

Employee Climate Survey 2021

Faculty

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.

The findings in this report apply to Faculty. Additional information regarding response rates and data weighting can be found in the overall report of results for the University, available under separate cover.

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 1: 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	7.0%	15.9%	13.0%	42.7%	21.3%	100.0% 1,954
My department/unit treats all employees equitably	10.4%	20.8%	18.4%	30.2%	20.2%	100.0% 1,944
My department/unit is open and transparent in communication	9.8%	16.0%	19.1%	32.9%	22.2%	100.0% 1,954
My department/unit values employee input in major department/unit decisions	6.5%	12.7%	15.5%	36.8%	28.6%	100.0% 1,952
My department/unit promotes respect for cultural differences	4.5%	5.7%	18.0%	38.4%	33.5%	100.0% 1,947
My department/unit understands the value of diversity	3.9%	8.9%	14.2%	39.2%	33.8%	100.0% 1,951
My department/unit communicates the importance of valuing diversity	3.8%	8.3%	16.2%	35.9%	35.8%	100.0% 1,949
I feel valued as an employee	11.2%	16.1%	15.0%	33.8%	23.9%	100.0% 1,945
I feel a strong sense of belonging to CSU	11.6%	17.3%	23.3%	29.8%	18.1%	100.0% 1,954
I feel a strong sense of belonging to my division/college	12.3%	16.6%	20.4%	31.3%	19.5%	100.0% 1,952
I feel a strong sense of belonging to my department/unit	10.2%	13.5%	16.0%	32.4%	27.9%	100.0% 1,952
I would recommend CSU as a place of employment	5.7%	12.9%	22.0%	38.2%	21.2%	100.0% 1,949
I would recommend my department/unit as a place of employment	8.0%	11.4%	20.7%	33.9%	25.9%	100.0% 1,945

Employee Climate Survey 2021

Table 2: 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?	89.4%	10.6%	100.0%	1,941

Table 3: 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	4.2%	8.1%	11.7%	39.8%	36.3%	100.0%	1,733
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	25.6%	37.2%	15.5%	14.8%	6.9%	100.0%	1,736
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.2%	18.7%	20.0%	43.3%	13.8%	100.0%	1,736

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

Table 4: 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	4.5%	12.6%	26.4%	38.4%	18.0%	100.0%	1,939
My college/division is treated with respect by CSU	7.1%	16.2%	27.5%	33.6%	15.6%	100.0%	1,939
The people I interact with treat each other with respect	2.8%	9.4%	14.8%	48.0%	25.0%	100.0%	1,936
There is respect for religious differences in my department/unit	2.1%	5.4%	31.0%	38.4%	23.1%	100.0%	1,929
There is respect for liberal perspectives in my department/unit	0.9%	2.1%	18.6%	43.5%	34.9%	100.0%	1,939
There is respect for conservative perspectives in my department/unit	6.9%	14.5%	36.3%	30.2%	12.0%	100.0%	1,941

Table 5: 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	13.2%	27.1%	20.7%	24.3%	14.8%	100.0%	1,925
Resources in my department/unit	14.7%	26.1%	22.3%	24.1%	12.8%	100.0%	1,923
Professional development opportunities	19.3%	33.8%	28.7%	10.7%	7.4%	100.0%	1,923
Promoted in my department/unit	21.8%	29.9%	23.3%	14.6%	10.4%	100.0%	1,920
Hired in my department/unit	19.5%	30.0%	25.3%	16.2%	9.2%	100.0%	1,923

Employee Climate Survey 2021

Table 6: 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	9.6%	12.9%	37.4%	29.1%	11.0%	100.0% 1,879
Leadership holds employees accountable for inappropriate behavior	9.4%	13.7%	41.2%	24.9%	10.8%	100.0% 1,877
Leadership holds employees accountable for poor performance in the workplace	8.7%	15.7%	43.7%	25.7%	6.1%	100.0% 1,873
Leadership acts ethically and honestly in the workplace	6.4%	6.8%	26.8%	40.9%	19.1%	100.0% 1,882
Leadership addresses issues of inequity	8.6%	15.8%	38.0%	25.7%	11.9%	100.0% 1,874
Leadership holds all employees to the same standards	12.5%	19.0%	33.2%	25.2%	10.2%	100.0% 1,878

Table 7: 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	8.3%	14.4%	30.7%	30.8%	15.7%	100.0% 1,877
Leadership holds employees accountable for inappropriate behavior	8.2%	15.7%	35.4%	26.5%	14.2%	100.0% 1,870
Leadership holds employees accountable for poor performance in the workplace	8.0%	17.9%	36.5%	29.5%	8.0%	100.0% 1,876
Leadership acts ethically and honestly in the workplace	6.4%	6.8%	26.8%	40.9%	19.1%	100.0% 1,882
Leadership addresses issues of inequity	7.7%	15.4%	30.7%	30.7%	15.5%	100.0% 1,874
Leadership holds all employees to the same standards	10.7%	22.6%	24.2%	27.7%	14.7%	100.0% 1,883

Table 8: 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	5.1%	12.5%	32.1%	39.2%	11.2%	100.0% 1,864
Improves the campus climate for all employees	7.4%	13.3%	32.3%	37.3%	9.7%	100.0% 1,861
Retains diverse employees	7.3%	14.2%	45.3%	25.4%	7.9%	100.0% 1,855
Creates a supportive environment for employees from diverse backgrounds	6.5%	11.1%	37.6%	35.0%	9.8%	100.0% 1,857
Encourages discussions related to diversity	3.0%	5.4%	17.8%	48.6%	25.3%	100.0% 1,867
Provides employees with a positive work experience	6.2%	12.6%	29.0%	41.1%	11.1%	100.0% 1,857
Climate has become consistently more inclusive of all employees	6.8%	9.7%	29.4%	40.4%	13.7%	100.0% 1,853

Employee Climate Survey 2021

Table 9: 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	7.0%	15.0%	22.9%	38.1%	17.0%	100.0% 1,866
Improves the campus climate for all employees	7.3%	13.6%	24.9%	38.4%	15.7%	100.0% 1,866
Retains diverse employees	8.8%	14.7%	37.1%	28.5%	10.9%	100.0% 1,852
Creates a supportive environment for employees from diverse backgrounds	6.5%	11.1%	37.6%	35.0%	9.8%	100.0% 1,857
Encourages discussions related to diversity	4.9%	6.9%	16.6%	42.0%	29.6%	100.0% 1,867
Provides employees with a positive work experience	7.3%	13.4%	21.7%	37.7%	19.9%	100.0% 1,861
Climate has become consistently more inclusive of all employees	7.0%	10.5%	25.7%	38.0%	18.7%	100.0% 1,853

Table 10: 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	7.9%	21.7%	23.3%	39.1%	8.0%	100.0% 1,828
Communications are timely	4.7%	11.6%	27.6%	44.8%	11.3%	100.0% 1,828
Communications are relevant	8.0%	18.0%	28.4%	36.8%	8.9%	100.0% 1,823
Communications are informative	6.1%	15.9%	27.2%	41.5%	9.3%	100.0% 1,821
Communications are motivating	15.3%	20.4%	37.1%	21.1%	6.1%	100.0% 1,821
Communications are honest	8.9%	14.7%	32.6%	33.8%	9.9%	100.0% 1,823
Communications are accessible	2.6%	3.0%	28.9%	49.1%	16.4%	100.0% 1,825

Table 11: 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	6.5%	16.4%	23.2%	44.5%	9.5%	100.0% 1,825
Communications are timely	4.2%	13.3%	22.9%	47.2%	12.5%	100.0% 1,824
Communications are relevant	4.4%	12.4%	25.6%	46.3%	11.3%	100.0% 1,823
Communications are informative	4.2%	10.3%	27.8%	46.2%	11.6%	100.0% 1,823
Communications are motivating	10.9%	17.6%	36.2%	27.2%	8.0%	100.0% 1,821
Communications are honest	5.7%	9.6%	31.6%	40.1%	13.0%	100.0% 1,824
Communications are accessible	2.4%	2.9%	28.6%	48.3%	17.8%	100.0% 1,826

Table 12: 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	6.9%	13.5%	15.0%	43.8%	20.9%	100.0% 1,820
Communications are timely	5.1%	10.1%	18.9%	45.1%	20.8%	100.0% 1,825
Communications are relevant	3.2%	7.0%	17.5%	50.3%	22.0%	100.0% 1,819
Communications are informative	3.9%	7.2%	18.5%	48.3%	22.2%	100.0% 1,820
Communications are motivating	10.2%	14.2%	33.6%	29.3%	12.7%	100.0% 1,821
Communications are honest	5.4%	7.1%	23.4%	42.5%	21.7%	100.0% 1,822
Communications are accessible	3.1%	3.2%	24.8%	48.0%	21.0%	100.0% 1,827

Employee Climate Survey 2021

Table 13: 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?	48.4%	34.5%	17.1%	100.0%	1,846

Table 14: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
One on one conversations with my supervisor	4.4%	7.1%	11.6%	37.5%	39.4%	100.0%	1,496
My representation in shared governance (CPC, APC, or Faculty Council)	3.6%	7.0%	52.8%	26.1%	10.5%	100.0%	1,465
My service on committees	2.7%	4.5%	24.7%	49.8%	18.2%	100.0%	1,481
Annual review process	3.2%	9.0%	22.9%	43.6%	21.2%	100.0%	1,477
Input collection through anonymous surveys	6.3%	12.7%	44.1%	27.5%	9.3%	100.0%	1,470

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

Table 15: 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	11.3%	16.8%	46.1%	18.2%	7.5%	100.0%	1,488
My division/college	9.7%	13.4%	32.4%	32.9%	11.6%	100.0%	1,490
My department/unit	7.5%	9.8%	15.7%	37.9%	29.1%	100.0%	1,495

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

Table 16: 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	11.2%	220	9.2%	180	11.4%	223
Physical appearance	6.2%	122	5.1%	101	5.0%	98
Physical disability	7.6%	150	4.4%	86	4.8%	95
Mental disability	7.6%	148	4.4%	86	5.0%	98
Employment classification	21.6%	423	18.2%	356	20.3%	399
Gender identity	12.1%	237	8.7%	170	10.5%	206
Job title	22.6%	443	18.8%	369	19.8%	388
Parental status	8.6%	168	7.0%	137	8.7%	170
Religion	8.5%	166	3.8%	74	4.0%	78
Political affiliation	12.1%	237	9.2%	179	8.6%	169
Sexual orientation	6.0%	118	4.0%	79	5.0%	97
Socio-economic status	8.1%	158	5.6%	109	6.4%	125
Ethnic origin	10.2%	200	6.7%	132	6.8%	133
Veteran status	1.3%	26	1.1%	22	0.7%	13
Race or color	15.0%	294	8.9%	174	9.6%	188
Marital status	2.7%	53	2.3%	45	3.6%	70
Nationality/country of origin	9.1%	179	6.9%	134	6.8%	132
None/no response	51.6%	1,012	63.7%	1,248	59.1%	1,158

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

Table 17: 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	8.7%	170	4.1%	81	3.2%	62
Bullying	9.6%	188	8.8%	173	16.4%	322
Bias	20.4%	400	17.2%	337	21.5%	421
Physical assault	2.2%	44	0.5%	9	0.4%	9
Sexual misconduct	5.4%	105	1.9%	38	2.5%	49
Verbal abuse	7.7%	151	6.4%	125	10.7%	210
None/no response	72.4%	1,419	77.9%	1,527	70.2%	1,377

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

Table 18: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.9%	16
Cisgender	14.0%	247
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.1%	19
Man	47.7%	839
Trans Man / Masculine	0.3%	5
Trans Woman / Feminine	0.2%	*
Two Spirit	0.3%	5
Woman	41.5%	730
Prefer not to disclose	7.9%	139
The gender I most closely align with is not listed (please specify)	0.1%	*

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

* Values reported for items with n >= 3.

Table 19: 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	35.5%	571		26.9%	433		79.3%	1,277	
1	8.8%	142		11.4%	183		8.6%	138	
2	5.8%	94		6.5%	104		3.7%	60	
3	9.0%	145		5.8%	94		5.3%	86	
4	13.1%	211		10.2%	164		0.4%	6	
5	14.6%	235		18.2%	293		1.2%	20	
6 Very	13.2%	212		21.0%	338		1.5%	24	
Total	100.0%	1,609	2.52	100.0%	1,609	3.00	100.0%	1,609	.48

Employee Climate Survey 2021

Table 20: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	0.7%	12
Asian (can include Middle Eastern and North African)	5.0%	89
Black or African American (can include Middle Eastern and North African)	1.4%	25
Hispanic or Latinx	5.1%	91
Native Hawaiian or Other Pacific Islander	0.0%	*
White	79.0%	1,400
Prefer not to disclose	11.3%	199
The race/ethnicity I most closely align with is not listed (please specify)	1.2%	21

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

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

Table 21: 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	86.3%	22
Caribbean	33.8%	8
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	20.6%	5
Southern Africa (i.e., South Africa)	6.4%	*
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 22: 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	56.9%	6
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	18.7%	*
Another tribal affiliation	24.3%	*
Unknown/not disclosed	24.3%	*

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 23: 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	48.2%	40
Caribbean	1.6%	*
Puerto Rican	8.4%	7
Cuban	0.0%	*
Central American	0.0%	*
South American	14.1%	12
Prefer not to disclose	18.1%	15
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	1.9%	*
Spanish or Portuguese	9.2%	8

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

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

Employee Climate Survey 2021

Table 24: 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)	3.9%	3
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	35.8%	30
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	55.9%	46
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	5.9%	5
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 25: 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 26: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	9.7%	81.9%	8.3%	100.0% 1,790

Table 27: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	8.7%	81.0%	1.5%	8.8%	100.0% 1,788

Table 28: Division/College

	Pct	Pop
Central Administration	0.9%	17
College of Agricultural Sciences	8.4%	165
College of Business	8.9%	175
College of Health and Human Sciences	14.2%	279
College of Liberal Arts	27.8%	544
College of Natural Sciences	13.0%	256
College of Veterinary Medicine and Biomedical Sciences/VTH	11.8%	232
Graduate School	0.1%	*
Library	1.2%	24
Walter Scott Jr. College of Engineering	8.2%	160
Warner College of Natural Resources	5.3%	105
Total	100.0%	1,960

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

Employee Climate Survey 2021

Table 29: Employee Type

	Pct	Pop
CCA Faculty	44.5%	872
T or TT Faculty	55.5%	1,087
Total	100.0%	1,960

Comparisons by Gender

The gender of respondents is based on responses to the multiple response gender survey question (Table 18). 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 30: 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	64.3% C	814	62.1%	713	49.0%	42	62.9%	1,569
My department/unit promotes a work environment where all employees feel included	70.0% B	832	63.8%	715	56.4%	45	66.8%	1,592
My department/unit treats all employees equitably	58.9% B	826	46.3%	714	59.1%	45	53.2%	1,585
My department/unit is open and transparent in communication	59.9%	829	57.6%	715	56.8%	45	58.8%	1,590
My department/unit values employee input in major department/unit decisions	69.1%	829	67.7%	715	70.5%	45	68.5%	1,590
My department/unit promotes respect for cultural differences	73.8%	829	74.8%	714	62.5%	45	73.9%	1,588
My department/unit understands the value of diversity	75.9% C	832	73.4% C	715	56.8%	45	74.2%	1,592
My department/unit communicates the importance of valuing diversity	73.1%	832	74.3%	715	68.2%	45	73.5%	1,592
I feel valued as an employee	64.6% B	822	54.7%	715	59.1%	45	59.9%	1,583
I feel a strong sense of belonging to CSU	48.9% C	832	52.8% C	715	28.1%	45	50.1%	1,592
I feel a strong sense of belonging to my division/college	52.9% C	829	56.3% C	715	31.5%	45	53.9%	1,590
I feel a strong sense of belonging to my department/unit	65.1% C	832	62.0% C	715	39.4%	45	63.0%	1,592
I would recommend CSU as a place of employment	64.2% C	832	61.1% C	715	42.3%	45	62.2%	1,592
I would recommend my department/unit as a place of employment	63.3%	832	61.2%	715	47.0%	42	62.0%	1,589

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 31: 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	90.6%	754	88.5%	631	80.6%	36	89.4%	1,421
No, I did not have a review	9.4%	78	11.5%	82	19.4%	9	10.6%	169
Total	100.0%	832	100.0%	713	100.0%	45	100.0%	1,590

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

Significance level for upper case letters (A, B, C): .05^{a,b}

- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Employee Climate Survey 2021

Table 32: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.5%	754	75.9%	631	80.9%	36	79.0%	1,421
I am satisfied with the effort my supervisor put into my most recent performance review	78.4%	754	78.6%	631	77.9%	36	78.5%	1,421
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	18.2%	754	19.3%	631	21.6%	36	18.8%	1,421
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	66.0%	754	49.0%	631	64.9%	36	58.4%	1,421

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 33: 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	63.6%	823	60.9%	712	57.2%	45	62.2%	1,580
My department/unit is treated with respect by other units within my college/division	59.0%	832	57.3%	715	56.8%	45	58.2%	1,592
My college/division is treated with respect by CSU	51.1%	832	51.6%	715	36.4%	45	50.9%	1,592
The people I interact with treat each other with respect	76.9%	829	73.7%	715	76.1%	45	75.5%	1,590
There is respect for religious differences in my department/unit	67.2%	826	61.2%	712	44.8%	45	63.8%	1,583
There is respect for liberal perspectives in my department/unit	79.3%	832	81.2%	715	68.6%	45	79.9%	1,592
There is respect for conservative perspectives in my department/unit	47.4%	832	40.0%	715	60.2%	45	44.5%	1,592

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 34: 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	23.7%	832	30.2%	706	36.0%	45	26.9%	1,583
Recognized within my department/unit	35.3%	832	39.7%	709	35.2%	45	37.3%	1,585
Resources in my department/unit	31.9%	832	38.6%	709	34.8%	45	35.0%	1,585
Professional development opportunities	11.7%	832	19.8%	709	25.3%	45	15.7%	1,585
Promoted in my department/unit	19.8%	832	26.2%	706	43.2%	45	23.3%	1,583
Hired in my department/unit	19.9%	832	26.1%	709	41.3%	45	23.3%	1,585

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 35: 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	44.1%	823	40.2%	702	32.1%	45	42.0%	1,571
Leadership adequately addresses inappropriate behavior	45.1%	823	38.7%	708	34.0%	45	41.9%	1,576
Leadership holds employees accountable for inappropriate behavior	39.2%	823	34.5%	705	30.0%	45	36.8%	1,574
Leadership holds employees accountable for poor performance in the workplace	32.7%	823	33.8%	704	16.3%	45	32.7%	1,573
Leadership acts ethically and honestly in the workplace	63.2%	827	64.2%	706	46.7%	45	63.2%	1,579
Leadership addresses issues of inequity	43.1%	823	37.2%	708	29.7%	45	40.1%	1,576
Leadership holds all employees to the same standards	41.7%	827	32.7%	705	35.6%	45	37.5%	1,577

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 36: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.3%	821	45.5%	700	48.2%	43	49.1%	1,564
Leadership adequately addresses inappropriate behavior	51.6% B	823	45.2%	706	45.8%	45	48.6%	1,574
Leadership holds employees accountable for inappropriate behavior	44.2%	821	40.0%	706	45.8%	45	42.3%	1,572
Leadership holds employees accountable for poor performance in the workplace	42.3% C	823	36.4%	704	20.4%	45	39.0%	1,573
Leadership acts ethically and honestly in the workplace	63.2%	827	64.2%	706	46.7%	45	63.2%	1,579
Leadership addresses issues of inequity	51.7% B	823	44.7%	708	56.7%	43	48.7%	1,574
Leadership holds all employees to the same standards	50.5% B	827	36.7%	708	59.4% B	45	44.6%	1,580

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: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.8%	816	52.1%	699	54.3%	40	53.0%	1,555
Recruits employees from a diverse set of backgrounds	54.5%	825	49.5%	706	42.7%	45	51.9%	1,577
Improves the campus climate for all employees	49.5%	825	51.7%	706	54.0%	45	50.6%	1,577
Retains diverse employees	38.5% B	821	30.0%	704	36.4%	45	34.6%	1,571
Creates a supportive environment for employees from diverse backgrounds	52.0% B	825	39.3%	703	51.8%	45	46.3%	1,573
Encourages discussions related to diversity	73.8% C	828	78.9% C	710	57.9%	45	75.6%	1,583
Provides employees with a positive work experience	55.2%	823	54.9%	708	50.8%	42	54.9%	1,573
Climate has become consistently more inclusive of all employees	55.9%	823	58.9%	706	59.3%	42	57.3%	1,571

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 38: 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	58.7%	806	55.8%	696	54.3%	42	57.3%	1,544
Recruits employees from a diverse set of backgrounds	59.4%	825	55.6%	706	45.8%	45	57.3%	1,577
Improves the campus climate for all employees	58.8%	828	56.8%	706	50.8%	45	57.7%	1,579
Retains diverse employees	44.5%	822	37.9%	701	39.4%	45	41.4%	1,568
			B					
Creates a supportive environment for employees from diverse backgrounds	52.0%	825	39.3%	703	51.8%	45	46.3%	1,573
			B					
Encourages discussions related to diversity	71.4%	825	74.2%	710	68.6%	45	72.6%	1,580
Provides employees with a positive work experience	60.2%	823	60.5%	706	50.7%	45	60.1%	1,574
Climate has become consistently more inclusive of all employees	61.7%	822	60.0%	705	54.5%	42	60.7%	1,569

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: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.7%	810	54.8%	686	51.3%	45	49.9%	1,541
Communications are effective	41.9%	818	56.7%	699	59.7%	45	49.0%	1,562
			A					
Communications are timely	51.9%	821	62.2%	701	71.4%	45	57.1%	1,567
			A		A			
Communications are relevant	42.0%	818	55.4%	699	55.7%	45	48.4%	1,562
			A					
Communications are informative	45.0%	819	61.8%	699	54.1%	45	52.8%	1,563
			A					
Communications are motivating	25.8%	816	31.9%	699	24.7%	45	28.5%	1,561
			A					
Communications are honest	45.2%	821	46.5%	696	30.7%	45	45.4%	1,562
Communications are accessible	67.8%	821	68.7%	698	63.1%	45	68.0%	1,564

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: 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	54.9%	810	59.0%	690	54.1%	45	56.7%	1,545
Communications are effective	52.9%	818	60.4%	699	56.4%	45	56.3%	1,562
			A					
Communications are timely	58.9%	821	63.3%	701	62.5%	45	61.0%	1,567
Communications are relevant	57.9%	818	62.6%	699	60.3%	45	60.1%	1,562
Communications are informative	54.3%	819	65.8%	699	56.8%	45	59.5%	1,563
			A					
Communications are motivating	36.3%	816	38.9%	699	21.8%	45	37.0%	1,561
Communications are honest	56.5%	821	52.6%	697	52.8%	45	54.7%	1,563
Communications are accessible	68.6%	821	68.7%	699	68.1%	45	68.6%	1,565

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: 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	64.3%	809	66.6%	685	62.5%	45	65.3%	1,539
Communications are effective	66.5%	816	66.6%	699	62.0%	45	66.4%	1,560
Communications are timely	64.2%	818	69.6%	701	62.5%	45	66.6%	1,564
Communications are relevant	72.7%	818	75.5%	695	76.1%	45	74.0%	1,559
Communications are informative	67.5%	817	76.3%	697	62.5%	45	71.3%	1,559
			A					
Communications are motivating	42.4%	816	44.3%	699	31.9%	45	43.0%	1,560
Communications are honest	66.5%	821	64.9%	697	68.6%	45	65.9%	1,564
Communications are accessible	71.2%	821	70.9%	700	73.8%	45	71.1%	1,566

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: 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	54.2%	448	47.5%	338	29.4%	13	50.5%	799
	B C							
Maybe, I can provide feedback in limited situations	31.4%	259	35.5%	252	53.4%	24	33.8%	536
			A B					
No, I don't have an opportunity to provide feedback	14.4%	119	17.0%	121	17.2%	8	15.7%	248
Total	100.0%	827	100.0%	710	100.0%	45	100.0%	1,583

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

Significance level for upper case letters (A, B, C): .05^{1,2}

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 43: 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	59.5%	670	56.8%	558	50.1%	37	58.0%	1,266
One on one conversations with my supervisor	82.6%	702	73.0%	574	72.2%	37	78.1%	1,313
My representation in shared governance (CPC, APC, or Faculty Council)	36.3%	679	40.1%	569	25.4%	37	37.7%	1,286
My service on committees	72.9%	688	65.3%	573	70.2%	37	69.5%	1,298
Annual review process	68.1%	687	67.9%	572	56.0%	37	67.7%	1,297
Input collection through anonymous surveys	40.0%	691	37.8%	563	26.5%	37	38.6%	1,292

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 44: 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	49.2%	697	47.6%	570	35.0%	37	48.1%	1,304
CSU overall	26.9%	697	29.2%	571	16.4%	37	27.6%	1,305
My division/college	49.0%	699	45.9%	570	16.4%	37	46.7%	1,306
My department/unit	71.3%	702	67.2%	572	72.2%	37	69.5%	1,312

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 45: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.2%	77	14.4%	103	11.8%	5	11.6%	185
Physical appearance	4.7%	39	7.8%	56	17.2%	8	6.4%	102
Physical disability	6.3%	53	8.6%	62	30.4%	14	8.0%	128
Mental disability	5.3%	44	9.4%	67	30.8%	14	7.8%	125
Employment classification	16.8%	140	29.0%	208	33.8%	15	22.8%	363
Gender identity	10.4%	87	14.2%	101	28.6%	13	12.6%	201
Job title	19.6%	164	30.5%	219	21.5%	10	24.6%	392
Parental status	6.8%	57	12.1%	87	11.8%	5	9.3%	149
Religion	8.1%	67	8.1%	58	17.8%	8	8.4%	133
Political affiliation	12.2%	102	10.1%	72	6.1%	*	11.1%	177
Sexual orientation	5.9%	49	5.8%	42	19.7%	9	6.3%	100
Socio-economic status	6.6%	55	11.0%	79	6.1%	*	8.6%	137
Ethnic origin	10.7%	89	10.7%	76	19.1%	9	10.9%	174
Veteran status	1.2%	10	1.1%	8	0.0%	*	1.1%	18
Race or color	16.5%	138	15.0%	107	30.4%	14	16.2%	259
Marital status	3.0%	25	3.0%	22	0.0%	*	3.0%	47
Nationality/country of origin	9.5%	79	7.7%	55	24.7%	11	9.1%	146
None/no response	55.0%	459	44.2%	316	31.2%	14	49.5%	789

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 46: 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	8.9%	74	11.8%	85	5.7%	*	10.1%	162
Physical appearance	4.2%	35	6.6%	47	6.1%	*	5.3%	85
Physical disability	4.4%	37	4.5%	32	7.9%	4	4.6%	73
Mental disability	3.2%	27	4.8%	34	19.7%	9	4.4%	70
Employment classification	14.8%	124	23.3%	167	25.4%	11	18.9%	302
Gender identity	8.2%	68	9.9%	71	25.3%	11	9.4%	151
Job title	14.4%	120	25.0%	179	25.3%	11	19.4%	310
Parental status	5.1%	42	10.6%	76	0.0%	*	7.4%	118
Religion	4.2%	35	2.5%	18	0.0%	*	3.4%	54
Political affiliation	8.7%	72	6.8%	49	0.0%	*	7.6%	121
Sexual orientation	3.0%	25	4.5%	32	7.9%	4	3.9%	61
Socio-economic status	3.9%	33	7.7%	55	6.1%	*	5.7%	91
Ethnic origin	6.1%	50	6.9%	50	14.0%	6	6.7%	107
Veteran status	0.9%	7	0.8%	6	0.0%	*	0.8%	14
Race or color	8.6%	71	9.2%	66	14.0%	6	9.0%	144
Marital status	2.2%	18	2.5%	18	0.0%	*	2.2%	36
Nationality/country of origin	7.1%	59	5.5%	39	14.0%	6	6.6%	105
None/no response	69.2%	577	55.9%	400	51.6%	23	62.7%	1,000

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 47: 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	12.6%	105	11.6%	83	5.7%	*	12.0%	191
Physical appearance	4.5%	37	5.5%	40	11.3%	5	5.2%	82
Physical disability	3.6%	30	5.6%	40	7.9%	4	4.6%	73
Mental disability	2.9%	24	6.5%	46	19.7%	9	5.0%	79
Employment classification	18.4%	153	23.7%	169	23.1%	10	20.9%	333
Gender identity	8.0%	67	14.0%	100	24.9%	11	11.2%	178
Job title	16.1%	134	24.2%	174	17.4%	8	19.8%	316
Parental status	6.4%	53	12.9%	93	6.1%	*	9.3%	148
Religion	5.4%	45	2.1%	15	0.0%	*	3.7%	60
Political affiliation	7.4%	61	7.7%	55	11.3%	5	7.6%	122
Sexual orientation	4.2%	35	5.5%	40	11.3%	5	5.0%	80
Socio-economic status	4.5%	37	8.7%	62	11.7%	5	6.6%	105
Ethnic origin	5.4%	45	7.2%	51	19.7%	9	6.6%	105
Veteran status	0.6%	5	0.0%	*	11.7%	5	0.6%	10
Race or color	8.7%	72	9.7%	69	19.7%	9	9.4%	151
Marital status	3.3%	27	3.6%	26	6.1%	*	3.5%	55
Nationality/country of origin	6.8%	56	5.6%	40	13.6%	6	6.4%	103
None/no response	64.3%	536	51.8%	371	45.5%	21	58.2%	928

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: 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	9.2%	77	9.4%	67	5.0%	*	9.2%	146
Bullying	9.0%	75	10.4%	74	16.8%	8	9.8%	157
Bias	20.8%	174	20.0%	144	30.8%	14	20.7%	331
Physical assault	1.8%	15	2.7%	19	0.0%	*	2.1%	34
Sexual misconduct	5.4%	45	6.2%	44	10.7%	5	5.9%	94
Verbal abuse	7.8%	65	7.0%	50	17.4%	8	7.7%	123
None/no response	70.5%	588	72.1%	517	57.8%	26	70.9%	1,131

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 49: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.8%	32	4.9%	35	0.0%	*	4.2%	67
Bullying	8.5%	71	9.3%	67	17.8%	8	9.1%	145
Bias	14.6%	122	19.6%	141	19.7%	9	17.0%	271
Physical assault	0.3%	*	0.5%	3	0.0%	*	0.4%	6
Sexual misconduct	0.9%	7	3.0%	22	0.0%	*	1.8%	29
Verbal abuse	5.8%	49	7.0%	50	11.8%	5	6.5%	104
None/no response	79.8%	665	75.5%	541	62.5%	28	77.4%	1,234

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: 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	3.3%	28	3.9%	28	0.0%	*	3.5%	56
Bullying	15.3%	127	19.3%	139	23.5%	11	17.3%	276
Bias	16.6%	138	25.4%	182	25.8%	12	20.8%	331
Physical assault	0.6%	5	0.0%	*	0.0%	*	0.3%	5
Sexual misconduct	1.2%	10	3.8%	27	0.0%	*	2.3%	37
Verbal abuse	10.4%	87	10.9%	78	17.4%	8	10.9%	173
None/no response	74.4%	621	65.1%	466	56.8%	26	69.7%	1,113

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 20). 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 51: 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	63.4%	231	63.0%	1,314	63.1%	1,544
My department/unit promotes a work environment where all employees feel included	65.0%	233	66.9%	1,335	66.6%	1,568
My department/unit treats all employees equitably	52.6%	233	52.7%	1,328	52.7%	1,561
My department/unit is open and transparent in communication	60.2%	233	58.6%	1,332	58.9%	1,565
My department/unit values employee input in major department/unit decisions	73.0%	233	68.3%	1,332	69.0%	1,565
My department/unit promotes respect for cultural differences	70.3%	233	74.7%	1,331	74.0%	1,564
My department/unit understands the value of diversity	71.6%	233	74.9%	1,335	74.4%	1,568
My department/unit communicates the importance of valuing diversity	73.6%	233	73.1%	1,335	73.1%	1,568
I feel valued as an employee	58.7%	233	60.3%	1,326	60.1%	1,559
I feel a strong sense of belonging to CSU	53.0%	233	50.4%	1,335	50.8%	1,568
I feel a strong sense of belonging to my division/college	55.3%	231	53.9%	1,335	54.1%	1,566
I feel a strong sense of belonging to my department/unit	68.3%	233	62.5%	1,335	63.3%	1,568
I would recommend CSU as a place of employment	60.2%	233	63.0%	1,335	62.6%	1,568
I would recommend my department/unit as a place of employment	66.8%	233	61.9%	1,331	62.6%	1,564

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 52: 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	89.5%	209	88.8%	1,183	88.9%	1,391
No, I did not have a review	10.5%	25	11.2%	149	11.1%	174
Total	100.0%	233	100.0%	1,332	100.0%	1,565

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

Significance level for upper case letters (A, B, C): .05^{a,b}

- a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 53: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	PERFORMANCE REVIEW OVERALL	77.0%	209	79.1%	1,183	78.8%
I am satisfied with the effort my supervisor put into my most recent performance review	77.5%	209	78.4%	1,183	78.3%	1,391
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	24.7%	209	18.0%	1,183	19.0%	1,391
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.4%	209	59.0%	1,183	58.2%	1,391

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 54: 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	60.4%	233	62.5%	1,323	62.2%
My department/unit is treated with respect by other units within my college/division	55.4%	233	58.8%	1,335	58.3%	1,568
My college/division is treated with respect by CSU	50.4%	233	51.2%	1,335	51.1%	1,568
The people I interact with treat each other with respect	77.1%	233	76.3%	1,332	76.4%	1,565
There is respect for religious differences in my department/unit	59.0%	233	63.6%	1,326	62.9%	1,559
There is respect for liberal perspectives in my department/unit	75.0%	233	80.2%	1,335	79.4%	1,568
There is respect for conservative perspectives in my department/unit	45.7%	233	44.3%	1,335	44.5%	1,568

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 55: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	33.1% B	233	26.0%	1,325	27.0%	1,558
Recognized within my department/unit	42.8%	233	36.8%	1,328	37.7%	1,561
Resources in my department/unit	43.4% B	233	33.4%	1,328	34.9%	1,561
Professional development opportunities	21.4% B	233	14.7%	1,328	15.7%	1,561
Promoted in my department/unit	28.1% B	233	22.2%	1,325	23.0%	1,558
Hired in my department/unit	29.8% B	233	22.5%	1,328	23.6%	1,561

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 56: 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	41.9%	233	41.7%	1,314	41.7%	1,547
Leadership adequately addresses inappropriate behavior	42.5%	233	41.4%	1,319	41.6%	1,552
Leadership holds employees accountable for inappropriate behavior	38.0%	233	35.9%	1,316	36.2%	1,549
Leadership holds employees accountable for poor performance in the workplace	37.0%	233	32.1%	1,315	32.8%	1,548
Leadership acts ethically and honestly in the workplace	63.6%	233	63.1%	1,321	63.1%	1,554
Leadership addresses issues of inequity	33.8%	233	40.6%	1,319	39.6%	1,552
Leadership holds all employees to the same standards	36.6%	233	37.3%	1,320	37.2%	1,553

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 57: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	47.8%	229	48.8%	1,311	48.7%	1,540
Leadership adequately addresses inappropriate behavior	47.0%	231	47.9%	1,319	47.8%	1,550
Leadership holds employees accountable for inappropriate behavior	38.9%	229	42.0%	1,319	41.5%	1,548
Leadership holds employees accountable for poor performance in the workplace	42.5%	233	38.2%	1,315	38.9%	1,548
Leadership acts ethically and honestly in the workplace	63.6%	233	63.1%	1,321	63.1%	1,554
Leadership addresses issues of inequity	47.4%	233	48.2%	1,316	48.1%	1,550
Leadership holds all employees to the same standards	41.7%	233	45.1%	1,323	44.6%	1,556

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	51.0%	223	53.1%	1,307	52.8%	1,531
Recruits employees from a diverse set of backgrounds	45.2%	233	51.8%	1,319	50.8%	1,552
Improves the campus climate for all employees	49.6%	233	50.2%	1,319	50.1%	1,552
Retains diverse employees	34.8%	231	33.9%	1,315	34.0%	1,547
Creates a supportive environment for employees from diverse backgrounds	39.5%	230	47.2%	1,319	46.1%	1,549
Encourages discussions related to diversity	66.7%	233	76.9%	1,325	75.4%	1,558
Provides employees with a positive work experience	59.4%	231	55.2%	1,317	55.8%	1,548
Climate has become consistently more inclusive of all employees	52.6%	231	58.3%	1,317	57.4%	1,547

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 59: 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	57.9%	224	56.4%	1,298	56.6%	1,522
Recruits employees from a diverse set of backgrounds	54.9%	233	55.9%	1,319	55.8%	1,552
Improves the campus climate for all employees	59.6%	233	56.7%	1,322	57.1%	1,555
Retains diverse employees	46.3%	230	39.5%	1,316	40.5%	1,545
Creates a supportive environment for employees from diverse backgrounds	39.5%	230	47.2%	1,319	46.1%	1,549
Encourages discussions related to diversity	67.5%	233	73.1%	1,323	72.2%	1,556
Provides employees with a positive work experience	63.4%	231	59.8%	1,319	60.4%	1,550
Climate has become consistently more inclusive of all employees	58.4%	229	60.5%	1,316	60.2%	1,545

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: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	54.2%	226	49.2%	1,294	49.9%	1,520
Communications are effective	56.7%	233	47.6%	1,308	49.0%	1,541
Communications are timely	61.1%	233	56.7%	1,313	57.3%	1,546
Communications are relevant	56.9%	233	46.9%	1,308	48.4%	1,541
Communications are informative	58.6%	231	52.3%	1,311	53.2%	1,542
Communications are motivating	35.1%	229	27.2%	1,311	28.3%	1,540
Communications are honest	44.5%	230	45.6%	1,311	45.5%	1,541
Communications are accessible	66.1%	233	67.8%	1,310	67.5%	1,543

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: 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	56.3%	228	57.1%	1,296	57.0%
Communications are effective	57.2%	233	56.8%	1,308	56.8%	1,541
Communications are timely	58.3%	233	62.3%	1,313	61.7%	1,546
Communications are relevant	59.7%	233	60.0%	1,308	60.0%	1,541
Communications are informative	62.4%	231	59.9%	1,311	60.3%	1,542
Communications are motivating	39.8%	229	36.8%	1,311	37.2%	1,540
Communications are honest	51.7%	231	55.7%	1,311	55.1%	1,543
Communications are accessible	67.7%	231	68.2%	1,313	68.1%	1,545

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 62: Communications: 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	66.4%	230	65.7%	1,289	65.8%
Communications are effective	71.3%	232	66.1%	1,308	66.8%	1,540
Communications are timely	65.6%	233	67.8%	1,311	67.5%	1,544
Communications are relevant	75.4%	233	74.2%	1,305	74.3%	1,538
Communications are informative	70.4%	230	72.7%	1,309	72.4%	1,539
Communications are motivating	46.4%	231	42.9%	1,309	43.4%	1,539
Communications are honest	68.0%	233	66.3%	1,310	66.5%	1,543
Communications are accessible	70.2%	233	70.9%	1,312	70.8%	1,545

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: 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	42.1%	97	51.5%	685	50.1%
Maybe, I can provide feedback in limited situations	41.6%	96	33.9%	450	35.0%	546
No, I don't have an opportunity to provide feedback	16.3%	38	14.6%	194	14.9%	232
Total	100.0%	231	100.0%	1,329	100.0%	1,560

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

Significance level for upper case letters (A, B, C): .05^{1,2}

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

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

Table 64: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	60.8%	189	57.5%	1,067	58.0%	1,255
One on one conversations with my supervisor	79.7%	192	78.6%	1,112	78.8%	1,304
My representation in shared governance (CPC, APC, or Faculty Council)	41.5%	191	37.2%	1,084	37.9%	1,275
My service on committees	73.5%	193	68.8%	1,096	69.5%	1,289
Annual review process	67.6%	193	66.6%	1,092	66.8%	1,285
Input collection through anonymous surveys	41.9%	191	37.8%	1,089	38.4%	1,280

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 65: 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	51.5%	193	46.9%	1,102	47.6%	1,294
CSU overall	32.5%	193	26.9%	1,103	27.8%	1,296
My division/college	51.9%	193	45.2%	1,104	46.2%	1,297
My department/unit	70.2%	193	68.0%	1,110	68.4%	1,303

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.

Employee Climate Survey 2021

Table 66: 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	9.2%	21	11.4%	153	11.1%	175
Physical appearance	12.2%	28	5.3%	70	6.3%	99
Physical disability	8.2%	19	8.1%	108	8.1%	127
Mental disability	9.6%	22	7.3%	97	7.6%	120
Employment classification	22.0%	51	23.7%	317	23.4%	368
Gender identity	15.0%	35	11.8%	158	12.3%	193
Job title	19.1%	45	25.5%	342	24.6%	386
Parental status	10.7%	25	8.8%	118	9.1%	143
Religion	10.5%	24	7.0%	93	7.5%	118
Political affiliation	11.5%	27	10.2%	136	10.4%	163
Sexual orientation	7.0%	16	6.1%	82	6.3%	99
Socio-economic status	6.1%	14	9.3%	124	8.8%	139
Ethnic origin	20.0%	47	9.7%	129	11.2%	176
Veteran status	0.0%	*	1.4%	18	1.2%	18
Race or color	28.6%	67	14.0%	187	16.2%	254
Marital status	0.6%	*	3.0%	40	2.7%	42
Nationality/country of origin	18.7%	44	7.8%	105	9.4%	148
None/no response	42.6%	99	50.9%	681	49.7%	781

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 67: 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	6.1%	14	10.8%	144	10.1%	159
Physical appearance	7.6%	18	5.2%	69	5.5%	87
Physical disability	2.0%	5	5.3%	71	4.8%	75
Mental disability	5.1%	12	4.5%	60	4.6%	71
Employment classification	16.7%	39	20.3%	272	19.8%	311
Gender identity	8.9%	21	9.6%	129	9.5%	149
Job title	10.5%	25	21.7%	290	20.0%	315
Parental status	9.1%	21	7.5%	101	7.8%	122
Religion	3.3%	8	3.7%	50	3.6%	57
Political affiliation	3.2%	8	8.5%	114	7.7%	121
Sexual orientation	4.8%	11	4.3%	58	4.4%	69
Socio-economic status	2.9%	7	6.6%	88	6.0%	95
Ethnic origin	11.3%	26	6.5%	88	7.3%	114
Veteran status	0.0%	*	1.1%	14	0.9%	14
Race or color	15.0%	35	8.3%	111	9.3%	146
Marital status	0.6%	*	2.2%	29	1.9%	31
Nationality/country of origin	9.3%	22	6.6%	89	7.0%	111
None/no response	61.9%	144	62.7%	839	62.6%	983

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 68: 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	5.2%	12	13.1%	176	12.0%	188
Physical appearance	11.4%	26	4.2%	57	5.3%	83
Physical disability	4.5%	10	5.3%	71	5.2%	81
Mental disability	5.8%	13	5.0%	67	5.1%	81
Employment classification	18.0%	42	22.6%	302	21.9%	344
Gender identity	10.1%	24	11.5%	154	11.3%	178
Job title	13.2%	31	21.6%	290	20.4%	320
Parental status	8.4%	20	9.7%	130	9.5%	150
Religion	7.4%	17	3.6%	48	4.1%	65
Political affiliation	7.0%	16	7.7%	103	7.6%	119
Sexual orientation	5.7%	13	5.2%	69	5.3%	83
Socio-economic status	5.4%	13	6.8%	90	6.6%	103
Ethnic origin	12.8%	30	6.0%	80	7.0%	110
Veteran status	1.1%	*	0.2%	*	0.3%	5
Race or color	16.4%	38	8.5%	114	9.7%	152
Marital status	2.3%	5	3.1%	41	3.0%	47
Nationality/country of origin	14.2%	33	5.7%	76	6.9%	109
None/no response	57.4%	134	58.0%	776	57.9%	909

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: 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	14.8%	35	8.8%	118	9.7%	153
Bullying	13.5%	31	8.8%	118	9.5%	150
Bias	31.2%	73	18.7%	251	20.6%	323
Physical assault	2.8%	7	2.3%	30	2.4%	37
Sexual misconduct	11.5%	27	5.3%	71	6.2%	98
Verbal abuse	9.6%	22	6.9%	92	7.3%	114
None/no response	58.6%	137	73.3%	981	71.1%	1,117

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

Statistical significance not tested.

Table 70: 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	2.5%	6	5.0%	66	4.6%	72
Bullying	9.3%	22	8.5%	113	8.6%	135
Bias	25.1%	59	15.2%	204	16.7%	262
Physical assault	0.0%	*	0.5%	6	0.4%	6
Sexual misconduct	1.2%	*	2.1%	29	2.0%	31
Verbal abuse	3.6%	9	6.9%	93	6.5%	101
None/no response	69.0%	161	79.3%	1,060	77.7%	1,221

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: 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	4.4%	10	3.6%	48	3.7%	58
Bullying	18.0%	42	16.7%	223	16.8%	265
Bias	31.8%	74	19.3%	258	21.1%	332
Physical assault	0.0%	*	0.4%	5	0.3%	5
Sexual misconduct	2.0%	5	2.6%	35	2.5%	40
Verbal abuse	14.2%	33	10.3%	137	10.8%	170
None/no response	59.1%	138	71.3%	954	69.5%	1,092

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

Statistical significance not tested.

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

Comparisons by Employee Type

Employment type is based on the employee's current classification within the Human Resources system. State Classified (SC) employees are those with positions within the State Personnel System under Colorado statutes. Administrative professional (Admin Pro) employees hold positions exempt from the State Personnel System under Colorado statutes and are not faculty positions. Research Associates and Research Scientists are considered Admin Pro. Faculty includes all personnel who carry academic rank (professor, associate professor, assistant professor, master instructor, senior instructor, instructor, and faculty affiliate) and the University President. Faculty have been coded into two groups. Tenure and Tenure Track (T/TT) faculty include tenured faculty, tenure-track faculty, and faculty with transitional appointments. Contract, Continuing, and Adjunct (CCA) faculty include contract faculty, continuing faculty, and adjunct faculty as well as faculty with temporary, special, and/or senior teaching appointments. As employment type was included as part of the survey sample meta data (and not asked on the survey), employment type could not be determined for employees who completed a hard copy survey. These employees as well as other salaried employees are excluded from these analyses.

Table 72: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	58.7%	1,062	62.9%	857	60.6%	1,919
My department/unit promotes a work environment where all employees feel included	60.8%	1,082	68.1%	872	64.1%	1,954
My department/unit treats all employees equitably	47.1%	1,075	54.5%	869	50.4%	1,944
My department/unit is open and transparent in communication	50.7%	1,082	60.6%	872	55.1%	1,954
My department/unit values employee input in major department/unit decisions	63.7%	1,079	67.5%	872	65.4%	1,952
My department/unit promotes respect for cultural differences	67.9%	1,075	76.6%	872	71.8%	1,947
My department/unit understands the value of diversity	70.8%	1,079	75.8%	872	73.0%	1,951
My department/unit communicates the importance of valuing diversity	70.1%	1,077	73.7%	872	71.7%	1,949
I feel valued as an employee	58.7%	1,082	56.4%	863	57.7%	1,945
I feel a strong sense of belonging to CSU	45.7%	1,082	50.5%	872	47.9%	1,954
I feel a strong sense of belonging to my division/college	48.4%	1,082	53.6%	870	50.7%	1,952
I feel a strong sense of belonging to my department/unit	59.6%	1,080	61.2%	872	60.3%	1,952
I would recommend CSU as a place of employment	59.1%	1,077	59.8%	872	59.4%	1,949
I would recommend my department/unit as a place of employment	59.3%	1,073	60.4%	872	59.8%	1,945

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 73: Performance Review in Last Year

	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?						
Yes, I had a review	94.5%	1,015	83.2%	721	89.4%	1,736
No, I did not have a review	5.5%	59	16.8%	146	10.6%	205
Total	100.0%	1,074	100.0%	867	100.0%	1,941

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

Significance level for upper case letters (A, B, C): .05^{1,2}

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 74: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.1%	1,012	78.7%	721	77.7%	1,733
I am satisfied with the effort my supervisor put into my most recent performance review	73.0%	1,012	80.2%	721	76.0%	1,733
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.7%	1,015	20.4%	721	21.7%	1,736
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	58.0%	1,015	55.8%	721	57.1%	1,736

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 75: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	58.6%	1,069	62.2%	858	60.2%	1,927
My department/unit is treated with respect by other units within my college/division	55.3%	1,072	57.8%	867	56.4%	1,939
My college/division is treated with respect by CSU	45.7%	1,072	53.6%	867	49.2%	1,939
The people I interact with treat each other with respect	68.9%	1,069	78.1%	867	73.0%	1,936
There is respect for religious differences in my department/unit	60.8%	1,072	62.2%	858	61.4%	1,929
There is respect for liberal perspectives in my department/unit	77.9%	1,072	79.0%	867	78.4%	1,939
There is respect for conservative perspectives in my department/unit	42.6%	1,074	41.9%	867	42.3%	1,941

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 76: 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:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	FAVORITISM OVERALL	31.0%	1,068	26.3%	852	28.9%
Recognized within my department/unit	42.6%	1,071	34.7%	855	39.1%	1,925
Resources in my department/unit	42.3%	1,068	30.3%	855	37.0%	1,923
Professional development opportunities	20.4%	1,068	15.3%	855	18.1%	1,923
Promoted in my department/unit	23.4%	1,068	27.0%	852	25.0%	1,920
Hired in my department/unit	26.6%	1,068	23.8%	855	25.3%	1,923

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 77: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	38.3%	1,040	42.1%	828	40.0%
Leadership adequately addresses inappropriate behavior	39.7%	1,048	40.6%	831	40.1%	1,879
Leadership holds employees accountable for inappropriate behavior	32.9%	1,048	39.4%	828	35.8%	1,877
Leadership holds employees accountable for poor performance in the workplace	28.5%	1,044	36.0%	828	31.9%	1,873
Leadership acts ethically and honestly in the workplace	58.4%	1,047	62.1%	835	60.0%	1,882
Leadership addresses issues of inequity	36.1%	1,042	39.5%	831	37.6%	1,874
Leadership holds all employees to the same standards	35.4%	1,045	35.4%	832	35.4%	1,878

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: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.3%	1,036	49.2%	823	47.0%	1,860
Leadership adequately addresses inappropriate behavior	46.6%	1,046	A	831	46.6%	1,877
Leadership holds employees accountable for inappropriate behavior	37.3%	1,044	45.0%	826	40.7%	1,870
Leadership holds employees accountable for poor performance in the workplace	32.4%	1,047	A	828	37.6%	1,876
Leadership acts ethically and honestly in the workplace	58.4%	1,047	62.1%	835	60.0%	1,882
Leadership addresses issues of inequity	46.9%	1,043	45.3%	831	46.2%	1,874
Leadership holds all employees to the same standards	42.2%	1,048	42.7%	835	42.4%	1,883

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: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.6%	1,030	51.1%	806	50.8%	1,836
Recruits employees from a diverse set of backgrounds	50.8%	1,042	49.9%	822	50.4%	1,864
Improves the campus climate for all employees	45.6%	1,039	48.8%	822	47.0%	1,861
Retains diverse employees	34.2%	1,038	32.0%	818	33.2%	1,855
Creates a supportive environment for employees from diverse backgrounds	44.0%	1,039	45.8%	818	44.8%	1,857
Encourages discussions related to diversity	73.9%	1,042	73.7%	825	73.8%	1,867
Provides employees with a positive work experience	52.9%	1,034	51.4%	822	52.2%	1,857
Climate has become consistently more inclusive of all employees	53.7%	1,036	54.5%	816	54.1%	1,853

Percent "Agree" or "Strongly agree"

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

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

Table 80: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	DEPARTMENT/UNIT CLIMATE OVERALL	53.6%	1,017	56.5%	809	54.9%
Recruits employees from a diverse set of backgrounds	52.9%	1,045	58.0% A	822	55.1%	1,866
Improves the campus climate for all employees	51.0%	1,045	58.1% A	822	54.1%	1,866
Retains diverse employees	39.4%	1,038	39.3%	814	39.4%	1,852
Creates a supportive environment for employees from diverse backgrounds	44.0%	1,039	45.8%	818	44.8%	1,857
Encourages discussions related to diversity	71.4%	1,042	71.9%	825	71.6%	1,867
Provides employees with a positive work experience	57.1%	1,036	58.2%	825	57.6%	1,861
Climate has become consistently more inclusive of all employees	54.9%	1,037	59.1%	816	56.7%	1,853

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: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	CSU COMMUNICATIONS OVERALL	45.6%	992	50.9% A	804	48.0%
Communications are effective	43.9%	1,015	51.0% A	812	47.0%	1,828
Communications are timely	53.7%	1,017	59.1% A	810	56.1%	1,828
Communications are relevant	40.4%	1,010	52.2% A	813	45.7%	1,823
Communications are informative	47.7%	1,010	54.6% A	810	50.8%	1,821
Communications are motivating	24.3%	1,011	30.8% A	810	27.2%	1,821
Communications are honest	43.6%	1,012	43.8%	810	43.7%	1,823
Communications are accessible	66.5%	1,017	64.3%	807	65.5%	1,825

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: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	52.0%	999	58.2%	803	54.7%	1,802
Communications are effective	49.4%	1,015	59.7% A	810	54.0%	1,825
Communications are timely	56.4%	1,017	63.7% A	807	59.7%	1,824
Communications are relevant	54.5%	1,013	61.4% A	810	57.5%	1,823
Communications are informative	54.6%	1,013	61.8% A	810	57.8%	1,823
Communications are motivating	31.1%	1,011	40.2% A	810	35.2%	1,821
Communications are honest	50.9%	1,014	55.7% A	810	53.1%	1,824
Communications are accessible	66.9%	1,016	65.2%	810	66.1%	1,826

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: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	61.4%	994	67.2%	800	64.0%	1,793
Communications are effective	59.8%	1,014	70.9% A	806	64.7%	1,820
Communications are timely	62.9%	1,015	69.7% A	810	65.9%	1,825
Communications are relevant	69.0%	1,013	76.3% A	807	72.3%	1,819
Communications are informative	66.8%	1,010	75.1% A	810	70.5%	1,820
Communications are motivating	38.9%	1,010	45.8% A	810	42.0%	1,821
Communications are honest	63.5%	1,011	65.1%	810	64.2%	1,822
Communications are accessible	68.8%	1,016	69.2%	810	69.0%	1,827

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: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	49.0%	499	47.7%	394	48.4%	894
Maybe, I can provide feedback in limited situations	35.2%	359	33.7%	278	34.5%	637
No, I don't have an opportunity to provide feedback	15.9%	162	18.6%	154	17.1%	315
Total	100.0%	1,020	100.0%	827	100.0%	1,846

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

Significance level for upper case letters (A, B, C): .05^{a,b}

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

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

Table 85: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.8%	806	57.0%	637	56.3%	1,442
One on one conversations with my supervisor	74.9%	845	79.6%	652	76.9%	1,496
My representation in shared governance (CPC, APC, or Faculty Council)	36.1%	825	37.1%	639	36.6%	1,465
My service on committees	71.3%	830	63.9%	652	68.1%	1,481
Annual review process	63.2%	834	67.0%	644	64.8%	1,477
Input collection through anonymous surveys	34.9%	822	39.1%	648	36.8%	1,470

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 86: Feedback Valued

When I give feedback it is valued by:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	45.4%	835	46.4%	652	45.8%	1,487
CSU overall	26.7%	837	24.5%	652	25.7%	1,488
My division/college	45.3%	838	43.5%	652	44.5%	1,490
My department/unit	63.7%	843	71.2%	652	67.0%	1,495

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 87: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	11.1%	121	11.4%	99	11.2%	220
Physical appearance	6.7%	72	5.7%	50	6.2%	122
Physical disability	7.4%	80	7.9%	69	7.6%	150
Mental disability	7.5%	81	7.7%	67	7.6%	148
Employment classification	16.6%	181	27.8%	242	21.6%	423
Gender identity	11.8%	129	12.4%	108	12.1%	237
Job title	15.4%	168	31.5%	275	22.6%	443
Parental status	9.5%	104	7.4%	65	8.6%	168
Religion	8.2%	89	8.8%	77	8.5%	166
Political affiliation	9.9%	108	14.8%	129	12.1%	237
Sexual orientation	6.0%	65	6.0%	53	6.0%	118
Socio-economic status	7.6%	82	8.7%	76	8.1%	158
Ethnic origin	11.7%	127	8.4%	73	10.2%	200
Veteran status	1.3%	14	1.3%	11	1.3%	26
Race or color	17.7%	193	11.6%	101	15.0%	294
Marital status	2.8%	31	2.6%	23	2.7%	53
Nationality/country of origin	11.8%	129	5.8%	50	9.1%	179
None/no response	54.3%	591	48.3%	421	51.6%	1,012

Total may exceed 100% as respondents could select more than one option.
 Statistical significance not tested.

Table 88: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.3%	112	7.8%	68	9.2%	180
Physical appearance	6.4%	69	3.6%	32	5.1%	101
Physical disability	4.6%	50	4.2%	36	4.4%	86
Mental disability	5.0%	54	3.6%	32	4.4%	86
Employment classification	14.2%	155	23.1%	201	18.2%	356
Gender identity	10.3%	112	6.6%	58	8.7%	170
Job title	13.9%	151	25.0%	218	18.8%	369
Parental status	8.1%	88	5.6%	49	7.0%	137
Religion	4.6%	50	2.8%	24	3.8%	74
Political affiliation	8.8%	96	9.5%	83	9.2%	179
Sexual orientation	4.0%	43	4.1%	36	4.0%	79
Socio-economic status	5.3%	58	5.9%	52	5.6%	109
Ethnic origin	7.9%	86	5.2%	45	6.7%	132
Veteran status	1.2%	13	1.0%	9	1.1%	22
Race or color	11.7%	127	5.3%	46	8.9%	174
Marital status	3.1%	33	1.4%	12	2.3%	45
Nationality/country of origin	8.1%	88	5.3%	46	6.9%	134
None/no response	63.3%	689	64.1%	559	63.7%	1,248

Total may exceed 100% as respondents could select more than one option.
 Statistical significance not tested.

Table 89: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.8%	140	9.6%	84	11.4%	223
Physical appearance	5.7%	62	4.1%	35	5.0%	98
Physical disability	5.8%	63	3.6%	31	4.8%	95
Mental disability	5.6%	60	4.3%	38	5.0%	98
Employment classification	16.0%	174	25.7%	224	20.3%	399
Gender identity	12.6%	137	7.9%	69	10.5%	206
Job title	16.0%	174	24.5%	214	19.8%	388
Parental status	10.4%	113	6.5%	56	8.7%	170
Religion	4.6%	51	3.2%	28	4.0%	78
Political affiliation	9.1%	99	8.0%	70	8.6%	169
Sexual orientation	4.8%	53	5.1%	45	5.0%	97
Socio-economic status	7.1%	77	5.4%	47	6.4%	125
Ethnic origin	8.0%	87	5.2%	45	6.8%	133
Veteran status	0.9%	10	0.3%	*	0.7%	13
Race or color	11.8%	128	6.8%	59	9.6%	188
Marital status	5.0%	54	1.8%	16	3.6%	70
Nationality/country of origin	8.7%	94	4.4%	38	6.8%	132
None/no response	57.7%	628	60.8%	531	59.1%	1,158

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: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.7%	105	7.5%	66	8.7%	170
Bullying	11.0%	119	7.9%	69	9.6%	188
Bias	21.8%	237	18.7%	163	20.4%	400
Physical assault	2.0%	22	2.5%	22	2.2%	44
Sexual misconduct	5.4%	58	5.3%	47	5.4%	105
Verbal abuse	7.4%	81	8.0%	70	7.7%	151
None/no response	70.4%	766	75.0%	654	72.4%	1,419

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

Statistical significance not tested.

Table 91: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.1%	55	3.0%	26	4.1%	81
Bullying	10.5%	114	6.8%	59	8.8%	173
Bias	20.6%	224	13.0%	113	17.2%	337
Physical assault	0.5%	5	0.4%	3	0.5%	9
Sexual misconduct	2.0%	22	1.8%	16	1.9%	38
Verbal abuse	7.2%	78	5.4%	47	6.4%	125
None/no response	73.6%	800	83.4%	727	77.9%	1,527

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

Statistical significance not tested.

Table 92: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.3%	36	2.9%	25	3.2%	62
Bullying	21.5%	233	10.2%	89	16.4%	322
Bias	26.9%	293	14.7%	128	21.5%	421
Physical assault	0.8%	9	0.0%	*	0.4%	9
Sexual misconduct	2.5%	27	2.5%	21	2.5%	49
Verbal abuse	13.3%	145	7.4%	65	10.7%	210
None/no response	63.0%	685	79.3%	692	70.2%	1,377

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

Statistical significance not tested.

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