

Employee Climate Survey 2021

College of Liberal Arts

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 Liberal Arts	677	2	31	263	39.0%
Anthropology and Geography	31	0	0	12	38.7%
Art and Art History	54	1	4	12	22.6%
Communication Studies	35	0	1	15	42.9%
Economics	28	0	0	12	42.9%
English	109	0	4	43	39.4%
Ethnic Studies	18	0	4	4	22.2%
History	28	0	0	12	42.9%
Institute for Research in Social Sciences	4	0	0	4	100.0%
Journalism and Media Communication	53	0	4	27	50.9%
LEAP Institute for the Arts-SAU	7	0	1	1	14.3%
Languages, Literatures and Cultures	40	0	0	20	50.0%
Office of Dean	56	0	5	25	44.6%
Philosophy	30	0	1	10	33.3%
Political Science	33	0	3	11	33.3%
School of Music, Theatre and Dance	119	1	2	41	34.7%
Sociology	32	0	2	10	31.3%
Unknown	0	0	0	4	.

* 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	43%	33%	41%
	Woman	57%	65%	56%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	15%	16%	15%
	Non-racially minoritized	85%	84%	85%
Employee type	Admin Professional	13%	16%	13%
	Contract, continuing, and adjunct (CCA)	43%	32%	44%
	Tenure or Tenure-track (T/TT)	38%	45%	38%
	Faculty	4%	7%	4%
	State Classified	1%	0%	0%
	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

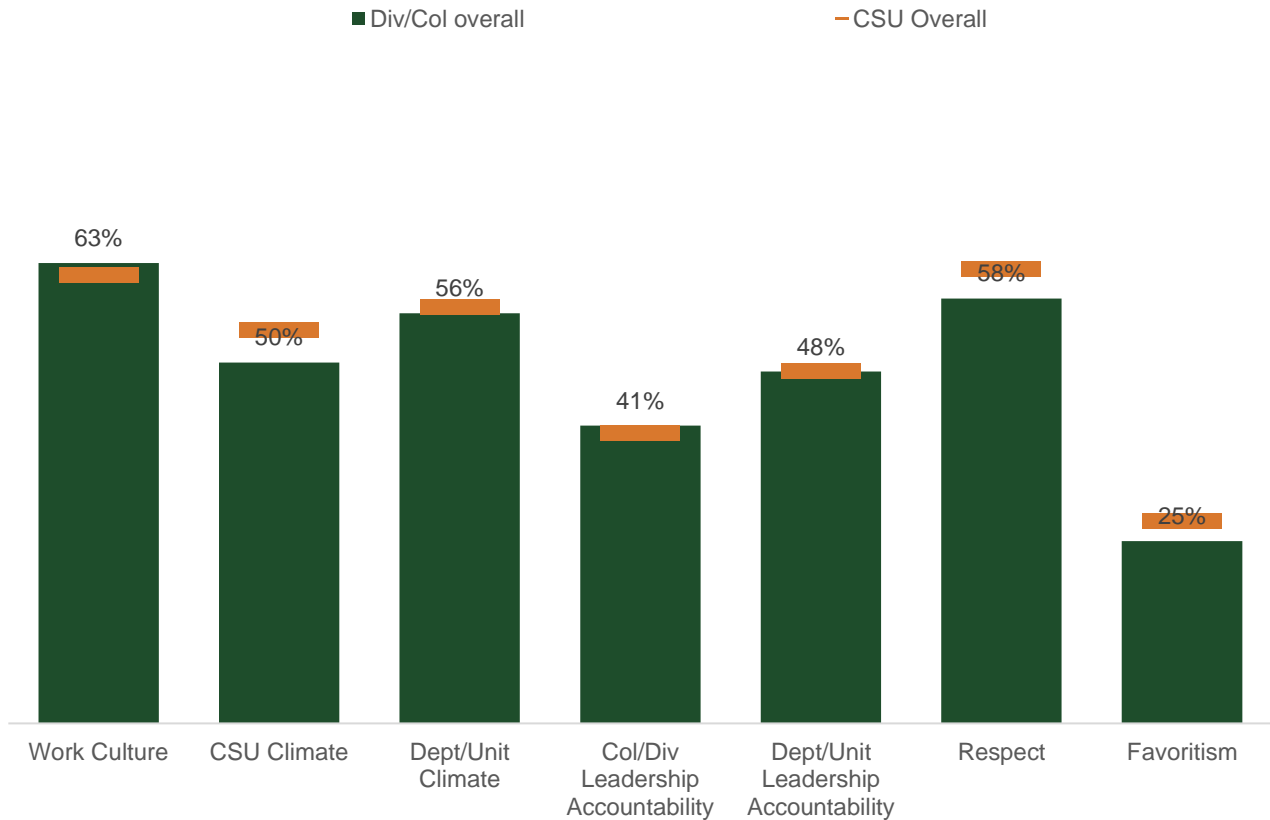


Table 3: Work Culture

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	5.3%	14.4%	14.0%	47.3%	19.1%	100.0% 677
My department/unit treats all employees equitably	6.9%	20.8%	23.5%	29.9%	19.0%	100.0% 674
My department/unit is open and transparent in communication	8.2%	11.8%	19.0%	37.7%	23.3%	100.0% 674
My department/unit values employee input in major department/unit decisions	3.5%	13.1%	13.3%	34.9%	35.2%	100.0% 674
My department/unit promotes respect for cultural differences	2.4%	3.9%	15.3%	36.7%	41.7%	100.0% 674
My department/unit understands the value of diversity	1.1%	6.2%	12.9%	38.1%	41.6%	100.0% 677
My department/unit communicates the importance of valuing diversity	0.8%	5.7%	14.4%	36.5%	42.6%	100.0% 672
I feel valued as an employee	9.9%	17.9%	17.6%	35.7%	18.9%	100.0% 677
I feel a strong sense of belonging to CSU	11.3%	19.3%	22.3%	30.3%	16.8%	100.0% 675
I feel a strong sense of belonging to my division/college	10.2%	13.9%	21.8%	34.9%	19.3%	100.0% 675
I feel a strong sense of belonging to my department/unit	8.7%	13.2%	12.0%	39.2%	26.9%	100.0% 677
I would recommend CSU as a place of employment	5.5%	10.6%	26.8%	36.8%	20.3%	100.0% 677
I would recommend my department/unit as a place of employment	7.0%	10.3%	24.0%	34.4%	24.3%	100.0% 677

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?	86.9%	13.1%	100.0% 672

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	6.0%	6.0%	11.6%	38.1%	38.3%	100.0% 583
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	23.2%	34.4%	18.1%	16.8%	7.4%	100.0% 583
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.8%	16.3%	21.9%	44.5%	12.4%	100.0% 583

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	6.0%	15.8%	26.3%	36.2%	15.7%	100.0% 669
My college/division is treated with respect by CSU	15.4%	29.0%	23.7%	25.3%	6.6%	100.0% 669
The people I interact with treat each other with respect	1.7%	7.1%	18.8%	47.0%	25.3%	100.0% 666
There is respect for religious differences in my department/unit	2.6%	2.8%	28.2%	40.2%	26.2%	100.0% 669
There is respect for liberal perspectives in my department/unit	0.2%	0.8%	14.2%	43.4%	41.4%	100.0% 666
There is respect for conservative perspectives in my department/unit	5.2%	18.1%	33.4%	31.1%	12.2%	100.0% 666

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	12.3%	30.4%	23.4%	23.6%	10.3%	100.0%662
Resources in my department/unit	13.8%	32.1%	25.2%	18.5%	10.5%	100.0%662
Professional development opportunities	18.5%	36.1%	26.2%	12.1%	7.0%	100.0%662
Promoted in my department/unit	19.0%	32.7%	26.0%	14.5%	7.9%	100.0%662
Hired in my department/unit	18.5%	34.5%	25.8%	15.4%	5.8%	100.0%662

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	5.8%	11.0%	44.0%	29.9%	9.4%	100.0%655
Leadership holds employees accountable for inappropriate behavior	5.6%	11.9%	48.7%	24.2%	9.5%	100.0%655
Leadership holds employees accountable for poor performance in the workplace	6.5%	12.7%	46.9%	28.4%	5.4%	100.0%655
Leadership acts ethically and honestly in the workplace	4.3%	6.0%	27.7%	42.2%	19.8%	100.0%655
Leadership addresses issues of inequity	6.8%	15.4%	38.0%	28.9%	10.9%	100.0%655
Leadership holds all employees to the same standards	10.8%	16.6%	35.4%	28.2%	9.0%	100.0%655

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	6.4%	10.7%	33.9%	34.0%	15.0%	100.0%655
Leadership holds employees accountable for inappropriate behavior	6.3%	13.2%	36.1%	30.6%	13.8%	100.0%653
Leadership holds employees accountable for poor performance in the workplace	7.4%	17.0%	40.3%	26.5%	8.8%	100.0%655
Leadership acts ethically and honestly in the workplace	4.3%	6.0%	27.7%	42.2%	19.8%	100.0%655
Leadership addresses issues of inequity	7.0%	14.9%	31.1%	33.5%	13.4%	100.0%653
Leadership holds all employees to the same standards	10.8%	18.5%	26.5%	29.9%	14.3%	100.0%655

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	6.9%	13.0%	32.9%	38.1%	9.1%	100.0%637
Improves the campus climate for all employees	7.1%	14.8%	31.0%	40.0%	7.2%	100.0%640
Retains diverse employees	9.4%	16.9%	42.5%	23.7%	7.5%	100.0%638
Creates a supportive environment for employees from diverse backgrounds	8.6%	11.7%	37.1%	34.2%	8.4%	100.0%636
Encourages discussions related to diversity	4.1%	4.3%	17.5%	50.7%	23.4%	100.0%646
Provides employees with a positive work experience	7.0%	12.8%	28.9%	41.1%	10.2%	100.0%641
Climate has become consistently more inclusive of all employees	7.5%	9.6%	30.8%	42.3%	9.8%	100.0%637

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	5.2%	13.7%	27.3%	37.8%	16.0%	100.0%642
Improves the campus climate for all employees	6.5%	9.2%	26.7%	45.1%	12.5%	100.0%642
Retains diverse employees	6.6%	14.5%	39.5%	30.0%	9.4%	100.0%639
Creates a supportive environment for employees from diverse backgrounds	8.6%	11.7%	37.1%	34.2%	8.4%	100.0%636
Encourages discussions related to diversity	2.7%	3.8%	13.8%	47.3%	32.4%	100.0%643
Provides employees with a positive work experience	7.3%	12.5%	23.3%	41.0%	16.0%	100.0%644
Climate has become consistently more inclusive of all employees	6.6%	6.7%	30.9%	40.5%	15.3%	100.0%640

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	6.0%	19.5%	26.3%	36.7%	11.6%	100.0%631
Communications are timely	3.7%	11.8%	24.2%	45.5%	14.8%	100.0%631
Communications are relevant	5.1%	15.3%	30.0%	39.0%	10.6%	100.0%631
Communications are informative	4.4%	12.7%	28.6%	42.1%	12.2%	100.0%628
Communications are motivating	11.3%	24.1%	35.3%	23.3%	5.9%	100.0%628
Communications are honest	10.7%	15.7%	31.9%	31.5%	10.2%	100.0%629
Communications are accessible	2.7%	3.3%	34.6%	44.2%	15.3%	100.0%631

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	4.6%	10.4%	28.1%	46.6%	10.3%	100.0%631
Communications are timely	4.2%	8.0%	24.5%	49.5%	13.8%	100.0%631
Communications are relevant	2.7%	9.3%	27.9%	46.9%	13.2%	100.0%631
Communications are informative	3.6%	7.3%	28.3%	47.3%	13.5%	100.0%631
Communications are motivating	7.8%	20.4%	33.0%	31.6%	7.3%	100.0%628
Communications are honest	5.6%	9.4%	31.4%	41.5%	12.1%	100.0%629
Communications are accessible	3.5%	2.7%	32.2%	45.4%	16.2%	100.0%629

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	5.6%	9.6%	15.7%	48.2%	20.9%	100.0%629
Communications are timely	5.7%	6.0%	19.4%	46.8%	22.1%	100.0%628
Communications are relevant	3.1%	3.8%	15.5%	54.0%	23.7%	100.0%626
Communications are informative	3.6%	4.7%	16.7%	51.3%	23.8%	100.0%631
Communications are motivating	7.9%	16.2%	30.5%	33.8%	11.6%	100.0%627
Communications are honest	6.5%	4.0%	23.6%	42.9%	23.0%	100.0%631
Communications are accessible	2.9%	3.8%	28.9%	44.1%	20.4%	100.0%631

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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?	39.0%	42.5%	18.5%	100.0% 630

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	4.4%	6.3%	11.6%	35.6%	42.1%	100.0% 498
My representation in shared governance (CPC, APC, or Faculty Council)	3.9%	6.4%	47.7%	30.4%	11.6%	100.0% 495
My service on committees	1.8%	4.7%	34.2%	42.6%	16.7%	100.0% 495
Annual review process	2.2%	7.8%	28.3%	44.1%	17.6%	100.0% 492
Input collection through anonymous surveys	5.9%	12.1%	45.2%	29.0%	7.9%	100.0% 495

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	9.3%	20.7%	44.0%	16.6%	9.5%	100.0% 497
My division/college	5.6%	16.2%	31.7%	34.3%	12.3%	100.0% 500
My department/unit	4.9%	10.4%	14.5%	37.3%	32.9%	100.0% 500

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	13.9%	94	7.7%	52	9.9%	67
Physical appearance	6.7%	45	3.7%	25	2.8%	19
Physical disability	12.6%	85	6.1%	42	6.5%	44
Mental disability	11.1%	75	6.0%	41	6.3%	42
Employment classification	30.2%	204	19.3%	131	19.1%	129
Gender identity	14.4%	97	7.5%	50	9.0%	61
Job title	28.6%	193	19.5%	132	20.9%	141
Parental status	11.5%	78	8.1%	55	8.1%	54
Religion	11.0%	74	4.4%	30	4.3%	29
Political affiliation	11.4%	77	6.9%	47	5.2%	35
Sexual orientation	7.2%	49	2.7%	18	3.0%	20
Socio-economic status	13.9%	94	8.1%	55	7.3%	50
Ethnic origin	13.0%	88	5.4%	37	5.3%	36
Veteran status	1.5%	10	1.3%	9	0.4%	*
Race or color	20.2%	137	7.8%	53	8.3%	56
Marital status	1.9%	13	1.3%	9	2.9%	19
Nationality/country of origin	11.7%	79	5.2%	35	5.1%	34
None/no response	44.2%	299	65.0%	440	61.5%	416

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	11.6%	79	3.4%	23	1.3%	8
Bullying	11.6%	78	8.4%	57	17.1%	116
Bias	22.5%	152	13.1%	89	17.7%	120
Physical assault	5.7%	39	0.9%	6	0.8%	5
Sexual misconduct	8.4%	57	1.5%	10	1.5%	10
Verbal abuse	11.9%	81	5.6%	38	12.4%	84
None/no response	69.8%	473	84.0%	569	73.9%	500

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

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.4%	*
Cisgender	14.5%	87
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.3%	8
Man	37.4%	224
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.4%	*
Woman	52.2%	313
Prefer not to disclose	7.4%	44
The gender I most closely align with is not listed (please specify)	0.4%	*

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	22.4%	125		29.6%	165		77.8%	434	
1	8.6%	48		17.3%	96		6.6%	37	
2	4.8%	27		8.1%	45		5.9%	33	
3	12.5%	70		8.7%	49		7.4%	42	
4	15.4%	86		10.5%	58		0.0%	*	
5	20.7%	116		13.2%	74		1.7%	9	
6 Very	15.5%	87		12.6%	70		0.6%	3	
Total	100.0%	558	3.14	100.0%	558	2.43	100.0%	558	.53

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	1.4%	9
Asian (can include Middle Eastern and North African)	2.8%	17
Black or African American (can include Middle Eastern and North African)	1.7%	10
Hispanic or Latinx	6.5%	39
Native Hawaiian or Other Pacific Islander	0.0%	*
White	83.3%	499
Prefer not to disclose	8.3%	50
The race/ethnicity I most closely align with is not listed (please specify)	0.9%	5

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

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

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	84.1%	9
Caribbean	42.7%	4
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)	15.9%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	0.0%	*
Cherokee	70.1%	6
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	29.9%	*
Unknown/not disclosed	29.9%	*

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	46.8%	15
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	8.1%	*
Prefer not to disclose	10.5%	3
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	5.1%	*
Spanish or Portuguese	29.5%	9

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

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

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	12.9%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	87.1%	11
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 27: Hawaiian/Pacific Islander

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

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	12.8%	79.2%	8.0%	100.0% 614

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	14.0%	74.1%	3.5%	8.3%	100.0% 610

Table 30: Department/Unit

	Pct	Pop
Anthropology and Geography	4.5%	30
Art and Art History	4.3%	29
Communication Studies	5.0%	34
Economics	3.9%	26
English	18.3%	124
Ethnic Studies	1.7%	11
History	3.9%	26
Institute for Research in Social Sciences	1.0%	7
Journalism and Media Communication	12.0%	82
LEAP Institute for the Arts-SAU	0.8%	6
Languages, Literatures and Cultures	7.9%	53
Office of Dean	8.0%	54
Philosophy	4.7%	32
Political Science	3.6%	24
School of Music, Theatre and Dance	15.6%	106
Sociology	3.2%	22
Unknown	1.5%	10
Total	100.0%	677

Table 31: Employee Type

	Pct	Pop
Admin Professional	12.7%	84
CCAF Faculty	44.4%	296
Other Salaried Employee	0.4%	*
State Classified	4.2%	28
T or TT Faculty	38.3%	255
Total	100.0%	666

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

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender

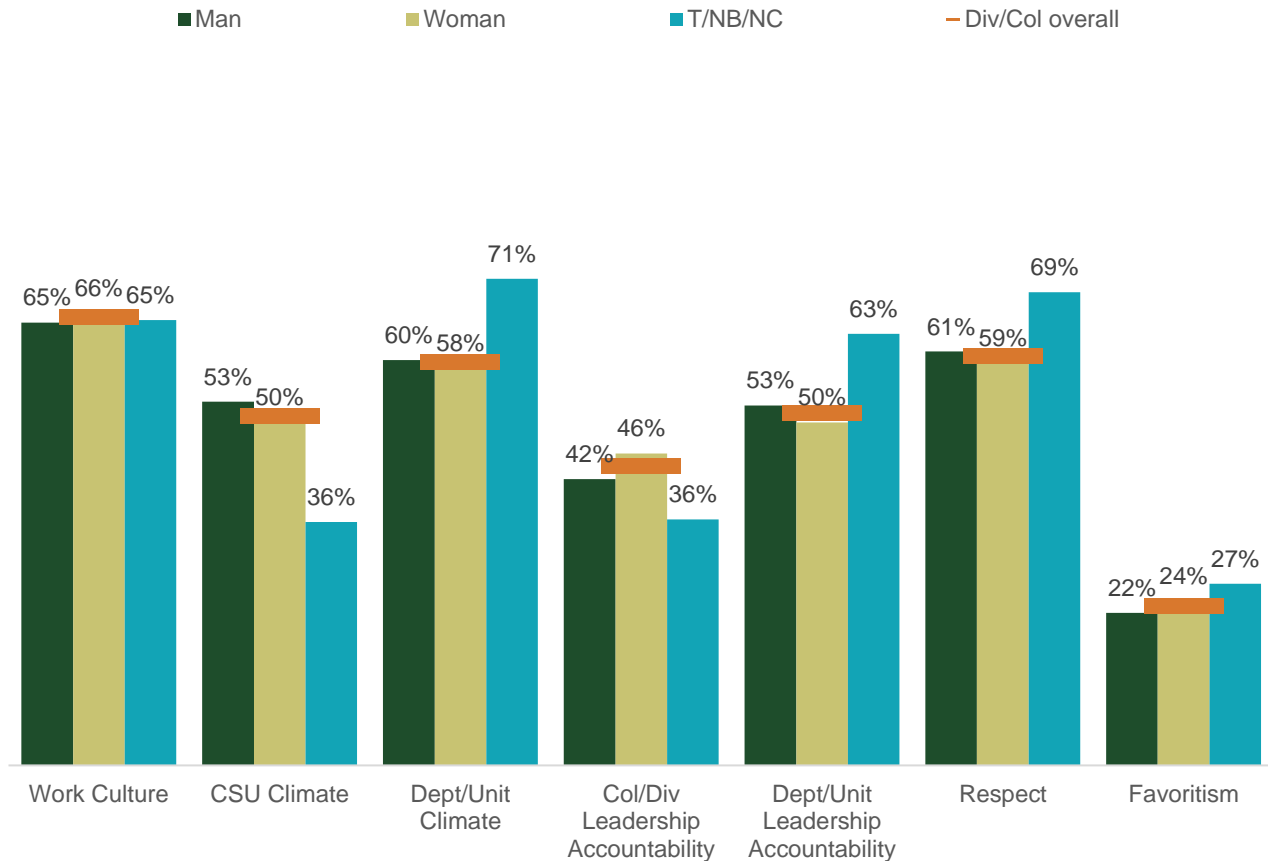


Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	65.0%	221	66.4%	303	65.4%	16	65.8%	540
My department/unit promotes a work environment where all employees feel included	68.6%	224	69.7%	305	100.0%	16	70.1%	544
My department/unit treats all employees equitably	56.4%	221	49.1%	305	66.7%	16	52.6%	542
My department/unit is open and transparent in communication	67.4%	221	63.0%	305	83.3%	16	65.4%	542
My department/unit values employee input in major department/unit decisions	73.5%	221	73.6%	305	100.0%	16	74.3%	542
My department/unit promotes respect for cultural differences	79.3%	221	80.9%	305	100.0%	16	80.8%	542
My department/unit understands the value of diversity	79.4%	224	81.2%	305	83.3%	16	80.5%	544
My department/unit communicates the importance of valuing diversity	73.5%	224	81.8%	303	100.0%	16	78.9%	543
I feel valued as an employee	61.5%	224	56.3%	305	33.3%	16	57.8%	544
I feel a strong sense of belonging to CSU	48.2%	224	49.7%	303	0.0%	16	47.7%	543
I feel a strong sense of belonging to my division/college	53.0%	224	63.5%	303	33.3%	16	58.3%	543
I feel a strong sense of belonging to my department/unit	67.6%	224	69.8%	305	50.0%	16	68.3%	544
I would recommend CSU as a place of employment	61.4%	224	59.6%	305	33.3%	16	59.6%	544
I would recommend my department/unit as a place of employment	59.1%	224	63.1%	305	66.7%	16	61.6%	544

Percent "Agree" or "Strongly agree"

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

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

Table 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	86.4%	193	86.2%	263	100.0% ^a	16	86.7%	472
No, I did not have a review	13.6%	30	13.8%	42	0.0% ^a	*	13.3%	73
Total	100.0%	224	100.0%	305	100.0%	16	100.0%	544

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 $n \geq 3$.^{b,c}

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

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.0%	193	79.2%	263	72.2%	16	79.7%	472
I am satisfied with the effort my supervisor put into my most recent performance review	77.6%	193	81.8%	263	66.7%	16	79.6%	472
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	26.4%	193	18.5%	263	33.3%	16	22.2%	472
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.3%	193	55.7%	263	50.0%	16	59.5%	472

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^{a,b,c}*

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

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

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

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	60.7%	221	59.1%	305	69.4%	16	60.1%	542
My department/unit is treated with respect by other units within my college/division	51.8%	224	54.6%	305	50.0%	16	53.3%	544
My college/division is treated with respect by CSU	37.8%	224	32.8%	305	16.7%	16	34.4%	544
The people I interact with treat each other with respect	69.6%	221	78.7%	305	83.3%	16	75.1%	542
There is respect for religious differences in my department/unit	74.6%	224	62.7%	305	83.3%	16	68.2%	544
			B					
There is respect for liberal perspectives in my department/unit	85.3%	224	84.3%	305	100.0%	16	85.2%	544
There is respect for conservative perspectives in my department/unit	44.3%	224	41.6%	305	83.3%	16	43.9%	544
					A B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 36: 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	22.4%	224	24.1%	298	26.7%	16	23.5%	537
Recognized within my department/unit	32.3%	224	31.0%	298	33.3%	16	31.6%	537
Resources in my department/unit	26.1%	224	28.2%	298	33.3%	16	27.5%	537
Professional development opportunities	14.2%	224	19.6%	298	16.7%	16	17.3%	537
Promoted in my department/unit	21.6%	224	20.3%	298	33.3%	16	21.2%	537
Hired in my department/unit	17.9%	224	21.4%	298	16.7%	16	19.8%	537

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	42.0%	224	45.8%	301	36.1%	16	44.0%	541
Leadership adequately addresses inappropriate behavior	41.3%	224	41.6%	301	33.3%	16	41.3%	541
Leadership holds employees accountable for inappropriate behavior	34.0%	224	37.7%	301	33.3%	16	36.1%	541
Leadership holds employees accountable for poor performance in the workplace	31.7%	224	38.9%	301	16.7%	16	35.3%	541
Leadership acts ethically and honestly in the workplace	60.3%	224	72.0%	301	66.7%	16	67.0%	541
Leadership addresses issues of inequity	45.9%	224	42.8%	301	16.7%	16	43.4%	541
Leadership holds all employees to the same standards	38.9%	224	41.7%	301	50.0%	16	40.8%	541

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.8%	224	50.4%	301	63.3%	13	51.7%	538
Leadership adequately addresses inappropriate behavior	52.2%	224	51.3%	301	66.7%	16	52.1%	541
Leadership holds employees accountable for inappropriate behavior	49.8%	224	45.3%	301	66.7%	16	47.8%	541
Leadership holds employees accountable for poor performance in the workplace	34.4%	224	39.0%	301	16.7%	16	36.5%	541
Leadership acts ethically and honestly in the workplace	60.3%	224	72.0%	301	66.7%	16	67.0%	541
Leadership addresses issues of inequity	55.7%	224	48.2%	301	60.0%	13	51.6%	538
Leadership holds all employees to the same standards	52.4%	224	43.3%	301	83.3%	16	48.2%	541

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.4%	221	50.5%	295	35.7%	16	51.2%	532
Recruits employees from a diverse set of backgrounds	51.1%	221	47.6%	301	33.3%	16	48.6%	538
Improves the campus climate for all employees	50.1%	221	52.1%	301	16.7%	16	50.2%	538
	C		C					
Retains diverse employees	38.1%	221	31.2%	300	16.7%	16	33.6%	537
Creates a supportive environment for employees from diverse backgrounds	46.4%	221	39.8%	298	50.0%	16	42.8%	535
Encourages discussions related to diversity	76.0%	224	77.3%	305	50.0%	16	76.0%	544
			C					
Provides employees with a positive work experience	56.0%	221	51.3%	303	33.3%	16	52.7%	540
Climate has become consistently more inclusive of all employees	56.2%	221	53.4%	301	50.0%	16	54.4%	538

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 40: 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	59.5%	221	58.3%	295	71.4%	16	59.2%	531
Recruits employees from a diverse set of backgrounds	54.2%	224	57.3%	301	66.7%	16	56.3%	541
Improves the campus climate for all employees	58.0%	224	64.0%	301	83.3%	16	62.1%	541
Retains diverse employees	44.6%	224	42.3%	298	50.0%	16	43.5%	537
Creates a supportive environment for employees from diverse backgrounds	46.4%	221	39.8%	298	50.0%	16	42.8%	535
Encourages discussions related to diversity	80.7%	221	81.4%	305	83.3%	16	81.2%	542
Provides employees with a positive work experience	60.4%	224	59.4%	303	66.7%	16	60.0%	543
Climate has become consistently more inclusive of all employees	60.3%	224	58.0%	301	66.7%	16	59.2%	541

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.1%	219	53.8%	302	42.9%	16	50.0%	536
			A					
Communications are effective	44.1%	221	53.7%	303	50.0%	16	49.7%	540
Communications are timely	57.4%	221	61.4%	303	50.0%	16	59.5%	540
Communications are relevant	40.7%	221	60.7%	303	50.0%	16	52.2%	540
			A					
Communications are informative	47.8%	221	63.2%	303	50.0%	16	56.5%	540
			A					
Communications are motivating	22.4%	219	35.0%	303	16.7%	16	29.4%	538
			A					
Communications are honest	42.9%	221	42.6%	302	16.7%	16	42.0%	539
Communications are accessible	59.6%	221	61.4%	303	66.7%	16	60.8%	540

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.7%	219	61.2%	302	47.6%	16	57.7%	536
Communications are effective	56.1%	221	62.1%	303	50.0%	16	59.3%	540
Communications are timely	61.0%	221	65.9%	303	50.0%	16	63.4%	540
Communications are relevant	55.1%	221	67.6%	303	50.0%	16	62.0%	540
			A					
Communications are informative	52.5%	221	69.4%	303	50.0%	16	61.9%	540
			A					
Communications are motivating	34.7%	219	45.3%	303	16.7%	16	40.1%	538
			A					
Communications are honest	55.2%	221	55.1%	302	50.0%	16	55.0%	539
Communications are accessible	63.1%	221	64.0%	302	66.7%	16	63.7%	539

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.9%	219	70.2%	295	78.6%	166	7.8%	529
Communications are effective	68.6%	221	73.1%	302	83.3%	167	1.5%	538
Communications are timely	64.2%	219	71.6%	303	83.3%	166	9.0%	538
Communications are relevant	76.8%	221	80.7%	298	83.3%	167	9.2%	535
Communications are informative	68.4%	221	79.7%	303	83.3%	167	5.1%	540
			A					
Communications are motivating	38.3%	219	54.6%	302	33.3%	164	7.3%	536
			A					
Communications are honest	68.5%	221	67.4%	303	83.3%	166	8.3%	540
Communications are accessible	64.4%	221	67.6%	303	100.0%	166	7.2%	540
					A B			

Percent "Agree" or "Strongly agree"

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

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

Table 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	40.3%	89	45.4%	138	0.0% ¹	*	42.0%	228
Maybe, I can provide feedback in limited situations	42.7%	94	35.6%	109	83.3%	13	39.8%	216
					A B			
No, I don't have an opportunity to provide feedback	17.0%	38	19.0%	58	16.7%	*	18.1%	98
Total	100.0%	221	100.0%	305	100.0%	16	100.0%	542

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{2,3}

- 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 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	53.8%	176	60.4%	239	56.0%	13	57.6%	428
One on one conversations with my supervisor	74.9%	184	83.5%	239	80.0%	13	79.8%	436
My representation in shared governance (CPC, APC, or Faculty Council)	39.2%	178	44.4%	241	40.0%	13	42.1%	432
My service on committees	55.9%	178	63.3%	241	80.0%	13	60.7%	432
Annual review process	61.6%	176	69.3%	241	80.0%	13	66.5%	430
Input collection through anonymous surveys	36.5%	178	42.2%	241	0.0%	13	38.5%	432
	C		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.^{1,2,3}

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

Table 46: Feedback Valued

	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
When I give feedback it is valued by:								
FEEDBACK VALUED OVERALL	50.3%	181	50.8%	241	26.7%	13	49.9%	435
CSU overall	28.4%	181	27.2%	241	0.0%	13	26.9%	435
My division/college	47.1%	184	52.0%	241	0.0%	13	48.4%	438
My department/unit	73.7%	184	73.2%	241	80.0%	13	73.6%	438

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 47: Discriminatory Attitudes: CSU Overall

	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Please indicate if discriminatory attitudes are currently problematic.								
Age	8.4%	19	20.4%	62	16.7%	*	15.4%	84
Physical appearance	4.7%	10	8.9%	27	16.7%	*	7.4%	40
Physical disability	13.1%	29	13.2%	40	50.0%	8	14.2%	77
Mental disability	8.4%	19	14.2%	43	16.7%	*	11.9%	65
Employment classification	19.0%	43	36.8%	112	66.7%	10	30.3%	165
Gender identity	9.5%	21	17.2%	53	50.0%	8	15.0%	82
Job title	20.6%	46	39.0%	119	33.3%	5	31.2%	170
Parental status	9.4%	21	14.4%	44	16.7%	*	12.5%	68
Religion	8.5%	19	13.9%	42	0.0%	*	11.3%	61
Political affiliation	8.3%	19	12.3%	37	0.0%	*	10.3%	56
Sexual orientation	7.2%	16	8.2%	25	16.7%	*	8.0%	44
Socio-economic status	13.2%	30	17.8%	54	0.0%	*	15.4%	84
Ethnic origin	14.3%	32	13.3%	40	16.7%	*	13.8%	75
Veteran status	1.2%	*	1.7%	5	0.0%	*	1.4%	8
Race or color	20.2%	45	22.3%	68	50.0%	8	22.2%	121
Marital status	2.3%	5	1.6%	5	0.0%	*	1.9%	10
Nationality/country of origin	11.9%	27	10.4%	32	33.3%	5	11.7%	64
None/no response	49.5%	111	37.0%	113	0.0%	*	41.1%	224

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	7.0%	16	11.1%	34	16.7%	*	9.6%	52
Physical appearance	3.5%	8	3.9%	12	16.7%	*	4.1%	22
Physical disability	4.7%	10	7.7%	23	16.7%	*	6.7%	36
Mental disability	2.3%	5	8.2%	25	16.7%	*	6.0%	33
Employment classification	10.7%	24	24.0%	73	33.3%	5	18.8%	102
Gender identity	4.7%	10	8.8%	27	33.3%	5	7.8%	43
Job title	10.8%	24	27.7%	85	33.3%	5	20.9%	114
Parental status	7.0%	16	9.5%	29	16.7%	*	8.7%	47
Religion	5.9%	13	2.8%	9	16.7%	*	4.5%	24
Political affiliation	8.3%	19	3.3%	10	16.7%	*	5.7%	31
Sexual orientation	1.2%	*	3.3%	10	16.7%	*	2.8%	15
Socio-economic status	4.7%	10	11.1%	34	16.7%	*	8.6%	47
Ethnic origin	4.7%	10	6.0%	18	0.0%	*	5.3%	29
Veteran status	1.2%	*	1.1%	3	0.0%	*	1.1%	6
Race or color	8.2%	18	8.8%	27	0.0%	*	8.3%	45
Marital status	2.3%	5	1.1%	3	0.0%	*	1.6%	9
Nationality/country of origin	4.7%	10	3.9%	12	0.0%	*	4.1%	22
None/no response	73.8%	165	59.4%	181	33.3%	5	64.6%	352

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	7.0%	16	11.7%	36	16.7%	*	9.9%	54
Physical appearance	2.3%	5	2.7%	8	0.0%	*	2.5%	14
Physical disability	4.7%	10	7.7%	23	0.0%	*	6.2%	34
Mental disability	2.3%	5	10.5%	32	0.0%	*	6.8%	37
Employment classification	11.8%	27	21.8%	66	33.3%	5	18.0%	98
Gender identity	4.7%	10	11.5%	35	16.7%	*	8.8%	48
Job title	13.1%	29	26.5%	81	16.7%	*	20.7%	113
Parental status	7.0%	16	9.3%	28	0.0%	*	8.1%	44
Religion	7.1%	16	1.7%	5	0.0%	*	3.9%	21
Political affiliation	5.9%	13	2.1%	7	0.0%	*	3.6%	20
Sexual orientation	3.5%	8	3.3%	10	0.0%	*	3.3%	18
Socio-economic status	3.5%	8	9.4%	29	0.0%	*	6.7%	37
Ethnic origin	2.3%	5	6.6%	20	0.0%	*	4.6%	25
Veteran status	1.2%	*	0.0%	*	0.0%	*	0.5%	*
Race or color	5.9%	13	9.8%	30	0.0%	*	7.9%	43
Marital status	3.5%	8	2.1%	6	0.0%	*	2.6%	14
Nationality/country of origin	3.5%	8	4.4%	14	0.0%	*	3.9%	21
None/no response	71.5%	160	56.8%	173	50.0%	8	62.7%	341

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	11.7%	26	14.6%	45	0.0%	*	13.0%	71
Bullying	9.4%	21	13.7%	42	16.7%	*	12.0%	65
Bias	22.9%	51	25.4%	77	16.7%	*	24.1%	131
Physical assault	4.8%	11	6.6%	20	0.0%	*	5.7%	31
Sexual misconduct	7.1%	16	9.9%	30	16.7%	*	9.0%	49
Verbal abuse	8.2%	18	15.4%	47	33.3%	5	12.9%	70
None/no response	70.1%	157	66.1%	201	50.0%	8	67.3%	366

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	3.5%	8	4.9%	15	0.0%	*	4.2%	23
Bullying	9.5%	21	8.2%	25	16.7%	*	9.0%	49
Bias	12.0%	27	14.3%	44	16.7%	*	13.4%	73
Physical assault	1.2%	*	1.1%	3	0.0%	*	1.1%	6
Sexual misconduct	2.3%	5	1.7%	5	0.0%	*	1.9%	10
Verbal abuse	5.9%	13	5.5%	17	33.3%	5	6.5%	35
None/no response	84.4%	189	83.6%	255	66.7%	10	83.5%	454

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	2.3%	5	1.1%	3	0.0%	*	1.6%	8
Bullying	16.4%	37	20.7%	63	0.0%	*	18.4%	100
Bias	14.2%	32	18.6%	57	0.0%	*	16.2%	88
Physical assault	2.3%	5	0.0%	*	0.0%	*	1.0%	5
Sexual misconduct	2.3%	5	1.7%	5	0.0%	*	1.9%	10
Verbal abuse	14.1%	31	12.0%	37	16.7%	*	13.0%	71
None/no response	77.6%	174	70.5%	215	83.3%	13	73.8%	402

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

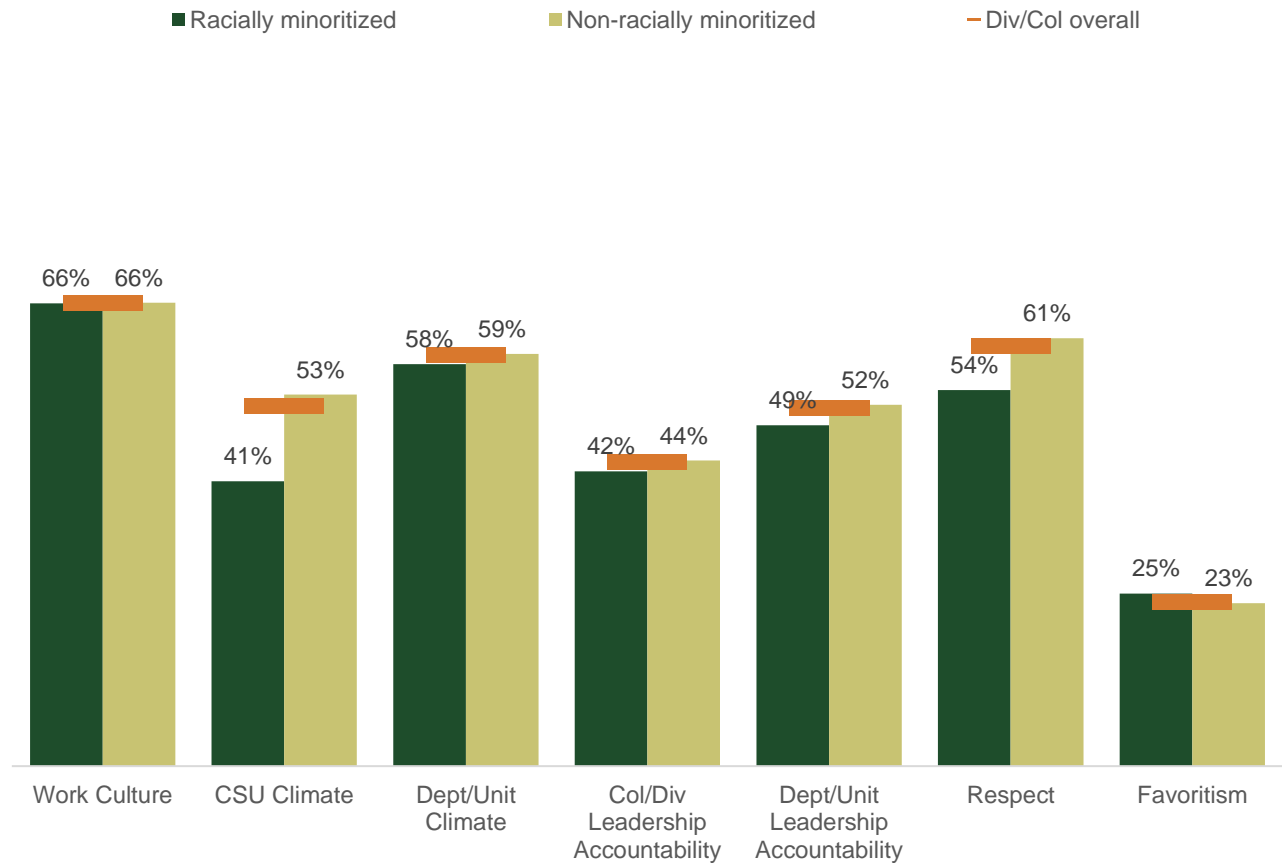
Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Racially Minoritized Status

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

Figure 3: Organizational Themes Compared by Racially Minoritized Status



Employee Climate Survey 2021

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	66.2%	80	66.3%	464	66.3%	544
My department/unit promotes a work environment where all employees feel included	73.2%	80	69.7%	468	70.2%	548
My department/unit treats all employees equitably	58.5%	80	51.6%	466	52.6%	546
My department/unit is open and transparent in communication	68.2%	80	65.9%	466	66.2%	546
My department/unit values employee input in major department/unit decisions	77.9%	80	75.7%	466	76.0%	546
My department/unit promotes respect for cultural differences	84.1%	80	80.9%	466	81.4%	546
My department/unit understands the value of diversity	87.4%	80	79.3%	468	80.5%	548
My department/unit communicates the importance of valuing diversity	84.3%	80	77.9%	467	78.9%	547
I feel valued as an employee	50.3%	80	58.4%	468	57.2%	548
I feel a strong sense of belonging to CSU	34.2%	80	51.4%	467	48.9%	547
			A			
I feel a strong sense of belonging to my division/college	54.2%	80	59.3%	467	58.5%	547
I feel a strong sense of belonging to my department/unit	68.8%	80	69.2%	468	69.1%	548
I would recommend CSU as a place of employment	49.7%	80	61.7%	468	59.9%	548
			A			
I would recommend my department/unit as a place of employment	69.9%	80	61.1%	468	62.4%	548

Percent "Agree" or "Strongly agree"

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

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

Table 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	87.8%	70	85.5%	400	85.8%	471
No, I did not have a review	12.2%	10	14.5%	68	14.2%	78
Total	100.0%	80	100.0%	468	100.0%	548

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

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

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

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	79.8%	70	79.5%	400	79.5%	471
I am satisfied with the effort my supervisor put into my most recent performance review	75.7%	70	80.2%	400	79.5%	471
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	25.2%	70	20.7%	400	21.4%	471
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	63.5%	70	58.2%	400	59.0%	471

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 ^{a,b,c}

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

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

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

Table 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	53.8%	80	61.2%	466	60.1%	546
My department/unit is treated with respect by other units within my college/division	35.4%	80	56.8%	468	53.7%	548
My college/division is treated with respect by CSU	26.4%	80	35.6%	468	34.3%	548
The people I interact with treat each other with respect	75.4%	80	76.5%	466	76.3%	546
There is respect for religious differences in my department/unit	63.0%	80	66.4%	468	65.9%	548
There is respect for liberal perspectives in my department/unit	76.7%	80	87.4%	468	85.8%	548
There is respect for conservative perspectives in my department/unit	45.8%	80	44.1%	468	44.4%	548

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	24.7%	80	23.3%	461	23.5%	541
Recognized within my department/unit	33.1%	80	33.2%	461	33.2%	541
Resources in my department/unit	26.6%	80	26.2%	461	26.2%	541
Professional development opportunities	25.5%	80	16.7%	461	18.0%	541
Promoted in my department/unit	18.2%	80	20.9%	461	20.5%	541
Hired in my department/unit	20.2%	80	19.6%	461	19.7%	541

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: 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	42.2%	80	43.7%	465	43.5%	545
Leadership adequately addresses inappropriate behavior	43.0%	80	40.6%	465	41.0%	545
Leadership holds employees accountable for inappropriate behavior	38.8%	80	34.2%	465	34.8%	545
Leadership holds employees accountable for poor performance in the workplace	36.4%	80	36.2%	465	36.3%	545
Leadership acts ethically and honestly in the workplace	64.4%	80	65.5%	465	65.4%	545
Leadership addresses issues of inequity	33.1%	80	44.8%	465	43.0%	545
Leadership holds all employees to the same standards	37.3%	80	41.0%	465	40.5%	545

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	48.7%	80	51.7%	462	51.2%	542
Leadership adequately addresses inappropriate behavior	45.9%	80	52.4%	465	51.4%	545
Leadership holds employees accountable for inappropriate behavior	41.1%	80	47.6%	465	46.7%	545
Leadership holds employees accountable for poor performance in the workplace	41.7%	80	36.7%	465	37.5%	545
Leadership acts ethically and honestly in the workplace	64.4%	80	65.5%	465	65.4%	545
Leadership addresses issues of inequity	46.2%	80	51.6%	462	50.8%	542
Leadership holds all employees to the same standards	45.9%	80	48.8%	465	48.4%	545

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	40.7%	72	53.1%	461	51.5%	533
			A			
Recruits employees from a diverse set of backgrounds	40.3%	80	49.1%	462	47.8%	542
Improves the campus climate for all employees	32.7%	80	52.8%	462	49.9%	542
			A			
Retains diverse employees	31.3%	78	33.2%	462	32.9%	541
Creates a supportive environment for employees from diverse backgrounds	28.0%	77	45.3%	462	42.8%	539
			A			
Encourages discussions related to diversity	54.9%	80	78.8%	468	75.3%	548
			A			
Provides employees with a positive work experience	41.4%	80	56.5%	464	54.2%	544
			A			
Climate has become consistently more inclusive of all employees	40.5%	77	58.0%	462	55.5%	540
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	57.5%	72	59.0%	461	58.8%	533
Recruits employees from a diverse set of backgrounds	61.9%	80	52.6%	465	54.0%	545
Improves the campus climate for all employees	61.6%	80	62.4%	465	62.3%	545
Retains diverse employees	48.8%	77	40.7%	465	41.9%	541
Creates a supportive environment for employees from diverse backgrounds	28.0%	77	45.3%	462	42.8%	539
			A			
Encourages discussions related to diversity	70.2%	80	82.5%	466	80.7%	546
			A			
Provides employees with a positive work experience	55.8%	80	61.2%	467	60.4%	547
Climate has become consistently more inclusive of all employees	57.9%	77	60.1%	465	59.8%	542

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 62: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	41.3%	78	51.5% A	463	50.0%	542
Communications are effective	45.6%	80	49.9%	466	49.3%	546
Communications are timely	55.1%	80	60.8%	466	60.0%	546
Communications are relevant	48.7%	80	52.9%	466	52.3%	546
Communications are informative	47.8%	80	58.1%	466	56.6%	546
Communications are motivating	21.4%	80	30.4%	463	29.1%	543
Communications are honest	26.6%	78	45.8% A	466	43.0%	544
Communications are accessible	50.6%	80	62.0%	466	60.3%	546

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.1%	78	59.3%	463	58.4%	542
Communications are effective	54.3%	80	60.5%	466	59.6%	546
Communications are timely	61.4%	80	64.9%	466	64.4%	546
Communications are relevant	58.3%	80	63.2%	466	62.4%	546
Communications are informative	59.6%	80	64.6%	466	63.8%	546
Communications are motivating	39.5%	80	40.9%	463	40.7%	543
Communications are honest	42.7%	78	58.1% A	466	55.9%	544
Communications are accessible	60.2%	78	63.7%	466	63.2%	544

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	68.5%	80	68.4%	455	68.4%	535
Communications are effective	74.4%	80	71.2%	464	71.7%	544
Communications are timely	69.1%	80	70.9%	463	70.6%	543
Communications are relevant	80.9%	80	79.2%	461	79.5%	541
Communications are informative	71.2%	80	77.9%	466	76.9%	546
Communications are motivating	49.2%	80	47.2%	461	47.5%	541
Communications are honest	68.7%	80	69.3%	466	69.2%	546
Communications are accessible	66.1%	80	66.2%	466	66.2%	546

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	31.6%	25	42.1%	196	40.5%	221
Maybe, I can provide feedback in limited situations	42.3%	34	40.8%	190	41.0%	224
No, I don't have an opportunity to provide feedback	26.1%	21	17.1%	80	18.5%	101
Total	100.0%	80	100.0%	466	100.0%	546

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

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

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

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

Table 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	60.8%	57	57.4%	372	57.8%	430
One on one conversations with my supervisor	86.4%	57	79.7%	380	80.5%	437
My representation in shared governance (CPC, APC, or Faculty Council)	47.3%	59	44.1%	375	44.5%	434
My service on committees	69.0%	59	59.9%	375	61.2%	434
Annual review process	61.6%	59	65.4%	372	64.9%	431
Input collection through anonymous surveys	41.8%	59	37.2%	375	37.8%	434

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	52.0%	59	48.3%	377	48.8%	436
CSU overall	27.8%	59	26.2%	377	26.4%	436
My division/college	48.2%	59	47.6%	380	47.6%	439
My department/unit	79.9%	59	70.4%	380	71.7%	439

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	11.9%	10	15.1%	71	14.6%	80
Physical appearance	9.4%	8	6.3%	29	6.7%	37
Physical disability	12.5%	10	14.4%	67	14.1%	77
Mental disability	9.2%	7	12.1%	57	11.6%	64
Employment classification	35.5%	28	32.5%	152	33.0%	181
Gender identity	11.6%	9	14.7%	69	14.3%	78
Job title	37.2%	30	30.2%	142	31.2%	171
Parental status	14.8%	12	10.9%	51	11.4%	63
Religion	2.0%	*	11.0%	52	9.7%	53
Political affiliation	8.5%	7	9.6%	45	9.5%	52
Sexual orientation	4.1%	3	8.6%	40	8.0%	44
Socio-economic status	11.6%	9	15.9%	75	15.3%	84
Ethnic origin	22.1%	18	12.8%	60	14.2%	78
Veteran status	0.0%	*	1.6%	8	1.4%	8
Race or color	36.7%	29	19.0%	89	21.6%	118
Marital status	0.0%	*	2.2%	10	1.9%	10
Nationality/country of origin	23.2%	19	10.2%	48	12.1%	66
None/no response	34.5%	28	43.2%	202	41.9%	230

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	2.0%	*	10.3%	48	9.1%	50
Physical appearance	2.0%	*	4.4%	21	4.1%	22
Physical disability	1.8%	*	7.5%	35	6.6%	36
Mental disability	3.9%	3	6.9%	32	6.4%	35
Employment classification	20.0%	16	20.6%	97	20.6%	113
Gender identity	7.4%	6	7.8%	37	7.8%	43
Job title	17.9%	14	21.7%	102	21.2%	116
Parental status	11.5%	9	8.1%	38	8.6%	47
Religion	0.0%	*	5.4%	25	4.6%	25
Political affiliation	0.0%	*	6.7%	31	5.7%	31
Sexual orientation	0.0%	*	3.3%	15	2.8%	15
Socio-economic status	4.0%	3	9.4%	44	8.6%	47
Ethnic origin	6.1%	5	5.1%	24	5.3%	29
Veteran status	0.0%	*	1.3%	6	1.1%	6
Race or color	11.4%	9	7.3%	34	7.9%	44
Marital status	0.0%	*	1.9%	9	1.6%	9
Nationality/country of origin	5.3%	4	3.9%	18	4.1%	22
None/no response	64.3%	51	65.2%	305	65.0%	357

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	2.0%	*	11.7%	55	10.3%	56
Physical appearance	4.1%	3	2.2%	10	2.5%	14
Physical disability	7.3%	6	6.5%	31	6.7%	36
Mental disability	4.1%	3	7.2%	34	6.8%	37
Employment classification	17.9%	14	19.6%	92	19.3%	106
Gender identity	7.3%	6	9.0%	42	8.8%	48
Job title	9.3%	7	23.0%	108	21.0%	115
Parental status	6.1%	5	8.4%	39	8.0%	44
Religion	5.3%	4	4.1%	19	4.3%	24
Political affiliation	2.0%	*	3.9%	18	3.6%	20
Sexual orientation	2.0%	*	2.3%	11	2.3%	13
Socio-economic status	2.0%	*	7.5%	35	6.7%	37
Ethnic origin	8.1%	7	4.0%	19	4.6%	25
Veteran status	0.0%	*	0.6%	*	0.5%	*
Race or color	13.4%	11	6.6%	31	7.6%	42
Marital status	2.0%	*	2.1%	10	2.1%	12
Nationality/country of origin	7.3%	6	3.3%	16	3.9%	21
None/no response	63.0%	50	62.8%	294	62.9%	345

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	22.4%	18	11.3%	53	12.9%	71
Bullying	18.8%	15	11.3%	53	12.4%	68
Bias	25.5%	20	23.6%	111	23.9%	131
Physical assault	4.1%	3	5.9%	28	5.6%	31
Sexual misconduct	19.1%	15	7.2%	34	8.9%	49
Verbal abuse	16.9%	14	11.4%	53	12.2%	67
None/no response	56.3%	45	69.6%	326	67.7%	371

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

Statistical significance not tested.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.3%	*	4.3%	20	4.2%	23
Bullying	9.4%	8	8.2%	38	8.4%	46
Bias	7.3%	6	13.7%	64	12.8%	70
Physical assault	0.0%	*	1.3%	6	1.1%	6
Sexual misconduct	0.0%	*	2.2%	10	1.9%	10
Verbal abuse	7.3%	6	6.3%	29	6.4%	35
None/no response	84.1%	67	83.6%	392	83.7%	459

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.8%	8	1.5%	8
Bullying	23.1%	18	16.3%	76	17.3%	95
Bias	12.6%	10	17.3%	81	16.6%	91
Physical assault	0.0%	*	1.1%	5	1.0%	5
Sexual misconduct	0.0%	*	2.2%	10	1.9%	10
Verbal abuse	22.2%	18	11.3%	53	12.9%	71
None/no response	70.5%	56	74.6%	349	74.0%	406

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

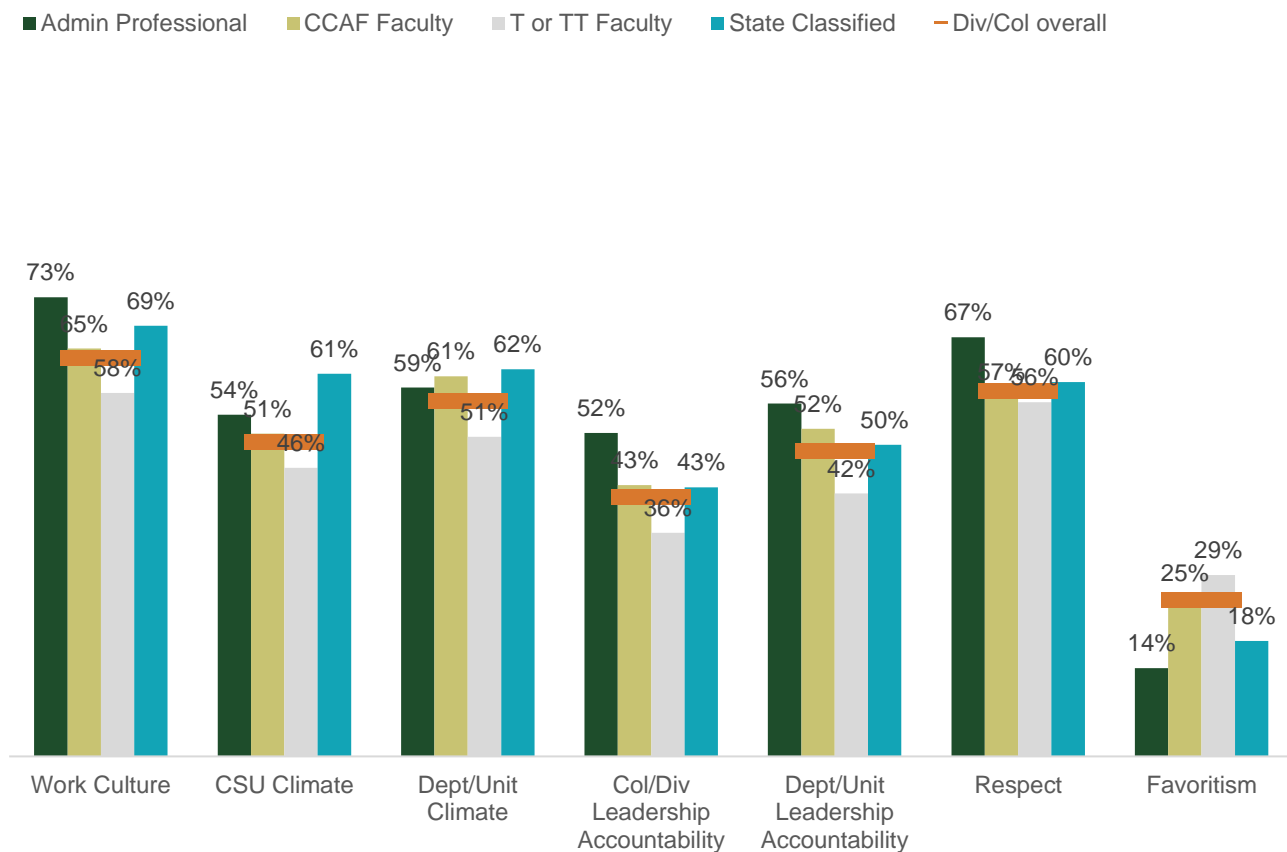


Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	73.1% B	83	57.9% B	250	65.0% B	296	68.6% B	28	63.5% B	657
My department/unit promotes a work environment where all employees feel included	74.2%	84	62.7% B	255	66.7% B	296	75.1% B	28	66.5% B	664
My department/unit treats all employees equitably	57.4%	84	45.6% B	253	47.9% B	296	56.2% B	28	48.6% B	661
My department/unit is open and transparent in communication	77.3% B	84	53.2% B	253	62.3% B	296	69.9% B	28	61.1% B	661
My department/unit values employee input in major department/unit decisions	73.2%	84	67.6% B	253	72.6% B	296	61.5% B	28	70.3% B	661
My department/unit promotes respect for cultural differences	88.5% B	84	67.5% B	253	84.0% B	296	85.6% B	28	78.4% B	661
My department/unit understands the value of diversity	92.8% B	84	74.6% B	255	81.3% B	296	80.3% B	28	80.1% B	664
My department/unit communicates the importance of valuing diversity	83.1%	83	72.5% B	253	84.5% B	296	69.9% B	28	79.1% B	659
I feel valued as an employee	61.7%	84	52.6% B	255	53.8% B	296	64.7% B	28	54.8% B	664
I feel a strong sense of belonging to CSU	49.0%	83	41.0% B	255	50.6% B	296	64.7% B	28	47.3% B	662
I feel a strong sense of belonging to my division/college	60.9%	83	45.9% B	255	59.1% B	296	64.7% B	28	54.5% B	662
I feel a strong sense of belonging to my department/unit	81.1% B	84	59.7% B	255	67.8% B	296	64.7% B	28	66.2% B	664
I would recommend CSU as a place of employment	65.8%	84	54.3% B	255	55.7% B	296	69.9% B	28	57.1% B	664
I would recommend my department/unit as a place of employment	76.3% B C	84	52.6% B	255	58.4% B	296	64.7% B	28	58.7% B	664

Percent "Agree" or "Strongly agree"

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

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

Table 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	92.6%	78	92.4% C	234	80.5% B	236	89.6% B	25	87.0% B	573
No, I did not have a review	7.4%	6	7.6% B	19	19.5% B	57	10.4% B	*	13.0% B	86
Total	100.0%	84	100.0%	253	100.0%	293	100.0%	28	100.0%	659

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 $n \geq 3$.^{1,2}

- 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	79.2%	78	76.5%	234	78.5%	236	83.4%	25	78.0%	573
I am satisfied with the effort my supervisor put into my most recent performance review	79.9%	78	71.7%	234	80.4%	236	72.2%	25	76.4%	573
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.7%	78	26.7%	234	24.8%	236	11.7%	25	23.7%	573
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	57.8%	78	57.7%	234	55.1%	236	78.0%	25	57.6%	573

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^{a,b,c}*

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

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

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

Table 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	66.8%	84	56.4%	250	57.3%	290	59.6%	28	58.3%	653
	B C									
My department/unit is treated with respect by other units within my college/division	63.5%	84	52.5%	253	45.5%	290	64.7%	28	51.4%	656
	C									
My college/division is treated with respect by CSU	52.5%	84	20.5%	253	34.5%	290	50.2%	28	32.1%	656
	B C				B		B			
The people I interact with treat each other with respect	76.0%	84	64.7%	250	77.6%	290	80.3%	28	72.6%	653
					B					
There is respect for religious differences in my department/unit	66.8%	84	64.7%	253	66.9%	290	59.4%	28	65.7%	656
There is respect for liberal perspectives in my department/unit	93.9%	84	89.3%	253	80.6%	290	54.2%	28	84.5%	656
	C D		C D		D					
There is respect for conservative perspectives in my department/unit	48.0%	84	46.1%	253	38.7%	290	49.0%	28	43.2%	656

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: 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	14.0%	84	28.9%	253	25.2%	283	18.4%	28	24.9%	649
Recognized within my department/unit	20.9%	84	40.1%	253	33.2%	283	20.9%	28	33.8%	649
Resources in my department/unit	16.4%	84	35.4%	253	27.8%	283	15.7%	28	28.8%	649
Professional development opportunities	18.6%	84	20.4%	253	16.7%	283	24.1%	28	18.7%	649
Promoted in my department/unit	11.2%	84	23.6%	253	25.2%	283	15.7%	28	22.4%	649
Hired in my department/unit	3.1%	84	24.9%	253	22.9%	283	15.7%	28	20.8%	649

Percent "Agree" or "Strongly agree"

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

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

Table 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	51.5%	84	35.6%	248	43.2%	284	42.9%	28	41.4%	645
Leadership adequately addresses inappropriate behavior	55.6%	84	33.3%	248	41.9%	284	29.3%	28	39.9%	645
Leadership holds employees accountable for inappropriate behavior	47.2%	84	25.7%	248	38.4%	284	29.3%	28	34.3%	645
Leadership holds employees accountable for poor performance in the workplace	33.4%	84	24.6%	248	41.3%	284	45.0%	28	34.0%	645
Leadership acts ethically and honestly in the workplace	75.2%	84	60.7%	248	60.4%	284	64.7%	28	62.7%	645
Leadership addresses issues of inequity	48.2%	84	36.8%	248	39.5%	284	49.0%	28	40.0%	645
Leadership holds all employees to the same standards	49.7%	84	32.5%	248	37.8%	284	39.8%	28	37.4%	645

Percent "Agree" or "Strongly agree"

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

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

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.2%	84	41.9%	245	52.2%	282	49.7%	28	48.7%	640
	B				B					
Leadership adequately addresses inappropriate behavior	59.7%	84	44.0%	248	50.5%	284	54.2%	28	49.3%	645
Leadership holds employees accountable for inappropriate behavior	52.5%	84	35.4%	248	50.6%	282	43.8%	28	44.7%	642
	B				B					
Leadership holds employees accountable for poor performance in the workplace	34.7%	84	23.2%	248	46.3%	284	35.3%	28	35.4%	645
					B					
Leadership acts ethically and honestly in the workplace	75.2%	84	60.7%	248	60.4%	284	64.7%	28	62.7%	645
Leadership addresses issues of inequity	58.6%	84	43.8%	245	45.9%	284	49.0%	28	46.9%	642
Leadership holds all employees to the same standards	49.4%	84	40.8%	248	46.6%	284	40.6%	28	44.5%	645

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	54.5%	75	45.9%	241	51.4%	273	60.9%	28	50.1%	617
Recruits employees from a diverse set of backgrounds	47.2%	77	48.5%	242	45.2%	279	64.7%	28	47.6%	627
Improves the campus climate for all employees	61.4%	79	43.4%	242	45.5%	279	64.7%	28	47.5%	629
	B									
Retains diverse employees	31.5%	79	22.0%	241	37.4%	279	49.0%	28	31.3%	628
					B		B			
Creates a supportive environment for employees from diverse backgrounds	36.4%	79	37.2%	242	50.0%	276	49.0%	28	43.3%	626
					B					
Encourages discussions related to diversity	80.1%	79	69.8%	245	77.5%	283	69.9%	28	74.5%	635
Provides employees with a positive work experience	66.1%	78	53.0%	242	45.9%	283	59.4%	28	51.7%	631
	C									
Climate has become consistently more inclusive of all employees	57.0%	79	47.5%	242	53.9%	277	69.9%	28	52.6%	627

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 82: 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	58.8%	76	50.9%	242	60.5%	273	61.7%	28	56.6%	620
Recruits employees from a diverse set of backgrounds	52.2%	79	51.4%	245	54.7%	279	64.7%	28	53.5%	632
Improves the campus climate for all employees	66.8%	79	47.6%	245	63.8%	279	59.4%	28	57.7%	632
Retains diverse employees	37.8%	79	33.1%	245	45.1%	276	49.0%	28	39.7%	628
Creates a supportive environment for employees from diverse backgrounds	36.4%	79	37.2%	242	50.0%	276	49.0%	28	43.3%	626
Encourages discussions related to diversity	86.9%	79	71.3%	242	86.5%	283	64.7%	28	79.8%	633
Provides employees with a positive work experience	67.2%	78	54.9%	245	55.1%	283	69.9%	28	57.1%	634
Climate has become consistently more inclusive of all employees	56.8%	79	50.2%	245	60.0%	277	69.9%	28	56.3%	629

Percent "Agree" or "Strongly agree"

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

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

Table 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	56.9%	79	43.8%	231	48.7%	275	72.9%	28	49.0%	614
Communications are effective	52.4%	79	42.7%	238	49.1%	275	75.1%	28	48.2%	621
Communications are timely	57.3%	79	56.7%	238	60.9%	275	89.6%	28	60.1%	621
Communications are relevant	59.0%	79	38.4%	238	54.0%	275	84.3%	28	50.0%	621
Communications are informative	72.5%	79	46.6%	236	53.8%	275	75.1%	28	54.4%	618
Communications are motivating	40.5%	79	22.1%	236	29.2%	275	59.4%	28	29.3%	618
Communications are honest	47.6%	79	41.2%	237	39.4%	275	58.2%	28	42.0%	619
Communications are accessible	69.0%	79	62.5%	238	54.4%	275	68.7%	28	60.0%	621

Percent "Agree" or "Strongly agree"

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

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

Table 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	65.8%	79	53.2%	234	56.6%	275	62.4%	28	56.8%	616
Communications are effective	63.8%	79	52.9%	238	58.9%	275	64.7%	28	57.5%	621
Communications are timely	63.8%	79	60.0%	238	66.0%	275	69.9%	28	63.6%	621
Communications are relevant	72.5%	79	55.8%	238	60.9%	275	64.7%	28	60.6%	621
Communications are informative	76.9%	79	55.2%	238	62.0%	275	64.7%	28	61.4%	621
	B									
Communications are motivating	47.6%	79	33.4%	236	40.1%	275	54.2%	28	39.1%	618
Communications are honest	66.8%	79	52.1%	237	52.2%	275	54.2%	28	54.1%	619
Communications are accessible	69.0%	79	66.6%	237	56.0%	275	64.7%	28	62.1%	619

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	73.9%	76	62.9%	236	67.8%	271	63.7%	27	66.5%	610
Communications are effective	75.3%	78	62.2%	238	75.1%	275	66.7%	28	69.8%	619
			B							
Communications are timely	71.4%	79	64.0%	236	72.9%	275	61.5%	28	68.8%	618
Communications are relevant	83.7%	79	75.1%	238	78.6%	271	73.7%	27	77.7%	616
Communications are informative	88.0%	79	68.2%	238	75.3%	275	84.3%	28	74.6%	621
	B									
Communications are motivating	52.0%	78	37.7%	236	49.6%	275	59.4%	28	45.8%	616
			B							
Communications are honest	74.5%	79	66.8%	238	64.7%	275	51.0%	28	66.1%	621
Communications are accessible	72.3%	79	68.4%	238	60.8%	275	61.5%	28	65.2%	621

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: 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	43.2%	34	40.7%	98	39.5%	108	11.5%	*	39.3%	243
	D		D		D					
Maybe, I can provide feedback in limited situations	38.0%	30	42.7%	102	41.6%	114	61.1%	16	42.4%	263
No, I don't have an opportunity to provide feedback	18.8%	15	16.6%	40	18.9%	52	27.4%	7	18.4%	114
Total	100.0%	79	100.0%	240	100.0%	275	100.0%	26	100.0%	620

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{1,2}

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

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

Table 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	64.0% D	64	52.4% D	188	57.1% D	219	38.8% D	19	55.5% D	490
One on one conversations with my supervisor	90.6% B	64	71.8% B	196	79.1% B	219	76.2% B	19	77.6% B	498
My representation in shared governance (CPC, APC, or Faculty Council)	51.9% D	64	39.7% D	192	42.3% D	219	28.6% D	19	42.0% D	495
My service on committees	50.5% D	64	67.4% D	192	59.3% D	219	7.9% D	19	59.4% D	495
Annual review process	84.9% B C D	64	52.5% D	190	65.1% B	219	36.6% D	19	61.8% D	492
Input collection through anonymous surveys	41.9% D	64	30.9% D	192	39.9% D	219	44.5% D	19	36.8% D	495

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

Percent "Agree" or "Strongly agree"

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

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

Table 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	63.9% B C	64	44.4% D	195	46.6% D	219	41.3% D	19	47.8% D	497
CSU overall	42.2% B C	64	24.3% D	195	22.1% D	219	36.6% D	19	26.1% D	497
My division/college	68.6% B C D	64	44.3% D	197	43.3% D	219	31.7% D	19	46.5% D	500
My department/unit	80.9% B	64	63.2% D	197	74.5% D	219	55.5% D	19	70.2% D	500

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

Percent "Agree" or "Strongly agree"

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

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

Table 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	10.2%	9	12.3%	31	16.3%	48	20.9%	6	14.2%	94
Physical appearance	13.3%	11	8.3%	21	4.4%	13	0.0%	*	6.9%	45
Physical disability	16.6%	14	14.1%	36	9.5%	28	15.7%	4	12.4%	83
Mental disability	11.2%	10	10.0%	25	9.8%	29	30.1%	8	10.9%	73
Employment classification	42.8%	36	21.7%	56	32.9%	97	35.3%	10	30.0%	199
Gender identity	21.9%	19	15.2%	39	11.7%	35	0.0%	*	13.9%	92
Job title	31.1%	26	16.9%	43	39.2%	116	10.4%	*	28.4%	188
Parental status	11.5%	10	15.6%	40	8.8%	26	0.0%	*	11.4%	76
Religion	15.8%	13	8.6%	22	12.8%	38	5.2%	*	11.2%	74
Political affiliation	21.9%	19	9.5%	24	10.6%	31	10.4%	*	11.6%	77
Sexual orientation	6.1%	5	8.6%	22	6.9%	20	5.2%	*	7.4%	49
Socio-economic status	18.9%	16	12.0%	31	14.2%	42	10.4%	*	13.8%	92
Ethnic origin	14.5%	12	16.0%	41	9.5%	28	5.2%	*	12.5%	83
Veteran status	0.0%	*	1.7%	4	2.1%	6	0.0%	*	1.6%	10
Race or color	26.0%	22	26.2%	67	12.5%	37	10.4%	*	19.4%	129
Marital status	0.0%	*	2.1%	5	2.1%	6	5.2%	*	1.9%	13
Nationality/country of origin	17.8%	15	17.4%	44	5.3%	16	5.2%	*	11.5%	77
None/no response	29.1%	25	45.7%	117	46.4%	137	54.2%	15	44.3%	294

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.1%	3	10.4%	26	7.1%	21	5.2%	*	7.9%	52
Physical appearance	9.2%	8	5.4%	14	1.2%	3	0.0%	*	3.8%	25
Physical disability	7.2%	6	7.7%	20	3.5%	10	10.4%	*	5.9%	39
Mental disability	9.2%	8	5.0%	13	3.5%	10	24.9%	7	5.7%	38
Employment classification	28.1%	24	15.3%	39	20.3%	60	19.7%	6	19.3%	128
Gender identity	13.3%	11	10.6%	27	3.2%	10	0.0%	*	7.2%	48
Job title	26.8%	23	11.3%	29	24.5%	72	10.4%	*	19.1%	127
Parental status	9.2%	8	11.0%	28	5.6%	17	0.0%	*	7.9%	52
Religion	9.4%	8	5.8%	15	2.4%	7	0.0%	*	4.5%	30
Political affiliation	15.6%	13	9.2%	24	2.9%	9	5.2%	*	7.1%	47
Sexual orientation	3.1%	*	2.3%	6	3.2%	10	0.0%	*	2.7%	18
Socio-economic status	7.2%	6	8.3%	21	7.9%	23	5.2%	*	7.9%	52
Ethnic origin	2.0%	*	7.9%	20	4.1%	12	0.0%	*	5.1%	34
Veteran status	0.0%	*	1.0%	*	1.2%	3	0.0%	*	0.9%	6
Race or color	6.1%	5	12.9%	33	4.1%	12	0.0%	*	7.6%	50
Marital status	0.0%	*	2.1%	5	1.2%	3	0.0%	*	1.3%	9
Nationality/country of origin	2.0%	*	7.4%	19	4.1%	12	0.0%	*	4.9%	33
None/no response	55.3%	47	61.1%	156	71.4%	211	64.7%	18	65.1%	432

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.1%	3	14.0%	36	8.8%	26	5.2%	*	10.1%	67
Physical appearance	4.1%	3	5.0%	13	0.9%	*	0.0%	*	2.8%	19
Physical disability	2.0%	*	10.0%	25	4.4%	13	5.2%	*	6.3%	42
Mental disability	8.2%	7	6.3%	16	4.7%	14	10.4%	*	6.0%	40
Employment classification	18.6%	16	12.6%	32	23.9%	71	18.9%	5	18.7%	124
Gender identity	4.1%	3	14.4%	37	5.3%	16	0.0%	*	8.4%	56
Job title	18.4%	16	12.9%	33	27.0%	80	18.9%	5	20.1%	134
Parental status	4.1%	3	13.3%	34	4.4%	13	5.2%	*	7.8%	52
Religion	6.4%	5	6.8%	17	2.1%	6	0.0%	*	4.3%	29
Political affiliation	10.5%	9	7.8%	20	1.8%	5	5.2%	*	5.3%	35
Sexual orientation	0.0%	*	5.6%	14	2.1%	6	0.0%	*	3.1%	20
Socio-economic status	0.0%	*	10.6%	27	6.8%	20	0.0%	*	7.1%	47
Ethnic origin	2.0%	*	6.5%	17	5.0%	15	0.0%	*	5.0%	33
Veteran status	0.0%	*	1.0%	*	0.0%	*	0.0%	*	0.4%	*
Race or color	6.1%	5	12.1%	31	5.0%	15	0.0%	*	7.7%	51
Marital status	0.0%	*	6.0%	15	0.9%	*	5.2%	*	2.9%	19
Nationality/country of origin	2.0%	*	7.0%	18	4.1%	12	0.0%	*	4.8%	32
None/no response	65.8%	56	54.2%	138	67.7%	200	60.2%	17	62.0%	411

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	8.2%	7	16.6%	42	7.6%	23	5.2%	*	11.1%	73
Bullying	6.1%	5	17.5%	45	7.3%	22	14.4%	4	11.4%	76
Bias	25.0%	21	22.6%	58	21.9%	65	20.9%	6	22.5%	149
Physical assault	7.4%	6	5.0%	13	5.3%	16	5.2%	*	5.4%	36
Sexual misconduct	9.4%	8	10.0%	25	6.5%	19	5.2%	*	8.1%	54
Verbal abuse	12.3%	10	13.3%	34	11.4%	34	0.0%	*	11.8%	78
None/no response	73.0%	62	66.8%	171	72.9%	215	69.9%	20	70.4%	467

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.1%	3	6.3%	16	1.2%	3	0.0%	*	3.5%	23
Bullying	7.2%	6	12.3%	31	4.3%	13	14.4%	4	8.1%	54
Bias	11.2%	10	15.6%	40	11.4%	34	10.4%	*	13.0%	86
Physical assault	0.0%	*	1.0%	*	1.2%	3	0.0%	*	0.9%	6
Sexual misconduct	0.0%	*	2.7%	7	1.2%	3	0.0%	*	1.6%	10
Verbal abuse	7.2%	6	8.7%	22	3.2%	10	0.0%	*	5.7%	38
None/no response	88.8%	75	78.8%	201	87.7%	259	80.3%	23	84.1%	558

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.3%	8	0.0%	*	0.0%	*	1.3%	8
Bullying	10.2%	9	32.4%	83	6.8%	20	5.2%	*	17.0%	113
Bias	10.2%	9	27.2%	69	11.3%	33	10.4%	*	17.2%	114
Physical assault	0.0%	*	2.1%	5	0.0%	*	0.0%	*	0.8%	5
Sexual misconduct	2.0%	*	2.1%	5	1.2%	3	0.0%	*	1.6%	10
Verbal abuse	6.1%	5	22.0%	56	6.2%	18	5.2%	*	12.2%	81
None/no response	81.6%	69	58.6%	150	84.6%	250	84.3%	247	74.2%	493

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

Statistical significance not tested.

* Values reported for items with n >= 3.

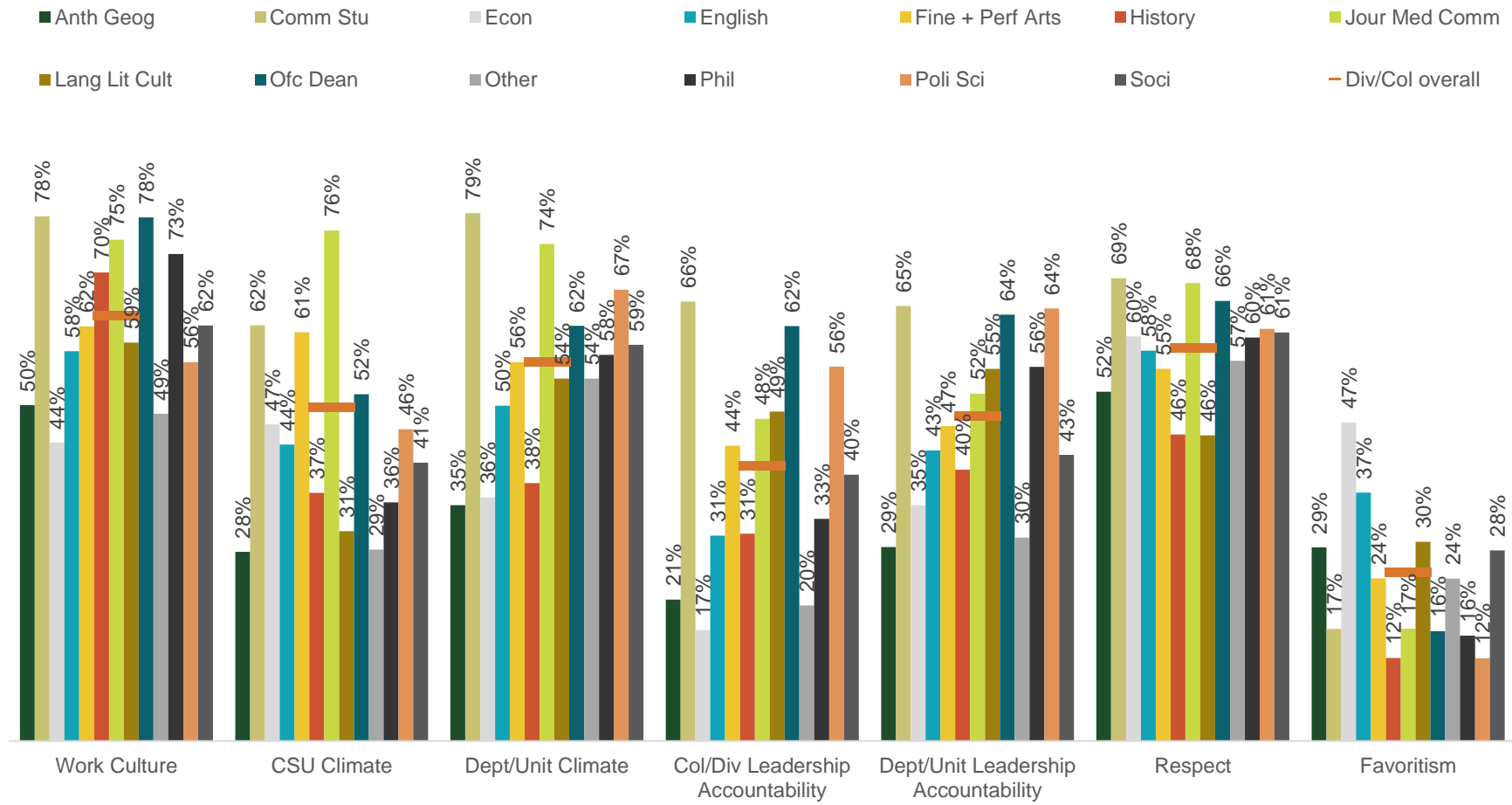
Comparisons by Department/Unit

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
Anth Geog	Anthropology and Geography	4.5%
Comm Stu	Communication Studies	5.0%
Econ	Economics	3.9%
English	English	18.3%
Fine + Perf Arts	Art and Art History	4.3%
	LEAP Institute for the Arts-SAU	0.8%
	School of Music, Theatre and Dance	15.6%
History	History	3.9%
Jour Med Comm	Journalism and Media Communication	12.0%
Lang Lit Cult	Languages, Literatures and Cultures	7.9%
Ofc Dean	Office of Dean	8.0%
Other	Ethnic Studies	1.7%
	Institute for Research in Social Sciences	1.0%
	Unknown	1.5%
Phil	Philosophy	4.7%
Poli Sci	Political Science	3.6%
Soci	Sociology	3.2%

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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	50.0%	30	78.2% A C J	34	44.5%	26	58.1% 124	61.8% 141	69.8% 24	74.7% A C D J	79	59.4%	53	78.0% A C D J	52	48.7%	29	72.6%	32	56.4%	24	61.9%	22	63.4%	670			
My department/unit promotes a work environment where all employees feel included	54.5%	30	72.3%	34	42.3%	26	64.6%	124	66.3%	141	64.0%	26	65.3%	82	67.4%	53	86.0% C J	54	48.5%	29	64.9%	32	72.1%	24	88.2%	22	66.4%	677
My department/unit treats all employees equitably	38.0%	30	36.9%	34	42.3%	26	39.7%	124	43.9%	141	41.2%	26	59.9%	79	44.5%	53	69.8% D	54	48.5%	29	69.3%	32	72.1%	24	45.5%	22	48.8%	674
My department/unit is open and transparent in communication	49.6%	30	67.2%	34	42.3%	26	54.8%	124	56.6%	141	70.1%	26	69.9%	79	51.6%	53	80.9%	54	48.5%	29	82.4%	32	76.1%	24	52.9%	22	61.0%	674
My department/unit values employee input in major department/unit decisions	58.3%	30	82.5%	34	42.3%	26	68.7%	124	68.7%	141	80.1%	26	80.9% C	79	65.8%	53	81.7% C	54	48.5%	29	82.4%	32	57.9%	24	72.3%	22	70.1%	674
My department/unit promotes respect for cultural differences	63.2%	30	92.4% F	34	61.5%	26	79.9%	124	69.1%	141	54.5%	26	79.8%	79	100.0% A C E F L	53	92.5% E F L	54	69.8%	29	100.0% A C E F L	32	57.9%	24	88.2%	22	78.4%	674
My department/unit understands the value of diversity	94.6% C L	30	100.0% C F J L	34	31.7%	26	77.2% C L	124	76.0% C L	141	64.5%	26	86.7% C L	82	100.0% C D E F J L	53	92.5% C L	54	66.7% C	29	82.4% C L	32	47.2%	24	85.2% C	22	79.7%	677
My department/unit communicates the importance of valuing diversity	94.6% C F L	30	100.0% C F L	34	32.3%	26	81.9% C L	124	78.3% C L	141	53.2%	24	81.7% C L	82	100.0% C E F L	53	80.2% C L	52	84.9% C L	29	74.2% C	32	40.6%	24	78.5% C	22	79.1%	672
I feel valued as an employee	38.0%	30	74.9% D H	34	42.3%	26	38.3%	124	55.5%	141	64.0%	26	78.4% A D H J	82	37.9%	53	66.4% D	54	39.4%	29	66.5%	32	52.8%	24	61.4%	22	54.5%	677
I feel a strong sense of belonging to CSU	20.2%	30	60.3% J	34	62.1% J	26	43.7%	124	43.3%	141	61.2% J	26	68.9% A D E H J	82	38.3%	53	54.2% J	52	15.1%	29	50.2%	32	48.2%	24	33.5%	22	47.2%	675
I feel a strong sense of belonging to my division/college	43.4%	30	74.9% C D J	34	32.3%	26	43.0%	124	51.3%	141	67.4%	26	84.9% A C D E H J L M	82	48.0%	53	71.9% C D J	52	24.2%	29	61.1%	32	37.5%	24	35.3%	22	54.2%	675
I feel a strong sense of belonging to my department/unit	38.0%	30	80.0% A	34	42.3%	26	60.4%	124	70.9% A	141	73.9%	26	77.2% A	82	55.9%	53	77.7% A	54	51.6%	29	82.4% A	32	65.4%	24	54.6%	22	66.1%	677
I would recommend CSU as a place of employment	20.2%	30	87.6% A D H J L	34	62.1%	26	51.4%	124	61.4% A H	141	71.2% A	26	73.2% A H	82	34.8%	53	66.4% A	54	39.3%	29	58.4%	32	40.6%	24	54.6%	22	57.1%	677

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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	38.0%	30	87.6%	34	42.3%	26	51.5%	124	62.1%	141	57.8%	26	71.2%	82	28.1%	53	77.7%	54	48.5%	29	69.3%	32	65.4%	24	54.6%	22	58.7%	677

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 97: Performance Review in Last Year

Did you have a performance review in the last year?	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	10.8%	3	0.0% ^a	*	12.4%	3	14.3%	18	12.8%	18	6.2%	*	13.8%	11	15.8%	8	17.6%	9	30.4%	9	0.0% ^a	*	31.2%	7	0.0% ^a	*	13.1%	88

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{b,c}

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

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

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

Employee Climate Survey 2021

Table 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.2%	27	71.6%	34	72.1%	23	76.3%	106	75.2%	120	74.6%	25	82.2%	70	86.4%	45	82.5%	44	73.9%	20	87.8%	32	72.1%	15	72.9%	22	77.8%	583
I am satisfied with the effort my supervisor put into my most recent performance review	80.6%	27	62.5%	34	75.2%	23	67.7%	106	72.2%	120	72.2%	25	87.4%	70	76.8%	45	87.0%	44	78.3%	20	100.0% B D	32	78.3%	15	68.8%	22	76.4%	583
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	39.7% F K	27	35.1% K	34	34.0%	23	35.6% E F K	106	13.6%	120	0.0%	25	25.7%	70	42.4% E F K L	45	13.0%	44	43.5% F K	20	0.0%	32	0.0%	15	23.8%	22	24.2%	583
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	44.9%	27	52.2%	34	41.1%	23	61.1%	106	53.4%	120	51.5%	25	59.3%	70	82.5%	45	60.6%	44	43.5%	20	63.5%	32	37.9%	15	50.0%	22	57.0%	583

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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	52.1%	30	68.9%	34	60.3%	26	58.2%	121	55.5%	138	45.7%	26	68.2%	79	45.5%	53	65.6%	54	56.7%	26	60.1%	32	61.4%	22	60.9%	22	58.5%	664
My department/unit is treated with respect by other units within my college/division	42.9%	30	72.7%	34	55.9%	26	57.6%	121	44.2%	138	34.5%	26	72.4%	82	6.5%	53	56.8%	54	54.4%	29	42.0%	32	57.3%	22	92.6%	22	51.9%	669
My college/division is treated with respect by CSU	8.6%	30	49.6%	34	36.1%	26	25.3%	121	32.5%	138	11.8%	26	64.7%	82	6.5%	53	53.9%	54	36.4%	29	17.6%	32	19.3%	22	0.0%	22	31.9%	669
The people I interact with treat each other with respect	63.2%	30	100.0%	34	71.5%	26	71.9%	121	67.8%	138	61.6%	26	84.4%	79	69.0%	53	79.3%	54	48.5%	29	57.9%	32	80.7%	22	78.5%	22	72.3%	666
There is respect for religious differences in my department/unit	75.6%	30	74.9%	34	61.6%	26	67.8%	121	57.7%	138	42.3%	26	55.8%	82	71.3%	53	69.3%	54	78.8%	29	100.0%	32	57.3%	22	85.9%	22	66.4%	669
There is respect for liberal perspectives in my department/unit	78.2%	30	84.7%	34	78.3%	26	85.8%	121	91.2%	138	88.2%	26	83.0%	82	80.9%	53	89.2%	54	73.3%	26	71.6%	32	92.6%	22	81.5%	22	84.8%	666
There is respect for conservative perspectives in my department/unit	43.9%	30	31.7%	34	58.3%	26	40.7%	121	39.4%	138	35.6%	26	45.1%	82	38.9%	53	44.8%	54	46.7%	26	71.6%	32	61.3%	22	26.8%	22	43.3%	666

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 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:	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	28.8%	30	16.7%	34	47.5%	26	37.0%	121	24.2%	134	12.4%	26	16.7%	78	29.7%	53	16.4%	54	24.2%	29	15.7%	32	12.3%	22	28.4%	22	25.1%	662
Recognized within my department/unit	36.3%	30	27.7%	34	47.9%	26	48.8%	121	36.5%	134	9.9%	26	22.0%	78	43.9%	53	15.9%	54	33.3%	29	25.8%	32	7.4%	22	54.5%	22	33.9%	662
Resources in my department/unit	41.7%	30	35.4%	34	52.1%	26	40.5%	121	24.9%	134	9.9%	26	22.2%	78	34.3%	53	22.0%	54	27.2%	29	17.6%	32	7.4%	22	26.8%	22	29.0%	662
Professional development opportunities	17.3%	30	5.1%	34	47.8%	26	20.9%	121	24.0%	134	9.9%	26	8.8%	78	19.6%	53	25.6%	54	18.2%	29	17.6%	32	7.4%	22	14.8%	22	19.1%	662
Promoted in my department/unit	26.0%	30	7.6%	34	41.7%	26	33.8%	121	17.8%	134	16.1%	26	15.4%	78	32.6%	53	10.8%	54	24.2%	29	17.6%	32	15.9%	22	26.7%	22	22.3%	662
Hired in my department/unit	22.8%	30	7.6%	34	47.9%	26	41.0%	121	17.9%	134	16.1%	26	15.3%	78	18.0%	53	7.5%	54	18.2%	29	0.0%	32	23.4%	22	19.3%	22	21.2%	662

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 101: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	21.1%	30	65.5%	31	16.5%	26	30.6%	119	44.0%	129	30.9%	26	48.0%	82	49.1%	53	61.8%	54	20.2%	29	33.1%	32	55.8%	22	39.7%	22	41.0%	655
Leadership adequately addresses inappropriate behavior	17.9%	30	58.1%	31	6.2%	26	29.7%	119	44.9%	129	16.2%	26	39.1%	82	60.1%	53	58.4%	54	21.2%	29	17.6%	32	49.8%	22	74.0%	22	39.2%	655
Leadership holds employees accountable for inappropriate behavior	8.6%	30	49.9%	31	16.2%	26	23.5%	119	34.1%	129	10.0%	26	40.2%	82	60.0%	53	58.4%	54	15.1%	29	17.6%	32	49.8%	22	31.4%	22	33.7%	655
Leadership holds employees accountable for poor performance in the workplace	8.6%	30	59.7%	31	10.0%	26	31.8%	119	38.1%	129	5.6%	26	30.6%	82	42.0%	53	56.0%	54	9.1%	29	36.5%	32	45.4%	22	35.8%	22	33.9%	655
Leadership acts ethically and honestly in the workplace	45.5%	30	86.6%	31	22.3%	26	48.4%	119	67.6%	129	73.9%	26	71.8%	82	69.7%	53	76.1%	54	39.4%	29	67.3%	32	73.2%	22	46.2%	22	62.1%	655
Leadership addresses issues of inequity	14.0%	30	71.2%	31	22.3%	26	31.9%	119	41.0%	129	41.2%	26	54.9%	82	29.2%	53	64.8%	54	9.1%	29	33.9%	32	49.8%	22	31.4%	22	39.8%	655
Leadership holds all employees to the same standards	31.9%	30	67.5%	31	22.3%	26	18.5%	119	38.4%	129	38.3%	26	51.6%	82	33.4%	53	57.3%	54	27.3%	29	25.8%	32	66.5%	22	19.4%	22	37.2%	655

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	28.9%	28	64.8% A J	31	35.2%	26	43.3%	119	46.9%	129	40.4%	26	51.7%	82	55.5%	51	63.5% A J	54	30.3%	29	55.7%	32	64.5% A	22	42.6%	22	48.4%	650
Leadership adequately addresses inappropriate behavior	46.7%	30	71.2% J	31	36.0%	26	37.9%	119	48.7%	129	35.6%	26	40.2%	82	69.0% D J	53	66.4% D J	54	24.2%	29	42.1%	32	64.7%	22	80.7% D G J	22	49.0%	655
Leadership holds employees accountable for inappropriate behavior	35.2%	30	62.9%	31	36.0%	26	39.3%	119	42.7%	129	29.4%	26	39.2%	82	71.5% D E F G J	51	58.4%	54	24.2%	29	33.9%	32	57.3%	22	47.2%	22	44.4%	653
Leadership holds employees accountable for poor performance in the workplace	17.9%	30	40.3%	31	10.0%	26	40.7% F	119	31.3%	129	5.6%	26	41.2%	82	46.9% F J	53	46.8% F J	54	9.1%	29	52.9% C F J	32	52.9% F	22	23.8%	22	35.3%	655
Leadership acts ethically and honestly in the workplace	45.5%	30	86.6% A C D J	31	22.3%	26	48.4%	119	67.6% C	129	73.9% C	26	71.8% C D	82	69.7% C	53	76.1% C D	54	39.4%	29	67.3% C	32	73.2% C	22	46.2%	22	62.1%	655
Leadership addresses issues of inequity	19.5%	28	71.2% A H M	31	48.3%	26	48.8%	119	40.5%	129	47.4%	26	54.4% M	82	30.7%	53	69.6% A E H M	54	42.5%	29	55.4%	32	57.3%	22	12.0%	22	47.0%	653
Leadership holds all employees to the same standards	35.2%	30	62.0%	31	32.3%	26	35.7%	119	41.5%	129	44.5%	26	52.4%	82	33.0%	53	58.9%	54	33.4%	29	55.4%	32	73.9%	22	35.3%	22	44.2%	655

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 103: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	28.2%	30	61.9% A H J	31	47.2%	25	44.2%	119	60.9% A D H J K	119	37.0%	26	76.1% A C D F H I J K M	82	31.3%	53	51.7%	43	28.5%	29	35.6%	32	46.5%	17	41.5%	22	49.7%	627
Recruits employees from a diverse set of backgrounds	48.7%	30	51.4%	31	36.1%	26	32.7%	119	53.3%	121	51.2%	26	77.3% C D E H I J	82	33.4%	53	35.8%	49	27.2%	29	56.8%	32	64.9%	17	38.8%	22	47.2%	637
Improves the campus climate for all employees	8.6%	30	64.4% A H	31	26.1%	26	45.7%	119	56.6% A H	121	51.2%	26	71.0% A C D H J	82	21.0%	53	56.3% A H	51	27.2%	29	40.8%	32	28.4%	17	54.6% A	22	47.2%	640
Retains diverse employees	22.7%	30	34.3%	31	31.9%	25	21.3%	119	35.2% F	121	0.0%	26	69.3% A B C D E F H I J K M	82	27.6%	53	23.8%	51	15.1%	29	30.7%	32	30.7%	17	12.0%	22	31.2%	638
Creates a supportive environment for employees from diverse backgrounds	25.9%	30	49.0%	31	36.1%	26	40.9%	119	57.0% F H I J K	121	20.0%	26	72.2% A D F H I J K	82	27.6%	53	27.0%	48	18.1%	29	16.3%	32	56.0%	17	39.8%	22	42.6%	636
Encourages discussions related to diversity	51.5%	30	83.4% F J M	31	84.4% F J M	26	80.4% F J M	119	85.2% A F H J K M	128	44.1%	26	89.9% A F H J K M	82	61.1%	53	78.6% F J M	51	45.4%	29	55.4%	32	80.5%	17	38.8%	22	74.1%	646
Provides employees with a positive work experience	17.2%	30	72.8% A H K L	31	67.8% A H K L	26	47.5% H	119	64.7% A H K L	125	51.2%	26	73.3% A D H J K L	82	17.5%	53	63.5% A H K L	50	36.3%	29	24.4%	32	9.8%	17	54.6%	22	51.3%	641
Climate has become consistently more inclusive of all employees	22.6%	30	78.3% A D H J K	31	41.7%	26	40.8%	119	68.4% A D H J K	119	41.2%	26	79.6% A C D F H J K	82	30.8%	53	59.6% A	51	30.2%	29	24.5%	32	55.1%	17	51.8%	22	52.1%	637

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 104: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	35.2%	30	78.6%	31	36.3%	26	50.0%	119	56.4%	122	38.4%	26	74.1%	79	54.0%	53	61.9%	46	54.0%	27	57.5%	32	67.2%	17	59.0%	22	56.4%	630
			A C D F										A C D E F				A											
Recruits employees from a diverse set of backgrounds	40.0%	30	81.1%	31	35.5%	26	40.3%	119	39.0%	124	25.0%	26	81.7%	82	60.8%	53	66.0%	51	63.7%	29	56.8%	32	74.6%	17	66.6%	22	53.9%	642
			C D E F										A C D E F				E F											
Improves the campus climate for all employees	17.9%	30	89.6%	31	16.2%	26	52.5%	119	63.7%	124	57.8%	26	68.3%	82	47.9%	53	62.7%	51	60.7%	29	71.6%	32	59.1%	17	54.6%	22	57.6%	642
			A C D H				A C		A C				A C				A C		A C		A C							
Retains diverse employees	17.3%	30	53.4%	31	22.3%	26	33.8%	119	26.8%	124	0.0%	26	75.7%	82	52.8%	53	49.1%	48	36.4%	29	42.1%	32	30.7%	17	38.1%	22	39.4%	639
			F										A C D E F J K L		E F		F				F							
Creates a supportive environment for employees from diverse backgrounds	25.9%	30	49.0%	31	36.1%	26	40.9%	119	57.0%	121	20.0%	26	72.2%	82	27.6%	53	27.0%	48	18.1%	29	16.3%	32	56.0%	17	39.8%	22	42.6%	636
									F H I J K				A D F H I J K															
Encourages discussions related to diversity	81.0%	30	100.0%	31	62.1%	26	79.6%	119	78.7%	128	44.5%	26	82.3%	79	84.1%	53	83.6%	51	78.8%	29	81.0%	32	90.2%	17	80.7%	22	79.7%	643
		F	C F				F		F				F		F		F		F		F		F					
Provides employees with a positive work experience	38.0%	30	86.6%	31	47.9%	26	50.0%	119	53.4%	128	73.9%	26	64.6%	82	32.9%	53	72.2%	50	60.7%	29	58.3%	32	80.5%	17	62.1%	22	57.0%	644
			A D E H								H		H				H					H						
Climate has become consistently more inclusive of all employees	17.2%	30	78.3%	31	27.9%	26	52.1%	119	73.1%	122	41.2%	26	74.3%	82	41.6%	53	62.7%	51	45.6%	29	29.6%	32	55.1%	17	51.8%	22	55.7%	640
			A C H K				A		A C D H K				A C H K				A											

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	26.9%	30	64.5%	31	45.1%	26	43.0%	116	62.7%	122	36.3%	26	60.5%	75	44.7%	48	57.8%	51	39.4%	29	27.2%	32	35.3%	17	30.9%	20	48.8%	624
Communications are effective	34.6%	30	53.7%	31	32.3%	26	38.1%	116	64.4%	125	40.7%	26	61.6%	79	60.3%	48	55.9%	51	45.4%	29	16.2%	32	28.4%	17	20.2%	20	48.3%	631
Communications are timely	40.0%	30	67.2%	31	68.3%	26	47.2%	116	79.7%	125	28.0%	26	76.5%	79	60.3%	48	62.9%	51	39.3%	29	57.9%	32	44.0%	17	45.9%	20	60.4%	631
Communications are relevant	35.2%	30	69.6%	31	52.1%	26	55.6%	116	57.2%	125	31.2%	26	57.3%	79	38.6%	48	58.8%	51	45.5%	29	19.0%	32	39.5%	17	15.3%	20	49.6%	631
Communications are informative	35.2%	30	69.6%	31	52.1%	26	50.7%	116	66.3%	122	28.0%	26	59.3%	79	58.5%	48	73.0%	51	54.5%	29	27.1%	32	18.6%	17	41.0%	20	54.4%	628
Communications are motivating	0.0%	30	53.7%	31	16.2%	26	22.3%	116	43.4%	125	28.0%	26	36.1%	76	23.3%	48	48.4%	51	21.2%	29	8.1%	32	18.6%	17	0.0%	20	29.3%	628
Communications are honest	17.3%	30	58.8%	31	42.3%	26	32.6%	116	59.8%	125	34.5%	26	56.1%	77	26.7%	48	44.2%	51	30.2%	29	16.2%	32	44.0%	17	29.9%	20	41.7%	629
Communications are accessible	26.0%	30	78.7%	31	52.2%	26	54.5%	116	70.7%	125	63.6%	26	75.5%	79	44.8%	48	61.3%	51	39.4%	29	45.9%	32	53.7%	17	63.8%	20	59.4%	631

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	29.5%	30	78.6%	31	37.1%	26	52.5%	116	62.7%	125	57.3%	26	71.5%	75	54.7%	48	76.0%	51	29.0%	29	35.6%	32	50.2%	17	41.4%	20	56.3%	627
Communications are effective	35.2%	30	81.1%	31	22.3%	26	52.3%	116	58.5%	125	67.4%	26	83.3%	79	53.4%	48	77.4%	51	15.1%	29	44.6%	32	44.0%	17	43.0%	20	56.9%	631
Communications are timely	40.6%	30	80.7%	31	42.2%	26	61.3%	116	72.6%	125	61.2%	26	76.5%	79	65.8%	48	76.9%	51	24.2%	29	52.9%	32	44.0%	17	51.6%	20	63.3%	631
Communications are relevant	31.9%	30	86.2%	31	42.2%	26	62.3%	116	66.2%	125	51.2%	26	79.1%	79	58.5%	48	83.6%	51	33.4%	29	19.0%	32	55.1%	17	20.9%	20	60.0%	631
Communications are informative	31.9%	30	86.2%	31	42.2%	26	58.2%	116	64.9%	125	61.2%	26	68.0%	79	76.7%	48	87.0%	51	39.4%	29	27.1%	32	55.1%	17	33.7%	20	60.8%	631
Communications are motivating	14.7%	30	62.0%	31	26.1%	26	31.2%	116	48.9%	125	22.4%	26	52.9%	76	34.0%	48	60.6%	51	21.2%	29	25.7%	32	34.2%	17	12.9%	20	38.9%	628
Communications are honest	26.5%	30	67.2%	31	26.1%	26	46.7%	116	62.5%	125	73.9%	26	64.0%	77	46.7%	48	74.8%	51	30.2%	29	33.8%	32	59.6%	17	50.9%	20	53.6%	629
Communications are accessible	26.0%	30	87.0%	31	58.4%	26	55.4%	116	65.2%	125	63.6%	26	81.6%	77	47.9%	48	71.5%	51	39.4%	29	45.9%	32	59.6%	17	76.7%	20	61.5%	629

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 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.	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	47.1%	30	93.9%	30	43.1%	26	56.8%	110	64.0%	125	78.3%	26	76.0%	76	68.8%	48	77.6%	51	43.3%	29	72.4%	32	83.6%	17	71.3%	20	66.3%	620
Communications are effective	58.3%	30	94.8%	31	22.3%	26	61.2%	114	61.7%	125	80.1%	26	83.3%	79	73.3%	48	78.6%	51	30.3%	29	100.0%	32	90.2%	17	79.2%	20	69.0%	629
Communications are timely	46.7%	30	100.0%	31	52.1%	26	62.9%	116	60.5%	125	83.6%	26	78.1%	76	67.9%	48	75.2%	51	48.5%	29	82.4%	32	90.2%	17	84.0%	20	68.9%	628
Communications are relevant	58.3%	30	100.0%	31	52.1%	26	73.1%	111	78.7%	125	83.6%	26	85.4%	79	87.3%	48	85.3%	51	57.6%	29	74.3%	32	90.2%	17	66.3%	20	77.6%	626
Communications are informative	49.6%	30	100.0%	31	42.2%	26	61.3%	116	79.5%	125	80.1%	26	77.6%	79	85.5%	48	88.7%	51	66.7%	29	82.4%	32	90.2%	17	79.1%	20	75.0%	631
Communications are motivating	20.8%	30	85.7%	30	32.2%	26	39.1%	116	41.8%	125	67.4%	26	51.9%	76	53.5%	48	58.9%	51	21.2%	29	42.1%	32	44.0%	17	33.9%	20	45.4%	627
Communications are honest	58.3%	30	81.0%	31	42.3%	26	54.4%	116	65.5%	125	80.1%	26	79.1%	79	58.9%	48	79.9%	51	39.4%	29	71.6%	32	90.2%	17	71.8%	20	65.9%	631
Communications are accessible	37.6%	30	91.7%	31	58.4%	26	58.4%	116	59.9%	125	73.6%	26	79.9%	79	55.2%	48	76.5%	51	39.4%	29	54.0%	32	90.2%	17	84.7%	20	64.5%	631

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	20.2%	6	54.6%	17	32.3%	8	38.0%	44	42.7%	52	54.6%	14	40.5%	32	34.0%	16	42.5%	22	24.3%	7	42.1%	13	25.4%	4	39.7%	9	39.0%	246
Maybe, I can provide feedback in limited situations	71.1% H	21	40.7%	13	55.3%	15	44.2%	51	40.0%	49	29.8%	8	39.3%	31	30.0%	14	41.9%	21	45.5%	13	44.7%	14	56.0%	9	33.5%	7	42.5%	268
No, I don't have an opportunity to provide feedback	8.7%	*	4.7%	*	12.4%	3	17.9%	21	17.3%	21	15.6%	4	20.2%	16	36.1%	17	15.6%	8	30.2%	9	13.2%	4	18.6%	3	26.8%	6	18.5%	116
Total	100.0%	30	100.0%	31	100.0%	26	100.0%	116	100.0%	122	100.0%	26	100.0%	79	100.0%	48	100.0%	51	100.0%	29	100.0%	32	100.0%	17	100.0%	22	100.0%	630

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{1,2}

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

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

Employee Climate Survey 2021

Table 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	32.7%	27	60.7%	30	42.1%	18	55.7%	95	56.8%	95	42.3%	22	63.5%	59	73.6%	31	69.2%	43	44.2%	12	49.2%	28	41.8%	14	40.0%	16	55.5%	490
One on one conversations with my supervisor	69.2%	27	81.0%	30	54.6%	23	62.5%	95	84.0%	95	88.3%	22	85.4%	61	91.5%	31	86.6%	43	71.4%	12	79.8%	28	88.0%	14	67.5%	16	77.6%	498
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	27	46.1%	30	38.6%	18	62.7%	95	49.5%	95	0.0%	22	35.0%	63	53.5%	31	56.2%	43	28.4%	12	28.2%	28	0.0%	14	37.9%	16	42.0%	495
My service on committees	43.3%	27	72.0%	30	47.7%	18	66.0%	95	50.8%	95	61.3%	22	60.5%	63	83.9%	31	58.4%	43	57.2%	12	67.3%	28	44.8%	14	36.4%	16	59.4%	495
Annual review process	41.7%	27	72.3%	30	38.6%	18	58.7%	95	49.9%	95	42.6%	22	85.6%	60	69.7%	31	87.2%	43	49.8%	12	61.1%	28	76.0%	14	41.9%	16	61.8%	492
Input collection through anonymous surveys	9.4%	27	31.9%	30	14.7%	18	28.6%	95	49.7%	95	19.2%	22	55.8%	63	69.6%	31	57.8%	43	14.2%	12	9.4%	28	0.0%	14	16.2%	16	36.8%	495

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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Table 110: Feedback Valued

When I give feedback it is valued by:	Anth Geog (A)		Comm Stu (B)		Econ (C)		English (D)		Fine + Perf Arts (E)		History (F)		Jour Med Comm (G)		Lang Lit Cult (H)		Ofc Dean (I)		Other (J)		Phil (K)		Poli Sci (L)		Soci (M)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	26.2%	27	67.0%	30	25.1%	20	30.1%	95	48.1%	95	49.9%	22	63.3%	63	62.3%	31	69.5%	43	49.9%	12	49.5%	28	45.9%	14	28.4%	16	47.8%	497
CSU overall	9.5%	27	46.5%	30	20.8%	20	13.1%	95	37.1%	95	14.7%	22	43.4%	63	13.7%	31	43.3%	43	28.4%	12	9.4%	28	12.0%	14	0.0%	16	26.1%	497
My division/college	0.0%	27	74.4%	30	18.4%	23	21.9%	95	48.0%	95	54.0%	22	59.8%	63	81.5%	31	78.6%	43	50.0%	12	39.0%	28	56.8%	14	38.0%	16	46.5%	500
My department/unit	69.2%	27	80.1%	30	29.8%	23	55.4%	95	59.2%	95	81.0%	22	86.8%	63	91.5%	31	86.6%	43	71.4%	12	100.0%	28	68.8%	14	47.2%	16	70.2%	500

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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Table 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.2%	6	5.1%	*	22.3%	6	14.7%	18	9.9%	14	23.2%	6	10.5%	9	14.2%	8	13.5%	7	33.3%	10	5.1%	*	10.6%	*	22.6%	5	13.9%	94
Physical appearance	0.0%	*	7.6%	*	12.4%	3	5.4%	7	9.2%	13	10.0%	*	0.0%	*	4.9%	*	12.8%	7	27.4%	8	0.0%	*	0.0%	*	0.0%	*	6.7%	45
Physical disability	10.3%	3	24.8%	8	10.0%	*	11.1%	14	6.6%	9	20.0%	5	6.3%	5	7.7%	4	18.0%	10	45.6%	13	22.6%	7	0.0%	*	15.9%	3	12.6%	85
Mental disability	10.3%	3	17.0%	6	0.0%	*	6.9%	9	7.9%	11	20.0%	5	2.0%	*	12.6%	7	25.2%	14	21.3%	6	30.7%	10	0.0%	*	15.9%	3	11.1%	75
Employment classification	29.4%	9	44.9%	15	26.0%	7	32.1%	40	19.7%	28	36.0%	9	17.8%	15	28.7%	15	43.6%	23	60.7%	17	43.5%	14	26.9%	7	22.6%	5	30.2%	204
Gender identity	14.7%	4	37.7%	13	16.2%	4	15.2%	19	9.3%	13	26.2%	7	5.2%	4	9.8%	5	21.2%	11	39.4%	11	5.1%	*	6.7%	*	7.4%	*	14.4%	97
Job title	26.2%	8	17.6%	6	16.2%	4	46.0%	57	17.8%	25	29.8%	8	20.0%	16	30.9%	16	32.0%	17	54.6%	16	41.6%	13	26.9%	7	0.0%	*	28.6%	193
Parental status	14.7%	4	20.1%	7	6.2%	*	9.0%	11	11.6%	16	20.0%	5	0.0%	*	11.0%	6	8.0%	4	45.6%	13	5.1%	*	6.7%	*	27.8%	6	11.5%	78
Religion	4.9%	*	20.4%	7	6.2%	*	2.1%	*	9.8%	14	32.6%	9	20.9%	17	3.1%	*	21.6%	12	12.2%	3	17.6%	6	0.0%	*	0.0%	*	11.0%	74
Political affiliation	0.0%	*	40.8%	14	6.2%	*	2.1%	*	3.1%	4	29.9%	8	14.9%	12	7.9%	4	28.0%	15	12.2%	3	10.9%	3	16.6%	4	18.7%	4	11.4%	77
Sexual orientation	5.4%	*	17.9%	6	10.0%	*	6.2%	8	3.1%	4	10.0%	*	12.9%	10	4.9%	*	4.8%	*	12.2%	3	5.1%	*	6.0%	*	7.4%	*	7.2%	49
Socio-economic status	26.2%	8	35.0%	12	10.0%	*	11.4%	14	5.6%	8	23.2%	6	2.0%	*	25.7%	14	16.4%	9	33.3%	10	21.5%	7	6.7%	*	7.4%	*	13.9%	94
Ethnic origin	5.4%	*	22.7%	8	16.2%	4	4.1%	5	6.0%	8	33.2%	9	15.1%	12	26.2%	14	21.2%	11	39.5%	11	0.0%	*	6.0%	*	7.4%	*	13.0%	88
Veteran status	0.0%	*	0.0%	*	0.0%	*	1.3%	*	0.0%	*	10.0%	*	0.0%	*	0.0%	*	4.8%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	1.5%	10
Race or color	5.4%	*	40.6%	14	38.5%	10	10.9%	14	11.6%	16	29.8%	8	19.3%	16	32.0%	17	32.8%	18	57.7%	16	5.1%	*	12.7%	3	7.4%	*	20.2%	137
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.9%	*	10.0%	*	0.0%	*	0.0%	*	4.8%	*	12.2%	3	0.0%	*	6.0%	*	0.0%	*	1.9%	13
Nationality/country of origin	0.0%	*	25.5%	9	16.2%	4	5.4%	7	8.0%	11	10.0%	*	10.3%	8	17.8%	9	23.2%	12	30.3%	9	8.2%	*	16.6%	4	0.0%	*	11.7%	79
None/no response	60.3%	18	29.8%	10	41.7%	11	41.7%	52	60.7%	85	34.2%	9	52.1%	42	47.3%	25	25.7%	14	21.2%	6	8.1%	*	45.2%	11	58.0%	13	44.2%	299

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.2%	6	5.1%	*	32.3%	8	6.7%	8	6.2%	9	10.0%	*	4.3%	3	4.9%	*	5.9%	3	12.2%	3	0.0%	*	0.0%	*	15.9%	3	7.7%	52
Physical appearance	0.0%	*	7.6%	*	12.4%	3	0.0%	*	4.3%	6	10.0%	*	0.0%	*	4.9%	*	8.0%	4	12.2%	3	0.0%	*	0.0%	*	0.0%	*	3.7%	25
Physical disability	10.3%	3	15.4%	5	0.0%	*	2.1%	*	4.3%	6	10.0%	*	6.3%	5	2.8%	*	8.0%	4	21.3%	6	5.1%	*	0.0%	*	15.9%	3	6.1%	42
Mental disability	10.3%	3	12.7%	4	0.0%	*	2.8%	3	5.4%	8	10.0%	*	0.0%	*	2.8%	*	10.8%	6	21.3%	6	8.1%	*	0.0%	*	15.9%	3	6.0%	41
Employment classification	20.2%	6	25.2%	9	26.0%	7	20.9%	26	19.7%	28	23.2%	6	10.7%	9	12.9%	7	18.0%	10	30.3%	9	13.2%	4	26.9%	7	22.6%	5	19.3%	131
Gender identity	5.4%	*	17.3%	6	32.3%	8	4.9%	6	3.7%	5	10.0%	*	0.0%	*	4.9%	*	11.2%	6	30.3%	9	5.1%	*	0.0%	*	7.4%	*	7.5%	50
Job title	16.9%	5	17.6%	6	26.0%	7	32.8%	41	14.0%	20	29.8%	8	8.5%	7	4.9%	*	28.7%	15	30.3%	9	17.6%	6	26.9%	7	0.0%	*	19.5%	132
Parental status	5.4%	*	20.1%	7	6.2%	*	4.9%	6	8.0%	11	10.0%	*	0.0%	*	8.0%	4	8.0%	4	30.4%	9	0.0%	*	6.7%	*	27.8%	6	8.1%	55
Religion	0.0%	*	0.0%	*	0.0%	*	2.1%	*	6.2%	9	19.9%	5	3.2%	*	3.1%	*	10.0%	5	12.2%	3	0.0%	*	0.0%	*	0.0%	*	4.4%	30
Political affiliation	0.0%	*	20.4%	7	0.0%	*	4.2%	5	1.8%	*	29.9%	8	3.2%	*	4.9%	*	16.4%	9	12.2%	3	0.0%	*	10.6%	*	18.7%	4	6.9%	47
Sexual orientation	5.4%	*	0.0%	*	0.0%	*	2.8%	3	0.0%	*	10.0%	*	0.0%	*	4.9%	*	4.8%	*	12.2%	3	0.0%	*	0.0%	*	7.4%	*	2.7%	18
Socio-economic status	16.9%	5	7.6%	*	0.0%	*	9.0%	11	5.6%	8	23.2%	6	0.0%	*	12.6%	7	8.0%	4	21.3%	6	5.1%	*	6.7%	*	7.4%	*	8.1%	55
Ethnic origin	5.4%	*	7.7%	*	9.9%	*	4.1%	5	2.3%	3	10.0%	*	2.0%	*	14.7%	8	3.2%	*	21.3%	6	0.0%	*	0.0%	*	7.4%	*	5.4%	37
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	10.0%	*	0.0%	*	0.0%	*	0.0%	*	21.3%	6	0.0%	*	0.0%	*	0.0%	*	1.3%	9
Race or color	5.4%	*	12.8%	4	32.2%	8	5.4%	7	4.2%	6	16.6%	4	5.2%	4	14.7%	8	3.2%	*	21.3%	6	0.0%	*	0.0%	*	7.4%	*	7.8%	53
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.9%	*	10.0%	*	0.0%	*	0.0%	*	0.0%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	1.3%	9
Nationality/country of origin	0.0%	*	15.4%	5	9.9%	*	4.1%	5	1.9%	*	10.0%	*	2.0%	*	9.8%	5	3.2%	*	21.3%	6	0.0%	*	10.6%	*	0.0%	*	5.2%	35
None/no response	69.6%	21	70.0%	24	31.7%	8	59.1%	73	71.7%	101	50.3%	13	84.1%	69	73.3%	39	59.7%	32	42.3%	12	69.3%	22	51.8%	13	58.0%	13	65.0%	440

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	34.2%	10	0.0%	*	26.1%	7	10.1%	13	13.0%	18	10.0%	*	0.0%	*	11.4%	6	2.7%	*	18.2%	5	0.0%	*	0.0%	*	15.9%	3	9.9%	67
Physical appearance	0.0%	*	7.6%	*	6.2%	*	1.3%	*	3.1%	4	10.0%	*	2.0%	*	0.0%	*	0.0%	*	15.1%	4	0.0%	*	0.0%	*	0.0%	*	2.8%	19
Physical disability	10.3%	3	15.4%	5	6.2%	*	3.4%	4	7.3%	10	10.0%	*	6.3%	5	0.0%	*	0.0%	*	21.3%	6	0.0%	*	0.0%	*	27.7%	6	6.5%	44
Mental disability	10.3%	3	12.7%	4	6.2%	*	5.6%	7	6.6%	9	10.0%	*	0.0%	*	0.0%	*	5.9%	3	27.3%	8	0.0%	*	0.0%	*	15.9%	3	6.3%	42
Employment classification	20.2%	6	25.2%	9	26.0%	7	23.0%	29	21.9%	31	10.0%	*	17.5%	14	16.3%	9	3.2%	*	33.3%	10	5.1%	*	26.9%	7	15.9%	3	19.1%	129
Gender identity	10.8%	3	17.3%	6	34.7%	9	4.9%	6	2.4%	3	39.4%	10	0.0%	*	4.9%	*	3.2%	*	48.5%	14	5.1%	*	0.0%	*	14.8%	3	9.0%	61
Job title	25.6%	8	17.6%	6	26.0%	7	31.3%	39	18.2%	26	16.6%	4	11.2%	9	16.3%	9	12.3%	7	54.5%	16	17.6%	6	26.9%	7	0.0%	*	20.9%	141
Parental status	19.4%	6	29.5%	10	6.2%	*	7.0%	9	10.5%	15	10.0%	*	0.0%	*	3.1%	*	0.0%	*	9.1%	*	0.0%	*	6.7%	*23.3%	5	8.1%	54	
Religion	0.0%	*	0.0%	*	6.2%	*	4.2%	5	8.1%	11	19.9%	5	0.0%	*	0.0%	*	5.2%	*	9.1%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	29
Political affiliation	0.0%	*	12.7%	4	16.2%	4	4.2%	5	1.8%	*	19.9%	5	0.0%	*	4.9%	*	8.4%	5	0.0%	*	0.0%	*10.6%	*18.7%	4	5.2%	35		
Sexual orientation	5.4%	*	0.0%	*	6.2%	*	4.1%	5	1.9%	*	10.0%	*	3.2%	*	4.9%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	7.4%	*	3.0%	20
Socio-economic status	25.6%	8	7.6%	*	6.2%	*10.3%	13	4.3%	6	10.0%	*	0.0%	*	4.9%	*	0.0%	*21.3%	6	5.1%	*	6.7%	*19.3%	4	7.3%	50			
Ethnic origin	5.4%	*	7.7%	*16.0%	4	4.1%	5	4.8%	7	10.0%	*	2.0%	*	4.9%	*	3.2%	*18.2%	5	0.0%	*	0.0%	*7.4%	*	5.3%	36			
Veteran status	0.0%	*	0.0%	*0.0%	*	0.0%	*	0.0%	*0.0%	*10.0%	*	0.0%	*	0.0%	*	0.0%	*0.0%	*0.0%	*0.0%	*0.0%	*0.0%	*0.0%	*0.0%	*0.4%	*			
Race or color	5.4%	*12.8%	4	44.5%	12	5.4%	7	6.7%	9	16.6%	4	5.2%	4	4.9%	*	3.2%	*27.2%	8	0.0%	*0.0%	*7.4%	*	8.3%	56				
Marital status	8.6%	*	4.3%	*6.2%	*	1.3%	*	3.7%	5	10.0%	*	0.0%	*	0.0%	*	0.0%	*9.1%	*	5.1%	*0.0%	*0.0%	*2.9%	19					
Nationality/country of origin	0.0%	*15.4%	5	16.0%	4	4.1%	5	4.3%	6	10.0%	*	2.0%	*	4.9%	*	3.2%	*9.1%	*	0.0%	*10.6%	*0.0%	*5.1%	34					
None/no response	55.5%	17	65.7%	22	25.5%	7	58.5%	73	62.3%	88	44.1%	12	72.0%	59	80.7%	43	76.1%	41	36.4%	10	77.4%	25	51.8%	13	38.8%	86	15.5%	416

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.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*12.8%	4	12.4%	3	7.5%	9	5.6%	8	21.8%	6	2.0%	*29.3%	16	17.7%	10	39.5%	11	21.5%	7	6.7%	*7.4%	*11.6%	79				
Bullying	5.4%	*7.6%	*32.3%	8	8.8%	11	11.0%	15	10.0%	*	0.0%	*30.4%	16	8.0%	4	21.3%	6	21.4%	7	6.0%	*7.4%	*11.6%	78					
Bias	5.4%	*36.8%	12	32.3%	8	23.0%	28	9.3%	13	25.5%	7	17.7%	14	43.8%	23	33.9%	18	30.3%	9	30.8%	10	6.0%	*23.3%	5	22.5%	152		
Physical assault	0.0%	*0.0%	*16.2%	4	1.3%	*	3.1%	4	18.8%	5	0.0%	*16.3%	9	13.2%	7	21.3%	6	0.0%	*0.0%	*7.4%	*5.7%	39						
Sexual misconduct	0.0%	*0.0%	*6.2%	*1.3%	*	3.1%	4	25.0%	7	0.0%	*29.3%	16	22.9%	12	30.3%	9	13.3%	4	0.0%	*7.4%	*8.4%	57						
Verbal abuse	5.4%	*12.7%	4	12.4%	3	14.5%	18	11.1%	16	23.2%	6	0.0%	*14.7%	8	17.6%	10	21.3%	6	21.5%	7	0.0%	*7.4%	*11.9%	81				
None/no response	94.6%	28	55.5%	19	67.7%	18	68.1%	84	82.8%	116	55.1%	14	82.3%	67	53.1%	28	59.6%	32	42.3%	12	44.6%	14	87.3%	21	76.7%	17	69.8%	473

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	5.1%	*	6.2%	*	1.3%	*	1.2%	*	10.0%	*	0.0%	*	4.9%	*	0.0%	*	21.4%	6	5.1%	*	6.7%	*	7.4%	*	3.4%	23
Bullying	0.0%	*	7.6%	*	32.3%	8	5.4%	7	6.6%	9	10.0%	*	0.0%	*	4.9%	*	7.5%	4	21.3%	6	38.9%	12	0.0%	*	7.4%	*	8.4%	57
Bias	5.4%	*	26.6%	9	32.2%	8	4.9%	6	5.5%	8	19.9%	5	6.3%	5	19.5%	10	10.8%	6	21.3%	6	48.4%	15	0.0%	*	35.1%	8	13.1%	89
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	12.2%	3	0.0%	*	0.0%	*	0.0%	*	0.9%	6
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	12.2%	3	13.3%	4	0.0%	*	0.0%	*	1.5%	10
Verbal abuse	0.0%	*	7.6%	*	16.2%	4	4.9%	6	3.5%	5	10.0%	*	0.0%	*	4.9%	*	8.0%	4	12.2%	3	21.5%	7	0.0%	*	0.0%	*	5.6%	38
None/no response	94.6%	28	73.4%	25	57.8%	15	90.4%	112	93.4%	131	80.1%	21	93.7%	76	80.5%	43	89.2%	48	69.6%	20	35.3%	11	93.3%	23	64.9%	14	84.0%	569

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.	Anth Geog		Comm Stu		Econ		English		Fine + Perf Arts		History		Jour Med Comm		Lang Lit Cult		Ofc Dean		Other		Phil		Poli Sci		Soci		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	1.3%	*	0.0%	*	10.0%	*	2.0%	*	4.9%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.3%	8
Bullying	31.4%	9	7.6%	*	44.7%	12	16.4%	20	12.1%	17	61.8%	16	0.0%	*	17.6%	9	5.9%	3	36.3%	10	29.7%	9	6.7%	*	19.3%	4	17.1%	116
Bias	28.1%	8	26.6%	9	58.3%	15	13.7%	17	17.1%	24	19.9%	5	6.3%	5	19.4%	10	5.9%	3	24.2%	7	17.6%	6	6.7%	*	35.1%	8	17.7%	120
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.9%	*	0.0%	*	0.0%	*	8.2%	*	0.0%	*	0.0%	*	0.8%	5
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.5%	3	0.0%	*	2.1%	*	4.9%	*	0.0%	*	0.0%	*	8.2%	*	0.0%	*	0.0%	*	1.5%	10
Verbal abuse	22.7%	7	12.4%	4	34.7%	9	11.1%	14	11.4%	16	42.3%	11	0.0%	*	4.9%	*	3.2%	*	30.2%	9	29.7%	9	0.0%	*	0.0%	*	12.4%	84
None/no response	63.2%	19	73.4%	25	35.5%	9	79.4%	99	77.1%	108	28.4%	7	89.6%	73	77.5%	41	90.9%	49	54.6%	16	52.8%	17	93.3%	23	64.9%	14	73.9%	500

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

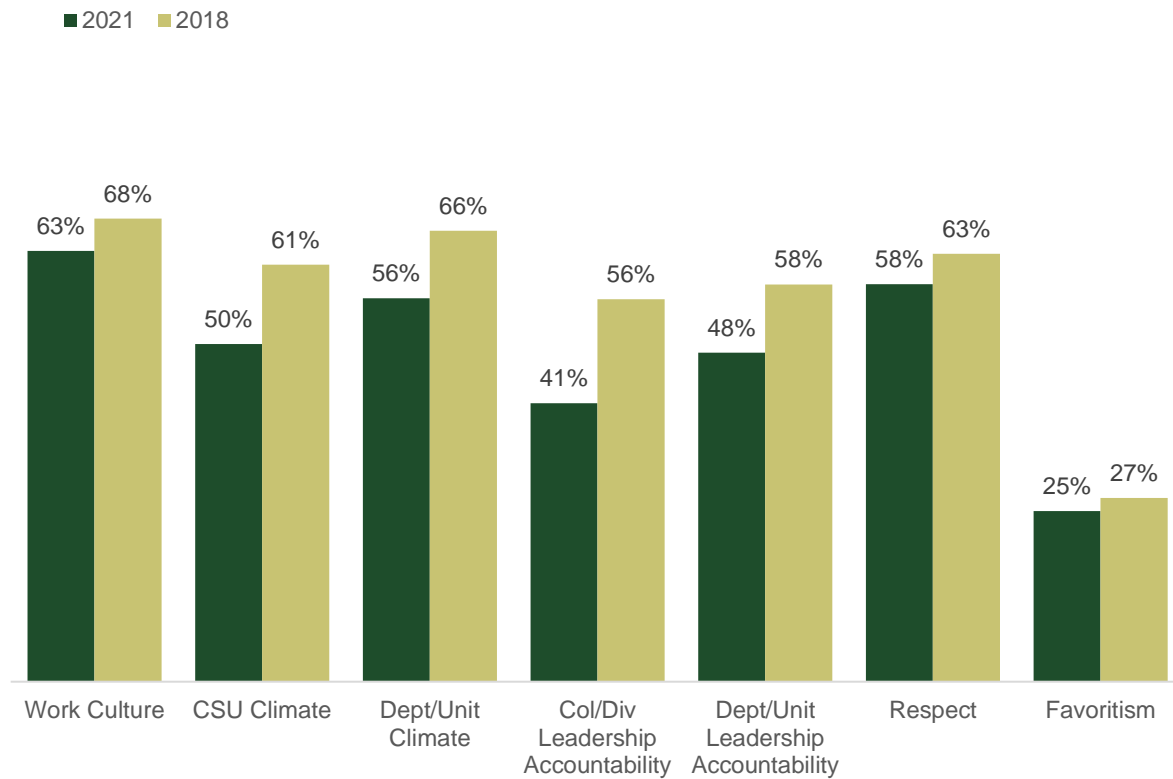


Table 117: Work Culture

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	68.1%	564	63.4%	670
	B			
My department/unit promotes a work environment where all employees feel included	3.5%	659	3.6%	677
My department/unit treats all employees equitably	3.3%	651	3.3%	674
My department/unit is open and transparent in communication	3.5%	666	3.6%	674
My department/unit values employee input in major department/unit decisions	3.7%	653	3.9%	674
My department/unit promotes respect for cultural differences	4.2%	659	4.1%	674
My department/unit understands the value of diversity	4.1%	664	4.1%	677
My department/unit communicates the importance of valuing diversity	4.0%	666	4.1%	672
			A	
I feel valued as an employee	3.6%	659	3.4%	677
	B			
I feel a strong sense of belonging to CSU	3.6%	663	3.2%	675
	B			
I feel a strong sense of belonging to my division/college	3.4%	662	3.4%	675
I feel a strong sense of belonging to my department/unit	3.9%	664	3.6%	677
	B			
I would recommend CSU as a place of employment	4.0%	616	3.6%	677
	B			
I would recommend my department/unit as a place of employment	4.0%	617	3.6%	677
	B			

Percent "Agree" or "Strongly agree"

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

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

Table 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	92.3%	572	86.9%	583
	B			
No, I did not have a review	7.7%	48	13.1%	88
			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^{1,2}

- 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 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	87.9%	610	77.8%	583
	B			
I am satisfied with the effort my supervisor put into my most recent performance review	3.9%	621	4.0%	583
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.6%	648	2.5%	583
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.4%	583

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. ^{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 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	63.0%	535	58.5%	664
	B			
My department/unit is treated with respect by other units within my college/division	3.4%	597	3.4%	669
My college/division is treated with respect by CSU	2.7%	616	2.8%	669
The people I interact with treat each other with respect	4.0%	659	3.9%	666
There is respect for religious differences in my department/unit	4.0%	587	3.8%	669
	B			
There is respect for liberal perspectives in my department/unit	4.3%	635	4.2%	666
	B			
There is respect for conservative perspectives in my department/unit	3.4%	602	3.3%	666

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	27.0%	588	25.1%	662
Recognized within my department/unit	3.0%	633	2.9%	662
Resources in my department/unit	2.8%	614	2.8%	662
Professional development opportunities	2.6%	623	2.5%	662
Promoted in my department/unit	2.6%	619	2.6%	662
Hired in my department/unit	2.6%	620	2.6%	662

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	56.3%	337	41.0%	655
	B			
Leadership adequately addresses inappropriate behavior	3.5%	435	3.3%	655
	B			
Leadership holds employees accountable for inappropriate behavior	3.4%	392	3.2%	655
	B			
Leadership holds employees accountable for poor performance in the workplace	3.2%	429	3.1%	655
Leadership acts ethically and honestly in the workplace	4.0%	521	3.7%	655
	B			
Leadership addresses issues of inequity	3.3%	530	3.2%	655
Leadership holds all employees to the same standards	3.3%	481	3.1%	655
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	58.4%	440	48.4%	650
	B			
Leadership adequately addresses inappropriate behavior	3.5%	530	3.4%	655
	B			
Leadership holds employees accountable for inappropriate behavior	3.5%	487	3.3%	653
	B			
Leadership holds employees accountable for poor performance in the workplace	3.2%	543	3.1%	655
Leadership acts ethically and honestly in the workplace	4.0%	521	3.7%	655
	B			
Leadership addresses issues of inequity	3.5%	576	3.3%	653
	B			
Leadership holds all employees to the same standards	3.2%	605	3.2%	655

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	61.4%	403	49.7%	627
	B			
Recruits employees from a diverse set of backgrounds	3.5%	509	3.3%	637
	B			
Improves the campus climate for all employees	3.5%	556	3.3%	640
	B			
Retains diverse employees	3.2%	483	3.0%	638
	B			
Creates a supportive environment for employees from diverse backgrounds	3.4%	488	3.2%	636
	B			
Encourages discussions related to diversity	4.0%	595	3.8%	646
	B			
Provides employees with a positive work experience	3.7%	582	3.3%	641
	B			
Climate has become consistently more inclusive of all employees	3.7%	490	3.4%	637
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	66.3%	481	56.4%	630
	B			
Recruits employees from a diverse set of backgrounds	3.5%	583	3.5%	642
Improves the campus climate for all employees	3.7%	598	3.5%	642
	B			
Retains diverse employees	3.4%	563	3.2%	639
	B			
Creates a supportive environment for employees from diverse backgrounds	3.4%	488	3.2%	636
	B			
Encourages discussions related to diversity	3.9%	608	4.0%	643
Provides employees with a positive work experience	3.8%	618	3.5%	644
	B			
Climate has become consistently more inclusive of all employees	3.7%	536	3.5%	640
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 126: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	16.3%	85	9.9%	67
Physical appearance	7.0%	37	2.8%	19
Physical disability*	3.0%	16	6.5%	44
Mental disability	NA	NA	6.3%	42
Employment classification	41.6%	218	19.1%	129
Gender identity	6.9%	36	9.0%	61
Job title	37.0%	194	20.9%	141
Parental status	10.7%	56	8.1%	54
Religion	5.7%	30	4.3%	29
Political affiliation	13.6%	71	5.2%	35
Sexual orientation	3.3%	18	3.0%	20
Socio-economic status	3.8%	20	7.3%	50
Ethnic origin	5.2%	27	5.3%	36
Veteran status	0.7%	4	0.4%	*
Race or color	4.5%	24	8.3%	56
Marital status	5.1%	27	2.9%	19
Nationality/country of origin	3.0%	16	5.1%	34
None/no response	33.8%	177	61.5%	416

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

Statistical significance not tested.

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

* Values reported for items with n >= 3.

Table 127: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	7.9%	51	11.6%	79
Bullying	11.5%	74	11.6%	78
Bias	27.1%	176	22.5%	152
Physical assault	0.4%	*	5.7%	39
Sexual misconduct	4.5%	29	8.4%	57
Verbal abuse	6.0%	39	11.9%	81
None/no response	68.5%	445	69.8%	473

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	3.5%	23	3.4%	23
Bullying	8.1%	52	8.4%	57
Bias	19.4%	126	13.1%	89
Physical assault	0.4%	*	0.9%	6
Sexual misconduct	3.0%	19	1.5%	10
Verbal abuse	2.5%	16	5.6%	38
None/no response	75.9%	493	84.0%	569

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

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	2.7%	18	1.3%	8
Bullying	13.9%	90	17.1%	116
Bias	22.1%	144	17.7%	120
Physical assault	0.0%	*	0.8%	5
Sexual misconduct	2.6%	17	1.5%	10
Verbal abuse	7.0%	46	12.4%	84
None/no response	71.2%	462	73.9%	500

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

Statistical significance not tested.

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