

Employee Climate Survey 2021

University Marketing and Communications

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*
University Marketing + Communications	58	0	3	30	51.7%
Marketing and Brand Management	13	0	1	8	61.5%
News and Media Relations	9	0	0	5	55.6%
University Marketing and Communications	28	0	2	12	42.9%
University Web Management	8	0	0	5	62.5%

* 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	44%	32%	38%
Woman	56%	59%	53%
Trans, nonbinary, nonconforming (T/NB/NC)	.	9%	9%
Racially minoritized status			
Racially minoritized	23%	17%	21%
Non-racially minoritized	77%	83%	79%
Employee type			
Admin Professional	81%	87%	78%
Contract, continuing, and adjunct (CCA)	0%	0%	0%
Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
State Classified	19%	13%	22%
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	8.8%	12.4%	19.2%	27.0%	32.7%	100.0% 57
My department/unit treats all employees equitably	12.1%	22.6%	16.5%	23.9%	24.8%	100.0% 57
My department/unit is open and transparent in communication	12.1%	14.6%	19.1%	23.7%	30.5%	100.0% 57
My department/unit values employee input in major department/unit decisions	8.8%	9.0%	28.0%	26.3%	27.9%	100.0% 57
My department/unit promotes respect for cultural differences	3.3%	8.8%	21.0%	33.9%	33.0%	100.0% 57
My department/unit understands the value of diversity	3.3%	22.4%	3.3%	30.1%	40.9%	100.0% 57
My department/unit communicates the importance of valuing diversity	3.3%	17.8%	27.7%	25.6%	25.5%	100.0% 57
I feel valued as an employee	13.6%	8.8%	21.3%	24.8%	31.6%	100.0% 57
I feel a strong sense of belonging to CSU	5.5%	14.7%	23.4%	27.0%	29.4%	100.0% 57
I feel a strong sense of belonging to my division/college	10.2%	16.1%	29.8%	23.9%	20.0%	100.0% 57
I feel a strong sense of belonging to my department/unit	13.6%	3.3%	26.8%	13.1%	43.3%	100.0% 57
I would recommend CSU as a place of employment	5.5%	10.2%	17.0%	36.1%	31.3%	100.0% 57
I would recommend my department/unit as a place of employment	8.8%	13.6%	24.6%	15.7%	37.3%	100.0% 57

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?	80.7%	19.3%	100.0% 57

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	4.1%	10.4%	8.3%	36.6%	40.6%	100.0% 46
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	30.5%	35.8%	8.3%	17.2%	8.3%	100.0% 46
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	0.0%	19.6%	17.7%	53.3%	9.4%	100.0% 46

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

Table 6: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit is treated with respect by other units within my college/division	5.5%	20.6%	26.1%	40.0%	7.9%	100.0% 57
My college/division is treated with respect by CSU	3.3%	8.8%	14.7%	63.1%	10.0%	100.0% 57
The people I interact with treat each other with respect	5.5%	18.4%	3.3%	54.9%	17.9%	100.0% 57
There is respect for religious differences in my department/unit	0.0%	10.2%	20.0%	38.6%	31.1%	100.0% 57
There is respect for liberal perspectives in my department/unit	0.0%	6.7%	21.0%	39.1%	33.3%	100.0% 57
There is respect for conservative perspectives in my department/unit	8.1%	12.4%	41.0%	21.5%	17.0%	100.0% 57

Table 7: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recognized within my department/unit	11.6%	33.1%	13.8%	24.0%	17.5%	100.0% 55
Resources in my department/unit	15.4%	31.6%	24.3%	16.2%	12.6%	100.0% 55
Professional development opportunities	18.8%	32.6%	25.5%	12.8%	10.3%	100.0% 55
Promoted in my department/unit	14.9%	24.1%	12.2%	29.1%	19.7%	100.0% 57
Hired in my department/unit	19.1%	25.6%	26.5%	9.1%	19.7%	100.0% 55

Table 8: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	8.8%	26.1%	43.0%	18.6%	3.6%	100.0% 57
Leadership holds employees accountable for inappropriate behavior	17.9%	22.4%	40.3%	15.8%	3.6%	100.0% 57
Leadership holds employees accountable for poor performance in the workplace	9.1%	22.3%	49.8%	15.1%	3.7%	100.0% 55
Leadership acts ethically and honestly in the workplace	8.8%	6.7%	23.1%	51.4%	10.0%	100.0% 57
Leadership addresses issues of inequity	9.1%	25.7%	27.4%	28.1%	9.7%	100.0% 55
Leadership holds all employees to the same standards	19.5%	13.2%	44.2%	19.4%	3.7%	100.0% 55

Table 9: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	5.5%	13.3%	33.9%	36.1%	11.2%	100.0% 57
Leadership holds employees accountable for inappropriate behavior	5.7%	13.8%	33.8%	38.6%	8.2%	100.0% 55
Leadership holds employees accountable for poor performance in the workplace	5.5%	14.3%	40.3%	34.2%	5.8%	100.0% 57
Leadership acts ethically and honestly in the workplace	8.8%	6.7%	23.1%	51.4%	10.0%	100.0% 57
Leadership addresses issues of inequity	8.8%	14.3%	25.8%	39.6%	11.5%	100.0% 57
Leadership holds all employees to the same standards	12.6%	11.6%	38.3%	19.5%	18.1%	100.0% 55

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	0.0%	7.1%	29.7%	52.2%	11.0%	100.0% 53
Improves the campus climate for all employees	2.3%	11.0%	18.1%	57.3%	11.3%	100.0% 53
Retains diverse employees	0.0%	20.4%	35.2%	36.9%	7.5%	100.0% 53
Creates a supportive environment for employees from diverse backgrounds	3.6%	9.4%	27.6%	40.9%	18.5%	100.0% 53
Encourages discussions related to diversity	0.0%	7.1%	10.7%	51.4%	30.7%	100.0% 53
Provides employees with a positive work experience	5.9%	12.5%	16.6%	42.0%	23.1%	100.0% 53
Climate has become consistently more inclusive of all employees	0.0%	8.7%	36.2%	30.6%	24.6%	100.0% 53

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	3.6%	13.0%	19.0%	54.7%	9.7%	100.0% 53
Improves the campus climate for all employees	5.9%	10.9%	16.6%	45.6%	21.0%	100.0% 53
Retains diverse employees	3.6%	14.5%	35.2%	21.8%	24.9%	100.0% 53
Creates a supportive environment for employees from diverse backgrounds	3.6%	9.4%	27.6%	40.9%	18.5%	100.0% 53
Encourages discussions related to diversity	9.4%	10.9%	26.1%	30.2%	23.3%	100.0% 53
Provides employees with a positive work experience	9.4%	7.4%	29.7%	26.7%	26.9%	100.0% 53
Climate has become consistently more inclusive of all employees	7.4%	11.4%	26.1%	31.0%	24.2%	100.0% 52

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	4.2%	16.8%	18.1%	54.3%	6.6%	100.0% 50
Communications are timely	0.0%	22.4%	10.4%	56.7%	10.5%	100.0% 50
Communications are relevant	0.0%	10.2%	24.7%	54.6%	10.5%	100.0% 50
Communications are informative	0.0%	2.5%	23.7%	63.4%	10.5%	100.0% 50
Communications are motivating	6.6%	18.2%	36.5%	32.0%	6.6%	100.0% 50
Communications are honest	6.6%	7.7%	18.1%	58.5%	9.1%	100.0% 50
Communications are accessible	2.5%	0.0%	49.9%	37.1%	10.5%	100.0% 50

Table 13: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	0.0%	18.2%	30.4%	44.8%	6.6%	100.0% 50
Communications are timely	4.2%	24.3%	9.3%	53.1%	9.1%	100.0% 50
Communications are relevant	0.0%	6.3%	15.7%	62.2%	15.8%	100.0% 50
Communications are informative	0.0%	2.5%	18.2%	67.8%	11.6%	100.0% 50
Communications are motivating	6.6%	17.0%	31.1%	38.6%	6.6%	100.0% 50
Communications are honest	10.5%	0.0%	27.8%	52.5%	9.1%	100.0% 50
Communications are accessible	0.0%	2.5%	44.4%	40.2%	13.0%	100.0% 50

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	3.9%	18.6%	25.6%	18.3%	33.6%	100.0% 48
Communications are timely	7.7%	23.4%	6.6%	30.8%	31.4%	100.0% 50
Communications are relevant	3.9%	7.9%	18.9%	32.8%	36.5%	100.0% 48
Communications are informative	3.8%	6.3%	19.8%	38.6%	31.4%	100.0% 50
Communications are motivating	10.2%	7.9%	44.2%	20.6%	17.1%	100.0% 50
Communications are honest	7.7%	7.9%	28.4%	25.9%	30.0%	100.0% 50
Communications are accessible	0.0%	5.5%	24.3%	50.7%	19.6%	100.0% 50

Table 15: Communicated Feedback

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	39.6%	40.0%	20.4%	100.0% 50

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	4.8%	10.0%	14.9%	27.2%	43.1%	100.0% 40
My representation in shared governance (CPC, APC, or Faculty Council)	4.8%	0.0%	82.0%	7.9%	5.3%	100.0% 40
My service on committees	4.8%	6.9%	46.9%	33.0%	8.4%	100.0% 40
Annual review process	9.7%	18.6%	14.5%	27.7%	29.5%	100.0% 40
Input collection through anonymous surveys	9.7%	22.2%	35.7%	21.0%	11.4%	100.0% 40

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	0.0%	24.9%	56.7%	10.1%	8.4%	100.0% 40
My division/college	9.7%	13.6%	39.7%	25.6%	11.4%	100.0% 40
My department/unit	9.7%	6.9%	16.3%	29.4%	37.8%	100.0% 40

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 my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.1%	7	20.0%	11	15.7%	9
Physical appearance	0.0%	*	4.7%	*	4.7%	*
Physical disability	5.5%	3	3.3%	*	8.8%	5
Mental disability	9.1%	5	7.0%	4	3.3%	*
Employment classification	16.4%	9	7.6%	4	12.1%	7
Gender identity	8.8%	5	5.5%	3	5.5%	3
Job title	12.4%	7	15.0%	9	13.6%	8
Parental status	3.3%	*	5.8%	3	5.8%	3
Religion	5.5%	3	6.9%	4	4.7%	*
Political affiliation	15.0%	9	10.2%	6	4.7%	*
Sexual orientation	5.5%	3	0.0%	*	0.0%	*
Socio-economic status	8.8%	5	3.3%	*	6.7%	4
Ethnic origin	10.0%	6	3.3%	*	3.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	12.1%	7	3.3%	*	3.3%	*
Marital status	0.0%	*	2.1%	*	2.1%	*
Nationality/country of origin	14.3%	8	3.3%	*	3.3%	*
None/no response	62.9%	36	70.9%	41	77.4%	44

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 my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	7.6%	4	3.3%	*	0.0%	*
Bullying	14.3%	8	12.4%	7	5.5%	3
Bias	17.9%	10	16.0%	9	17.8%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	10.0%	6	10.3%	6	5.5%	3
None/no response	72.4%	41	75.2%	43	82.2%	47

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	3.8%	*
Cisgender	16.8%	8
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	3.8%	*
Man	39.6%	20
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	45.0%	22
Prefer not to disclose	11.5%	6
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	29.2%	14		51.0%	24		93.3%	43	
1	4.5%	*		0.0%	*		0.0%	*	
2	8.6%	4		0.0%	*		0.0%	*	
3	2.6%	*		6.7%	3		4.1%	*	
4	14.9%	7		4.1%	*		0.0%	*	
5	12.0%	6		17.5%	8		2.6%	*	
6 Very	28.2%	13		20.6%	10		0.0%	*	
Total	100.0%	47	3.18	100.0%	47	2.48	100.0%	47	.25

* 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	5.5%	*
Asian (can include Middle Eastern and North African)	5.5%	*
Black or African American (can include Middle Eastern and North African)	0.0%	*
Hispanic or Latinx	13.2%	7
Native Hawaiian or Other Pacific Islander	0.0%	*
White	73.7%	37
Prefer not to disclose	11.5%	6
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	0.0%	*
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	0.0%	*

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	70.8%	5
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	29.2%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

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

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	100.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	0.0%	*
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	0.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	8.0%	84.3%	7.7%	100.0% 50

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	3.8%	88.5%	0.0%	7.7%	100.0% 50

Table 30: Department/Unit

	Pct	Pop
Marketing and Brand Management	34.6%	20
News and Media Relations	13.4%	8
University Marketing and Communications	35.9%	21
University Web Management	16.1%	9
Total	100.0%	57

Table 31: Employee Type

	Pct	Pop
Admin Professional	77.8%	45
State Classified	22.2%	13
Total	100.0%	57

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	73.0%	16	52.6%	22	46.2%	4	59.7%	42
My department/unit promotes a work environment where all employees feel included	69.7%	16	52.3%	22	50.0%	4	58.6%	42
My department/unit treats all employees equitably	69.7%	16	32.8%	22	50.0%	4	48.3%	42
My department/unit is open and transparent in communication	69.7%	16	46.8%	22	50.0%	4	55.7%	42
My department/unit values employee input in major department/unit decisions	69.7%	16	46.8%	22	50.0%	4	55.7%	42
My department/unit promotes respect for cultural differences	100.0%	16	49.2%	22	50.0%	4	68.4%	42
My department/unit understands the value of diversity	82.8%	16	80.5%	22	50.0%	4	78.6%	42
My department/unit communicates the importance of valuing diversity	82.8%	16	38.3%	22	50.0%	4	56.1%	42
I feel valued as an employee	69.7%	16	52.3%	22	50.0%	4	58.6%	42
I feel a strong sense of belonging to CSU	69.7%	16	69.6%	22	0.0%	4	63.3%	42
I feel a strong sense of belonging to my division/college	56.6%	16	38.3%	22	50.0%	4	46.2%	42
I feel a strong sense of belonging to my department/unit	69.7%	16	43.8%	22	50.0%	4	54.1%	42
I would recommend CSU as a place of employment	69.7%	16	80.5%	22	50.0%	4	73.7%	42
I would recommend my department/unit as a place of employment	69.7%	16	52.3%	22	50.0%	4	58.6%	42

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 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	69.7%	11	80.5%	18	100.0% ^a	4	78.2%	33
No, I did not have a review	30.3%	5	19.5%	4	0.0% ^a	*	21.8%	9
Total	100.0%	16	100.0%	22	100.0%	4	100.0%	42

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{b,c}

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

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

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

Table 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	79.2%	11	82.5%	18	83.3%	4	81.5%	33
I am satisfied with the effort my supervisor put into my most recent performance review	56.5%	11	100.0% A	18	100.0%	4	85.4%	33
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	43.5%	11	6.8%	18	50.0%	4	24.1%	33
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	81.2%	11	47.5%	18	50.0%	4	59.1%	33

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	67.5%	16	68.0%	22	66.7%	4	67.7%	42
My department/unit is treated with respect by other units within my college/division	43.4%	16	57.8%	22	50.0%	4	51.7%	42
My college/division is treated with respect by CSU	82.8%	16	94.5%	22	100.0%	4	90.6%	42
The people I interact with treat each other with respect	69.7%	16	86.0%	22	50.0%	4	76.6%	42
There is respect for religious differences in my department/unit	69.7%	16	78.1%	22	50.0%	4	72.4%	42
There is respect for liberal perspectives in my department/unit	86.9%	16	64.1%	22	100.0%	4	76.0%	42
There is respect for conservative perspectives in my department/unit	52.5%	16	27.3%	22	50.0%	4	38.9%	42

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 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	17.2%	16	34.1%	22	20.0%	4	26.4%	42
Recognized within my department/unit	17.2%	16	47.7%	22	50.0%	4	36.4%	42
Resources in my department/unit	17.2%	16	24.9%	22	0.0%	4	19.8%	42
Professional development opportunities	17.2%	16	10.9%	22	0.0%	4	12.3%	42
Promoted in my department/unit	17.2%	16	61.7% A	22	50.0%	4	43.9%	42
Hired in my department/unit	17.2%	16	24.9%	22	0.0%	4	19.8%	42

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 (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.4%	16	36.2%	22	16.7%	4	36.4%	42
Leadership adequately addresses inappropriate behavior	26.2%	16	38.3%	22	0.0%	4	30.3%	42
Leadership holds employees accountable for inappropriate behavior	39.4%	16	21.9%	22	0.0%	4	26.5%	42
Leadership holds employees accountable for poor performance in the workplace	26.2%	16	10.9%	22	50.0%	4	20.3%	42
Leadership acts ethically and honestly in the workplace	52.5%	16	86.0%	22	50.0%	4	70.1%	42
Leadership addresses issues of inequity	73.8%	16	32.8%	22	0.0%	4	45.3%	42
	B C							
Leadership holds all employees to the same standards	30.3%	16	27.3%	22	0.0%	4	26.0%	42

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 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	67.0%	16	38.3%	22	58.3%	4	50.9%	42
Leadership adequately addresses inappropriate behavior	65.6%	16	49.2%	22	50.0%	4	55.5%	42
Leadership holds employees accountable for inappropriate behavior	65.6%	16	43.8%	22	50.0%	4	52.6%	42
Leadership holds employees accountable for poor performance in the workplace	65.6%	16	21.9%	22	100.0%	4	45.5%	42
	B				B			
Leadership acts ethically and honestly in the workplace	52.5%	16	86.0%	22	50.0%	4	70.1%	42
Leadership addresses issues of inequity	82.8%	16	38.3%	22	50.0%	4	56.1%	42
	B							
Leadership holds all employees to the same standards	56.6%	16	27.3%	22	50.0%	4	40.4%	42

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 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	80.2%	16	61.1%	22	50.0%	4	67.3%	42
Recruits employees from a diverse set of backgrounds	100.0%	16	54.7%	22	50.0%	4	71.3%	42
	B							
Improves the campus climate for all employees	69.7%	16	80.5%	22	50.0%	4	73.7%	42
Retains diverse employees	82.8%	16	21.9%	22	50.0%	4	47.4%	42
	B							
Creates a supportive environment for employees from diverse backgrounds	82.8%	16	49.2%	22	50.0%	4	61.9%	42
Encourages discussions related to diversity	100.0%	16	91.5%	22	50.0%	4	90.9%	42
	C		C					
Provides employees with a positive work experience	69.7%	16	80.5%	22	50.0%	4	73.7%	42
Climate has become consistently more inclusive of all employees	56.6%	16	49.2%	22	50.0%	4	52.1%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	83.4%	16	46.7%	22	50.0%	4	60.8%	42
	B							
Recruits employees from a diverse set of backgrounds	100.0%	16	49.2%	22	50.0%	4	68.4%	42
	B							
Improves the campus climate for all employees	82.8%	16	75.1%	22	50.0%	4	75.7%	42
Retains diverse employees	82.8%	16	27.3%	22	50.0%	4	50.3%	42
	B							
Creates a supportive environment for employees from diverse backgrounds	82.8%	16	49.2%	22	50.0%	4	61.9%	42
Encourages discussions related to diversity	82.8%	16	43.8%	22	50.0%	4	59.0%	42
	B							
Provides employees with a positive work experience	82.8%	16	43.8%	22	50.0%	4	59.0%	42
	B							
Climate has become consistently more inclusive of all employees	69.7%	16	43.8%	22	50.0%	4	54.1%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.4%	16	68.7%	22	35.7%	4	60.7%	42
Communications are effective	56.6%	16	69.6%	22	0.0%	4	58.4%	42
			C					
Communications are timely	56.6%	16	75.1%	22	50.0%	4	65.8%	42
Communications are relevant	69.7%	16	69.6%	22	50.0%	4	67.8%	42
Communications are informative	69.7%	16	80.5%	22	50.0%	4	73.7%	42
Communications are motivating	26.2%	16	58.6%	22	0.0%	4	41.1%	42
Communications are honest	69.7%	16	75.1%	22	50.0%	4	70.8%	42
Communications are accessible	39.4%	16	52.3%	22	50.0%	4	47.2%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	60.9%	16	66.8%	22	50.0%	4	63.0%	42
Communications are effective	43.4%	16	49.2%	22	100.0%	4	51.7%	42
Communications are timely	69.7%	16	54.7%	22	50.0%	4	59.9%	42
Communications are relevant	86.9%	16	86.0%	22	50.0%	4	83.1%	42
Communications are informative	86.9%	16	80.5%	22	50.0%	4	80.1%	42
Communications are motivating	39.4%	16	64.1%	22	0.0%	4	49.0%	42
Communications are honest	43.4%	16	80.5%	22	50.0%	4	63.8%	42
Communications are accessible	56.6%	16	52.3%	22	50.0%	4	53.7%	42

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	65.9%	16	51.8%	20	85.7%	4	60.7%	40
Communications are effective	56.6%	16	40.5%	21	100.0%	4	52.3%	41
Communications are timely	69.7%	16	54.7%	22	100.0%	4	64.5%	42
Communications are relevant	69.7%	16	79.4%	21	50.0%	4	72.9%	41
Communications are informative	69.7%	16	80.5%	22	100.0%	4	78.2%	42
Communications are motivating	43.4%	16	27.3%	22	100.0%	4	40.0%	42
					B			
Communications are honest	69.7%	16	49.2%	22	50.0%	4	57.0%	42
Communications are accessible	82.8%	16	63.2%	22	100.0%	4	73.9%	42

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 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	26.2%	4	43.8%	10	50.0%	*	37.7%	16
Maybe, I can provide feedback in limited situations	73.8%	12	10.9%	*	50.0%	*	38.2%	16
No, I don't have an opportunity to provide feedback	0.0% ¹	*	45.3%	10	0.0% ¹	*	24.1%	10
Total	100.0%	16	100.0%	22	100.0%	4	100.0%	42

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	43.6%	16	54.0%	12	50.0%	4	48.4%	32
One on one conversations with my supervisor	69.7%	16	90.0%	12	100.0%	4	81.1%	32
My representation in shared governance (CPC, APC, or Faculty Council)	13.1%	16	10.0%	12	50.0%	4	16.3%	32
My service on committees	52.5%	16	50.0%	12	0.0%	4	45.2%	32
Annual review process	52.5%	16	70.0%	12	50.0%	4	58.9%	32
Input collection through anonymous surveys	30.3%	16	50.0%	12	50.0%	4	40.2%	32

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 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	40.7%	16	53.3%	12	33.3%	4	44.7%	32
CSU overall	26.2%	16	10.0%	12	0.0%	4	16.9%	32
My division/college	26.2%	16	70.0%	12	50.0%	4	45.9%	32
My department/unit	69.7%	16	80.0%	12	50.0%	4	71.3%	32

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	0.0%	*	24.9%	6	0.0%	*	13.3%	6
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Mental disability	13.1%	*	5.5%	*	0.0%	*	7.9%	3
Employment classification	0.0%	*	16.4%	4	50.0%	*	13.3%	6
Gender identity	0.0%	*	5.5%	*	50.0%	*	7.5%	3
Job title	13.1%	*	14.0%	3	0.0%	*	12.4%	5
Parental status	0.0%	*	8.5%	*	0.0%	*	4.5%	*
Religion	0.0%	*	14.0%	3	0.0%	*	7.5%	3
Political affiliation	34.4%	5	5.5%	*	0.0%	*	15.9%	7
Sexual orientation	0.0%	*	5.5%	*	50.0%	*	7.5%	3
Socio-economic status	0.0%	*	14.0%	3	0.0%	*	7.5%	3
Ethnic origin	0.0%	*	8.5%	*	50.0%	*	9.1%	4
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	14.0%	3	50.0%	*	12.0%	5
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	19.5%	4	50.0%	*	14.9%	6
None/no response	52.5%	8	64.1%	14	50.0%	*	58.5%	25

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	17.2%	*	21.9%	5	0.0%	*	18.1%	8
Physical appearance	17.2%	*	0.0%	*	0.0%	*	6.5%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	13.1%	*	0.0%	*	0.0%	*	4.9%	*
Employment classification	0.0%	*	10.9%	*	0.0%	*	5.8%	*
Gender identity	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Job title	30.3%	5	0.0%	*	0.0%	*	11.4%	5
Parental status	13.1%	*	5.5%	*	0.0%	*	7.9%	3
Religion	17.2%	*	5.5%	*	0.0%	*	9.4%	4
Political affiliation	17.2%	*	5.5%	*	0.0%	*	9.4%	4
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	69.7%	11	72.7%	16	100.0%	4	74.0%	31

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	17.2%	*	10.9%	*	0.0%	*	12.3%	5
Physical appearance	17.2%	*	0.0%	*	0.0%	*	6.5%	*
Physical disability	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Gender identity	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Job title	17.2%	*	5.5%	*	0.0%	*	9.4%	4
Parental status	13.1%	*	5.5%	*	0.0%	*	7.9%	3
Religion	17.2%	*	0.0%	*	0.0%	*	6.5%	*
Political affiliation	17.2%	*	0.0%	*	0.0%	*	6.5%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	69.7%	11	89.1%	20	100.0%	4	82.8%	35

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	0.0%	*	10.9%	*	50.0%	*	10.4%	4
Bullying	0.0%	*	19.5%	4	0.0%	*	10.4%	4
Bias	13.1%	*	19.5%	4	50.0%	*	19.9%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	8.5%	*	50.0%	*	9.1%	4
None/no response	86.9%	14	64.1%	14	50.0%	*	71.4%	30

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%	*	0.0%	*	50.0%	*	4.5%	*
Bullying	13.1%	*	5.5%	*	50.0%	*	12.4%	5
Bias	30.3%	5	10.9%	*	0.0%	*	17.2%	7
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	13.1%	*	0.0%	*	50.0%	*	9.5%	4
None/no response	69.7%	11	83.6%	19	50.0%	*	75.3%	32

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 52: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	5.5%	*	0.0%	*	2.9%	*
Bias	17.2%	*	16.4%	4	0.0%	*	15.2%	6
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	5.5%	*	0.0%	*	2.9%	*
None/no response	82.8%	13	83.6%	19	100.0%	4	84.8%	36

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	31.6%	9	67.3% A	35	59.8%	44
My department/unit promotes a work environment where all employees feel included	29.4%	9	63.2%	35	56.1%	44
My department/unit treats all employees equitably	29.4%	9	56.2%	35	50.5%	44
My department/unit is open and transparent in communication	29.4%	9	59.7%	35	53.3%	44
My department/unit values employee input in major department/unit decisions	29.4%	9	59.7%	35	53.3%	44
My department/unit promotes respect for cultural differences	58.8%	9	72.7%	35	69.8%	44
My department/unit understands the value of diversity	29.4%	9	92.9% A	35	79.5%	44
My department/unit communicates the importance of valuing diversity	29.4%	9	65.7%	35	58.0%	44
I feel valued as an employee	29.4%	9	63.2%	35	56.1%	44
I feel a strong sense of belonging to CSU	29.4%	9	74.4% A	35	64.9%	44
I feel a strong sense of belonging to my division/college	29.4%	9	53.7%	35	48.6%	44
I feel a strong sense of belonging to my department/unit	29.4%	9	63.2%	35	56.1%	44
I would recommend CSU as a place of employment	29.4%	9	87.0% A	35	74.8%	44
I would recommend my department/unit as a place of employment	29.4%	9	63.2%	35	56.1%	44

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	70.6%	7	87.0%	30	83.5%	37
No, I did not have a review	29.4%	*	13.0%	5	16.5%	7
Total	100.0%	9	100.0%	35	100.0%	44

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{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	76.4%	7	82.8%	30	81.7%	37
I am satisfied with the effort my supervisor put into my most recent performance review	29.2%	7	93.1% A	30	81.7%	37
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	100.0% B	7	10.9%	30	26.8%	37
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	100.0% B	7	55.4%	30	63.4%	37

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating ^{1,2,3}*

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

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

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

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	46.6%	9	70.5% A	35	65.5%	44
My department/unit is treated with respect by other units within my college/division	50.0%	9	43.7%	35	45.1%	44
My college/division is treated with respect by CSU	50.0%	9	91.0% A	35	82.3%	44
The people I interact with treat each other with respect	50.0%	9	85.0% A	35	77.6%	44
There is respect for religious differences in my department/unit	29.4%	9	79.9% A	35	69.2%	44
There is respect for liberal perspectives in my department/unit	79.4%	9	76.4%	35	77.0%	44
There is respect for conservative perspectives in my department/unit	20.6%	9	47.1%	35	41.5%	44

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 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	58.2% B	9	18.7%	35	27.0%	44
Recognized within my department/unit	70.6% B	9	30.8%	35	39.2%	44
Resources in my department/unit	50.0% B	9	10.6%	35	18.9%	44
Professional development opportunities	50.0% B	9	7.1%	35	16.1%	44
Promoted in my department/unit	70.6%	9	34.3%	35	42.0%	44
Hired in my department/unit	50.0% B	9	10.6%	35	18.9%	44

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	18.1%	9	42.9% A	35	37.7%	44
Leadership adequately addresses inappropriate behavior	0.0%	9	36.7% A	35	29.0%	44
Leadership holds employees accountable for inappropriate behavior	0.0%	9	32.1%	35	25.3%	44
Leadership holds employees accountable for poor performance in the workplace	20.6%	9	24.6%	35	23.7%	44
Leadership acts ethically and honestly in the workplace	0.0%	9	90.5% A	35	71.4%	44
Leadership addresses issues of inequity	58.8%	9	44.7%	35	47.6%	44
Leadership holds all employees to the same standards	29.4%	9	29.1%	35	29.2%	44

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	13.2%	9	63.7% A	35	53.0%	44
Leadership adequately addresses inappropriate behavior	0.0%	9	72.7% A	35	57.4%	44
Leadership holds employees accountable for inappropriate behavior	0.0%	9	69.2% A	35	54.6%	44
Leadership holds employees accountable for poor performance in the workplace	20.6%	9	55.1%	35	47.8%	44
Leadership acts ethically and honestly in the workplace	0.0%	9	90.5% A	35	71.4%	44
Leadership addresses issues of inequity	29.4%	9	65.7%	35	58.0%	44
Leadership holds all employees to the same standards	29.4%	9	46.6%	35	43.0%	44

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	40.7%	9	77.0% A	35	69.3%	44
Recruits employees from a diverse set of backgrounds	58.8%	9	76.3%	35	72.6%	44
Improves the campus climate for all employees	29.4%	9	87.0% A	35	74.8%	44
Retains diverse employees	29.4%	9	55.1%	35	49.7%	44
Creates a supportive environment for employees from diverse backgrounds	29.4%	9	72.7% A	35	63.6%	44
Encourages discussions related to diversity	58.8%	9	100.0% A	35	91.3%	44
Provides employees with a positive work experience	29.4%	9	87.0% A	35	74.8%	44
Climate has become consistently more inclusive of all employees	50.0%	9	60.8%	35	58.5%	44

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	33.6%	9	70.2%	35	62.5%	44
			A			
Recruits employees from a diverse set of backgrounds	58.8%	9	72.7%	35	69.8%	44
Improves the campus climate for all employees	29.4%	9	89.4%	35	76.8%	44
			A			
Retains diverse employees	29.4%	9	58.6%	35	52.5%	44
Creates a supportive environment for employees from diverse backgrounds	29.4%	9	72.7%	35	63.6%	44
			A			
Encourages discussions related to diversity	29.4%	9	69.2%	35	60.8%	44
			A			
Provides employees with a positive work experience	29.4%	9	69.2%	35	60.8%	44
			A			
Climate has become consistently more inclusive of all employees	29.4%	9	63.2%	35	56.1%	44

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 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	38.7%	9	67.9%	35	61.8%	44
			A			
Communications are effective	50.0%	9	68.4%	35	64.5%	44
Communications are timely	70.6%	9	66.4%	35	67.3%	44
Communications are relevant	50.0%	9	74.4%	35	69.2%	44
Communications are informative	50.0%	9	81.4%	35	74.8%	44
Communications are motivating	0.0%	9	49.8%	35	39.3%	44
			A			
Communications are honest	50.0%	9	77.9%	35	72.0%	44
Communications are accessible	0.0%	9	57.2%	35	45.2%	44
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	48.3%	9	68.2%	35	64.0%	44
Communications are effective	50.0%	9	54.8%	35	53.8%	44
Communications are timely	50.0%	9	64.8%	35	61.7%	44
Communications are relevant	79.4%	9	85.0%	35	83.8%	44
Communications are informative	79.4%	9	87.0%	35	85.4%	44
Communications are motivating	0.0%	9	59.4%	35	46.8%	44
			A			
Communications are honest	50.0%	9	69.5%	35	65.4%	44
Communications are accessible	29.4%	9	57.2%	35	51.4%	44

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 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	44.1%	9	67.0%	32	61.9%	41
Communications are effective	50.0%	9	55.7%	33	54.4%	43
Communications are timely	50.0%	9	70.3%	35	66.0%	44
Communications are relevant	29.4%	9	86.5%	33	74.1%	43
			A			
Communications are informative	50.0%	9	87.0%	35	79.2%	44
			A			
Communications are motivating	50.0%	9	40.6%	35	42.6%	44
Communications are honest	29.4%	9	66.7%	35	58.9%	44
			A			
Communications are accessible	50.0%	9	76.3%	35	70.7%	44

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	20.6%	*	45.7%	16	40.4%	18
Maybe, I can provide feedback in limited situations	79.4%	7	30.5%	11	40.8%	18
			B			
No, I don't have an opportunity to provide feedback	0.0% ¹	*	23.7%	8	18.7%	8
Total	100.0%	9	100.0%	35	100.0%	44

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 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	28.2%	9	52.8% A	26	46.4%	36
One on one conversations with my supervisor	70.6%	9	80.3%	26	77.8%	36
My representation in shared governance (CPC, APC, or Faculty Council)	20.6%	9	12.5%	26	14.6%	36
My service on committees	20.6%	9	54.6%	26	45.8%	36
Annual review process	0.0%	9	78.3% A	26	58.0%	36
Input collection through anonymous surveys	29.4%	9	38.2%	26	35.9%	36

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

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	9.8%	9	52.9% A	26	41.7%	36
CSU overall	0.0%	9	20.3%	26	15.1%	36
My division/college	0.0%	9	55.3% A	26	41.0%	36
My department/unit	29.4%	9	82.9% A	26	69.0%	36

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.6%	*	10.6%	4	12.7%	6
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	20.6%	*	3.5%	*	7.1%	3
Mental disability	20.6%	*	9.5%	3	11.9%	5
Employment classification	41.2%	4	10.6%	4	17.1%	7
Gender identity	41.2%	4	3.5%	*	11.5%	5
Job title	20.6%	*	9.5%	3	11.9%	5
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	3.5%	*	2.8%	*
Political affiliation	58.8%	5	3.5%	*	15.2%	7
Sexual orientation	20.6%	*	3.5%	*	7.1%	3
Socio-economic status	20.6%	*	3.5%	*	7.1%	3
Ethnic origin	41.2%	4	0.0%	*	8.7%	4
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	41.2%	4	3.5%	*	11.5%	5
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	41.2%	4	7.1%	*	14.3%	6
None/no response	0.0%	*	76.4%	26	60.3%	26

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

Statistical significance not tested.

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

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	50.0%	5	14.1%	5	21.7%	10
Physical appearance	29.4%	*	0.0%	*	6.2%	*
Physical disability	20.6%	*	0.0%	*	4.3%	*
Mental disability	20.6%	*	6.0%	*	9.1%	4
Employment classification	20.6%	*	7.1%	*	9.9%	4
Gender identity	20.6%	*	3.5%	*	7.1%	3
Job title	50.0%	5	6.0%	*	15.3%	7
Parental status	0.0%	*	9.5%	3	7.5%	3
Religion	29.4%	*	3.5%	*	9.0%	4
Political affiliation	29.4%	*	3.5%	*	9.0%	4
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	20.6%	*	0.0%	*	4.3%	*
Ethnic origin	20.6%	*	0.0%	*	4.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	20.6%	*	0.0%	*	4.3%	*
Marital status	0.0%	*	3.5%	*	2.8%	*
Nationality/country of origin	20.6%	*	0.0%	*	4.3%	*
None/no response	50.0%	5	76.4%	26	70.8%	31

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 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	50.0%	5	7.1%	*	16.1%	7
Physical appearance	29.4%	*	0.0%	*	6.2%	*
Physical disability	20.6%	*	3.5%	*	7.1%	3
Mental disability	20.6%	*	0.0%	*	4.3%	*
Employment classification	20.6%	*	3.5%	*	7.1%	3
Gender identity	20.6%	*	3.5%	*	7.1%	3
Job title	50.0%	5	3.5%	*	13.3%	6
Parental status	0.0%	*	9.5%	3	7.5%	3
Religion	29.4%	*	0.0%	*	6.2%	*
Political affiliation	29.4%	*	0.0%	*	6.2%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	20.6%	*	0.0%	*	4.3%	*
Ethnic origin	20.6%	*	0.0%	*	4.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	20.6%	*	0.0%	*	4.3%	*
Marital status	0.0%	*	3.5%	*	2.8%	*
Nationality/country of origin	20.6%	*	0.0%	*	4.3%	*
None/no response	50.0%	5	87.0%	30	79.2%	35

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

Statistical significance not tested.

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

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	20.6%	*	7.1%	*	9.9%	4
Bullying	20.6%	*	7.1%	*	9.9%	4
Bias	41.2%	4	13.0%	5	19.0%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	41.2%	4	0.0%	*	8.7%	4
None/no response	58.8%	5	76.4%	26	72.7%	32

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

Statistical significance not tested.

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

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	5.5%	*	4.3%	*
Bullying	0.0%	*	15.0%	5	11.9%	5
Bias	50.0%	5	13.0%	5	20.8%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	20.6%	*	11.5%	4	13.4%	6
None/no response	50.0%	5	77.9%	27	72.0%	32

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

Statistical significance not tested.

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

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	20.6%	*	3.5%	*	7.1%	3
Bias	50.0%	5	10.6%	4	18.9%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	20.6%	*	3.5%	*	7.1%	3
None/no response	50.0%	5	89.4%	31	81.1%	36

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		SC		Overall	
	(A) Pct	Pop	(B) Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	60.2%	45	45.0%	13	56.9%	57
My department/unit promotes a work environment where all employees feel included	63.9%	45	45.0%	13	59.7%	57
My department/unit treats all employees equitably	54.1%	45	30.0%	13	48.7%	57
My department/unit is open and transparent in communication	61.1%	45	30.0%	13	54.2%	57
	B					
My department/unit values employee input in major department/unit decisions	61.1%	45	30.0%	13	54.2%	57
	B					
My department/unit promotes respect for cultural differences	77.4%	45	30.0%	13	66.8%	57
	B					
My department/unit understands the value of diversity	71.3%	45	70.0%	13	71.0%	57
My department/unit communicates the importance of valuing diversity	61.5%	45	15.0%	13	51.2%	57
	B					
I feel valued as an employee	59.6%	45	45.0%	13	56.3%	57
I feel a strong sense of belonging to CSU	48.3%	45	85.0%	13	56.4%	57
			A			
I feel a strong sense of belonging to my division/college	47.9%	45	30.0%	13	43.9%	57
I feel a strong sense of belonging to my department/unit	59.6%	45	45.0%	13	56.3%	57
I would recommend CSU as a place of employment	58.0%	45	100.0%	13	67.4%	57
			A			
I would recommend my department/unit as a place of employment	59.6%	45	30.0%	13	53.0%	57

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro		SC		Overall	
	(A) Pct	Pop	(B) Pct	Pop	Pct	Pop
Yes, I had a review	79.5%	35	85.0%	11	80.7%	46
No, I did not have a review	20.5%	9	15.0%	*	19.3%	11
Total	100.0%	45	100.0%	13	100.0%	57

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{a,b}

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

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

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	80.4%	35	78.4%	11	80.0%	46
I am satisfied with the effort my supervisor put into my most recent performance review	70.3%	35	100.0% A	11	77.2%	46
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	33.2% B	35	0.0%	11	25.4%	46
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	71.0% B	35	35.3%	11	62.7%	46

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating^{1,2,3}*

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

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	61.9%	45	64.2%	13	62.4%	57
My department/unit is treated with respect by other units within my college/division	53.0%	45	30.0%	13	47.9%	57
My college/division is treated with respect by CSU	78.3%	45	55.0%	13	73.1%	57
The people I interact with treat each other with respect	65.1%	45	100.0% A	13	72.8%	57
There is respect for religious differences in my department/unit	65.4%	45	85.0%	13	69.8%	57
There is respect for liberal perspectives in my department/unit	68.8%	45	85.0%	13	72.4%	57
There is respect for conservative perspectives in my department/unit	40.9%	45	30.0%	13	38.5%	57

Percent "Agree" or "Strongly agree"

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

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

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.5%	45	43.5%	11	33.8%	55
Recognized within my department/unit	31.5%	45	82.4% A	11	41.4%	55
Resources in my department/unit	31.5%	45	17.6%	11	28.8%	55
Professional development opportunities	24.5%	45	17.6%	11	23.1%	55
Promoted in my department/unit	38.5%	45	85.0% A	13	48.8%	57
Hired in my department/unit	31.5%	45	17.6%	11	28.8%	55

Percent "Agree" or "Strongly agree"

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

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

Table 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	35.3%	45	10.8%	11	30.5%	55
Leadership adequately addresses inappropriate behavior	28.5%	45	0.0%	13	22.2%	57
Leadership holds employees accountable for inappropriate behavior	25.0%	45	0.0%	13	19.4%	57
Leadership holds employees accountable for poor performance in the workplace	23.4%	45	0.0%	11	18.8%	55
Leadership acts ethically and honestly in the workplace	59.0%	45	70.0%	13	61.4%	57
Leadership addresses issues of inequity	47.0%	45	0.0%	11	37.8%	55
Leadership holds all employees to the same standards	28.8%	45	0.0%	11	23.2%	55

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	57.3%	45	0.0%	11	46.1%	55
Leadership adequately addresses inappropriate behavior	60.9%	45	0.0%	13	47.3%	57
Leadership holds employees accountable for inappropriate behavior	58.1%	45	0.0%	11	46.8%	55
Leadership holds employees accountable for poor performance in the workplace	51.4%	45	0.0%	13	40.0%	57
Leadership acts ethically and honestly in the workplace	59.0%	45	70.0%	13	61.4%	57
Leadership addresses issues of inequity	61.5%	45	15.0%	13	51.2%	57
Leadership holds all employees to the same standards	46.7%	45	0.0%	11	37.6%	55

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 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	69.5%	43	35.3%	11	62.6%	53
	B					
Recruits employees from a diverse set of backgrounds	79.2%	43	0.0%	11	63.2%	53
	B					
Improves the campus climate for all employees	65.1%	43	82.4%	11	68.6%	53
Retains diverse employees	55.6%	43	0.0%	11	44.4%	53
	B					
Creates a supportive environment for employees from diverse backgrounds	74.5%	43	0.0%	11	59.4%	53
	B					
Encourages discussions related to diversity	82.1%	43	82.4%	11	82.1%	53
Provides employees with a positive work experience	65.1%	43	64.7%	11	65.0%	53
Climate has become consistently more inclusive of all employees	64.7%	43	17.6%	11	55.2%	53
	B					

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	64.6%	43	29.6%	9	58.5%	52
	B					
Recruits employees from a diverse set of backgrounds	76.4%	43	17.6%	11	64.5%	53
	B					
Improves the campus climate for all employees	62.6%	43	82.4%	11	66.6%	53
Retains diverse employees	58.5%	43	0.0%	11	46.7%	53
	B					
Creates a supportive environment for employees from diverse backgrounds	74.5%	43	0.0%	11	59.4%	53
	B					
Encourages discussions related to diversity	62.6%	43	17.6%	11	53.5%	53
	B					
Provides employees with a positive work experience	62.6%	43	17.6%	11	53.5%	53
	B					
Climate has become consistently more inclusive of all employees	62.2%	43	21.4%	9	55.2%	52
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.9%	43	85.7%	7	60.1%	50
Communications are effective	54.5%	43	100.0%	7	60.9%	50
Communications are timely	61.8%	43	100.0%	7	67.2%	50
Communications are relevant	59.4%	43	100.0%	7	65.1%	50
Communications are informative	69.6%	43	100.0%	7	73.9%	50
Communications are motivating	28.6%	43	100.0%	7	38.6%	50
Communications are honest	62.2%	43	100.0%	7	67.6%	50
Communications are accessible	55.5%	43	0.0%	7	47.6%	50

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 84: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	62.3%	43	57.1%	7	61.6%	50
Communications are effective	59.8%	43	0.0%	7	51.4%	50
Communications are timely	72.4%	43	0.0%	7	62.2%	50
Communications are relevant	74.4%	43	100.0%	7	78.0%	50
Communications are informative	76.0%	43	100.0%	7	79.4%	50
Communications are motivating	36.3%	43	100.0%	7	45.3%	50
Communications are honest	55.4%	43	100.0%	7	61.7%	50
Communications are accessible	61.8%	43	0.0%	7	53.1%	50

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	62.9%	40	28.6%	7	57.8%	47
Communications are effective	60.7%	41	0.0%	7	51.9%	48
Communications are timely	72.4%	43	0.0%	7	62.2%	50
Communications are relevant	64.1%	41	100.0%	7	69.3%	48
Communications are informative	65.1%	43	100.0%	7	70.0%	50
Communications are motivating	43.9%	43	0.0%	7	37.7%	50
Communications are honest	65.1%	43	0.0%	7	55.9%	50
Communications are accessible	81.8%	43	0.0%	7	70.3%	50

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	46.1%	20	0.0% ^a	*	39.6%	20
Maybe, I can provide feedback in limited situations	46.5%	20	0.0% ^a	*	40.0%	20
No, I don't have an opportunity to provide feedback	7.3%	3	100.0% ^a	7	20.4%	10
Total	100.0%	43	100.0%	7	100.0%	50

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{b,c}

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

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

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

Table 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	42.9%	40	.	*	42.9%	40
One on one conversations with my supervisor	70.3%	40	.	*	70.3%	40
My representation in shared governance (CPC, APC, or Faculty Council)	13.2%	40	.	*	13.2%	40
My service on committees	41.3%	40	.	*	41.3%	40
Annual review process	57.2%	40	.	*	57.2%	40
Input collection through anonymous surveys	32.5%	40	.	*	32.5%	40

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

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

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

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

Table 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	40.9%	40	.	*	40.9%	40
CSU overall	18.4%	40	.	*	18.4%	40
My division/college	37.0%	40	.	*	37.0%	40
My department/unit	67.2%	40	.	*	67.2%	40

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. * Values reported for items with n >= 3.^{a,b,c}*

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

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

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

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	16.8%	7	0.0%	*	13.1%	7
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	7.0%	3	0.0%	*	5.5%	3
Mental disability	11.7%	5	0.0%	*	9.1%	5
Employment classification	21.1%	9	0.0%	*	16.4%	9
Gender identity	11.3%	5	0.0%	*	8.8%	5
Job title	16.0%	7	0.0%	*	12.4%	7
Parental status	4.3%	*	0.0%	*	3.3%	*
Religion	7.0%	3	0.0%	*	5.5%	3
Political affiliation	19.2%	9	0.0%	*	15.0%	9
Sexual orientation	7.0%	3	0.0%	*	5.5%	3
Socio-economic status	11.3%	5	0.0%	*	8.8%	5
Ethnic origin	12.9%	6	0.0%	*	10.0%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	15.6%	7	0.0%	*	12.1%	7
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	18.3%	8	0.0%	*	14.3%	8
None/no response	52.3%	23	100.0%	13	62.9%	36

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	25.7%	11	0.0%	*	20.0%	11
Physical appearance	6.1%	*	0.0%	*	4.7%	*
Physical disability	4.3%	*	0.0%	*	3.3%	*
Mental disability	8.9%	4	0.0%	*	7.0%	4
Employment classification	9.8%	4	0.0%	*	7.6%	4
Gender identity	7.0%	3	0.0%	*	5.5%	3
Job title	19.3%	9	0.0%	*	15.0%	9
Parental status	7.4%	3	0.0%	*	5.8%	3
Religion	8.9%	4	0.0%	*	6.9%	4
Political affiliation	13.1%	6	0.0%	*	10.2%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	4.3%	*	0.0%	*	3.3%	*
Ethnic origin	4.3%	*	0.0%	*	3.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.3%	*	0.0%	*	3.3%	*
Marital status	2.7%	*	0.0%	*	2.1%	*
Nationality/country of origin	4.3%	*	0.0%	*	3.3%	*
None/no response	62.6%	28	100.0%	13	70.9%	41

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.2%	9	0.0%	*	15.7%	9
Physical appearance	6.1%	*	0.0%	*	4.7%	*
Physical disability	11.3%	5	0.0%	*	8.8%	5
Mental disability	4.3%	*	0.0%	*	3.3%	*
Employment classification	15.6%	7	0.0%	*	12.1%	7
Gender identity	7.0%	3	0.0%	*	5.5%	3
Job title	17.4%	8	0.0%	*	13.6%	8
Parental status	7.4%	3	0.0%	*	5.8%	3
Religion	6.1%	*	0.0%	*	4.7%	*
Political affiliation	6.1%	*	0.0%	*	4.7%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	8.6%	4	0.0%	*	6.7%	4
Ethnic origin	4.3%	*	0.0%	*	3.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.3%	*	0.0%	*	3.3%	*
Marital status	2.7%	*	0.0%	*	2.1%	*
Nationality/country of origin	4.3%	*	0.0%	*	3.3%	*
None/no response	70.9%	32	100.0%	13	77.4%	44

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.8%	4	0.0%	*	7.6%	4
Bullying	18.3%	8	0.0%	*	14.3%	8
Bias	23.0%	10	0.0%	*	17.9%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	12.9%	6	0.0%	*	10.0%	6
None/no response	64.5%	29	100.0%	13	72.4%	41

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	4.3%	*	0.0%	*	3.3%	*
Bullying	16.0%	7	0.0%	*	12.4%	7
Bias	20.5%	9	0.0%	*	16.0%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	13.2%	6	0.0%	*	10.3%	6
None/no response	68.1%	30	100.0%	13	75.2%	43

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	0.0%	*	0.0%	*	0.0%	*
Bullying	7.0%	3	0.0%	*	5.5%	3
Bias	22.9%	10	0.0%	*	17.8%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	7.0%	3	0.0%	*	5.5%	3
None/no response	77.1%	34	100.0%	13	82.2%	47

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
Mktg Brand	Marketing and Brand Management	34.6%
News Media Web	News and Media Relations	13.4%
	University Web Management	16.1%
Univ Mktg Comm	University Marketing and Communications	35.9%

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	24.3%	20	85.8%	17	64.5%	21	56.9%	57
			A		A			
My department/unit promotes a work environment where all employees feel included	19.2%	20	92.7%	17	71.6%	21	59.7%	57
			A		A			
My department/unit treats all employees equitably	9.6%	20	92.7%	17	50.4%	21	48.7%	57
			A C		A			
My department/unit is open and transparent in communication	9.6%	20	92.7%	17	65.6%	21	54.2%	57
			A		A			
My department/unit values employee input in major department/unit decisions	9.6%	20	81.4%	17	74.9%	21	54.2%	57
			A		A			
My department/unit promotes respect for cultural differences	29.7%	20	92.7%	17	81.4%	21	66.8%	57
			A		A			
My department/unit understands the value of diversity	45.7%	20	100.0%	17	71.6%	21	71.0%	57
			A					
My department/unit communicates the importance of valuing diversity	20.1%	20	92.7%	17	47.1%	21	51.2%	57
			A C					
I feel valued as an employee	19.2%	20	81.4%	17	71.6%	21	56.3%	57
			A		A			
I feel a strong sense of belonging to CSU	44.9%	20	70.1%	17	56.3%	21	56.4%	57
I feel a strong sense of belonging to my division/college	9.6%	20	74.2%	17	52.2%	21	43.9%	57
			A		A			
I feel a strong sense of belonging to my department/unit	19.2%	20	81.4%	17	71.6%	21	56.3%	57
			A		A			
I would recommend CSU as a place of employment	60.7%	20	81.4%	17	62.3%	21	67.4%	57
I would recommend my department/unit as a place of employment	19.2%	20	81.4%	17	62.3%	21	53.0%	57
			A		A			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 97: Performance Review in Last Year

Did you have a performance review in the last year?	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	10.5%	*	14.5%	*	31.8%	7	19.3%	11
Yes, I had a review	89.5%	18	85.5%	14	68.2%	14	80.7%	46
Total	100.0%	20	100.0%	17	100.0%	21	100.0%	57

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{a,b}

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

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

Table 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	76.1%	18	91.2%	14	73.3%	14	80.0%	46

Table 98: Performance Review

I am satisfied with the effort my supervisor put into my most recent performance review	78.5%	18	100.0% C	14	52.2%	14	77.2%	46
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	32.2%	18	0.0%	14	42.9% B	14	25.4%	46
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	49.9%	18	73.5%	14	67.8%	14	62.7%	46

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 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	54.6%	20	78.1%	17	57.1%	21	62.4%	57
My department/unit is treated with respect by other units within my college/division	35.0%	20	50.5%	17	58.1%	21	47.9%	57
My college/division is treated with respect by CSU	61.5%	20	81.4%	17	77.5%	21	73.1%	57
The people I interact with treat each other with respect	80.8%	20	81.4%	17	58.1%	21	72.8%	57
There is respect for religious differences in my department/unit	55.4%	20	92.7% A	17	64.8%	21	69.8%	57
There is respect for liberal perspectives in my department/unit	65.0%	20	92.7%	17	62.8%	21	72.4%	57
There is respect for conservative perspectives in my department/unit	29.7%	20	70.1% A C	17	21.2%	21	38.5%	57

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:	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	48.0%	18	17.1%	17	35.2%	21	33.8%	55
Recognized within my department/unit	77.8% B C	18	18.6%	17	28.4%	21	41.4%	55
Resources in my department/unit	28.1%	18	18.6%	17	37.7%	21	28.8%	55
Professional development opportunities	28.1%	18	11.3%	17	28.4%	21	23.1%	55
Promoted in my department/unit	79.9% B C	20	18.6%	17	43.7%	21	48.8%	57
Hired in my department/unit	28.1%	18	18.6%	17	37.7%	21	28.8%	55

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	22.5%	18	43.1%	17	27.1%	21	30.5%	55
Leadership adequately addresses inappropriate behavior	16.6%	20	26.8%	17	23.8%	21	22.2%	57
Leadership holds employees accountable for inappropriate behavior	10.5%	20	39.2%	17	11.9%	21	19.4%	57
Leadership holds employees accountable for poor performance in the workplace	22.2%	18	30.9%	17	5.9%	21	18.8%	55
Leadership acts ethically and honestly in the workplace	61.5%	20	80.4%	17	45.7%	21	61.4%	57
Leadership addresses issues of inequity	18.4%	18	50.5%	17	44.3%	21	37.8%	55
Leadership holds all employees to the same standards	6.8%	18	30.9%	17	31.0%	21	23.2%	55

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 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	12.6%	18	80.9%	17	46.8%	21	46.1%	55
Leadership adequately addresses inappropriate behavior	16.6%	20	81.4%	17	49.1%	21	47.3%	57
Leadership holds employees accountable for inappropriate behavior	11.6%	18	81.4%	17	49.1%	21	46.8%	55
Leadership holds employees accountable for poor performance in the workplace	20.1%	20	74.2%	17	31.2%	21	40.0%	57
Leadership acts ethically and honestly in the workplace	61.5%	20	80.4%	17	45.7%	21	61.4%	57
Leadership addresses issues of inequity	20.1%	20	81.4%	17	56.3%	21	51.2%	57
Leadership holds all employees to the same standards	0.0%	18	74.2%	17	40.3%	21	37.6%	55

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.9%	18	86.3% A C	15	55.5%	21	62.6%	53
Recruits employees from a diverse set of backgrounds	29.0%	18	100.0% A	15	66.2% A	21	63.2%	53
Improves the campus climate for all employees	78.7%	18	83.6%	15	48.9%	21	68.6%	53
Retains diverse employees	29.0%	18	75.4% A C	15	35.2%	21	44.4%	53
Creates a supportive environment for employees from diverse backgrounds	29.0%	18	83.6% A	15	68.2% A	21	59.4%	53
Encourages discussions related to diversity	78.7%	18	100.0%	15	72.2%	21	82.1%	53
Provides employees with a positive work experience	68.1%	18	83.6%	15	48.9%	21	65.0%	53
Climate has become consistently more inclusive of all employees	43.5%	18	77.9%	15	48.9%	21	55.2%	53

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	27.2%	18	86.3% A	15	66.4% A	19	58.5%	52
Recruits employees from a diverse set of backgrounds	29.0%	18	91.8% A	15	75.5% A	21	64.5%	53
Improves the campus climate for all employees	61.2%	18	91.8% C	15	53.0%	21	66.6%	53
Retains diverse employees	11.6%	18	83.6% A	15	50.4% A	21	46.7%	53
Creates a supportive environment for employees from diverse backgrounds	29.0%	18	83.6% A	15	68.2% A	21	59.4%	53
Encourages discussions related to diversity	22.2%	18	91.8% A C	15	53.0%	21	53.5%	53
Provides employees with a positive work experience	22.2%	18	91.8% A C	15	53.0%	21	53.5%	53
Climate has become consistently more inclusive of all employees	22.2%	18	69.7% A	15	75.2% A	19	55.2%	52

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	78.0%	16	60.3%	15	44.7%	19	60.1%	50
Communications are effective	88.1%	16	48.8%	15	47.3%	19	60.9%	50
Communications are timely	100.0%	16	44.2%	15	57.5%	19	67.2%	50
Communications are relevant	88.1%	16	70.8%	15	40.8%	19	65.1%	50
Communications are informative	88.1%	16	79.0%	15	57.5%	19	73.9%	50
Communications are motivating	76.2%	16	30.3%	15	13.1%	19	38.6%	50
Communications are honest	80.5%	16	70.8%	15	53.9%	19	67.6%	50
Communications are accessible	24.9%	16	77.9%	15	43.0%	19	47.6%	50

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	63.8%	16	66.1%	15	56.1%	19	61.6%	50
Communications are effective	44.4%	16	55.8%	15	53.9%	19	51.4%	50
Communications are timely	44.4%	16	79.0%	15	64.1%	19	62.2%	50
Communications are relevant	88.1%	16	79.0%	15	68.4%	19	78.0%	50
Communications are informative	88.1%	16	83.6%	15	68.4%	19	79.4%	50
Communications are motivating	76.2%	16	44.2%	15	19.6%	19	45.3%	50
Communications are honest	80.5%	16	51.2%	15	53.9%	19	61.7%	50
Communications are accessible	24.9%	16	69.7%	15	64.1%	19	53.1%	50

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.	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	26.4%	16	91.5%	14	60.2%	17	57.8%	47
Communications are effective	11.9%	16	A C 91.1%	14	A 57.5%	19	51.9%	48
Communications are timely	11.9%	16	A 100.0%	15	A 75.2%	19	62.2%	50
Communications are relevant	43.7%	16	A 91.8%	15	73.5%	17	69.3%	48
Communications are informative	55.6%	16	A 91.8%	15	65.0%	19	70.0%	50
Communications are motivating	11.9%	16	A C 77.9%	15	27.7%	19	37.7%	50
Communications are honest	13.0%	16	A 91.8%	15	A 64.1%	19	55.9%	50
Communications are accessible	36.8%	16	A 100.0%	15	A 75.2%	19	70.3%	50

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?	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	32.5%	5	51.2%	8	36.4%	7	39.6%	20
Maybe, I can provide feedback in limited situations	23.8%	4	48.8%	7	46.8%	9	40.0%	20
No, I don't have an opportunity to provide feedback	43.7%	7	0.0% ^a	*	16.8%	3	20.4%	10
Total	100.0%	16	100.0%	15	100.0%	19	100.0%	50

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{b,c}

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

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

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

Table 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	25.0%	9	50.6%	15	45.8%	16	42.9%	40
One on one conversations with my supervisor	55.8%	9	79.0%	15	70.2%	16	70.3%	40
My representation in shared governance (CPC, APC, or Faculty Council)	21.2%	9	13.9%	15	7.9%	16	13.2%	40
My service on committees	21.2%	9	49.9%	15	44.8%	16	41.3%	40
Annual review process	13.5%	9	83.6%	15	57.1%	16	57.2%	40
Input collection through anonymous surveys	13.5%	9	26.7%	15	49.0%	16	32.5%	40

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:	Mktg Brand (A)		News Media Web (B)		Univ Mktg Comm (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	7.1%	9	56.9%	15	45.1%	16	40.9%	40
			A		A			
CSU overall	21.2%	9	13.9%	15	21.2%	16	18.4%	40
My division/college	0.0%	9	65.1%	15	31.5%	16	37.0%	40
			A					
My department/unit	0.0%	9	91.8%	15	82.5%	16	67.2%	40
			A		A			

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 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	15.8%	3	0.0%	*	21.2%	4	13.1%	7
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical disability	9.6%	*	0.0%	*	5.9%	*	5.5%	3
Mental disability	9.6%	*	0.0%	*	16.0%	3	9.1%	5
Employment classification	19.2%	4	0.0%	*	27.1%	6	16.4%	9
Gender identity	19.2%	4	0.0%	*	5.9%	*	8.8%	5
Job title	9.6%	*	0.0%	*	25.3%	5	12.4%	7
Parental status	0.0%	*	0.0%	*	9.3%	*	3.3%	*
Religion	0.0%	*	0.0%	*	15.2%	3	5.5%	3
Political affiliation	0.0%	*	0.0%	*	41.7%	9	15.0%	9
Sexual orientation	9.6%	*	0.0%	*	5.9%	*	5.5%	3
Socio-economic status	9.6%	*	0.0%	*	15.2%	3	8.8%	5
Ethnic origin	19.2%	4	0.0%	*	9.3%	*	10.0%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	19.2%	4	0.0%	*	15.2%	3	12.1%	7
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	19.2%	4	0.0%	*	21.2%	4	14.3%	8
None/no response	74.6%	15	100.0%	17	21.2%	4	62.9%	36

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.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	25.4%	5	14.5%	*	19.2%	4	20.0%	11
Physical appearance	0.0%	*	0.0%	*	13.2%	*	4.7%	*
Physical disability	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Mental disability	9.6%	*	0.0%	*	10.1%	*	7.0%	4
Employment classification	15.8%	3	7.3%	*	0.0%	*	7.6%	4
Gender identity	9.6%	*	7.3%	*	0.0%	*	5.5%	3
Job title	9.6%	*	0.0%	*	32.6%	7	15.0%	9
Parental status	0.0%	*	7.3%	*	10.1%	*	5.8%	3
Religion	0.0%	*	7.3%	*	13.2%	*	6.9%	4
Political affiliation	0.0%	*	0.0%	*	28.4%	6	10.2%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Ethnic origin	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Marital status	0.0%	*	7.3%	*	0.0%	*	2.1%	*
Nationality/country of origin	9.6%	*	0.0%	*	0.0%	*	3.3%	*
None/no response	74.6%	15	78.2%	13	61.5%	13	70.9%	41

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.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	25.4%	5	7.3%	*	13.2%	*	15.7%	9
Physical appearance	0.0%	*	0.0%	*	13.2%	*	4.7%	*
Physical disability	25.4%	5	0.0%	*	0.0%	*	8.8%	5
Mental disability	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Employment classification	19.2%	4	7.3%	*	9.3%	*	12.1%	7
Gender identity	15.8%	3	0.0%	*	0.0%	*	5.5%	3
Job title	25.4%	5	0.0%	*	13.2%	*	13.6%	8
Parental status	0.0%	*	7.3%	*	10.1%	*	5.8%	3
Religion	0.0%	*	0.0%	*	13.2%	*	4.7%	*
Political affiliation	0.0%	*	0.0%	*	13.2%	*	4.7%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	19.2%	4	0.0%	*	0.0%	*	6.7%	4
Ethnic origin	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	9.6%	*	0.0%	*	0.0%	*	3.3%	*
Marital status	0.0%	*	7.3%	*	0.0%	*	2.1%	*
Nationality/country of origin	9.6%	*	0.0%	*	0.0%	*	3.3%	*
None/no response	74.6%	15	92.7%	16	67.4%	14	77.4%	44

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.6%	*	7.3%	*	5.9%	*	7.6%	4
Bullying	9.6%	*	7.3%	*	24.5%	5	14.3%	8
Bias	19.2%	4	0.0%	*	31.2%	6	17.9%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	19.2%	4	0.0%	*	9.3%	*	10.0%	6
None/no response	80.8%	16	85.5%	14	53.5%	11	72.4%	41

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	11.3%	*	0.0%	*	3.3%	*
Bullying	0.0%	*	18.6%	3	19.4%	4	12.4%	7
Bias	9.6%	*	7.3%	*	29.2%	6	16.0%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.6%	*	11.3%	*	10.1%	*	10.3%	6
None/no response	90.4%	18	74.2%	12	61.5%	13	75.2%	43

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 116: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	Mktg Brand		News Media Web		Univ Mktg Comm		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	15.8%	3	0.0%	*	0.0%	*	5.5%	3
Bias	25.4%	5	7.3%	*	19.2%	4	17.8%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.6%	*	0.0%	*	5.9%	*	5.5%	3
None/no response	74.6%	15	92.7%	16	80.8%	17	82.2%	47

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

Statistical significance not tested.

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