Employee Climate Survey 2021

Athletics

The 2021 CSU Employee Climate Survey is a component of a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The 2021 is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee. The 2021 instrument focuses on employment themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review.

Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted N). On many of the survey items, respondents could choose a non-evaluative response such as "Don't know," "NA" or "Prefer not to disclose." "These responses, along with missing data, have been excluded from all analyses. Subgroup comparisons by gender, minoritized status, and employment type are based on the proportion of respondents who "strongly agree" or "agree" with each item and statistically significant differences (p < .05) between subgroup members are noted within the tables. Additionally, an overall index score representing the average percent agree (e.g., Work Culture Overall) appears within each table. For example, the Work Culture theme includes 13 individual survey items. If an employee selected "agree" or "strongly agree" to 9 out of the 13 items, their Work Culture index score would equal 69%. An employee must have answered all survey items within a theme in order for an index score to be calculated. An overall index score represents the average of the individual index scores or all employees included in the group or category.

Table 1 displays the total number of employees contacted for the survey, the number of employees that responded, and the response rate.

Table 1: Response Rates by Department/Unit

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
Athletics	120	0	8	50	41.7%

* Response rate = Completed / (Sent - Bounce)

When the proportions of a demographic subgroup in the survey sample differ substantially from known population proportions and when members within a subgroup may meaningfully diverge on variables of interest, data weighting can provide a more accurate summary of the true population response than simple averaging. For the 2021 survey, representation by gender, racially minoritized status, and employment type were compared to known population norms, and weighted to balance any discrepancies. Additionally, a secondary weight was applied to increase the sample n to approximate the total number of employees in the division or college at the time of the survey's administration. Results of the weighting scheme are displayed in Table 2.

Table 2: 2021 Employee Climate Survey Weighting Results

		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	68%	60%	68%
	Woman	32%	40%	32%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	0%	0%
Racially minoritized status	Racially minoritized	16%	15%	15%
	Non-racially minoritized	84%	85%	85%
Employee type	Admin Professional	99%	98%	98%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
	State Classified	1%	2%	2%
	Other Salaried Employee	0%	0%	0%

Results are weighted by 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 division population are also provided under the abbreviated heading of "Pop."
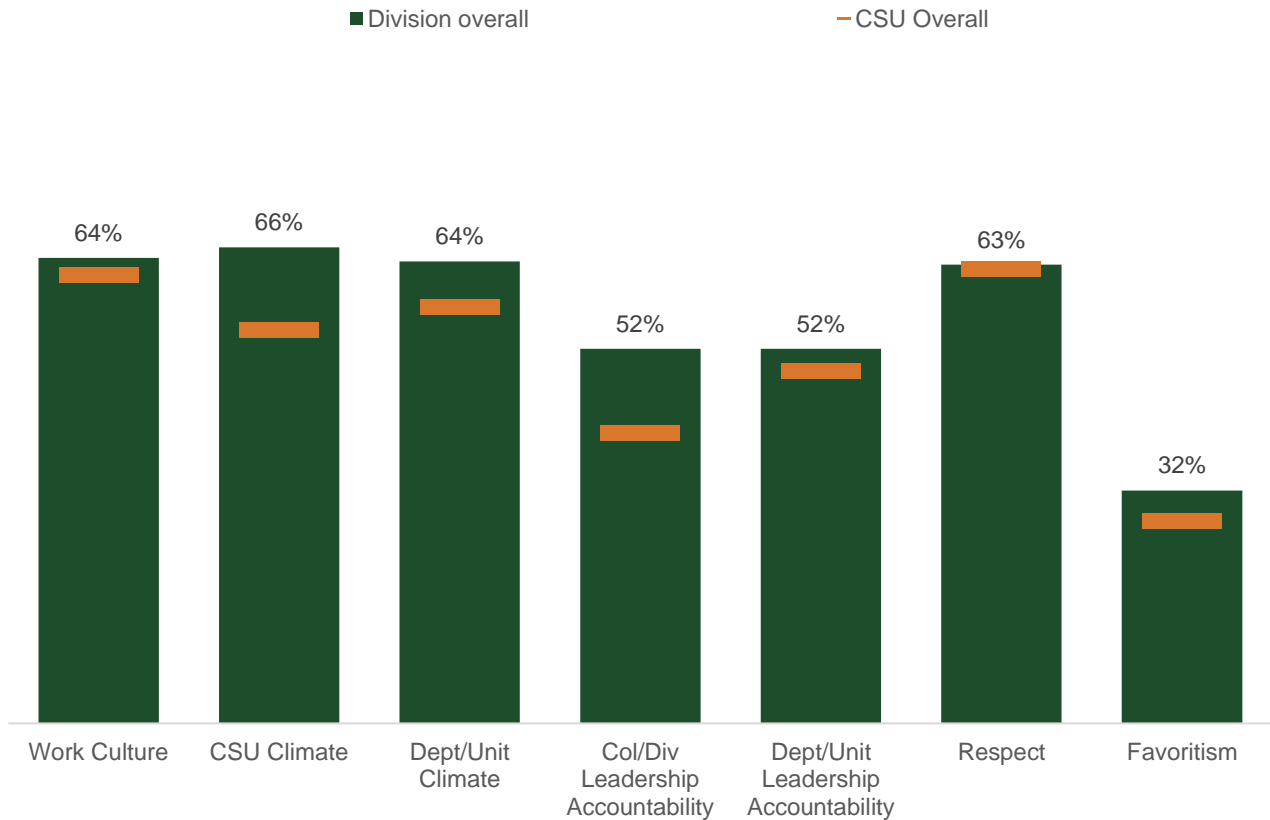
Figure 1: Organizational Themes

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	5.3%	16.3%	11.3%	33.6%	33.5%	100.0%	120
My department/unit treats all employees equitably	8.2%	14.9%	9.4%	33.0%	34.5%	100.0%	120
My department/unit is open and transparent in communication	11.3%	12.5%	26.2%	20.7%	29.2%	100.0%	120
My department/unit values employee input in major department/unit decisions	14.6%	23.7%	14.6%	20.3%	27.0%	100.0%	120
My department/unit promotes respect for cultural differences	0.0%	5.7%	17.6%	32.1%	44.5%	100.0%	117
My department/unit understands the value of diversity	0.0%	5.0%	15.1%	39.1%	40.8%	100.0%	120
My department/unit communicates the importance of valuing diversity	0.0%	3.3%	15.5%	37.9%	43.2%	100.0%	120
I feel valued as an employee	11.7%	12.0%	16.7%	33.8%	25.8%	100.0%	120
I feel a strong sense of belonging to CSU	8.7%	10.1%	24.4%	33.7%	23.0%	100.0%	120
I feel a strong sense of belonging to my division/college	6.9%	11.8%	24.9%	29.3%	27.2%	100.0%	117
I feel a strong sense of belonging to my department/unit	6.0%	14.3%	13.7%	35.0%	31.0%	100.0%	120
I would recommend CSU as a place of employment	8.0%	3.7%	26.3%	35.9%	26.1%	100.0%	120
I would recommend my department/unit as a place of employment	5.3%	11.7%	25.0%	26.5%	31.5%	100.0%	120

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?	75.5%	24.5%	100.0%	120

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	9.8%	7.6%	10.6%	29.7%	42.3%	100.0%	91
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	43.3%	21.5%	5.0%	22.6%	7.6%	100.0%	91
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	7.9%	15.6%	23.5%	37.8%	15.2%	100.0%	91

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	10.7%	21.4%	22.0%	26.5%	19.4%	100.0%	118
My college/division is treated with respect by CSU	10.7%	12.5%	19.9%	40.0%	16.9%	100.0%	118
The people I interact with treat each other with respect	2.3%	6.9%	13.5%	42.7%	34.7%	100.0%	118
There is respect for religious differences in my department/unit	3.8%	3.9%	16.3%	36.6%	39.4%	100.0%	118
There is respect for liberal perspectives in my department/unit	2.3%	1.5%	24.2%	27.6%	44.4%	100.0%	118
There is respect for conservative perspectives in my department/unit	8.9%	10.7%	29.8%	25.5%	25.0%	100.0%	118

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	21.6%	16.3%	26.8%	16.5%	18.8%	100.0%	118
Resources in my department/unit	19.4%	18.1%	15.5%	25.9%	21.1%	100.0%	118
Professional development opportunities	19.1%	27.5%	30.4%	11.5%	11.5%	100.0%	118
Promoted in my department/unit	19.1%	22.5%	24.0%	14.1%	20.4%	100.0%	118
Hired in my department/unit	26.0%	17.9%	35.5%	7.9%	12.7%	100.0%	118

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	13.5%	11.0%	18.8%	39.1%	17.5%	100.0%	118
Leadership holds employees accountable for inappropriate behavior	11.2%	19.9%	24.7%	26.7%	17.5%	100.0%	118
Leadership holds employees accountable for poor performance in the workplace	12.2%	19.2%	24.4%	33.5%	10.7%	100.0%	118
Leadership acts ethically and honestly in the workplace	9.7%	18.7%	10.1%	32.6%	28.8%	100.0%	115
Leadership addresses issues of inequity	13.6%	20.1%	10.1%	33.6%	22.5%	100.0%	115
Leadership holds all employees to the same standards	16.8%	25.2%	13.0%	21.2%	23.8%	100.0%	111

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	13.5%	11.0%	18.8%	39.1%	17.5%	100.0%	118
Leadership holds employees accountable for inappropriate behavior	11.2%	19.9%	24.7%	26.7%	17.5%	100.0%	118
Leadership holds employees accountable for poor performance in the workplace	12.2%	19.2%	24.4%	33.5%	10.7%	100.0%	118
Leadership acts ethically and honestly in the workplace	9.7%	18.7%	10.1%	32.6%	28.8%	100.0%	115
Leadership addresses issues of inequity	13.6%	20.1%	10.1%	33.6%	22.5%	100.0%	115
Leadership holds all employees to the same standards	16.8%	25.2%	13.0%	21.2%	23.8%	100.0%	111

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	4.4%	1.9%	20.2%	56.3%	17.2%	100.0%	115
Improves the campus climate for all employees	6.7%	8.3%	20.9%	55.0%	9.1%	100.0%	115
Retains diverse employees	6.3%	7.0%	37.7%	27.1%	21.9%	100.0%	115
Creates a supportive environment for employees from diverse backgrounds	6.5%	2.1%	19.9%	50.8%	20.8%	100.0%	112
Encourages discussions related to diversity	2.1%	0.0%	17.1%	43.8%	36.9%	100.0%	112
Provides employees with a positive work experience	2.1%	13.5%	19.4%	46.3%	18.7%	100.0%	115
Climate has become consistently more inclusive of all employees	6.7%	3.7%	24.8%	42.8%	22.0%	100.0%	115

Table 11: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct | Pop)
Recruits employees from a diverse set of backgrounds	0.0%	7.7%	20.6%	49.4%	22.3%	100.0% 112
Improves the campus climate for all employees	9.4%	8.9%	18.3%	46.1%	17.4%	100.0% 115
Retains diverse employees	9.5%	8.3%	35.4%	27.6%	19.3%	100.0% 115
Creates a supportive environment for employees from diverse backgrounds	6.5%	2.1%	19.9%	50.8%	20.8%	100.0% 112
Encourages discussions related to diversity	0.0%	5.9%	11.0%	45.6%	37.5%	100.0% 112
Provides employees with a positive work experience	9.8%	18.6%	15.0%	24.3%	32.2%	100.0% 110
Climate has become consistently more inclusive of all employees	6.2%	7.6%	21.9%	38.3%	26.0%	100.0% 115

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	8.1%	6.6%	19.8%	52.8%	12.7%	100.0% 115
Communications are timely	6.0%	6.3%	21.6%	53.2%	12.9%	100.0% 115
Communications are relevant	10.6%	13.3%	21.1%	42.0%	12.9%	100.0% 115
Communications are informative	6.7%	10.6%	32.1%	37.5%	12.9%	100.0% 115
Communications are motivating	17.3%	16.1%	27.8%	30.4%	8.4%	100.0% 113
Communications are honest	11.2%	0.0%	26.7%	44.8%	17.4%	100.0% 115
Communications are accessible	2.1%	0.0%	24.3%	45.4%	28.2%	100.0% 115

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	12.5%	9.8%	11.5%	50.8%	15.5%	100.0% 115
Communications are timely	12.3%	6.1%	8.8%	54.6%	18.2%	100.0% 113
Communications are relevant	9.1%	8.0%	10.1%	57.1%	15.8%	100.0% 113
Communications are informative	5.8%	9.3%	17.4%	54.3%	13.2%	100.0% 115
Communications are motivating	16.2%	16.1%	24.6%	31.9%	11.1%	100.0% 113
Communications are honest	10.9%	13.1%	15.8%	38.5%	21.6%	100.0% 115
Communications are accessible	0.0%	7.4%	18.7%	42.3%	31.6%	100.0% 115

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	12.5%	9.8%	11.5%	50.8%	15.5%	100.0% 115
Communications are timely	12.3%	6.1%	8.8%	54.6%	18.2%	100.0% 113
Communications are relevant	9.1%	8.0%	10.1%	57.1%	15.8%	100.0% 113
Communications are informative	5.8%	9.3%	17.4%	54.3%	13.2%	100.0% 115
Communications are motivating	16.2%	16.1%	24.6%	31.9%	11.1%	100.0% 113
Communications are honest	10.9%	13.1%	15.8%	38.5%	21.6%	100.0% 115
Communications are accessible	0.0%	7.4%	18.7%	42.3%	31.6%	100.0% 115

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?	40.0%	36.0%	24.1%	100.0%	115

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	3.3%	0.0%	14.6%	31.0%	51.1%	100.0%	82
My representation in shared governance (CPC, APC, or Faculty Council)	2.8%	9.2%	69.9%	11.8%	6.3%	100.0%	85
My service on committees	3.2%	3.2%	56.4%	31.0%	6.3%	100.0%	85
Annual review process	6.3%	7.9%	27.9%	48.4%	9.5%	100.0%	85
Input collection through anonymous surveys	0.0%	13.5%	38.0%	42.1%	6.3%	100.0%	85

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	6.3%	13.4%	36.7%	37.2%	6.3%	100.0%	85
My division/college	11.3%	12.3%	28.0%	28.0%	20.5%	100.0%	85
My department/unit	11.3%	12.3%	28.0%	28.0%	20.5%	100.0%	85

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

Table 18: Discriminatory Attitudes

Please indicate if discriminatory attitudes are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	5.7%	7	6.0%	7	6.0%	7
Physical appearance	3.7%	4	5.7%	7	5.7%	7
Physical disability	3.3%	4	1.5%	*	1.5%	*
Mental disability	1.8%	*	1.8%	*	1.8%	*
Employment classification	4.5%	5	8.0%	10	8.0%	10
Gender identity	7.7%	9	5.0%	6	5.0%	6
Job title	6.5%	8	18.5%	22	18.5%	22
Parental status	1.5%	*	10.8%	13	10.8%	13
Religion	12.0%	14	8.3%	10	8.3%	10
Political affiliation	18.5%	22	8.5%	10	8.5%	10
Sexual orientation	3.7%	4	7.6%	9	7.6%	9
Socio-economic status	3.3%	4	7.8%	9	7.8%	9
Ethnic origin	1.5%	*	2.0%	*	2.0%	*
Veteran status	2.0%	*	0.0%	*	0.0%	*
Race or color	9.7%	12	4.2%	5	4.2%	5
Marital status	1.5%	*	5.6%	7	5.6%	7
Nationality/country of origin	3.3%	4	0.0%	*	0.0%	*
None/no response	69.4%	83	69.8%	84	69.8%	84

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.8%	*	9.9%	12	9.9%	12
Bullying	5.7%	7	7.5%	9	7.5%	9
Bias	6.5%	8	20.8%	25	20.8%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	2.2%	*	13.5%	16	13.5%	16
Verbal abuse	2.0%	*	15.3%	18	15.3%	18
None/no response	88.0%	106	67.5%	81	67.5%	81

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	8.1%	9
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	58.1%	65
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	27.0%	30
Prefer not to disclose	12.8%	14
The gender I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	58.7%	55		15.0%	14		95.5%	89	
1	2.9%	*		14.2%	13		0.0%	*	
2	0.0%	*		7.3%	7		1.9%	*	
3	6.5%	6		0.0%	*		2.6%	*	
4	3.9%	4		10.6%	10		0.0%	*	
5	15.0%	14		11.5%	11		0.0%	*	
6 Very	13.1%	12		41.4%	39		0.0%	*	
Total	100.0%	93	1.91	100.0%	93	3.77	100.0%	93	.12

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	1.9%	*
Asian (can include Middle Eastern and North African)	1.9%	*
Black or African American (can include Middle Eastern and North African)	7.7%	9
Hispanic or Latinx	1.9%	*
Native Hawaiian or Other Pacific Islander	0.0%	*
White	75.7%	85
Prefer not to disclose	12.8%	14
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	100.0%	9
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	0.0%	*
Cherokee	100.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	0.0%	*
Unknown/not disclosed	0.0%	*

Total may exceed 100% as respondents could select more than one option.
Categories coded from write-in responses.
* Values reported for items with n >= 3.

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	100.0%	*
Caribbean	100.0%	*
Puerto Rican	100.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	100.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	0.0%	*
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 27: Hawaiian/Pacific Islander

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

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct | Pop)	
Do you identify as a person with a disability?	1.6%	88.0%	10.4%	100.0%	113

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct | Pop)	
Do you identify in the LGBTQIA+ community?	7.3%	79.5%	0.0%	13.3%	100.0%	113

Table 30: Department/Unit

	Pct	Pop
Athletics	100.0%	120
Total	100.0%	120

Table 31: Employee Type

	Pct	Pop
Admin Professional	97.7%	112
State Classified	2.3%	*
Total	100.0%	115

* Values reported for items with n >= 3.

Comparisons by Gender

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

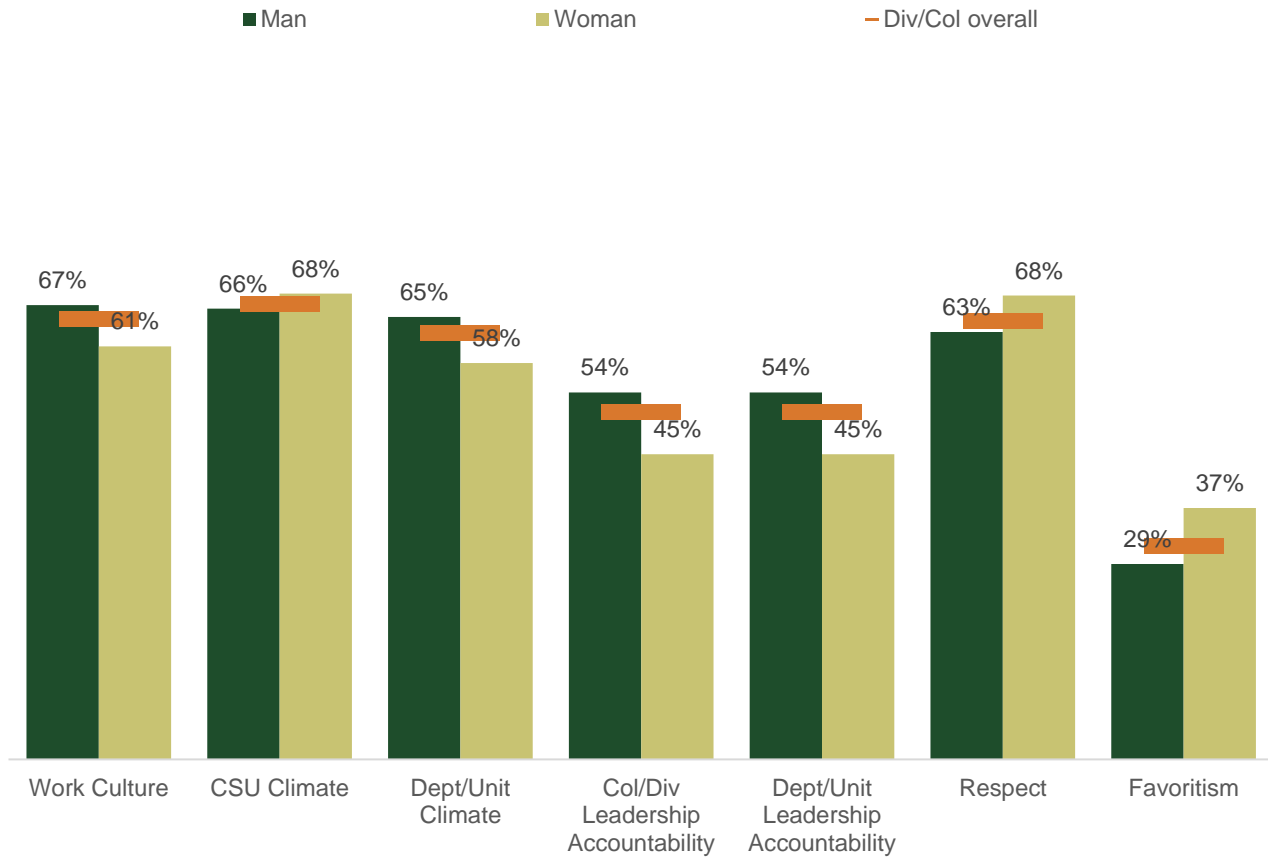**Figure 2: Organizational Themes Compared by Gender**

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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.7%	63	60.6%	30	64.7%	93
My department/unit promotes a work environment where all employees feel included	71.3%	65	55.9%	30	66.4%	96
My department/unit treats all employees equitably	71.3%	65	57.2%	30	66.8%	96
My department/unit is open and transparent in communication	59.0%	65	38.1%	30	52.4%	96
My department/unit values employee input in major department/unit decisions	54.1%	65	38.1%	30	49.0%	96
My department/unit promotes respect for cultural differences	82.9%	63	69.1%	30	78.4%	93
My department/unit understands the value of diversity	87.7% B	65	63.1%	30	79.9%	96
My department/unit communicates the importance of valuing diversity	86.9% B	65	61.9%	30	78.9%	96
I feel valued as an employee	54.9%	65	69.1%	30	59.4%	96
I feel a strong sense of belonging to CSU	54.9%	65	73.8%	30	60.9%	96
I feel a strong sense of belonging to my division/college	57.3%	63	67.8%	30	60.7%	93
I feel a strong sense of belonging to my department/unit	63.1%	65	69.1%	30	65.0%	96
I would recommend CSU as a place of employment	59.0%	65	61.9%	30	59.9%	96
I would recommend my department/unit as a place of employment	54.9%	65	63.1%	30	57.5%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	73.7%	48	67.8%	21	71.8%	69
No, I did not have a review	26.3%	17	32.2%	10	28.2%	27
Total	100.0%	65	100.0%	30	100.0%	96

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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.9%	48	66.1%	21	73.0%	69
I am satisfied with the effort my supervisor put into my most recent performance review	77.8% B	48	52.6%	21	70.2%	69
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.2%	48	45.6%	21	29.2%	69
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	48	45.6%	21	48.7%	69

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.
*Reverse coded when included in overall rating [1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	62.7%	65	68.1%	30	64.4%	96
My department/unit is treated with respect by other units within my college/division	42.7%	65	61.9%	30	48.8%	96
My college/division is treated with respect by CSU	59.0%	65	69.1%	30	62.2%	96
The people I interact with treat each other with respect	71.3%	65	82.2%	30	74.8%	96
There is respect for religious differences in my department/unit	78.7%	65	69.1%	30	75.6%	96
There is respect for liberal perspectives in my department/unit	74.6%	65	70.3%	30	73.2%	96
There is respect for conservative perspectives in my department/unit	50.0%	65	55.9%	30	51.9%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	28.7%	65	36.9%	30	31.3%	96
Recognized within my department/unit	32.8%	65	50.0%	30	38.2%	96
Resources in my department/unit	41.0%	65	61.9%	30	47.6%	96
Professional development opportunities	16.4%	65	29.7%	30	20.6%	96
Promoted in my department/unit	32.8%	65	30.9%	30	32.2%	96
Hired in my department/unit	20.5%	65	11.9%	30	17.7%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	53.9%	63	44.8%	29	51.0%	91
Leadership adequately addresses inappropriate behavior	62.3%	65	45.3%	30	56.9%	96
Leadership holds employees accountable for inappropriate behavior	50.0%	65	39.4%	30	46.6%	96
Leadership holds employees accountable for poor performance in the workplace	41.8%	65	33.4%	30	39.1%	96
Leadership acts ethically and honestly in the workplace	63.1%	65	57.2%	30	61.2%	96
Leadership addresses issues of inequity	66.4% B	65	38.1%	30	57.4%	96
Leadership holds all employees to the same standards	48.8%	63	41.8%	29	46.6%	91

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	53.9%	63	44.8%	29	51.0%	91
Leadership adequately addresses inappropriate behavior	62.3%	65	45.3%	30	56.9%	96
Leadership holds employees accountable for inappropriate behavior	50.0%	65	39.4%	30	46.6%	96
Leadership holds employees accountable for poor performance in the workplace	41.8%	65	33.4%	30	39.1%	96
Leadership acts ethically and honestly in the workplace	63.1%	65	57.2%	30	61.2%	96
Leadership addresses issues of inequity	66.4% B	65	38.1%	30	57.4%	96
Leadership holds all employees to the same standards	48.8%	63	41.8%	29	46.6%	91

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	66.2%	60	68.4%	30	66.9%	91
Recruits employees from a diverse set of backgrounds	69.6%	65	80.9%	30	73.2%	96
Improves the campus climate for all employees	66.4%	65	67.8%	30	66.8%	96
Retains diverse employees	49.1%	65	55.9%	30	51.3%	96
Creates a supportive environment for employees from diverse backgrounds	72.6%	63	75.0%	30	73.4%	93
Encourages discussions related to diversity	86.3%	63	80.9%	30	84.5%	93
Provides employees with a positive work experience	67.2%	65	61.9%	30	65.5%	96
Climate has become consistently more inclusive of all employees	69.6%	65	55.9%	30	65.3%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	64.9%	60	58.2%	30	62.7%	91
Recruits employees from a diverse set of backgrounds	78.6%	63	63.1%	30	73.6%	93
Improves the campus climate for all employees	66.4%	65	50.0%	30	61.2%	96
Retains diverse employees	50.0%	65	38.1%	30	46.2%	96
Creates a supportive environment for employees from diverse backgrounds	72.6%	63	75.0%	30	73.4%	93
Encourages discussions related to diversity	86.3%	63	73.8%	30	82.2%	93
Provides employees with a positive work experience	55.4%	60	63.1%	30	58.0%	91
Climate has become consistently more inclusive of all employees	61.4%	65	55.9%	30	59.7%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.0%	65	67.0%	28	60.0%	94
Communications are effective	62.3%	65	66.6%	30	63.7%	96
Communications are timely	66.4%	65	67.8%	30	66.8%	96
Communications are relevant	45.9%	65	61.9%	30	51.0%	96
Communications are informative	45.9%	65	60.6%	30	50.6%	96
Communications are motivating	33.6%	65	60.3% A	28	41.7%	94
Communications are honest	66.4%	65	60.6%	30	64.6%	96
Communications are accessible	78.7%	65	61.9%	30	73.3%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	67.3% B	65	47.6%	24	62.1%	89
Communications are effective	71.3% B	65	50.0%	30	64.6%	96
Communications are timely	75.4%	65	65.3%	28	72.4%	94
Communications are relevant	71.3%	65	66.7%	28	69.9%	94
Communications are informative	66.4%	65	57.2%	30	63.5%	96
Communications are motivating	41.8%	65	41.1%	28	41.6%	94
Communications are honest	66.4%	65	45.3%	30	59.7%	96
Communications are accessible	78.7%	65	63.1%	30	73.7%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	67.3% B	65	47.6%	24	62.1%	89
Communications are effective	71.3% B	65	50.0%	30	64.6%	96
Communications are timely	75.4%	65	65.3%	28	72.4%	94
Communications are relevant	71.3%	65	66.7%	28	69.9%	94
Communications are informative	66.4%	65	57.2%	30	63.5%	96
Communications are motivating	41.8%	65	41.1%	28	41.6%	94
Communications are honest	66.4%	65	45.3%	30	59.7%	96
Communications are accessible	78.7%	65	63.1%	30	73.7%	96

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	54.1% B	35	19.1%	6	43.0%	41
Maybe, I can provide feedback in limited situations	28.7%	19	42.8%	13	33.2%	32
No, I don't have an opportunity to provide feedback	17.2%	11	38.1% A	12	23.9%	23
Total	100.0%	65	100.0%	30	100.0%	96

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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	45.0%	52	56.2%	19	48.0%	70
One on one conversations with my supervisor	79.2%	52	78.8%	19	79.1%	70
My representation in shared governance (CPC, APC, or Faculty Council)	10.4%	52	40.4% A	19	18.4%	70
My service on committees	26.0%	52	71.2% A	19	38.1%	70
Annual review process	57.3%	52	40.4%	19	52.7%	70
Input collection through anonymous surveys	52.1%	52	50.0%	19	51.5%	70

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
FEEDBACK VALUED OVERALL	50.3%	52	47.5%	19	49.6%	70
CSU overall	46.9%	52	42.4%	19	45.7%	70
My division/college	52.1%	52	50.0%	19	51.5%	70
My department/unit	52.1%	52	50.0%	19	51.5%	70

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
Age	4.1%	*	5.9%	*	4.7%	4
Physical appearance	4.1%	*	5.9%	*	4.7%	4
Physical disability	0.0%	*	13.1%	4	4.2%	4
Mental disability	0.0%	*	7.2%	*	2.3%	*
Employment classification	8.2%	5	0.0%	*	5.6%	5
Gender identity	4.1%	*	5.9%	*	4.7%	4
Job title	8.2%	5	0.0%	*	5.6%	5
Parental status	0.0%	*	5.9%	*	1.9%	*
Religion	12.3%	8	13.1%	4	12.6%	12
Political affiliation	20.5%	13	13.1%	4	18.1%	17
Sexual orientation	4.1%	*	5.9%	*	4.7%	4
Socio-economic status	0.0%	*	13.1%	4	4.2%	4
Ethnic origin	0.0%	*	5.9%	*	1.9%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	12.3%	8	11.9%	4	12.2%	12
Marital status	0.0%	*	5.9%	*	1.9%	*
Nationality/country of origin	0.0%	*	13.1%	4	4.2%	4
None/no response	67.2%	44	73.8%	22	69.3%	67

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.2%	5	5.9%	*	7.5%	7
Physical appearance	4.1%	*	5.9%	*	4.7%	4
Physical disability	0.0%	*	5.9%	*	1.9%	*
Mental disability	0.0%	*	7.2%	*	2.3%	*
Employment classification	8.2%	5	5.9%	*	7.5%	7
Gender identity	0.0%	*	11.9%	4	3.8%	4
Job title	20.5%	13	13.1%	4	18.1%	17
Parental status	8.2%	5	25.0%	8	13.5%	13
Religion	8.2%	5	7.2%	*	7.9%	8
Political affiliation	12.3%	8	7.2%	*	10.7%	10
Sexual orientation	4.1%	*	13.1%	4	7.0%	7
Socio-economic status	8.2%	5	13.1%	4	9.8%	9
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.1%	*	0.0%	*	2.8%	*
Marital status	4.1%	*	13.1%	4	7.0%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	67.2%	44	75.0%	23	69.7%	67

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.2%	5	5.9%	*	7.5%	7
Physical appearance	4.1%	*	5.9%	*	4.7%	4
Physical disability	0.0%	*	5.9%	*	1.9%	*
Mental disability	0.0%	*	7.2%	*	2.3%	*
Employment classification	8.2%	5	5.9%	*	7.5%	7
Gender identity	0.0%	*	11.9%	4	3.8%	4
Job title	20.5%	13	13.1%	4	18.1%	17
Parental status	8.2%	5	25.0%	8	13.5%	13
Religion	8.2%	5	7.2%	*	7.9%	8
Political affiliation	12.3%	8	7.2%	*	10.7%	10
Sexual orientation	4.1%	*	13.1%	4	7.0%	7
Socio-economic status	8.2%	5	13.1%	4	9.8%	9
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.1%	*	0.0%	*	2.8%	*
Marital status	4.1%	*	13.1%	4	7.0%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	67.2%	44	75.0%	23	69.7%	67

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	7.2%	*	2.3%	*
Bullying	4.1%	*	5.9%	*	4.7%	4
Bias	8.2%	5	0.0%	*	5.6%	5
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	4.1%	*	0.0%	*	2.8%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	87.7%	57	86.9%	26	87.4%	84

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	30.9%	9	9.8%	9
Bullying	8.2%	5	11.9%	4	9.4%	9
Bias	16.4%	11	30.9%	9	21.0%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	12.3%	8	19.1%	6	14.4%	14
Verbal abuse	16.4%	11	25.0%	8	19.1%	18
None/no response	71.3%	47	57.2%	17	66.8%	64

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 52: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	30.9%	9	9.8%	9
Bullying	8.2%	5	11.9%	4	9.4%	9
Bias	16.4%	11	30.9%	9	21.0%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	12.3%	8	19.1%	6	14.4%	14
Verbal abuse	16.4%	11	25.0%	8	19.1%	18
None/no response	71.3%	47	57.2%	17	66.8%	64

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by Racially Minoritized Status

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

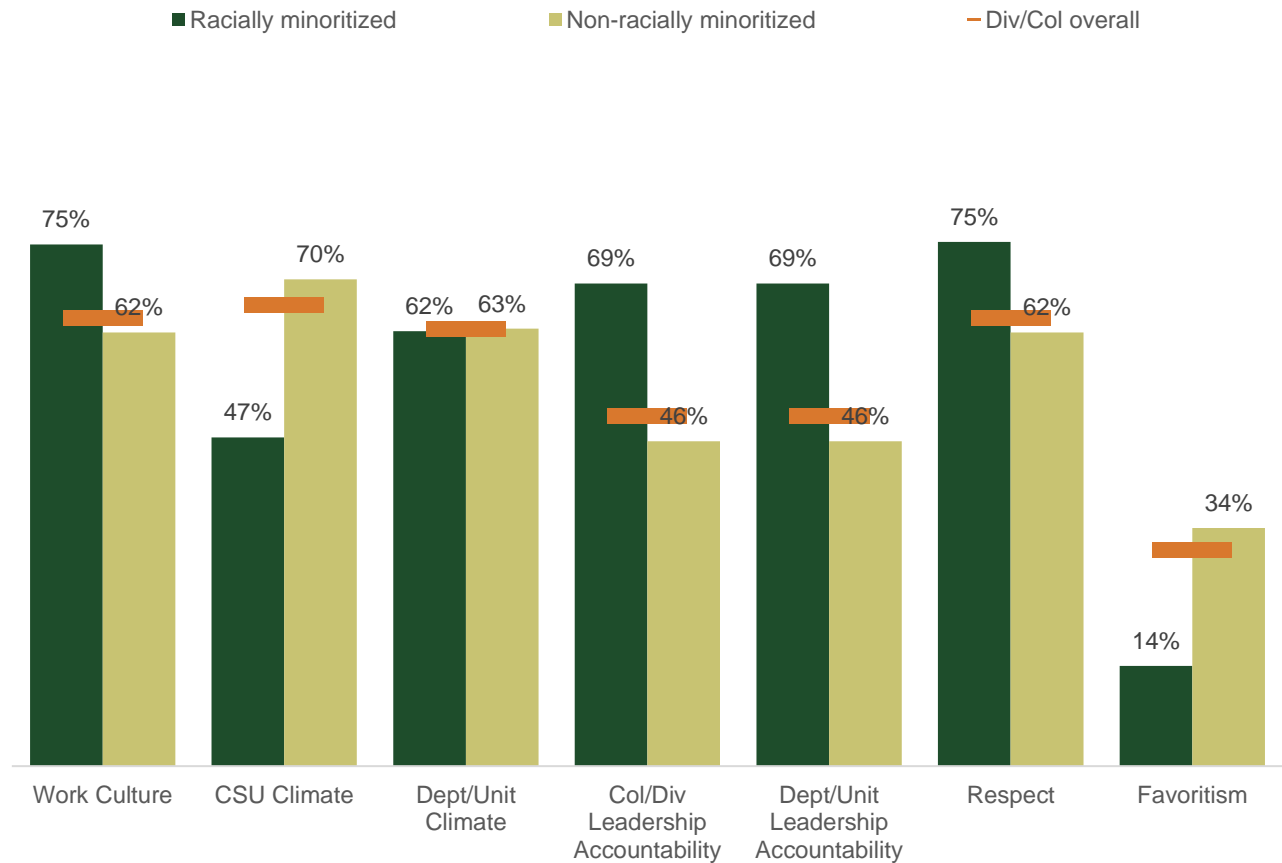**Figure 3: Organizational Themes Compared by Racially Minoritized Status**

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	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	74.6%	15	62.0%	80	64.0%	96
My department/unit promotes a work environment where all employees feel included	71.3%	15	63.6%	83	64.8%	98
My department/unit treats all employees equitably	85.6%	15	64.4%	83	67.6%	98
My department/unit is open and transparent in communication	71.3%	15	47.4%	83	51.1%	98
My department/unit values employee input in major department/unit decisions	50.0%	15	47.4%	83	47.8%	98
My department/unit promotes respect for cultural differences	85.6%	15	74.7%	80	76.4%	96
My department/unit understands the value of diversity	85.6%	15	79.4%	83	80.4%	98
My department/unit communicates the importance of valuing diversity	50.0%	15	84.8% A	83	79.4%	98
I feel valued as an employee	85.6% B	15	55.8%	83	60.4%	98
I feel a strong sense of belonging to CSU	71.3%	15	57.3%	83	59.4%	98
I feel a strong sense of belonging to my division/college	71.3%	15	56.9%	80	59.2%	96
I feel a strong sense of belonging to my department/unit	85.6%	15	62.3%	83	65.9%	98
I would recommend CSU as a place of employment	71.3%	15	56.1%	83	58.5%	98
I would recommend my department/unit as a place of employment	85.6% B	15	50.7%	83	56.1%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 54: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	28.7%	4	80.6% A	67	72.5%	71
No, I did not have a review	71.3% B	11	19.4%	16	27.5%	27
Total	100.0%	15	100.0%	83	100.0%	98

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	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
PERFORMANCE REVIEW OVERALL	50.0%	4	74.2%	67	72.8%	71
I am satisfied with the effort my supervisor put into my most recent performance review	0.0%	4	75.9% A	67	71.2%	71
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	50.0%	4	26.8%	67	28.3%	71
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	4	46.9%	67	47.1%	71

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.
*Reverse coded when included in overall rating [1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
RESPECT OVERALL	75.0%	15	62.1%	83	64.1%	98
My department/unit is treated with respect by other units within my college/division	71.3%	15	46.1%	83	50.0%	98
My college/division is treated with respect by CSU	85.6% B	15	56.1%	83	60.7%	98
The people I interact with treat each other with respect	100.0% B	15	70.9%	83	75.4%	98
There is respect for religious differences in my department/unit	64.4%	15	78.4%	83	76.2%	98
There is respect for liberal perspectives in my department/unit	78.7%	15	70.1%	83	71.4%	98
There is respect for conservative perspectives in my department/unit	50.0%	15	50.7%	83	50.6%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. [1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	14.4%	15	34.0%	83	31.0%	98
Recognized within my department/unit	28.7%	15	38.9%	83	37.3%	98
Resources in my department/unit	28.7%	15	49.7%	83	46.4%	98
Professional development opportunities	0.0%	15	23.8% A	83	20.1%	98
Promoted in my department/unit	14.4%	15	37.4%	83	33.8%	98
Hired in my department/unit	0.0%	15	20.5%	83	17.3%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 58: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	69.1%	15	46.5%	79	50.1%	94
Leadership adequately addresses inappropriate behavior	64.4%	15	53.9%	83	55.5%	98
Leadership holds employees accountable for inappropriate behavior	64.4%	15	42.0%	83	45.5%	98
Leadership holds employees accountable for poor performance in the workplace	64.4% B	15	33.4%	83	38.2%	98
Leadership acts ethically and honestly in the workplace	85.6% B	15	55.0%	83	59.8%	98
Leadership addresses issues of inequity	50.0%	15	57.1%	83	56.0%	98
Leadership holds all employees to the same standards	85.6% B	15	40.7%	79	48.0%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 59: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	69.1%	15	46.5%	79	50.1%	94
Leadership adequately addresses inappropriate behavior	64.4%	15	53.9%	83	55.5%	98
Leadership holds employees accountable for inappropriate behavior	64.4%	15	42.0%	83	45.5%	98
Leadership holds employees accountable for poor performance in the workplace	64.4% B	15	33.4%	83	38.2%	98
Leadership acts ethically and honestly in the workplace	85.6% B	15	55.0%	83	59.8%	98
Leadership addresses issues of inequity	50.0%	15	57.1%	83	56.0%	98
Leadership holds all employees to the same standards	85.6% B	15	40.7%	79	48.0%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	47.0%	15	69.6% A	78	65.9%	93
Recruits employees from a diverse set of backgrounds	43.1%	15	76.6% A	83	71.4%	98
Improves the campus climate for all employees	50.0%	15	70.9%	83	67.6%	98
Retains diverse employees	28.7%	15	54.0%	83	50.1%	98
Creates a supportive environment for employees from diverse backgrounds	43.1%	15	76.9% A	80	71.5%	96
Encourages discussions related to diversity	64.4%	15	85.8% A	80	82.4%	96
Provides employees with a positive work experience	71.3%	15	65.5%	83	66.4%	98
Climate has become consistently more inclusive of all employees	28.7%	15	70.1% A	83	63.7%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.2%	15	62.6%	78	62.5%	93
Recruits employees from a diverse set of backgrounds	85.6%	15	72.1%	80	74.2%	96
Improves the campus climate for all employees	50.0%	15	64.4%	83	62.1%	98
Retains diverse employees	50.0%	15	44.2%	83	45.1%	98
Creates a supportive environment for employees from diverse backgrounds	43.1%	15	76.9% A	80	71.5%	96
Encourages discussions related to diversity	50.0%	15	85.8% A	80	80.1%	96
Provides employees with a positive work experience	85.6% B	15	53.9%	78	59.1%	93
Climate has become consistently more inclusive of all employees	28.7%	15	66.5% A	83	60.7%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 62: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	51.2%	13	60.9%	83	59.6%	96
Communications are effective	35.6%	15	69.8% A	83	64.5%	98
Communications are timely	50.0%	15	68.0%	83	65.2%	98
Communications are relevant	50.0%	15	52.6%	83	52.2%	98
Communications are informative	35.6%	15	51.9%	83	49.3%	98
Communications are motivating	58.4%	13	37.8%	83	40.6%	96
Communications are honest	35.6%	15	68.0% A	83	63.0%	98
Communications are accessible	50.0%	15	78.4% A	83	74.0%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.4%	9	62.8%	83	61.9%	92
Communications are effective	71.3%	15	64.4%	83	65.4%	98
Communications are timely	66.5%	13	71.2%	83	70.6%	96
Communications are relevant	83.2%	13	68.7%	83	70.7%	96
Communications are informative	64.4%	15	64.4%	83	64.4%	98
Communications are motivating	58.4%	13	37.7%	83	40.5%	96
Communications are honest	64.4%	15	57.1%	83	58.2%	98
Communications are accessible	64.4%	15	76.2%	83	74.4%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 64: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	53.4%	9	62.8%	83	61.9%	92
Communications are effective	71.3%	15	64.4%	83	65.4%	98
Communications are timely	66.5%	13	71.2%	83	70.6%	96
Communications are relevant	83.2%	13	68.7%	83	70.7%	96
Communications are informative	64.4%	15	64.4%	83	64.4%	98
Communications are motivating	58.4%	13	37.7%	83	40.5%	96
Communications are honest	64.4%	15	57.1%	83	58.2%	98
Communications are accessible	64.4%	15	76.2%	83	74.4%	98

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	35.6%	5	43.1%	36	41.9%	41
Maybe, I can provide feedback in limited situations	14.4%	*	38.5%	32	34.8%	34
No, I don't have an opportunity to provide feedback	50.0% B	8	18.4%	15	23.3%	23
Total	100.0%	15	100.0%	83	100.0%	98

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.*[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	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	43.0%	8	48.3%	65	47.7%	73
One on one conversations with my supervisor	71.3%	8	80.8%	65	79.8%	73
My representation in shared governance (CPC, APC, or Faculty Council)	28.7%	8	16.6%	65	17.8%	73
My service on committees	57.4%	8	34.5%	65	36.9%	73
Annual review process	28.7%	8	57.3%	65	54.3%	73
Input collection through anonymous surveys	28.7%	8	52.3%	65	49.8%	73

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	38.3%	8	49.1%	65	47.9%	73
CSU overall	57.4%	8	42.6%	65	44.2%	73
My division/college	28.7%	8	52.3%	65	49.8%	73
My department/unit	28.7%	8	52.3%	65	49.8%	73

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	5.4%	4	4.6%	4
Physical appearance	0.0%	*	5.4%	4	4.6%	4
Physical disability	14.4%	*	2.2%	*	4.1%	4
Mental disability	14.4%	*	0.0%	*	2.2%	*
Employment classification	0.0%	*	6.5%	5	5.5%	5
Gender identity	0.0%	*	5.4%	4	4.6%	4
Job title	0.0%	*	6.5%	5	5.5%	5
Parental status	0.0%	*	2.2%	*	1.8%	*
Religion	14.4%	*	11.9%	10	12.2%	12
Political affiliation	14.4%	*	18.3%	15	17.7%	17
Sexual orientation	0.0%	*	5.4%	4	4.6%	4
Socio-economic status	14.4%	*	2.2%	*	4.1%	4
Ethnic origin	0.0%	*	2.2%	*	1.8%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	14.0%	12	11.9%	12
Marital status	0.0%	*	2.2%	*	1.8%	*
Nationality/country of origin	14.4%	*	2.2%	*	4.1%	4
None/no response	71.3%	11	69.8%	58	70.1%	69

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	8.6%	7	7.3%	7
Physical appearance	0.0%	*	5.4%	4	4.6%	4
Physical disability	0.0%	*	2.2%	*	1.8%	*
Mental disability	14.4%	*	0.0%	*	2.2%	*
Employment classification	0.0%	*	8.6%	7	7.3%	7
Gender identity	0.0%	*	4.4%	4	3.7%	4
Job title	14.4%	*	21.2%	18	20.1%	20
Parental status	14.4%	*	13.0%	11	13.2%	13
Religion	14.4%	*	9.3%	8	10.1%	10
Political affiliation	14.4%	*	9.7%	8	10.4%	10
Sexual orientation	14.4%	*	8.3%	7	9.2%	9
Socio-economic status	14.4%	*	8.6%	7	9.5%	9
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	3.2%	*	2.7%	*
Marital status	14.4%	*	5.4%	4	6.8%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	85.6%	13	64.8%	54	68.0%	67

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	8.6%	7	7.3%	7
Physical appearance	0.0%	*	5.4%	4	4.6%	4
Physical disability	0.0%	*	2.2%	*	1.8%	*
Mental disability	14.4%	*	0.0%	*	2.2%	*
Employment classification	0.0%	*	8.6%	7	7.3%	7
Gender identity	0.0%	*	4.4%	4	3.7%	4
Job title	14.4%	*	21.2%	18	20.1%	20
Parental status	14.4%	*	13.0%	11	13.2%	13
Religion	14.4%	*	9.3%	8	10.1%	10
Political affiliation	14.4%	*	9.7%	8	10.4%	10
Sexual orientation	14.4%	*	8.3%	7	9.2%	9
Socio-economic status	14.4%	*	8.6%	7	9.5%	9
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	3.2%	*	2.7%	*
Marital status	14.4%	*	5.4%	4	6.8%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	85.6%	13	64.8%	54	68.0%	67

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.4%	*	0.0%	*	2.2%	*
Bullying	0.0%	*	5.4%	4	4.6%	4
Bias	0.0%	*	6.5%	5	5.5%	5
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.2%	*	2.7%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	85.6%	13	88.1%	73	87.8%	86

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.4%	*	11.6%	10	12.0%	12
Bullying	0.0%	*	10.8%	9	9.1%	9
Bias	14.4%	*	21.6%	18	20.5%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	14.4%	*	16.9%	14	16.5%	16
Verbal abuse	14.4%	*	19.4%	16	18.7%	18
None/no response	85.6%	13	61.5%	51	65.2%	64

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.4%	*	11.6%	10	12.0%	12
Bullying	0.0%	*	10.8%	9	9.1%	9
Bias	14.4%	*	21.6%	18	20.5%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	14.4%	*	16.9%	14	16.5%	16
Verbal abuse	14.4%	*	19.4%	16	18.7%	18
None/no response	85.6%	13	61.5%	51	65.2%	64

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by Employee Type

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

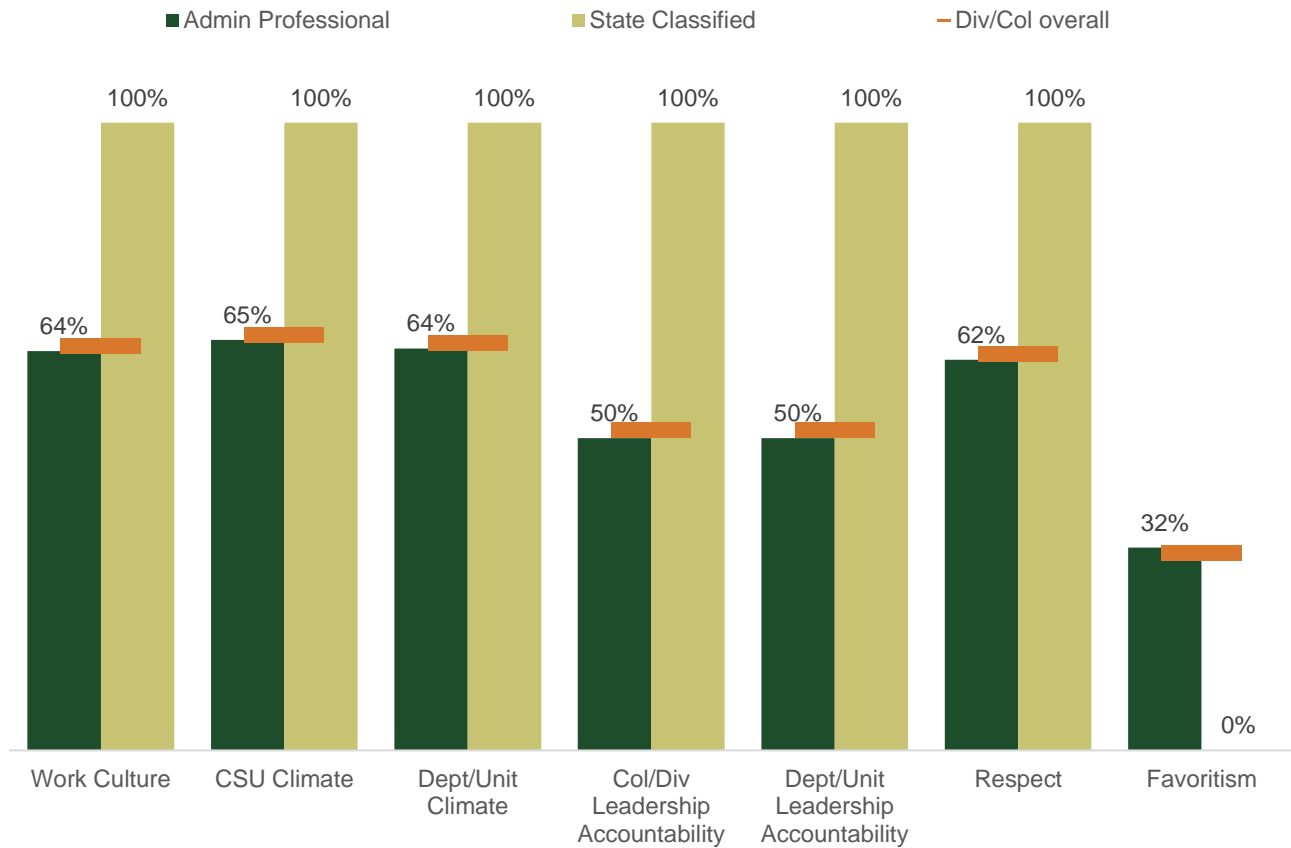**Figure 4: Organizational Themes Compared by Employee Type**

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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	63.6%	110	100.0%	*	64.5%	112
My department/unit promotes a work environment where all employees feel included	64.9%	112	100.0%	*	65.8%	115
My department/unit treats all employees equitably	65.3%	112	100.0%	*	66.1%	115
My department/unit is open and transparent in communication	48.9%	112	100.0%	*	50.1%	115
My department/unit values employee input in major department/unit decisions	48.0%	112	100.0%	*	49.2%	115
My department/unit promotes respect for cultural differences	77.5%	110	100.0%	*	78.1%	112
My department/unit understands the value of diversity	78.6%	112	100.0%	*	79.1%	115
My department/unit communicates the importance of valuing diversity	81.8%	112	100.0%	*	82.2%	115
I feel valued as an employee	59.2%	112	100.0%	*	60.2%	115
I feel a strong sense of belonging to CSU	56.2%	112	100.0%	*	57.2%	115
I feel a strong sense of belonging to my division/college	55.9%	110	100.0%	*	57.0%	112
I feel a strong sense of belonging to my department/unit	66.1%	112	100.0%	*	66.9%	115
I would recommend CSU as a place of employment	61.8%	112	100.0%	*	62.7%	115
I would recommend my department/unit as a place of employment	57.6%	112	100.0%	*	58.6%	115

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[a,b,c]*
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	75.8%	85	100.0%[a]	*	76.3%	88
No, I did not have a review	24.2%	27	0.0%[a]	*	23.7%	27
Total	100.0%	112	100.0%	*	100.0%	115

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.[b,c]*
a. This category is not used in comparisons because its column proportion is equal to zero or one.
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.5%	85	100.0%	*	76.3%	88
I am satisfied with the effort my supervisor put into my most recent performance review	73.4%	85	100.0%	*	74.2%	88
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	25.8%	85	100.0% A	*	28.1%	88
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.2%	85	100.0%	*	54.6%	88

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.
Reverse coded when included in overall rating
* Values reported for items with n >= 3.[1,2,3]*
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	62.2%	110	100.0% A		*63.1%	113
My department/unit is treated with respect by other units within my college/division	44.7%	110	100.0%		*46.0%	113
My college/division is treated with respect by CSU	56.4%	110	100.0%		*57.4%	113
The people I interact with treat each other with respect	75.8%	110	100.0%		*76.4%	113
There is respect for religious differences in my department/unit	74.4%	110	100.0%		*75.0%	113
There is respect for liberal perspectives in my department/unit	72.5%	110	100.0%		*73.2%	113
There is respect for conservative perspectives in my department/unit	49.6%	110	100.0%		*50.8%	113

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	32.3%	110	0.0%		*31.5%	113
Recognized within my department/unit	35.3%	110	0.0%		*34.4%	113
Resources in my department/unit	47.8%	110	0.0%		*46.7%	113
Professional development opportunities	22.1%	110	0.0%		*21.6%	113
Promoted in my department/unit	34.4%	110	0.0%		*33.5%	113
Hired in my department/unit	22.0%	110	0.0%		*21.5%	113

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	49.7%	103	100.0% A		* 51.0%	106
Leadership adequately addresses inappropriate behavior	53.7%	110	100.0%		* 54.8%	113
Leadership holds employees accountable for inappropriate behavior	42.8%	110	100.0% A		* 44.1%	113
Leadership holds employees accountable for poor performance in the workplace	42.8%	110	100.0% A		* 44.2%	113
Leadership acts ethically and honestly in the workplace	61.2%	108	100.0%		* 62.2%	110
Leadership addresses issues of inequity	53.1%	108	100.0%		* 54.2%	110
Leadership holds all employees to the same standards	43.6%	103	100.0%		* 45.0%	106

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	49.7%	103	100.0% A	*	51.0%	106
Leadership adequately addresses inappropriate behavior	53.7%	110	100.0%	*	54.8%	113
Leadership holds employees accountable for inappropriate behavior	42.8%	110	100.0% A	*	44.1%	113
Leadership holds employees accountable for poor performance in the workplace	42.8%	110	100.0% A	*	44.2%	113
Leadership acts ethically and honestly in the workplace	61.2%	108	100.0%	*	62.2%	110
Leadership addresses issues of inequity	53.1%	108	100.0%	*	54.2%	110
Leadership holds all employees to the same standards	43.6%	103	100.0%	*	45.0%	106

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.4%	102	100.0%	*	66.3%	105
Recruits employees from a diverse set of backgrounds	74.1%	108	100.0%	*	74.8%	110
Improves the campus climate for all employees	63.5%	108	100.0%	*	64.4%	110
Retains diverse employees	47.9%	108	100.0%	*	49.2%	110
Creates a supportive environment for employees from diverse backgrounds	69.5%	105	100.0%	*	70.2%	108
Encourages discussions related to diversity	81.5%	105	100.0%	*	81.9%	108
Provides employees with a positive work experience	65.1%	108	100.0%	*	65.9%	110
Climate has become consistently more inclusive of all employees	66.9%	108	100.0%	*	67.7%	110

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 82: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	64.0%	102	100.0%	*	65.0%	105
Recruits employees from a diverse set of backgrounds	72.2%	105	100.0%	*	72.9%	108
Improves the campus climate for all employees	65.4%	108	100.0%	*	66.3%	110
Retains diverse employees	45.6%	108	100.0%	*	46.9%	110
Creates a supportive environment for employees from diverse backgrounds	69.5%	105	100.0%	*	70.2%	108
Encourages discussions related to diversity	84.0%	105	100.0%	*	84.4%	108
Provides employees with a positive work experience	56.0%	102	100.0%	*	57.1%	105
Climate has become consistently more inclusive of all employees	66.3%	108	100.0%	*	67.2%	110

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	60.0%	108	100.0%		*61.0%	110
Communications are effective	67.6%	108	100.0%		*68.4%	110
Communications are timely	68.3%	108	100.0%		*69.0%	110
Communications are relevant	56.3%	108	100.0%		*57.4%	110
Communications are informative	51.5%	108	100.0%		*52.7%	110
Communications are motivating	38.3%	108	100.0% A		*39.8%	110
Communications are honest	61.5%	108	100.0%		*62.4%	110
Communications are accessible	76.3%	108	100.0%		*76.9%	110

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.*[1,2,3]

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

Table 84: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	62.9%	103	100.0%		*63.8%	106
Communications are effective	66.4%	108	100.0%		*67.2%	110
Communications are timely	75.5%	105	100.0%		*76.1%	108
Communications are relevant	71.0%	105	100.0%		*71.7%	108
Communications are informative	65.2%	108	100.0%		*66.0%	110
Communications are motivating	40.2%	108	100.0% A		*41.6%	110
Communications are honest	57.4%	108	100.0%		*58.4%	110
Communications are accessible	72.1%	108	100.0%		*72.8%	110

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.*[1,2,3]

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

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	62.9%	103	100.0%	*	63.8%	106
Communications are effective	66.4%	108	100.0%	*	67.2%	110
Communications are timely	75.5%	105	100.0%	*	76.1%	108
Communications are relevant	71.0%	105	100.0%	*	71.7%	108
Communications are informative	65.2%	108	100.0%	*	66.0%	110
Communications are motivating	40.2%	108	100.0% A	*	41.6%	110
Communications are honest	57.4%	108	100.0%	*	58.4%	110
Communications are accessible	72.1%	108	100.0%	*	72.8%	110

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[1,2,3]*
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	37.8%	41	100.0%a	*	39.3%	43
Maybe, I can provide feedback in limited situations	38.5%	41	0.0%a	*	37.6%	41
No, I don't have an opportunity to provide feedback	23.7%	26	0.0%a	*	23.1%	26
Total	100.0%	108	100.0%	*	100.0%	110

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.[b,c]*
a. This category is not used in comparisons because its column proportion is equal to zero or one.
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	48.9%	80	40.0%	*	48.6%	82
One on one conversations with my supervisor	81.5%	80	100.0%	*	82.1%	82
My representation in shared governance (CPC, APC, or Faculty Council)	18.7%	82	0.0%	*	18.1%	85
My service on committees	38.5%	82	0.0%	*	37.3%	85
Annual review process	59.8% B	82	0.0%	*	57.9%	85
Input collection through anonymous surveys	46.7%	82	100.0%	*	48.4%	85

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.[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)		SC (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
FEEDBACK VALUED OVERALL	45.1%	82	100.0% A	*	46.8%	85
CSU overall	41.7%	82	100.0% A	*	43.6%	85
My division/college	46.7%	82	100.0%	*	48.4%	85
My department/unit	46.7%	82	100.0%	*	48.4%	85

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item. Values reported for items with n >= 3.*[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		SC		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
Age	6.1%	7	0.0%	*	6.0%	7
Physical appearance	4.0%	4	0.0%	*	3.9%	4
Physical disability	3.6%	4	0.0%	*	3.5%	4
Mental disability	1.9%	*	0.0%	*	1.9%	*
Employment classification	4.8%	5	0.0%	*	4.7%	5
Gender identity	8.3%	9	0.0%	*	8.1%	9
Job title	6.9%	8	0.0%	*	6.7%	8
Parental status	1.6%	*	0.0%	*	1.6%	*
Religion	12.8%	14	0.0%	*	12.6%	14
Political affiliation	17.4%	20	0.0%	*	17.0%	20
Sexual orientation	4.0%	4	0.0%	*	3.9%	4
Socio-economic status	3.6%	4	0.0%	*	3.5%	4
Ethnic origin	1.6%	*	0.0%	*	1.6%	*
Veteran status	2.1%	*	0.0%	*	2.1%	*
Race or color	10.4%	12	0.0%	*	10.1%	12
Marital status	1.6%	*	0.0%	*	1.6%	*
Nationality/country of origin	3.6%	4	0.0%	*	3.5%	4
None/no response	69.8%	78	100.0%	*	70.5%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro Pct	Pop	SC Pct	Pop	Overall Pct	Pop
Age	6.4%	7	0.0%	*	6.2%	7
Physical appearance	6.1%	7	0.0%	*	6.0%	7
Physical disability	1.6%	*	0.0%	*	1.6%	*
Mental disability	1.9%	*	0.0%	*	1.9%	*
Employment classification	8.5%	10	0.0%	*	8.3%	10
Gender identity	5.4%	6	0.0%	*	5.2%	6
Job title	19.8%	22	0.0%	*	19.3%	22
Parental status	11.5%	13	0.0%	*	11.3%	13
Religion	8.9%	10	0.0%	*	8.6%	10
Political affiliation	6.7%	8	0.0%	*	6.6%	8
Sexual orientation	8.1%	9	0.0%	*	7.9%	9
Socio-economic status	8.3%	9	0.0%	*	8.1%	9
Ethnic origin	2.1%	*	0.0%	*	2.1%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.5%	5	0.0%	*	4.4%	5
Marital status	5.9%	7	0.0%	*	5.8%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	70.1%	79	100.0%	*	70.8%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro Pct	Pop	SC Pct	Pop	Overall Pct	Pop
Age	6.4%	7	0.0%	*	6.2%	7
Physical appearance	6.1%	7	0.0%	*	6.0%	7
Physical disability	1.6%	*	0.0%	*	1.6%	*
Mental disability	1.9%	*	0.0%	*	1.9%	*
Employment classification	8.5%	10	0.0%	*	8.3%	10
Gender identity	5.4%	6	0.0%	*	5.2%	6
Job title	19.8%	22	0.0%	*	19.3%	22
Parental status	11.5%	13	0.0%	*	11.3%	13
Religion	8.9%	10	0.0%	*	8.6%	10
Political affiliation	6.7%	8	0.0%	*	6.6%	8
Sexual orientation	8.1%	9	0.0%	*	7.9%	9
Socio-economic status	8.3%	9	0.0%	*	8.1%	9
Ethnic origin	2.1%	*	0.0%	*	2.1%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.5%	5	0.0%	*	4.4%	5
Marital status	5.9%	7	0.0%	*	5.8%	7
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	70.1%	79	100.0%	*	70.8%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.9%	*	0.0%	*	1.9%	*
Bullying	6.1%	7	0.0%	*	6.0%	7
Bias	6.9%	8	0.0%	*	6.7%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	2.4%	*	0.0%	*	2.3%	*
Verbal abuse	2.1%	*	0.0%	*	2.1%	*
None/no response	87.2%	98	100.0%	*	87.4%	101

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	10.5%	12	0.0%	*	10.3%	12
Bullying	8.0%	9	0.0%	*	7.8%	9
Bias	22.2%	25	0.0%	*	21.7%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	14.5%	16	0.0%	*	14.1%	16
Verbal abuse	16.3%	18	0.0%	*	15.9%	18
None/no response	65.3%	73	100.0%	*	66.1%	76

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	10.5%	12	0.0%	*	10.3%	12
Bullying	8.0%	9	0.0%	*	7.8%	9
Bias	22.2%	25	0.0%	*	21.7%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	14.5%	16	0.0%	*	14.1%	16
Verbal abuse	16.3%	18	0.0%	*	15.9%	18
None/no response	65.3%	73	100.0%	*	66.1%	76

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by 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. Only survey items asked in both 2018 and 2021 are presented in the following tables.

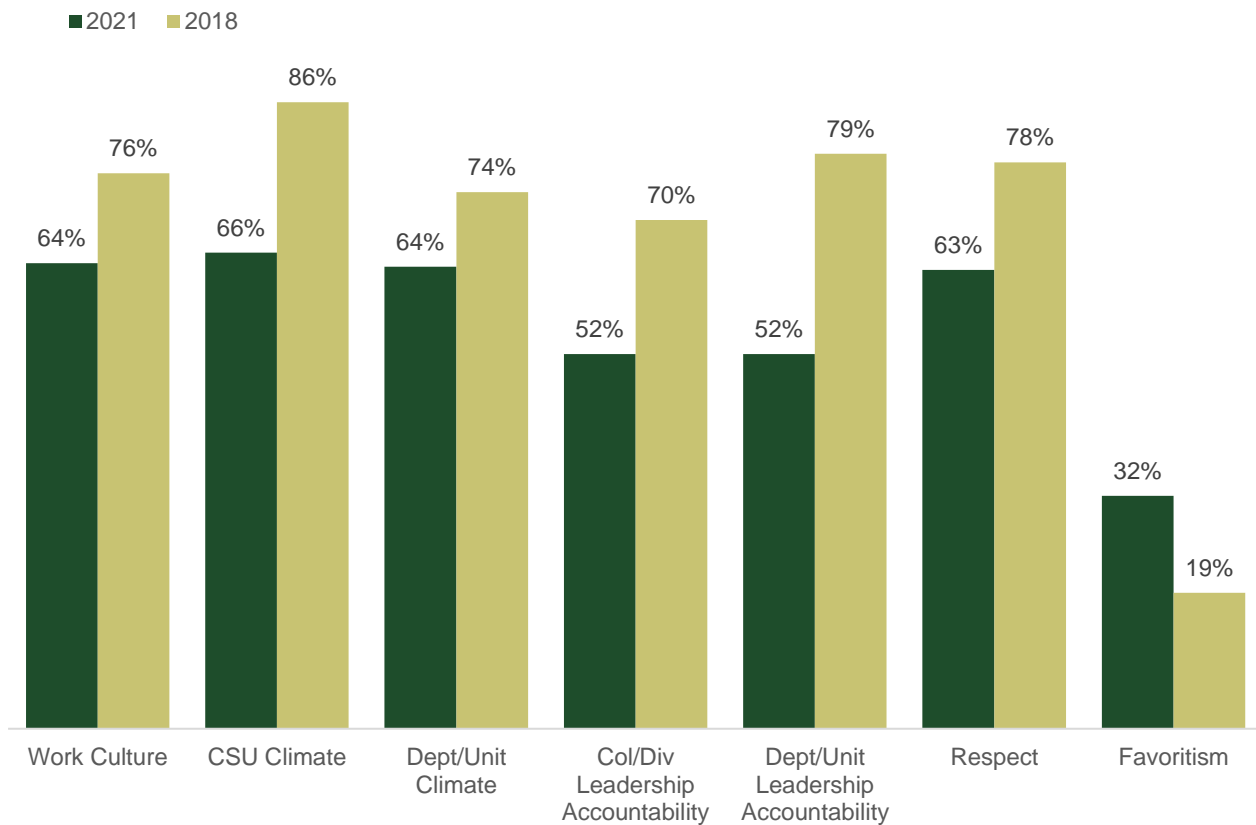**Figure 5: Organizational Themes Compared by Year**

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)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	76.4% B	114	64.1%	117
My department/unit promotes a work environment where all employees feel included	69.6%	118	67.2%	120
My department/unit treats all employees equitably	59.1%	118	67.5%	120
My department/unit is open and transparent in communication	64.8% B	120	49.9%	120
My department/unit values employee input in major department/unit decisions	56.2%	120	47.2%	120
My department/unit promotes respect for cultural differences	88.9% B	120	76.7%	117
My department/unit understands the value of diversity	87.1%	120	79.9%	120
My department/unit communicates the importance of valuing diversity	82.8%	120	81.1%	120
I feel valued as an employee	71.4%	120	59.5%	120
I feel a strong sense of belonging to CSU	82.7% B	120	56.7%	120
I feel a strong sense of belonging to my division/college	68.2%	120	56.5%	117
I feel a strong sense of belonging to my department/unit	87.9% B	120	66.0%	120
I would recommend CSU as a place of employment	95.6% B	118	62.0%	120
I would recommend my department/unit as a place of employment	78.1% B	118	58.0%	120

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.

able 96: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	85.7%	88	75.5%	91
No, I did not have a review	14.3%	15	24.5%	29

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 97: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	80.7%	107	75.0%	91
I am satisfied with the effort my supervisor put into my most recent performance review	61.3%	107	72.0%	91
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	24.7%	118	30.2%	91
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	53.0%	91

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

Table 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)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	77.9% B	106	63.1%	118
My department/unit is treated with respect by other units within my college/division	73.2% B	120	45.9%	118
My college/division is treated with respect by CSU	75.0% B	120	56.9%	118
The people I interact with treat each other with respect	89.5% B	120	77.4%	118
There is respect for religious differences in my department/unit	89.6% B	111	76.0%	118
There is respect for liberal perspectives in my department/unit	73.5%	113	72.0%	118
There is respect for conservative perspectives in my department/unit	59.0%	113	50.5%	118

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)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	18.7%	110	32.1% A	118
Recognized within my department/unit	23.2%	112	35.3% A	118
Resources in my department/unit	22.1%	112	47.0% A	118
Professional development opportunities	10.2%	110	22.9% A	118
Promoted in my department/unit	19.1%	110	34.4% A	118
Hired in my department/unit	18.0%	110	20.6%	118

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)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	70.0% B	99	51.6%	111
Leadership adequately addresses inappropriate behavior	71.3% B	116	56.6%	118
Leadership holds employees accountable for inappropriate behavior	68.3% B	112	44.2%	118
Leadership holds employees accountable for poor performance in the workplace	62.5% B	114	44.2%	118
Leadership acts ethically and honestly in the workplace	84.5% B	114	61.5%	115
Leadership addresses issues of inequity	62.1%	113	56.2%	115
Leadership holds all employees to the same standards	58.9% B	116	45.0%	111

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)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	79.1% B	110	51.6%	111
Leadership adequately addresses inappropriate behavior	81.3% B	116	56.6%	118
Leadership holds employees accountable for inappropriate behavior	85.2% B	112	44.2%	118
Leadership holds employees accountable for poor performance in the workplace	83.2% B	118	44.2%	118
Leadership acts ethically and honestly in the workplace	84.5% B	114	61.5%	115
Leadership addresses issues of inequity	71.5% B	116	56.2%	115
Leadership holds all employees to the same standards	68.5% B	118	45.0%	111

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)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	86.2% B	102	65.5%	110
Recruits employees from a diverse set of backgrounds	82.5%	113	73.5%	115
Improves the campus climate for all employees	89.1% B	115	64.0%	115
Retains diverse employees	75.7% B	108	49.0%	115
Creates a supportive environment for employees from diverse backgrounds	90.0% B	116	71.5%	112
Encourages discussions related to diversity	93.6% B	114	80.8%	112
Provides employees with a positive work experience	86.8% B	117	65.0%	115
Climate has become consistently more inclusive of all employees	93.4% B	111	64.8%	115

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)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	73.9% B	109	63.6%	110
Recruits employees from a diverse set of backgrounds	72.1%	115	71.7%	112
Improves the campus climate for all employees	76.8% B	120	63.5%	115
Retains diverse employees	60.5% B	118	46.9%	115
Creates a supportive environment for employees from diverse backgrounds	90.0% B	116	71.5%	112
Encourages discussions related to diversity	78.1%	118	83.1%	112
Provides employees with a positive work experience	75.0% B	120	56.6%	110
Climate has become consistently more inclusive of all employees	77.7% B	116	64.3%	115

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 104: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018 Pct	Pop	2021 Pct	Pop
Age	25.9%	23	6.0%	7
Physical appearance	11.0%	10	5.7%	7
Physical disability*	3.4%	3	1.5%	*
Mental disability	NA	NA	1.8%	*
Employment classification	17.5%	15	8.0%	10
Gender identity	7.0%	6	5.0%	6
Job title	37.6%	33	18.5%	22
Parental status	17.5%	15	10.8%	13
Religion	14.1%	12	8.3%	10
Political affiliation	10.7%	9	8.5%	10
Sexual orientation	0.1%	*	7.6%	9
Socio-economic status	9.3%	8	7.8%	9
Ethnic origin	6.0%	5	2.0%	*
Veteran status	NA	NA	NA	NA
Race or color	10.8%	10	4.2%	5
Marital status	8.2%	7	5.6%	7
Nationality/country of origin	0.1%	*	NA	NA
None/no response	44.4%	39	69.8%	84

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

Table 105: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018 Pct	Pop	2021 Pct	Pop
Sexual harassment	8.5%	10	1.8%	*
Bullying	12.1%	15	5.7%	7
Bias	20.6%	25	6.5%	8
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	1.8%	*	2.2%	*
Verbal abuse	1.8%	*	2.0%	*
None/no response	77.6%	93	88.0%	106

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 106: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018 Pct	Pop	2021 Pct	Pop
Sexual harassment	4.3%	5	9.9%	12
Bullying	12.1%	15	7.5%	9
Bias	23.5%	28	20.8%	25
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	1.8%	*	13.5%	16
Verbal abuse	2.5%	3	15.3%	18
None/no response	76.5%	92	67.5%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 107: Other Potential Problems: Department/Unit

	2018		2021	
Please indicate if any of the following are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**
Sexual harassment	2.5%	3	9.9%	12
Bullying	6.8%	8	7.5%	9
Bias	19.9%	24	20.8%	25
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	13.5%	16
Verbal abuse	6.8%	8	15.3%	18
None/no response	80.1%	96	67.5%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.