

# Employee Climate Survey 2021

## College of Agricultural Sciences

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*
College of Agricultural Sciences	403	2	16	156	38.9%
Agricultural Biology	54	0	1	22	40.7%
Agricultural Experiment Station	9	0	0	3	33.3%
Agricultural Research Development and Education Center	13	0	0	5	38.5%
Agricultural and Resource Economics	39	0	0	21	53.8%
Animal Sciences	83	0	7	34	41.0%
Arkansas Valley Research Center	3	0	1	0	0.0%
Eastern Colorado Research Center	4	0	0	0	0.0%
Horticulture and Landscape Architecture	44	0	1	14	31.8%
Office of Dean	26	1	2	15	60.0%
Plainsman Research Center	3	0	0	0	0.0%
Plant Growth Facility	2	0	0	1	50.0%
San Luis Valley Research Center	21	0	0	9	42.9%
Soil and Crop Sciences	85	0	3	26	30.6%
Southwestern Colorado Research Center	4	0	0	1	25.0%
Western Colorado Research Center	13	1	1	5	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**

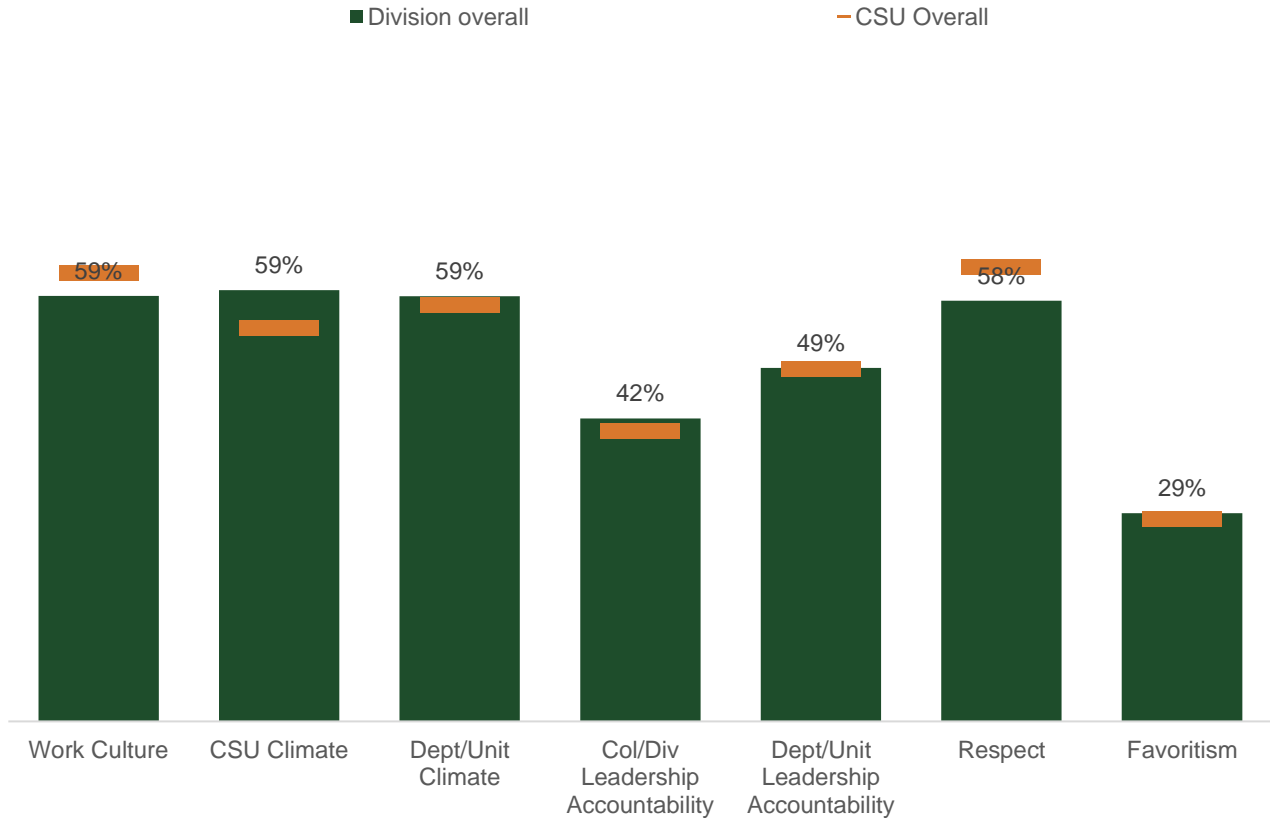
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	49%	39%	47%
	Woman	51%	58%	50%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	12%	11%	11%
	Non-racially minoritized	89%	89%	89%
Employee type	Admin Professional	49%	43%	49%
	Contract, continuing, and adjunct (CCA)	13%	13%	14%
	Tenure or Tenure-track (T/TT)	27%	34%	28%
	Faculty	6%	8%	6%
	State Classified	5%	2%	4%
	Other Salaried Employee			

*Results are weighted by gender, racially minoritized status, and employee type.*

## Frequencies of Results

The following tables display the complete set of frequencies for each survey question asked on the survey. Percentages and proportions of respondents providing a given response are abbreviated to "Pct" and the number of respondents representing the total weighted division population are also provided under the abbreviated heading of "Pop."

**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	8.2%	15.1%	14.5%	36.5%	25.6%	100.0% 403
My department/unit treats all employees equitably	9.6%	14.0%	22.3%	33.3%	20.8%	100.0% 403
My department/unit is open and transparent in communication	9.1%	15.1%	17.3%	39.7%	18.8%	100.0% 400
My department/unit values employee input in major department/unit decisions	6.4%	16.9%	18.6%	34.4%	23.7%	100.0% 398
My department/unit promotes respect for cultural differences	6.3%	6.8%	17.9%	38.1%	30.9%	100.0% 399
My department/unit understands the value of diversity	5.0%	9.4%	15.6%	41.0%	29.0%	100.0% 400
My department/unit communicates the importance of valuing diversity	4.8%	11.0%	16.6%	34.7%	32.8%	100.0% 400
I feel valued as an employee	12.4%	12.1%	20.7%	37.9%	16.9%	100.0% 398
I feel a strong sense of belonging to CSU	13.4%	20.8%	22.1%	27.5%	16.1%	100.0% 400
I feel a strong sense of belonging to my division/college	10.5%	21.0%	24.3%	30.5%	13.8%	100.0% 400
I feel a strong sense of belonging to my department/unit	9.6%	13.0%	26.2%	31.7%	19.4%	100.0% 398
I would recommend CSU as a place of employment	5.3%	10.7%	23.0%	40.0%	21.0%	100.0% 400
I would recommend my department/unit as a place of employment	8.1%	8.8%	24.4%	34.8%	23.9%	100.0% 398

**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?	78.9%	21.1%	100.0% 398

**Table 5: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	4.8%	7.9%	11.2%	37.4%	38.7%	100.0% 314
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	37.9%	26.6%	15.1%	15.3%	5.1%	100.0% 314
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	2.0%	20.2%	16.2%	41.6%	19.9%	100.0% 314

*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	2.5%	14.9%	25.8%	42.9%	13.9%	100.0% 398
My college/division is treated with respect by CSU	5.8%	13.0%	30.2%	35.5%	15.6%	100.0% 395
The people I interact with treat each other with respect	4.7%	13.1%	12.7%	44.4%	25.1%	100.0% 398
There is respect for religious differences in my department/unit	3.1%	8.3%	35.4%	30.2%	22.9%	100.0% 396
There is respect for liberal perspectives in my department/unit	5.1%	8.0%	20.7%	41.9%	24.4%	100.0% 396
There is respect for conservative perspectives in my department/unit	6.5%	14.4%	30.7%	31.7%	16.7%	100.0% 396

**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	10.9%	26.0%	25.4%	21.5%	16.2%	100.0%394
Resources in my department/unit	8.2%	27.3%	29.8%	20.1%	14.7%	100.0%394
Professional development opportunities	14.2%	32.9%	34.4%	11.4%	7.0%	100.0%394
Promoted in my department/unit	13.6%	30.9%	32.3%	14.9%	8.3%	100.0%394
Hired in my department/unit	10.5%	29.4%	30.8%	16.5%	12.7%	100.0%394

**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	6.8%	15.0%	30.7%	33.5%	14.0%	100.0%388
Leadership holds employees accountable for inappropriate behavior	7.8%	18.7%	32.0%	27.3%	14.2%	100.0%388
Leadership holds employees accountable for poor performance in the workplace	10.8%	16.5%	44.3%	23.6%	4.8%	100.0%391
Leadership acts ethically and honestly in the workplace	4.8%	7.9%	25.7%	43.7%	18.0%	100.0%391
Leadership addresses issues of inequity	8.1%	17.3%	37.2%	26.2%	11.3%	100.0%388
Leadership holds all employees to the same standards	13.1%	18.7%	32.4%	29.5%	6.3%	100.0%391

**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	9.4%	13.4%	24.1%	36.9%	16.3%	100.0%388
Leadership holds employees accountable for inappropriate behavior	10.6%	13.0%	27.4%	32.0%	17.0%	100.0%388
Leadership holds employees accountable for poor performance in the workplace	8.6%	20.8%	38.4%	25.3%	6.9%	100.0%391
Leadership acts ethically and honestly in the workplace	4.8%	7.9%	25.7%	43.7%	18.0%	100.0%391
Leadership addresses issues of inequity	9.0%	14.5%	24.6%	37.4%	14.4%	100.0%388
Leadership holds all employees to the same standards	14.8%	18.3%	28.1%	27.6%	11.2%	100.0%391

**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	2.6%	6.6%	21.5%	51.4%	17.9%	100.0%395
Improves the campus climate for all employees	6.5%	12.1%	28.1%	37.7%	15.7%	100.0%394
Retains diverse employees	1.6%	13.3%	40.0%	34.1%	11.0%	100.0%391
Creates a supportive environment for employees from diverse backgrounds	2.3%	11.3%	30.2%	43.4%	12.7%	100.0%391
Encourages discussions related to diversity	0.7%	4.1%	17.0%	50.5%	27.7%	100.0%391
Provides employees with a positive work experience	2.9%	15.5%	19.3%	45.3%	17.0%	100.0%391
Climate has become consistently more inclusive of all employees	3.2%	12.0%	32.2%	33.7%	18.9%	100.0%391

**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	7.2%	10.1%	16.4%	45.0%	21.3%	100.0%395
Improves the campus climate for all employees	5.6%	9.0%	28.2%	40.1%	17.1%	100.0%394
Retains diverse employees	6.7%	11.5%	34.3%	34.5%	13.0%	100.0%391
Creates a supportive environment for employees from diverse backgrounds	2.3%	11.3%	30.2%	43.4%	12.7%	100.0%391
Encourages discussions related to diversity	3.2%	9.8%	15.8%	46.5%	24.7%	100.0%391
Provides employees with a positive work experience	6.7%	12.6%	17.8%	40.2%	22.7%	100.0%386
Climate has become consistently more inclusive of all employees	3.1%	11.5%	34.8%	30.7%	19.9%	100.0%389

**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	10.1%	16.3%	27.3%	37.7%	8.5%	100.0%375
Communications are timely	7.8%	14.0%	18.5%	47.5%	12.1%	100.0%375
Communications are relevant	7.1%	23.3%	23.1%	36.8%	9.6%	100.0%376
Communications are informative	6.3%	6.6%	34.7%	41.0%	11.4%	100.0%379
Communications are motivating	15.7%	19.9%	35.4%	20.6%	8.3%	100.0%378
Communications are honest	10.3%	14.1%	30.6%	34.1%	10.9%	100.0%379
Communications are accessible	3.4%	3.5%	21.4%	52.4%	19.4%	100.0%379

**Table 13: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	5.0%	16.6%	23.5%	46.3%	8.6%	100.0%375
Communications are timely	6.2%	8.7%	22.8%	50.6%	11.7%	100.0%375
Communications are relevant	2.8%	11.2%	30.2%	45.9%	9.9%	100.0%375
Communications are informative	1.4%	10.8%	27.7%	49.0%	10.9%	100.0%379
Communications are motivating	10.2%	17.0%	39.9%	25.5%	7.5%	100.0%375
Communications are honest	3.9%	9.9%	32.9%	41.1%	12.2%	100.0%379
Communications are accessible	2.4%	3.6%	22.9%	51.9%	19.2%	100.0%379

**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	4.1%	18.5%	11.7%	49.2%	16.6%	100.0%373
Communications are timely	4.8%	11.1%	20.4%	46.2%	17.6%	100.0%375
Communications are relevant	1.7%	10.4%	24.6%	47.4%	15.8%	100.0%379
Communications are informative	1.7%	10.7%	22.1%	47.8%	17.5%	100.0%379
Communications are motivating	9.0%	18.2%	34.6%	27.6%	10.6%	100.0%379
Communications are honest	5.1%	8.5%	27.3%	42.0%	17.1%	100.0%378
Communications are accessible	3.0%	3.5%	21.9%	52.8%	18.7%	100.0%379

**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?	40.6%	42.2%	17.3%	100.0% 382

**Table 16: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
One on one conversations with my supervisor	4.8%	10.1%	9.8%	32.3%	43.0%	100.0% 310
My representation in shared governance (CPC, APC, or Faculty Council)	2.5%	7.1%	63.9%	16.9%	9.6%	100.0% 308
My service on committees	0.8%	6.5%	41.7%	39.9%	11.0%	100.0% 308
Annual review process	4.6%	12.5%	28.0%	34.3%	20.6%	100.0% 307
Input collection through anonymous surveys	8.8%	15.8%	37.9%	30.4%	7.1%	100.0% 305

*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	14.3%	17.3%	43.2%	21.1%	4.1%	100.0% 308
My division/college	6.2%	13.1%	41.8%	31.0%	7.9%	100.0% 306
My department/unit	9.3%	8.9%	19.6%	37.2%	25.0%	100.0% 312

*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	7.2%	29	8.7%	35	10.6%	43
Physical appearance	6.0%	24	8.9%	36	7.9%	32
Physical disability	9.1%	37	6.8%	27	5.2%	21
Mental disability	4.9%	20	5.8%	23	3.2%	13
Employment classification	19.4%	78	16.3%	65	21.0%	85
Gender identity	7.6%	31	14.2%	57	14.7%	59
Job title	14.2%	57	15.4%	62	15.6%	63
Parental status	7.2%	29	6.6%	27	9.8%	39
Religion	12.5%	51	6.6%	26	5.7%	23
Political affiliation	25.5%	103	23.9%	96	20.6%	83
Sexual orientation	4.4%	18	8.5%	34	7.0%	28
Socio-economic status	8.2%	33	8.9%	36	10.6%	43
Ethnic origin	5.8%	23	11.0%	44	9.5%	38
Veteran status	1.2%	5	0.6%	*	1.3%	5
Race or color	15.3%	61	13.2%	53	12.9%	52
Marital status	1.9%	8	1.9%	8	5.1%	21
Nationality/country of origin	5.7%	23	6.0%	24	6.8%	27
None/no response	52.9%	213	57.7%	233	58.0%	234

*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	10.2%	41	7.3%	29	7.5%	30
Bullying	10.8%	43	10.3%	42	14.4%	58
Bias	21.6%	87	24.2%	97	24.5%	99
Physical assault	1.0%	4	0.6%	*	0.6%	*
Sexual misconduct	3.8%	15	2.3%	9	2.8%	11
Verbal abuse	5.9%	24	6.7%	27	9.0%	36
None/no response	74.7%	301	72.7%	293	69.8%	281

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	1.4%	5
Cisgender	13.6%	50
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.4%	5
Man	44.9%	166
Trans Man / Masculine	0.7%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	47.4%	175
Prefer not to disclose	4.2%	15
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	41.7%	145		31.5%	110		82.4%	286	
1	5.3%	18		12.4%	43		5.3%	19	
2	3.3%	11		4.7%	16		6.3%	22	
3	8.4%	29		2.2%	8		2.9%	10	
4	10.1%	35		10.6%	37		0.7%	*	
5	11.5%	40		18.0%	63		2.4%	8	
6 Very	19.6%	68		20.6%	72		0.0%	*	
Total	100.0%	348	2.53	100.0%	348	2.84	100.0%	348	.41

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



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	0.5%	*
Asian (can include Middle Eastern and North African)	1.9%	7
Black or African American (can include Middle Eastern and North African)	2.0%	8
Hispanic or Latinx	5.4%	20
Native Hawaiian or Other Pacific Islander	0.0%	*
White	83.5%	313
Prefer not to disclose	7.6%	28
The race/ethnicity I most closely align with is not listed (please specify)	0.6%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	100.0%	8
Caribbean	67.1%	5
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**

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

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

*Categories coded from write-in responses.*

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

**Table 25: Hispanic or Latinx**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	44.6%	9
Caribbean	6.7%	*
Puerto Rican	6.7%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	48.7%	10
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

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

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	66.7%	5
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	33.3%	*
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 27: Hawaiian/Pacific Islander**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	10.5%	82.8%	6.7%	100.0%   377

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	5.5%	88.2%	3.2%	3.1%	100.0%   377

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
Agricultural Biology	14.7%	59
Agricultural Experiment Station	2.4%	10
Agricultural Research Development and Education Center	3.7%	15
Agricultural and Resource Economics	11.8%	48
Animal Sciences	19.9%	80
Horticulture and Landscape Architecture	8.7%	35
Office of Dean	10.1%	41
Plant Growth Facility	0.6%	*
San Luis Valley Research Center	6.2%	25
Soil and Crop Sciences	17.6%	71
Southwestern Colorado Research Center	0.6%	*
Western Colorado Research Center	3.7%	15
Total	100.0%	403

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

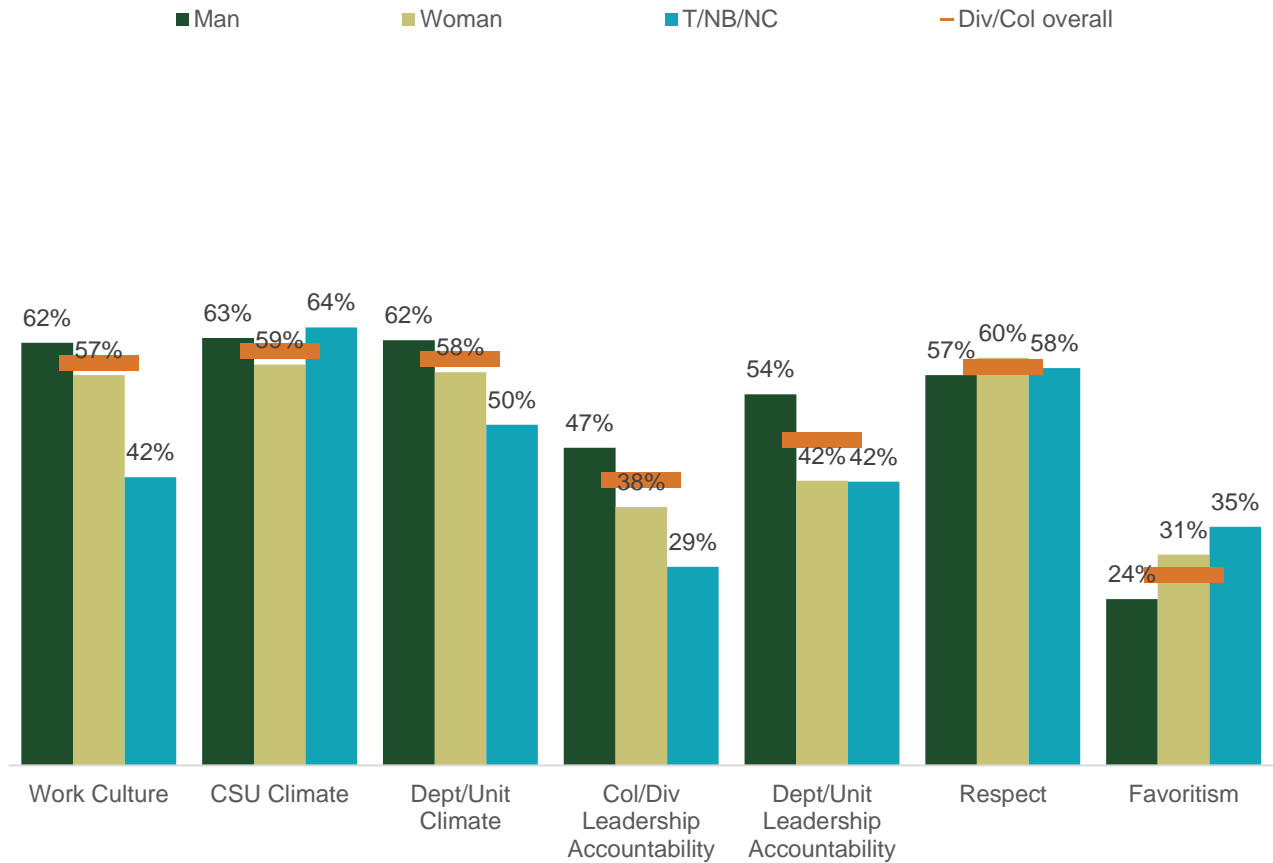
**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	48.9%	197
CCAF Faculty	13.7%	55
Other Salaried Employee	3.9%	16
State Classified	5.6%	23
T or TT Faculty	27.9%	112
Total	100.0%	403

## 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)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	62.0%	163	57.3%	163	42.3%	10	59.1%	337
My department/unit promotes a work environment where all employees feel included	70.9%	163	59.9%	172	50.0%	10	64.8%	346
My department/unit treats all employees equitably	58.6%	163	55.9%	172	50.0%	10	57.0%	346
My department/unit is open and transparent in communication	61.4%	163	59.7%	172	25.0%	10	59.5%	346
My department/unit values employee input in major department/unit decisions	67.5%	163	51.4%	170	25.0%	10	58.3%	343
	B C							
My department/unit promotes respect for cultural differences	70.7%	163	66.3%	171	50.0%	10	67.9%	345
My department/unit understands the value of diversity	76.8%	163	64.3%	172	50.0%	10	69.8%	346
	B							
My department/unit communicates the importance of valuing diversity	68.7%	163	66.3%	172	75.0%	10	67.7%	346
I feel valued as an employee	64.3%	163	45.2%	170	75.0%	10	55.2%	343
	B							
I feel a strong sense of belonging to CSU	45.1%	163	42.1%	172	25.0%	10	43.0%	346
I feel a strong sense of belonging to my division/college	48.5%	163	43.3%	172	25.0%	10	45.2%	346
I feel a strong sense of belonging to my department/unit	54.6%	163	47.5%	170	50.0%	10	50.9%	343
I would recommend CSU as a place of employment	59.6%	163	64.2%	172	25.0%	10	60.8%	346
	C							
I would recommend my department/unit as a place of employment	59.9%	163	61.7%	170	25.0%	10	59.7%	343

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	91.4%	149	62.4%	107	100.0% <sup>1</sup>	10	77.2%	267
	B							
No, I did not have a review	8.6%	14	37.6%	65	0.0% <sup>1</sup>	*	22.8%	79
	A							
Total	100.0%	163	100.0%	172	100.0%	10	100.0%	346

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>2,3</sup>

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

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

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

**Table 34: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	82.7%	149	77.9%	107	66.7%	10	80.1%	267
I am satisfied with the effort my supervisor put into my most recent performance review	79.7%	149	68.0%	107	75.0%	10	74.8%	267
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	20.4%	149	14.2%	107	25.0%	10	18.1%	267
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	68.3%	149	65.6%	107	25.0%	10	65.5%	267
	C		C					

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 35: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	57.3%	163	59.8%	168	58.3%	10	58.6%	342
My department/unit is treated with respect by other units within my college/division	58.6%	163	60.4%	172	50.0%	10	59.3%	346
My college/division is treated with respect by CSU	44.4%	163	60.9%	170	50.0%	10	52.7%	343
			A					
The people I interact with treat each other with respect	72.0%	163	65.1%	172	75.0%	10	68.6%	346
There is respect for religious differences in my department/unit	49.2%	163	54.9%	171	50.0%	10	52.1%	345
There is respect for liberal perspectives in my department/unit	75.1%	163	62.2%	171	50.0%	10	67.9%	345
	B							
There is respect for conservative perspectives in my department/unit	44.3%	163	50.2%	171	75.0%	10	48.2%	345

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 36: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	24.4%	163	30.9%	171	35.0%	10	28.0%	345
Recognized within my department/unit	31.2%	163	43.4%	171	25.0%	10	37.1%	345
Resources in my department/unit	29.7%	163	39.5%	171	50.0%	10	35.2%	345
Professional development opportunities	17.3%	163	16.9%	171	25.0%	10	17.3%	345
Promoted in my department/unit	17.1%	163	26.5%	171	25.0%	10	22.0%	345
Hired in my department/unit	26.6%	163	28.4%	171	50.0%	10	28.2%	345

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 37: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	46.6%	163	37.9%	163	29.2%	10	41.9%	336
Leadership adequately addresses inappropriate behavior	57.5%	163	39.2%	165	25.0%	10	47.6%	339
Leadership holds employees accountable for inappropriate behavior	51.8%	163	30.6%	165	25.0%	10	40.6%	339
Leadership holds employees accountable for poor performance in the workplace	27.2%	163	27.2%	168	25.0%	10	27.1%	342
Leadership acts ethically and honestly in the workplace	66.9%	163	58.3%	168	50.0%	10	62.2%	342
Leadership addresses issues of inequity	38.4%	163	42.1%	165	25.0%	10	39.8%	339
Leadership holds all employees to the same standards	38.0%	163	35.6%	168	25.0%	10	36.4%	342

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	54.5%	161	41.8%	165	41.7%	10	47.8%	337
Leadership adequately addresses inappropriate behavior	61.9%	163	43.3%	165	50.0%	10	52.5%	339
Leadership holds employees accountable for inappropriate behavior	59.0%	163	36.3%	165	50.0%	10	47.7%	339
Leadership holds employees accountable for poor performance in the workplace	36.2%	163	24.3%	168	25.0%	10	30.0%	342
Leadership acts ethically and honestly in the workplace	66.9%	163	58.3%	168	50.0%	10	62.2%	342
Leadership addresses issues of inequity	54.4%	161	52.4%	168	25.0%	10	52.5%	339
Leadership holds all employees to the same standards	42.1%	163	35.5%	168	50.0%	10	39.1%	342

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 39: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	62.7%	163	58.8%	167	64.3%	10	60.9%	340
Recruits employees from a diverse set of backgrounds	79.7%	163	60.9%	172	75.0%	10	70.2%	346
	B							
Improves the campus climate for all employees	54.5%	163	55.7%	171	100.0%	10	56.5%	345
					A B			
Retains diverse employees	53.7%	163	38.8%	168	50.0%	10	46.3%	342
	B							
Creates a supportive environment for employees from diverse backgrounds	64.4%	163	52.5%	168	50.0%	10	58.1%	342
Encourages discussions related to diversity	78.6%	163	85.6%	168	50.0%	10	81.2%	342
			C					
Provides employees with a positive work experience	53.4%	163	69.8%	168	75.0%	10	62.1%	342
			A					
Climate has become consistently more inclusive of all employees	55.0%	163	51.8%	168	50.0%	10	53.3%	342

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.4%	159	57.7%	165	50.0%	10	59.7%	334
Recruits employees from a diverse set of backgrounds	72.8%	163	62.0%	172	50.0%	10	66.7%	346
Improves the campus climate for all employees	56.2%	163	59.9%	171	50.0%	10	57.8%	345
Retains diverse employees	55.2%	163	39.9%	168	50.0%	10	47.6%	342
	B							
Creates a supportive environment for employees from diverse backgrounds	64.4%	163	52.5%	168	50.0%	10	58.1%	342
Encourages discussions related to diversity	77.1%	163	69.1%	168	75.0%	10	73.1%	342
Provides employees with a positive work experience	62.9%	159	66.7%	168	50.0%	10	64.4%	337
Climate has become consistently more inclusive of all employees	55.9%	163	52.5%	167	25.0%	10	53.3%	340

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 41: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	47.2%	155	55.6%	165	46.4%	10	51.4%	331
Communications are effective	38.1%	160	53.7%	167	50.0%	10	46.2%	337
			A					
Communications are timely	54.7%	159	63.3%	167	75.0%	10	59.6%	336
Communications are relevant	43.4%	163	51.6%	167	50.0%	10	47.6%	340
Communications are informative	52.2%	163	55.7%	167	25.0%	10	53.1%	340
Communications are motivating	23.4%	163	39.9%	165	25.0%	10	31.5%	339
			A					
Communications are honest	41.2%	163	54.2%	167	25.0%	10	47.0%	340
Communications are accessible	80.0%	163	69.3%	167	75.0%	10	74.6%	340

Percent "Agree" or "Strongly agree"

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

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

**Table 42: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	54.2%	151	58.4%	163	60.7%	10	56.5%	324
Communications are effective	53.3%	160	58.4%	167	75.0%	10	56.5%	337
Communications are timely	58.1%	159	66.1%	167	75.0%	10	62.6%	336
Communications are relevant	54.5%	159	59.4%	167	75.0%	10	57.5%	336
Communications are informative	56.0%	163	62.9%	167	50.0%	10	59.2%	340
Communications are motivating	36.6%	163	36.1%	163	25.0%	10	36.0%	336
Communications are honest	54.5%	163	58.6%	167	50.0%	10	56.4%	340
Communications are accessible	76.5%	163	69.7%	167	75.0%	10	73.1%	340

Percent "Agree" or "Strongly agree"

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

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

**Table 43: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.1%	155	58.9%	162	64.3%	10	61.0%	328
Communications are effective	65.2%	160	65.5%	164	100.0%	10	66.4%	334
Communications are timely	61.0%	159	65.0%	167	50.0%	10	62.6%	336
Communications are relevant	67.2%	163	59.5%	167	75.0%	10	63.7%	340
Communications are informative	71.0%	163	58.9%	167	50.0%	10	64.5%	340
Communications are motivating	46.5%	163	35.0%	167	25.0%	10	40.2%	340
Communications are honest	60.1%	163	59.9%	165	75.0%	10	60.5%	339
Communications are accessible	81.4%	163	64.3%	167	75.0%	10	72.8%	340
			B					

Percent "Agree" or "Strongly agree"

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

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

**Table 44: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.9%	71	40.0%	69	50.0%	5	42.1%	145
Maybe, I can provide feedback in limited situations	47.5%	77	38.7%	67	50.0%	5	43.2%	148
No, I don't have an opportunity to provide feedback	8.5%	14	21.4%	37	0.0% <sup>1</sup>	*	14.7%	51
			A					
Total	100.0%	161	100.0%	172	100.0%	10	100.0%	344

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ <sup>2,3</sup>

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

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

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

**Table 45: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.3%	147	43.4%	126	30.0%	10	48.6%	283
			B C					
One on one conversations with my supervisor	74.1%	147	76.1%	130	50.0%	10	74.2%	287
My representation in shared governance (CPC, APC, or Faculty Council)	30.8%	147	22.0%	130	25.0%	10	26.6%	287
My service on committees	59.1%	147	40.7%	127	50.0%	10	50.6%	285
			B					
Annual review process	61.8%	147	44.3%	129	25.0%	10	52.6%	286
			B					
Input collection through anonymous surveys	45.9%	147	30.8%	127	0.0%	10	37.5%	285
			B C					

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 46: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	39.9%	147	46.0%	126	25.0%	10	42.1%	283
CSU overall	22.8%	147	30.8%	127	25.0%	10	26.4%	285
My division/college	35.3%	147	43.2%	126	25.0%	10	38.4%	283
My department/unit	61.7%	147	63.0%	131	25.0%	10	61.0%	289

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.9%	21	3.1%	5	25.0%	*	8.4%	29
Physical appearance	8.6%	14	4.3%	7	0.0%	*	6.2%	21
Physical disability	13.4%	22	5.5%	9	25.0%	*	9.8%	34
Mental disability	4.2%	7	3.0%	5	50.0%	5	5.0%	17
Employment classification	21.3%	35	19.2%	33	25.0%	*	20.4%	70
Gender identity	8.6%	14	8.2%	14	0.0%	*	8.1%	28
Job title	15.4%	25	17.0%	29	0.0%	*	15.8%	55
Parental status	10.0%	16	5.8%	10	0.0%	*	7.6%	26
Religion	14.2%	23	8.4%	14	25.0%	*	11.6%	40
Political affiliation	33.6%	55	20.2%	35	0.0%	*	25.9%	90
Sexual orientation	5.8%	10	3.1%	5	0.0%	*	4.3%	15
Socio-economic status	8.6%	14	8.1%	14	0.0%	*	8.1%	28
Ethnic origin	7.3%	12	5.2%	9	0.0%	*	6.0%	21
Veteran status	1.5%	*	1.5%	*	0.0%	*	1.5%	5
Race or color	19.4%	32	12.8%	22	0.0%	*	15.5%	54
Marital status	1.5%	*	3.0%	5	0.0%	*	2.2%	8
Nationality/country of origin	3.7%	6	6.7%	12	0.0%	*	5.1%	18
None/no response	45.3%	74	55.2%	95	25.0%	*	49.7%	172

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

Statistical significance not tested.

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

**Table 48: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.3%	15	9.9%	17	0.0%	*	9.4%	32
Physical appearance	10.5%	17	9.3%	16	0.0%	*	9.6%	33
Physical disability	10.6%	17	4.3%	7	0.0%	*	7.1%	25
Mental disability	8.0%	13	3.0%	5	25.0%	*	6.0%	21
Employment classification	7.8%	13	23.1%	40	25.0%	*	15.9%	55
Gender identity	14.3%	23	16.6%	29	25.0%	*	15.8%	55
Job title	9.8%	16	20.8%	36	25.0%	*	15.7%	54
Parental status	8.6%	14	5.8%	10	0.0%	*	6.9%	24
Religion	9.1%	15	3.8%	7	0.0%	*	6.2%	21
Political affiliation	28.4%	46	21.4%	37	0.0%	*	24.1%	83
Sexual orientation	10.6%	17	8.4%	14	0.0%	*	9.2%	32
Socio-economic status	6.4%	10	11.8%	20	0.0%	*	8.9%	31
Ethnic origin	16.0%	26	8.9%	15	0.0%	*	12.0%	42
Veteran status	0.0%	*	1.5%	*	0.0%	*	0.8%	*
Race or color	15.2%	25	14.9%	26	0.0%	*	14.6%	50
Marital status	1.5%	*	3.0%	5	0.0%	*	2.2%	8
Nationality/country of origin	6.4%	10	6.6%	11	0.0%	*	6.3%	22
None/no response	55.0%	90	58.9%	101	25.0%	*	56.0%	194

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

Statistical significance not tested.

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

**Table 49: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.7%	21	12.7%	22	0.0%	*	12.3%	43
Physical appearance	6.5%	11	7.9%	14	50.0%	5	8.5%	29
Physical disability	6.7%	11	4.3%	7	0.0%	*	5.3%	18
Mental disability	1.5%	*	3.0%	5	25.0%	*	2.9%	10
Employment classification	13.9%	23	25.5%	44	50.0%	5	20.7%	72
Gender identity	6.6%	11	23.5%	40	50.0%	5	16.3%	56
Job title	10.9%	18	20.2%	35	25.0%	*	15.9%	55
Parental status	7.3%	12	14.4%	25	0.0%	*	10.6%	37
Religion	7.8%	13	4.5%	8	0.0%	*	5.9%	20
Political affiliation	20.3%	33	21.5%	37	50.0%	5	21.8%	75
Sexual orientation	5.1%	8	6.9%	12	50.0%	5	7.4%	25
Socio-economic status	10.8%	18	11.5%	20	25.0%	*	11.6%	40
Ethnic origin	11.0%	18	8.7%	15	25.0%	*	10.3%	36
Veteran status	0.0%	*	1.5%	*	25.0%	*	1.5%	5
Race or color	16.9%	28	11.1%	19	25.0%	*	14.2%	49
Marital status	4.4%	7	7.8%	13	0.0%	*	5.9%	21
Nationality/country of origin	6.6%	11	6.6%	11	25.0%	*	7.1%	25
None/no response	59.4%	97	56.7%	98	25.0%	*	57.1%	197

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.3%	15	12.2%	21	25.0%	*	11.2%	39
Bullying	12.7%	21	10.2%	18	25.0%	*	11.8%	41
Bias	23.3%	38	22.5%	39	25.0%	*	22.9%	79
Physical assault	0.0%	*	2.3%	4	0.0%	*	1.2%	4
Sexual misconduct	1.4%	*	6.1%	11	0.0%	*	3.7%	13
Verbal abuse	8.5%	14	4.2%	7	0.0%	*	6.1%	21
None/no response	69.6%	114	75.5%	130	75.0%	8	72.7%	252

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

Statistical significance not tested.

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

**Table 51: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.1%	8	10.7%	18	0.0%	*	7.8%	27
Bullying	5.1%	8	16.4%	28	25.0%	*	11.3%	39
Bias	28.6%	47	25.0%	43	25.0%	*	26.7%	92
Physical assault	0.0%	*	1.5%	*	0.0%	*	0.8%	*
Sexual misconduct	0.0%	*	3.8%	7	0.0%	*	1.9%	7
Verbal abuse	6.5%	11	8.1%	14	0.0%	*	7.1%	25
None/no response	70.0%	114	69.2%	119	75.0%	8	69.7%	241

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

Statistical significance not tested.

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

**Table 52: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	8.0%	13	8.5%	15	0.0%	*	8.0%	28
Bullying	13.7%	22	14.7%	25	50.0%	5	15.3%	53
Bias	25.6%	42	27.1%	47	25.0%	*	26.3%	91
Physical assault	0.0%	*	1.5%	*	0.0%	*	0.8%	*
Sexual misconduct	3.0%	5	2.3%	4	0.0%	*	2.5%	9
Verbal abuse	13.6%	22	5.0%	9	25.0%	*	9.7%	34
None/no response	68.8%	112	67.9%	117	50.0%	5	67.8%	235

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

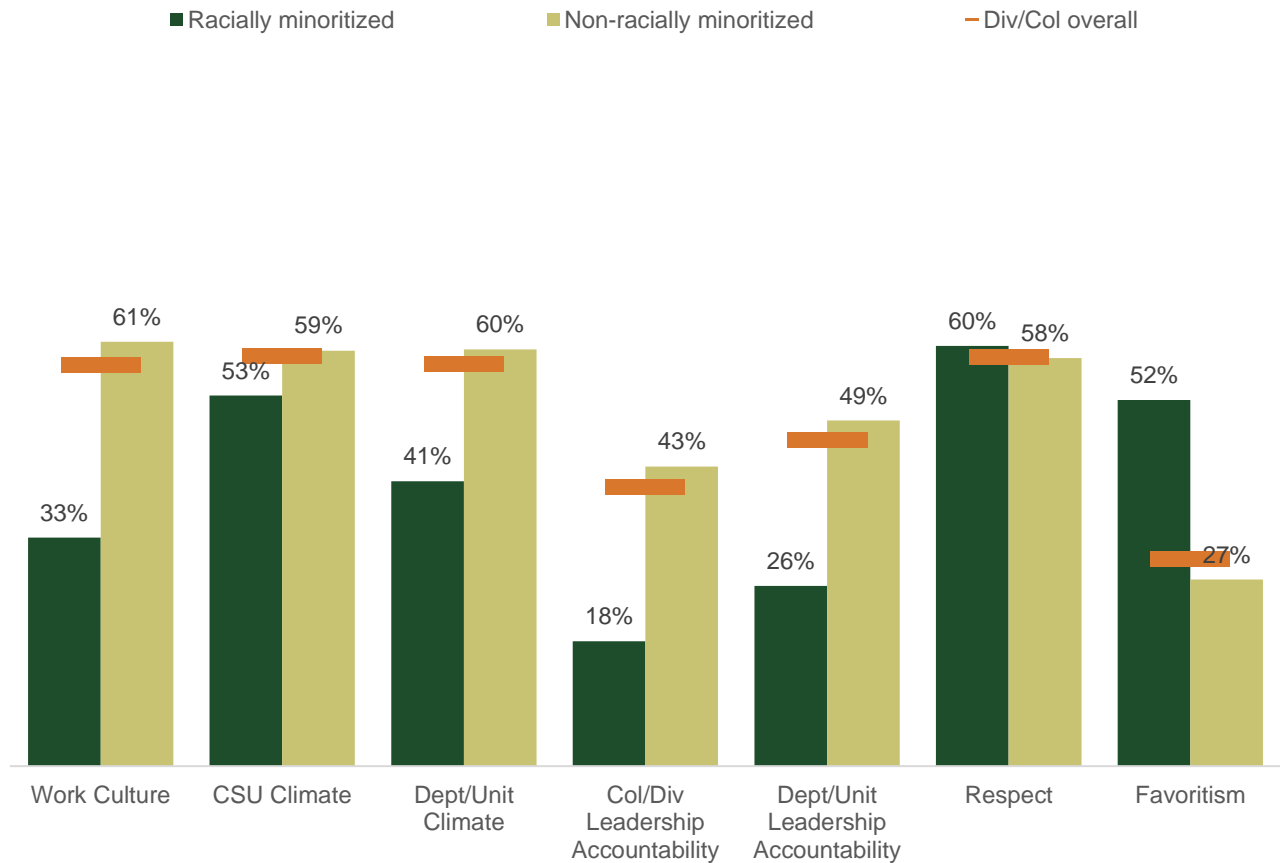
Statistical significance not tested.

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

## Comparisons by 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	32.7%	39	60.7% A	298	57.5%	337
My department/unit promotes a work environment where all employees feel included	41.6%	39	65.3% A	307	62.6%	346
My department/unit treats all employees equitably	23.3%	39	58.8% A	307	54.8%	346
My department/unit is open and transparent in communication	12.3%	39	63.8% A	307	58.0%	346
My department/unit values employee input in major department/unit decisions	47.5%	39	57.1%	304	56.0%	343
My department/unit promotes respect for cultural differences	26.8%	39	71.5% A	306	66.4%	345
My department/unit understands the value of diversity	51.0%	39	70.5% A	307	68.3%	346
My department/unit communicates the importance of valuing diversity	46.7%	39	67.9% A	307	65.5%	346
I feel valued as an employee	48.2%	39	54.4%	304	53.7%	343
I feel a strong sense of belonging to CSU	23.3%	39	44.7% A	307	42.3%	346
I feel a strong sense of belonging to my division/college	23.3%	39	46.3% A	307	43.7%	346
I feel a strong sense of belonging to my department/unit	23.3%	39	53.6% A	304	50.2%	343
I would recommend CSU as a place of employment	34.2%	39	61.7% A	307	58.6%	346
I would recommend my department/unit as a place of employment	23.3%	39	63.5% A	304	59.0%	343

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	78.7%	31	78.7%	242	78.7%	272
No, I did not have a review	21.3%	8	21.3%	65	21.3%	74
Total	100.0%	39	100.0%	307	100.0%	346

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

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

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 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	71.9%	31	80.2%	242	79.2%	272
I am satisfied with the effort my supervisor put into my most recent performance review	88.0%	31	72.6%	242	74.3%	272
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	27.9%	31	18.6%	242	19.7%	272
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	27.6%	31	67.9% A	242	63.3%	272

*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	60.1%	39	58.4%	303	58.6%	342
My department/unit is treated with respect by other units within my college/division	47.1%	39	60.0%	307	58.5%	346
My college/division is treated with respect by CSU	51.0%	39	53.8%	304	53.5%	343
The people I interact with treat each other with respect	62.5%	39	70.3%	307	69.4%	346
There is respect for religious differences in my department/unit	54.3%	39	52.6%	305	52.8%	345
There is respect for liberal perspectives in my department/unit	56.7%	39	66.0%	305	64.9%	345
There is respect for conservative perspectives in my department/unit	89.0%	39	44.6%	305	49.7%	345
	B					

*Percent "Agree" or "Strongly agree"*

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

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

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

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



**Table 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	52.4% B	39	26.7% A	305	29.6% B	345
Recognized within my department/unit	57.8% B	39	35.3% A	305	37.8% B	345
Resources in my department/unit	53.5% B	39	33.7% A	305	35.9% B	345
Professional development opportunities	56.0% B	39	14.1% A	305	18.8% B	345
Promoted in my department/unit	41.0% B	39	22.9% A	305	25.0% B	345
Hired in my department/unit	53.5% B	39	27.5% A	305	30.4% B	345

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	17.9% A	39	42.9% A	297	40.0% A	336
Leadership adequately addresses inappropriate behavior	24.2% A	39	47.2% A	300	44.5% A	339
Leadership holds employees accountable for inappropriate behavior	23.1% A	39	41.2% A	300	39.1% A	339
Leadership holds employees accountable for poor performance in the workplace	6.4% A	39	29.0% A	303	26.4% A	342
Leadership acts ethically and honestly in the workplace	29.1% A	39	64.8% A	303	60.7% A	342
Leadership addresses issues of inequity	12.3% A	39	40.8% A	300	37.5% A	339
Leadership holds all employees to the same standards	12.3% A	39	37.0% A	303	34.2% A	342

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	25.8%	39	49.4%	297	46.7%	337
Leadership adequately addresses inappropriate behavior	29.1%	39	52.9% A	300	50.2%	339
Leadership holds employees accountable for inappropriate behavior	23.1%	39	50.0% A	300	46.9%	339
Leadership holds employees accountable for poor performance in the workplace	6.4%	39	32.2% A	303	29.3%	342
Leadership acts ethically and honestly in the workplace	29.1%	39	64.8% A	303	60.7%	342
Leadership addresses issues of inequity	36.5%	39	52.9%	300	51.0%	339
Leadership holds all employees to the same standards	12.3%	39	40.9% A	303	37.6%	342

Percent "Agree" or "Strongly agree"

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

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

**Table 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	53.0%	39	59.4%	301	58.7%	340
Recruits employees from a diverse set of backgrounds	50.4%	39	70.2% A	307	67.9%	346
Improves the campus climate for all employees	59.6%	39	54.4%	305	55.0%	345
Retains diverse employees	29.1%	39	45.9% A	303	44.0%	342
Creates a supportive environment for employees from diverse backgrounds	49.5%	39	56.7%	303	55.8%	342
Encourages discussions related to diversity	89.9%	39	76.6%	303	78.1%	342
Provides employees with a positive work experience	45.7%	39	63.4% A	303	61.4%	342
Climate has become consistently more inclusive of all employees	46.9%	39	50.7%	303	50.3%	342

Percent "Agree" or "Strongly agree"

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

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

**Table 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	40.8%	38	59.6%	296	57.5%	334
			A			
Recruits employees from a diverse set of backgrounds	60.4%	39	65.0%	307	64.5%	346
Improves the campus climate for all employees	23.3%	39	61.4%	305	57.1%	345
			A			
Retains diverse employees	34.0%	39	46.8%	303	45.3%	342
Creates a supportive environment for employees from diverse backgrounds	49.5%	39	56.7%	303	55.8%	342
Encourages discussions related to diversity	67.8%	39	71.2%	303	70.8%	342
Provides employees with a positive work experience	29.9%	39	67.2%	298	62.9%	337
			A			
Climate has become consistently more inclusive of all employees	30.3%	38	52.7%	303	50.3%	340
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 62: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.2%	38	51.0%	293	51.5%	331
Communications are effective	50.2%	39	46.5%	298	47.0%	337
Communications are timely	35.9%	39	63.6%	297	60.3%	336
			A			
Communications are relevant	60.3%	39	46.8%	301	48.4%	340
Communications are informative	62.5%	39	52.7%	301	53.9%	340
Communications are motivating	42.9%	38	29.2%	301	30.7%	339
Communications are honest	38.5%	39	47.3%	301	46.3%	340
Communications are accessible	91.4%	39	71.6%	301	73.9%	340
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	42.0%	38	57.4% A	286	55.6%	324
Communications are effective	40.8%	39	56.9%	298	55.0%	337
Communications are timely	29.9%	39	66.9% A	297	62.6%	336
Communications are relevant	48.0%	39	57.9%	297	56.8%	336
Communications are informative	50.2%	39	61.3%	301	60.0%	340
Communications are motivating	18.9%	38	36.4% A	299	34.5%	336
Communications are honest	18.2%	39	58.8% A	301	54.1%	340
Communications are accessible	85.5%	39	70.7%	301	72.4%	340

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	43.8%	39	63.4% A	289	61.0%	328
Communications are effective	48.2%	39	68.0% A	295	65.6%	334
Communications are timely	51.7%	39	64.9%	297	63.4%	336
Communications are relevant	48.0%	39	65.7% A	301	63.7%	340
Communications are informative	46.7%	39	67.6% A	301	65.2%	340
Communications are motivating	18.2%	39	43.1% A	301	40.2%	340
Communications are honest	18.2%	39	65.1% A	300	59.7%	339
Communications are accessible	75.6%	39	72.5%	301	72.8%	340

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	33.4%	13	43.2%	132	42.1%	145
Maybe, I can provide feedback in limited situations	54.3%	21	41.7%	127	43.2%	148
No, I don't have an opportunity to provide feedback	12.3%	5	15.0%	46	14.7%	51
Total	100.0%	39	100.0%	305	100.0%	344

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

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

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 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	42.8%	34	49.9%	246	49.0%	281
One on one conversations with my supervisor	65.4%	34	75.3%	253	74.2%	287
My representation in shared governance (CPC, APC, or Faculty Council)	34.3%	34	24.8%	250	25.9%	285
My service on committees	51.4%	34	52.5%	250	52.4%	285
Annual review process	36.6%	34	56.4%	249	54.0%	283
Input collection through anonymous surveys	26.4%	34	38.4%	248	36.9%	282

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 67: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	34.3%	34	43.5%	249	42.4%	283
CSU overall	33.9%	34	26.4%	250	27.3%	285
My division/college	21.5%	34	40.8%	249	38.4%	283
My department/unit	47.4%	34	62.8%	254	61.0%	289

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	9.4%	4	8.3%	25	8.4%	29
Physical appearance	21.7%	8	5.1%	16	6.9%	24
Physical disability	21.7%	8	9.1%	28	10.6%	37
Mental disability	6.6%	*	5.6%	17	5.7%	20
Employment classification	25.2%	10	21.4%	66	21.9%	76
Gender identity	21.7%	8	6.4%	20	8.1%	28
Job title	7.0%	*	16.9%	52	15.8%	55
Parental status	21.7%	8	5.0%	15	6.9%	24
Religion	0.0%	*	14.8%	45	13.1%	45
Political affiliation	18.2%	7	27.7%	85	26.7%	92
Sexual orientation	21.7%	8	2.9%	9	5.1%	18
Socio-economic status	18.2%	7	7.6%	23	8.8%	30
Ethnic origin	21.7%	8	4.9%	15	6.8%	23
Veteran status	0.0%	*	1.6%	5	1.5%	5
Race or color	25.2%	10	16.0%	49	17.0%	59
Marital status	0.0%	*	2.5%	8	2.2%	8
Nationality/country of origin	10.5%	4	6.1%	19	6.6%	23
None/no response	58.8%	23	49.4%	151	50.4%	174

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	6.4%	*	10.6%	32	10.1%	35
Physical appearance	12.3%	5	9.3%	28	9.6%	33
Physical disability	3.5%	*	8.4%	26	7.9%	27
Mental disability	24.8%	10	4.5%	14	6.8%	23
Employment classification	19.7%	8	18.0%	55	18.2%	63
Gender identity	38.9%	15	12.8%	39	15.8%	55
Job title	13.3%	5	17.7%	54	17.2%	60
Parental status	21.7%	8	4.2%	13	6.2%	21
Religion	6.4%	*	7.0%	21	6.9%	24
Political affiliation	28.1%	11	26.9%	83	27.1%	94
Sexual orientation	38.9%	15	6.3%	19	9.9%	34
Socio-economic status	6.4%	*	10.1%	31	9.6%	33
Ethnic origin	38.9%	15	9.4%	29	12.8%	44
Veteran status	0.0%	*	0.8%	*	0.8%	*
Race or color	34.4%	13	12.1%	37	14.6%	50
Marital status	0.0%	*	2.5%	8	2.2%	8
Nationality/country of origin	13.3%	5	6.2%	19	7.0%	24
None/no response	38.7%	15	55.7%	171	53.8%	186

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	6.4%	*	12.2%	37	11.5%	40
Physical appearance	24.8%	10	7.2%	22	9.2%	32
Physical disability	3.5%	*	5.6%	17	5.3%	18
Mental disability	6.6%	*	3.3%	10	3.7%	13
Employment classification	19.7%	8	22.6%	69	22.2%	77
Gender identity	22.8%	9	15.5%	48	16.3%	56
Job title	19.3%	8	15.5%	48	15.9%	55
Parental status	28.1%	11	7.5%	23	9.9%	34
Religion	12.3%	5	5.9%	18	6.6%	23
Political affiliation	47.0%	18	20.3%	62	23.3%	81
Sexual orientation	16.4%	6	7.0%	22	8.1%	28
Socio-economic status	13.0%	5	11.4%	35	11.6%	40
Ethnic origin	41.0%	16	7.2%	22	11.0%	38
Veteran status	6.6%	*	0.8%	*	1.5%	5
Race or color	47.0%	18	10.9%	33	15.0%	52
Marital status	5.9%	*	5.9%	18	5.9%	21
Nationality/country of origin	25.9%	10	5.6%	17	7.9%	27
None/no response	43.6%	17	56.2%	173	54.8%	190

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	17.4%	7	11.2%	34	11.9%	41
Bullying	18.2%	7	10.2%	31	11.1%	38
Bias	40.0%	16	20.8%	64	22.9%	79
Physical assault	0.0%	*	1.3%	4	1.2%	4
Sexual misconduct	9.4%	4	3.8%	12	4.5%	15
Verbal abuse	24.2%	9	4.7%	14	6.9%	24
None/no response	49.0%	19	75.8%	233	72.7%	252

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

Statistical significance not tested.

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

**Table 72: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.1%	*	9.0%	27	8.5%	29
Bullying	9.4%	4	10.7%	33	10.6%	37
Bias	47.9%	19	23.1%	71	25.9%	90
Physical assault	0.0%	*	0.8%	*	0.8%	*
Sexual misconduct	3.5%	*	2.5%	8	2.6%	9
Verbal abuse	18.2%	7	6.5%	20	7.9%	27
None/no response	43.5%	17	73.9%	227	70.5%	244

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.5%	6	8.1%	25	8.8%	30
Bullying	22.4%	9	14.4%	44	15.3%	53
Bias	59.9%	23	22.9%	70	27.1%	94
Physical assault	0.0%	*	0.8%	*	0.8%	*
Sexual misconduct	3.5%	*	3.3%	10	3.3%	11
Verbal abuse	27.7%	11	8.2%	25	10.4%	36
None/no response	29.1%	11	72.7%	223	67.8%	235

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

Statistical significance not tested.

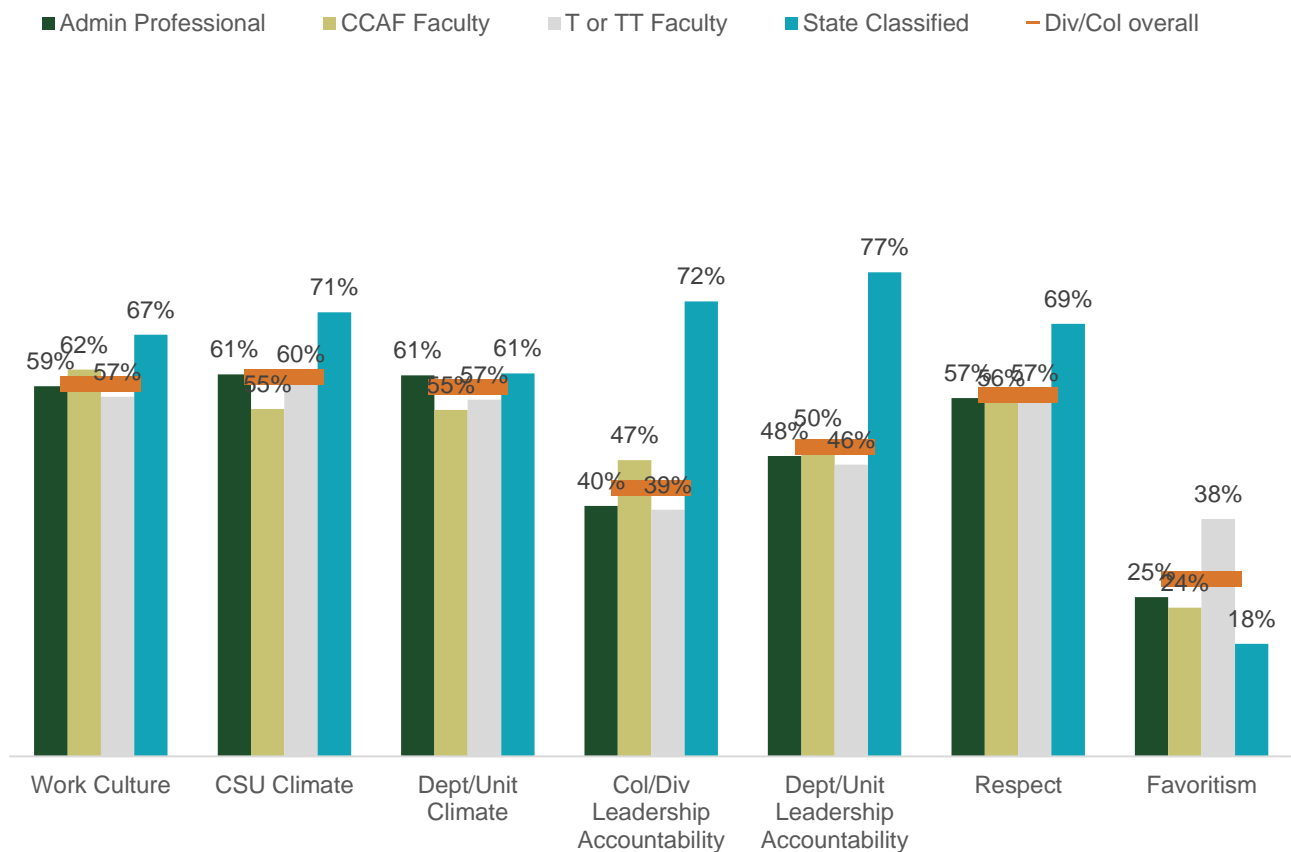
\* Values reported for items with  $n \geq 3$ .



## Comparisons by Employee Type

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

**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)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	59.0%	187	57.3%	111	61.6%	55	67.2%	23	59.4%	375
My department/unit promotes a work environment where all employees feel included	62.3%	197	59.2%	112	60.5%	55	71.9%	23	61.7%	387
My department/unit treats all employees equitably	58.7%	197	51.1%	112	49.3%	55	59.2%	23	55.2%	387
My department/unit is open and transparent in communication	61.8%	194	53.9%	112	58.0%	55	76.4%	23	59.8%	384
My department/unit values employee input in major department/unit decisions	50.8%	192	62.6%	112	70.1%	55	58.6%	23	57.5%	382
My department/unit promotes respect for cultural differences	73.4%	194	69.1%	111	69.0%	55	60.5%	23	70.7%	383
My department/unit understands the value of diversity	68.4%	194	73.9%	112	69.0%	55	65.0%	23	69.9%	384
My department/unit communicates the importance of valuing diversity	68.3%	194	73.0%	112	66.3%	55	65.0%	23	69.2%	384
I feel valued as an employee	53.1%	192	55.0%	112	58.7%	55	65.5%	23	55.2%	382
I feel a strong sense of belonging to CSU	38.9%	194	37.2%	112	69.0%	55	65.5%	23	44.3%	384
I feel a strong sense of belonging to my division/college	38.5%	194	43.7%	112	61.6%	55	65.5%	23	44.9%	384
I feel a strong sense of belonging to my department/unit	48.5%	192	49.3%	112	57.8%	55	82.8%	23	52.1%	382
I would recommend CSU as a place of employment	69.3%	194	51.9%	112	57.8%	55	65.5%	23	62.4%	384
I would recommend my department/unit as a place of employment	62.6%	192	56.1%	112	54.0%	55	71.9%	23	60.0%	382

Percent "Agree" or "Strongly agree"

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

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

**Table 75: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	68.9%	134	96.4%	106	80.3%	44	100.0% <sup>1</sup>	23	80.3%	307
No, I did not have a review	31.1%	61	3.6%	4	19.7%	11	0.0% <sup>1</sup>	*	19.7%	75
Total	100.0%	194	100.0%	110	100.0%	55	100.0%	23	100.0%	382

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>2,3</sup>

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

**Table 76: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	78.0%	134	80.4%	106	78.6%	44	86.4%	23	79.5%	307
I am satisfied with the effort my supervisor put into my most recent performance review	74.0%	134	75.9%	106	69.7%	44	93.6%	23	75.5%	307
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	14.3%	134	27.4%	106	21.1%	44	28.1%	23	20.8%	307
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	59.8%	134	65.2%	106	66.1%	44	65.5%	23	63.0%	307

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating<sup>a,b,c</sup>*

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

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

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

**Table 77: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	57.1%	192	57.0%	110	56.3%	55	68.9%	21	57.6%	378
My department/unit is treated with respect by other units within my college/division	56.7%	194	55.5%	110	62.5%	55	70.0%	23	58.0%	382
My college/division is treated with respect by CSU	47.8%	192	50.9%	110	66.3%	55	59.2%	23	52.1%	379
The people I interact with treat each other with respect	67.9%	194	63.6%	110	65.2%	55	100.0%	23	68.2%	382
							A B C			
There is respect for religious differences in my department/unit	50.8%	194	58.5%	110	48.6%	55	56.4%	21	53.0%	380
There is respect for liberal perspectives in my department/unit	67.9%	194	68.3%	110	47.7%	55	62.6%	21	64.8%	380
							C			
There is respect for conservative perspectives in my department/unit	47.5%	194	45.4%	110	47.5%	55	56.4%	21	47.4%	380

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 78: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	25.4%	192	37.8%	110	23.7%	55	17.9%	21	28.3%	378
Recognized within my department/unit	34.1%	192	47.3%	110	34.8%	55	35.4%	21	38.1%	378
Resources in my department/unit	28.8%	192	49.6%	110	27.2%	55	35.4%	21	35.0%	378
Professional development opportunities	15.8%	192	25.0%	110	3.8%	55	6.8%	21	16.2%	378
Promoted in my department/unit	26.1%	192	25.0%	110	17.0%	55	0.0%	21	23.0%	378
Hired in my department/unit	22.1%	192	42.2%	110	35.7%	55	12.2%	21	29.3%	378

Percent "Agree" or "Strongly agree"

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

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

**Table 79: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	39.9%	187	39.3%	110	47.2%	55	72.5%	23	42.8%	374
Leadership adequately addresses inappropriate behavior	41.0%	189	47.3%	110	58.9%	55	80.9%	23	47.8%	377
Leadership holds employees accountable for inappropriate behavior	37.2%	189	38.4%	110	55.1%	55	80.9%	23	42.8%	377
Leadership holds employees accountable for poor performance in the workplace	30.8%	192	21.8%	110	26.1%	55	59.2%	23	29.2%	379
Leadership acts ethically and honestly in the workplace	62.1%	192	58.2%	110	71.2%	55	82.8%	23	63.5%	379
Leadership addresses issues of inequity	37.3%	189	36.8%	110	32.8%	55	71.9%	23	38.6%	377
Leadership holds all employees to the same standards	35.8%	192	33.1%	110	39.2%	55	59.2%	23	36.9%	379

Percent "Agree" or "Strongly agree"

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

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

**Table 80: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	47.9%	189	46.5%	110	49.9%	55	77.1%	20	49.3%	374
Leadership adequately addresses inappropriate behavior	52.4%	189	47.7%	110	57.8%	55	A B C 82.8%	23	53.6%	377
Leadership holds employees accountable for inappropriate behavior	51.0%	189	38.7%	110	61.6%	55	A B 76.4%	23	50.5%	377
Leadership holds employees accountable for poor performance in the workplace	27.1%	192	32.9%	110	39.0%	55	A B C 71.9%	23	33.2%	379
Leadership acts ethically and honestly in the workplace	62.1%	192	58.2%	110	71.2%	55	82.8%	23	63.5%	379
Leadership addresses issues of inequity	49.9%	192	56.5%	110	39.2%	55	73.5%	20	51.5%	377
Leadership holds all employees to the same standards	40.8%	192	38.8%	110	31.7%	55	59.2%	23	40.0%	379

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 81: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	60.9%	192	60.1%	110	55.4%	55	70.7%	21	60.4%	378
Recruits employees from a diverse set of backgrounds	74.8%	192	69.4%	110	56.0%	55	64.4%	23	69.9%	379
Improves the campus climate for all employees	58.5%	192	50.6%	110	44.7%	55	63.2%	21	54.4%	378
Retains diverse employees	49.8%	192	44.0%	110	40.1%	55	45.3%	23	46.5%	379
Creates a supportive environment for employees from diverse backgrounds	54.8%	192	55.2%	110	58.7%	55	A B C 93.6%	23	57.8%	379
Encourages discussions related to diversity	72.8%	192	83.0%	110	78.6%	55	89.1%	23	77.6%	379
Provides employees with a positive work experience	65.7%	192	56.4%	110	60.8%	55	78.3%	23	63.0%	379
Climate has become consistently more inclusive of all employees	49.8%	192	62.2%	110	48.6%	55	65.5%	23	54.1%	379

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 82: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	60.7%	192	56.8%	104	55.2%	55	61.0%	21	58.8%	372
Recruits employees from a diverse set of backgrounds	68.9%	192	58.8%	110	62.5%	55	65.0%	23	64.8%	379
Improves the campus climate for all employees	65.3%	192	51.6%	110	43.8%	55	70.0%	21	58.4%	378
	C									
Retains diverse employees	53.9%	192	40.9%	110	31.7%	55	56.7%	23	47.1%	379
	C									
Creates a supportive environment for employees from diverse backgrounds	54.8%	192	55.2%	110	58.7%	55	93.6%	23	57.8%	379
							A B C			
Encourages discussions related to diversity	63.5%	192	80.3%	110	73.9%	55	71.4%	23	70.3%	379
				A						
Provides employees with a positive work experience	66.3%	192	60.2%	105	62.5%	55	60.5%	23	63.7%	374
Climate has become consistently more inclusive of all employees	47.2%	192	56.8%	108	61.6%	55	47.8%	23	52.1%	378

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 83: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	51.4%	182	50.0%	101	36.7%	51	74.8%	21	50.3%	356
							A B C			
Communications are effective	44.1%	187	45.7%	105	48.0%	51	68.0%	21	46.5%	364
Communications are timely	60.0%	182	62.2%	105	44.9%	55	93.2%	21	60.3%	363
							A B C			
Communications are relevant	46.0%	187	41.7%	102	34.8%	55	74.8%	21	44.8%	365
							B C			
Communications are informative	52.9%	187	57.2%	105	46.7%	55	68.0%	21	54.1%	367
Communications are motivating	33.3%	187	24.0%	103	18.7%	55	56.4%	21	29.8%	366
							B C			
Communications are honest	48.8%	187	41.2%	105	29.0%	55	74.8%	21	45.2%	367
							B C			
Communications are accessible	72.1%	187	78.6%	105	53.3%	55	88.4%	21	72.1%	367
	C		C				C			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 84: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	52.3%	175	55.1%	103	57.9%	51	74.4%	21	55.3%	351
Communications are effective	54.0%	187	54.1%	105	59.9%	51	62.6%	21	55.3%	364
Communications are timely	59.0%	182	62.3%	105	71.0%	55	81.0%	21	63.1%	363
Communications are relevant	51.4%	182	47.0%	105	67.4%	55	81.6%	21	54.3%	363
							A B			
Communications are informative	55.7%	187	63.6%	105	66.3%	55	74.8%	21	60.7%	367
Communications are motivating	29.3%	184	32.3%	103	43.9%	55	57.8%	21	34.0%	363
Communications are honest	51.3%	187	51.9%	105	58.0%	55	74.8%	21	53.8%	367
Communications are accessible	73.5%	187	72.7%	105	55.3%	55	88.4%	21	71.4%	367
							C			

Percent "Agree" or "Strongly agree"

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

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

**Table 85: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	59.4%	180	61.4%	103	57.3%	51	75.3%	21	60.6%	355
Communications are effective	65.7%	184	65.1%	105	55.9%	51	74.8%	21	64.7%	361
Communications are timely	57.6%	182	67.4%	105	62.5%	55	81.6%	21	62.6%	363
Communications are relevant	58.7%	187	61.6%	105	67.4%	55	81.6%	21	62.1%	367
Communications are informative	66.2%	187	67.4%	105	66.3%	55	81.6%	21	67.4%	367
Communications are motivating	37.8%	187	41.3%	105	36.4%	55	51.0%	21	39.3%	367
Communications are honest	59.2%	187	55.9%	103	62.7%	55	74.8%	21	59.7%	366
Communications are accessible	71.7%	187	72.8%	105	66.5%	55	81.6%	21	71.8%	367

Percent "Agree" or "Strongly agree"

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

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

**Table 86: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	33.0%	62	50.4%	52	49.3%	27	65.0%	15	42.3%	155
			A				A			
Maybe, I can provide feedback in limited situations	44.2%	83	35.3%	36	42.2%	23	35.0%	8	40.8%	150
No, I don't have an opportunity to provide feedback	22.7%	42	14.3%	15	8.5%	5	0.0% <sup>1</sup>	*	16.8%	62
Total	100.0%	187	100.0%	102	100.0%	55	100.0%	23	100.0%	366

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>2,3</sup>

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



**Table 87: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	42.8%	142	61.4% A	85	47.9%	48	51.0%	23	49.6%	297
One on one conversations with my supervisor	73.5%	144	76.6%	86	71.2%	50	82.8%	23	74.7%	303
My representation in shared governance (CPC, APC, or Faculty Council)	17.5%	144	41.8% A D	86	24.7%	48	6.4%	23	24.8%	301
My service on committees	39.2%	142	74.9% A D	86	59.2%	50	30.5%	23	52.1%	301
Annual review process	43.7%	142	67.0% A	88	58.1%	48	89.1% A	23	56.2%	300
Input collection through anonymous surveys	40.5%	142	40.4%	86	24.7%	48	46.4%	23	38.4%	298

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 88: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	38.8%	142	44.8%	85	41.1%	50	59.4% A	23	42.5%	299
CSU overall	29.3%	142	24.7%	86	11.2%	50	41.4% C	23	25.9%	301
My division/college	33.1%	142	44.3%	85	36.8%	50	71.4% A C	23	39.8%	299
My department/unit	54.8%	144	62.8%	88	75.4%	50	65.5%	23	61.3%	305

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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



**Table 89: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.9%	10	11.0%	12	12.9%	7	0.0%	*	7.5%	29
Physical appearance	3.6%	7	4.6%	5	8.5%	5	0.0%	*	4.4%	17
Physical disability	8.4%	17	5.9%	7	11.2%	6	0.0%	*	7.6%	29
Mental disability	6.2%	12	4.5%	5	4.7%	*	0.0%	*	5.1%	20
Employment classification	22.5%	44	11.4%	13	25.2%	14	0.0%	*	18.4%	71
Gender identity	6.2%	12	5.9%	7	8.5%	5	0.0%	*	6.1%	24
Job title	16.0%	31	10.5%	12	25.2%	14	0.0%	*	14.8%	57
Parental status	6.2%	12	6.8%	8	3.8%	*	0.0%	*	5.7%	22
Religion	12.4%	24	14.6%	16	17.6%	10	0.0%	*	13.1%	51
Political affiliation	26.1%	51	19.7%	22	35.5%	19	10.9%	*	24.7%	95
Sexual orientation	1.3%	*	4.6%	5	4.7%	*	0.0%	*	2.7%	10
Socio-economic status	8.8%	17	3.4%	4	8.5%	5	0.0%	*	6.7%	26
Ethnic origin	1.3%	*	8.1%	9	8.5%	5	0.0%	*	4.2%	16
Veteran status	1.3%	*	2.2%	*	0.0%	*	0.0%	*	1.3%	5
Race or color	12.4%	24	17.0%	19	14.9%	8	11.4%	*	14.0%	54
Marital status	2.6%	5	2.2%	*	0.0%	*	0.0%	*	2.0%	8
Nationality/country of origin	2.6%	5	8.3%	9	14.9%	8	0.0%	*	5.9%	23
None/no response	51.8%	102	52.1%	59	47.8%	26	77.7%	18	52.8%	204

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

Statistical significance not tested.

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

**Table 90: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.8%	17	10.3%	12	11.2%	6	0.0%	*	9.0%	35
Physical appearance	8.4%	17	8.0%	9	18.7%	10	0.0%	*	9.3%	36
Physical disability	5.8%	11	6.8%	8	14.9%	8	0.0%	*	7.1%	27
Mental disability	2.6%	5	4.5%	5	11.2%	6	0.0%	*	4.2%	16
Employment classification	20.6%	40	13.1%	15	18.7%	10	0.0%	*	16.9%	65
Gender identity	11.3%	22	11.9%	13	26.1%	14	0.0%	*	12.9%	50
Job title	17.6%	35	7.5%	8	34.6%	19	0.0%	*	16.1%	62
Parental status	6.2%	12	4.6%	5	3.8%	*	0.0%	*	5.0%	19
Religion	7.1%	14	5.7%	6	11.2%	6	0.0%	*	6.8%	26
Political affiliation	26.0%	51	19.0%	21	29.9%	16	0.0%	*	23.0%	89
Sexual orientation	7.4%	15	5.9%	7	11.2%	6	0.0%	*	7.1%	27
Socio-economic status	11.4%	22	4.7%	5	14.9%	8	0.0%	*	9.3%	36
Ethnic origin	10.5%	21	7.2%	8	14.9%	8	0.0%	*	9.6%	37
Veteran status	1.3%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Race or color	10.0%	20	13.6%	15	14.9%	8	11.4%	*	11.9%	46
Marital status	2.6%	5	2.2%	*	0.0%	*	0.0%	*	2.0%	8
Nationality/country of origin	4.8%	10	5.9%	7	14.9%	8	0.0%	*	6.3%	24
None/no response	52.0%	102	60.1%	68	61.6%	34	88.6%	20	57.8%	224

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

Statistical significance not tested.

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

**Table 91: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.2%	18	14.6%	16	10.3%	6	10.9%	*	11.0%	43
Physical appearance	2.6%	5	12.4%	14	23.4%	13	0.0%	*	8.2%	32
Physical disability	2.6%	5	6.8%	8	14.9%	8	0.0%	*	5.4%	21
Mental disability	2.6%	5	4.5%	5	4.7%	*	0.0%	*	3.3%	13
Employment classification	23.2%	46	17.4%	20	31.0%	17	10.9%	*	21.9%	85
Gender identity	13.1%	26	16.3%	18	27.2%	15	0.0%	*	15.3%	59
Job title	15.3%	30	13.9%	16	31.0%	17	0.0%	*	16.2%	63
Parental status	7.8%	15	9.3%	10	11.4%	6	0.0%	*	8.3%	32
Religion	6.1%	12	4.2%	5	11.2%	6	0.0%	*	5.9%	23
Political affiliation	14.0%	28	22.5%	25	37.5%	21	11.4%	*	19.6%	76
Sexual orientation	3.9%	8	10.4%	12	15.8%	9	0.0%	*	7.2%	28
Socio-economic status	8.8%	17	13.5%	15	18.7%	10	0.0%	*	11.0%	43
Ethnic origin	5.2%	10	11.3%	13	14.9%	8	0.0%	*	8.0%	31
Veteran status	1.3%	*	2.3%	*	0.0%	*	0.0%	*	1.3%	5
Race or color	6.5%	13	21.1%	24	14.9%	8	0.0%	*	11.5%	45
Marital status	4.0%	8	7.6%	9	7.6%	4	0.0%	*	5.3%	21
Nationality/country of origin	2.6%	5	12.4%	14	14.9%	8	0.0%	*	7.0%	27
None/no response	60.5%	119	51.5%	58	54.9%	30	77.7%	18	58.1%	225

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

Statistical significance not tested.

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

**Table 92: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.4%	22	7.6%	9	18.6%	10	0.0%	*	10.7%	41
Bullying	12.3%	24	10.6%	12	8.5%	5	11.4%	*	11.2%	43
Bias	20.6%	41	22.2%	25	21.4%	12	11.4%	*	20.7%	80
Physical assault	1.3%	*	1.3%	*	0.0%	*	0.0%	*	1.0%	4
Sexual misconduct	4.0%	8	4.5%	5	4.7%	*	0.0%	*	4.0%	15
Verbal abuse	4.9%	10	2.1%	*	8.5%	5	0.0%	*	4.3%	17
None/no response	77.1%	152	70.1%	79	75.0%	41	88.6%	20	75.5%	292

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

Statistical significance not tested.

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

**Table 93: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	6.6%	13	5.6%	6	18.6%	10	0.0%	*	7.6%	29
Bullying	10.5%	21	6.7%	8	19.6%	11	11.4%	*	10.8%	42
Bias	22.4%	44	26.0%	29	26.1%	14	11.4%	*	23.3%	90
Physical assault	1.3%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Sexual misconduct	2.6%	5	1.2%	*	4.7%	*	0.0%	*	2.4%	9
Verbal abuse	5.3%	10	1.3%	*	14.9%	8	0.0%	*	5.2%	20
None/no response	74.9%	148	69.4%	78	70.3%	39	88.6%	20	73.4%	284

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

Statistical significance not tested.

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

**Table 94: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.0%	8	11.0%	12	18.6%	10	0.0%	*	7.9%	30
Bullying	11.4%	22	18.0%	20	23.4%	13	10.9%	*	15.0%	58
Bias	17.9%	35	35.1%	39	26.3%	14	10.9%	*	23.7%	92
Physical assault	1.3%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Sexual misconduct	1.3%	*	5.5%	6	4.7%	*	0.0%	*	2.9%	11
Verbal abuse	4.9%	10	7.6%	9	19.6%	11	0.0%	*	7.5%	29
None/no response	75.9%	149	59.4%	67	65.3%	36	89.1%	20	70.4%	272

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

Statistical significance not tested.

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

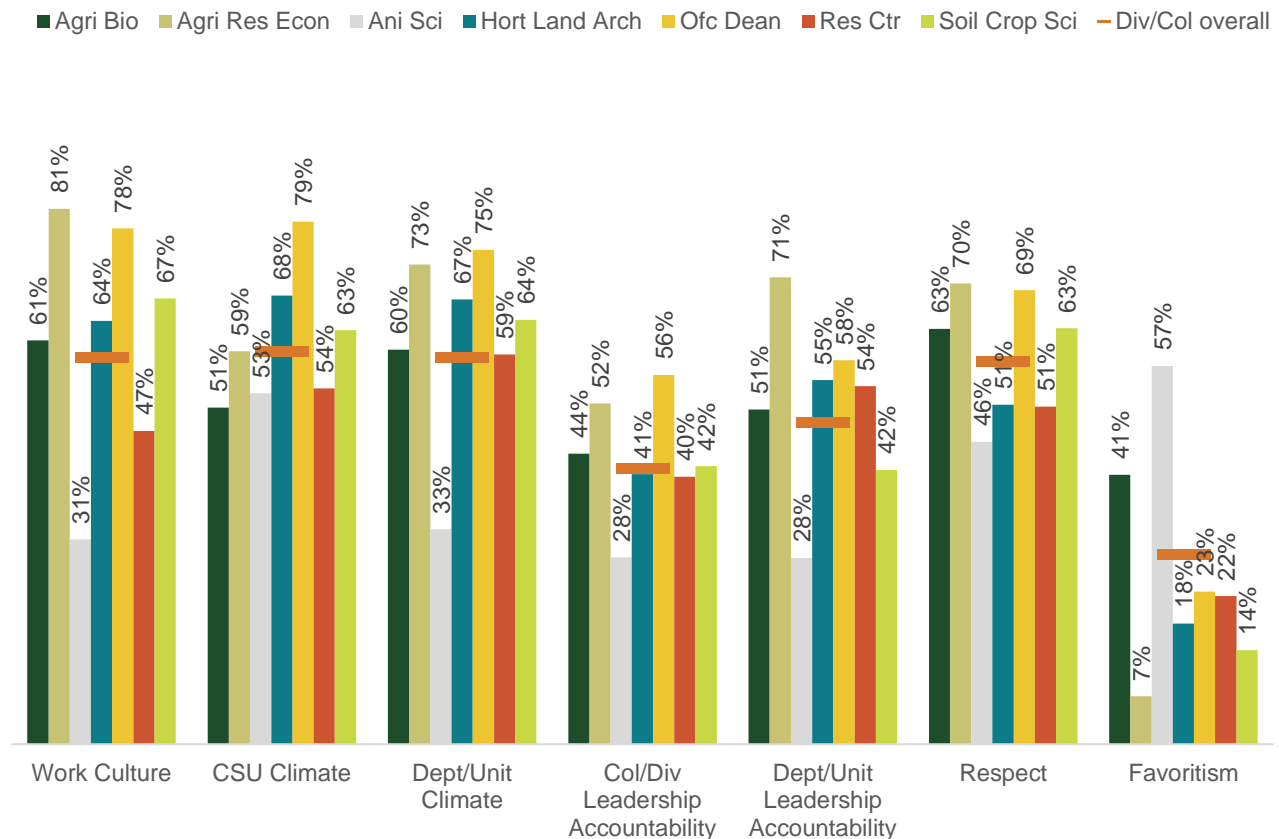
## Comparisons by Department/Unit

Some departments with a small number of employees may have been combined for these comparisons. Groupings appear in the following table.

**Table 95: Department Grouping**

		Pct
Agri Bio	Agricultural Biology	14.7%
Agri Res Econ	Agricultural and Resource Economics	11.8%
Ani Sci	Animal Sciences	19.9%
Hort Land Arch	Horticulture and Landscape Architecture	8.7%
Ofc Dean	Office of Dean	10.1%
Res Ctr	Agricultural Experiment Station	2.4%
	Agricultural Research Development and Education Center	3.7%
	Plant Growth Facility	0.6%
	San Luis Valley Research Center	6.2%
	Southwestern Colorado Research Center	0.6%
Soil Crop Sci	Western Colorado Research Center	3.7%
	Soil and Crop Sciences	17.6%

**Figure 5: Organizational Themes Compared by Department/Unit**



Employee Climate Survey 2021

**Table 96: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	61.1%	59	81.0%	48	31.0%	76	64.0%	35	78.1%	41	47.4%	64	67.4%	68	58.5%	391
	C		A C F				C		C F				C F			
My department/unit promotes a work environment where all employees feel included	69.7%	59	94.0%	48	23.0%	80	57.1%	35	77.1%	41	59.1%	69	75.5%	71	62.1%	403
	C		C D F				C		C		C		C			
My department/unit treats all employees equitably	53.2%	59	86.5%	48	22.4%	80	63.7%	35	73.6%	41	42.7%	69	64.3%	71	54.1%	403
	C		A C F				C		C F				C			
My department/unit is open and transparent in communication	44.3%	59	91.9%	48	34.0%	80	60.3%	35	83.2%	41	55.3%	69	63.9%	68	58.5%	400
			A C D F						A C F				C			
My department/unit values employee input in major department/unit decisions	59.3%	59	91.9%	48	33.7%	80	60.3%	35	73.2%	41	43.1%	67	67.0%	68	58.1%	398
	C		A C D F						C F				C			
My department/unit promotes respect for cultural differences	79.2%	59	84.0%	48	36.4%	79	70.6%	35	77.1%	41	76.7%	69	73.9%	68	69.0%	399
	C		C				C		C		C		C			
My department/unit understands the value of diversity	91.3%	59	80.4%	48	36.2%	80	78.4%	35	83.2%	41	66.6%	69	75.3%	68	70.0%	400
	C F		C				C		C		C		C			
My department/unit communicates the importance of valuing diversity	66.8%	59	78.5%	48	43.5%	80	78.4%	35	93.6%	41	60.2%	69	75.3%	68	67.6%	400
			C				C		C F				C			
I feel valued as an employee	56.3%	59	83.5%	48	28.6%	80	60.3%	35	64.4%	41	45.8%	67	64.6%	68	54.8%	398
	C		C F				C		C				C			
I feel a strong sense of belonging to CSU	46.0%	59	60.1%	48	28.2%	80	40.4%	35	70.7%	41	22.7%	69	55.0%	68	43.6%	400
			C F						C F				C F			
I feel a strong sense of belonging to my division/college	53.5%	59	65.2%	48	26.9%	80	41.6%	35	77.1%	41	17.6%	69	50.8%	68	44.2%	400
	C F		C F						C D F				C F			
I feel a strong sense of belonging to my department/unit	47.5%	59	78.0%	48	26.2%	78	53.0%	35	83.2%	41	37.7%	69	57.4%	68	51.1%	398
			A C F						A C F				C			
I would recommend CSU as a place of employment	73.1%	59	70.3%	48	23.5%	80	89.3%	35	81.2%	41	42.7%	69	79.9%	68	61.0%	400
	C F		C F				C F		C F				C F			
I would recommend my department/unit as a place of employment	54.0%	59	88.9%	48	25.2%	80	79.2%	35	77.1%	41	49.7%	67	68.5%	68	58.7%	398
	C		A C F				C F		C F		C		C			

Percent "Agree" or "Strongly agree"

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

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

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

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

# Employee Climate Survey 2021

**Table 97: Performance Review in Last Year**

	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
Did you have a performance review in the last year?	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	21.9%	12	0.0% <sup>1</sup>	*	15.2%	12	14.7%	5	55.6%	23	25.1%	17	20.9%	14	21.1%	84
Yes, I had a review	78.1%	44	100.0% <sup>1</sup>	48	84.8%	68	85.3%	30	44.4%	18	74.9%	52	79.1%	54	78.9%	314
Total	100.0%	57	100.0%	48	100.0%	80	100.0%	35	100.0%	41	100.0%	69	100.0%	68	100.0%	398

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>2,3</sup>

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

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

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

**Table 98: Performance Review**

	Agri Bio		Agri Res Econ		Ani Sci		Hort Land Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
Please indicate your level of agreement with the following statements about your most recent performance review.	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(A)	(B)
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	79.7%	44	86.4%	48	73.7%	68	76.7%	30	85.0%	18	76.3%	52	81.7%	54	79.2%	314
I am satisfied with the effort my supervisor put into my most recent performance review	72.3%	44	91.5%	48	63.1%	68	83.3%	30	100.0%	18	58.7%	52	86.5%	54	76.1%	314
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	28.1%	44	8.4%	48	38.9%	68	8.1%	30	13.6%	18	31.0%	52	0.0%	54	20.4%	314
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	66.7%	44	67.7%	48	58.0%	68	46.8%	30	54.9%	18	70.3%	52	58.6%	54	61.6%	314

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.

Employee Climate Survey 2021

**Table 99: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	62.8%	57	69.7%	48	45.8%	78	51.4%	35	68.7%	41	51.1%	68	63.0%	68	57.9%	394
	C		C F						C				C			
My department/unit is treated with respect by other units within my college/division	52.8%	57	66.0%	48	48.5%	80	56.3%	35	96.4%	41	41.5%	69	55.4%	68	56.8%	398
									A C D F G							
My college/division is treated with respect by CSU	54.6%	57	63.0%	48	53.7%	78	63.2%	35	55.8%	41	23.9%	69	55.4%	68	51.1%	395
	F		F		F		F		F				F			
The people I interact with treat each other with respect	79.9%	57	86.1%	48	29.4%	80	64.4%	35	93.6%	41	64.7%	69	89.3%	68	69.5%	398
	C		C				C		C D F		C		C F			
There is respect for religious differences in my department/unit	60.5%	57	68.2%	48	47.0%	80	35.6%	35	45.9%	41	56.5%	68	53.5%	68	53.1%	396
There is respect for liberal perspectives in my department/unit	73.1%	57	88.9%	48	33.5%	80	63.2%	35	83.7%	41	68.0%	68	72.7%	68	66.2%	396
	C		C				C		C		C		C			
There is respect for conservative perspectives in my department/unit	56.0%	57	46.2%	48	55.2%	80	25.7%	35	36.7%	41	51.1%	68	51.5%	68	48.4%	396

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 100: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	40.8%	57	7.3%	48	57.2%	80	18.3%	35	23.1%	41	22.4%	68	14.2%	66	28.7%	394
	B D F G				A B D E F G											
Recognized within my department/unit	47.6%	57	8.4%	48	68.0%	80	24.9%	35	48.4%	41	34.2%	68	17.2%	66	37.7%	394
	B G				B D F G				B G		B					
Resources in my department/unit	43.0%	57	8.4%	48	69.2%	80	24.9%	35	25.2%	41	26.6%	68	23.9%	66	34.7%	394
	B				A B D E F G											
Professional development opportunities	44.7%	57	8.4%	48	28.2%	80	10.6%	35	16.3%	41	7.6%	68	7.9%	66	18.5%	394
	B D E F G				F G											
Promoted in my department/unit	32.4%	57	0.0%	48	46.0%	80	17.5%	35	12.8%	41	25.7%	68	11.1%	66	23.2%	394
	B				B D E F G						B					
Hired in my department/unit	36.2%	57	11.1%	48	74.8%	80	13.5%	35	12.7%	41	18.0%	68	11.1%	66	29.3%	394
	B G				A B D E F G											

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 101: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	43.9%	50	51.6%	48	28.3%	80	40.9%	35	55.9%	41	40.5%	67	42.1%	66	41.7%	386
			C						C							
Leadership adequately addresses inappropriate behavior	52.6%	50	57.1%	48	35.4%	80	49.4%	35	54.1%	41	43.4%	69	50.9%	66	47.6%	388
Leadership holds employees accountable for inappropriate behavior	60.4%	50	41.7%	48	28.2%	80	14.7%	35	53.6%	41	47.1%	69	44.3%	66	41.5%	388
			C D						D		D					
Leadership holds employees accountable for poor performance in the workplace	29.7%	50	36.3%	48	15.5%	80	14.3%	35	48.0%	41	34.7%	69	26.1%	68	28.4%	391
									C D							
Leadership acts ethically and honestly in the workplace	60.7%	50	73.3%	48	41.4%	80	70.5%	35	93.6%	41	55.0%	69	61.2%	68	61.6%	391
			C				C		A C F G							
Leadership addresses issues of inequity	38.6%	50	47.1%	48	28.5%	80	40.0%	35	53.5%	41	37.7%	67	29.2%	68	37.4%	388
Leadership holds all employees to the same standards	21.6%	50	53.8%	48	20.7%	80	56.2%	35	32.6%	41	36.1%	69	42.5%	68	35.8%	391
			A C				A C									

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 102: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	50.6%	50	70.6%	48	28.2%	80	55.1%	35	58.1%	38	54.2%	69	41.5%	66	48.7%	386
	C		C G				C		C		C					
Leadership adequately addresses inappropriate behavior	55.5%	50	70.6%	48	30.6%	80	67.8%	35	64.5%	41	50.0%	69	54.9%	66	53.2%	388
			C				C		C							
Leadership holds employees accountable for inappropriate behavior	58.4%	50	55.2%	48	31.4%	80	33.1%	35	64.5%	41	61.8%	69	44.2%	66	49.0%	388
	C								C		C					
Leadership holds employees accountable for poor performance in the workplace	34.6%	50	57.0%	48	18.5%	80	18.4%	35	37.1%	41	39.8%	69	25.8%	68	32.2%	391
			C D G													
Leadership acts ethically and honestly in the workplace	60.7%	50	73.3%	48	41.4%	80	70.5%	35	93.6%	41	55.0%	69	61.2%	68	61.6%	391
			C				C		A C F G							
Leadership addresses issues of inequity	60.7%	50	78.7%	48	30.0%	80	71.8%	35	56.9%	38	58.0%	69	33.0%	68	51.8%	388
	C G		C G				C G				C G					
Leadership holds all employees to the same standards	21.6%	50	70.3%	48	19.3%	80	60.3%	35	32.6%	41	44.1%	69	39.5%	68	38.8%	391
			A C E G				A C				C					

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 103: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.9%	50	59.4%	48	53.1%	80	67.9%	35	79.1%	39	53.9%	69	62.7%	68	59.4%	389
Recruits employees from a diverse set of backgrounds	65.4%	54	56.3%	48	61.2%	80	85.3%	35	90.1%	41	71.1%	69	68.6%	68	69.3%	395
Improves the campus climate for all employees	50.4%	54	53.3%	48	45.3%	80	67.3%	35	69.2%	39	43.6%	69	58.8%	68	53.4%	394
Retains diverse employees	31.2%	50	37.0%	48	35.4%	80	59.9%	35	62.8%	41	50.9%	69	48.1%	68	45.1%	391
Creates a supportive environment for employees from diverse backgrounds	43.3%	50	55.1%	48	56.7%	80	44.0%	35	83.7%	41	58.4%	69	52.9%	68	56.1%	391
Encourages discussions related to diversity	73.9%	50	82.3%	48	80.3%	80	85.3%	35	100.0%	41	67.6%	69	70.3%	68	78.2%	391
Provides employees with a positive work experience	58.0%	50	73.0%	48	46.0%	80	79.2%	35	70.7%	41	49.7%	69	76.1%	68	62.3%	391
Climate has become consistently more inclusive of all employees	41.8%	50	59.0%	48	46.7%	80	54.4%	35	77.6%	41	35.8%	69	63.9%	68	52.6%	391

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 104: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	59.7%	50	72.6%	45	32.5%	79	67.3%	35	74.8%	39	59.0%	69	64.2%	66	58.5%	383
	C		C				C		C		C		C			
Recruits employees from a diverse set of backgrounds	90.7%	54	50.0%	48	44.5%	80	71.8%	35	79.6%	41	67.6%	69	71.6%	68	66.3%	395
	B C							B C	B C		C		C			
Improves the campus climate for all employees	54.4%	54	81.5%	48	22.1%	80	75.1%	35	65.0%	39	71.3%	69	55.7%	68	57.2%	394
	C		C				C		C		C		C			
Retains diverse employees	60.6%	50	40.0%	48	22.4%	80	60.4%	35	52.4%	41	58.9%	69	51.9%	68	47.5%	391
	C						C		C		C		C			
Creates a supportive environment for employees from diverse backgrounds	43.3%	50	55.1%	48	56.7%	80	44.0%	35	83.7%	41	58.4%	69	52.9%	68	56.1%	391
								A D G								
Encourages discussions related to diversity	73.9%	50	91.0%	48	51.1%	80	78.4%	35	93.6%	41	56.4%	69	77.2%	68	71.2%	391
			C F				C		C F				C			
Provides employees with a positive work experience	50.4%	50	93.7%	45	25.8%	80	79.2%	35	77.1%	41	61.8%	69	80.3%	66	62.9%	386
	C		A C F				C		C		C		A C			
Climate has become consistently more inclusive of all employees	45.1%	50	78.7%	48	27.0%	79	54.4%	35	67.2%	41	37.7%	69	63.2%	68	50.6%	389
			A C F					C F					C F			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 105: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	51.7%	48	34.7%	42	43.9%	80	68.4%	33	72.2%	35	36.5%	66	58.5%	63	49.9%	367
Communications are effective	56.8%	50	26.3%	45	43.0%	80	64.6%	33	53.9%	39	36.6%	66	52.0%	63	46.2%	375
Communications are timely	53.9%	50	62.5%	45	46.1%	80	77.0%	33	60.2%	35	53.2%	69	76.9%	63	59.6%	375
Communications are relevant	49.5%	50	33.3%	42	39.4%	80	56.7%	33	82.1%	39	26.0%	69	57.1%	63	46.5%	376
Communications are informative	59.5%	50	27.1%	45	50.5%	80	79.7%	33	85.0%	39	29.7%	69	58.0%	63	52.4%	379
Communications are motivating	23.3%	48	10.5%	45	23.1%	80	35.7%	33	41.0%	39	26.0%	69	46.1%	63	28.9%	378
Communications are honest	43.5%	50	24.9%	45	33.8%	80	65.2%	33	68.8%	39	40.9%	69	53.9%	63	45.0%	379
Communications are accessible	71.9%	50	68.9%	45	71.5%	80	100.0%	33	86.7%	39	57.5%	69	65.9%	63	71.8%	379

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 106: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	55.4%	48	73.1%	45	40.0%	80	65.8%	33	76.3%	35	38.6%	63	60.2%	59	55.0%	363
Communications are effective	52.7%	50	73.9%	45	35.8%	80	61.3%	33	86.7%	39	40.5%	66	58.8%	63	54.8%	375
Communications are timely	55.1%	50	84.7%	45	46.4%	80	77.5%	33	67.6%	35	58.3%	69	65.8%	63	62.3%	375
Communications are relevant	58.4%	50	74.0%	45	41.0%	80	65.2%	33	82.1%	39	33.5%	69	63.0%	59	55.7%	375
Communications are informative	65.6%	50	76.5%	45	44.0%	80	80.2%	33	82.1%	39	37.2%	69	65.0%	63	60.0%	379
Communications are motivating	32.4%	48	53.9%	45	21.1%	80	20.3%	33	33.9%	39	23.1%	67	50.0%	63	33.0%	375
Communications are honest	43.5%	50	68.6%	45	36.1%	80	60.8%	33	75.9%	39	44.7%	69	63.8%	63	53.3%	379
Communications are accessible	75.9%	50	80.0%	45	55.6%	80	95.6%	33	86.7%	39	65.0%	69	65.0%	63	71.1%	379

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 107: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	51.9%	50	90.9%	44	42.7%	80	72.9%	33	73.5%	35	54.4%	63	61.7%	63	60.5%	367
Communications are effective	60.4%	50	100.0%	45	45.5%	80	68.7%	33	82.6%	39	59.2%	63	65.8%	63	65.7%	373
Communications are timely	57.5%	50	96.8%	45	52.9%	80	77.5%	33	60.2%	35	56.4%	69	61.7%	63	63.7%	375
Communications are relevant	56.0%	50	91.1%	45	45.4%	80	81.0%	33	93.4%	39	43.6%	69	65.6%	63	63.3%	379
Communications are informative	50.4%	50	96.8%	45	42.9%	80	80.2%	33	86.7%	39	63.8%	69	64.2%	63	65.4%	379
Communications are motivating	29.2%	50	67.9%	45	20.0%	80	39.3%	33	45.2%	39	34.0%	69	46.7%	63	38.1%	379
Communications are honest	36.8%	50	90.8%	44	36.4%	80	67.9%	33	75.9%	39	60.2%	69	67.1%	63	59.0%	378
Communications are accessible	73.1%	50	91.1%	45	55.7%	80	95.6%	33	86.7%	39	65.5%	69	60.9%	63	71.5%	379

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 108: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	47.8%	26	59.3%	25	30.9%	25	23.4%	8	37.2%	15	29.5%	20	57.2%	36	40.6%	155
Maybe, I can provide feedback in limited situations	39.4%	21	34.0%	14	53.4%	43	35.7%	12	50.1%	20	49.1%	34	26.3%	17	42.2%	161
No, I don't have an opportunity to provide feedback	12.9%	7	6.7%	*	15.7%	13	40.9%	13	12.7%	5	21.3%	15	16.5%	10	17.3%	66
Total	100.0%	54	100.0%	43	100.0%	80	100.0%	33	100.0%	41	100.0%	69	100.0%	63	100.0%	382

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>1,2</sup>

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 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	52.4%	46	70.0%	40	35.5%	64	64.5%	17	55.5%	35	37.0%	54	52.1%	48	49.4%	304
One on one conversations with my supervisor	87.1%	46	100.0%	40	57.6%	68	87.4%	19	73.4%	35	60.9%	54	81.1%	48	75.3%	310
My representation in shared governance (CPC, APC, or Faculty Council)	40.9%	47	35.3%	40	13.5%	64	26.1%	19	29.3%	35	11.3%	54	37.6%	48	26.5%	308
My service on committees	41.3%	47	87.0%	40	40.6%	66	75.8%	17	55.6%	35	37.8%	54	47.8%	48	50.9%	308
Annual review process	36.1%	47	93.5%	40	51.6%	65	69.9%	17	63.4%	35	36.4%	54	55.7%	48	54.9%	307
Input collection through anonymous surveys	52.6%	46	34.5%	40	11.5%	65	61.2%	17	55.6%	35	38.5%	54	38.2%	48	37.5%	305

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

Percent "Agree" or "Strongly agree"

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

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

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

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



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**Table 110: Feedback Valued**

When I give feedback it is valued by:	Agri Bio (A)		Agri Res Econ (B)		Ani Sci (C)		Hort Land Arch (D)		Ofc Dean (E)		Res Ctr (F)		Soil Crop Sci (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	46.8%	46	50.3%	40	31.2%	66	41.5%	17	54.5%	35	32.6%	54	48.7%	48	42.2%	306
CSU overall	29.3%	47	0.0%	40	20.3%	66	31.1%	17	50.5%	35	23.5%	54	30.5%	48	25.3%	308
My division/college	45.4%	46	50.9%	40	31.2%	66	31.1%	17	46.7%	35	16.7%	54	55.2%	48	38.9%	306
My department/unit	62.9%	47	100.0%	40	41.1%	68	67.4%	19	66.5%	35	57.5%	54	60.2%	48	62.2%	312

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.  
Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 111: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.4%	7	3.0%	*	13.4%	11	0.0%	*	6.4%	*	6.4%	4	3.6%	*	7.2%	29
Physical appearance	18.4%	11	3.0%	*	3.2%	*	0.0%	*	6.4%	*	6.4%	4	2.9%	*	6.0%	24
Physical disability	18.5%	11	3.0%	*	9.3%	7	7.4%	*	17.3%	7	6.4%	4	3.6%	*	9.1%	37
Mental disability	4.1%	*	0.0%	*	6.4%	5	0.0%	*	17.3%	7	0.0%	*	7.3%	5	4.9%	20
Employment classification	24.5%	15	20.3%	10	12.9%	10	6.9%	*	30.1%	12	21.3%	15	20.2%	14	19.4%	78
Gender identity	18.5%	11	3.0%	*	8.2%	7	0.0%	*	6.4%	*	3.7%	*	9.2%	7	7.6%	31
Job title	10.8%	6	4.4%	*	17.3%	14	18.3%	6	12.8%	5	17.6%	12	15.4%	11	14.2%	57
Parental status	16.1%	10	5.1%	*	3.5%	*	0.0%	*	17.3%	7	7.5%	5	2.9%	*	7.2%	29
Religion	4.1%	*	21.3%	10	13.9%	11	19.4%	7	30.1%	12	11.2%	8	0.0%	*	12.5%	51
Political affiliation	18.0%	11	23.1%	11	30.2%	24	26.8%	9	48.9%	20	26.5%	18	12.8%	9	25.5%	103
Sexual orientation	18.5%	11	0.0%	*	4.9%	4	0.0%	*	6.4%	*	0.0%	*	0.0%	*	4.4%	18
Socio-economic status	18.5%	11	0.0%	*	6.5%	5	0.0%	*	12.8%	5	13.9%	10	2.9%	*	8.2%	33
Ethnic origin	18.4%	11	6.0%	*	6.2%	5	0.0%	*	6.4%	*	0.0%	*	2.9%	*	5.8%	23
Veteran status	4.1%	*	0.0%	*	0.0%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	1.2%	5
Race or color	20.8%	12	8.1%	4	21.6%	17	11.4%	4	6.4%	*	11.2%	8	19.1%	14	15.3%	61
Marital status	4.1%	*	0.0%	*	3.2%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	1.9%	8
Nationality/country of origin	8.8%	5	3.0%	*	6.6%	5	0.0%	*	6.4%	*	8.9%	6	2.9%	*	5.7%	23
None/no response	68.4%	40	44.6%	21	43.4%	35	61.8%	22	33.8%	14	52.2%	36	63.7%	45	52.9%	213

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

Statistical significance not tested.

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

**Table 112: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.5%	7	3.0%	*	15.6%	13	7.4%	*	12.8%	5	6.4%	4	2.0%	*	8.7%	35
Physical appearance	6.5%	4	3.0%	*	16.2%	13	0.0%	*	6.4%	*	10.1%	7	11.2%	8	8.9%	36
Physical disability	10.6%	6	0.0%	*	9.3%	7	0.0%	*	17.3%	7	6.4%	4	2.9%	*	6.8%	27
Mental disability	22.1%	13	0.0%	*	6.4%	5	0.0%	*	12.8%	5	0.0%	*	0.0%	*	5.8%	23
Employment classification	20.9%	12	18.8%	9	17.8%	14	7.4%	*	19.2%	8	15.0%	10	12.8%	9	16.3%	65
Gender identity	24.5%	15	6.0%	*	25.1%	20	11.4%	4	16.8%	7	7.5%	5	5.0%	4	14.2%	57
Job title	8.4%	5	7.4%	4	25.6%	21	11.4%	4	12.8%	5	21.4%	15	12.9%	9	15.4%	62
Parental status	16.1%	10	0.0%	*	3.5%	*	0.0%	*	17.3%	7	7.5%	5	2.9%	*	6.6%	27
Religion	4.1%	*	3.0%	*	14.0%	11	12.6%	4	6.4%	*	6.4%	4	0.0%	*	6.6%	26
Political affiliation	24.5%	15	5.1%	*	33.8%	27	38.2%	13	32.0%	13	17.6%	12	19.1%	14	23.9%	96
Sexual orientation	18.5%	11	0.0%	*	12.4%	10	11.4%	4	16.8%	7	0.0%	*	3.7%	*	8.5%	34
Socio-economic status	6.5%	4	0.0%	*	17.2%	14	4.0%	*	12.8%	5	13.9%	10	2.9%	*	8.9%	36
Ethnic origin	16.1%	10	6.0%	*	12.4%	10	0.0%	*	16.8%	7	0.0%	*	21.1%	15	11.0%	44
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	0.6%	*
Race or color	18.5%	11	8.1%	4	28.0%	23	7.4%	*	6.4%	*	3.7%	*	11.2%	8	13.2%	53
Marital status	4.1%	*	0.0%	*	3.2%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	1.9%	8
Nationality/country of origin	4.1%	*	3.0%	*	14.1%	11	0.0%	*	6.4%	*	0.0%	*	9.2%	7	6.0%	24
None/no response	60.5%	36	76.1%	36	42.3%	34	54.4%	19	46.7%	19	57.3%	40	69.0%	49	57.7%	233

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

Statistical significance not tested.

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

**Table 113: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.2%	8	3.0%	*	16.7%	13	14.3%	5	12.8%	5	7.3%	5	5.7%	4	10.6%	43
Physical appearance	4.1%	*	3.0%	*	27.3%	22	0.0%	*	6.4%	*	0.0%	*	5.0%	4	7.9%	32
Physical disability	10.6%	6	0.0%	*	9.3%	7	0.0%	*	6.4%	*	3.7%	*	2.9%	*	5.2%	21
Mental disability	4.1%	*	0.0%	*	6.4%	5	0.0%	*	12.8%	5	0.0%	*	0.0%	*	3.2%	13
Employment classification	21.2%	13	11.4%		539.9%	32	6.9%	*	12.8%	5	22.2%	15	16.5%	12	21.0%	85
Gender identity	4.1%	*	3.0%	*	45.0%	36	7.4%	*	6.4%	*	11.2%	8	8.6%		14.7%	59
Job title	10.4%	6	3.0%	*	36.6%	29	10.9%	4	12.8%	5	11.2%	8	12.9%		15.6%	63
Parental status	16.1%	10	0.0%	*	15.7%	13	0.0%	*	6.4%	*	15.0%	10	5.9%	4	9.8%	39
Religion	0.0%	*	0.0%	*	13.6%	11	19.4%	7	6.4%	*	3.8%	*	0.0%	*	5.7%	23
Political affiliation	18.0%	11	5.1%	*	58.2%	47	23.5%	8	19.2%	8	7.5%	5	2.9%	*	20.6%	83
Sexual orientation	6.5%	4	0.0%	*	23.7%	19	0.0%	*	6.4%	*	3.8%	*	0.0%	*	7.0%	28
Socio-economic status	8.2%	5	5.1%	*	27.8%	22	4.0%	*	6.4%	*	10.1%	7	2.9%	*	10.6%	43
Ethnic origin	16.1%	10	3.0%	*	24.8%	20	0.0%	*	6.4%	*	3.8%	*	2.9%	*	9.5%	38
Veteran status	0.0%	*	0.0%	*	3.2%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	1.3%	5
Race or color	16.1%	10	8.1%		42.0%	34	0.0%	*	6.4%	*	0.0%	*	2.9%	*	12.9%	52
Marital status	4.1%	*	0.0%	*	13.5%	11	0.0%	*	6.4%	*	3.8%	*	2.9%	*	5.1%	21
Nationality/country of origin	4.1%	*	3.0%	*	23.3%	19	0.0%	*	6.4%	*	0.0%	*	2.9%	*	6.8%	27
None/no response	62.6%	37	75.4%		3620.6%	17	62.2%	22	80.8%	33	52.6%	36	74.9%	53	58.0%	234

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

Statistical significance not tested.

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

**Table 114: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.6%	7	7.9%	4	10.7%	9	0.0%	*	12.8%	5	13.9%	10	10.3%	7	10.2%	41
Bullying	0.0%	*	4.9%	*	15.2%	12	6.9%	*	23.7%	10	17.6%	12	6.6%	5	10.8%	43
Bias	24.5%	15	10.2%	5	24.6%	20	18.0%	6	30.1%	12	22.4%	16	19.6%	14	21.6%	87
Physical assault	0.0%	*	3.0%	*	0.0%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	1.0%	4
Sexual misconduct	0.0%	*	7.9%	4	4.9%	4	0.0%	*	6.4%	*	3.8%	*	3.7%	*	3.8%	15
Verbal abuse	12.0%	7	4.9%	*	3.2%	*	0.0%	*	23.7%	10	0.0%	*	2.9%	*	5.9%	24
None/no response	68.0%	40	81.9%	39	75.4%	61	75.1%	26	69.9%	28	71.2%	49	80.4%	57	74.7%	301

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

Statistical significance not tested.

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

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**Table 115: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land		Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.6%	7	0.0%	*	10.9%	9	0.0%	*	19.2%	8	3.8%	*	5.0%	4	7.3%	29		
Bullying	0.0%	*	0.0%	*	21.7%	17	18.8%	7	12.8%	5	11.2%	8	6.6%	5	10.3%	42		
Bias	31.2%	18	13.2%	6	31.5%	25	28.7%	10	40.5%	16	21.4%	15	8.6%	6	24.2%	97		
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	0.6%	*		
Sexual misconduct	2.3%	*	0.0%	*	3.2%	*	0.0%	*	6.4%	*	3.8%	*	0.0%	*	2.3%	9		
Verbal abuse	12.0%	7	0.0%	*	7.6%	6	4.0%	*	19.2%	8	3.8%	*	2.9%	*	6.7%	27		
None/no response	61.3%	36	86.8%	41	66.8%	54	59.9%	21	59.5%	24	78.6%	54	87.7%	62	72.7%	293		

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

Statistical significance not tested.

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

**Table 116: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Agri Bio		Agri Res Econ		Ani Sci		Hort Land		Arch		Ofc Dean		Res Ctr		Soil Crop Sci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.6%	7	0.0%	*	20.3%	16	0.0%	*	6.4%	*	3.8%	*	2.9%	*	7.5%	30		
Bullying	8.2%	5	3.0%	*	40.9%	33	4.0%	*	6.4%	*	18.5%	13	2.9%	*	14.4%	58		
Bias	33.7%	20	8.1%	4	56.8%	46	13.9%	5	23.7%	10	14.8%	10	6.6%	5	24.5%	99		
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.4%	*	0.0%	*	0.0%	*	0.6%	*		
Sexual misconduct	6.4%	4	0.0%	*	6.2%	5	0.0%	*	6.4%	*	0.0%	*	0.0%	*	2.8%	11		
Verbal abuse	16.1%	10	0.0%	*	24.0%	19	0.0%	*	6.4%	*	3.8%	*	2.9%	*	9.0%	36		
None/no response	58.9%	35	91.9%	44	31.6%	25	82.0%	29	76.3%	31	74.0%	51	93.4%	66	69.8%	281		

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

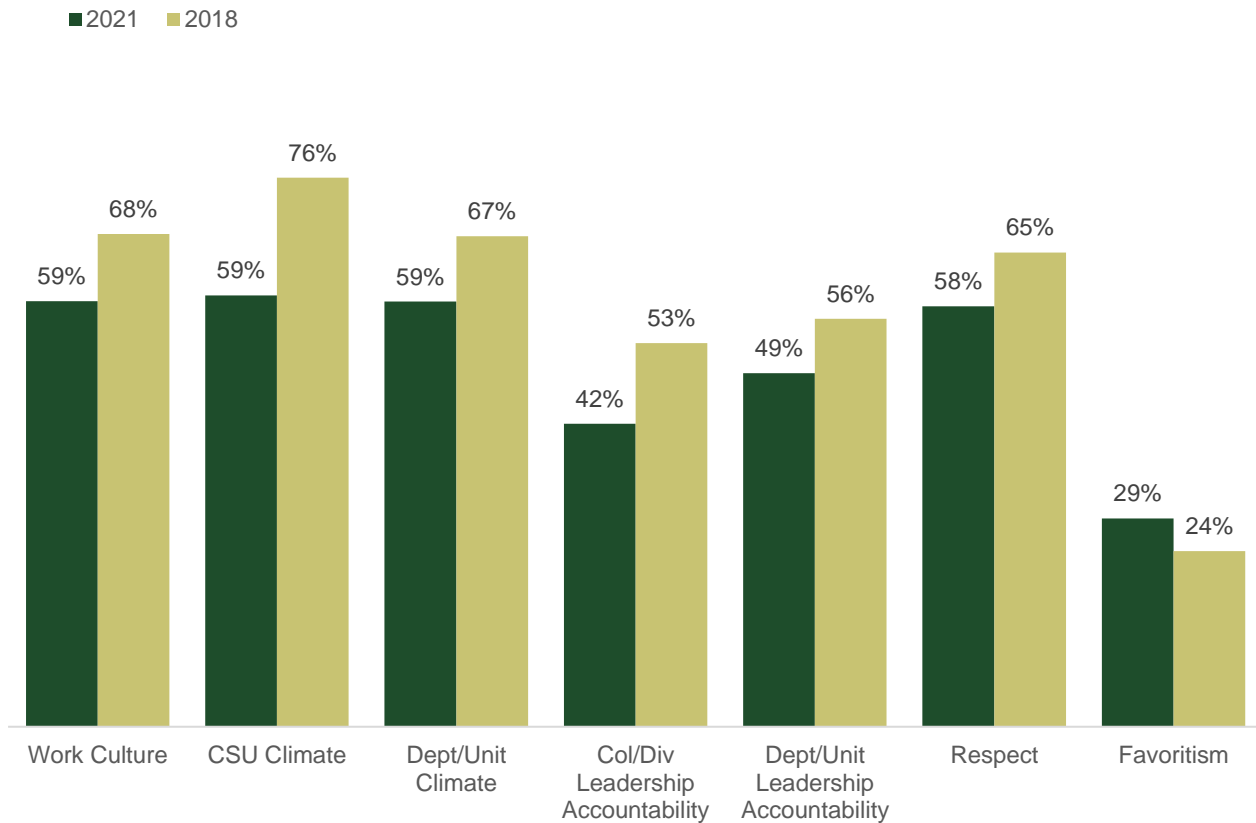
Statistical significance not tested.

\* 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 6: Organizational Themes Compared by Year**



**Table 117: 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	67.8%	318	58.5%	391
	B			
My department/unit promotes a work environment where all employees feel included	3.7%	371	3.6%	403
	B			
My department/unit treats all employees equitably	3.6%	370	3.4%	403
My department/unit is open and transparent in communication	3.6%	376	3.4%	400
My department/unit values employee input in major department/unit decisions	3.6%	367	3.5%	398
My department/unit promotes respect for cultural differences	3.9%	355	3.8%	399
My department/unit understands the value of diversity	4.0%	373	3.8%	400
	B			
My department/unit communicates the importance of valuing diversity	3.8%	371	3.8%	400
I feel valued as an employee	3.7%	367	3.3%	398
	B			
I feel a strong sense of belonging to CSU	3.7%	376	3.1%	400
	B			
I feel a strong sense of belonging to my division/college	3.6%	373	3.2%	400
	B			
I feel a strong sense of belonging to my department/unit	3.8%	374	3.4%	398
	B			
I would recommend CSU as a place of employment	4.1%	368	3.6%	400
	B			
I would recommend my department/unit as a place of employment	4.0%	371	3.6%	398
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 118: 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	86.2%	287	78.9%	314
	B			
No, I did not have a review	13.8%	46	21.1%	84
			A	

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

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

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 119: 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	87.5%	321	79.2%	314
	B			
I am satisfied with the effort my supervisor put into my most recent performance review	4.0%	326	4.0%	314
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.5%	367	2.2%	314
	B			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.6%	314

*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.<sup>1,2,3</sup>*

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

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

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

**Table 120: 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	65.3%	280	57.9%	394
	B			
My department/unit is treated with respect by other units within my college/division	3.7%	333	3.5%	398
	B			
My college/division is treated with respect by CSU	3.7%	336	3.4%	395
	B			
The people I interact with treat each other with respect	4.0%	376	3.7%	398
	B			
There is respect for religious differences in my department/unit	3.8%	323	3.6%	396
	B			
There is respect for liberal perspectives in my department/unit	3.8%	343	3.7%	396
There is respect for conservative perspectives in my department/unit	3.6%	333	3.4%	396
	B			

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 121: 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	24.2%	305	28.7%	394
Recognized within my department/unit	2.9%	332	3.1%	394
Resources in my department/unit	2.9%	336	3.1%	394
Professional development opportunities	2.6%	324	2.6%	394
Promoted in my department/unit	2.7%	325	2.7%	394
Hired in my department/unit	2.8%	327	2.9%	394

*Percent "Agree" or "Strongly agree"*

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

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

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

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



**Table 122: 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	52.8%	222	41.7%	386
B				
Leadership adequately addresses inappropriate behavior	3.4%	272	3.3%	388
Leadership holds employees accountable for inappropriate behavior	3.3%	257	3.2%	388
Leadership holds employees accountable for poor performance in the workplace	3.2%	281	2.9%	391
B				
Leadership acts ethically and honestly in the workplace	3.9%	332	3.6%	391
B				
Leadership addresses issues of inequity	3.4%	278	3.2%	388
B				
Leadership holds all employees to the same standards	3.4%	311	3.0%	391
B				

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 123: 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	56.2%	230	48.7%	386
B				
Leadership adequately addresses inappropriate behavior	3.5%	291	3.4%	388
Leadership holds employees accountable for inappropriate behavior	3.4%	273	3.3%	388
Leadership holds employees accountable for poor performance in the workplace	3.4%	315	3.0%	391
B				
Leadership acts ethically and honestly in the workplace	3.9%	332	3.6%	391
B				
Leadership addresses issues of inequity	3.6%	304	3.3%	388
B				
Leadership holds all employees to the same standards	3.4%	336	3.0%	391
B				

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 124: 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	75.6%	252	59.4%	389
	B			
Recruits employees from a diverse set of backgrounds	3.9%	335	3.8%	395
	B			
Improves the campus climate for all employees	3.8%	340	3.4%	394
	B			
Retains diverse employees	3.8%	294	3.4%	391
	B			
Creates a supportive environment for employees from diverse backgrounds	3.8%	319	3.5%	391
	B			
Encourages discussions related to diversity	4.1%	350	4.0%	391
Provides employees with a positive work experience	3.9%	352	3.6%	391
	B			
Climate has become consistently more inclusive of all employees	3.8%	325	3.5%	391
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 125: 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	67.5%	279	58.5%	383
	B			
Recruits employees from a diverse set of backgrounds	3.8%	358	3.6%	395
	B			
Improves the campus climate for all employees	3.8%	350	3.5%	394
	B			
Retains diverse employees	3.6%	327	3.4%	391
	B			
Creates a supportive environment for employees from diverse backgrounds	3.8%	319	3.5%	391
	B			
Encourages discussions related to diversity	3.6%	357	3.8%	391
			A	
Provides employees with a positive work experience	3.9%	375	3.6%	386
	B			
Climate has become consistently more inclusive of all employees	3.8%	338	3.5%	389
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 126: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	14.7%	49	10.6%	43
Physical appearance	10.1%	34	7.9%	32
Physical disability*	4.1%	14	5.2%	21
Mental disability	NA	NA	3.2%	13
Employment classification	31.1%	104	21.0%	85
Gender identity	8.3%	28	14.7%	59
Job title	29.2%	98	15.6%	63
Parental status	9.6%	32	9.8%	39
Religion	11.3%	38	5.7%	23
Political affiliation	21.9%	73	20.6%	83
Sexual orientation	7.1%	24	7.0%	28
Socio-economic status	6.2%	21	10.6%	43
Ethnic origin	10.6%	36	9.5%	38
Veteran status	1.0%	3	1.3%	5
Race or color	12.5%	42	12.9%	52
Marital status	5.5%	18	5.1%	21
Nationality/country of origin	10.7%	36	6.8%	27
None/no response	38.7%	130	58.0%	234

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

Statistical significance not tested.

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

**Table 127: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	8.8%	33	10.2%	41
Bullying	13.4%	50	10.8%	43
Bias	33.1%	125	21.6%	87
Physical assault	0.4%	*	1.0%	4
Sexual misconduct	4.9%	19	3.8%	15
Verbal abuse	8.6%	32	5.9%	24
None/no response	62.7%	236	74.7%	301

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

Statistical significance not tested.

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

**Table 128: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	7.0%	26	7.3%	29
Bullying	13.0%	49	10.3%	42
Bias	29.4%	111	24.2%	97
Physical assault	0.0%	*	0.6%	*
Sexual misconduct	3.6%	14	2.3%	9
Verbal abuse	7.3%	27	6.7%	27
None/no response	65.0%	245	72.7%	293

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

Statistical significance not tested.

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

**Table 129: Other Potential Problems: Department/Unit**

<b>Please indicate if any of the following are currently problematic.</b>	<b>2018</b>		<b>2021</b>	
	<b>Pct</b>	<b>Pop</b>	<b>Pct</b>	<b>Pop</b>
Sexual harassment	4.7%	18	7.5%	30
Bullying	12.8%	48	14.4%	58
Bias	26.2%	99	24.5%	99
Physical assault	0.4%	*	0.6%	*
Sexual misconduct	2.1%	8	2.8%	11
Verbal abuse	7.8%	29	9.0%	36
None/no response	66.3%	250	69.8%	281

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

*Statistical significance not tested.*

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