

# Employee Climate Survey 2021

## University Advancement

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 Advancement	140	0	12	88	62.9%

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

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	30%	29%	29%
	Woman	70%	68%	68%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	12%	11%	11%
	Non-racially minoritized	88%	89%	89%
Employee type	Admin Professional	100%	100%	100%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
	State Classified	0%	0%	0%
	Other Salaried Employee	0%	0%	0%

*Results are not weighted.*

## 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	2.3%	13.6%	6.8%	44.3%	33.0%	100.0%   138
My department/unit treats all employees equitably	3.4%	17.0%	17.0%	40.9%	21.6%	100.0%   138
My department/unit is open and transparent in communication	2.3%	6.8%	18.2%	42.0%	30.7%	100.0%   138
My department/unit values employee input in major department/unit decisions	8.0%	11.4%	12.5%	47.7%	20.5%	100.0%   138
My department/unit promotes respect for cultural differences	2.3%	3.4%	9.1%	50.0%	35.2%	100.0%   138
My department/unit understands the value of diversity	2.3%	3.4%	11.4%	38.6%	44.3%	100.0%   138
My department/unit communicates the importance of valuing diversity	1.1%	4.5%	13.6%	35.2%	45.5%	100.0%   138
I feel valued as an employee	5.7%	14.8%	9.1%	39.8%	30.7%	100.0%   138
I feel a strong sense of belonging to CSU	3.4%	10.3%	18.4%	41.4%	26.4%	100.0%   137
I feel a strong sense of belonging to my division/college	3.4%	19.5%	14.9%	33.3%	28.7%	100.0%   137
I feel a strong sense of belonging to my department/unit	4.5%	14.8%	5.7%	33.0%	42.0%	100.0%   138
I would recommend CSU as a place of employment	1.1%	3.4%	13.6%	48.9%	33.0%	100.0%   138
I would recommend my department/unit as a place of employment	2.3%	10.2%	8.0%	42.0%	37.5%	100.0%   138

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

	Yes, I had a review	No, I did not have a review	Total (Pct   Pop)
Did you have a performance review in the last year?	87.5%	12.5%	100.0%   138

**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	0.0%	8.0%	6.7%	34.7%	50.7%	100.0%   118
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	36.0%	40.0%	9.3%	12.0%	2.7%	100.0%   118
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	6.7%	14.7%	21.3%	42.7%	14.7%	100.0%   118

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

Employee Climate Survey 2021

**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	0.0%	14.0%	18.6%	47.7%	19.8%	100.0%   135
My college/division is treated with respect by CSU	1.2%	7.0%	16.3%	60.5%	15.1%	100.0%   135
The people I interact with treat each other with respect	0.0%	2.3%	7.0%	57.0%	33.7%	100.0%   135
There is respect for religious differences in my department/unit	1.2%	9.3%	20.9%	43.0%	25.6%	100.0%   135
There is respect for liberal perspectives in my department/unit	1.2%	2.3%	10.5%	44.2%	41.9%	100.0%   135
There is respect for conservative perspectives in my department/unit	16.3%	17.4%	15.1%	39.5%	11.6%	100.0%   135

**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	14.1%	31.8%	10.6%	29.4%	14.1%	100.0%   134
Resources in my department/unit	16.5%	34.1%	16.5%	24.7%	8.2%	100.0%   134
Professional development opportunities	22.4%	40.0%	17.6%	12.9%	7.1%	100.0%   134
Promoted in my department/unit	12.9%	32.9%	20.0%	14.1%	20.0%	100.0%   134
Hired in my department/unit	20.0%	38.8%	20.0%	11.8%	9.4%	100.0%   134

**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	2.3%	4.7%	26.7%	52.3%	14.0%	100.0%   135
Leadership holds employees accountable for inappropriate behavior	2.3%	8.1%	26.7%	47.7%	15.1%	100.0%   135
Leadership holds employees accountable for poor performance in the workplace	4.7%	14.0%	29.1%	39.5%	12.8%	100.0%   135
Leadership acts ethically and honestly in the workplace	3.5%	4.7%	20.0%	48.2%	23.5%	100.0%   134
Leadership addresses issues of inequity	3.5%	10.5%	30.2%	40.7%	15.1%	100.0%   135
Leadership holds all employees to the same standards	7.1%	25.9%	17.6%	37.6%	11.8%	100.0%   134

Employee Climate Survey 2021

**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	2.3%	4.7%	26.7%	52.3%	14.0%	100.0%	135
Leadership holds employees accountable for inappropriate behavior	2.3%	8.1%	26.7%	47.7%	15.1%	100.0%	135
Leadership holds employees accountable for poor performance in the workplace	4.7%	14.0%	29.1%	39.5%	12.8%	100.0%	135
Leadership acts ethically and honestly in the workplace	3.5%	4.7%	20.0%	48.2%	23.5%	100.0%	134
Leadership addresses issues of inequity	3.5%	10.5%	30.2%	40.7%	15.1%	100.0%	135
Leadership holds all employees to the same standards	7.1%	25.9%	17.6%	37.6%	11.8%	100.0%	134

**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	3.6%	6.0%	28.6%	45.2%	16.7%	100.0%	132
Improves the campus climate for all employees	4.8%	8.4%	20.5%	50.6%	15.7%	100.0%	130
Retains diverse employees	1.2%	12.0%	45.8%	33.7%	7.2%	100.0%	130
Creates a supportive environment for employees from diverse backgrounds	1.2%	8.3%	27.4%	51.2%	11.9%	100.0%	132
Encourages discussions related to diversity	0.0%	2.4%	3.6%	47.6%	46.4%	100.0%	132
Provides employees with a positive work experience	2.4%	4.8%	25.0%	50.0%	17.9%	100.0%	132
Climate has become consistently more inclusive of all employees	2.4%	9.5%	21.4%	41.7%	25.0%	100.0%	132

**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	2.4%	12.0%	30.1%	37.3%	18.1%	100.0%	130
Improves the campus climate for all employees	2.4%	10.8%	16.9%	44.6%	25.3%	100.0%	130
Retains diverse employees	3.6%	14.5%	43.4%	30.1%	8.4%	100.0%	130
Creates a supportive environment for employees from diverse backgrounds	1.2%	8.3%	27.4%	51.2%	11.9%	100.0%	132
Encourages discussions related to diversity	0.0%	6.0%	2.4%	34.5%	57.1%	100.0%	132
Provides employees with a positive work experience	3.6%	8.3%	13.1%	48.8%	26.2%	100.0%	132
Climate has become consistently more inclusive of all employees	3.6%	9.6%	16.9%	43.4%	26.5%	100.0%	130

**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	4.8%	10.7%	19.0%	56.0%	9.5%	100.0%	132
Communications are timely	1.2%	8.3%	20.2%	57.1%	13.1%	100.0%	132
Communications are relevant	3.6%	10.7%	21.4%	53.6%	10.7%	100.0%	132
Communications are informative	1.2%	8.3%	16.7%	60.7%	13.1%	100.0%	132
Communications are motivating	6.0%	14.3%	39.3%	31.0%	9.5%	100.0%	132
Communications are honest	0.0%	10.7%	25.0%	51.2%	13.1%	100.0%	132
Communications are accessible	1.2%	1.2%	14.3%	63.1%	20.2%	100.0%	132

**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	1.2%	4.8%	7.1%	56.0%	31.0%	100.0%	132
Communications are timely	0.0%	4.8%	8.4%	61.4%	25.3%	100.0%	130
Communications are relevant	0.0%	3.6%	17.9%	54.8%	23.8%	100.0%	132
Communications are informative	0.0%	4.8%	15.5%	56.0%	23.8%	100.0%	132
Communications are motivating	2.4%	9.5%	33.3%	34.5%	20.2%	100.0%	132
Communications are honest	1.2%	8.3%	22.6%	46.4%	21.4%	100.0%	132
Communications are accessible	1.2%	1.2%	15.5%	57.1%	25.0%	100.0%	132

**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	1.2%	4.8%	7.1%	56.0%	31.0%	100.0%	132
Communications are timely	0.0%	4.8%	8.4%	61.4%	25.3%	100.0%	130
Communications are relevant	0.0%	3.6%	17.9%	54.8%	23.8%	100.0%	132
Communications are informative	0.0%	4.8%	15.5%	56.0%	23.8%	100.0%	132
Communications are motivating	2.4%	9.5%	33.3%	34.5%	20.2%	100.0%	132
Communications are honest	1.2%	8.3%	22.6%	46.4%	21.4%	100.0%	132
Communications are accessible	1.2%	1.2%	15.5%	57.1%	25.0%	100.0%	132

**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?	43.4%	47.0%	9.6%	100.0%	130

Employee Climate Survey 2021

**Table 16: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
One on one conversations with my supervisor	0.0%	9.5%	12.2%	27.0%	51.4%	100.0%   116
My representation in shared governance (CPC, APC, or Faculty Council)	2.7%	4.1%	79.5%	8.2%	5.5%	100.0%   115
My service on committees	2.7%	4.1%	45.2%	35.6%	12.3%	100.0%   115
Annual review process	2.7%	6.8%	25.7%	40.5%	24.3%	100.0%   116
Input collection through anonymous surveys	4.1%	2.7%	32.4%	40.5%	20.3%	100.0%   116

*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	2.7%	12.2%	50.0%	21.6%	13.5%	100.0%   116
My division/college	4.1%	10.8%	20.3%	41.9%	23.0%	100.0%   116
My department/unit	4.1%	10.8%	20.3%	41.9%	23.0%	100.0%   116

*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	11.4%	16	12.5%	17	12.5%	17
Physical appearance	2.3%	3	10.2%	14	10.2%	14
Physical disability	4.5%	6	4.5%	6	4.5%	6
Mental disability	3.4%	5	4.5%	6	4.5%	6
Employment classification	15.9%	22	11.4%	16	11.4%	16
Gender identity	9.1%	13	4.5%	6	4.5%	6
Job title	19.3%	27	21.6%	30	21.6%	30
Parental status	3.4%	5	4.5%	6	4.5%	6
Religion	10.2%	14	6.8%	9	6.8%	9
Political affiliation	27.3%	38	18.2%	25	18.2%	25
Sexual orientation	3.4%	5	2.3%	3	2.3%	3
Socio-economic status	2.3%	3	5.7%	8	5.7%	8
Ethnic origin	3.4%	5	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.1%	*	1.1%	*
Race or color	6.8%	9	3.4%	5	3.4%	5
Marital status	2.3%	3	5.7%	8	5.7%	8
Nationality/country of origin	3.4%	5	1.1%	*	1.1%	*
None/no response	52.3%	72	60.2%	83	60.2%	83

*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	3.4%	5	1.1%	*	1.1%	*
Bullying	8.0%	11	11.4%	16	11.4%	16
Bias	22.7%	31	21.6%	30	21.6%	30
Physical assault	1.1%	*	0.0%	*	0.0%	*
Sexual misconduct	4.5%	6	0.0%	*	0.0%	*
Verbal abuse	3.4%	5	5.7%	8	5.7%	8
None/no response	69.3%	96	73.9%	102	73.9%	102

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

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

**Table 20: Gender**

<b>Gender (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Agender	0.0%	*
Cisgender	23.8%	30
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.5%	3
Man	26.3%	33
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	63.8%	80
Prefer not to disclose	5.0%	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**

<b>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)</b>	<b>Feminine</b>			<b>Masculine</b>			<b>Androgynous</b>		
	<b>Pct</b>	<b>Pop</b>	<b>Mean</b>	<b>Pct</b>	<b>Pop</b>	<b>Mean</b>	<b>Pct</b>	<b>Pop</b>	<b>Mean</b>
0 Not at all	16.7%	20		53.8%	66		84.6%	104	
1	3.8%	5		9.0%	11		7.7%	9	
2	6.4%	8		6.4%	8		0.0%	*	
3	3.8%	5		5.1%	6		6.4%	8	
4	14.1%	17		7.7%	9		1.3%	*	
5	12.8%	16		5.1%	6		0.0%	*	
6 Very	42.3%	52		12.8%	16		0.0%	*	
Total	100.0%	123	4.03	100.0%	123	1.71	100.0%	123	.32

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

**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	0.0%	*
Asian (can include Middle Eastern and North African)	0.0%	*
Black or African American (can include Middle Eastern and North African)	2.5%	3
Hispanic or Latinx	7.4%	9
Native Hawaiian or Other Pacific Islander	0.0%	*
White	87.7%	112
Prefer not to disclose	6.2%	8
The race/ethnicity I most closely align with is not listed (please specify)	1.2%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	50.0%	*
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	50.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

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

<b>You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.</b>	<b>Pct</b>	<b>Pop</b>
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	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**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	100.0%	9
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
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**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
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**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	9.9%	85.2%	4.9%	100.0%   127

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	7.4%	86.4%	2.5%	3.7%	100.0%   127

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
University Advancement	100.0%	138
Total	100.0%	138

**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	100.0%	138
Total	100.0%	138

## Comparisons by Gender

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

**Table 32: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
<b>WORK CULTURE OVERALL</b>	76.9%	33	77.9%	77	57.7%	3	77.0%	113
My department/unit promotes a work environment where all employees feel included	81.0%	33	82.0%	79	100.0%	3	82.2%	115
My department/unit treats all employees equitably	66.7%	33	68.0%	79	50.0%	3	67.1%	115
My department/unit is open and transparent in communication	71.4%	33	78.0%	79	50.0%	3	75.3%	115
My department/unit values employee input in major department/unit decisions	76.2%	33	70.0%	79	100.0%	3	72.6%	115
My department/unit promotes respect for cultural differences	85.7%	33	88.0%	79	100.0%	3	87.7%	115
My department/unit understands the value of diversity	85.7%	33	86.0%	79	50.0%	3	84.9%	115
My department/unit communicates the importance of valuing diversity	81.0%	33	82.0%	79	50.0%	3	80.8%	115
I feel valued as an employee	71.4%	33	76.0%	79	50.0%	3	74.0%	115
I feel a strong sense of belonging to CSU	66.7%	33	75.5%	77	0.0%	3	70.8%	113
	C		C					
I feel a strong sense of belonging to my division/college	66.7%	33	65.3%	77	50.0%	3	65.3%	113
I feel a strong sense of belonging to my department/unit	81.0%	33	78.0%	79	50.0%	3	78.1%	115
I would recommend CSU as a place of employment	85.7%	33	84.0%	79	50.0%	3	83.6%	115
I would recommend my department/unit as a place of employment	81.0%	33	84.0%	79	50.0%	3	82.2%	115

Percent "Agree" or "Strongly agree"

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

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

**Table 33: Performance Review in Last Year**

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	95.2%	31	88.0%	69	0.0% <sup>a</sup>	*	87.7%	101
No, I did not have a review	4.8%	*	12.0%	9	100.0% <sup>a</sup>	3	12.3%	14
Total	100.0%	33	100.0%	79	100.0%	3	100.0%	115

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

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

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

**Table 34: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	PERFORMANCE REVIEW OVERALL	83.3%	31	79.5%	69	.	*	80.7%
I am satisfied with the effort my supervisor put into my most recent performance review	90.0%	31	88.6%	69	.	*	89.1%	101
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	10.0%	31	11.4%	69	.	*	10.9%	101
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	60.0%	31	50.0%	69	.	*	53.1%	101

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating \* Values reported for items with n >= 3. a,b,c*

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

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

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

**Table 35: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	RESPECT OVERALL	73.0%	33	73.3%	79	100.0%	3	74.0%
My department/unit is treated with respect by other units within my college/division	61.9%	33	66.0%	79	100.0%	3	65.8%	115
My college/division is treated with respect by CSU	76.2%	33	80.0%	79	100.0%	3	79.5%	115
The people I interact with treat each other with respect	95.2%	33	90.0%	79	100.0%	3	91.8%	115
There is respect for religious differences in my department/unit	71.4%	33	70.0%	79	100.0%	3	71.2%	115
There is respect for liberal perspectives in my department/unit	90.5%	33	82.0%	79	100.0%	3	84.9%	115
There is respect for conservative perspectives in my department/unit	42.9%	33	52.0%	79	100.0%	3	50.7%	115

*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	28.6%	33	27.6%	79	50.0%	3	28.5%
Recognized within my department/unit	47.6%	33	40.0%	79	50.0%	3	42.5%	115
Resources in my department/unit	28.6%	33	30.0%	79	50.0%	3	30.1%	115
Professional development opportunities	19.0%	33	20.0%	79	50.0%	3	20.5%	115
Promoted in my department/unit	28.6%	33	32.0%	79	50.0%	3	31.5%	115
Hired in my department/unit	19.0%	33	16.0%	79	50.0%	3	17.8%	115

*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.

Employee Climate Survey 2021

**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	70.6%	33	61.2%	77	25.0%	3	63.0%	113
Leadership adequately addresses inappropriate behavior	85.7%	33	66.0%	79	50.0%	3	71.2%	115
Leadership holds employees accountable for inappropriate behavior	81.0%	33	60.0%	79	50.0%	3	65.8%	115
Leadership holds employees accountable for poor performance in the workplace	66.7%	33	50.0%	79	50.0%	3	54.8%	115
Leadership acts ethically and honestly in the workplace	66.7%	33	81.6%	77	0.0%	3	75.0%	113
Leadership addresses issues of inequity	66.7%	33	60.0%	79	0.0%	3	60.3%	115
Leadership holds all employees to the same standards	57.1%	33	54.0%	79	0.0%	3	53.4%	115

Percent "Agree" or "Strongly agree"

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

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

**Table 38: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	70.6%	33	61.2%	77	25.0%	3	63.0%	113
Leadership adequately addresses inappropriate behavior	85.7%	33	66.0%	79	50.0%	3	71.2%	115
Leadership holds employees accountable for inappropriate behavior	81.0%	33	60.0%	79	50.0%	3	65.8%	115
Leadership holds employees accountable for poor performance in the workplace	66.7%	33	50.0%	79	50.0%	3	54.8%	115
Leadership acts ethically and honestly in the workplace	66.7%	33	81.6%	77	0.0%	3	75.0%	113
Leadership addresses issues of inequity	66.7%	33	60.0%	79	0.0%	3	60.3%	115
Leadership holds all employees to the same standards	57.1%	33	54.0%	79	0.0%	3	53.4%	115

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

**Table 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	77.6%	33	63.7%	79	50.0%	3	67.3%	115
Recruits employees from a diverse set of backgrounds	71.4%	33	56.0%	79	50.0%	3	60.3%	115
Improves the campus climate for all employees	76.2%	33	68.0%	79	50.0%	3	69.9%	115
Retains diverse employees	66.7%	33	30.0%	79	50.0%	3	41.1%	115
	B							
Creates a supportive environment for employees from diverse backgrounds	81.0%	33	56.0%	79	50.0%	3	63.0%	115
	B							
Encourages discussions related to diversity	100.0%	33	96.0%	79	50.0%	3	95.9%	115
	C		C					
Provides employees with a positive work experience	76.2%	33	68.0%	79	50.0%	3	69.9%	115
Climate has become consistently more inclusive of all employees	71.4%	33	72.0%	79	50.0%	3	71.2%	115

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 40: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	76.9%	33	66.7%	75	50.0%	3	69.2%	112
Recruits employees from a diverse set of backgrounds	76.2%	33	44.9%	77	50.0%	3	54.2%	113
	B							
Improves the campus climate for all employees	76.2%	33	72.0%	79	50.0%	3	72.6%	115
Retains diverse employees	57.1%	33	30.0%	79	0.0%	3	37.0%	115
	B							
Creates a supportive environment for employees from diverse backgrounds	81.0%	33	56.0%	79	50.0%	3	63.0%	115
	B							
Encourages discussions related to diversity	100.0%	33	92.0%	79	50.0%	3	93.2%	115
	C		C					
Provides employees with a positive work experience	71.4%	33	80.0%	79	100.0%	3	78.1%	115
Climate has become consistently more inclusive of all employees	76.2%	33	75.5%	77	50.0%	3	75.0%	113

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 41: 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	59.9%	33	70.9%	79	64.3%	3	67.5%	115
Communications are effective	61.9%	33	72.0%	79	50.0%	3	68.5%	115
Communications are timely	66.7%	33	74.0%	79	100.0%	3	72.6%	115
Communications are relevant	47.6%	33	72.0%	79	50.0%	3	64.4%	115
Communications are informative	57.1%	33	82.0%	79	100.0%	3	75.3%	115
Communications are motivating	33.3%	33	44.0%	79	50.0%	3	41.1%	115
Communications are honest	61.9%	33	70.0%	79	50.0%	3	67.1%	115
Communications are accessible	90.5%	33	82.0%	79	50.0%	3	83.6%	115

Percent "Agree" or "Strongly agree"

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

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

**Table 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	74.1%	33	79.1%	79	85.7%	3	77.9%	115
Communications are effective	81.0%	33	90.0%	79	100.0%	3	87.7%	115
Communications are timely	90.5%	33	86.0%	79	100.0%	3	87.7%	115
Communications are relevant	66.7%	33	84.0%	79	100.0%	3	79.5%	115
Communications are informative	66.7%	33	86.0%	79	100.0%	3	80.8%	115
Communications are motivating	52.4%	33	56.0%	79	100.0%	3	56.2%	115
Communications are honest	66.7%	33	74.0%	79	50.0%	3	71.2%	115
Communications are accessible	95.2%	33	78.0%	79	50.0%	3	82.2%	115

Percent "Agree" or "Strongly agree"

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

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

**Table 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	74.1%	33	79.1%	79	85.7%	3	77.9%	115
Communications are effective	81.0%	33	90.0%	79	100.0%	3	87.7%	115
Communications are timely	90.5%	33	86.0%	79	100.0%	3	87.7%	115
Communications are relevant	66.7%	33	84.0%	79	100.0%	3	79.5%	115
Communications are informative	66.7%	33	86.0%	79	100.0%	3	80.8%	115
Communications are motivating	52.4%	33	56.0%	79	100.0%	3	56.2%	115
Communications are honest	66.7%	33	74.0%	79	50.0%	3	71.2%	115
Communications are accessible	95.2%	33	78.0%	79	50.0%	3	82.2%	115

Percent "Agree" or "Strongly agree"

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

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

**Table 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	47.6%	16	42.0%	33	50.0%	*	43.8%	50
Maybe, I can provide feedback in limited situations	33.3%	11	50.0%	39	50.0%	*	45.2%	52
No, I don't have an opportunity to provide feedback	19.0%	6	8.0%	6	0.0% <sup>a</sup>	*	11.0%	13
Total	100.0%	33	100.0%	79	100.0%	3	100.0%	115

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

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

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

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

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

**Table 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	55.0%	25	54.8%	72	20.0%	3	53.7%	101
One on one conversations with my supervisor	82.4%	27	82.6%	72	100.0%	3	83.1%	102
My representation in shared governance (CPC, APC, or Faculty Council)	12.5%	25	15.2%	72	0.0%	3	14.1%	101
My service on committees	56.3%	25	47.8%	72	0.0%	3	48.4%	101
Annual review process	76.5%	27	65.2%	72	0.0%	3	66.2%	102
Input collection through anonymous surveys	52.9%	27	63.0%	72	0.0%	3	58.5%	102

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 46: Feedback Valued**

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	56.9%	27	61.6%	72	0.0%	3	58.5%	102
CSU overall	41.2%	27	37.0%	72	0.0%	3	36.9%	102
My division/college	64.7%	27	73.9%	72	0.0%	3	69.2%	102
My department/unit	64.7%	27	73.9%	72	0.0%	3	69.2%	102

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 47: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical appearance	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Physical disability	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Mental disability	0.0%	*	4.0%	3	50.0%	*	4.1%	5
Employment classification	14.3%	5	18.0%	14	0.0%	*	16.4%	19
Gender identity	4.8%	*	8.0%	6	100.0%	3	9.6%	11
Job title	38.1%	13	10.0%	8	0.0%	*	17.8%	20
Parental status	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Religion	9.5%	3	12.0%	9	0.0%	*	11.0%	13
Political affiliation	38.1%	13	24.0%	19	0.0%	*	27.4%	31
Sexual orientation	0.0%	*	4.0%	3	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Ethnic origin	4.8%	*	2.0%	*	50.0%	*	4.1%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	10.0%	8	50.0%	*	8.2%	9
Marital status	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Nationality/country of origin	0.0%	*	4.0%	3	50.0%	*	4.1%	5
None/no response	38.1%	13	60.0%	47	0.0%	*	52.1%	60

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

Statistical significance not tested.

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

**Table 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	19.0%	6	10.0%	8	0.0%	*	12.3%	14
Physical appearance	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Mental disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Employment classification	19.0%	6	12.0%	9	0.0%	*	13.7%	16
Gender identity	9.5%	3	4.0%	3	0.0%	*	5.5%	6
Job title	28.6%	9	18.0%	14	50.0%	*	21.9%	25
Parental status	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Religion	9.5%	3	8.0%	6	0.0%	*	8.2%	9
Political affiliation	28.6%	9	16.0%	13	0.0%	*	19.2%	22
Sexual orientation	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	8.0%	6	0.0%	*	6.8%	8
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Race or color	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Marital status	9.5%	3	6.0%	5	0.0%	*	6.8%	8
Nationality/country of origin	4.8%	*	0.0%	*	0.0%	*	1.4%	*
None/no response	47.6%	16	62.0%	49	50.0%	*	57.5%	66

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	19.0%	6	10.0%	8	0.0%	*	12.3%	14
Physical appearance	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Mental disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Employment classification	19.0%	6	12.0%	9	0.0%	*	13.7%	16
Gender identity	9.5%	3	4.0%	3	0.0%	*	5.5%	6
Job title	28.6%	9	18.0%	14	50.0%	*	21.9%	25
Parental status	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Religion	9.5%	3	8.0%	6	0.0%	*	8.2%	9
Political affiliation	28.6%	9	16.0%	13	0.0%	*	19.2%	22
Sexual orientation	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	8.0%	6	0.0%	*	6.8%	8
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Race or color	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Marital status	9.5%	3	6.0%	5	0.0%	*	6.8%	8
Nationality/country of origin	4.8%	*	0.0%	*	0.0%	*	1.4%	*
None/no response	47.6%	16	62.0%	49	50.0%	*	57.5%	66

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

Statistical significance not tested.

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

**Table 50: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.8%	*	4.0%	3	0.0%	*	4.1%	5
Bullying	9.5%	3	8.0%	6	0.0%	*	8.2%	9
Bias	28.6%	9	18.0%	14	100.0%	3	23.3%	27
Physical assault	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Sexual misconduct	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Verbal abuse	4.8%	*	4.0%	3	0.0%	*	4.1%	5
None/no response	61.9%	20	74.0%	58	0.0%	*	68.5%	79

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	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Bullying	14.3%	5	10.0%	8	0.0%	*	11.0%	13
Bias	23.8%	8	24.0%	19	50.0%	*	24.7%	28
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.5%	3	4.0%	3	0.0%	*	5.5%	6
None/no response	71.4%	24	74.0%	58	50.0%	*	72.6%	83

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	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Bullying	14.3%	5	10.0%	8	0.0%	*	11.0%	13
Bias	23.8%	8	24.0%	19	50.0%	*	24.7%	28
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.5%	3	4.0%	3	0.0%	*	5.5%	6
None/no response	71.4%	24	74.0%	58	50.0%	*	72.6%	83

*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	70.9%	14	78.0%	104	77.1%	118
My department/unit promotes a work environment where all employees feel included	77.8%	14	80.6%	105	80.3%	119
My department/unit treats all employees equitably	77.8%	14	65.7%	105	67.1%	119
My department/unit is open and transparent in communication	77.8%	14	76.1%	105	76.3%	119
My department/unit values employee input in major department/unit decisions	77.8%	14	68.7%	105	69.7%	119
My department/unit promotes respect for cultural differences	88.9%	14	88.1%	105	88.2%	119
My department/unit understands the value of diversity	66.7%	14	88.1%	105	85.5%	119
My department/unit communicates the importance of valuing diversity	66.7%	14	83.6%	105	81.6%	119
I feel valued as an employee	77.8%	14	74.6%	105	75.0%	119
I feel a strong sense of belonging to CSU	55.6%	14	72.7%	104	70.7%	118
I feel a strong sense of belonging to my division/college	55.6%	14	66.7%	104	65.3%	118
I feel a strong sense of belonging to my department/unit	77.8%	14	79.1%	105	78.9%	119
I would recommend CSU as a place of employment	55.6%	14	89.6%	105	85.5%	119
I would recommend my department/unit as a place of employment	66.7%	14	83.6%	105	81.6%	119

Percent "Agree" or "Strongly agree"

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

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

**Table 54: Performance Review in Last Year**

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	66.7%	9	89.6%	94	86.8%	104
No, I did not have a review	33.3%	5	10.4%	11	13.2%	16
Total	100.0%	14	100.0%	105	100.0%	119

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

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

- 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	72.2%	9	83.3%	94	82.3%	104
I am satisfied with the effort my supervisor put into my most recent performance review	66.7%	9	93.3% A	94	90.9%	104
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.7%	9	10.0%	94	10.6%	104
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	9	56.7%	94	56.1%	104

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

Percent "Agree" or "Strongly agree"

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

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

- Results are based on two-sided tests assuming equal variances. For each significant pair, 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 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	79.6%	14	72.6%	105	73.5%	119
My department/unit is treated with respect by other units within my college/division	77.8%	14	62.7%	105	64.5%	119
My college/division is treated with respect by CSU	88.9%	14	76.1%	105	77.6%	119
The people I interact with treat each other with respect	88.9%	14	89.6%	105	89.5%	119
There is respect for religious differences in my department/unit	77.8%	14	71.6%	105	72.4%	119
There is respect for liberal perspectives in my department/unit	77.8%	14	86.6%	105	85.5%	119
There is respect for conservative perspectives in my department/unit	66.7%	14	49.3%	105	51.3%	119

Percent "Agree" or "Strongly agree"

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

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

**Table 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	20.0%	14	28.1%	105	27.1%	119
Recognized within my department/unit	33.3%	14	41.8%	105	40.8%	119
Resources in my department/unit	22.2%	14	29.9%	105	28.9%	119
Professional development opportunities	11.1%	14	17.9%	105	17.1%	119
Promoted in my department/unit	22.2%	14	31.3%	105	30.3%	119
Hired in my department/unit	11.1%	14	19.4%	105	18.4%	119

Percent "Agree" or "Strongly agree"

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

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

**Table 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	63.0%	14	62.1%	104	62.2%
Leadership adequately addresses inappropriate behavior	66.7%	14	70.1%	105	69.7%	119
Leadership holds employees accountable for inappropriate behavior	66.7%	14	64.2%	105	64.5%	119
Leadership holds employees accountable for poor performance in the workplace	55.6%	14	53.7%	105	53.9%	119
Leadership acts ethically and honestly in the workplace	66.7%	14	72.7%	104	72.0%	118
Leadership addresses issues of inequity	55.6%	14	62.7%	105	61.8%	119
Leadership holds all employees to the same standards	66.7%	14	52.2%	105	53.9%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 59: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	63.0%	14	62.1%	104	62.2%
Leadership adequately addresses inappropriate behavior	66.7%	14	70.1%	105	69.7%	119
Leadership holds employees accountable for inappropriate behavior	66.7%	14	64.2%	105	64.5%	119
Leadership holds employees accountable for poor performance in the workplace	55.6%	14	53.7%	105	53.9%	119
Leadership acts ethically and honestly in the workplace	66.7%	14	72.7%	104	72.0%	118
Leadership addresses issues of inequity	55.6%	14	62.7%	105	61.8%	119
Leadership holds all employees to the same standards	66.7%	14	52.2%	105	53.9%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**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	50.8%	14	70.6%	104	68.2%
Recruits employees from a diverse set of backgrounds	44.4%	14	64.2%	105	61.8%	119
Improves the campus climate for all employees	44.4%	14	73.1%	105	69.7%	119
Retains diverse employees	33.3%	14	43.9%	104	42.7%	118
Creates a supportive environment for employees from diverse backgrounds	44.4%	14	67.2%	105	64.5%	119
Encourages discussions related to diversity	77.8%	14	98.5%	105	96.1%	119
Provides employees with a positive work experience	55.6%	14	74.6%	105	72.4%	119
Climate has become consistently more inclusive of all employees	55.6%	14	74.6%	105	72.4%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 61: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	DEPARTMENT/UNIT CLIMATE OVERALL	57.1%	14	72.3%	101	70.5%
Recruits employees from a diverse set of backgrounds	44.4%	14	57.6%	104	56.0%	118
Improves the campus climate for all employees	55.6%	14	76.1%	105	73.7%	119
Retains diverse employees	22.2%	14	40.9%	104	38.7%	118
Creates a supportive environment for employees from diverse backgrounds	44.4%	14	67.2%	105	64.5%	119
Encourages discussions related to diversity	66.7%	14	97.0%	105	93.4%	119
Provides employees with a positive work experience	77.8%	14	79.1%	105	78.9%	119
Climate has become consistently more inclusive of all employees	66.7%	14	75.8%	104	74.7%	118

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 62: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	65.1%	14	68.7%	105	68.2%	119
Communications are effective	66.7%	14	67.2%	105	67.1%	119
Communications are timely	77.8%	14	71.6%	105	72.4%	119
Communications are relevant	55.6%	14	67.2%	105	65.8%	119
Communications are informative	77.8%	14	76.1%	105	76.3%	119
Communications are motivating	33.3%	14	43.3%	105	42.1%	119
Communications are honest	66.7%	14	68.7%	105	68.4%	119
Communications are accessible	77.8%	14	86.6%	105	85.5%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 63: 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	79.4%	14	77.7%	104	77.9%	118
Communications are effective	88.9%	14	86.6%	105	86.8%	119
Communications are timely	88.9%	14	87.9%	104	88.0%	118
Communications are relevant	88.9%	14	77.6%	105	78.9%	119
Communications are informative	88.9%	14	79.1%	105	80.3%	119
Communications are motivating	44.4%	14	56.7%	105	55.3%	119
Communications are honest	77.8%	14	70.1%	105	71.1%	119
Communications are accessible	77.8%	14	85.1%	105	84.2%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 64: Communications: 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	79.4%	14	77.7%	104	77.9%	118
Communications are effective	88.9%	14	86.6%	105	86.8%	119
Communications are timely	88.9%	14	87.9%	104	88.0%	118
Communications are relevant	88.9%	14	77.6%	105	78.9%	119
Communications are informative	88.9%	14	79.1%	105	80.3%	119
Communications are motivating	44.4%	14	56.7%	105	55.3%	119
Communications are honest	77.8%	14	70.1%	105	71.1%	119
Communications are accessible	77.8%	14	85.1%	105	84.2%	119

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 65: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	Yes, I have the opportunity to provide feedback	44.4%	6	46.3%	49	46.1%
Maybe, I can provide feedback in limited situations	55.6%	8	43.3%	46	44.7%	53
No, I don't have an opportunity to provide feedback	0.0% <sup>a</sup>	*	10.4%	11	9.2%	11
Total	100.0%	14	100.0%	105	100.0%	119

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

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

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

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

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

**Table 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	53.3%	14	53.2%	93	53.2%	107
One on one conversations with my supervisor	55.6%	14	85.0% A	94	81.2%	108
My representation in shared governance (CPC, APC, or Faculty Council)	22.2%	14	11.9%	93	13.2%	107
My service on committees	55.6%	14	45.8%	93	47.1%	107
Annual review process	66.7%	14	66.7%	94	66.7%	108
Input collection through anonymous surveys	66.7%	14	58.3%	94	59.4%	108

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	63.0%	14	57.2%	94	58.0%	108
CSU overall	55.6%	14	35.0%	94	37.7%	108
My division/college	66.7%	14	68.3%	94	68.1%	108
My department/unit	66.7%	14	68.3%	94	68.1%	108

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

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 68: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	11.9%	13	10.5%	13
Physical appearance	0.0%	*	3.0%	3	2.6%	3
Physical disability	11.1%	*	3.0%	3	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	0.0%	*	17.9%	19	15.8%	19
Gender identity	11.1%	*	9.0%	9	9.2%	11
Job title	22.2%	3	17.9%	19	18.4%	22
Parental status	11.1%	*	3.0%	3	3.9%	5
Religion	0.0%	*	11.9%	13	10.5%	13
Political affiliation	22.2%	3	26.9%	28	26.3%	31
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	0.0%	*	3.0%	3	2.6%	3
Ethnic origin	22.2%	3	1.5%	*	3.9%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	22.2%	3	4.5%	5	6.6%	8
Marital status	11.1%	*	1.5%	*	2.6%	3
Nationality/country of origin	22.2%	3	1.5%	*	3.9%	5
None/no response	44.4%	6	53.7%	57	52.6%	63

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

Statistical significance not tested.

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

**Table 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	22.2%	3	11.9%	13	13.2%	16
Physical appearance	11.1%	*	11.9%	13	11.8%	14
Physical disability	0.0%	*	4.5%	5	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	11.1%	*	11.9%	13	11.8%	14
Gender identity	11.1%	*	4.5%	5	5.3%	6
Job title	22.2%	3	22.4%	24	22.4%	27
Parental status	22.2%	3	3.0%	3	5.3%	6
Religion	0.0%	*	9.0%	9	7.9%	9
Political affiliation	22.2%	3	17.9%	19	18.4%	22
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	11.1%	*	4.5%	5	5.3%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	11.1%	*	1.5%	*	2.6%	3
Marital status	22.2%	3	4.5%	5	6.6%	8
Nationality/country of origin	0.0%	*	1.5%	*	1.3%	*
None/no response	66.7%	9	58.2%	61	59.2%	71

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

Statistical significance not tested.

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

**Table 70: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	22.2%	3	11.9%	13	13.2%	16
Physical appearance	11.1%	*	11.9%	13	11.8%	14
Physical disability	0.0%	*	4.5%	5	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	11.1%	*	11.9%	13	11.8%	14
Gender identity	11.1%	*	4.5%	5	5.3%	6
Job title	22.2%	3	22.4%	24	22.4%	27
Parental status	22.2%	3	3.0%	3	5.3%	6
Religion	0.0%	*	9.0%	9	7.9%	9
Political affiliation	22.2%	3	17.9%	19	18.4%	22
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	11.1%	*	4.5%	5	5.3%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	11.1%	*	1.5%	*	2.6%	3
Marital status	22.2%	3	4.5%	5	6.6%	8
Nationality/country of origin	0.0%	*	1.5%	*	1.3%	*
None/no response	66.7%	9	58.2%	61	59.2%	71

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

Statistical significance not tested.

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

**Table 71: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.1%	*	3.0%	3	3.9%	5
Bullying	0.0%	*	9.0%	9	7.9%	9
Bias	33.3%	5	17.9%	19	19.7%	24
Physical assault	0.0%	*	1.5%	*	1.3%	*
Sexual misconduct	11.1%	*	4.5%	5	5.3%	6
Verbal abuse	0.0%	*	4.5%	5	3.9%	5
None/no response	66.7%	9	71.6%	75	71.1%	85

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

Statistical significance not tested.

\* Values reported for items with n >= 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%	*	1.5%	*	1.3%	*
Bullying	11.1%	*	10.4%	11	10.5%	13
Bias	22.2%	3	20.9%	22	21.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	7.5%	8	6.6%	8
None/no response	77.8%	11	73.1%	77	73.7%	88

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

Statistical significance not tested.

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

**Table 73: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.5%	*	1.3%	*
Bullying	11.1%	*	10.4%	11	10.5%	13
Bias	22.2%	3	20.9%	22	21.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	7.5%	8	6.6%	8
None/no response	77.8%	11	73.1%	77	73.7%	88

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

Statistical significance not tested.

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