	10.3%	24.0%	32.5%	21.9%	100.0% 151

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?	85.0%	15.0%	100.0% 151

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	2.3%	7.1%	7.4%	42.1%	41.1%	100.0% 128
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	30.5%	38.6%	13.7%	10.4%	6.8%	100.0% 128
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.3%	22.2%	17.4%	47.2%	8.9%	100.0% 128

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	TotalL(Pct Pop)	
My department/unit is treated with respect by other units within my college/division	3.0%	12.0%	16.0%	53.7%	15.4%	100.0%	151
My college/division is treated with respect by CSU	1.0%	16.2%	22.6%	42.7%	17.6%	100.0%	151
The people I interact with treat each other with respect	0.0%	7.3%	7.3%	62.4%	23.1%	100.0%	151
There is respect for religious differences in my department/unit	7.2%	5.1%	33.0%	41.4%	13.3%	100.0%	151
There is respect for liberal perspectives in my department/unit	4.2%	3.0%	17.8%	41.5%	33.5%	100.0%	151
There is respect for conservative perspectives in my department/unit	14.4%	20.1%	33.7%	19.7%	12.1%	100.0%	151

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	TotalL(Pct Pop)	
Recognized within my department/unit	6.7%	26.6%	18.4%	25.9%	22.4%	100.0%	151
Resources in my department/unit	8.3%	25.3%	21.6%	28.8%	16.1%	100.0%	151
Professional development opportunities	10.3%	28.3%	33.8%	17.4%	10.1%	100.0%	151
Promoted in my department/unit	9.5%	15.1%	19.9%	28.2%	27.3%	100.0%	151
Hired in my department/unit	10.6%	22.4%	28.3%	23.3%	15.5%	100.0%	151

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	TotalL(Pct Pop)	
Leadership adequately addresses inappropriate behavior	6.5%	11.3%	45.9%	23.5%	12.7%	100.0%	146
Leadership holds employees accountable for inappropriate behavior	9.8%	13.7%	40.3%	23.4%	12.8%	100.0%	146
Leadership holds employees accountable for poor performance in the workplace	13.2%	16.9%	41.0%	22.6%	6.3%	100.0%	145
Leadership acts ethically and honestly in the workplace	5.4%	5.1%	30.2%	38.1%	21.2%	100.0%	148
Leadership addresses issues of inequity	7.5%	15.2%	38.3%	27.5%	11.5%	100.0%	146
Leadership holds all employees to the same standards	18.4%	17.5%	34.7%	19.8%	9.5%	100.0%	148

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	9.7%	11.2%	38.1%	26.9%	14.1%	100.0%	146
Leadership holds employees accountable for inappropriate behavior	10.8%	15.9%	29.7%	30.8%	12.9%	100.0%	146
Leadership holds employees accountable for poor performance in the workplace	15.1%	20.6%	28.4%	27.5%	8.4%	100.0%	146
Leadership acts ethically and honestly in the workplace	5.4%	5.1%	30.2%	38.1%	21.2%	100.0%	148
Leadership addresses issues of inequity	10.7%	20.3%	24.6%	34.9%	9.6%	100.0%	146
Leadership holds all employees to the same standards	21.1%	21.5%	25.6%	22.2%	9.7%	100.0%	148

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	2.1%	14.7%	30.8%	45.9%	6.6%	100.0%	148
Improves the campus climate for all employees	7.6%	16.3%	30.4%	39.2%	6.5%	100.0%	146
Retains diverse employees	10.3%	19.0%	42.6%	20.7%	7.3%	100.0%	146
Creates a supportive environment for employees from diverse backgrounds	5.5%	15.9%	38.3%	33.9%	6.3%	100.0%	146
Encourages discussions related to diversity	1.2%	7.4%	6.8%	62.2%	22.5%	100.0%	146
Provides employees with a positive work experience	2.2%	15.4%	30.9%	37.8%	13.7%	100.0%	148
Climate has become consistently more inclusive of all employees	3.1%	13.2%	32.9%	38.0%	12.7%	100.0%	146

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	0.0%	9.4%	26.5%	49.5%	14.6%	100.0%	148
Improves the campus climate for all employees	9.5%	14.5%	26.2%	40.8%	9.0%	100.0%	146
Retains diverse employees	7.6%	19.8%	31.8%	30.2%	10.6%	100.0%	146
Creates a supportive environment for employees from diverse backgrounds	5.5%	15.9%	38.3%	33.9%	6.3%	100.0%	146
Encourages discussions related to diversity	2.2%	3.1%	4.2%	56.8%	33.7%	100.0%	148
Provides employees with a positive work experience	6.3%	13.3%	27.0%	36.9%	16.5%	100.0%	148
Climate has become consistently more inclusive of all employees	3.2%	13.3%	30.9%	36.4%	16.2%	100.0%	146

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	TotalL(Pct Pop)
Communications are effective	2.9%	19.9%	25.1%	44.8%	7.3%	100.0% 148
Communications are timely	6.2%	9.3%	31.0%	43.6%	9.9%	100.0% 146
Communications are relevant	4.3%	8.9%	35.2%	43.4%	8.1%	100.0% 148
Communications are informative	1.0%	7.2%	34.1%	46.2%	11.5%	100.0% 147
Communications are motivating	7.7%	15.0%	43.2%	27.0%	7.1%	100.0% 147
Communications are honest	4.3%	12.9%	42.5%	30.6%	9.7%	100.0% 144
Communications are accessible	0.0%	5.3%	26.2%	57.9%	10.7%	100.0% 147

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	TotalL(Pct Pop)
Communications are effective	7.3%	24.7%	20.6%	40.6%	6.8%	100.0% 148
Communications are timely	5.3%	22.5%	28.3%	36.8%	7.1%	100.0% 146
Communications are relevant	4.2%	7.0%	34.5%	46.4%	7.8%	100.0% 148
Communications are informative	5.3%	14.8%	29.2%	43.2%	7.4%	100.0% 145
Communications are motivating	7.3%	19.3%	43.1%	22.6%	7.8%	100.0% 145
Communications are honest	9.9%	7.3%	36.7%	34.6%	11.5%	100.0% 144
Communications are accessible	4.2%	6.6%	29.3%	49.9%	9.9%	100.0% 147

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	TotalL(Pct Pop)
Communications are effective	7.5%	16.8%	16.0%	49.6%	10.1%	100.0% 146
Communications are timely	6.5%	21.8%	22.5%	39.2%	9.9%	100.0% 146
Communications are relevant	5.2%	1.7%	25.1%	54.8%	13.2%	100.0% 148
Communications are informative	6.7%	6.2%	23.3%	48.8%	15.0%	100.0% 142
Communications are motivating	7.6%	13.8%	45.2%	25.9%	7.6%	100.0% 145
Communications are honest	7.7%	6.1%	32.7%	40.9%	12.6%	100.0% 144
Communications are accessible	5.4%	7.5%	25.5%	51.9%	9.8%	100.0% 145

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	TotalL(Pct Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	42.1%	35.1%	22.8%	100.0% 148

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	2.8%	5.5%	6.5%	39.2%	46.1%	100.0%	113
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	4.1%	72.0%	15.5%	8.5%	100.0%	111
My service on committees	1.6%	6.5%	52.1%	27.7%	12.1%	100.0%	111
Annual review process	2.8%	8.1%	24.6%	43.3%	21.1%	100.0%	111
Input collection through anonymous surveys	4.5%	11.4%	40.7%	34.9%	8.5%	100.0%	111

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	4.3%	11.2%	53.6%	25.4%	5.6%	100.0%	113
My division/college	5.5%	12.2%	44.2%	29.3%	8.8%	100.0%	113
My department/unit	5.7%	10.7%	28.8%	39.3%	15.6%	100.0%	113

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	21.7%	33	10.3%	16	15.1%	23
Physical appearance	15.2%	23	11.1%	17	13.6%	21
Physical disability	18.5%	28	7.0%	11	11.1%	17
Mental disability	14.1%	21	8.8%	13	11.7%	18
Employment classification	34.1%	51	14.5%	22	18.5%	28
Gender identity	16.0%	24	7.2%	11	6.1%	9
Job title	26.0%	39	21.1%	32	23.8%	36
Parental status	10.7%	16	7.1%	11	10.3%	15
Religion	9.5%	14	6.4%	10	9.3%	14
Political affiliation	27.5%	41	23.6%	36	22.6%	34
Sexual orientation	14.9%	23	6.1%	9	6.1%	9
Socio-economic status	27.3%	41	13.3%	20	11.2%	17
Ethnic origin	18.5%	28	8.6%	13	9.8%	15
Veteran status	2.3%	3	1.0%	*	1.0%	*
Race or color	28.6%	43	11.6%	17	11.4%	17
Marital status	6.6%	10	4.4%	7	5.2%	8
Nationality/country of origin	16.1%	24	6.4%	10	6.1%	9
None/no response	38.0%	57	53.1%	80	50.1%	76

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	9.9%	15	3.2%	5	3.2%	5
Bullying	13.9%	21	9.8%	15	10.6%	16
Bias	32.8%	50	21.8%	33	25.8%	39
Physical assault	3.3%	5	0.0%	*	0.0%	*
Sexual misconduct	10.0%	15	0.0%	*	1.2%	*
Verbal abuse	9.9%	15	1.0%	*	8.6%	13
None/no response	64.3%	97	74.9%	113	70.9%	107

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	33.0%	48
Trans / Transgender	1.1%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.1%	3
Man	24.6%	36
Trans Man / Masculine	1.1%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	59.4%	86
Prefer not to disclose	7.4%	11
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	17.9%	24		42.8%	57		81.0%	107	
1	2.6%	3		21.1%	28		5.2%	7	
2	7.5%	10		4.7%	6		5.5%	7	
3	10.4%	14		4.6%	6		4.9%	6	
4	9.8%	13		6.3%	8		3.5%	5	
5	28.4%	38		12.9%	17		0.0%	*	
6 Very	23.4%	31		7.7%	10		0.0%	*	
Total	100.0%	133	3.70	100.0%	133	1.80	100.0%	133	.45

* 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	3.7%	5
Asian (can include Middle Eastern and North African)	5.3%	8
Black or African American (can include Middle Eastern and North African)	3.5%	5
Hispanic or Latinx	23.6%	34
Native Hawaiian or Other Pacific Islander	1.2%	*
White	63.2%	91
Prefer not to disclose	11.8%	17
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%	5
Caribbean	0.0%	*
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	0.0%	*
Unknown/not disclosed	100.0%	*

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	89.7%	29
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	5.5%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	10.8%	3

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)	18.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	18.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	64.0%	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)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 27: Hawaiian/Pacific Islander

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	100.0%	*
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?	10.1%	81.7%	8.2%	100.0% 142

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total(Pct Pop)
Do you identify in the LGBTQIA+ community?	11.1%	81.3%	1.2%	6.3%	100.0% 143

Table 30: Department/Unit

	Pct	Pop
Admissions	23.1%	35
Office of Financial Aid	28.5%	43
Registrar	32.0%	48
The Access Center	14.2%	21
Vice President for Enrollment and Access	2.2%	3
Total	100.0%	151

Table 31: Employee Type

	Pct	Pop
Admin Professional	79.0%	119
State Classified	21.0%	32
Total	100.0%	151

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 (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	69.8%	31	55.9%	86	26.9%	3	58.7%	120
My department/unit promotes a work environment where all employees feel included	86.4% B	36	56.8%	86	50.0%	3	65.1%	125
My department/unit treats all employees equitably	71.6% B	36	37.2%	86	50.0%	3	47.4%	125
My department/unit is open and transparent in communication	56.6%	34	40.3%	86	50.0%	3	45.1%	123
My department/unit values employee input in major department/unit decisions	52.4%	36	38.7%	86	0.0%	3	41.6%	125
My department/unit promotes respect for cultural differences	81.0%	34	77.2%	86	50.0%	3	77.6%	124
My department/unit understands the value of diversity	82.7%	36	75.5%	86	50.0%	3	76.9%	125
My department/unit communicates the importance of valuing diversity	91.7%	36	91.1%	86	100.0%	3	91.5%	125
I feel valued as an employee	57.0%	34	56.5%	86	0.0%	3	55.2%	123
I feel a strong sense of belonging to CSU	54.3%	36	44.5%	86	0.0%	3	46.2%	125
I feel a strong sense of belonging to my division/college	54.3%	36	40.0%	86	0.0%	3	43.1%	125
I feel a strong sense of belonging to my department/unit	73.4% C	36	54.0%	86	0.0%	3	58.2%	125
I would recommend CSU as a place of employment	77.3% C	36	63.5%	86	0.0%	3	65.9%	125
I would recommend my department/unit as a place of employment	77.1% B C	36	51.0%	86	0.0%	3	57.2%	125

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 (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	71.5%	26	92.6% A	80	100.0% ¹	3	86.8%	108
No, I did not have a review	28.5% B	10	7.4%	6	0.0% ¹	*	13.2%	17
Total	100.0%	36	100.0%	86	100.0%	3	100.0%	125

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

- This category is not used in comparisons because its column proportion is equal to zero or one.
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	78.2%	26	82.1%	80	66.7%	3	80.8%	108
I am satisfied with the effort my supervisor put into my most recent performance review	87.4%	26	80.9%	80	100.0%	3	83.0%	108
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	26	21.8% A	80	0.0%	3	16.0%	108
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	47.3%	26	65.5%	80	0.0%	3	59.3%	108

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 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	64.3%	36	64.9%	86	41.7%	3	64.2%	125
My department/unit is treated with respect by other units within my college/division	67.3%	36	71.8%	86	50.0%	3	70.0%	125
My college/division is treated with respect by CSU	57.2%	36	60.5%	86	50.0%	3	59.3%	125
The people I interact with treat each other with respect	95.7% C	36	87.0% C	86	0.0%	3	87.4%	125
There is respect for religious differences in my department/unit	59.0%	36	57.3%	86	50.0%	3	57.6%	125
There is respect for liberal perspectives in my department/unit	72.7%	36	76.3%	86	50.0%	3	74.7%	125
There is respect for conservative perspectives in my department/unit	33.8%	36	36.4%	86	50.0%	3	36.0%	125

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	26.7%	36	48.7% A	86	40.0%	3	42.2%	125
Recognized within my department/unit	28.0%	36	55.3% A	86	50.0%	3	47.4%	125
Resources in my department/unit	41.0%	36	49.1%	86	50.0%	3	46.8%	125
Professional development opportunities	13.6%	36	31.9%	86	0.0%	3	25.9%	125
Promoted in my department/unit	32.7%	36	62.4% A	86	50.0%	3	53.6%	125
Hired in my department/unit	18.0%	36	44.5% A	86	50.0%	3	37.1%	125

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	45.2%	36	37.1%	86	25.0%	3	39.1%	125
Leadership adequately addresses inappropriate behavior	39.6%	36	36.2%	86	50.0%	3	37.5%	125
Leadership holds employees accountable for inappropriate behavior	47.9%	36	34.6%	86	0.0%	3	37.6%	125
Leadership holds employees accountable for poor performance in the workplace	33.1%	36	25.9%	86	0.0%	3	27.4%	125
Leadership acts ethically and honestly in the workplace	72.0%	36	57.8%	86	50.0%	3	61.6%	125
Leadership addresses issues of inequity	38.8%	36	39.5%	86	50.0%	3	39.6%	125
Leadership holds all employees to the same standards	39.6%	36	28.6%	86	0.0%	3	31.1%	125

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	52.8%	36	43.8%	86	25.0%	3	45.9%	125
Leadership adequately addresses inappropriate behavior	58.7%	36	38.2%	86	50.0%	3	44.4%	125
Leadership holds employees accountable for inappropriate behavior	61.5%	36	43.5%	86	0.0%	3	47.6%	125
Leadership holds employees accountable for poor performance in the workplace	42.1%	36	38.2%	86	0.0%	3	38.4%	125
Leadership acts ethically and honestly in the workplace	72.0%	36	57.8%	86	50.0%	3	61.6%	125
Leadership addresses issues of inequity	43.1%	36	47.1%	86	50.0%	3	46.0%	125
Leadership holds all employees to the same standards	39.6%	36	33.0%	86	0.0%	3	34.0%	125

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		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	51.3%	34	50.9%	86	21.4%	3	50.3%	123
Recruits employees from a diverse set of backgrounds	53.6%	36	51.8%	86	50.0%	3	52.3%	125
Improves the campus climate for all employees	59.0%	36	44.4%	86	0.0%	3	47.5%	125
Retains diverse employees	20.2%	36	28.6%	86	0.0%	3	25.5%	125
Creates a supportive environment for employees from diverse backgrounds	48.9%	36	39.3%	86	0.0%	3	41.1%	125
Encourages discussions related to diversity	75.8%	34	87.0%	86	50.0%	3	83.0%	123
Provides employees with a positive work experience	54.3%	36	49.8%	86	50.0%	3	51.1%	125
Climate has become consistently more inclusive of all employees	48.1%	36	55.7%	86	0.0%	3	52.1%	125

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 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	70.8%	36	57.2%	85	21.4%	3	60.2%	123
	C							
Recruits employees from a diverse set of backgrounds	72.6%	36	60.4%	86	100.0%	3	64.9%	125
Improves the campus climate for all employees	72.6%	36	47.5%	86	0.0%	3	53.5%	125
	B C							
Retains diverse employees	49.3%	36	38.2%	86	0.0%	3	40.4%	125
Creates a supportive environment for employees from diverse backgrounds	48.9%	36	39.3%	86	0.0%	3	41.1%	125
Encourages discussions related to diversity	91.7%	36	92.5%	86	50.0%	3	91.2%	125
	C		C					
Provides employees with a positive work experience	68.3%	36	54.4%	86	0.0%	3	57.1%	125
Climate has become consistently more inclusive of all employees	72.6%	36	54.1%	86	0.0%	3	58.1%	125
	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 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		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	49.2%	34	53.6%	85	57.1%	3	52.5%	122
Communications are effective	50.5%	36	52.6%	86	50.0%	3	51.9%	125
Communications are timely	55.1%	36	53.8%	86	50.0%	3	54.1%	125
Communications are relevant	53.2%	36	55.7%	86	50.0%	3	54.9%	125
Communications are informative	56.1%	34	61.7%	86	100.0%	3	61.1%	124
Communications are motivating	20.6%	34	39.1%	86	50.0%	3	34.2%	124
Communications are honest	31.4%	34	44.7%	85	50.0%	3	41.1%	122
Communications are accessible	71.4%	34	70.3%	86	50.0%	3	70.1%	124

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 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	58.7%	34	45.7%	85	64.3%	3	49.8%	122
Communications are effective	49.7%	36	44.7%	86	100.0%	3	47.5%	125
Communications are timely	55.1%	36	39.3%	86	100.0%	3	45.3%	125
Communications are relevant	73.4%	36	50.3%	86	50.0%	3	56.9%	125
Communications are informative	62.0%	34	49.9%	86	50.0%	3	53.3%	124
Communications are motivating	30.6%	34	31.8%	86	50.0%	3	31.9%	124
Communications are honest	61.7%	34	44.1%	85	50.0%	3	49.2%	122
Communications are accessible	71.4%	34	57.3%	86	50.0%	3	61.0%	124

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 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.7%	28	53.9%	83	78.6%	3	57.0%	114
Communications are effective	72.2%	34	56.8%	86	100.0%	3	62.1%	123
Communications are timely	54.3%	36	48.6%	86	50.0%	3	50.2%	125
Communications are relevant	78.1%	36	64.9%	86	100.0%	3	69.5%	125
Communications are informative	75.0%	33	61.7%	84	100.0%	3	66.3%	120
Communications are motivating	37.7%	33	34.9%	86	50.0%	3	36.1%	122
Communications are honest	60.9%	34	51.5%	85	100.0%	3	55.4%	122
Communications are accessible	74.8%	32	59.3%	86	50.0%	3	63.2%	122

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 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	57.9%	21	41.3%	36	0.0% ¹	*	45.0%	56
Maybe, I can provide feedback in limited situations	18.3%	7	42.0% A	36	100.0% ¹	3	36.7%	46
No, I don't have an opportunity to provide feedback	23.8%	9	16.7%	14	0.0% ¹	*	18.3%	23
Total	100.0%	36	100.0%	86	100.0%	3	100.0%	125

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

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

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

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

Table 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	60.0%	27	50.6%	70	70.0%	3	53.8%	100
One on one conversations with my supervisor	100.0%	27	81.1%	72	100.0%	3	86.7%	102
My representation in shared governance (CPC, APC, or Faculty Council)	33.6%	27	20.5%	70	50.0%	3	25.0%	100
My service on committees	52.0%	27	36.3%	70	100.0%	3	42.5%	100
Annual review process	63.2%	27	66.7%	70	100.0%	3	66.7%	100
Input collection through anonymous surveys	51.0%	27	46.9%	70	0.0%	3	46.5%	100

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 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	54.7%	27	41.4%	72	16.7%	3	44.2%	102
CSU overall	32.6%	27	34.2%	72	0.0%	3	32.8%	102
My division/college	56.6%	27	36.3%	72	0.0%	3	40.6%	102
My department/unit	75.0%	27	53.6%	72	50.0%	3	59.2%	102

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	14.7%	5	28.4%	24	0.0%	*	23.8%	30
Physical appearance	20.2%	7	14.8%	13	50.0%	*	17.2%	21
Physical disability	19.4%	7	20.9%	18	50.0%	*	21.2%	26
Mental disability	24.5%	9	11.0%	9	50.0%	*	15.8%	20
Employment classification	23.7%	8	42.8%	37	50.0%	*	37.5%	47
Gender identity	28.4%	10	10.9%	9	100.0%	3	18.1%	23
Job title	29.5%	11	26.2%	23	50.0%	*	27.7%	35
Parental status	14.7%	5	9.1%	8	50.0%	*	11.8%	15
Religion	23.5%	8	3.4%	*	0.0%	*	9.1%	11
Political affiliation	47.6%	17	21.3%	18	0.0%	*	28.3%	35
Sexual orientation	32.0%	11	9.3%	8	50.0%	*	16.8%	21
Socio-economic status	33.0%	12	28.8%	25	50.0%	*	30.5%	38
Ethnic origin	23.7%	8	17.2%	15	50.0%	*	19.9%	25
Veteran status	5.4%	*	0.0%	*	0.0%	*	1.6%	*
Race or color	42.1%	15	29.1%	25	50.0%	*	33.4%	42
Marital status	5.4%	*	5.7%	5	50.0%	*	6.7%	8
Nationality/country of origin	19.1%	7	16.8%	14	50.0%	*	18.3%	23
None/no response	24.5%	9	36.9%	32	0.0%	*	32.4%	40

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	0.0%	*	14.6%	13	0.0%	*	10.0%	13
Physical appearance	10.1%	4	11.7%	10	50.0%	*	12.2%	15
Physical disability	4.7%	*	6.8%	6	50.0%	*	7.3%	9
Mental disability	14.4%	5	5.8%	5	50.0%	*	9.4%	12
Employment classification	4.3%	*	20.0%	17	0.0%	*	15.0%	19
Gender identity	9.3%	3	3.3%	*	100.0%	3	7.4%	9
Job title	14.4%	5	25.6%	22	50.0%	*	23.0%	29
Parental status	0.0%	*	8.9%	8	50.0%	*	7.3%	9
Religion	13.4%	5	2.0%	*	0.0%	*	5.2%	7
Political affiliation	23.5%	8	24.6%	21	0.0%	*	23.7%	30
Sexual orientation	17.3%	6	0.0%	*	50.0%	*	6.2%	8
Socio-economic status	18.3%	7	10.4%	9	50.0%	*	13.6%	17
Ethnic origin	9.3%	3	5.9%	5	50.0%	*	7.9%	10
Race or color	22.7%	8	7.3%	6	50.0%	*	12.8%	16
Marital status	0.0%	*	4.1%	4	50.0%	*	4.0%	5
Nationality/country of origin	9.3%	3	3.8%	3	50.0%	*	6.5%	8
None/no response	53.2%	19	47.8%	41	0.0%	*	48.2%	60

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	0.0%	*	19.3%	17	0.0%	*	13.3%	17
Physical appearance	4.7%	*	14.8%	13	50.0%	*	12.8%	16
Physical disability	9.3%	3	10.2%	9	50.0%	*	10.9%	14
Mental disability	9.0%	3	13.2%	11	50.0%	*	12.9%	16
Employment classification	4.3%	*	25.3%	22	0.0%	*	18.7%	23
Gender identity	4.7%	*	5.1%	4	50.0%	*	6.1%	8
Job title	9.8%	3	30.6%	26	50.0%	*	25.1%	31
Parental status	0.0%	*	12.6%	11	50.0%	*	9.9%	12
Religion	13.4%	5	5.4%	5	0.0%	*	7.6%	9
Political affiliation	23.5%	8	22.8%	20	0.0%	*	22.4%	28
Sexual orientation	17.3%	6	0.0%	*	50.0%	*	6.2%	8
Socio-economic status	9.3%	3	10.4%	9	50.0%	*	11.1%	14
Ethnic origin	9.3%	3	7.9%	7	50.0%	*	9.3%	12
Race or color	13.0%	5	9.3%	8	50.0%	*	11.4%	14
Marital status	0.0%	*	3.8%	3	50.0%	*	3.8%	5
Nationality/country of origin	9.3%	3	3.3%	*	50.0%	*	6.2%	8
None/no response	67.2%	24	38.6%	33	50.0%	*	47.0%	59

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	19.9%	7	5.6%	5	50.0%	*	10.7%	13
Bullying	28.4%	10	9.0%	8	50.0%	*	15.5%	19
Bias	42.1%	15	27.5%	24	50.0%	*	32.3%	40
Physical assault	5.4%	*	1.7%	*	50.0%	*	4.0%	5
Sexual misconduct	24.5%	9	3.8%	3	50.0%	*	10.8%	14
Verbal abuse	19.1%	7	7.6%	7	50.0%	*	11.9%	15
None/no response	53.2%	19	69.3%	60	50.0%	*	64.2%	80

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	0.0%	*	3.8%	3	0.0%	*	2.6%	3
Bullying	19.1%	7	7.5%	6	0.0%	*	10.6%	13
Bias	18.1%	6	19.9%	17	50.0%	*	20.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	4.3%	*	0.0%	*	0.0%	*	1.2%	*
None/no response	71.8%	26	78.3%	67	50.0%	*	75.8%	95

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%	*	2.0%	*	0.0%	*	1.4%	*
Bullying	10.1%	4	9.0%	8	50.0%	*	10.4%	13
Bias	13.7%	5	27.0%	23	50.0%	*	23.8%	30
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Verbal abuse	5.4%	*	7.5%	6	50.0%	*	7.9%	10
None/no response	80.8%	29	71.2%	61	0.0%	*	72.2%	90

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	55.2%	47	62.7%	75	59.8%	122
My department/unit promotes a work environment where all employees feel included	62.3%	47	67.3%	80	65.5%	126
My department/unit treats all employees equitably	40.6%	47	52.3%	80	48.0%	126
My department/unit is open and transparent in communication	43.9%	47	44.9%	78	44.5%	125
My department/unit values employee input in major department/unit decisions	28.5%	47	48.5%	80	41.1%	126
My department/unit promotes respect for cultural differences	69.8%	47	82.6%	79	77.8%	125
My department/unit understands the value of diversity	79.0%	47	78.1%	80	78.4%	126
My department/unit communicates the importance of valuing diversity	92.5%	47	91.1%	80	91.6%	126
I feel valued as an employee	51.9%	47	60.1%	78	57.0%	125
I feel a strong sense of belonging to CSU	43.9%	47	52.5%	80	49.3%	126
I feel a strong sense of belonging to my division/college	36.8%	47	46.0%	80	42.6%	126
I feel a strong sense of belonging to my department/unit	51.5%	47	64.9%	80	59.9%	126
I would recommend CSU as a place of employment	64.4%	47	73.2%	80	70.0%	126
I would recommend my department/unit as a place of employment	52.3%	47	62.8%	80	58.9%	126

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	77.9%	36	90.3%	72	85.7%	108
No, I did not have a review	22.1%	10	9.7%	8	14.3%	18
Total	100.0%	47	100.0%	80	100.0%	126

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^{a,b}

- 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	77.4%	36	83.2%	72	81.3%	108
I am satisfied with the effort my supervisor put into my most recent performance review	77.9%	36	89.8%	72	85.8%	108
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	12.4%	36	17.9%	72	16.0%	108
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	54.3%	36	59.7%	72	57.9%	108

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^{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 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	61.7%	47	67.9%	80	65.6%	126
My department/unit is treated with respect by other units within my college/division	65.7%	47	77.0%	80	72.8%	126
My college/division is treated with respect by CSU	57.7%	47	64.8%	80	62.2%	126
The people I interact with treat each other with respect	85.8%	47	92.4%	80	89.9%	126
There is respect for religious differences in my department/unit	56.0%	47	59.4%	80	58.1%	126
There is respect for liberal perspectives in my department/unit	72.3%	47	80.4%	80	77.4%	126
There is respect for conservative perspectives in my department/unit	32.6%	47	33.4%	80	33.1%	126

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	39.3%	47	39.5%	80	39.5%	126
Recognized within my department/unit	49.0%	47	41.6%	80	44.4%	126
Resources in my department/unit	41.5%	47	43.2%	80	42.6%	126
Professional development opportunities	21.0%	47	24.4%	80	23.2%	126
Promoted in my department/unit	51.5%	47	51.9%	80	51.8%	126
Hired in my department/unit	33.6%	47	36.5%	80	35.4%	126

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 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	29.6%	47	45.8% A	80	39.9%	126
Leadership adequately addresses inappropriate behavior	28.9%	47	43.8%	80	38.3%	126
Leadership holds employees accountable for inappropriate behavior	25.9%	47	45.6% A	80	38.3%	126
Leadership holds employees accountable for poor performance in the workplace	25.1%	47	30.1%	80	28.2%	126
Leadership acts ethically and honestly in the workplace	50.3%	47	69.0% A	80	62.1%	126
Leadership addresses issues of inequity	21.8%	47	49.2% A	80	39.1%	126
Leadership holds all employees to the same standards	25.9%	47	37.3%	80	33.1%	126

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	31.6%	47	51.1% A	80	43.9%	126
Leadership adequately addresses inappropriate behavior	30.9%	47	47.5%	80	41.4%	126
Leadership holds employees accountable for inappropriate behavior	26.7%	47	54.9% A	80	44.5%	126
Leadership holds employees accountable for poor performance in the workplace	22.6%	47	41.1% A	80	34.3%	126
Leadership acts ethically and honestly in the workplace	50.3%	47	69.0% A	80	62.1%	126
Leadership addresses issues of inequity	32.6%	47	51.0% A	80	44.2%	126
Leadership holds all employees to the same standards	26.7%	47	37.6%	80	33.6%	126

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 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	48.7%	47	54.2%	78	52.2%	125
Recruits employees from a diverse set of backgrounds	49.4%	47	56.8%	80	54.1%	126
Improves the campus climate for all employees	46.8%	47	48.9%	80	48.1%	126
Retains diverse employees	24.3%	47	29.6%	80	27.6%	126
Creates a supportive environment for employees from diverse backgrounds	36.0%	47	47.1%	80	43.0%	126
Encourages discussions related to diversity	81.6%	47	86.2%	78	84.5%	125
Provides employees with a positive work experience	57.7%	47	54.0%	80	55.4%	126
Climate has become consistently more inclusive of all employees	45.2%	47	57.1%	80	52.7%	126

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 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	52.9%	47	62.3%	78	58.8%	125
Recruits employees from a diverse set of backgrounds	54.0%	47	70.0%	80	64.1%	126
Improves the campus climate for all employees	47.3%	47	52.2%	80	50.4%	126
Retains diverse employees	39.8%	47	38.1%	80	38.7%	126
Creates a supportive environment for employees from diverse backgrounds	36.0%	47	47.1%	80	43.0%	126
Encourages discussions related to diversity	89.2%	47	90.6%	80	90.1%	126
Provides employees with a positive work experience	48.1%	47	63.1%	80	57.6%	126
Climate has become consistently more inclusive of all employees	48.1%	47	58.9%	80	54.9%	126

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 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	54.8%	45	52.6%	79	53.4%	124
Communications are effective	54.0%	47	53.6%	80	53.8%	126
Communications are timely	56.9%	47	55.3%	80	55.9%	126
Communications are relevant	55.3%	47	53.6%	80	54.2%	126
Communications are informative	64.0%	47	60.1%	79	61.6%	125
Communications are motivating	38.5%	47	33.0%	79	35.1%	125
Communications are honest	44.0%	45	40.6%	79	41.9%	124
Communications are accessible	75.3%	47	69.6%	79	71.7%	125

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 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	44.4%	44	52.3%	79	49.5%	122
Communications are effective	43.1%	47	53.0%	80	49.4%	126
Communications are timely	43.5%	47	45.5%	80	44.7%	126
Communications are relevant	51.0%	47	59.2%	80	56.2%	126
Communications are informative	51.0%	47	57.5%	79	55.1%	125
Communications are motivating	26.4%	45	35.1%	79	31.9%	124
Communications are honest	49.5%	45	48.1%	79	48.6%	124
Communications are accessible	51.8%	47	65.3%	79	60.3%	125

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	45.3%	41	62.9% A	75	56.6%	117
Communications are effective	51.5%	47	67.9%	80	61.8%	126
Communications are timely	44.3%	47	54.6%	80	50.9%	126
Communications are relevant	59.4%	47	76.0% A	80	69.9%	126
Communications are informative	50.4%	45	74.2% A	77	65.4%	122
Communications are motivating	29.7%	47	37.2%	77	34.4%	123
Communications are honest	49.1%	45	56.0%	79	53.5%	124
Communications are accessible	50.2%	45	69.4% A	79	62.4%	123

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	47.3%	22	42.8%	34	44.4%	56
Maybe, I can provide feedback in limited situations	34.7%	16	39.0%	31	37.4%	47
No, I don't have an opportunity to provide feedback	18.0%	8	18.2%	15	18.1%	23
Total	100.0%	47	100.0%	80	100.0%	126

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^{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 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	49.9%	38	55.3%	64	53.2%	102
One on one conversations with my supervisor	75.4%	38	91.3% A	65	85.4%	104
My representation in shared governance (CPC, APC, or Faculty Council)	28.0%	38	22.5%	64	24.6%	102
My service on committees	50.0%	38	34.6%	64	40.3%	102
Annual review process	57.1%	38	73.3%	64	67.2%	102
Input collection through anonymous surveys	38.8%	38	52.5%	64	47.3%	102

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 67: Feedback Valued

	Racially minoritized		Non-racially minoritized		Overall	
	(A) Pct	Pop	(B) Pct	Pop	Pct	Pop
When I give feedback it is valued by:						
FEEDBACK VALUED OVERALL	38.7%	38	44.8%	65	42.5%	104
CSU overall	31.6%	38	32.7%	65	32.3%	104
My division/college	31.6%	38	42.6%	65	38.5%	104
My department/unit	53.1%	38	59.0%	65	56.8%	104

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 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	36.8%	17	13.8%	11	22.3%	28
Physical appearance	26.7%	12	11.3%	9	17.0%	21
Physical disability	21.7%	10	20.5%	16	20.9%	26
Mental disability	22.9%	11	9.4%	8	14.4%	18
Employment classification	43.5%	20	31.4%	25	35.9%	45
Gender identity	18.0%	8	15.9%	13	16.7%	21
Job title	30.5%	14	23.6%	19	26.2%	33
Parental status	18.0%	8	9.8%	8	12.8%	16
Religion	15.4%	7	5.2%	4	8.9%	11
Political affiliation	30.9%	14	26.2%	21	27.9%	35
Sexual orientation	15.0%	7	17.5%	14	16.6%	21
Socio-economic status	33.0%	15	24.7%	20	27.7%	35
Ethnic origin	26.3%	12	11.9%	10	17.2%	22
Veteran status	7.5%	3	0.0%	*	2.8%	3
Race or color	36.4%	17	27.1%	22	30.5%	39
Marital status	18.0%	8	1.9%	*	7.8%	10
Nationality/country of origin	22.5%	10	15.5%	12	18.1%	23
None/no response	31.8%	15	38.0%	30	35.7%	45

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	20.5%	10	3.8%	*	9.9%	13
Physical appearance	22.5%	10	5.9%	5	12.0%	15
Physical disability	6.3%	*	9.6%	8	8.4%	11
Mental disability	15.0%	7	5.9%	5	9.2%	12
Employment classification	18.4%	9	10.9%	9	13.6%	17
Gender identity	6.3%	*	9.9%	8	8.6%	11
Job title	22.5%	10	19.0%	15	20.3%	26
Parental status	10.0%	5	7.6%	6	8.5%	11
Religion	11.2%	5	1.6%	*	5.2%	7
Political affiliation	19.2%	9	25.8%	21	23.4%	30
Sexual orientation	3.3%	*	7.7%	6	6.1%	8
Socio-economic status	7.1%	3	15.3%	12	12.3%	15
Ethnic origin	10.8%	5	6.1%	5	7.8%	10
Veteran status	3.3%	*	0.0%	*	1.2%	*
Race or color	11.2%	5	11.5%	9	11.4%	14
Marital status	10.8%	5	1.9%	*	5.2%	7
Nationality/country of origin	7.1%	3	8.0%	6	7.6%	10
None/no response	48.6%	23	52.8%	42	51.3%	65

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	24.3%	11	6.7%	5	13.2%	17
Physical appearance	18.4%	9	9.2%	7	12.6%	16
Physical disability	10.0%	5	13.2%	11	12.0%	15
Mental disability	21.3%	10	7.8%	6	12.8%	16
Employment classification	26.4%	12	13.8%	11	18.4%	23
Gender identity	7.1%	3	7.4%	6	7.3%	9
Job title	29.2%	14	18.4%	15	22.4%	28
Parental status	13.8%	6	9.4%	8	11.0%	14
Religion	15.0%	7	3.1%	*	7.5%	9
Political affiliation	22.9%	11	21.7%	17	22.1%	28
Sexual orientation	3.3%	*	7.7%	6	6.1%	8
Socio-economic status	7.1%	3	13.2%	11	10.9%	14
Ethnic origin	14.6%	7	6.1%	5	9.2%	12
Veteran status	3.3%	*	0.0%	*	1.2%	*
Race or color	10.8%	5	11.5%	9	11.2%	14
Marital status	7.1%	3	3.8%	3	5.0%	6
Nationality/country of origin	6.3%	*	8.0%	6	7.3%	9
None/no response	39.7%	18	56.2%	45	50.1%	63

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	15.4%	7	5.9%	5	9.4%	12
Bullying	15.0%	7	13.6%	11	14.1%	18
Bias	43.9%	20	24.9%	20	31.9%	40
Physical assault	4.2%	*	3.8%	3	3.9%	5
Sexual misconduct	15.4%	7	8.0%	6	10.7%	14
Verbal abuse	11.7%	5	8.0%	6	9.3%	12
None/no response	56.1%	26	71.6%	57	65.9%	83

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	7.1%	3	1.9%	*	3.8%	5
Bullying	18.0%	8	4.2%	3	9.2%	12
Bias	31.4%	15	15.1%	12	21.1%	27
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	64.4%	30	80.9%	65	74.8%	95

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	7.1%	3	0.0%	*	2.6%	3
Bullying	20.9%	10	4.0%	3	10.2%	13
Bias	41.9%	19	14.7%	12	24.7%	31
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	3.8%	*	0.0%	*	1.4%	*
Verbal abuse	18.0%	8	1.9%	*	7.8%	10
None/no response	54.0%	25	83.4%	67	72.6%	92

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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	57.8%	116	54.2%	30	57.0%	146
My department/unit promotes a work environment where all employees feel included	62.9%	119	58.2%	32	61.9%	151
My department/unit treats all employees equitably	44.0%	119	50.2%	32	45.3%	151
My department/unit is open and transparent in communication	42.9%	118	44.9%	32	43.3%	149
My department/unit values employee input in major department/unit decisions	40.4%	119	31.5%	32	38.5%	151
My department/unit promotes respect for cultural differences	78.5%	119	68.0%	30	76.3%	150
My department/unit understands the value of diversity	78.6%	119	70.1%	32	76.9%	151
My department/unit communicates the importance of valuing diversity	93.2%	119	82.5%	32	90.9%	151
I feel valued as an employee	53.9%	118	48.6%	32	52.8%	149
I feel a strong sense of belonging to CSU	50.0%	119	37.5%	32	47.4%	151
I feel a strong sense of belonging to my division/college	39.6%	119	40.0%	32	39.7%	151
I feel a strong sense of belonging to my department/unit	55.9%	119	52.9%	32	55.3%	151
I would recommend CSU as a place of employment	68.9%	119	53.6%	32	65.7%	151
I would recommend my department/unit as a place of employment	54.8%	119	52.7%	32	54.4%	151

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 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	84.5%	101	86.7%	28	85.0%	128
No, I did not have a review	15.5%	18	13.3%	4	15.0%	23
Total	100.0%	119	100.0%	32	100.0%	151

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^{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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	79.7%	101	80.0%	28	79.8%	128
I am satisfied with the effort my supervisor put into my most recent performance review	84.1%	101	80.2%	28	83.3%	128
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.8%	101	18.5%	28	17.1%	128
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	55.1%	101	59.7%	28	56.1%	128

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^{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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.3%	119	56.9%	32	62.7%	151
My department/unit is treated with respect by other units within my college/division	70.3%	119	64.4%	32	69.1%	151
My college/division is treated with respect by CSU	62.1%	119	53.3%	32	60.2%	151
The people I interact with treat each other with respect	86.6%	119	81.1%	32	85.5%	151
There is respect for religious differences in my department/unit	58.6%	119	40.6%	32	54.8%	151
There is respect for liberal perspectives in my department/unit	73.1%	119	82.2%	32	75.0%	151
There is respect for conservative perspectives in my department/unit	35.0%	119	19.8%	32	31.8%	151

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	43.2%	119	42.2%	32	43.0%	151
Recognized within my department/unit	50.6%	119	39.9%	32	48.3%	151
Resources in my department/unit	45.3%	119	42.8%	32	44.8%	151
Professional development opportunities	29.0%	119	22.1%	32	27.5%	151
Promoted in my department/unit	55.6%	119	55.3%	32	55.6%	151
Hired in my department/unit	35.6%	119	51.0%	32	38.8%	151

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 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	37.6%	113	41.7%	32	38.5%	145
Leadership adequately addresses inappropriate behavior	35.2%	115	40.0%	32	36.2%	146
Leadership holds employees accountable for inappropriate behavior	36.6%	115	35.0%	32	36.3%	146
Leadership holds employees accountable for poor performance in the workplace	27.2%	113	35.0%	32	28.9%	145
Leadership acts ethically and honestly in the workplace	59.7%	116	57.7%	32	59.3%	148
Leadership addresses issues of inequity	37.6%	115	44.3%	32	39.0%	146
Leadership holds all employees to the same standards	26.9%	116	38.3%	32	29.3%	148

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 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	44.1%	115	40.8%	32	43.3%	146
Leadership adequately addresses inappropriate behavior	42.6%	115	35.1%	32	41.0%	146
Leadership holds employees accountable for inappropriate behavior	46.3%	115	34.3%	32	43.7%	146
Leadership holds employees accountable for poor performance in the workplace	36.3%	115	34.3%	32	35.9%	146
Leadership acts ethically and honestly in the workplace	59.7%	116	57.7%	32	59.3%	148
Leadership addresses issues of inequity	44.6%	115	44.3%	32	44.5%	146
Leadership holds all employees to the same standards	32.3%	116	30.2%	32	31.9%	148

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	49.2%	113	54.8%	32	50.4%	145
Recruits employees from a diverse set of backgrounds	50.1%	116	61.0%	32	52.4%	148
Improves the campus climate for all employees	48.2%	115	37.0%	32	45.8%	146
Retains diverse employees	22.4%	115	48.6%	32	28.1%	146
			A			
Creates a supportive environment for employees from diverse backgrounds	38.3%	115	47.5%	32	40.3%	146
Encourages discussions related to diversity	84.1%	115	86.7%	32	84.6%	146
Provides employees with a positive work experience	53.1%	116	45.5%	32	51.5%	148
Climate has become consistently more inclusive of all employees	49.0%	115	57.3%	32	50.8%	146

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	58.7%	112	56.7%	32	58.3%	143
Recruits employees from a diverse set of backgrounds	62.6%	116	69.5%	32	64.1%	148
Improves the campus climate for all employees	51.3%	115	44.4%	32	49.8%	146
Retains diverse employees	38.5%	115	49.2%	32	40.8%	146
Creates a supportive environment for employees from diverse backgrounds	38.3%	115	47.5%	32	40.3%	146
Encourages discussions related to diversity	90.3%	116	91.0%	32	90.5%	148
Provides employees with a positive work experience	56.0%	116	43.7%	32	53.4%	148
Climate has become consistently more inclusive of all employees	54.1%	115	47.5%	32	52.7%	146

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	49.9%	115	57.7%	29	51.5%	144
Communications are effective	51.5%	116	54.7%	32	52.2%	148
Communications are timely	52.3%	115	57.9%	32	53.5%	146
Communications are relevant	48.6%	116	62.2%	32	51.5%	148
Communications are informative	57.1%	116	60.4%	30	57.8%	147
Communications are motivating	30.3%	116	48.7%	30	34.1%	147
Communications are honest	36.6%	115	55.0%	29	40.3%	144
Communications are accessible	69.6%	116	64.2%	30	68.5%	147

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	45.7%	113	55.2%	29	47.6%	142
Communications are effective	44.5%	116	57.8%	32	47.4%	148
Communications are timely	41.4%	115	52.9%	32	43.9%	146
Communications are relevant	54.6%	116	52.9%	32	54.2%	148
Communications are informative	48.4%	115	59.1%	30	50.6%	145
Communications are motivating	28.2%	115	38.4%	30	30.4%	145
Communications are honest	44.3%	115	53.1%	29	46.1%	144
Communications are accessible	61.2%	116	54.5%	30	59.8%	147

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 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	55.0%	106	55.1%	29	55.0%	135
Communications are effective	59.5%	115	60.3%	32	59.7%	146
Communications are timely	49.6%	115	47.5%	32	49.2%	146
Communications are relevant	72.3%	116	52.3%	32	68.0%	148
	B					
Communications are informative	65.3%	111	58.4%	30	63.8%	142
Communications are motivating	31.2%	115	42.3%	30	33.5%	145
Communications are honest	53.6%	115	53.1%	29	53.5%	144
Communications are accessible	63.5%	114	54.5%	30	61.6%	145

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 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.7%	51	36.3%	12	42.1%	62
Maybe, I can provide feedback in limited situations	35.5%	41	33.8%	11	35.1%	52
No, I don't have an opportunity to provide feedback	20.8%	24	29.9%	9	22.8%	34
Total	100.0%	116	100.0%	32	100.0%	148

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^{a,b}

- 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 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	52.0%	89	49.9%	22	51.6%	111
One on one conversations with my supervisor	89.2%	90	69.3%	22	85.3%	113
	B					
My representation in shared governance (CPC, APC, or Faculty Council)	24.4%	89	22.0%	22	23.9%	111
My service on committees	39.6%	89	40.4%	22	39.8%	111
Annual review process	63.6%	89	67.7%	22	64.4%	111
Input collection through anonymous surveys	41.7%	89	50.2%	22	43.4%	111

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 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	41.5%	90	40.7%	22	41.3%	113
CSU overall	30.6%	90	32.6%	22	31.0%	113
My division/college	39.5%	90	32.6%	22	38.1%	113
My department/unit	54.4%	90	57.1%	22	54.9%	113

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 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	21.1%	25	24.0%	8	21.7%	33
Physical appearance	18.3%	22	3.7%	*	15.2%	23
Physical disability	20.4%	24	11.7%	4	18.5%	28
Mental disability	16.9%	20	3.7%	*	14.1%	21
Employment classification	37.9%	45	19.8%	6	34.1%	51
Gender identity	17.8%	21	9.2%	*	16.0%	24
Job title	27.6%	33	19.7%	6	26.0%	39
Parental status	12.4%	15	4.3%	*	10.7%	16
Religion	8.7%	10	12.7%	4	9.5%	14
Political affiliation	30.4%	36	16.4%	5	27.5%	41
Sexual orientation	17.8%	21	4.1%	*	14.9%	23
Socio-economic status	30.1%	36	16.6%	5	27.3%	41
Ethnic origin	22.1%	26	4.9%	*	18.5%	28
Veteran status	2.9%	3	0.0%	*	2.3%	3
Race or color	32.8%	39	12.8%	4	28.6%	43
Marital status	7.1%	9	4.3%	*	6.6%	10
Nationality/country of origin	20.4%	24	0.0%	*	16.1%	24
None/no response	35.9%	43	46.0%	15	38.0%	57

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		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.5%	11	13.5%	4	10.3%	16
Physical appearance	14.0%	17	0.0%	*	11.1%	17
Physical disability	7.7%	9	4.3%	*	7.0%	11
Mental disability	11.1%	13	0.0%	*	8.8%	13
Employment classification	16.0%	19	8.6%	*	14.5%	22
Gender identity	6.6%	8	9.2%	*	7.2%	11
Job title	25.4%	30	4.9%	*	21.1%	32
Parental status	7.8%	9	4.3%	*	7.1%	11
Religion	5.7%	7	9.0%	*	6.4%	10
Political affiliation	26.6%	32	12.7%	4	23.6%	36
Sexual orientation	6.7%	8	4.1%	*	6.1%	9
Socio-economic status	14.6%	17	8.6%	*	13.3%	20
Ethnic origin	9.6%	11	4.9%	*	8.6%	13
Veteran status	1.3%	*	0.0%	*	1.0%	*
Race or color	13.6%	16	4.1%	*	11.6%	17
Marital status	5.5%	7	0.0%	*	4.4%	7
Nationality/country of origin	8.1%	10	0.0%	*	6.4%	10
None/no response	48.6%	58	70.1%	22	53.1%	80

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 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.3%	15	25.8%	8	15.1%	23
Physical appearance	14.9%	18	8.6%	*	13.6%	21
Physical disability	10.6%	13	12.9%	4	11.1%	17
Mental disability	13.7%	16	4.3%	*	11.7%	18
Employment classification	13.3%	16	38.1%	12	18.5%	28
Gender identity	6.7%	8	3.7%	*	6.1%	9
Job title	25.5%	30	17.7%	6	23.8%	36
Parental status	10.5%	13	9.2%	*	10.3%	15
Religion	7.1%	9	17.5%	6	9.3%	14
Political affiliation	23.0%	27	21.2%	7	22.6%	34
Sexual orientation	6.7%	8	4.1%	*	6.1%	9
Socio-economic status	11.9%	14	8.6%	*	11.2%	17
Ethnic origin	11.1%	13	4.9%	*	9.8%	15
Veteran status	1.3%	*	0.0%	*	1.0%	*
Race or color	13.4%	16	4.1%	*	11.4%	17
Marital status	5.3%	6	4.9%	*	5.2%	8
Nationality/country of origin	6.6%	8	4.3%	*	6.1%	9
None/no response	50.2%	60	49.8%	16	50.1%	76

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 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	12.5%	15	0.0%	*	9.9%	15
Bullying	16.6%	20	3.7%	*	13.9%	21
Bias	37.1%	44	16.5%	5	32.8%	50
Physical assault	4.2%	5	0.0%	*	3.3%	5
Sexual misconduct	12.6%	15	0.0%	*	10.0%	15
Verbal abuse	12.5%	15	0.0%	*	9.9%	15
None/no response	60.2%	72	79.8%	25	64.3%	97

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 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.0%	5	0.0%	*	3.2%	5
Bullying	11.2%	13	4.3%	*	9.8%	15
Bias	23.0%	27	17.1%	5	21.8%	33
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	1.3%	*	0.0%	*	1.0%	*
None/no response	72.7%	87	82.9%	26	74.9%	113

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 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.8%	3	4.9%	*	3.2%	5
Bullying	8.5%	10	18.4%	6	10.6%	16
Bias	24.6%	29	30.0%	10	25.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	1.5%	*	0.0%	*	1.2%	*
Verbal abuse	8.4%	10	9.2%	*	8.6%	13
None/no response	72.4%	86	65.2%	21	70.9%	107

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
Admissions	Admissions	23.1%
Ofc Fin Aid	Office of Financial Aid	28.5%
Other	The Access Center	14.2%
	Vice President for Enrollment and Access	2.2%
Registrar	Registrar	32.0%

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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	75.9% B C D	34	49.2%	41	48.7%	25	54.9%	47	57.0%	146
My department/unit promotes a work environment where all employees feel included	87.1% B D	35	49.4%	43	55.6%	25	58.2%	48	61.9%	151
My department/unit treats all employees equitably	65.8% B	35	30.1%	43	41.5%	25	45.8%	48	45.3%	151
My department/unit is open and transparent in communication	66.0% B	35	27.1%	41	41.5%	25	41.8%	48	43.3%	149
My department/unit values employee input in major department/unit decisions	61.5% B C	35	29.3%	43	27.5%	25	35.8%	48	38.5%	151
My department/unit promotes respect for cultural differences	86.1%	34	74.7%	43	61.1%	25	78.8%	48	76.3%	150
My department/unit understands the value of diversity	87.7%	35	78.5%	43	74.1%	25	69.1%	48	76.9%	151
My department/unit communicates the importance of valuing diversity	92.0%	35	92.6%	43	79.6%	25	94.5%	48	90.9%	151
I feel valued as an employee	65.9% C	35	52.5%	43	28.6%	25	56.0%	47	52.8%	149
I feel a strong sense of belonging to CSU	65.3%	35	42.0%	43	34.2%	25	46.1%	48	47.4%	151
I feel a strong sense of belonging to my division/college	65.2% B D	35	33.6%	43	35.8%	25	28.8%	48	39.7%	151
I feel a strong sense of belonging to my department/unit	64.5%	35	51.8%	43	49.9%	25	54.5%	48	55.3%	151
I would recommend CSU as a place of employment	82.9% C	35	63.4%	43	47.1%	25	64.8%	48	65.7%	151
I would recommend my department/unit as a place of employment	73.6% B	35	37.6%	43	56.1%	25	54.7%	48	54.4%	151

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 97: Performance Review in Last Year

Did you have a performance review in the last year?	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	8.0%	*	8.4%	4	52.9%	13	6.6%	3	15.0%	23
Yes, I had a review	92.0%	32	91.6%	39	47.1%	12	93.4%	45	85.0%	128
Total	100.0%	35	100.0%	43	100.0%	25	100.0%	48	100.0%	151

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 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	85.5%	32	73.8%	39	81.4%	12	80.5%	45	79.8%	128
I am satisfied with the effort my supervisor put into my most recent performance review	90.6%	32	74.7%	39	75.0%	12	87.6%	45	83.3%	128
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	4.7%	32	27.4%	39	11.8%	12	18.4%	45	17.1%	128
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.7%	32	46.9%	39	69.1%	12	54.0%	45	56.1%	128

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^{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 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	78.1%	35	60.6%	43	42.2%	25	64.1%	48	62.7%	151
My department/unit is treated with respect by other units within my college/division	91.4%	35	62.9%	43	28.6%	25	79.2%	48	69.1%	151
My college/division is treated with respect by CSU	88.0%	35	48.0%	43	20.8%	25	71.3%	48	60.2%	151
The people I interact with treat each other with respect	95.7%	35	92.8%	43	67.2%	25	80.9%	48	85.5%	151
There is respect for religious differences in my department/unit	70.0%	35	67.9%	43	35.3%	25	42.1%	48	54.8%	151
There is respect for liberal perspectives in my department/unit	87.0%	35	62.8%	43	73.8%	25	77.8%	48	75.0%	151
There is respect for conservative perspectives in my department/unit	36.5%	35	29.0%	43	27.5%	25	33.1%	48	31.8%	151

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 100: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	41.5%	35	53.0%	43	40.8%	25	36.3%	48	43.0%	151
Recognized within my department/unit	43.4%	35	62.2%	43	45.2%	25	41.3%	48	48.3%	151
Resources in my department/unit	47.4%	35	50.6%	43	45.2%	25	37.7%	48	44.8%	151
Professional development opportunities	22.1%	35	47.1%	43	18.8%	25	18.5%	48	27.5%	151
Promoted in my department/unit	60.5%	35	58.1%	43	57.6%	25	48.6%	48	55.6%	151
Hired in my department/unit	34.3%	35	47.0%	43	37.3%	25	35.6%	48	38.8%	151

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 101: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	51.0%	35	31.5%	42	37.3%	23	35.9%	45	38.5%	145
Leadership adequately addresses inappropriate behavior	43.2%	35	34.6%	42	37.7%	23	31.7%	47	36.2%	146
Leadership holds employees accountable for inappropriate behavior	48.6%	35	38.6%	42	29.3%	23	28.5%	47	36.3%	146
Leadership holds employees accountable for poor performance in the workplace	30.0%	35	26.3%	42	29.3%	23	30.2%	45	28.9%	145
Leadership acts ethically and honestly in the workplace	82.3%	35	53.0%	42	53.2%	23	51.0%	48	59.3%	148
Leadership addresses issues of inequity	61.6%	35	22.0%	42	36.5%	23	38.6%	47	39.0%	146
Leadership holds all employees to the same standards	40.2%	35	14.8%	42	37.7%	23	30.0%	48	29.3%	148

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 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	55.5%	35	30.4%	42	40.4%	23	47.2%	47	43.3%	146
Leadership adequately addresses inappropriate behavior	44.9%	35	31.3%	42	44.3%	23	45.0%	47	41.0%	146
Leadership holds employees accountable for inappropriate behavior	52.9%	35	38.6%	42	35.9%	23	45.3%	47	43.7%	146
Leadership holds employees accountable for poor performance in the workplace	38.6%	35	26.8%	42	35.9%	23	42.0%	47	35.9%	146
Leadership acts ethically and honestly in the workplace	82.3%	35	53.0%	42	53.2%	23	51.0%	48	59.3%	148
Leadership addresses issues of inequity	61.3%	35	26.0%	42	42.6%	23	49.4%	47	44.5%	146
Leadership holds all employees to the same standards	44.7%	35	14.8%	42	37.7%	23	34.5%	48	31.9%	148

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 103: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.6%	35	52.3%	42	27.0%	23	49.1%	45	50.4%	145
Recruits employees from a diverse set of backgrounds	71.4%	35	41.4%	42	51.1%	23	48.9%	48	52.4%	148
Improves the campus climate for all employees	67.0%	35	45.9%	42	23.9%	23	40.8%	47	45.8%	146
Retains diverse employees	32.8%	35	36.9%	42	6.6%	23	27.3%	47	28.1%	146
Creates a supportive environment for employees from diverse backgrounds	45.8%	35	53.5%	42	15.0%	23	36.9%	47	40.3%	146
Encourages discussions related to diversity	92.0%	35	88.1%	42	49.7%	23	93.5%	47	84.6%	146
Provides employees with a positive work experience	74.3%	35	54.4%	42	30.0%	23	42.8%	48	51.5%	148
Climate has become consistently more inclusive of all employees	75.7%	35	46.0%	42	12.6%	23	55.4%	47	50.8%	146

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 104: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	69.4%	35	51.8%	42	56.4%	23	56.6%	44	58.3%	143
Recruits employees from a diverse set of backgrounds	83.4%	35	41.5%	42	79.9%	23	62.1%	48	64.1%	148
	B				B					
Improves the campus climate for all employees	61.7%	35	42.2%	42	51.4%	23	46.9%	47	49.8%	146
Retains diverse employees	37.2%	35	48.6%	42	56.1%	23	28.9%	47	40.8%	146
Creates a supportive environment for employees from diverse backgrounds	45.8%	35	53.5%	42	15.0%	23	36.9%	47	40.3%	146
			C							
Encourages discussions related to diversity	87.7%	35	96.0%	42	71.6%	23	96.8%	48	90.5%	148
			C				C			
Provides employees with a positive work experience	78.6%	35	42.8%	42	44.8%	23	48.3%	48	53.4%	148
	B D									
Climate has become consistently more inclusive of all employees	79.1%	35	42.8%	42	37.7%	23	49.2%	47	52.7%	146
	B C D									

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 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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	73.5%	34	49.4%	42	43.0%	23	41.5%	45	51.5%	144
	B C D									
Communications are effective	75.2%	35	56.5%	42	37.6%	23	38.8%	48	52.2%	148
	C D									
Communications are timely	70.9%	35	57.7%	42	43.5%	23	41.8%	47	53.5%	146
Communications are relevant	74.3%	35	56.7%	42	35.2%	23	38.5%	48	51.5%	148
	C D									
Communications are informative	73.7%	34	56.9%	42	50.7%	23	50.9%	48	57.8%	147
Communications are motivating	64.5%	34	22.2%	42	33.5%	23	23.5%	48	34.1%	147
	B D									
Communications are honest	73.7%	34	26.2%	42	29.3%	23	34.2%	45	40.3%	144
	B C D									
Communications are accessible	73.3%	34	69.4%	42	71.1%	23	63.1%	48	68.5%	147

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 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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	67.5% B D	34	38.0% B D	40	51.3% B D	23	39.5% B D	45	47.6% B D	142
Communications are effective	75.2% B D	35	40.6% B D	42	53.2% B D	23	30.3% B D	48	47.4% B D	148
Communications are timely	53.0% B D	35	38.6% B D	42	53.2% B D	23	37.2% B D	47	43.9% B D	146
Communications are relevant	75.2% D	35	46.3% D	42	65.7% D	23	40.5% D	48	54.2% D	148
Communications are informative	72.9% B D	34	42.3% B D	42	52.4% B D	23	41.2% B D	47	50.6% B D	145
Communications are motivating	46.9% B D	34	23.3% B D	40	28.6% B D	23	25.7% B D	48	30.4% B D	145
Communications are honest	72.7% B D	34	30.9% B D	42	53.2% B D	23	36.8% B D	45	46.1% B D	144
Communications are accessible	68.8% B D	34	57.4% B D	42	52.7% B D	23	59.1% B D	48	59.8% B D	147

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 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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	70.0% B D	32	46.4% B D	40	43.2% B D	22	58.2% B D	42	55.0% B D	135
Communications are effective	74.3% B D	35	45.9% B D	42	49.3% B D	22	65.7% B D	48	59.7% B D	146
Communications are timely	58.4% B D	35	31.1% B D	42	37.7% B D	23	64.0% B D	47	49.2% B D	146
Communications are relevant	82.9% B D	35	69.9% B D	42	52.7% B D	23	63.0% B D	48	68.0% B D	148
Communications are informative	81.6% B D	34	54.0% B D	42	52.7% B D	23	65.4% B D	43	63.8% B D	142
Communications are motivating	45.8% B D	34	31.7% B D	40	22.1% B D	23	31.9% B D	48	33.5% B D	145
Communications are honest	81.6% B D	34	38.6% B D	42	51.4% B D	23	47.5% B D	45	53.5% B D	144
Communications are accessible	66.9% B D	32	57.7% B D	42	52.7% B D	23	65.9% B D	48	61.6% B D	145

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 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	44.8%	16	50.4%	21	20.9%	5	43.3%	21	42.1%	62
Maybe, I can provide feedback in limited situations	30.2%	11	38.5%	16	21.3%	5	42.3%	20	35.1%	52
No, I don't have an opportunity to provide feedback	25.0%	9	11.1%	5	57.8%	13	14.3%	7	22.8%	34
					B D					
Total	100.0%	35	100.0%	42	100.0%	23	100.0%	48	100.0%	148

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 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.5%	23	46.3%	37	52.2%	10	54.0%	41	51.6%	111
One on one conversations with my supervisor	93.9%	25	90.5%	37	68.1%	10	79.5%	41	85.3%	113
My representation in shared governance (CPC, APC, or Faculty Council)	21.4%	23	12.5%	37	54.6%	10	28.3%	41	23.9%	111
					B					
My service on committees	29.0%	23	35.7%	37	50.7%	10	46.8%	41	39.8%	111
Annual review process	73.9%	23	46.5%	37	36.7%	10	81.7%	41	64.4%	111
					B C					
Input collection through anonymous surveys	53.1%	23	46.5%	37	50.7%	10	33.5%	41	43.4%	111

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:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	50.3%	25	31.3%	37	41.5%	10	44.9%	41	41.3%	113
CSU overall	43.8%	25	25.4%	37	19.8%	10	31.0%	41	31.0%	113
My division/college	43.8%	25	29.9%	37	52.4%	10	38.6%	41	38.1%	113
My department/unit	63.3%	25	38.7%	37	52.4%	10	65.0%	41	54.9%	113

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 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	30.2%	13	46.7%	12	17.0%	8	21.7%	33
Physical appearance	4.3%	*	15.0%	6	35.7%	9	12.9%	6	15.2%	23
Physical disability	8.6%	*	18.1%	8	27.5%	7	21.6%	10	18.5%	28
Mental disability	4.3%	*	3.9%	*	34.8%	9	19.7%	10	14.1%	21
Employment classification	29.7%	10	23.1%	10	47.8%	12	39.9%	19	34.1%	51
Gender identity	4.3%	*	15.0%	6	33.7%	8	16.3%	8	16.0%	24
Job title	9.1%	3	26.1%	11	48.6%	12	26.4%	13	26.0%	39
Parental status	4.3%	*	18.7%	8	20.8%	5	3.2%	*	10.7%	16
Religion	3.7%	*	0.0%	*	41.1%	10	6.0%	*	9.5%	14
Political affiliation	16.6%	6	18.9%	8	68.9%	17	21.6%	10	27.5%	41
Sexual orientation	8.0%	*	15.3%	7	40.8%	10	6.3%	3	14.9%	23
Socio-economic status	13.4%	5	22.5%	10	47.0%	12	31.5%	15	27.3%	41
Ethnic origin	4.3%	*	22.9%	10	40.3%	10	13.6%	7	18.5%	28
Veteran status	0.0%	*	0.0%	*	14.1%	3	0.0%	*	2.3%	3
Race or color	20.6%	7	30.2%	13	48.6%	12	22.6%	11	28.6%	43
Marital status	0.0%	*	11.3%	5	14.1%	3	3.2%	*	6.6%	10
Nationality/country of origin	8.6%	*	11.4%	5	34.1%	8	16.6%	8	16.1%	24
None/no response	44.4%	15	51.4%	22	11.8%	*	34.9%	17	38.0%	57

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	18.4%	8	25.1%	6	3.1%	*	10.3%	16
Physical appearance	0.0%	*	15.6%	7	28.2%	7	6.3%	3	11.1%	17
Physical disability	4.3%	*	10.5%	5	6.2%	*	6.3%	3	7.0%	11
Mental disability	4.3%	*	3.9%	*	27.4%	7	6.8%	3	8.8%	13
Employment classification	12.9%	4	11.7%	5	25.7%	6	12.2%	6	14.5%	22
Gender identity	0.0%	*	7.0%	3	12.9%	3	9.5%	5	7.2%	11
Job title	22.0%	8	22.2%	10	33.6%	8	13.0%	6	21.1%	32
Parental status	8.6%	*	10.7%	5	6.2%	*	3.2%	*	7.1%	11
Religion	3.7%	*	0.0%	*	26.5%	7	3.6%	*	6.4%	10
Political affiliation	25.2%	9	13.9%	6	47.6%	12	18.9%	9	23.6%	36
Sexual orientation	3.7%	*	3.9%	*	19.2%	5	3.2%	*	6.1%	9
Socio-economic status	9.1%	3	14.4%	6	25.4%	6	9.2%	4	13.3%	20
Ethnic origin	0.0%	*	11.5%	5	26.2%	6	3.2%	*	8.6%	13
Veteran status	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
Race or color	8.0%	*	7.4%	3	34.1%	8	6.3%	3	11.6%	17
Marital status	0.0%	*	8.1%	4	6.2%	*	3.2%	*	4.4%	7
Nationality/country of origin	4.3%	*	3.9%	*	20.0%	5	3.2%	*	6.4%	10
None/no response	56.6%	20	48.3%	21	33.0%	8	65.1%	31	53.1%	80

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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	3.9%	*	11.2%	5	25.1%	6	21.5%	10	15.1%	23
Physical appearance	0.0%	*	15.1%	6	20.4%	5	18.6%	9	13.6%	21
Physical disability	4.3%	*	14.1%	6	20.0%	5	8.7%	4	11.1%	17
Mental disability	4.3%	*	11.4%	5	26.6%	7	9.6%	5	11.7%	18
Employment classification	20.2%	7	10.8%	5	31.3%	8	17.5%	8	18.5%	28
Gender identity	0.0%	*	3.9%	*	13.3%	3	8.7%	4	6.1%	9
Job title	12.9%	4	29.9%	13	39.1%	10	18.5%	9	23.8%	36
Parental status	8.6%	*	18.4%	8	6.2%	*	6.3%	3	10.3%	15
Religion	3.7%	*	3.6%	*	33.6%	8	6.0%	*	9.3%	14
Political affiliation	16.6%	6	17.5%	8	55.2%	14	14.8%	7	22.6%	34
Sexual orientation	3.7%	*	3.9%	*	19.2%	5	3.2%	*	6.1%	9
Socio-economic status	9.1%	3	10.5%	5	26.2%	6	5.6%	*	11.2%	17
Ethnic origin	0.0%	*	11.5%	5	26.2%	6	6.8%	3	9.8%	15
Veteran status	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
Race or color	8.0%	*	7.4%	3	20.0%	5	13.1%	6	11.4%	17
Marital status	0.0%	*	7.6%	3	6.2%	*	6.3%	3	5.2%	8
Nationality/country of origin	4.3%	*	3.9%	*	12.9%	3	6.0%	*	6.1%	9
None/no response	58.4%	20	49.2%	21	33.7%	8	53.4%	26	50.1%	76

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 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.6%	*	41.9%	10	6.3%	3	9.9%	15
Bullying	0.0%	*	15.4%	7	40.8%	10	8.7%	4	13.9%	21
Bias	12.3%	4	30.1%	13	74.2%	18	28.7%	14	32.8%	50
Physical assault	0.0%	*	0.0%	*	7.8%	*	6.3%	3	3.3%	5
Sexual misconduct	0.0%	*	3.9%	*	34.8%	9	9.9%	5	10.0%	15
Verbal abuse	0.0%	*	11.8%	5	14.1%	3	13.1%	6	9.9%	15
None/no response	87.7%	31	66.0%	28	25.8%	6	65.7%	32	64.3%	97

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 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	13.3%	3	3.1%	*	3.2%	5
Bullying	0.0%	*	3.6%	*	53.4%	13	0.0%	*	9.8%	15
Bias	12.3%	4	17.9%	8	52.2%	13	16.4%	8	21.8%	33
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	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
None/no response	87.7%	31	82.1%	35	33.2%	8	80.5%	39	74.9%	113

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 116: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	19.5%	5	0.0%	*	3.2%	5
Bullying	0.0%	*	3.6%	*	46.7%	12	6.0%	*	10.6%	16
Bias	8.0%	*	26.0%	11	52.2%	13	24.7%	12	25.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	7.1%	*	0.0%	*	1.2%	*
Verbal abuse	0.0%	*	3.6%	*	40.0%	10	3.2%	*	8.6%	13
None/no response	92.0%	32	70.4%	30	39.9%	10	72.1%	35	70.9%	107

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

Statistical significance not tested.

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