

Employee Climate Survey 2021

The 2021 CSU Employee Climate Survey is a component of an assessment conducted in the fall every two to three years to assess employee perceptions related to their department/unit, division/college, and CSU. The report summarizes key findings at the overall university level and details the survey administration and methods. Please visit the [Office of Inclusive Excellence \(OIE\), Employee Climate Survey](#) for division/college reports and past results.

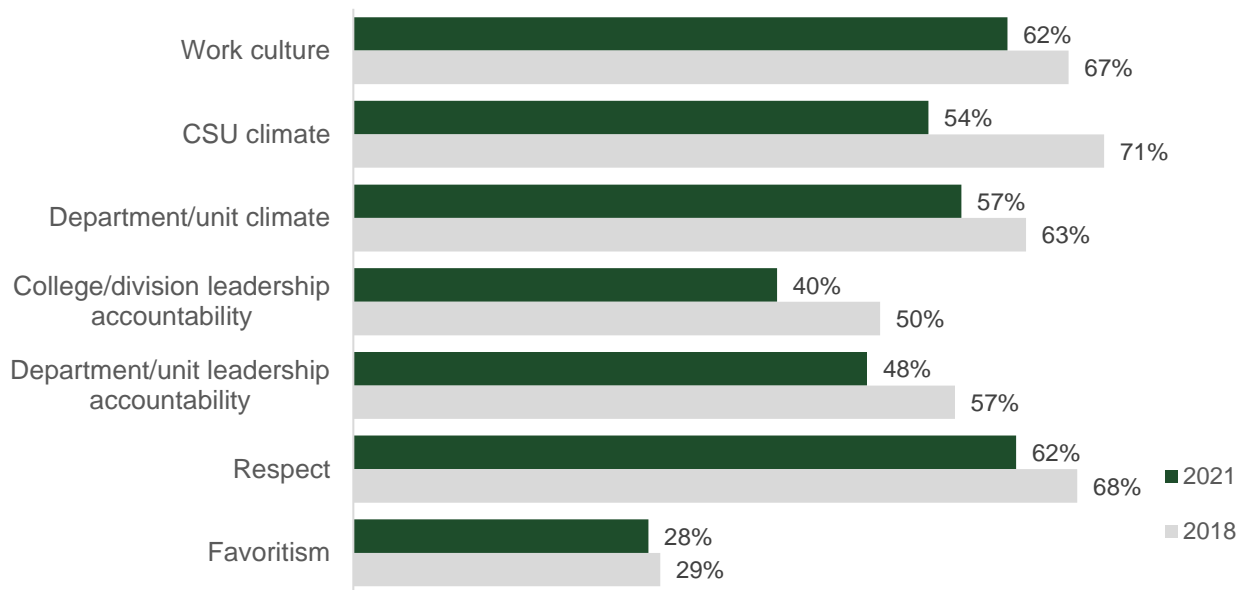
Summary of Findings

- The 2021 Employee Climate Survey is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee housed in the Office for Inclusive Excellence. The 2021 instrument focuses on organizational themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review.
- A total of 3,457 employees completed the 2021 Employee Climate survey, providing a response rate of 44%. Overall, this is a good response rate for an online climate survey; response rates by employee group were similar to those in the previous survey administration. See Table 1 for response rates by division or college and Figure 5 for response rates by employee type (compared over time).
- Representation by division/college, gender, racially minoritized status, and employment type within the survey sample were compared to known population norms for the university. Given discrepancies between the sample and the population, the data were weighted by division/college, gender, and employment type. Additional details regarding survey administration and analysis can be found in the Methodology section (p. 6). Prior survey administrations did not incorporate data weighting, and any 2018 results presented in this report were weighted to yield meaningful longitudinal comparisons (and will not match prior reports because of this methodological adjustment).
- For the first time in the Climate Survey's administration, follow-up questions permitted employees to provide more detail on their salient racial and cultural identities (see Table 23 through Table 27). Commonly mentioned identities included Black American or Caribbean among Black or African American employees, Cherokee and Navajo/Diné among Native American or Alaska Native or First Nations employees, Mexican or Chicano/a or South American among Hispanic or Latinx employees; Southeast Asian and East Asian among Asian employees, and Guamanian or Chamorro and Native Hawaiian among Native Hawaiian or other Pacific Islander employees.
- Employees rated 13 aspects of *Work Culture*, such as the department or unit treating employees equitably, being transparent in communications, or making employees feel valued (Table 3). About three-quarters of employees agreed that their department or unit understands the value of diversity and promotes respect for cultural differences. About half of employees had a strong sense of belonging to the university or to their division or college, though sense of belonging was strongest within the department or unit.
- Employees who identified as trans or nonbinary tended to rate aspects of *Work Culture* lower than the overall university average (Table 32). Non-racially minoritized employees were more likely to recommend the CSU and their departments/units as places of employment when compared to all

employees (Table 53). State classified employees rates most aspects of *Work Culture* lower than the overall university average (Table 74).

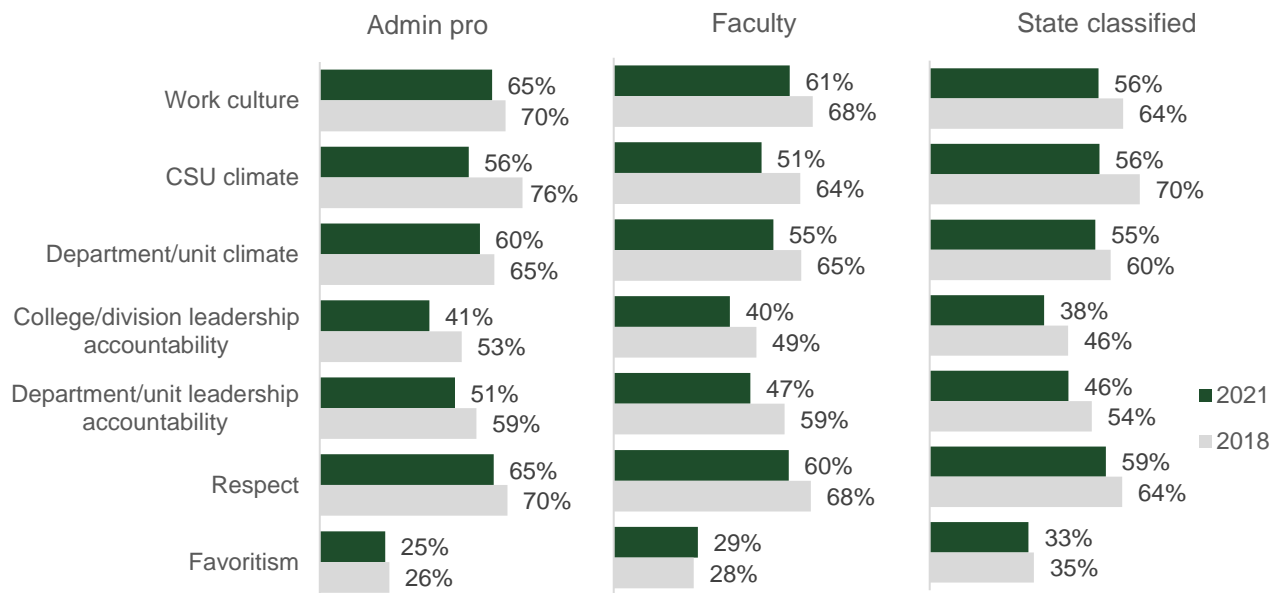
- Most employees (85%) had had a performance review in the past year (Table 4). About three-quarters of the respondents who had a review were satisfied with the effort their supervisors put into the process, though almost 20% feared negative consequences if they were to raise an issue of unfair treatment (Table 5). Almost 60% of respondents reported being aware of the process for mediating disagreements related to their performance evaluation.
- Racially minoritized employees were less likely to have had a performance review in the past year when compared to all employees (Table 54) and were also more likely to fear negative job consequences if they brought up an issue (Table 55). While almost all (about 94%) tenure/tenure track faculty and state classified employees had had performance reviews (Table 75), they expressed lower levels of satisfaction with the level of effort their supervisors put into the process when compared to overall university average (Table 76).
- Employees rated six aspects of *Respect*, which included perceptions of being respected at the department or division level, as well as respect for different religious and political perspectives (Table 6). Almost four in five employees felt that the people with whom they interacted treated each other with respect and about three in five felt their department or unit was treated with respect by other units within their college or division. Less than half of employees felt there was respect for conservative perspectives within their department or unit.
- Trans or non-binary and state classified employees tended to provide lower than average ratings when assessing the various aspects of *Respect* (Table 35 and Table 77).
- Respondents reflected on the *Climate* at CSU overall (Table 10) and within their department or unit (Table 11) over the past 12 months. This included perceptions of improving the campus climate for all employees, providing a positive work experience, and creating a supportive environment for diverse employees. Overall, employees rated the *Climate* within their department or unit slightly higher than the climate at the university (about 3 percentage points on average). Between half and two-thirds of employees rated most of the seven *Climate*-related survey items favorably.
- State classified and administrative professional employees tended to rate aspect of *Climate* (CSU (Table 81) and department/unit (Table 82)) higher than the overall university average. Racially minoritized, women, and trans or non-binary employees felt less favorably about *Climate* when compared to the university overall (Table 39, Table 40, Table 60, and Table 61).
- Employees responded to a series of items aimed to gauge their perception of *Leadership Accountability* at both the college or division (Table 8) and department or unit levels (Table 9). Employees provided their opinions regarding Leadership's ability to address inappropriate behavior; to hold employees accountable for poor performance and inappropriate behavior, to address issues of inequity, to hold all employees to the same standards, and to act ethically and honestly. Overall, employees felt more positively about *Leadership Accountability* in their department or unit than their college or division. However, only one-third to one-half of employees agreed with each of the *Leadership Accountability* survey items (except for acting ethically and honestly; 57% of employees agreed with these statements).

- Women and trans or non-binary employees tended to rate *Leadership Accountability* (at both levels) lower than the average (Table 37 and Table 38). CCA faculty tended to have higher than average ratings of *Leadership Accountability* within their college or division (Table 79).
- Employees rated seven aspects of *Communications* including their effectiveness, timeliness, relevancy, and accessibility; ratings were provided for the university (Table 12), division or college (Table 13), and the department or unit (Table 14). Overall, most employees felt communications from their department or unit were more effective, more timely, more informative, and more honest than the ones from their division or college or the university overall.
- Women tended to hold more favorable views of *Communications* from both their department or unit (Table 43) and their division or college (Table 42) than all employees overall. Tenure and tenure track faculty tended to rate *Communications* from CSU (Table 83) and their division or college (Table 84) lower than the overall average. State classified employees provided less than average ratings of *Communications* from their department or unit (Table 85).
- Employees identified possible areas in which *Discriminatory Attitudes* were problematic at CSU (Table 18). While almost three in five employees did not cite any discriminatory attitudes, of those who did, they felt discriminatory attitudes were most prevalent in the areas of employment classification (20%), job title (17%), political affiliation (15%), and race or color (13%). These areas were similarly problematic at the division or college and department or unit level (Table 18).
- Figure 1 displays an overall index score representing the average percent agreement for the survey themes that could be compared over time (see Analysis for how these scores are calculated). The average percent agreement compared to 2018, ratings declined in 2021, with the largest drop seen in Climate at CSU (70% in 2018 versus 54% in 2021) and Leadership Accountability in College/Division (50% versus 40%).
- Figure 2 through Figure 4 display survey themes over time by employee type, gender, and racially minoritized status. Declines in ratings were seen across all subgroups, though tended to be slightly smaller in magnitude among faculty, state classified and women employees.

Figure 1: Organizational Themes Compared Over Time

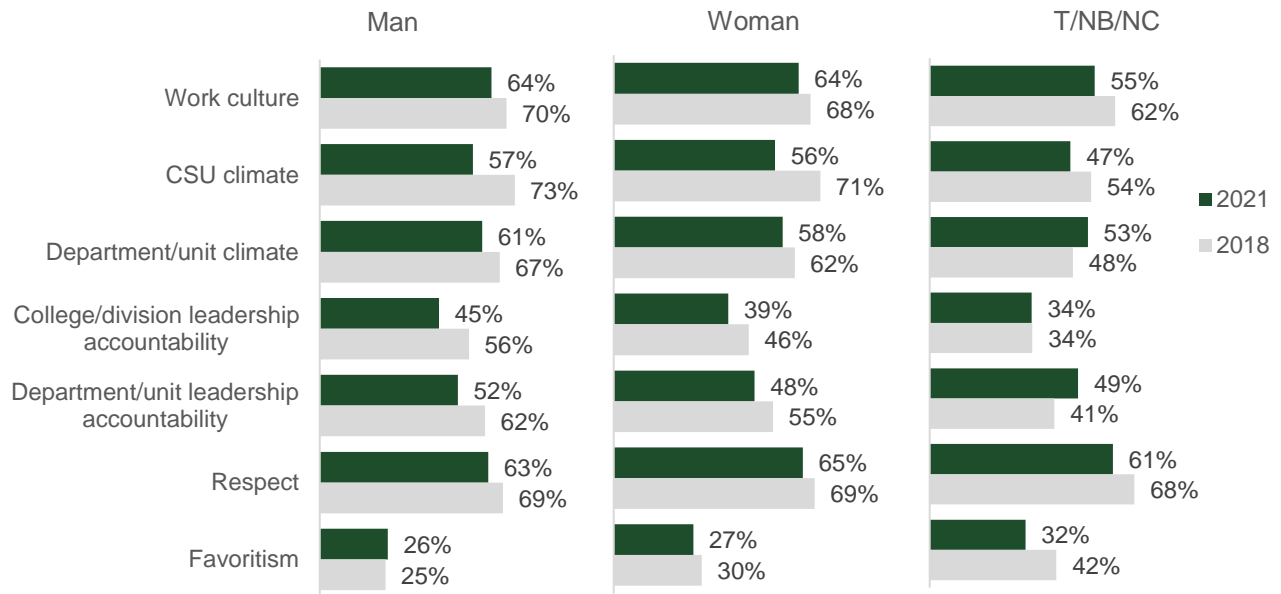
Average percent agreement

2018 results presented are weighted to yield meaningful longitudinal comparisons and will not match prior reports.

Figure 2: Organizational Themes Compared by Employee Type

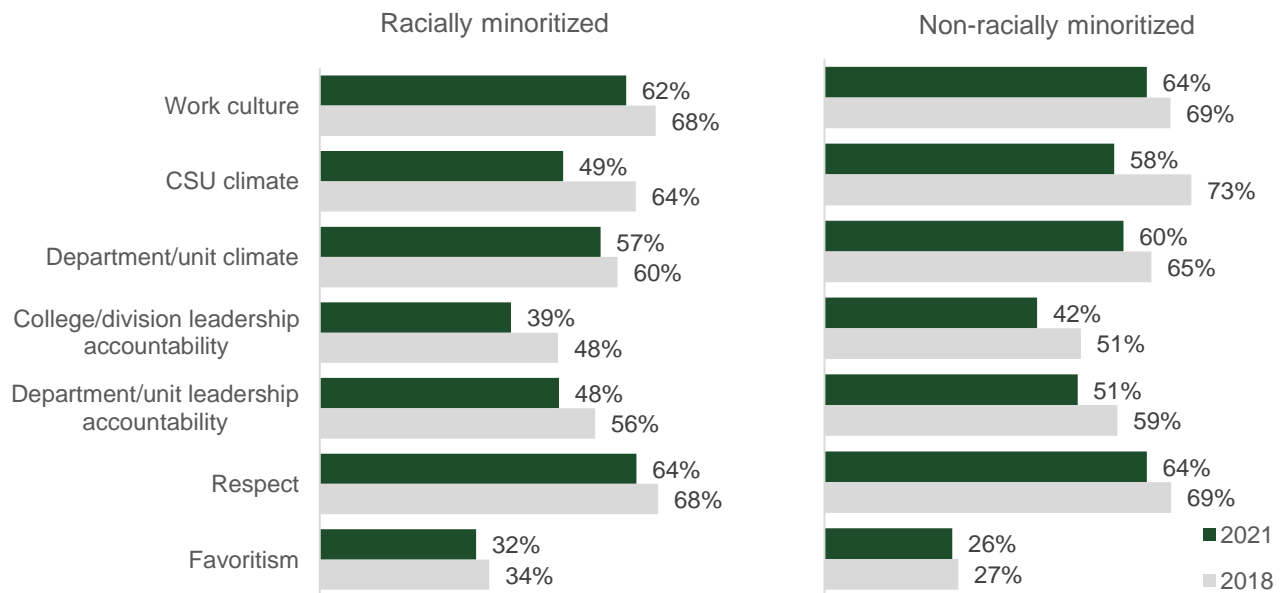
Average percent agreement

2018 results presented are weighted to yield meaningful longitudinal comparisons and will not match prior reports.

Figure 3: Organizational Themes Compared by Gender

Average percent agreement

2018 results presented are weighted to yield meaningful longitudinal comparisons and will not match prior reports.

Figure 4: Organizational Themes Compared by Racially Minoritized Status

Average percent agreement

2018 results presented are weighted to yield meaningful longitudinal comparisons and will not match prior reports.

Methodology

Survey Design

The 2021 Employee Climate Survey is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee housed in the Office for Inclusive Excellence. Since the survey is for CSU's internal improvement, items that inform initiatives, resources, policies, and needs are prioritized. Additionally, the committee prioritized keeping survey items within themes consistent between 2018 and 2021 to allow for longitudinal comparisons.

The primary focus of the 2021 assessment is to provide division-level (college or division under a vice president) results; therefore, the construction of the instrument focused on components that would provide beneficial information to divisions. The 2021 instrument focuses on organizational themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review. Several divisions and units opted to include survey questions tailored to their employees.

Data Collection

The Employee Climate Survey was administered using Qualtrics, a web-based survey platform, and was available in English and Spanish. All employees, excluding student workers, temporary workers, and graduate assistants at CSU were eligible to participate in the survey. The email contact list included embedded meta data indicating each employee's current employment type, college or division, and department or unit, and language (English or Spanish). These fields enabled the inclusion of division and unit-specific survey questions through the use of skip and display logic as well as the default language in which to display the survey.

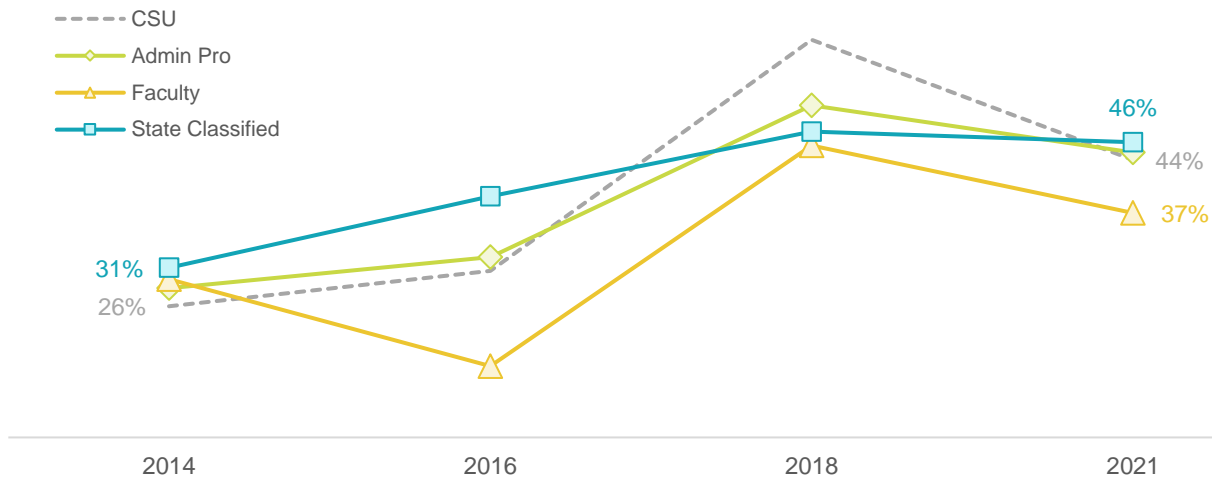
Employees were contacted at three times about the survey between October 19 and November 12, 2021. Email communications arrived addressed from the OIE, signed by the office's vice president and associate vice president and the employee's division leader (e.g., vice president or dean). The email communications encouraged employees to participate and provided instructions for accessing the survey online. Respondents alternatively had the option to complete a hard copy version (English or Spanish) that could be submitted using one of three drop boxes. While each employee received a unique link, no personally identifying attributes were recorded (e.g., email or IP address) to ensure all responses to the survey were anonymous (both online and paper). Data collection ended on November 19, 2021.

On average, employees completed the survey in about 15 minutes. A total of 3,457 employees completed the survey, providing an overall response rate of 44%. This response rate is lower than the 2018 response rate of 59% and higher than both the 2016 (30%) and 2014 (26%) climate survey administrations. Response rates by division/unit ranged from 18% (CEMML) to 73% (Operations; see Table 1). By employment type, response rates ranged from 37% (Faculty) to 46% (State Classified; see Figure 5). The majority of surveys were completed online and in English; nine surveys were completed in Spanish and 135 were completed via hard copy.

Table 1: Response rates by Division/Unit

Division/Unit	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
CSU Overall	7,911	27	311	3,457	44%
Athletics	120	0	8	50	42%
CEMML	518	1	11	94	18%
Central Administration	126	2	7	55	44%
College of Agricultural Sciences	403	2	16	156	39%
College of Business	282	2	15	99	35%
College of Health and Human Sciences	463	1	8	166	36%
College of Liberal Arts	677	2	31	263	39%
College of Natural Sciences	516	3	23	142	28%
College of Veterinary Medicine and Biomedical Sciences	1,085	1	43	438	40%
Colorado State Forest Service	122	2	8	39	33%
Engagement/Extension	300	2	13	152	51%
Enrollment/Access	153	0	4	98	64%
Equity, Equal Opportunity, and Title IX	15	0	3	8	53%
Graduate School	19	0	0	13	68%
Information Technology	113	0	6	61	54%
International Programs	42	0	3	30	71%
Library	70	1	7	46	67%
Operations	685	0	23	503	73%
Research	192	1	8	84	44%
Student Affairs	896	3	29	402	45%
University Advancement	140	0	12	88	63%
University Marketing + Communications	58	0	3	30	52%
Walter Scott Jr. College of Engineering	568	3	20	305	54%
Warner College of Natural Resources	348	1	10	132	38%
Unknown				3	

* Response rate = Completed / (Sent – Bounce)

Figure 5: Response Rates by Employee Type Over Time

Note: In 2018, about 560 respondents had an unknown employment type, which accounts for the overall response rate's being higher than the rates for the individual employment groups.

Data Weighting

When the proportions of a demographic subgroup in the survey sample differ substantially from known population proportions and when members within a subgroup may meaningfully diverge on variables of interest, data weighting can provide a more accurate summary of the true population response than simple averaging. For example, while the targeted population within College of Natural Sciences makes up 6.5% of the university-wide targeted population, survey responses from this group were 4.3% of total responses (see Table 2). Weighting the data addresses differential response rates across subgroups and provides more meaningful summaries when subgroups are combined.

For the 2021 survey, representation by division/college, gender, racially minoritized status, and employment type within the survey sample were compared to known population norms for the university. Several divisions/colleges were over- or underrepresented within the sample by more than 2 percentage points (PP), men were underrepresented by 6 PP, and CCA faculty were underrepresented by about 4 PP; racially minoritized employees were represented at population norm level (see Table 2). Given these discrepancies between the survey sample and the population norms, the data were weighted (using the SPSS rake procedure) by gender, racially minoritized status, and/or employment type within each division (the specific variables used varied by division depending on how balanced the survey sample was compared to known norms). For any respondent missing an attribute used in the weighting scheme (e.g., unknown division/college), they received a weight of 1. IRPE staff examined individual weights and determined no weights to be excessively large (i.e., greater than 5).

Overall, the differences between the sample and the population were reduced to about one-half of one percentage point. Additionally, a secondary weight was applied to increase the sample n from 3,457 to 7,911 (the total number of employees at the time of the survey's administration) while simultaneously balancing division/college representation at the university level. All sample sizes presented in this report are weighted to represent the total number of employees (i.e., the CSU population) ensuring all identities are simultaneously reported while maintaining confidentiality. These totals representing the population are abbreviated to "Pop" in most tables; percentages and proportions of respondents providing a given response are abbreviated to "Pct".

Table 2: 2021 Employee Climate Survey Weighting Results

	CSU population norm	Unweighted survey sample	Weighted survey population
DIVISION/COLLEGE			
Athletics	1.5%	1.4%	1.5%
CEMML	6.5%	2.7%	6.5%
Central Administration	1.6%	1.6%	1.6%
College of Agricultural Sciences	5.1%	4.5%	5.1%
College of Business	3.6%	2.9%	3.6%
College of Health and Human Sciences	5.9%	4.8%	5.9%
College of Liberal Arts	8.6%	7.6%	8.6%
College of Natural Sciences	6.5%	4.1%	6.5%
College of Veterinary Medicine and Biomedical Sciences	13.7%	12.7%	13.7%
Colorado State Forest Service	1.5%	1.1%	1.5%
Engagement/Extension	3.8%	4.4%	3.8%
Enrollment/Access	1.9%	2.8%	1.9%
Equity, Equal Opportunity, and Title IX	0.2%	0.2%	0.2%
Graduate School	0.2%	0.4%	0.2%
Information Technology	1.4%	1.8%	1.4%
International Programs	0.5%	0.9%	0.5%

	CSU population norm	Unweighted survey sample	Weighted survey population
Library	0.9%	1.3%	0.9%
Operations	8.7%	14.6%	8.7%
Research	2.4%	2.4%	2.4%
Student Affairs	11.3%	11.6%	11.3%
University Advancement	1.8%	2.5%	1.8%
University Marketing + Communications	0.7%	0.9%	0.7%
Walter Scott Jr. College of Engineering	7.2%	8.8%	7.2%
Warner College of Natural Resources	4.4%	3.8%	4.4%
GENDER			
Man	46.0%	40.1%	45.6%
Woman	54.0%	57.0%	51.6%
Trans, non-binary, non-conforming (T/NB/NC)		2.9%	2.8%
RACIALLY MINORITIZED STATUS			
Racially minoritized	17.1%	17.7%	17.5%
Non-racially minoritized	82.9%	82.3%	82.5%
EMPLOYMENT TYPE			
Admin Professional	48.5%	51.4%	49.9%
Contract, continuing, or adjunct (CCA) Faculty	12.1%	8.3%	11.5%
Other Salaried Employee	3.7%	1.6%	3.5%
State Classified	21.8%	23.8%	20.8%
Tenure or Tenure-track (T/TT) Faculty	13.9%	14.9%	14.3%

Analysis

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 (p. 10) 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 the analyses. Subgroup comparisons by gender, racially minoritized status, and employment type are based on the proportion of respondents who "strongly agree" or "agree" with each item and statistically significant differences ($p \leq .05$) between subgroup members are noted within the tables. Definitions of gender, racially minoritized status, and employment type are included at the beginning of each set of comparisons (see Comparisons by Respondent Gender (p. 20), Comparisons by Racially Minoritized Status, (p. 31), and Comparisons by Employee Type, (p.42)).

An overall index score representing the average percent agree (e.g., *Work Culture Overall*) appears within each table. For example, the *Work Culture* theme includes 13 individual survey items. If an employee selected "agree" or "strongly agree" to 9 out of the 13 items, their *Work Culture* index score would equal 69%. An employee must have answered all survey items within a theme in order for an index score to be calculated. An overall index score represents the average of the individual index scores for all employees included in the group or category.

Previous analyses did not incorporate weighting, and the 2018 results presented in this report were weighted to yield meaningful longitudinal comparisons and will not match prior reports because of this methodological adjustment. The 2018 data were weighted by division, employee type, gender, and racially minoritized status.

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 CSU population are also provided under the abbreviated heading of "Pop."

Figure 6: Organizational Themes

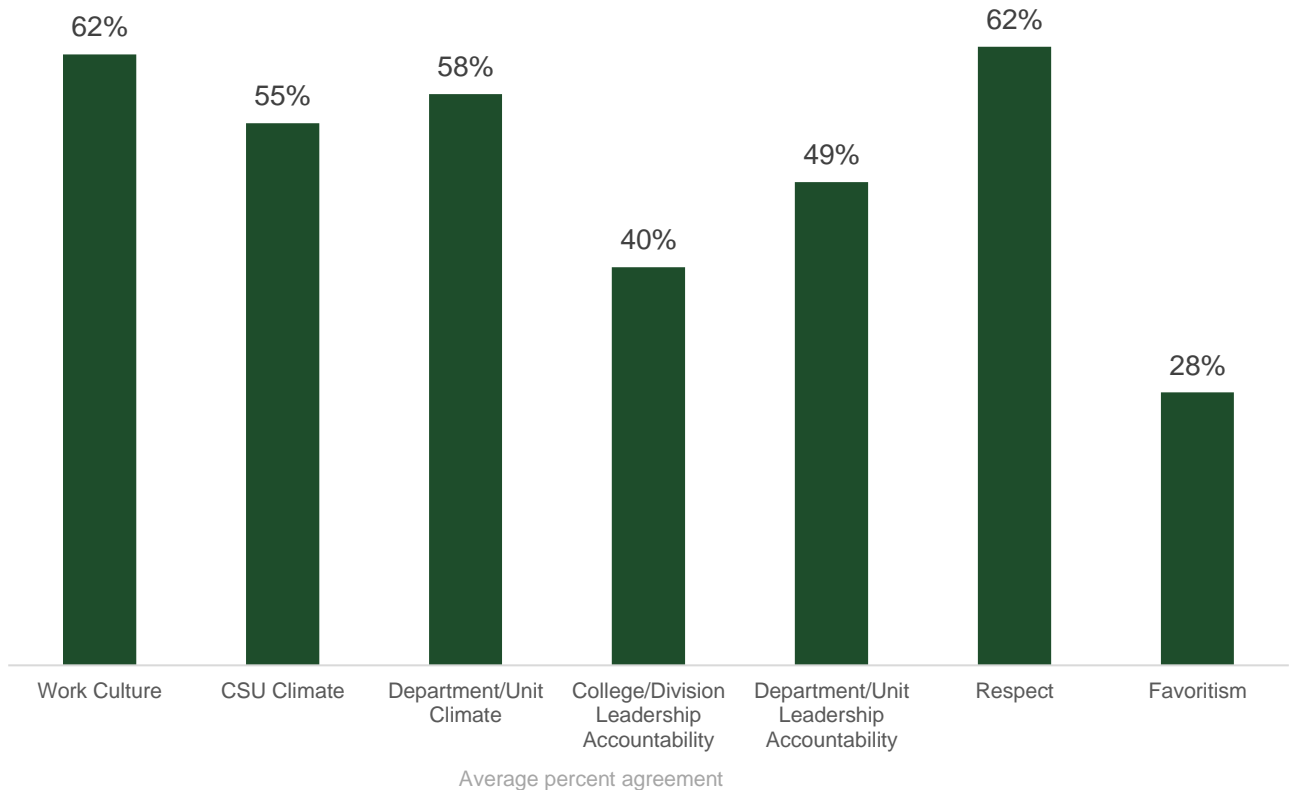


Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
My department/unit promotes a work environment where all employees feel included	5.7%	13.8%	14.2%	43.3%	23.0%	100.0%	7,893
My department/unit treats all employees equitably	8.1%	18.7%	16.7%	35.5%	21.0%	100.0%	7,874
My department/unit is open and transparent in communication	8.3%	16.0%	18.6%	36.4%	20.8%	100.0%	7,868
My department/unit values employee input in major department/unit decisions	8.6%	15.3%	19.6%	34.9%	21.6%	100.0%	7,872
My department/unit promotes respect for cultural differences	2.9%	5.5%	17.9%	41.0%	32.7%	100.0%	7,861
My department/unit understands the value of diversity	2.8%	6.8%	17.0%	41.3%	32.1%	100.0%	7,867
My department/unit communicates the importance of valuing diversity	3.1%	6.9%	19.8%	38.1%	32.1%	100.0%	7,872
I feel valued as an employee	10.2%	13.5%	15.8%	37.0%	23.4%	100.0%	7,860
I feel a strong sense of belonging to CSU	10.1%	16.5%	25.7%	30.5%	17.2%	100.0%	7,880
I feel a strong sense of belonging to my division/college	9.9%	16.1%	24.6%	31.0%	18.4%	100.0%	7,868
I feel a strong sense of belonging to my department/unit	8.0%	12.8%	17.2%	35.3%	26.8%	100.0%	7,873
I would recommend CSU as a place of employment	5.2%	9.3%	21.9%	40.7%	22.8%	100.0%	7,878
I would recommend my department/unit as a place of employment	7.4%	10.3%	19.4%	35.3%	27.6%	100.0%	7,869

Table 4: Performance Review in Last Year

	Yes, I had a review	No, I did not have a review	Total (Pct Pop)	
Did you have a performance review in the last year?	84.0%	16.0%	100.0%	7,848

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
I am satisfied with the effort my supervisor put into my most recent performance review	3.9%	7.6%	11.7%	40.1%	36.6%	100.0%	6,564
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	29.4%	36.1%	16.0%	12.3%	6.2%	100.0%	6,559
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.5%	17.1%	20.5%	44.6%	14.3%	100.0%	6,559

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

Table 6: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
My department/unit is treated with respect by other units within my college/division	4.9%	11.9%	25.5%	41.7%	16.0%	100.0%	7,787
My college/division is treated with respect by CSU	4.8%	12.2%	27.5%	41.2%	14.3%	100.0%	7,789
The people I interact with treat each other with respect	2.1%	7.2%	12.8%	51.4%	26.5%	100.0%	7,788
There is respect for religious differences in my department/unit	2.3%	4.3%	31.3%	40.1%	22.1%	100.0%	7,787
There is respect for liberal perspectives in my department/unit	1.5%	2.6%	21.0%	44.4%	30.4%	100.0%	7,791
There is respect for conservative perspectives in my department/unit	8.1%	12.4%	33.8%	32.3%	13.3%	100.0%	7,788

Table 7: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Recognized within my department/unit	13.7%	26.6%	24.5%	22.5%	12.7%	100.0%	7,718
Resources in my department/unit	14.4%	28.0%	27.1%	20.1%	10.4%	100.0%	7,718
Professional development opportunities	17.5%	32.9%	29.2%	12.6%	7.8%	100.0%	7,719
Promoted in my department/unit	15.9%	27.8%	27.1%	16.7%	12.4%	100.0%	7,707
Hired in my department/unit	16.7%	29.6%	29.8%	14.3%	9.8%	100.0%	7,713

Table 8: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Leadership adequately addresses inappropriate behavior	7.5%	11.0%	41.2%	30.8%	9.5%	100.0%	7,554
Leadership holds employees accountable for inappropriate behavior	7.5%	11.9%	44.1%	27.5%	9.1%	100.0%	7,544
Leadership holds employees accountable for poor performance in the workplace	8.5%	14.8%	46.4%	24.3%	6.0%	100.0%	7,533
Leadership acts ethically and honestly in the workplace	5.6%	7.2%	29.8%	41.4%	16.0%	100.0%	7,552
Leadership addresses issues of inequity	7.7%	12.5%	40.6%	28.5%	10.6%	100.0%	7,524
Leadership holds all employees to the same standards	11.5%	17.5%	35.4%	26.6%	9.1%	100.0%	7,528

Table 9: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Leadership adequately addresses inappropriate behavior	7.2%	12.0%	31.6%	35.4%	13.8%	100.0%	7,563
Leadership holds employees accountable for inappropriate behavior	7.1%	12.6%	35.2%	32.7%	12.4%	100.0%	7,546
Leadership holds employees accountable for poor performance in the workplace	9.0%	17.3%	34.1%	31.1%	8.5%	100.0%	7,557
Leadership acts ethically and honestly in the workplace	5.6%	7.2%	29.8%	41.4%	16.0%	100.0%	7,552
Leadership addresses issues of inequity	7.5%	12.3%	32.7%	33.8%	13.7%	100.0%	7,536
Leadership holds all employees to the same standards	11.4%	19.9%	25.2%	30.6%	12.9%	100.0%	7,572

Table 10: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Recruits employees from a diverse set of backgrounds	3.4%	9.4%	30.6%	42.8%	13.8%	100.0%	7,521
Improves the campus climate for all employees	6.8%	11.1%	32.6%	39.2%	10.3%	100.0%	7,500
Retains diverse employees	5.6%	12.2%	43.5%	29.5%	9.1%	100.0%	7,480
Creates a supportive environment for employees from diverse backgrounds	4.9%	8.5%	35.2%	39.6%	11.7%	100.0%	7,486
Encourages discussions related to diversity	3.0%	4.5%	20.4%	47.9%	24.2%	100.0%	7,498
Provides employees with a positive work experience	5.0%	10.6%	27.3%	44.2%	13.0%	100.0%	7,487
Climate has become consistently more inclusive of all employees	5.5%	7.9%	32.5%	40.0%	14.2%	100.0%	7,482

Table 11: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Recruits employees from a diverse set of backgrounds	4.6%	11.2%	23.2%	44.4%	16.6%	100.0%	7,517
Improves the campus climate for all employees	6.3%	10.9%	28.0%	39.9%	14.9%	100.0%	7,500
Retains diverse employees	6.8%	13.5%	35.2%	33.2%	11.3%	100.0%	7,485
Creates a supportive environment for employees from diverse backgrounds	4.9%	8.5%	35.2%	39.6%	11.7%	100.0%	7,486
Encourages discussions related to diversity	4.5%	8.4%	20.7%	41.2%	25.1%	100.0%	7,497
Provides employees with a positive work experience	6.8%	11.9%	19.6%	41.6%	20.2%	100.0%	7,486
Climate has become consistently more inclusive of all employees	5.5%	9.5%	28.9%	38.7%	17.4%	100.0%	7,485

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Communications are effective	6.6%	16.1%	23.3%	44.5%	9.5%	100.0%	7,397
Communications are timely	5.1%	10.7%	23.7%	47.8%	12.6%	100.0%	7,379
Communications are relevant	6.2%	14.4%	27.4%	42.9%	9.1%	100.0%	7,373
Communications are informative	4.3%	10.5%	26.5%	47.4%	11.2%	100.0%	7,378
Communications are motivating	10.7%	17.4%	37.7%	27.0%	7.2%	100.0%	7,376
Communications are honest	7.1%	10.6%	32.4%	39.0%	11.0%	100.0%	7,372
Communications are accessible	2.3%	3.7%	26.2%	52.0%	15.9%	100.0%	7,367

Table 13: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Communications are effective	5.6%	14.6%	23.9%	45.6%	10.3%	100.0%	7,368
Communications are timely	4.9%	11.6%	24.1%	47.4%	12.0%	100.0%	7,354
Communications are relevant	4.4%	10.2%	26.7%	48.0%	10.7%	100.0%	7,346
Communications are informative	3.8%	8.4%	26.7%	49.0%	12.1%	100.0%	7,345
Communications are motivating	8.3%	15.3%	41.0%	27.6%	7.8%	100.0%	7,346
Communications are honest	5.8%	8.0%	32.2%	40.9%	13.0%	100.0%	7,348
Communications are accessible	2.4%	4.6%	27.3%	49.7%	16.0%	100.0%	7,346

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Communications are effective	7.2%	13.0%	16.0%	45.7%	18.1%	100.0%	7,374
Communications are timely	6.5%	11.3%	17.4%	47.3%	17.6%	100.0%	7,368
Communications are relevant	3.9%	6.7%	18.1%	52.0%	19.3%	100.0%	7,348
Communications are informative	3.6%	6.7%	19.1%	52.5%	18.1%	100.0%	7,327
Communications are motivating	8.4%	13.4%	36.2%	30.4%	11.5%	100.0%	7,357
Communications are honest	5.5%	7.0%	23.7%	45.1%	18.7%	100.0%	7,364
Communications are accessible	2.9%	5.0%	23.5%	50.3%	18.4%	100.0%	7,372

Table 15: Communicated Feedback

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct Pop)	
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	44.6%	36.7%	18.7%	100.0%	7,414

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
One on one conversations with my supervisor	3.2%	6.5%	10.4%	39.2%	40.7%	100.0%	5,808
My representation in shared governance (CPC, APC, or Faculty Council)	2.5%	5.9%	64.1%	20.3%	7.3%	100.0%	5,727
My service on committees	2.1%	4.6%	47.2%	35.2%	11.0%	100.0%	5,752
Annual review process	3.4%	8.5%	25.0%	42.7%	20.4%	100.0%	5,778
Input collection through anonymous surveys	5.4%	9.2%	43.5%	32.5%	9.4%	100.0%	5,754

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

Table 17: Feedback Valued

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
CSU overall	8.8%	14.1%	47.3%	23.4%	6.5%	100.0%	5,774
My division/college	7.7%	11.4%	36.9%	33.3%	10.8%	100.0%	5,766
My department/unit	6.6%	9.2%	18.1%	40.9%	25.1%	100.0%	5,794

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

Table 18: Discriminatory Attitudes

Please indicate if discriminatory attitudes are currently problematic.	CSU Overall		Division/College		Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.6%	759	7.7%	606	9.7%	768
Physical appearance	5.7%	450	4.9%	384	4.9%	390
Physical disability	6.7%	528	4.3%	341	4.9%	387
Mental disability	6.6%	521	4.6%	363	5.4%	426
Employment classification	20.2%	1,602	16.2%	1,283	17.1%	1,352
Gender identity	9.8%	772	6.7%	532	7.4%	586
Job title	17.0%	1,347	16.2%	1,283	17.2%	1,364
Parental status	6.2%	494	5.5%	431	6.3%	502
Religion	8.8%	697	4.4%	350	4.3%	342
Political affiliation	15.4%	1,220	10.7%	845	9.8%	774
Sexual orientation	6.2%	487	3.9%	309	3.9%	307
Socio-economic status	9.2%	731	6.6%	525	6.4%	505
Ethnic origin	8.7%	692	5.5%	433	5.0%	393
Veteran status	1.8%	143	1.6%	127	1.1%	85
Race or color	13.0%	1,029	7.3%	575	7.4%	584
Marital status	2.9%	227	3.0%	235	2.8%	219
Nationality/country of origin	7.4%	589	4.7%	372	4.7%	375
None/no response	58.6%	4,635	67.7%	5,355	64.9%	5,137

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in by Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	7.8%	617	3.6%	281	2.2%	177
Bullying	9.6%	761	8.1%	642	11.0%	872
Bias	19.6%	1,553	15.9%	1,256	19.0%	1,500
Physical assault	2.1%	163	0.6%	46	0.4%	34
Sexual misconduct	5.0%	394	1.8%	139	1.6%	130
Verbal abuse	7.3%	580	5.5%	433	7.7%	609
None/no response	75.2%	5,950	80.5%	6,369	75.6%	5,980

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

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.6%	44
Cisgender	16.9%	1,200
Trans / Transgender	0.3%	19
Non-binary / Gender Queer / Gender Non-Conforming	1.5%	103
Man	41.5%	2,955
Trans Man / Masculine	0.3%	20
Trans Woman / Feminine	0.1%	7
Two Spirit	0.2%	11
Woman	47.3%	3,365
Prefer not to disclose	6.5%	460
The gender I most closely align with is not listed (please specify)	0.2%	12

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

Table 21: Gender Scales

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	33.7%	2,235		32.9%	2,183		79.9%	5,301	
1	5.8%	383		12.6%	835		7.9%	521	
2	5.2%	342		6.3%	421		4.5%	296	
3	6.7%	443		5.1%	339		5.2%	345	
4	11.9%	788		8.1%	536		1.1%	71	
5	15.3%	1,011		14.2%	944		0.7%	50	
6 Very	21.5%	1,428		20.7%	1,374		0.7%	48	
Total	100.0%	6,631	2.89	100.0%	6,631	2.68	100.0%	6,631	.45

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	1.5%	108
Asian (can include Middle Eastern and North African)	4.4%	314
Black or African American (can include Middle Eastern and North African)	2.1%	151
Hispanic or Latinx	8.5%	606
Native Hawaiian or Other Pacific Islander	0.2%	13
White	79.6%	5,702
Prefer not to disclose	8.9%	640
The race/ethnicity I most closely align with is not listed (please specify)	0.4%	32

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

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	73.9%	108
Caribbean	18.1%	26
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	4.3%	6
Central Africa (i.e., Congo, Zaire)	2.2%	3
Northern Africa (i.e., Morocco, Sudan)	4.8%	7
Southern Africa (i.e., South Africa)	3.6%	5
Western Africa (i.e., Ghana, Nigeria)	8.1%	12
Prefer not to disclose	3.8%	5
The Black identity that I most closely align with is not listed (please specify)	0.0%	0

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

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	4.5%	3
Cherokee	22.4%	16
Oglala Lakota Sioux	10.7%	8
Navajo/Diné	25.4%	18
Pueblo (e.g., Acoma, Cochiti, Taos)	6.3%	4
Another tribal affiliation	21.3%	15
Unknown/not disclosed	16.7%	12

Total may exceed 100% as respondents could select more than one option.
Categories coded from write-in responses.

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	61.5%	354
Caribbean	2.9%	17
Puerto Rican	5.2%	30
Cuban	3.7%	22
Central American	3.4%	20
South American	11.5%	66
Prefer not to disclose	7.8%	45
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	5.7%	33
Spanish or Portuguese	7.0%	40

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

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	1.9%	6
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	10.0%	31
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	23.0%	71
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	56.2%	174
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	3.2%	10
Prefer not to disclose	2.7%	8
The Asian identity that I most closely align with is not listed (please specify)	3.3%	10

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

Table 27: Hawaiian/Pacific Islander

You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):	Pct	Pop
Guamanian or Chamorro	11.6%	1
Native Hawaiian	41.3%	4
Samoa	0.0%	0
Prefer not to disclose	16.3%	2
The Pacific Islander identity that I most closely align with is not listed (please specify)	30.8%	3

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	11.7%	80.5%	7.8%	100.0% 7,246

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	9.6%	81.3%	2.1%	7.0%	100.0% 7,222

Table 30: Division/College

	Pct	Pop
Athletics	1.5%	118
CEMML	6.5%	512
Central Administration	1.6%	124
College of Agricultural Sciences	5.1%	398
College of Business	3.6%	278
College of Health and Human Sciences	5.9%	457
College of Liberal Arts	8.6%	669
College of Natural Sciences	6.5%	509
College of Veterinary Medicine and Biomedical Sciences	13.7%	1,071
Colorado State Forest Service	1.5%	120
Engagement/Extension	3.8%	296
Enrollment/Access	1.9%	151
Equity, Equal Opportunity, and Title IX	0.2%	15
Graduate School	0.2%	19
Information Technology	1.4%	112
International Programs	0.5%	41
Library	0.9%	69
Operations	8.7%	676
Research	2.4%	190
Student Affairs	11.3%	885
University Advancement	1.8%	138
University Marketing + Communications	0.7%	57
Walter Scott Jr. College of Engineering	7.2%	561
Warner College of Natural Resources	4.4%	344
Total	100.0%	7,811

Table 31: Employee Type

	Pct	Pop
Admin Professional	49.5%	3,825
CCAF Faculty	11.3%	872
Other Salaried Employee	3.4%	263
State Classified	21.8%	1,682
T or TT Faculty	14.1%	1,087
Total	100.0%	7,729

Comparisons by Respondent Gender

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

Figure 7: Organizational Themes Compared by Gender

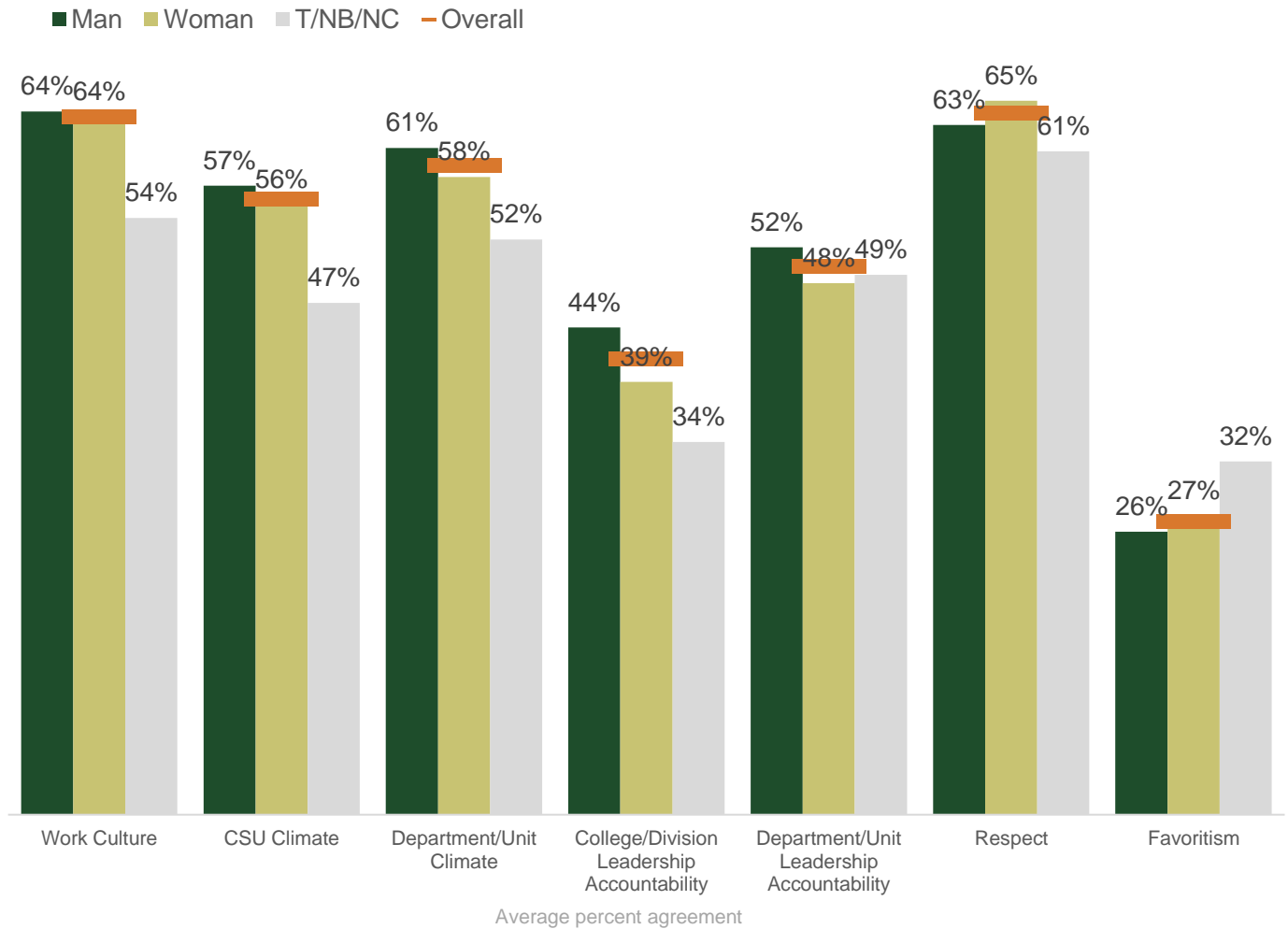


Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
WORK CULTURE OVERALL	64.1% C	2,882	63.7% C	3,274	54.4%	174	63.6%	6,330
My department/unit promotes a work environment where all employees feel included	69.5% C	2,935	68.7% C	3,322	60.2%	180	68.9%	6,437
My department/unit treats all employees equitably	62.9% B C	2,929	55.8%	3,322	51.9%	180	58.9%	6,430
My department/unit is open and transparent in communication	59.4%	2,924	59.4%	3,324	59.6%	178	59.4%	6,426
My department/unit values employee input in major department/unit decisions	59.1%	2,932	58.6%	3,316	53.9%	180	58.7%	6,428
My department/unit promotes respect for cultural differences	76.2% C	2,919	75.3% C	3,321	67.0%	180	75.5%	6,420
My department/unit understands the value of diversity	75.0%	2,930	75.3%	3,319	68.1%	180	75.0%	6,429
My department/unit communicates the importance of valuing diversity	72.3%	2,930	71.6%	3,325	68.9%	180	71.9%	6,435
I feel valued as an employee	63.4% C	2,919	62.3%	3,319	53.8%	180	62.6%	6,419
I feel a strong sense of belonging to CSU	47.5% C	2,932	52.4% A C	3,323	34.0%	180	49.6%	6,435
I feel a strong sense of belonging to my division/college	51.7%	2,927	51.9% C	3,318	42.6%	180	51.6%	6,426
I feel a strong sense of belonging to my department/unit	65.1% C	2,929	64.7% C	3,324	51.1%	180	64.5%	6,433
I would recommend CSU as a place of employment	65.9% C	2,935	65.9% C	3,326	51.4%	180	65.5%	6,441
I would recommend my department/unit as a place of employment	66.4%	2,935	64.4%	3,324	58.1%	177	65.1%	6,435

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
Yes, I had a review	83.7%	2,448	84.8%	2,816	83.0%	150	84.3%	5,414
No, I did not have a review	16.3%	477	15.2%	504	17.0%	31	15.7%	1,012
Overall	100.0%	2,926	100.0%	3,320	100.0%	180	100.0%	6,426

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 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
PERFORMANCE REVIEW OVERALL	79.9%	2,444	79.0%	2,812	75.9%	150	79.4%	5,405
I am satisfied with the effort my supervisor put into my most recent performance review	77.6%	2,445	79.4%	2,816	71.7%	150	78.4%	5,411
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	17.0%	2,444	17.2%	2,816	20.8%	150	17.2%	5,409
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	62.3% B	2,446	57.7%	2,812	56.0%	150	59.7%	5,407

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

Percent "Agree" or "Strongly agree"

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

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
RESPECT OVERALL	62.9%	2,913	65.1% A	3,308	60.5%	180	64.0%	6,401
My department/unit is treated with respect by other units within my college/division	57.0%	2,935	61.3% A	3,324	56.0%	180	59.2%	6,439
My college/division is treated with respect by CSU	54.5%	2,932	59.9% A	3,322	55.6%	180	57.3%	6,434
The people I interact with treat each other with respect	80.8%	2,928	79.7%	3,321	74.2%	180	80.0%	6,429
There is respect for religious differences in my department/unit	64.0%	2,928	63.9%	3,319	58.7%	180	63.8%	6,427
There is respect for liberal perspectives in my department/unit	73.7%	2,934	78.0% A	3,323	72.1%	180	75.9%	6,437
There is respect for conservative perspectives in my department/unit	47.5%	2,930	47.2%	3,322	46.6%	180	47.3%	6,432

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
FAVORITISM OVERALL	25.8%	2,912	27.3%	3,288	32.2%	174	26.7%	6,374
Recognized within my department/unit	33.4%	2,917	34.7%	3,300	36.5%	178	34.2%	6,396
Resources in my department/unit	28.7%	2,916	30.0%	3,305	29.3%	178	29.4%	6,399
Professional development opportunities	18.4%	2,916	19.8%	3,305	23.0%	178	19.2%	6,398
Promoted in my department/unit	26.1%	2,916	29.5% A	3,299	39.6% A B	178	28.2%	6,393
Hired in my department/unit	22.4%	2,916	22.5%	3,304	30.1%	174	22.7%	6,394

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 37: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	44.4%	2,863	39.5%	3,259	34.0%	178	41.6%	6,300
Leadership adequately addresses inappropriate behavior	45.4%	2,897	39.1%	3,292	31.9%	178	41.7%	6,368
Leadership holds employees accountable for inappropriate behavior	42.1%	2,900	34.9%	3,284	30.7%	178	38.1%	6,362
Leadership holds employees accountable for poor performance in the workplace	33.4%	2,897	29.2%	3,280	27.5%	178	31.1%	6,355
Leadership acts ethically and honestly in the workplace	60.7%	2,902	60.6% C	3,286	47.8%	178	60.3%	6,366
Leadership addresses issues of inequity	44.1%	2,892	38.9%	3,281	33.8%	178	41.1%	6,351
Leadership holds all employees to the same standards	41.8%	2,890	33.9%	3,283	32.2%	178	37.4%	6,351

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	51.7%	2,845	48.5%	3,257	49.2%	175	50.0%	6,278
	B							
Leadership adequately addresses inappropriate behavior	53.0%	2,899	49.4%	3,296	43.8%	178	50.9%	6,374
	B C							
Leadership holds employees accountable for inappropriate behavior	49.1%	2,893	44.2%	3,294	46.0%	178	46.5%	6,365
	B							
Leadership holds employees accountable for poor performance in the workplace	42.4%	2,895	38.4%	3,295	41.6%	178	40.3%	6,368
	B							
Leadership acts ethically and honestly in the workplace	60.7%	2,902	60.6%	3,286	47.8%	178	60.3%	6,366
	C		C					
Leadership addresses issues of inequity	50.6%	2,892	47.5%	3,289	51.7%	178	49.1%	6,359
	B							
Leadership holds all employees to the same standards	48.0%	2,898	41.9%	3,304	51.2%	180	45.0%	6,382
	B				B			

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 39: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
CSU CLIMATE OVERALL	57.3%	2,868	55.6%	3,267	46.7%	171	56.2%	6,305
	C		C					
Recruits employees from a diverse set of backgrounds	60.4%	2,914	56.4%	3,308	46.7%	180	57.9%	6,402
	B C		C					
Improves the campus climate for all employees	51.0%	2,907	53.8%	3,304	44.4%	180	52.3%	6,391
			C					
Retains diverse employees	45.2%	2,901	35.7%	3,297	34.4%	177	40.0%	6,375
	B C							
Creates a supportive environment for employees from diverse backgrounds	57.9%	2,903	49.8%	3,296	40.0%	180	53.2%	6,379
	B C		C					
Encourages discussions related to diversity	71.4%	2,905	76.6%	3,302	57.3%	180	73.7%	6,387
	C		A C					
Provides employees with a positive work experience	60.5%	2,901	59.5%	3,298	43.6%	177	59.5%	6,376
	C		C					
Climate has become consistently more inclusive of all employees	56.1%	2,905	57.4%	3,295	48.8%	177	56.6%	6,378

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
DEPARTMENT/UNIT CLIMATE OVERALL	60.8% B C	2,844	58.1% A C	3,242	52.4% A C	166	59.2% A C	6,252
Recruits employees from a diverse set of backgrounds	65.5% B C	2,912	60.5% A C	3,303	52.5% A C	178	62.6% A C	6,393
Improves the campus climate for all employees	57.0% A C	2,910	58.2% C	3,298	48.3% A C	173	57.4% A C	6,381
Retains diverse employees	51.5% B C	2,900	41.4% A C	3,297	40.9% A C	174	45.9% A C	6,371
Creates a supportive environment for employees from diverse backgrounds	57.9% B C	2,903	49.8% C	3,296	40.0% A C	180	53.2% A C	6,379
Encourages discussions related to diversity	65.6% A C	2,898	69.4% A	3,301	61.6% A C	178	67.5% A C	6,377
Provides employees with a positive work experience	63.6% C	2,894	65.4% C	3,295	50.0% A C	178	64.2% A C	6,368
Climate has become consistently more inclusive of all employees	59.6% C	2,902	57.7% C	3,298	48.3% A C	175	58.3% A C	6,375

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 41: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
CSU COMMUNICATIONS OVERALL	51.3% A C	2,851	60.8% A C	3,235	48.0% A C	172	56.1% A C	6,259
Communications are effective	51.8% A C	2,899	61.0% A C	3,291	49.2% A C	176	56.5% A C	6,366
Communications are timely	59.4% A C	2,885	66.0% A	3,289	58.0% A C	176	62.8% A C	6,350
Communications are relevant	46.5% A C	2,888	61.2% A C	3,286	50.3% A C	176	54.2% A C	6,350
Communications are informative	52.6% A C	2,896	68.3% A C	3,279	58.5% A C	178	60.9% A C	6,353
Communications are motivating	29.6% A C	2,890	41.2% A C	3,281	29.4% A C	178	35.6% A C	6,349
Communications are honest	49.6% C	2,892	56.1% A C	3,276	31.3% A C	178	52.5% A C	6,346
Communications are accessible	68.9% C	2,891	70.8% C	3,278	56.8% A C	174	69.5% A C	6,343

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
COLLEGE/DIVISION COMMUNICATIONS OVERALL	56.2%	2,850	59.5% A C	3,212	49.5%	169	57.7%	6,231
Communications are effective	57.6%	2,892	59.0%	3,273	50.0%	176	58.1%	6,341
Communications are timely	61.0%	2,887	62.1%	3,276	54.6%	176	61.4%	6,338
Communications are relevant	57.7%	2,880	64.6% A C	3,272	52.9%	173	61.1%	6,325
Communications are informative	58.3%	2,885	67.4% A C	3,266	52.9%	176	62.8%	6,327
Communications are motivating	34.7%	2,884	39.2% A	3,263	33.9%	176	37.0%	6,323
Communications are honest	56.5% C	2,883	56.7% C	3,267	45.0%	176	56.3%	6,326
Communications are accessible	68.2% C	2,881	67.9% C	3,273	55.0%	172	67.7%	6,326

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 43: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.6%	2,815	66.3% A	3,207	61.8%	167	65.0%	6,189
Communications are effective	64.7%	2,896	66.4%	3,277	62.8%	174	65.5%	6,348
Communications are timely	66.0%	2,889	66.7%	3,282	63.0%	174	66.3%	6,346
Communications are relevant	70.1%	2,886	75.1% A	3,271	70.0%	172	72.7%	6,329
Communications are informative	68.3%	2,866	74.7% A C	3,268	64.9%	172	71.5%	6,305
Communications are motivating	41.4%	2,883	44.5% A	3,278	43.1%	170	43.1%	6,331
Communications are honest	64.8%	2,894	67.0% C	3,274	58.1%	172	65.8%	6,340
Communications are accessible	70.8% C	2,890	70.3% C	3,286	61.5%	172	70.3%	6,348

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
Yes, I have the opportunity to provide feedback	49.2% B C	1,432	43.4% C	1,435	30.7%	53	45.7%	2,920
Maybe, I can provide feedback in limited situations	33.8%	984	38.6% A	1,275	48.8% A B	84	36.7%	2,344
No, I don't have an opportunity to provide feedback	17.0%	495	18.0%	597	20.5%	35	17.6%	1,127
Total	100.0%	2,911	100.0%	3,307	100.0%	172	100.0%	6,391

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 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
RESPONSIVENESS TO FEEDBACK OVERALL	52.8% C	2,265	52.7% C	2,592	45.0%	133	52.5%	4,990
One on one conversations with my supervisor	81.9%	2,335	81.4%	2,647	76.1%	136	81.5%	5,118
My representation in shared governance (CPC, APC, or Faculty Council)	28.6% C	2,289	28.4%	2,617	19.1%	136	28.2%	5,041
My service on committees	48.4%	2,300	45.3%	2,627	41.2%	133	46.6%	5,061
Annual review process	64.5% C	2,319	65.1% C	2,631	51.6%	136	64.5%	5,086
Input collection through anonymous surveys	43.0%	2,314	43.5%	2,618	38.8%	136	43.2%	5,067

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

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
FEEDBACK VALUED OVERALL	48.2% C	2,308	48.2% C	2,618	38.4%	136	47.9%	5,061
CSU overall	30.6% C	2,323	32.5% C	2,626	19.7%	136	31.3%	5,085
My division/college	45.4%	2,319	45.3%	2,621	35.1%	136	45.1%	5,077
My department/unit	68.6%	2,326	67.1%	2,638	60.3%	136	67.6%	5,100

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

Percent "Agree" or "Strongly agree"

The reported N 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 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
Age	7.3%	215	10.6%	354	18.4%	33	9.3%	602
Physical appearance	4.9%	144	5.9%	196	20.7%	37	5.9%	378
Physical disability	5.3%	156	7.7%	255	24.6%	44	7.1%	455
Mental disability	4.6%	135	7.5%	249	26.2%	47	6.7%	431
Employment classification	15.6%	458	25.0%	832	32.4%	58	20.9%	1,348
Gender identity	7.9%	232	10.1%	336	38.2%	69	9.9%	637
Job title	15.4%	453	19.5%	649	22.6%	41	17.7%	1,143
Parental status	4.9%	144	7.4%	247	14.0%	25	6.5%	416
Religion	9.0%	264	7.7%	257	16.6%	30	8.5%	550
Political affiliation	16.6%	489	13.6%	452	13.4%	24	15.0%	964
Sexual orientation	5.9%	174	5.7%	190	21.2%	38	6.2%	402
Socio-economic status	7.3%	214	10.4%	347	29.4%	53	9.5%	614
Ethnic origin	7.8%	230	8.8%	292	27.2%	49	8.9%	571
Veteran status	2.2%	64	1.4%	45	6.4%	12	1.9%	121
Race or color	11.9%	351	13.5%	448	36.7%	66	13.4%	865
Marital status	2.9%	85	3.0%	101	5.0%	9	3.0%	195
Nationality/country of origin	6.7%	195	7.5%	251	23.0%	41	7.6%	488
None/no response	60.8%	1,785	55.7%	1,855	33.6%	61	57.4%	3,701

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

Statistical significance not tested.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
Age	6.9%	202	8.5%	282	14.1%	25	7.9%	509
Physical appearance	4.5%	133	5.4%	179	11.5%	21	5.2%	332
Physical disability	3.7%	107	4.8%	160	16.8%	30	4.6%	297
Mental disability	3.4%	100	4.9%	161	20.1%	36	4.6%	298
Employment classification	13.0%	383	20.1%	669	22.7%	41	17.0%	1,093
Gender identity	5.7%	166	6.9%	231	30.1%	54	7.0%	452
Job title	14.5%	427	18.7%	623	25.5%	46	17.0%	1,096
Parental status	4.5%	132	6.3%	209	9.6%	17	5.6%	358
Religion	5.2%	154	3.2%	107	6.6%	12	4.2%	273
Political affiliation	11.2%	328	10.0%	334	8.2%	15	10.5%	677
Sexual orientation	4.3%	125	3.2%	107	10.4%	19	3.9%	252
Socio-economic status	5.5%	163	7.2%	241	18.4%	33	6.8%	437
Ethnic origin	5.5%	160	5.2%	172	14.5%	26	5.6%	358
Veteran status	2.0%	58	1.2%	42	4.5%	8	1.7%	108
Race or color	6.5%	191	7.5%	250	17.9%	32	7.3%	473
Marital status	3.0%	90	3.0%	101	3.8%	7	3.1%	197
Nationality/country of origin	4.8%	142	4.3%	144	13.0%	23	4.8%	309
None/no response	71.4%	2,097	63.5%	2,112	47.8%	86	66.7%	4,296

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

Statistical significance not tested.

Table 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
Age	9.4%	275	10.4%	346	13.4%	24	10.0%	645
Physical appearance	4.1%	122	5.7%	190	11.3%	20	5.2%	332
Physical disability	3.9%	114	5.5%	182	14.8%	27	5.0%	323
Mental disability	3.8%	112	6.4%	212	19.3%	35	5.6%	359
Employment classification	14.7%	433	20.0%	667	22.2%	40	17.7%	1,140
Gender identity	5.0%	148	9.4%	311	23.3%	42	7.8%	501
Job title	15.7%	462	19.4%	647	26.0%	47	17.9%	1,156
Parental status	4.4%	128	8.3%	276	11.8%	21	6.6%	425
Religion	4.9%	145	3.7%	123	4.7%	9	4.3%	276
Political affiliation	9.7%	284	9.9%	330	10.8%	19	9.8%	633
Sexual orientation	3.6%	105	4.2%	139	8.8%	16	4.0%	259
Socio-economic status	4.5%	133	7.8%	258	15.5%	28	6.5%	419
Ethnic origin	4.8%	140	4.9%	163	10.6%	19	5.0%	323
Veteran status	1.0%	30	0.9%	31	5.3%	10	1.1%	71
Race or color	6.5%	191	7.5%	250	15.1%	27	7.3%	467
Marital status	2.2%	64	3.3%	109	6.4%	12	2.9%	184
Nationality/country of origin	4.6%	134	4.8%	159	9.6%	17	4.8%	310
None/no response	68.5%	2,012	59.7%	1,988	51.1%	92	63.5%	4,091

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

Statistical significance not tested.

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
Sexual harassment	6.2%	183	9.2%	305	20.7%	37	8.1%	525
Bullying	8.3%	245	10.1%	336	23.9%	43	9.7%	624
Bias	17.6%	516	20.0%	667	39.4%	71	19.5%	1,254
Physical assault	1.5%	43	2.2%	73	7.7%	14	2.0%	130
Sexual misconduct	4.3%	127	5.7%	191	13.8%	25	5.3%	343
Verbal abuse	7.1%	207	6.5%	217	20.6%	37	7.2%	461
None/no response	76.3%	2,241	74.5%	2,478	55.7%	100	74.8%	4,819

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

Statistical significance not tested.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
Sexual harassment	2.7%	80	4.4%	145	5.6%	10	3.7%	235
Bullying	7.4%	216	9.1%	304	13.8%	25	8.5%	545
Bias	13.4%	393	17.7%	590	30.8%	55	16.1%	1,038
Physical assault	0.8%	23	0.5%	15	0.0%	0	0.6%	39
Sexual misconduct	1.6%	46	1.9%	63	3.2%	6	1.8%	115
Verbal abuse	5.4%	159	5.3%	176	14.2%	26	5.6%	361
None/no response	82.4%	2,419	78.8%	2,622	61.7%	111	79.9%	5,152

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

Table 52: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
Sexual harassment	2.1%	63	2.7%	91	1.6%	3	2.4%	157
Bullying	10.5%	308	12.2%	405	13.4%	24	11.4%	737
Bias	16.4%	482	21.1%	703	30.3%	55	19.2%	1,240
Physical assault	0.6%	19	0.1%	5	0.6%	1	0.4%	24
Sexual misconduct	1.8%	54	1.6%	55	1.6%	3	1.7%	112
Verbal abuse	8.1%	239	7.5%	249	14.4%	26	8.0%	514
None/no response	77.6%	2,280	73.1%	2,432	62.3%	112	74.9%	4,824

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

Comparisons by Racially Minoritized Status

Racially minoritized status is based on responses to the multiple response race and ethnicity survey question (Table 22). If a respondent selected only one race and that one race was Asian, Black, Hispanic or Latinx, Native American or Alaska Native or First Nations, or Native Hawaiian or Other Pacific Islander, or they selected "The race/ethnicity I most closely align with is not listed," they are coded as racially minoritized. If a respondent selected one race and that one race was White, they are coded as non-racially minoritized. If a respondent selected more than one race in any combination, they are coded as racially minoritized. Racially minoritized status could not be determined for respondents who skipped the question or selected "Prefer not to disclose;" these respondents are excluded from these analyses.

Figure 8: Organizational Themes Compared by Racially Minoritized Status

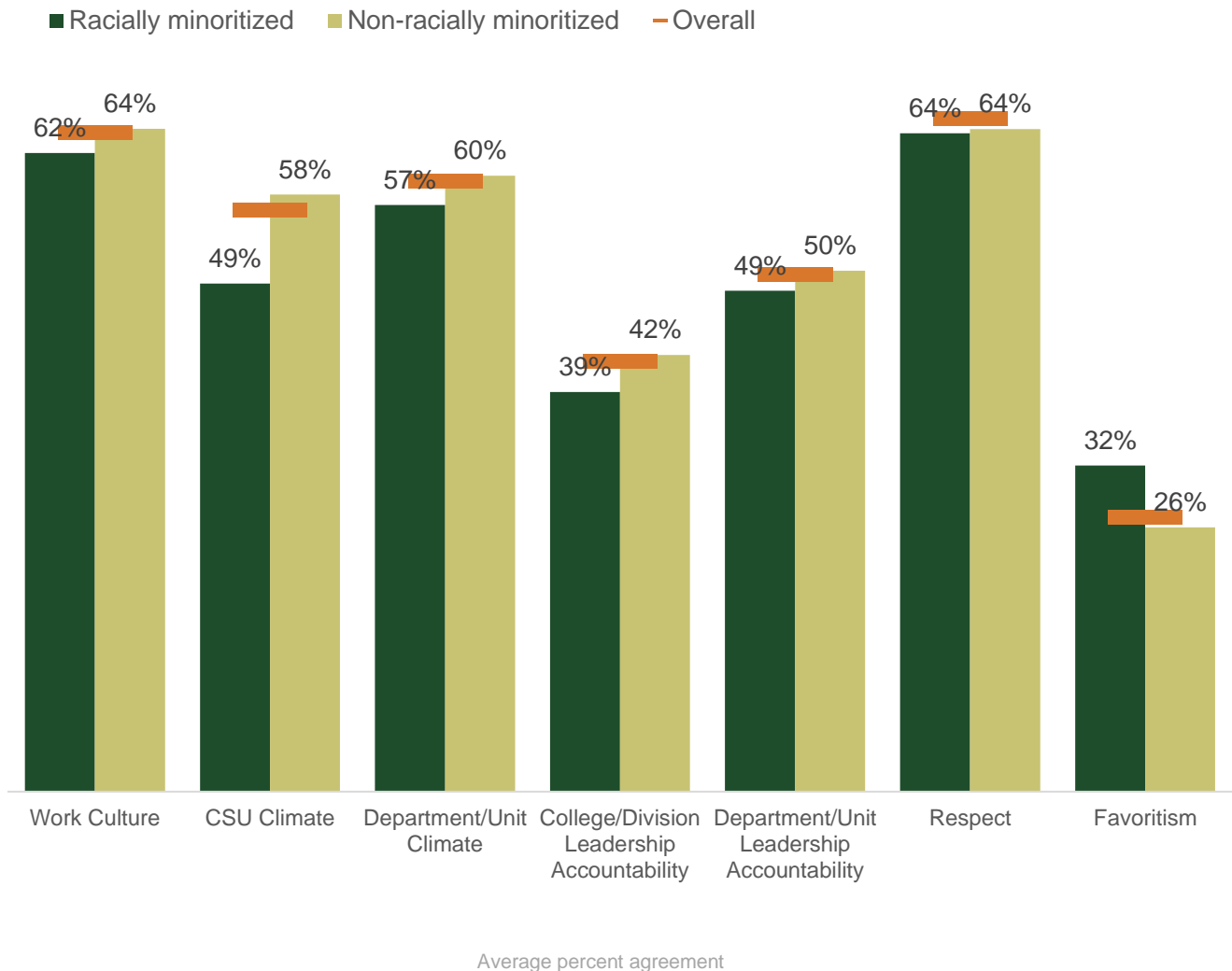


Table 53: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
WORK CULTURE OVERALL	61.9%	1,128	64.2% A	5,283	63.8%	6,411
My department/unit promotes a work environment where all employees feel included	67.2%	1,139	69.4%	5,376	69.0%	6,515
My department/unit treats all employees equitably	60.3%	1,142	58.8%	5,367	59.1%	6,508
My department/unit is open and transparent in communication	60.0%	1,139	59.6%	5,367	59.6%	6,506
My department/unit values employee input in major department/unit decisions	58.6%	1,142	59.1%	5,364	59.0%	6,506
My department/unit promotes respect for cultural differences	69.7%	1,141	76.6% A	5,358	75.4%	6,499
My department/unit understands the value of diversity	69.9%	1,138	76.5% A	5,370	75.4%	6,508
My department/unit communicates the importance of valuing diversity	67.1%	1,142	72.8% A	5,373	71.8%	6,515
I feel valued as an employee	60.9%	1,139	63.2%	5,355	62.8%	6,494
I feel a strong sense of belonging to CSU	49.9%	1,142	49.8%	5,371	49.8%	6,513
I feel a strong sense of belonging to my division/college	50.8%	1,138	51.4%	5,364	51.3%	6,502
I feel a strong sense of belonging to my department/unit	63.7%	1,141	64.8%	5,369	64.6%	6,510
I would recommend CSU as a place of employment	62.6%	1,141	67.0% A	5,377	66.2%	6,518
I would recommend my department/unit as a place of employment	62.5%	1,141	66.0% A	5,371	65.4%	6,512

Percent "Agree" or "Strongly agree"

The reported N 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 54: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
Yes, I had a review	76.3%	868	85.5% A	4,586	83.9%	5,454
No, I did not have a review	23.7% B	270	14.5%	779	16.1%	1,050
Overall	100.0%	1,139	100.0%	5,365	100.0%	6,504

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 55: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
PERFORMANCE REVIEW OVERALL	79.4%	867	79.6%	4,578	79.6%	5,446
I am satisfied with the effort my supervisor put into my most recent performance review	77.1%	868	78.6%	4,583	78.4%	5,451
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.1% B	867	15.9%	4,583	16.9%	5,450
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	61.1%	867	60.1%	4,580	60.3%	5,448

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

Percent "Agree" or "Strongly agree"

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

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
RESPECT OVERALL	63.8%	1,134	64.2%	5,345	64.2%	6,479
My department/unit is treated with respect by other units within my college/division	59.9%	1,138	59.3%	5,377	59.4%	6,515
My college/division is treated with respect by CSU	61.2% B	1,139	56.9%	5,373	57.7%	6,511
The people I interact with treat each other with respect	78.7%	1,141	80.8%	5,368	80.4%	6,508
There is respect for religious differences in my department/unit	63.3%	1,142	63.8%	5,364	63.7%	6,505
There is respect for liberal perspectives in my department/unit	70.8%	1,142	77.1% A	5,373	76.0%	6,514
There is respect for conservative perspectives in my department/unit	49.3%	1,140	47.2%	5,370	47.5%	6,510

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
FAVORITISM OVERALL	31.6% B	1,125	25.6%	5,322	26.6%	6,447
Recognized within my department/unit	38.2% B	1,126	33.2%	5,344	34.1%	6,470
Resources in my department/unit	35.3% B	1,125	27.9%	5,347	29.2%	6,472
Professional development opportunities	24.2% B	1,128	17.8%	5,344	18.9%	6,472
Promoted in my department/unit	32.0% B	1,127	27.4%	5,339	28.2%	6,466
Hired in my department/unit	28.5% B	1,128	21.5%	5,340	22.7%	6,468

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 58: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	38.7%	1,113	42.3% A	5,265	41.7%	6,378
Leadership adequately addresses inappropriate behavior	40.4%	1,134	42.1%	5,315	41.8%	6,449
Leadership holds employees accountable for inappropriate behavior	36.7%	1,132	38.4%	5,304	38.1%	6,436
Leadership holds employees accountable for poor performance in the workplace	31.3%	1,126	31.6%	5,302	31.5%	6,427
Leadership acts ethically and honestly in the workplace	54.6%	1,133	61.5% A	5,307	60.3%	6,440
Leadership addresses issues of inequity	35.5%	1,130	42.2% A	5,296	41.0%	6,426
Leadership holds all employees to the same standards	35.7%	1,127	38.2%	5,298	37.7%	6,425

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 59: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	48.5%	1,112	50.5%	5,246	50.1%	6,358
Leadership adequately addresses inappropriate behavior	50.9%	1,133	50.9%	5,317	50.9%	6,451
Leadership holds employees accountable for inappropriate behavior	46.0%	1,129	46.7%	5,314	46.5%	6,443
Leadership holds employees accountable for poor performance in the workplace	42.4%	1,128	40.1%	5,322	40.5%	6,450
Leadership acts ethically and honestly in the workplace	54.6%	1,133	61.5% A	5,307	60.3%	6,440
Leadership addresses issues of inequity	44.9%	1,134	50.4% A	5,307	49.4%	6,442
Leadership holds all employees to the same standards	44.4%	1,134	45.4%	5,327	45.2%	6,461

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 60: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
CSU CLIMATE OVERALL	49.3%	1,113	57.9% A	5,262	56.4%	6,375
Recruits employees from a diverse set of backgrounds	47.7%	1,138	59.9% A	5,338	57.8%	6,476
Improves the campus climate for all employees	43.8%	1,135	54.5% A	5,332	52.6%	6,467
Retains diverse employees	35.1%	1,131	41.0% A	5,320	39.9%	6,452
Creates a supportive environment for employees from diverse backgrounds	47.9%	1,130	54.4% A	5,322	53.3%	6,451
Encourages discussions related to diversity	62.6%	1,137	76.5% A	5,326	74.0%	6,462
Provides employees with a positive work experience	58.5%	1,134	60.6%	5,317	60.2%	6,451
Climate has become consistently more inclusive of all employees	47.4%	1,132	58.9% A	5,323	56.8%	6,455

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
DEPARTMENT/UNIT CLIMATE OVERALL	56.9%	1,096	59.7% A	5,234	59.2%	6,330
Recruits employees from a diverse set of backgrounds	60.9%	1,135	62.4%	5,333	62.1%	6,468
Improves the campus climate for all employees	54.4%	1,133	58.2% A	5,323	57.5%	6,456
Retains diverse employees	44.4%	1,131	46.0%	5,318	45.7%	6,449
Creates a supportive environment for employees from diverse backgrounds	47.9%	1,130	54.4% A	5,322	53.3%	6,451
Encourages discussions related to diversity	60.8%	1,126	69.0% A	5,330	67.6%	6,456
Provides employees with a positive work experience	64.6%	1,132	64.5%	5,311	64.5%	6,443
Climate has become consistently more inclusive of all employees	53.1%	1,129	59.7% A	5,324	58.6%	6,453

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 62: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
CSU COMMUNICATIONS OVERALL	57.0%	1,108	56.2%	5,233	56.3%	6,342
Communications are effective	55.5%	1,137	56.7%	5,311	56.5%	6,449
Communications are timely	61.7%	1,135	63.3%	5,300	63.0%	6,435
Communications are relevant	58.2% B	1,129	53.6%	5,301	54.4%	6,431
Communications are informative	62.3%	1,134	60.9%	5,304	61.1%	6,438
Communications are motivating	40.6% B	1,132	34.7%	5,303	35.8%	6,436
Communications are honest	49.9%	1,129	53.1% A	5,302	52.6%	6,431
Communications are accessible	68.5%	1,133	70.1%	5,295	69.8%	6,428

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
COLLEGE/DIVISION COMMUNICATIONS OVERALL	55.3%	1,104	58.5% A	5,209	57.9%	6,314
Communications are effective	53.7%	1,135	59.3% A	5,287	58.3%	6,421
Communications are timely	55.9%	1,130	62.9% A	5,289	61.7%	6,419
Communications are relevant	58.3%	1,127	61.6% A	5,278	61.0%	6,405
Communications are informative	61.7%	1,125	63.9%	5,284	63.5%	6,409
Communications are motivating	40.0% B	1,123	36.4%	5,282	37.0%	6,405
Communications are honest	52.7%	1,125	57.1% A	5,287	56.3%	6,412
Communications are accessible	65.3%	1,128	68.2%	5,283	67.7%	6,411

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 64: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.7%	1,086	65.7%	5,187	65.3%	6,273
Communications are effective	66.5%	1,139	65.7%	5,296	65.8%	6,435
Communications are timely	64.4%	1,131	67.2%	5,298	66.7%	6,429
Communications are relevant	69.7%	1,128	73.8% A	5,286	73.1%	6,414
Communications are informative	69.5%	1,113	72.8% A	5,277	72.2%	6,390
Communications are motivating	47.1% B	1,126	42.4%	5,293	43.2%	6,419
Communications are honest	61.9%	1,131	66.9% A	5,296	66.0%	6,427
Communications are accessible	69.7%	1,129	70.7%	5,302	70.6%	6,431

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
Yes, I have the opportunity to provide feedback	39.0%	439	47.4% A	2,530	45.9%	2,969
Maybe, I can provide feedback in limited situations	36.9%	415	36.7%	1,961	36.8%	2,377
No, I don't have an opportunity to provide feedback	24.1% B	272	15.9%	847	17.3%	1,119
Total	100.0%	1,127	100.0%	5,338	100.0%	6,465

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

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

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

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

Table 66: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
RESPONSIVENESS TO FEEDBACK OVERALL	54.5% B	802	52.2%	4,277	52.6%	5,079
One on one conversations with my supervisor	80.2%	818	81.6%	4,389	81.4%	5,207
My representation in shared governance (CPC, APC, or Faculty Council)	32.5% B	817	27.5%	4,316	28.3%	5,132
My service on committees	52.0% B	818	45.8%	4,335	46.8%	5,153
Annual review process	61.7%	823	64.8%	4,352	64.3%	5,175
Input collection through anonymous surveys	47.3% B	816	42.5%	4,338	43.3%	5,153

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

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
FEEDBACK VALUED OVERALL	47.7%	819	47.9%	4,333	47.9%	5,152
CSU overall	32.8%	820	31.0%	4,353	31.3%	5,173
My division/college	45.1%	819	45.3%	4,348	45.3%	5,167
My department/unit	65.4%	822	67.6%	4,371	67.3%	5,193

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

Percent "Agree" or "Strongly agree"

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

^a Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Age	12.7%	145	8.8%	474	9.5%	619
Physical appearance	11.7%	134	4.7%	253	5.9%	386
Physical disability	11.0%	126	6.4%	343	7.2%	469
Mental disability	11.6%	132	6.0%	321	6.9%	453
Employment classification	23.0%	263	21.2%	1,139	21.5%	1,401
Gender identity	16.3%	186	8.7%	469	10.1%	656
Job title	17.2%	197	17.9%	964	17.8%	1,161
Parental status	8.9%	102	5.9%	319	6.4%	421
Religion	13.0%	149	7.2%	388	8.2%	537
Political affiliation	17.7%	202	13.8%	742	14.5%	945
Sexual orientation	12.0%	137	5.1%	277	6.3%	414
Socio-economic status	14.8%	169	8.7%	468	9.8%	637
Ethnic origin	17.7%	202	7.0%	376	8.9%	578
Veteran status	3.0%	34	1.6%	87	1.9%	121
Race or color	24.3%	278	11.2%	600	13.5%	878
Marital status	4.3%	49	2.6%	139	2.9%	189
Nationality/country of origin	15.4%	176	5.9%	319	7.6%	495
None/no response	53.9%	615	58.2%	3,132	57.5%	3,747

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

Statistical significance not tested.

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Age	9.6%	110	7.7%	415	8.0%	524
Physical appearance	9.6%	109	4.3%	232	5.2%	341
Physical disability	7.2%	82	4.2%	225	4.7%	307
Mental disability	8.5%	98	4.0%	213	4.8%	311
Employment classification	16.7%	190	17.4%	939	17.3%	1,129
Gender identity	10.0%	114	6.4%	347	7.1%	460
Job title	14.9%	170	17.7%	951	17.2%	1,120
Parental status	8.1%	93	5.1%	273	5.6%	366
Religion	6.6%	76	3.7%	201	4.2%	276
Political affiliation	10.6%	121	10.3%	556	10.4%	678
Sexual orientation	7.2%	82	3.4%	182	4.1%	264
Socio-economic status	10.0%	114	6.4%	342	7.0%	456
Ethnic origin	11.4%	130	4.5%	239	5.7%	370
Veteran status	2.7%	31	1.4%	77	1.7%	108
Race or color	12.7%	145	6.3%	340	7.4%	485
Marital status	4.4%	50	2.6%	142	2.9%	192
Nationality/country of origin	7.3%	83	4.2%	223	4.7%	307
None/no response	66.8%	763	66.4%	3,573	66.5%	4,336

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

Statistical significance not tested.

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Age	9.4%	108	10.3%	554	10.1%	661
Physical appearance	10.1%	116	4.3%	231	5.3%	346
Physical disability	7.5%	86	4.7%	250	5.2%	336
Mental disability	9.4%	107	5.0%	270	5.8%	377
Employment classification	16.2%	185	18.6%	1,000	18.2%	1,185
Gender identity	9.4%	107	7.5%	404	7.8%	511
Job title	14.9%	170	18.9%	1,017	18.2%	1,187
Parental status	7.9%	91	6.3%	340	6.6%	431
Religion	6.4%	73	4.0%	216	4.4%	289
Political affiliation	10.3%	117	9.7%	524	9.8%	642
Sexual orientation	4.2%	48	4.0%	218	4.1%	266
Socio-economic status	8.1%	92	6.2%	336	6.6%	428
Ethnic origin	10.6%	121	3.9%	212	5.1%	332
Veteran status	1.1%	12	1.1%	59	1.1%	71
Race or color	12.8%	146	6.5%	351	7.6%	497
Marital status	2.7%	30	2.8%	149	2.7%	179
Nationality/country of origin	7.7%	88	4.1%	220	4.7%	308
None/no response	62.3%	711	63.4%	3,413	63.2%	4,124

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

Statistical significance not tested.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Sexual harassment	14.7%	168	7.0%	375	8.3%	543
Bullying	13.7%	157	8.6%	463	9.5%	620
Bias	28.5%	325	17.5%	944	19.5%	1,269
Physical assault	3.4%	39	1.8%	95	2.1%	134
Sexual misconduct	9.4%	107	4.5%	243	5.4%	350
Verbal abuse	12.5%	143	6.0%	322	7.1%	465
None/no response	64.7%	738	77.0%	4,141	74.8%	4,880

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

Statistical significance not tested.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Sexual harassment	4.0%	46	3.7%	198	3.7%	244
Bullying	11.5%	132	7.3%	395	8.1%	527
Bias	23.5%	268	14.4%	774	16.0%	1,042
Physical assault	1.2%	14	0.4%	20	0.5%	34
Sexual misconduct	2.3%	27	1.7%	89	1.8%	115
Verbal abuse	7.1%	81	5.1%	277	5.5%	358
None/no response	72.8%	831	81.6%	4,391	80.1%	5,222

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

Statistical significance not tested.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
Sexual harassment	2.9%	33	2.4%	128	2.5%	161
Bullying	12.4%	142	10.9%	586	11.2%	727
Bias	26.7%	305	17.7%	953	19.3%	1,258
Physical assault	0.8%	9	0.3%	16	0.4%	24
Sexual misconduct	2.3%	26	1.7%	91	1.8%	116
Verbal abuse	10.8%	123	7.4%	399	8.0%	522
None/no response	68.8%	786	76.2%	4,101	74.9%	4,886

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

Statistical significance not tested.

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.

Figure 9: Organizational Themes Compared by Employee Type

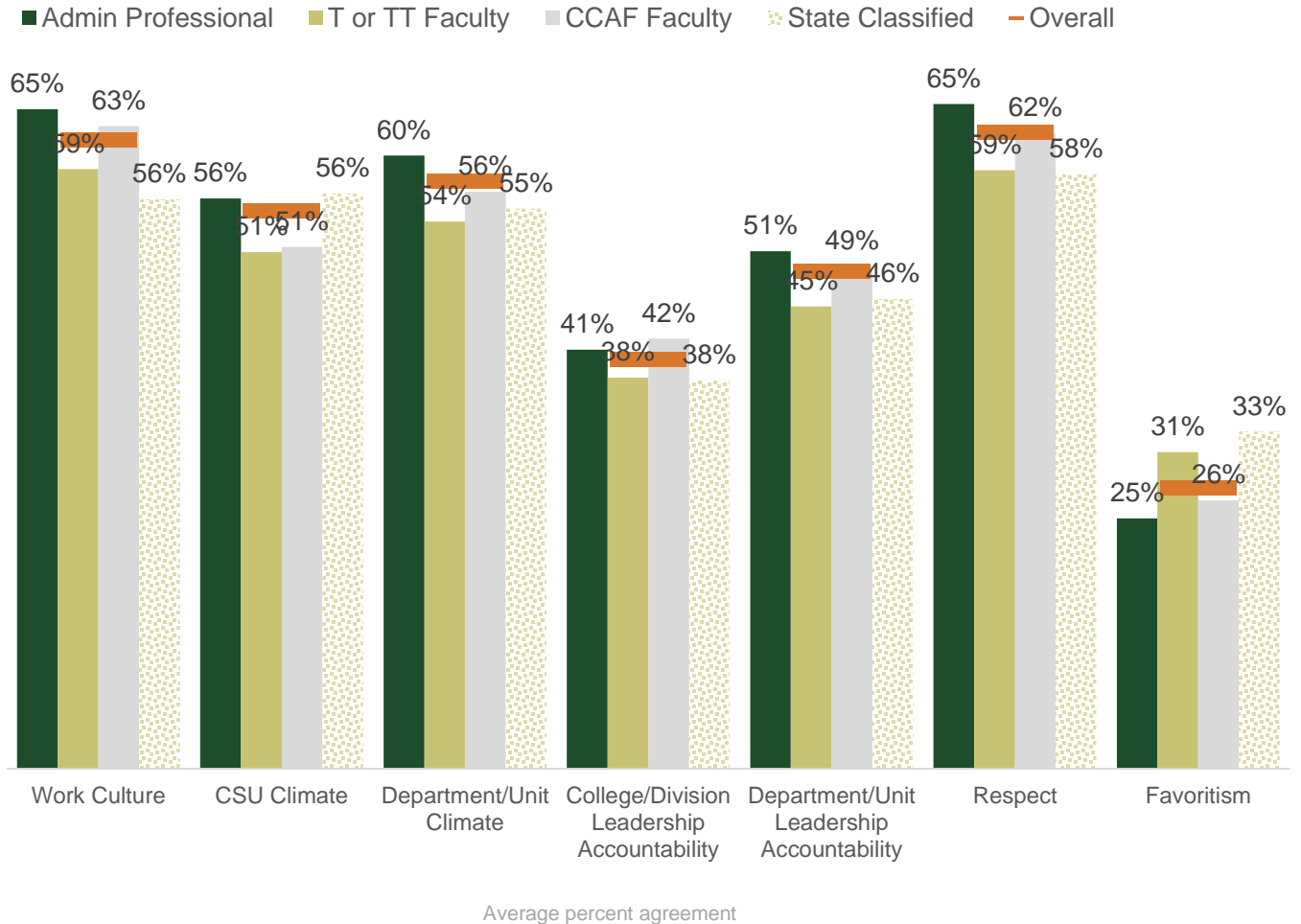


Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
WORK CULTURE OVERALL	64.6% B D	3,755	58.7% B D	1,062	62.9% B D	857	55.7% B D	1,635	61.6% B D	7,310
My department/unit promotes a work environment where all employees feel included	69.5% B D	3,821	60.8% B D	1,082	68.1% B D	872	62.2% B D	1,675	66.4% B D	7,450
My department/unit treats all employees equitably	61.7% B C D	3,818	47.1% B D	1,075	54.5% B	869	50.7% B D	1,668	56.3% B D	7,430
My department/unit is open and transparent in communication	60.2% B D	3,810	50.7% B D	1,082	60.6% B D	872	51.9% B D	1,661	57.0% B D	7,425
My department/unit values employee input in major department/unit decisions	57.4% D	3,810	63.7% A D	1,079	67.5% A D	872	45.7% B D	1,668	56.9% B D	7,429
My department/unit promotes respect for cultural differences	76.9% B D	3,805	67.9% B D	1,075	76.6% B D	872	70.4% B D	1,666	74.1% B D	7,419
My department/unit understands the value of diversity	76.7% B D	3,811	70.8% B D	1,079	75.8% D	872	68.1% B D	1,663	73.8% B D	7,425
My department/unit communicates the importance of valuing diversity	73.4% D	3,814	70.1% D	1,077	73.7% D	872	63.9% B D	1,668	70.8% B D	7,430
I feel valued as an employee	64.6% B C D	3,810	58.7% D	1,082	56.4% B D	863	52.8% B D	1,666	60.1% B D	7,420
I feel a strong sense of belonging to CSU	48.3% B D	3,815	45.7% B D	1,082	50.5% B D	872	45.4% B D	1,668	47.5% B D	7,436
I feel a strong sense of belonging to my division/college	49.8% D	3,810	48.4% B D	1,082	53.6% D	870	44.2% B D	1,663	48.8% B D	7,425
I feel a strong sense of belonging to my department/unit	63.8% D	3,810	59.6% B D	1,080	61.2% B D	872	58.5% B D	1,668	61.7% B D	7,430
I would recommend CSU as a place of employment	68.9% B C D	3,816	59.1% B D	1,077	59.8% B D	872	55.4% B D	1,670	63.4% B D	7,435
I would recommend my department/unit as a place of employment	67.8% B C D	3,814	59.3% B D	1,073	60.4% D	872	54.7% B D	1,668	62.8% B D	7,426

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
Yes, I had a review	80.3%	3,049	94.5% A C	1,015	83.2%	721	94.1% A C	1,572	85.8%	6,357
No, I did not have a review	19.7% B D	747	5.5%	59	16.8% B D	146	5.9%	99	14.2%	1,051
Overall	100.0%	3,796	100.0%	1,074	100.0%	867	100.0%	1,672	100.0%	7,408

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 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
PERFORMANCE REVIEW OVERALL	79.5% B	3,025	77.1%	1,012	78.7%	721	78.7%	1,560	78.8%	6,318
I am satisfied with the effort my supervisor put into my most recent performance review	79.5% B D	3,034	73.0%	1,012	80.2% B D	721	73.4%	1,562	77.0%	6,329
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.5%	3,029	22.7% A	1,015	20.4% A	721	22.7% A	1,560	18.0%	6,325
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	59.0%	3,029	58.0%	1,015	55.8%	721	62.7% C	1,560	59.4%	6,326

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

Percent "Agree" or "Strongly agree"

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

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
RESPECT OVERALL	65.1% B D	3,751	58.6%	1,069	62.2% D	858	58.2%	1,639	62.3%	7,317
My department/unit is treated with respect by other units within my college/division	59.7% D	3,763	55.3%	1,072	57.8%	867	54.6%	1,654	57.7%	7,355
My college/division is treated with respect by CSU	59.1% B C D	3,763	45.7%	1,072	53.6% B	867	53.3% B	1,652	55.2%	7,354
The people I interact with treat each other with respect	81.8% B D	3,766	68.9%	1,069	78.1% B	867	74.0% B	1,649	77.8%	7,351
There is respect for religious differences in my department/unit	64.2% D	3,770	60.8%	1,072	62.2%	858	58.6%	1,650	62.2%	7,350
There is respect for liberal perspectives in my department/unit	77.4% D	3,770	77.9% D	1,072	79.0% D	867	64.9%	1,649	74.9%	7,357
There is respect for conservative perspectives in my department/unit	48.0% B C D	3,768	42.6%	1,074	41.9%	867	43.4%	1,646	45.4%	7,355

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 78: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
FAVORITISM OVERALL	24.5%	3,728	31.0% A C	1,068	26.3%	852	33.0% A C	1,608	27.5%	7,255
Recognized within my department/unit	30.8%	3,740	42.6% A C	1,071	34.7%	855	40.4% A C	1,620	35.1%	7,285
Resources in my department/unit	26.7%	3,743	42.3% A C D	1,068	30.3%	855	31.0% A	1,618	30.4%	7,284
Professional development opportunities	17.2%	3,741	20.4% C	1,068	15.3%	855	27.7% A B C	1,620	19.8%	7,283
Promoted in my department/unit	27.1%	3,738	23.4%	1,068	27.0%	852	37.7% A B C	1,616	28.9%	7,274
Hired in my department/unit	20.7%	3,738	26.6% A	1,068	23.8%	855	28.5% A	1,618	23.6%	7,278

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.0%	3,646	38.3%	1,040	42.1%	828	38.0%	1,560	40.1%	7,075
Leadership adequately addresses inappropriate behavior	40.8%	3,681	39.7%	1,048	40.6%	831	39.1%	1,598	40.2%	7,158
Leadership holds employees accountable for inappropriate behavior	37.3%	3,679	32.9%	1,048	39.4% B	828	36.2%	1,590	36.7%	7,145
Leadership holds employees accountable for poor performance in the workplace	30.0%	3,677	28.5%	1,044	36.0% A B D	828	29.2%	1,588	30.3%	7,137
Leadership acts ethically and honestly in the workplace	59.3% D	3,680	58.4% D	1,047	62.1% D	835	52.7%	1,593	58.0%	7,155
Leadership addresses issues of inequity	41.5% B	3,668	36.1%	1,042	39.5%	831	38.2%	1,583	39.7%	7,125
Leadership holds all employees to the same standards	37.2% D	3,673	35.4%	1,045	35.4%	832	32.1%	1,579	35.6%	7,130

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 80: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	50.7% B D	3,640	45.3%	1,036	49.2%	823	46.0%	1,531	48.7%	7,031
Leadership adequately addresses inappropriate behavior	50.3%	3,682	46.6%	1,046	46.5%	831	49.9%	1,594	49.2%	7,153
Leadership holds employees accountable for inappropriate behavior	47.3% B	3,674	37.3%	1,044	45.0% B	826	46.0% B	1,592	45.3%	7,136
Leadership holds employees accountable for poor performance in the workplace	41.4% B	3,681	32.4%	1,047	44.0% B D	828	37.9% B	1,591	39.6%	7,147
Leadership acts ethically and honestly in the workplace	59.3% D	3,680	58.4% D	1,047	62.1% D	835	52.7%	1,593	58.0%	7,155
Leadership addresses issues of inequity	50.7% C D	3,669	46.9%	1,043	45.3%	831	43.0%	1,581	47.8%	7,124
Leadership holds all employees to the same standards	46.2% D	3,688	42.2%	1,048	42.7%	835	39.2%	1,590	43.7%	7,162

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
CSU CLIMATE OVERALL	55.8% B C	3,601	50.6%	1,030	51.1%	806	56.3% B C	1,557	54.6%	6,994
Recruits employees from a diverse set of backgrounds	56.8% B C	3,651	50.8%	1,042	49.9%	822	65.1% A B C	1,596	57.0%	7,110
Improves the campus climate for all employees	51.4% B	3,645	45.6%	1,039	48.8%	822	50.0%	1,588	49.9%	7,093
Retains diverse employees	37.3% C	3,632	34.2%	1,038	32.0%	818	48.0% A B C	1,588	38.6%	7,075
Creates a supportive environment for employees from diverse backgrounds	51.9% B C	3,640	44.0%	1,039	45.8%	818	58.2% A B C	1,585	51.5%	7,082
Encourages discussions related to diversity	75.9% D	3,641	73.9% D	1,042	73.7% D	825	67.2%	1,583	73.4%	7,091
Provides employees with a positive work experience	61.4% B C D	3,641	52.9%	1,034	51.4%	822	52.7%	1,584	57.1%	7,082
Climate has become consistently more inclusive of all employees	56.0%	3,645	53.7%	1,036	54.5%	816	52.5%	1,579	54.7%	7,077

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 82: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
DEPARTMENT/UNIT CLIMATE OVERALL	60.0% B D	3,586	53.6%	1,017	56.5%	809	54.9%	1,538	57.5%	6,950
Recruits employees from a diverse set of backgrounds	62.1% B	3,646	52.9%	1,045	58.0%	822	64.6% B C	1,593	60.9%	7,105
Improves the campus climate for all employees	57.6% B D	3,645	51.0%	1,045	58.1% B D	822	50.4%	1,578	55.1%	7,089
Retains diverse employees	45.6% B C	3,638	39.4%	1,038	39.3%	814	48.2% B C	1,586	44.5%	7,077
Creates a supportive environment for employees from diverse backgrounds	51.9% B C	3,640	44.0%	1,039	45.8%	818	58.2% A B C	1,585	51.5%	7,082
Encourages discussions related to diversity	69.6% D	3,643	71.4% D	1,042	71.9% D	825	56.9%	1,579	67.3%	7,089
Provides employees with a positive work experience	67.5% B C D	3,644	57.1%	1,036	58.2%	825	53.3%	1,576	61.7%	7,081
Climate has become consistently more inclusive of all employees	59.0% D	3,649	54.9%	1,037	59.1% D	816	49.9%	1,575	56.4%	7,077

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
CSU COMMUNICATIONS OVERALL	56.5% B C	3,550	45.6%	992	50.9% B	804	55.1% B	1,532	54.0%	6,878
Communications are effective	56.0% B	3,599	43.9%	1,015	51.0% B	812	56.4% B	1,568	53.7%	6,994
Communications are timely	62.3% B	3,590	53.7%	1,017	59.1%	810	60.0% B	1,565	60.2%	6,982
Communications are relevant	54.5% B	3,586	40.4%	1,010	52.2% B	813	54.4% B	1,564	52.2%	6,973
Communications are informative	61.9% B C	3,594	47.7%	1,010	54.6% B	810	60.9% B C	1,563	58.8%	6,978
Communications are motivating	36.2% B C	3,591	24.3%	1,011	30.8% B	810	37.6% B C	1,564	34.2%	6,977
Communications are honest	53.3% B C D	3,582	43.6%	1,012	43.8%	810	48.4%	1,566	49.7%	6,970
Communications are accessible	69.6% C	3,586	66.5%	1,017	64.3%	807	67.2%	1,556	68.0%	6,967

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 84: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
COLLEGE/DIVISION COMMUNICATIONS OVERALL	57.3% B D	3,540	52.0%	999	58.2% B D	803	52.6%	1,511	55.6%	6,853
Communications are effective	58.0% B D	3,596	49.4%	1,015	59.7% B D	810	52.3%	1,553	55.7%	6,974
Communications are timely	60.5% D	3,581	56.4%	1,017	63.7% B D	807	55.4%	1,555	59.1%	6,960
Communications are relevant	61.3% B D	3,581	54.5%	1,013	61.4% B D	810	54.6%	1,550	58.8%	6,954
Communications are informative	64.3% B D	3,583	54.6%	1,013	61.8% B	810	57.3%	1,545	61.0%	6,951
Communications are motivating	35.7% B	3,586	31.1%	1,011	40.2% B D	810	34.2%	1,548	35.2%	6,956
Communications are honest	56.2% B D	3,579	50.9%	1,014	55.7% D	810	49.0%	1,551	53.8%	6,954
Communications are accessible	66.4%	3,584	66.9%	1,016	65.2%	810	63.7%	1,547	65.7%	6,956

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	66.1% B D	3,491	61.4% D	994	67.2% B D	800	57.4% D	1,516	63.6% D	6,800
Communications are effective	66.7% B D	3,583	59.8% D	1,014	70.9% B D	806	56.1% D	1,569	63.8% D	6,973
Communications are timely	67.9% B D	3,574	62.9% D	1,015	69.7% B D	810	56.5% D	1,567	64.8% D	6,966
Communications are relevant	74.4% B D	3,571	69.0% D	1,013	76.3% B D	807	64.1% D	1,561	71.6% D	6,951
Communications are informative	74.3% B D	3,551	66.8% D	1,010	75.1% B D	810	62.7% D	1,554	70.7% D	6,926
Communications are motivating	43.3% D	3,585	38.9% D	1,010	45.8% B D	810	38.6% D	1,554	41.9% D	6,960
Communications are honest	67.5% D	3,578	63.5% D	1,011	65.1% D	810	54.9% D	1,563	63.8% D	6,963
Communications are accessible	70.3% D	3,584	68.8% D	1,016	69.2% D	810	64.4% D	1,559	68.7% D	6,969

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{1,2,3}¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

² Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.³ Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.**Table 86: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
Yes, I have the opportunity to provide feedback	45.1% D	1,621	49.0% D	499	47.7% D	394	40.0% D	627	44.8% D	3,141
Maybe, I can provide feedback in limited situations	37.0% D	1,330	35.2% D	359	33.7% D	278	39.8% C	623	37.0% D	2,590
No, I don't have an opportunity to provide feedback	17.9% D	644	15.9% D	162	18.6% D	154	20.2% B	316	18.2% D	1,275
Total	100.0%	3,594	100.0%	1,020	100.0%	827	100.0%	1,565	100.0%	7,006

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 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
RESPONSIVENESS TO FEEDBACK OVERALL	50.0%	2,850	55.8% A D	806	57.0% A D	637	49.5%	1,215	51.5%	5,507
One on one conversations with my supervisor	82.0% B D	2,920	74.9%	845	79.6%	652	77.5%	1,229	79.6%	5,645
My representation in shared governance (CPC, APC, or Faculty Council)	23.3%	2,873	36.1% A D	825	37.1% A D	639	26.4%	1,226	27.5%	5,563
My service on committees	40.8% D	2,882	71.3% A C D	830	63.9% A D	652	34.2%	1,228	46.6%	5,591
Annual review process	62.5%	2,912	63.2%	834	67.0%	644	66.5%	1,226	64.0%	5,616
Input collection through anonymous surveys	42.6% B	2,903	34.9%	822	39.1%	648	44.5% B	1,219	41.5%	5,592

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

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
FEEDBACK VALUED OVERALL	48.4% D	2,901	45.4%	835	46.4%	652	42.9%	1,205	46.6%	5,593
CSU overall	31.3% C	2,907	26.7%	837	24.5%	652	32.4% B C	1,219	30.0%	5,614
My division/college	45.8% D	2,905	45.3%	838	43.5%	652	39.8%	1,213	44.2%	5,608
My department/unit	68.3% D	2,920	63.7% D	843	71.2% B D	652	57.8%	1,219	65.7%	5,634

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

Percent "Agree" or "Strongly agree"

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

¹ Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Age	9.3%	356	11.1%	121	11.4%	99	9.7%	164	9.9%	740
Physical appearance	5.6%	214	6.7%	72	5.7%	50	5.9%	99	5.8%	436
Physical disability	7.1%	272	7.4%	80	7.9%	69	4.7%	79	6.7%	501
Mental disability	7.0%	266	7.5%	81	7.7%	67	5.4%	92	6.8%	506
Employment classification	21.0%	803	16.6%	181	27.8%	242	19.6%	330	20.8%	1,556
Gender identity	9.9%	378	11.8%	129	12.4%	108	6.7%	112	9.7%	727
Job title	16.6%	634	15.4%	168	31.5%	275	13.9%	235	17.6%	1,312
Parental status	5.9%	227	9.5%	104	7.4%	65	4.6%	77	6.3%	472
Religion	9.1%	347	8.2%	89	8.8%	77	8.6%	145	8.8%	658
Political affiliation	17.2%	659	9.9%	108	14.8%	129	15.4%	258	15.5%	1,154
Sexual orientation	6.4%	246	6.0%	65	6.0%	53	5.5%	92	6.1%	456
Socio-economic status	10.5%	403	7.6%	82	8.7%	76	8.7%	146	9.5%	707
Ethnic origin	9.1%	347	11.7%	127	8.4%	73	6.1%	103	8.7%	650
Veteran status	1.7%	64	1.3%	14	1.3%	11	2.9%	49	1.9%	139
Race or color	13.6%	522	17.7%	193	11.6%	101	9.6%	161	13.1%	977
Marital status	2.9%	109	2.8%	31	2.6%	23	3.1%	52	2.9%	214
Nationality/country of origin	7.3%	278	11.8%	129	5.8%	50	6.0%	100	7.5%	557
None/no response	59.1%	2,259	54.3%	591	48.3%	421	63.2%	1,063	58.0%	4,333

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

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Age	6.6%	251	10.3%	112	7.8%	68	8.9%	150	7.8%	581
Physical appearance	4.9%	187	6.4%	69	3.6%	32	4.8%	80	4.9%	367
Physical disability	4.2%	159	4.6%	50	4.2%	36	4.5%	75	4.3%	320
Mental disability	4.3%	166	5.0%	54	3.6%	32	4.8%	81	4.5%	333
Employment classification	15.8%	605	14.2%	155	23.1%	201	16.8%	282	16.6%	1,243
Gender identity	6.3%	240	10.3%	112	6.6%	58	4.6%	78	6.5%	488
Job title	16.6%	637	13.9%	151	25.0%	218	13.3%	223	16.5%	1,229
Parental status	4.6%	176	8.1%	88	5.6%	49	5.1%	86	5.3%	399
Religion	4.4%	167	4.6%	50	2.8%	24	5.1%	85	4.4%	326
Political affiliation	11.1%	425	8.8%	96	9.5%	83	10.7%	180	10.5%	784
Sexual orientation	3.6%	137	4.0%	43	4.1%	36	4.0%	67	3.8%	283
Socio-economic status	7.1%	273	5.3%	58	5.9%	52	7.2%	121	6.7%	503
Ethnic origin	5.3%	202	7.9%	86	5.2%	45	4.0%	67	5.4%	401
Veteran status	1.2%	45	1.2%	13	1.0%	9	2.9%	48	1.5%	115
Race or color	6.9%	266	11.7%	127	5.3%	46	5.7%	96	7.2%	535
Marital status	2.7%	105	3.1%	33	1.4%	12	3.0%	51	2.7%	201
Nationality/country of origin	3.6%	136	8.1%	88	5.3%	46	3.5%	59	4.4%	330
None/no response	68.2%	2,607	63.3%	689	64.1%	559	70.5%	1,186	67.5%	5,041

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

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Age	7.6%	291	12.8%	140	9.6%	84	13.3%	224	9.9%	738
Physical appearance	4.3%	163	5.7%	62	4.1%	35	6.0%	101	4.8%	362
Physical disability	4.2%	159	5.8%	63	3.6%	31	6.1%	103	4.8%	357
Mental disability	5.2%	198	5.6%	60	4.3%	38	6.8%	114	5.5%	410
Employment classification	15.1%	578	16.0%	174	25.7%	224	19.8%	332	17.5%	1,309
Gender identity	6.4%	245	12.6%	137	7.9%	69	5.2%	87	7.2%	539
Job title	16.1%	614	16.0%	174	24.5%	214	17.9%	302	17.5%	1,304
Parental status	5.0%	190	10.4%	113	6.5%	56	6.1%	103	6.2%	462
Religion	3.7%	141	4.6%	51	3.2%	28	6.0%	102	4.3%	321
Political affiliation	9.4%	359	9.1%	99	8.0%	70	11.6%	195	9.7%	724
Sexual orientation	3.3%	127	4.8%	53	5.1%	45	4.3%	73	4.0%	297
Socio-economic status	6.6%	254	7.1%	77	5.4%	47	6.1%	103	6.5%	482
Ethnic origin	4.5%	173	8.0%	87	5.2%	45	3.6%	60	4.9%	366
Veteran status	0.9%	33	0.9%	10	0.3%	3	2.1%	36	1.1%	81
Race or color	6.5%	247	11.8%	128	6.8%	59	6.3%	106	7.2%	540
Marital status	2.3%	89	5.0%	54	1.8%	16	2.2%	38	2.6%	197
Nationality/country of origin	3.7%	140	8.7%	94	4.4%	38	3.7%	62	4.5%	334
None/no response	69.3%	2,651	57.7%	628	60.8%	531	62.4%	1,049	65.1%	4,858

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

Statistical significance not tested.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Sexual harassment	9.1%	349	9.7%	105	7.5%	66	4.8%	81	8.0%	601
Bullying	10.0%	382	11.0%	119	7.9%	69	9.1%	154	9.7%	724
Bias	20.8%	797	21.8%	237	18.7%	163	18.0%	302	20.1%	1,500
Physical assault	2.0%	75	2.0%	22	2.5%	22	2.1%	36	2.1%	155
Sexual misconduct	5.7%	218	5.4%	58	5.3%	47	3.6%	60	5.1%	383
Verbal abuse	7.7%	294	7.4%	81	8.0%	70	5.5%	93	7.2%	538
None/no response	74.8%	2,861	70.4%	766	75.0%	654	77.2%	1,299	74.7%	5,579

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

Statistical significance not tested.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Sexual harassment	3.5%	133	5.1%	55	3.0%	26	3.0%	51	3.5%	265
Bullying	7.5%	285	10.5%	114	6.8%	59	8.6%	144	8.1%	603
Bias	15.4%	588	20.6%	224	13.0%	113	15.2%	256	15.8%	1,181
Physical assault	0.3%	11	0.5%	5	0.4%	3	1.4%	24	0.6%	43
Sexual misconduct	1.6%	62	2.0%	22	1.8%	16	2.0%	34	1.8%	135
Verbal abuse	4.6%	174	7.2%	78	5.4%	47	5.9%	99	5.3%	399
None/no response	81.3%	3,110	73.6%	800	83.4%	727	81.7%	1,374	80.5%	6,011

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

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
Sexual harassment	1.9%	74	3.3%	36	2.9%	25	1.7%	28	2.2%	164
Bullying	7.9%	301	21.5%	233	10.2%	89	11.0%	185	10.8%	807
Bias	16.4%	627	26.9%	293	14.7%	128	20.4%	343	18.6%	1,391
Physical assault	0.2%	7	0.8%	9	0.0%	0	0.7%	12	0.4%	28
Sexual misconduct	1.3%	49	2.5%	27	2.5%	21	1.4%	23	1.6%	121
Verbal abuse	5.2%	198	13.3%	145	7.4%	65	8.8%	147	7.4%	554
None/no response	79.2%	3,031	63.0%	685	79.3%	692	74.9%	1,259	75.9%	5,667

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

Comparisons by Year

In order to yield meaningful longitudinal comparisons, the 2018 survey sample was weighted using similar methods as 2021. Consequently, 2018 results will not match prior reports because of this methodological adjustment.. The 2018 data were weighted by employee type, gender, and racially minoritized status within each division. A secondary weight was applied to increase the sample n from 4,058 to 7,883 (the approximate total number of employees at the time of the survey's administration in 2018) while simultaneously balancing division/college representation at the university level. Only survey items asked in both 2018 and 2021 are presented in these tables.

Figure 10: Organizational Themes Compared by Year

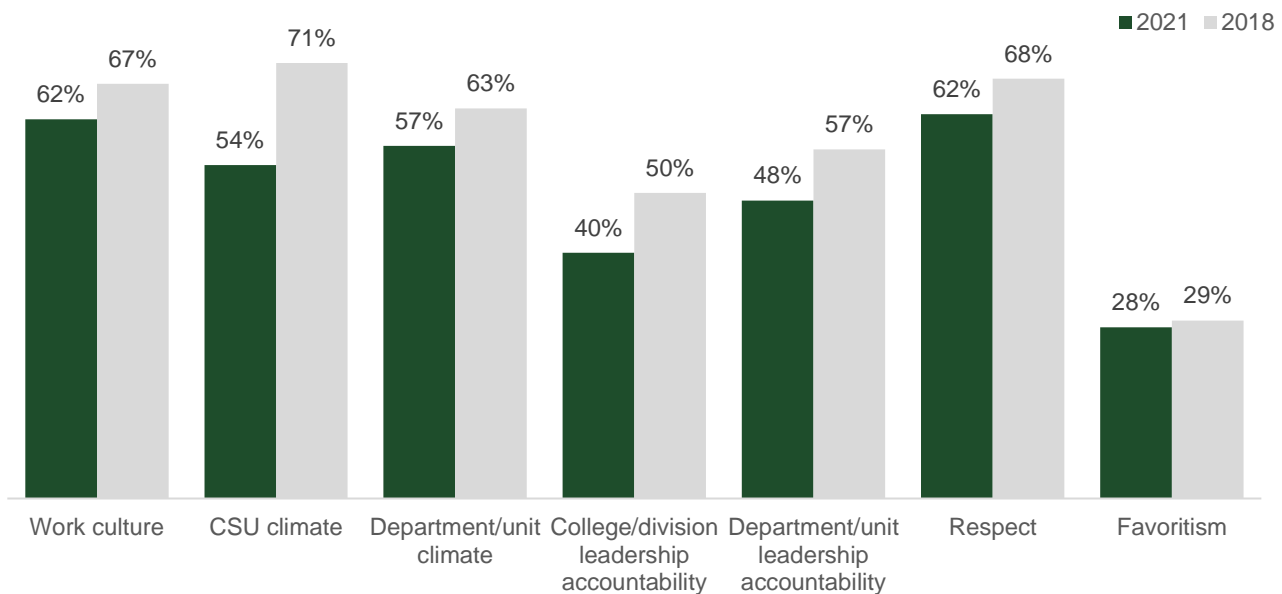


Table 95: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
WORK CULTURE OVERALL	67.4% B	6,548	61.7% A	7,734
My department/unit promotes a work environment where all employees feel included	64.4% B	7,758	66.4% A	7,895
My department/unit treats all employees equitably	58.5% B	7,658	56.6% A	7,875
My department/unit is open and transparent in communication	57.0% B	7,791	57.2% A	7,868
My department/unit values employee input in major department/unit decisions	57.3% B	7,681	56.7% A	7,873
My department/unit promotes respect for cultural differences	76.2% B	7,640	73.7% A	7,863
My department/unit understands the value of diversity	78.6% B	7,683	73.5% A	7,866
My department/unit communicates the importance of valuing diversity	69.3% B	7,681	70.3% A	7,872
I feel valued as an employee	66.2% B	7,745	60.6% A	7,862
I feel a strong sense of belonging to CSU	61.5% B	7,791	47.8% A	7,877
I feel a strong sense of belonging to my division/college	54.5% B	7,769	49.5% A	7,864
I feel a strong sense of belonging to my department/unit	71.2% B	7,785	62.2% A	7,874
I would recommend CSU as a place of employment	80.8% B	7,200	63.7% A	7,879
I would recommend my department/unit as a place of employment	71.3% B	7,260	63.0% A	7,867

Percent "Agree" or "Strongly agree"

The reported N 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 96: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
Yes, I had a review	91.5% B	6,527	83.9% A	6,588
No, I did not have a review	8.5% A	609	16.1% B	1,260

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 97: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
PERFORMANCE REVIEW OVERALL	86.5% B	7,031	78.5%	6,544
I am satisfied with the effort my supervisor put into my most recent performance review	73.3%	7,160	76.8% A	6,557
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	28.0% B	7,613	18.6%	6,551
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	0	58.8%	6,551

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

Percent "Agree" or "Strongly agree"

The reported N 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 98: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
RESPECT OVERALL	68.2% B	5,934	62.5%	7,745
My department/unit is treated with respect by other units within my college/division	63.2% B	7,110	57.8%	7,792
My college/division is treated with respect by CSU	65.5% B	7,059	55.7%	7,789
The people I interact with treat each other with respect	78.6%	7,770	78.0%	7,787
There is respect for religious differences in my department/unit	71.8% B	6,722	62.3%	7,788
There is respect for liberal perspectives in my department/unit	79.1% B	7,234	75.1%	7,791
There is respect for conservative perspectives in my department/unit	55.1% B	7,009	45.7%	7,791

Percent "Agree" or "Strongly agree"

The reported N 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 99: 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:	2018 (A)		2021 (B)	
FAVORITISM OVERALL	28.9%	6,595	27.8%	7,690
Recognized within my department/unit	37.4% B	7,169	35.3%	7,722
Resources in my department/unit	31.3%	7,087	30.5%	7,720
Professional development opportunities	23.0% B	7,067	20.3%	7,720
Promoted in my department/unit	31.8% B	6,962	29.0%	7,708
Hired in my department/unit	25.1%	6,898	24.1%	7,715

Percent "Agree" or "Strongly agree"

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

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 100: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	49.7% B	4,751	39.9%	7,467
Leadership adequately addresses inappropriate behavior	52.1% B	5,705	40.3%	7,556
Leadership holds employees accountable for inappropriate behavior	48.7% B	5,492	36.6%	7,540
Leadership holds employees accountable for poor performance in the workplace	42.1% B	5,585	30.3%	7,533
Leadership acts ethically and honestly in the workplace	69.8% B	6,483	57.5%	7,552
Leadership addresses issues of inequity	50.8% B	5,852	39.2%	7,522
Leadership holds all employees to the same standards	46.6% B	6,046	35.7%	7,525

Percent "Agree" or "Strongly agree"

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

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 101: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.7% B	5,517	48.4%	7,436
Leadership adequately addresses inappropriate behavior	58.7% B	6,447	49.2%	7,564
Leadership holds employees accountable for inappropriate behavior	55.6% B	6,239	45.0%	7,547
Leadership holds employees accountable for poor performance in the workplace	51.1% B	6,500	39.5%	7,560
Leadership acts ethically and honestly in the workplace	69.8% B	6,483	57.5%	7,552
Leadership addresses issues of inequity	55.7% B	6,467	47.5%	7,536
Leadership holds all employees to the same standards	51.6% B	6,976	43.5%	7,574

Percent "Agree" or "Strongly agree"

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

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 102: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
CSU CLIMATE OVERALL	70.8% B	4,914	54.2%	7,388
Recruits employees from a diverse set of backgrounds	75.7% B	6,409	56.5%	7,518
Improves the campus climate for all employees	69.2% B	6,602	49.5%	7,497
Retains diverse employees	63.0% B	5,839	38.5%	7,478
Creates a supportive environment for employees from diverse backgrounds	70.5% B	6,190	51.3%	7,486
Encourages discussions related to diversity	79.7% B	6,739	72.1%	7,495
Provides employees with a positive work experience	73.7% B	6,874	57.2%	7,485
Climate has become consistently more inclusive of all employees	66.7% B	6,114	54.2%	7,476

Percent "Agree" or "Strongly agree"

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

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean.

Significance level for upper case letters (A, B, C): .05

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

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

Table 103: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
DEPARTMENT/UNIT CLIMATE OVERALL	63.4% B	5,612	57.3%	7,348
Recruits employees from a diverse set of backgrounds	67.7% B	7,019	61.0%	7,519
Improves the campus climate for all employees	63.5% B	6,901	54.9%	7,501
Retains diverse employees	58.0% B	6,658	44.5%	7,484
Creates a supportive environment for employees from diverse backgrounds	70.5% B	6,190	51.3%	7,486
Encourages discussions related to diversity	61.9%	6,922	66.4% A	7,495
Provides employees with a positive work experience	68.6% B	7,273	61.9%	7,486
Climate has become consistently more inclusive of all employees	59.2% B	6,514	56.1%	7,484

Percent "Agree" or "Strongly agree"

The reported N 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

Other Potential Problems: Division/College2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

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

Table 104: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
Age	18.3%	1,079	9.7%	767
Physical appearance	9.3%	550	4.9%	392
Physical disability*	4.1%	241	4.9%	387
Mental disability	NA	NA	5.4%	427
Employment classification	31.0%	1,826	17.1%	1,352
Gender identity	6.7%	393	7.4%	589
Job title	32.6%	1,924	17.3%	1,369
Parental status	7.9%	469	6.4%	504
Religion	7.3%	431	4.3%	341
Political affiliation	20.0%	1,181	9.8%	776
Sexual orientation	4.0%	234	3.9%	310
Socio-economic status	5.4%	317	6.4%	507
Ethnic origin	6.3%	369	5.0%	395
Veteran status	1.1%	67	1.1%	85
Race or color	6.6%	388	7.4%	586
Marital status	4.6%	271	2.8%	221
Nationality/country of origin	3.9%	229	4.8%	378
None/no response	38.2%	2,254	65.0%	5,140

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

Statistical significance not tested.

*In 2018, item was worded as "Disability (e.g. physical, mental)".

Table 105: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	5.7%	436	7.8%	618
Bullying	12.5%	948	9.6%	758
Bias	26.5%	2,017	19.6%	1,549
Physical assault	0.5%	41	2.0%	162
Sexual misconduct	2.6%	199	5.0%	394
Verbal abuse	6.5%	491	7.3%	577
None/no response	67.7%	5,143	75.3%	5,956

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

Table 106: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	2.6%	198	3.5%	280
Bullying	10.0%	759	8.1%	641
Bias	22.8%	1,732	15.9%	1,255
Physical assault	0.2%	17	0.6%	44
Sexual misconduct	1.2%	94	1.7%	137
Verbal abuse	5.0%	377	5.4%	431
None/no response	72.2%	5,489	80.6%	6,373

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

Table 107: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	1.8%	136	2.2%	178
Bullying	12.6%	958	11.0%	872
Bias	23.1%	1,755	19.0%	1,502
Physical assault	0.3%	21	0.4%	32
Sexual misconduct	1.0%	74	1.6%	130
Verbal abuse	7.3%	557	7.7%	609
None/no response	70.2%	5,339	75.6%	5,979

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