

# Employee Climate Survey 2021

## College of Business

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 Business	282	2	15	99	35.4%
Accounting	24	1	0	11	47.8%
COB Academic Programs	58	0	6	3	5.2%
COB Academic Support	36	0	2	22	61.1%
COB Operations	19	0	1	8	42.1%
Computer Information Systems	17	0	1	7	41.2%
Finance and Real Estate	35	0	1	6	17.1%
Management	44	0	1	20	45.5%
Marketing	26	1	3	6	24.0%
Office of Dean	23	0	0	15	65.2%
Unknown	0	0	0	1	.

\* 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**

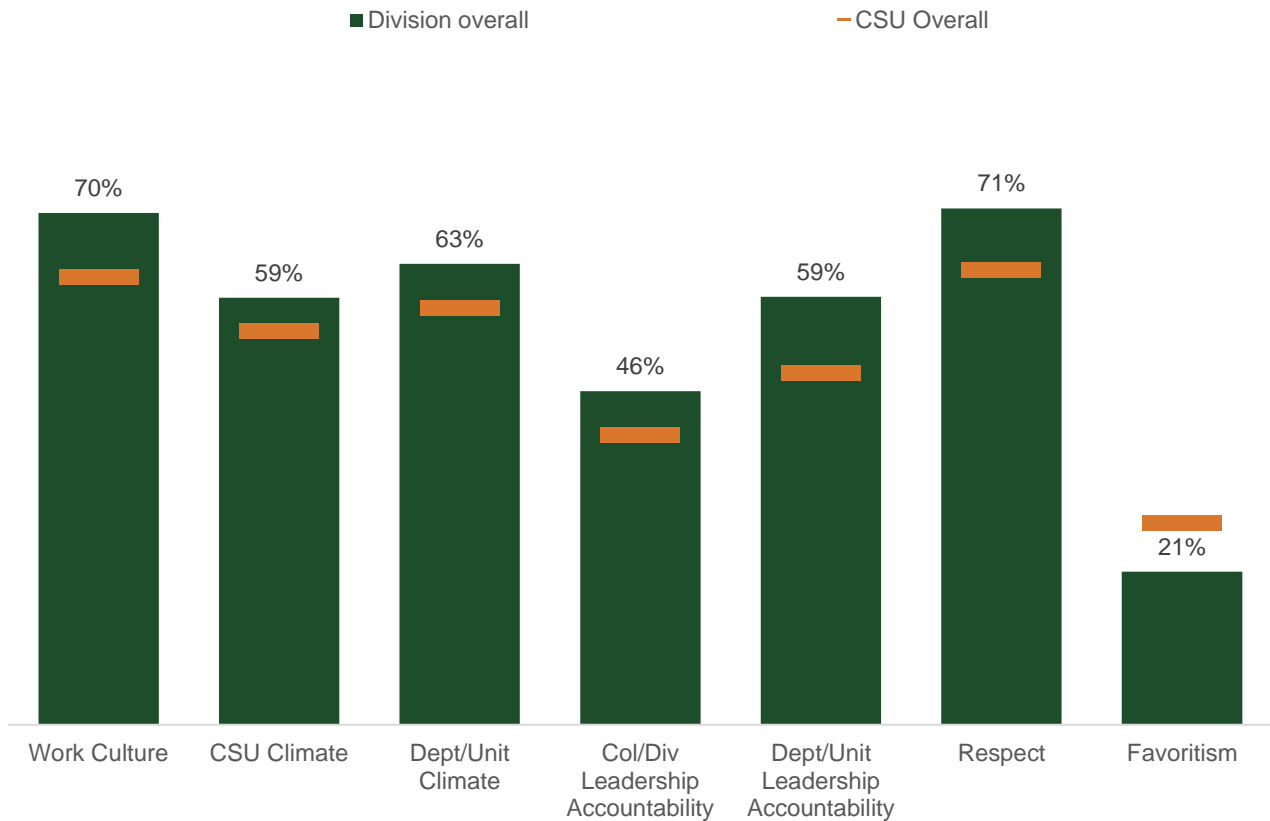
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	51%	37%	50%
	Woman	49%	61%	48%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%	3%
Racially minoritized status	Racially minoritized	10%	18%	13%
	Non-racially minoritized	90%	83%	87%
Employee type	Admin Professional	28%	45%	31%
	Contract, continuing, and adjunct (CCA)	42%	17%	37%
	Tenure or Tenure-track (T/TT)	23%	31%	27%
	Faculty	6%	7%	5%
	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**



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**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	6.7%	5.3%	7.0%	37.8%	43.1%	100.0% 282
My department/unit treats all employees equitably	10.3%	3.5%	19.1%	29.2%	38.0%	100.0% 282
My department/unit is open and transparent in communication	5.7%	9.8%	8.1%	33.6%	42.8%	100.0% 282
My department/unit values employee input in major department/unit decisions	6.3%	9.0%	16.3%	29.8%	38.6%	100.0% 282
My department/unit promotes respect for cultural differences	6.5%	4.1%	12.3%	30.0%	47.1%	100.0% 282
My department/unit understands the value of diversity	5.6%	6.9%	10.9%	31.8%	44.7%	100.0% 279
My department/unit communicates the importance of valuing diversity	6.5%	3.5%	17.4%	21.5%	51.1%	100.0% 282
I feel valued as an employee	7.7%	6.8%	16.5%	25.5%	43.6%	100.0% 273
I feel a strong sense of belonging to CSU	7.7%	13.4%	18.7%	24.8%	35.4%	100.0% 282
I feel a strong sense of belonging to my division/college	13.2%	11.6%	15.0%	23.8%	36.4%	100.0% 282
I feel a strong sense of belonging to my department/unit	6.5%	13.1%	10.4%	20.6%	49.3%	100.0% 282
I would recommend CSU as a place of employment	3.2%	14.8%	9.9%	29.2%	42.9%	100.0% 282
I would recommend my department/unit as a place of employment	5.7%	11.2%	12.6%	18.8%	51.7%	100.0% 282

**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?	90.4%	9.6%	100.0% 280

**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	2.2%	4.0%	4.7%	33.6%	55.5%	100.0% 253
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	36.4%	35.1%	8.4%	10.8%	9.3%	100.0% 253
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.1%	14.7%	19.8%	43.3%	19.1%	100.0% 253

*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	3.8%	3.8%	20.3%	42.5%	29.6%	100.0% 282
My college/division is treated with respect by CSU	2.0%	5.3%	22.4%	43.7%	26.6%	100.0% 282
The people I interact with treat each other with respect	0.0%	8.3%	3.1%	50.9%	37.7%	100.0% 280
There is respect for religious differences in my department/unit	3.0%	4.3%	24.4%	37.4%	30.9%	100.0% 282
There is respect for liberal perspectives in my department/unit	2.0%	3.2%	15.0%	34.4%	45.3%	100.0% 282
There is respect for conservative perspectives in my department/unit	7.5%	14.2%	31.2%	25.2%	22.0%	100.0% 282

**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	25.6%	27.2%	21.7%	10.7%	14.9%	100.0%279
Resources in my department/unit	29.1%	28.2%	19.5%	14.3%	8.9%	100.0%279
Professional development opportunities	33.4%	35.3%	20.7%	4.8%	5.8%	100.0%279
Promoted in my department/unit	28.2%	32.6%	17.0%	11.6%	10.5%	100.0%279
Hired in my department/unit	28.3%	27.1%	20.9%	12.1%	11.7%	100.0%279

**Table 8: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	13.6%	7.0%	34.5%	25.1%	19.8%	100.0%276
Leadership holds employees accountable for inappropriate behavior	12.7%	6.5%	36.2%	27.3%	17.2%	100.0%275
Leadership holds employees accountable for poor performance in the workplace	9.7%	7.6%	46.4%	26.7%	9.6%	100.0%275
Leadership acts ethically and honestly in the workplace	12.5%	4.9%	14.0%	44.0%	24.5%	100.0%275
Leadership addresses issues of inequity	11.6%	9.9%	37.0%	26.9%	14.6%	100.0%272
Leadership holds all employees to the same standards	16.3%	10.8%	31.9%	24.8%	16.3%	100.0%275

**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	5.4%	6.9%	30.7%	27.1%	29.8%	100.0%276
Leadership holds employees accountable for inappropriate behavior	6.5%	6.6%	33.7%	29.4%	23.9%	100.0%275
Leadership holds employees accountable for poor performance in the workplace	6.4%	6.7%	31.3%	40.6%	15.0%	100.0%275
Leadership acts ethically and honestly in the workplace	12.5%	4.9%	14.0%	44.0%	24.5%	100.0%275
Leadership addresses issues of inequity	6.7%	8.9%	33.6%	29.9%	20.9%	100.0%272
Leadership holds all employees to the same standards	6.9%	9.8%	24.5%	31.6%	27.1%	100.0%276

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	2.6%	11.5%	30.0%	31.9%	24.0%	100.0%269
Improves the campus climate for all employees	9.9%	9.5%	19.3%	41.1%	20.3%	100.0%268
Retains diverse employees	5.4%	13.2%	40.4%	27.0%	13.9%	100.0%266
Creates a supportive environment for employees from diverse backgrounds	8.9%	7.4%	30.6%	32.1%	21.0%	100.0%266
Encourages discussions related to diversity	3.7%	5.8%	15.9%	45.6%	28.9%	100.0%266
Provides employees with a positive work experience	8.1%	2.3%	23.6%	36.4%	29.6%	100.0%263
Climate has become consistently more inclusive of all employees	8.8%	6.3%	22.2%	33.5%	29.2%	100.0%266

**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	8.3%	11.8%	10.5%	40.1%	29.3%	100.0%269
Improves the campus climate for all employees	9.4%	6.7%	18.4%	31.5%	33.9%	100.0%268
Retains diverse employees	8.8%	11.0%	33.6%	29.9%	16.7%	100.0%266
Creates a supportive environment for employees from diverse backgrounds	8.9%	7.4%	30.6%	32.1%	21.0%	100.0%266
Encourages discussions related to diversity	8.9%	8.7%	18.2%	28.5%	35.7%	100.0%268
Provides employees with a positive work experience	6.0%	2.8%	19.9%	28.2%	43.1%	100.0%268
Climate has become consistently more inclusive of all employees	8.8%	5.2%	17.3%	35.8%	32.9%	100.0%268

**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	6.1%	24.5%	12.8%	45.8%	10.8%	100.0%257
Communications are timely	0.7%	10.8%	27.6%	41.3%	19.5%	100.0%254
Communications are relevant	5.6%	12.4%	24.7%	41.4%	15.9%	100.0%252
Communications are informative	1.8%	11.8%	22.7%	45.8%	17.9%	100.0%254
Communications are motivating	17.1%	9.0%	29.5%	31.0%	13.4%	100.0%254
Communications are honest	7.6%	11.5%	25.4%	34.1%	21.4%	100.0%253
Communications are accessible	0.7%	1.1%	22.1%	42.2%	33.8%	100.0%254

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	5.8%	15.9%	10.9%	46.6%	20.8%	100.0%257
Communications are timely	3.6%	17.6%	15.7%	39.8%	23.3%	100.0%254
Communications are relevant	8.5%	6.5%	14.9%	46.9%	23.2%	100.0%252
Communications are informative	5.2%	6.5%	25.3%	41.3%	21.7%	100.0%254
Communications are motivating	14.9%	8.6%	28.0%	32.2%	16.2%	100.0%252
Communications are honest	9.5%	7.8%	20.7%	38.4%	23.6%	100.0%254
Communications are accessible	1.9%	3.9%	18.7%	40.4%	35.1%	100.0%254

**Table 14: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	4.0%	2.5%	5.8%	49.6%	38.0%	100.0%259
Communications are timely	3.0%	3.8%	15.5%	38.0%	39.7%	100.0%256
Communications are relevant	3.0%	0.5%	5.5%	47.1%	43.9%	100.0%253
Communications are informative	3.0%	2.7%	7.8%	49.5%	37.0%	100.0%256
Communications are motivating	7.5%	3.2%	33.8%	31.0%	24.5%	100.0%254
Communications are honest	4.6%	1.1%	17.4%	41.3%	35.6%	100.0%256
Communications are accessible	1.9%	1.1%	16.9%	43.3%	36.9%	100.0%256

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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?	58.0%	22.5%	19.5%	100.0% 259

**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	0.0%	4.3%	3.1%	34.3%	58.3%	100.0% 200
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	6.8%	50.7%	23.6%	18.9%	100.0% 193
My service on committees	0.0%	4.0%	36.4%	38.4%	21.3%	100.0% 195
Annual review process	1.4%	7.7%	14.6%	42.9%	33.3%	100.0% 195
Input collection through anonymous surveys	8.5%	11.7%	38.5%	26.7%	14.5%	100.0% 189

*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	10.1%	4.7%	52.4%	19.7%	13.1%	100.0% 198
My division/college	15.6%	4.2%	26.7%	37.8%	15.6%	100.0% 198
My department/unit	2.1%	2.5%	21.2%	28.8%	45.4%	100.0% 200

*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	8.0%	23	12.9%	36	6.2%	18
Physical appearance	7.4%	21	6.9%	19	5.9%	17
Physical disability	2.6%	7	3.0%	9	2.0%	6
Mental disability	2.5%	7	3.5%	10	3.5%	10
Employment classification	25.9%	73	27.6%	78	17.0%	48
Gender identity	10.0%	28	7.0%	20	4.4%	12
Job title	21.1%	60	22.4%	63	15.0%	42
Parental status	4.9%	14	3.7%	11	3.7%	11
Religion	5.3%	15	2.5%	7	2.1%	6
Political affiliation	17.5%	49	17.7%	50	7.8%	22
Sexual orientation	1.5%	4	2.0%	6	3.4%	10
Socio-economic status	8.3%	23	7.3%	20	3.2%	9
Ethnic origin	3.9%	11	4.4%	12	3.2%	9
Veteran status	2.0%	6	3.0%	9	1.0%	*
Race or color	11.0%	31	6.4%	18	5.5%	15
Marital status	1.5%	4	3.5%	10	5.9%	17
Nationality/country of origin	3.7%	11	6.5%	18	5.5%	16
None/no response	60.5%	170	62.1%	175	73.9%	208

*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	5.5%	15	4.4%	12	0.0%	*
Bullying	9.5%	27	11.6%	33	7.9%	22
Bias	13.8%	39	17.5%	49	11.9%	34
Physical assault	0.0%	*	1.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.4%	10	3.4%	10
Verbal abuse	4.1%	11	9.7%	27	6.8%	19
None/no response	79.9%	225	77.4%	218	85.7%	242

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

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

**Table 20: Gender**

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	14.7%	36
Trans / Transgender	1.2%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.3%	6
Man	44.0%	108
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	41.9%	103
Prefer not to disclose	5.9%	14
The gender I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 21: Gender Scales**

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	34.2%	75		32.0%	71		85.9%	189	
1	10.0%	22		10.9%	24		6.4%	14	
2	5.3%	12		5.5%	12		3.3%	7	
3	2.0%	4		5.0%	11		3.6%	8	
4	13.2%	29		5.6%	12		0.7%	*	
5	9.4%	21		16.8%	37		0.0%	*	
6 Very	26.0%	57		24.2%	53		0.0%	*	
Total	100.0%	220	2.82	100.0%	220	2.89	100.0%	220	.27

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



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	1.6%	4
Asian (can include Middle Eastern and North African)	3.8%	10
Black or African American (can include Middle Eastern and North African)	1.1%	*
Hispanic or Latinx	5.7%	14
Native Hawaiian or Other Pacific Islander	0.0%	*
White	80.9%	205
Prefer not to disclose	9.1%	23
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 23: Black or African American**

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

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

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

**Table 24: Native American or Alaska Native or First Nations**

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

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

*Categories coded from write-in responses.*

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

**Table 25: Hispanic or Latinx**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	36.8%	5
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	52.6%	8
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	10.6%	*
Spanish or Portuguese	0.0%	*

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

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

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	19.6%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	49.6%	5
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	19.6%	*
Prefer not to disclose	11.3%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 27: Hawaiian/Pacific Islander**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	4.9%	82.7%	12.5%	100.0%   253

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	14.1%	80.2%	0.0%	5.7%	100.0%   253

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
Accounting	13.5%	38
COB Academic Programs	2.2%	6
COB Academic Support	14.9%	42
COB Operations	5.7%	16
Computer Information Systems	9.4%	27
Finance and Real Estate	6.3%	18
Management	25.1%	71
Marketing	10.1%	28
Office of Dean	11.7%	33
Unknown	1.0%	*
Total	100.0%	282

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

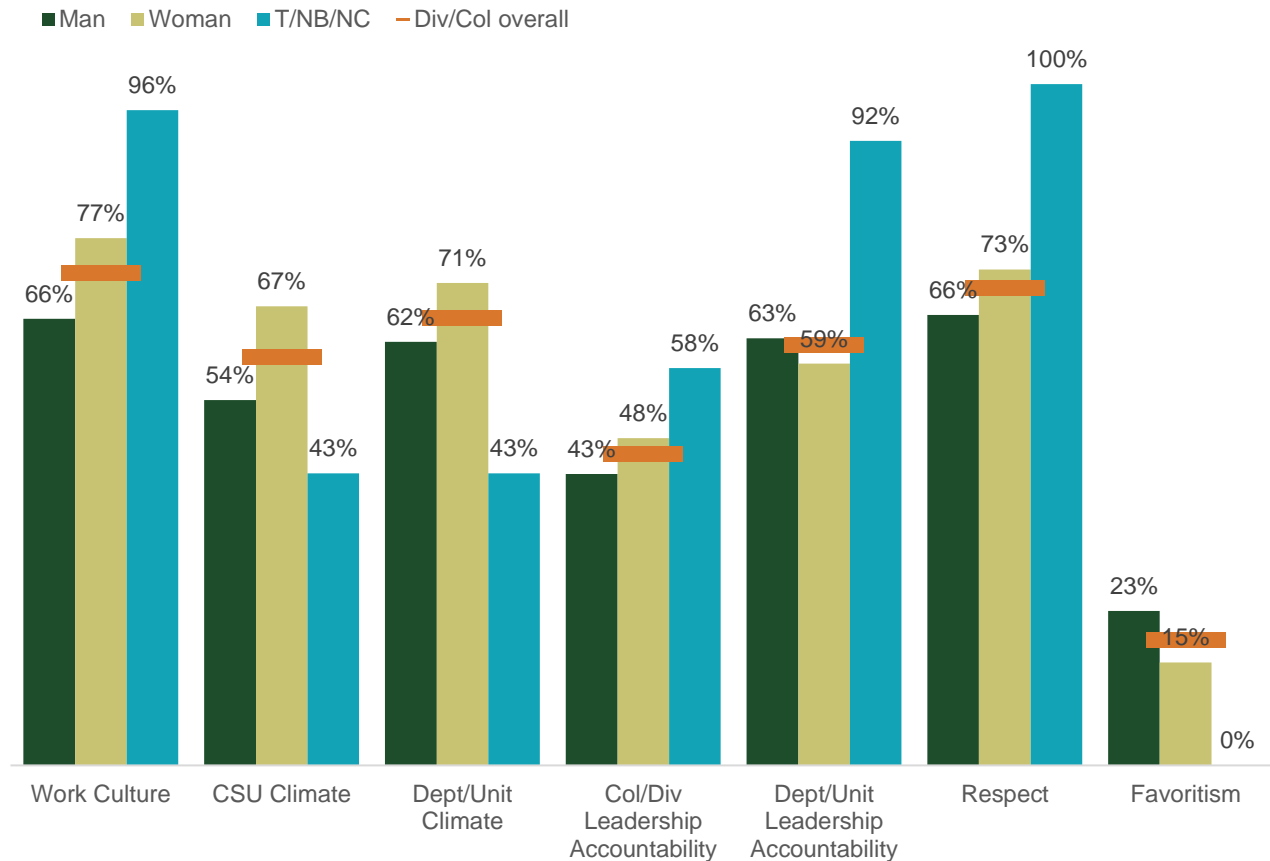
**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	30.9%	86
CCAF Faculty	37.0%	103
State Classified	5.4%	15
T or TT Faculty	26.6%	74
Total	100.0%	279

## 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	65.6%	98	77.4%	103	96.2%	67	72.3%	207
My department/unit promotes a work environment where all employees feel included	77.5%	108	87.9%	103	100.0%	68	83.0%	216
My department/unit treats all employees equitably	68.7%	108	65.0%	103	100.0%	66	67.8%	216
My department/unit is open and transparent in communication	74.8%	108	81.2%	103	100.0%	67	78.5%	216
My department/unit values employee input in major department/unit decisions	64.0%	108	76.0%	103	100.0%	67	70.7%	216
My department/unit promotes respect for cultural differences	69.0%	108	86.3%	103	100.0%	67	78.0%	216
			A					
My department/unit understands the value of diversity	74.5%	108	79.8%	103	100.0%	67	77.7%	216
My department/unit communicates the importance of valuing diversity	76.0%	108	72.2%	103	50.0%	67	73.5%	216
I feel valued as an employee	61.9%	98	76.6%	103	100.0%	67	70.3%	207
I feel a strong sense of belonging to CSU	46.4%	108	74.8%	103	100.0%	66	61.3%	216
			A		A			
I feel a strong sense of belonging to my division/college	45.2%	108	76.1%	103	100.0%	66	61.4%	216
			A		A			
I feel a strong sense of belonging to my department/unit	64.8%	108	76.6%	103	100.0%	67	71.3%	216
I would recommend CSU as a place of employment	71.6%	108	75.3%	103	100.0%	67	74.1%	216
I would recommend my department/unit as a place of employment	67.4%	108	78.2%	103	100.0%	67	73.4%	216

Percent "Agree" or "Strongly agree"

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

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

**Table 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	94.4%	102	85.0%	86	50.0%	*	88.8%	190
	C							
No, I did not have a review	5.6%	6	15.0%	15	50.0%	*	11.2%	24
			A					
Total	100.0%	108	100.0%	101	100.0%	6	100.0%	214

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

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

- 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	85.6%	102	82.7%	86	100.0%	*	84.5%	190
I am satisfied with the effort my supervisor put into my most recent performance review	95.0%	102	87.1%	86	100.0%	*	91.5%	190
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	17.5%	102	18.7%	86	0.0%	*	17.8%	190
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	61.7%	102	60.9%	86	100.0%	*	61.9%	190

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

*\* Values reported for items with  $n \geq 3$ .<sup>a,b,c</sup>*

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

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

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

**Table 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	66.1%	108	72.8%	101	100.0%	A	670.2%	214
My department/unit is treated with respect by other units within my college/division	64.0%	108	75.0%	103	100.0%		670.2%	216
My college/division is treated with respect by CSU	57.5%	108	79.7%	103	100.0%	A	669.2%	216
The people I interact with treat each other with respect	90.0%	108	90.5%	101	100.0%		690.5%	214
There is respect for religious differences in my department/unit	63.7%	108	67.5%	103	100.0%		666.5%	216
There is respect for liberal perspectives in my department/unit	81.7%	108	71.9%	103	100.0%		677.5%	216
There is respect for conservative perspectives in my department/unit	39.9%	108	51.4%	103	100.0%	A	647.0%	216

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 36: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	22.7%	108	15.1%	103	0.0%		618.5%	216
Recognized within my department/unit	33.5%	108	17.7%	103	0.0%		625.1%	216
Resources in my department/unit	25.2%	108	14.5%	103	0.0%		619.4%	216
Professional development opportunities	12.2%	108	7.8%	103	0.0%		69.8%	216
Promoted in my department/unit	15.7%	108	21.5%	103	0.0%		618.0%	216
Hired in my department/unit	26.7%	108	14.2%	103	0.0%		620.1%	216

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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	42.8%	108	48.0%	101	58.3%	6	45.7%	214
Leadership adequately addresses inappropriate behavior	45.2%	108	42.7%	103	50.0%	6	44.2%	216
Leadership holds employees accountable for inappropriate behavior	44.8%	108	45.0%	101	50.0%	6	45.0%	214
Leadership holds employees accountable for poor performance in the workplace	34.3%	108	36.5%	101	50.0%	6	35.8%	214
Leadership acts ethically and honestly in the workplace	63.5%	108	73.2%	101	100.0%	6	69.1%	214
Leadership addresses issues of inequity	33.7%	108	47.3%	101	50.0%	6	40.6%	214
Leadership holds all employees to the same standards	35.2%	108	42.8%	101	50.0%	6	39.2%	214

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	62.7%	108	59.0%	101	91.7%	6	61.7%	214
Leadership adequately addresses inappropriate behavior	60.8%	108	53.1%	103	100.0%	6	58.2%	216
Leadership holds employees accountable for inappropriate behavior	55.6%	108	57.2%	101	100.0%	6	57.6%	214
Leadership holds employees accountable for poor performance in the workplace	64.3%	108	54.3%	101	100.0%	6	60.5%	214
Leadership acts ethically and honestly in the workplace	63.5%	108	73.2%	101	100.0%	6	69.1%	214
Leadership addresses issues of inequity	53.9%	108	51.0%	101	50.0%	6	52.4%	214
Leadership holds all employees to the same standards	62.1%	108	56.7%	103	100.0%	6	60.6%	216

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	53.6%	105	67.4% A	101	42.9%	6	59.9%	211
Recruits employees from a diverse set of backgrounds	50.3% C	108	66.8% A C	101	0.0%	6	56.7%	214
Improves the campus climate for all employees	52.4%	108	79.9% A	103	50.0%	6	65.4%	216
Retains diverse employees	39.5%	108	45.9%	101	0.0%	6	41.5%	214
Creates a supportive environment for employees from diverse backgrounds	55.1%	108	52.8%	101	50.0%	6	53.8%	214
Encourages discussions related to diversity	66.4%	108	80.2%	101	100.0%	6	73.8%	214
Provides employees with a positive work experience	59.8%	105	73.0%	101	50.0%	6	65.8%	211
Climate has become consistently more inclusive of all employees	59.5%	108	73.5%	101	50.0%	6	65.8%	214

Percent "Agree" or "Strongly agree"

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.2%	108	70.8%	101	42.9%	6	65.7%	214
Recruits employees from a diverse set of backgrounds	70.3% C	108	78.5% C	101	0.0%	6	72.3%	214
Improves the campus climate for all employees	62.6%	108	77.2%	103	50.0%	6	69.2%	216
Retains diverse employees	48.2%	108	45.9%	101	50.0%	6	47.1%	214
Creates a supportive environment for employees from diverse backgrounds	55.1%	108	52.8%	101	50.0%	6	53.8%	214
Encourages discussions related to diversity	57.2%	108	71.1%	103	50.0%	6	63.6%	216
Provides employees with a positive work experience	68.8%	108	80.2%	103	50.0%	6	73.7%	216
Climate has become consistently more inclusive of all employees	69.6%	108	78.3%	103	50.0%	6	73.2%	216

Percent "Agree" or "Strongly agree"

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

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



**Table 41: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	56.4%	105	67.0%	100	35.7%	660	60.9%	210
Communications are effective	51.4%	108	66.9%	101	0.0%	657	67.3%	214
	C		C					
Communications are timely	55.6%	108	71.4%	101	0.0%	661	66.6%	214
	C		A C					
Communications are relevant	51.0%	105	61.7%	101	100.0%	657	67.4%	211
Communications are informative	52.2%	108	73.7%	101	100.0%	663	66.6%	214
			A		A			
Communications are motivating	40.3%	108	49.1%	101	50.0%	644	67.7%	214
Communications are honest	58.5%	108	63.4%	100	0.0%	659	69.2%	213
	C		C					
Communications are accessible	79.2%	108	81.6%	101	0.0%	678	68.2%	214
	C		C					

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	65.2%	105	68.9%	99	57.1%	666	67.7%	209
Communications are effective	63.0%	108	76.1%	101	50.0%	668	68.9%	214
Communications are timely	59.5%	108	72.9%	101	50.0%	665	66.6%	214
Communications are relevant	71.4%	105	72.1%	101	100.0%	672	67.5%	211
Communications are informative	56.1%	108	70.5%	101	100.0%	664	66.1%	214
Communications are motivating	51.3%	108	50.3%	99	50.0%	650	60.8%	212
Communications are honest	66.3%	108	65.8%	101	50.0%	665	67.7%	214
Communications are accessible	78.7%	108	78.1%	101	0.0%	676	67.3%	214
	C		C					

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	82.8%	105	82.1%	101	64.3%	6	682.0%	211
Communications are effective	88.3%	108	89.4%	103	100.0%	6	689.1%	216
Communications are timely	78.2%	108	84.1%	103	50.0%	6	680.3%	216
Communications are relevant	94.1%	105	89.3%	103	100.0%	6	691.9%	213
Communications are informative	89.5%	108	85.8%	103	100.0%	6	688.0%	216
Communications are motivating	58.2%	108	58.0%	101	50.0%	6	657.9%	214
Communications are honest	80.3%	108	79.8%	103	50.0%	6	679.3%	216
Communications are accessible	78.7%	108	89.7%	103	0.0%	6	681.8%	216
	C		C					

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	60.2%	65	63.8%	65	100.0% <sup>a</sup>	6	62.9%	136
Maybe, I can provide feedback in limited situations	21.0%	23	20.7%	21	0.0% <sup>a</sup>	*	20.3%	44
No, I don't have an opportunity to provide feedback	18.8%	20	15.5%	16	0.0% <sup>a</sup>	*	16.7%	36
Total	100.0%	108	100.0%	103	100.0%	6	100.0%	216

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

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

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

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

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

**Table 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	64.0%	82	58.5%	79	50.0%	6	60.9%	166
One on one conversations with my supervisor	96.7%	87	89.2%	84	100.0%	6	93.3%	177
My representation in shared governance (CPC, APC, or Faculty Council)	43.9%	82	42.1%	82	50.0%	6	43.2%	170
My service on committees	72.9%	85	42.4%	82	50.0%	6	57.6%	172
	B							
Annual review process	79.6%	85	71.3%	82	50.0%	6	74.7%	172
Input collection through anonymous surveys	29.0%	82	50.7%	79	0.0%	6	38.3%	166
			A C					

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 46: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	52.2%	87	58.3%	82	33.3%	6	54.4%	175
CSU overall	31.0%	87	39.2%	82	0.0%	6	33.8%	175
My division/college	45.9%	87	59.1%	82	50.0%	6	52.2%	175
My department/unit	79.6%	87	76.9%	84	50.0%	6	77.4%	177

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.6%	10	6.3%	6	50.0%	*	9.1%	20
Physical appearance	4.7%	5	9.8%	10	50.0%	*	8.3%	18
Physical disability	4.0%	4	0.0%	*	0.0%	*	2.0%	4
Mental disability	2.6%	*	1.3%	*	50.0%	*	3.3%	7
Employment classification	10.0%	11	35.5%	36	100.0%	6	24.5%	53
Gender identity	11.9%	13	9.4%	10	50.0%	*	11.7%	25
Job title	18.0%	19	25.2%	26	100.0%	6	23.6%	51
Parental status	6.2%	7	1.3%	*	0.0%	*	3.7%	8
Religion	11.0%	12	2.9%	*	0.0%	*	6.9%	15
Political affiliation	24.4%	26	8.4%	9	50.0%	*	17.5%	38
Sexual orientation	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Socio-economic status	6.9%	7	4.3%	4	100.0%	6	8.1%	18
Ethnic origin	7.9%	8	2.4%	*	0.0%	*	5.1%	11
Veteran status	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Race or color	13.7%	15	10.4%	11	50.0%	*	13.1%	28
Marital status	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Nationality/country of origin	4.4%	5	2.9%	*	0.0%	*	3.5%	8
None/no response	65.5%	70	55.5%	57	0.0%	*	59.0%	127

*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	18.3%	20	7.8%	8	50.0%	*	14.1%	31
Physical appearance	2.6%	*	7.8%	8	50.0%	*	6.3%	14
Physical disability	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Mental disability	2.6%	*	1.3%	*	50.0%	*	3.3%	7
Employment classification	18.7%	20	33.8%	35	100.0%	6	28.0%	60
Gender identity	2.6%	*	8.1%	8	50.0%	*	6.5%	14
Job title	18.7%	20	25.2%	26	100.0%	6	23.9%	52
Parental status	2.6%	*	2.0%	*	0.0%	*	2.2%	5
Religion	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Political affiliation	18.6%	20	12.4%	13	50.0%	*	16.5%	36
Sexual orientation	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Socio-economic status	6.9%	7	4.3%	4	50.0%	*	6.8%	15
Ethnic origin	6.5%	7	2.4%	*	0.0%	*	4.4%	9
Veteran status	2.6%	*	0.0%	*	0.0%	*	1.3%	*
Race or color	6.5%	7	7.9%	8	0.0%	*	7.0%	15
Marital status	2.6%	*	1.3%	*	0.0%	*	1.9%	4
Nationality/country of origin	4.4%	5	7.8%	8	0.0%	*	5.9%	13
None/no response	68.7%	74	54.0%	55	0.0%	*	59.9%	129

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	4.4%	5	1.3%	*	50.0%	*	4.1%	9
Physical appearance	0.0%	*	7.8%	8	50.0%	*	5.0%	11
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	1.3%	*	50.0%	*	2.0%	4
Employment classification	1.7%	*	22.6%	23	100.0%	6	14.3%	31
Gender identity	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Job title	5.3%	6	19.0%	20	100.0%	6	14.3%	31
Parental status	2.6%	*	2.0%	*	0.0%	*	2.2%	5
Religion	0.0%	*	2.9%	*	0.0%	*	1.4%	*
Political affiliation	0.0%	*	12.9%	13	50.0%	*	7.5%	16
Sexual orientation	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Socio-economic status	2.6%	*	3.3%	3	0.0%	*	2.9%	6
Ethnic origin	1.7%	*	1.3%	*	0.0%	*	1.5%	3
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	3.9%	4	2.6%	*	0.0%	*	3.2%	7
Marital status	2.6%	*	7.8%	8	0.0%	*	5.0%	11
Nationality/country of origin	1.7%	*	7.8%	8	0.0%	*	4.6%	10
None/no response	88.3%	95	65.8%	68	0.0%	*	75.3%	162

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	4.0%	4	8.1%	8	50.0%	*	7.2%	15
Bullying	6.7%	7	7.8%	8	100.0%	6	9.7%	21
Bias	15.3%	16	5.3%	5	100.0%	6	12.8%	28
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	4.1%	4	1.3%	*	50.0%	*	4.0%	9
None/no response	82.1%	88	80.2%	82	0.0%	*	79.0%	171

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	2.6%	*	6.5%	7	0.0%	*	4.4%	9
Bullying	11.4%	12	14.3%	15	0.0%	*	12.5%	27
Bias	9.1%	10	13.3%	14	100.0%	6	13.5%	29
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Verbal abuse	6.7%	7	14.0%	14	0.0%	*	10.0%	22
None/no response	84.7%	91	79.1%	81	0.0%	*	79.8%	172

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

Statistical significance not tested.

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

**Table 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	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	5.3%	6	7.8%	8	0.0%	*	6.3%	14
Bias	3.9%	4	9.1%	9	50.0%	*	7.6%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	6.5%	7	0.0%	*	3.1%	7
Verbal abuse	2.6%	*	7.5%	8	0.0%	*	4.9%	11
None/no response	90.9%	98	89.9%	92	50.0%	*	89.3%	193

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

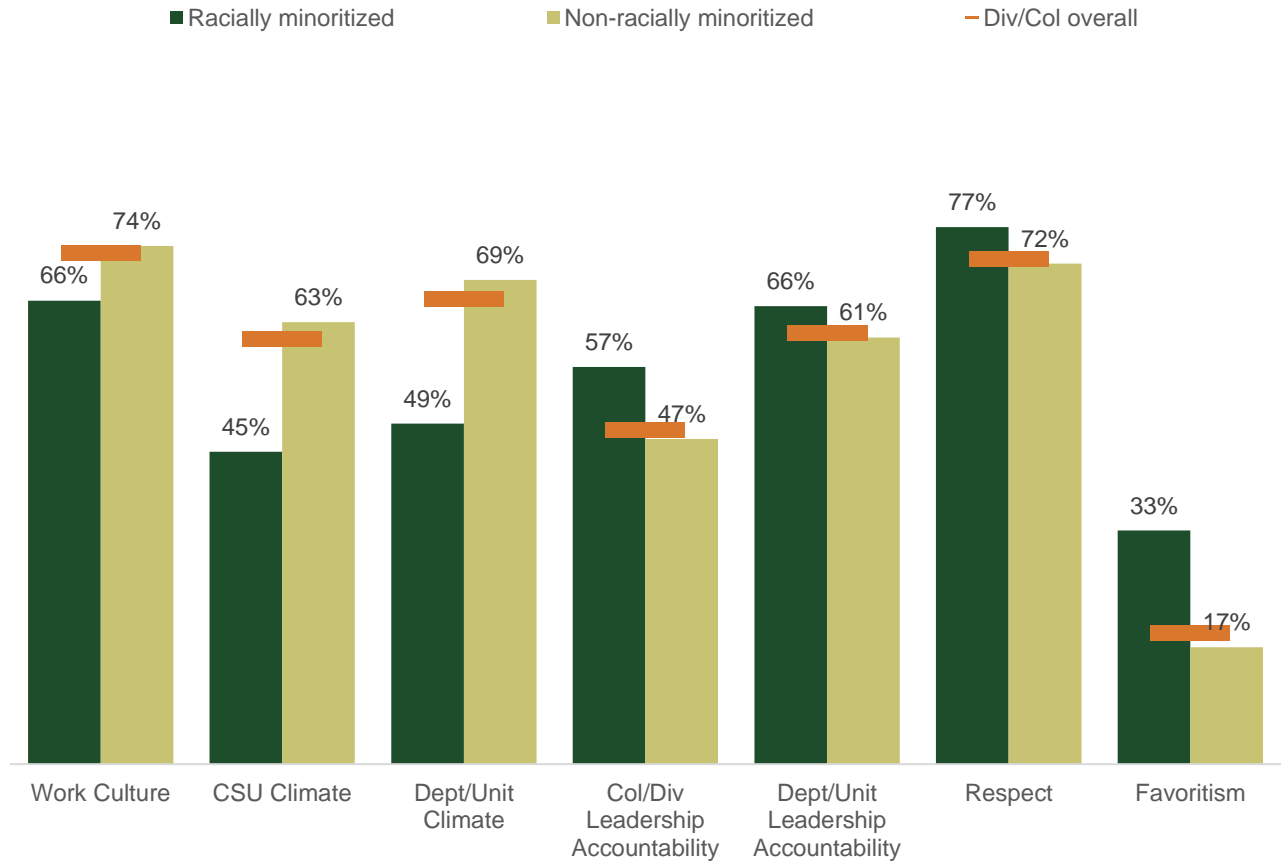
Statistical significance not tested.

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

## Comparisons by Racially Minoritized Status

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

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



**Table 53: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.3%	29	74.1%	192	73.1%	221
My department/unit promotes a work environment where all employees feel included	70.9%	29	84.6%	201	82.8%	230
My department/unit treats all employees equitably	65.7%	29	69.0%	201	68.5%	230
My department/unit is open and transparent in communication	70.9%	29	79.7%	201	78.6%	230
My department/unit values employee input in major department/unit decisions	70.9%	29	69.9%	201	70.0%	230
My department/unit promotes respect for cultural differences	65.7%	29	80.0%	201	78.2%	230
My department/unit understands the value of diversity	44.4%	29	82.7%	201	77.9%	230
My department/unit communicates the importance of valuing diversity	53.4%	29	76.9%	201	73.9%	230
I feel valued as an employee	65.7%	29	71.7%	192	70.9%	221
I feel a strong sense of belonging to CSU	53.4%	29	65.2%	201	63.7%	230
I feel a strong sense of belonging to my division/college	79.2%	29	62.9%	201	65.0%	230
I feel a strong sense of belonging to my department/unit	75.5%	29	72.8%	201	73.1%	230
I would recommend CSU as a place of employment	71.0%	29	75.0%	201	74.5%	230
I would recommend my department/unit as a place of employment	75.5%	29	73.6%	201	73.8%	230

Percent "Agree" or "Strongly agree"

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

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

**Table 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	77.4%	23	91.2%	182	89.5%	205
No, I did not have a review	22.6%	7	8.8%	17	10.5%	24
Total	100.0%	29	100.0%	199	100.0%	229

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

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

- 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	84.4%	23	85.2%	182	85.1%	205
I am satisfied with the effort my supervisor put into my most recent performance review	70.6%	23	93.2% A	182	90.7%	205
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	29.4%	23	16.5%	182	17.9%	205
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	82.5%	23	62.4%	182	64.6%	205

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

*Percent "Agree" or "Strongly agree"*

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

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

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

**Table 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	76.8%	29	71.6%	199	72.3%	229
My department/unit is treated with respect by other units within my college/division	86.2%	29	71.4%	201	73.3%	230
My college/division is treated with respect by CSU	83.8%	29	69.2%	201	71.1%	230
The people I interact with treat each other with respect	83.8%	29	92.1%	199	91.1%	229
There is respect for religious differences in my department/unit	62.5%	29	69.4%	201	68.6%	230
There is respect for liberal perspectives in my department/unit	80.7%	29	78.7%	201	78.9%	230
There is respect for conservative perspectives in my department/unit	64.0%	29	48.3%	201	50.3%	230

*Percent "Agree" or "Strongly agree"*

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

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



**Table 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	33.4%	29	16.7%	201	18.8%	230
Recognized within my department/unit	46.6% B	29	21.6%	201	24.8%	230
Resources in my department/unit	25.4%	29	20.0%	201	20.7%	230
Professional development opportunities	15.6%	29	8.2%	201	9.2%	230
Promoted in my department/unit	32.8%	29	17.4%	201	19.4%	230
Hired in my department/unit	46.6% B	29	16.2%	201	20.0%	230

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 58: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	56.8%	29	46.5%	199	47.8%	229
Leadership adequately addresses inappropriate behavior	68.1% B	29	44.7%	201	47.6%	230
Leadership holds employees accountable for inappropriate behavior	68.1% B	29	42.7%	199	46.0%	229
Leadership holds employees accountable for poor performance in the workplace	41.6%	29	35.2%	199	36.0%	229
Leadership acts ethically and honestly in the workplace	77.0%	29	71.6%	199	72.2%	229
Leadership addresses issues of inequity	32.5%	29	44.6%	199	43.1%	229
Leadership holds all employees to the same standards	53.7%	29	40.0%	199	41.7%	229

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 59: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	65.5%	29	61.0%	199	61.6%	229
Leadership adequately addresses inappropriate behavior	75.5%	29	57.3%	201	59.6%	230
Leadership holds employees accountable for inappropriate behavior	65.7%	29	55.1%	199	56.5%	229
Leadership holds employees accountable for poor performance in the workplace	66.6%	29	58.1%	199	59.2%	229
Leadership acts ethically and honestly in the workplace	77.0%	29	71.6%	199	72.2%	229
Leadership addresses issues of inequity	49.7%	29	53.4%	199	52.9%	229
Leadership holds all employees to the same standards	64.8%	29	59.9%	201	60.5%	230

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	44.7%	29	63.2%	197	60.8%	226
Recruits employees from a diverse set of backgrounds	36.2%	29	60.0%	199	56.9%	229
Improves the campus climate for all employees	39.9%	29	70.2%	201	66.3%	230
Retains diverse employees	26.3%	29	45.0%	199	42.6%	229
Creates a supportive environment for employees from diverse backgrounds	46.0%	29	55.4%	199	54.2%	229
Encourages discussions related to diversity	58.8%	29	77.9%	199	75.4%	229
Provides employees with a positive work experience	65.7%	29	68.4%	197	68.0%	226
Climate has become consistently more inclusive of all employees	39.9%	29	69.2%	199	65.4%	229

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	48.7%	29	69.2%	199	66.6%	229
Recruits employees from a diverse set of backgrounds	30.9%	29	78.9%	199	72.8%	229
Improves the campus climate for all employees	62.0%	29	71.0%	201	69.9%	230
Retains diverse employees	30.9%	29	51.9%	199	49.2%	229
Creates a supportive environment for employees from diverse backgrounds	46.0%	29	55.4%	199	54.2%	229
Encourages discussions related to diversity	44.4%	29	67.6%	201	64.7%	230
Provides employees with a positive work experience	70.9%	29	76.0%	201	75.3%	230
Climate has become consistently more inclusive of all employees	39.8%	29	78.6%	201	73.6%	230

Percent "Agree" or "Strongly agree"

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

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

**Table 62: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.1%	28	60.6%	197	59.9%	224
Communications are effective	56.7%	29	56.1%	199	56.2%	229
Communications are timely	61.3%	29	58.6%	199	59.0%	229
Communications are relevant	67.6%	29	56.1%	197	57.6%	226
Communications are informative	68.4%	29	62.7%	199	63.4%	229
Communications are motivating	27.2%	29	46.9%	199	44.4%	229
Communications are honest	41.1%	28	58.9%	199	56.7%	227
Communications are accessible	61.3%	29	80.8%	199	78.3%	229

Percent "Agree" or "Strongly agree"

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

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

**Table 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	69.9%	29	67.5%	195	67.8%	224
Communications are effective	84.4%	29	70.3%	199	72.1%	229
Communications are timely	69.4%	29	66.0%	199	66.5%	229
Communications are relevant	74.0%	29	72.8%	197	73.0%	226
Communications are informative	74.0%	29	63.8%	199	65.1%	229
Communications are motivating	56.7%	29	49.2%	197	50.1%	227
Communications are honest	60.5%	29	67.4%	199	66.6%	229
Communications are accessible	70.2%	29	78.9%	199	77.8%	229

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	69.3%	29	83.7% A	196	81.9%	225
Communications are effective	84.4%	29	90.6%	201	89.8%	230
Communications are timely	64.1%	29	81.2% A	201	79.0%	230
Communications are relevant	79.2%	29	94.4% A	198	92.5%	227
Communications are informative	79.2%	29	90.1%	201	88.8%	230
Communications are motivating	42.3%	29	57.5%	199	55.5%	228
Communications are honest	65.7%	29	81.3%	201	79.3%	230
Communications are accessible	70.2%	29	84.8%	201	83.0%	230

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 65: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	24.6%	7	65.5% A	132	60.3%	139
Maybe, I can provide feedback in limited situations	57.4% B	17	17.7%	36	22.8%	52
No, I don't have an opportunity to provide feedback	18.0%	5	16.8%	34	16.9%	39
Total	100.0%	29	100.0%	201	100.0%	230

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

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

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

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

**Table 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	58.7%	23	62.7%	155	62.2%	178
One on one conversations with my supervisor	84.3%	24	93.3%	164	92.2%	188
My representation in shared governance (CPC, APC, or Faculty Council)	41.1%	24	44.0%	157	43.6%	181
My service on committees	53.1%	24	59.5%	160	58.7%	184
Annual review process	73.4%	24	76.7%	160	76.3%	184
Input collection through anonymous surveys	38.5%	23	42.8%	155	42.3%	178

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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	64.0%	24	52.7%	163	54.1%	187
CSU overall	40.0%	24	30.5%	163	31.7%	187
My division/college	79.8%	24	51.6%	163	55.2%	187
	B					
My department/unit	72.3%	24	76.2%	164	75.7%	188

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 68: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	24.6%	7	6.2%	13	8.6%	20
Physical appearance	14.4%	4	6.8%	14	7.8%	18
Physical disability	5.2%	*	1.4%	*	1.9%	4
Mental disability	14.4%	4	1.4%	*	3.1%	7
Employment classification	39.6%	12	26.3%	53	28.0%	64
Gender identity	31.1%	9	9.5%	19	12.2%	28
Job title	23.4%	7	23.4%	47	23.4%	54
Parental status	9.8%	*	5.4%	11	6.0%	14
Religion	25.8%	8	3.6%	7	6.4%	15
Political affiliation	53.8%	16	13.8%	28	18.9%	44
Sexual orientation	4.6%	*	1.4%	*	1.8%	4
Socio-economic status	28.0%	8	6.1%	12	8.9%	20
Ethnic origin	19.9%	6	2.5%	5	4.7%	11
Veteran status	0.0%	*	1.4%	*	1.2%	*
Race or color	55.6%	16	7.4%	15	13.5%	31
Marital status	4.6%	*	1.4%	*	1.8%	4
Nationality/country of origin	11.0%	3	3.6%	7	4.6%	11
None/no response	30.1%	9	59.0%	119	55.4%	127

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	20.8%	6	12.2%	24	13.3%	31
Physical appearance	14.4%	4	4.7%	9	5.9%	14
Physical disability	0.0%	*	1.4%	*	1.2%	*
Mental disability	14.4%	4	1.4%	*	3.1%	7
Employment classification	33.5%	10	28.1%	56	28.8%	66
Gender identity	0.0%	*	8.4%	17	7.3%	17
Job title	18.2%	5	24.5%	49	23.7%	55
Parental status	0.0%	*	3.8%	8	3.3%	8
Religion	4.6%	*	1.4%	*	1.8%	4
Political affiliation	18.2%	5	16.5%	33	16.7%	39
Sexual orientation	0.0%	*	1.4%	*	1.2%	*
Socio-economic status	8.3%	*	6.1%	12	6.4%	15
Ethnic origin	14.7%	4	2.5%	5	4.1%	9
Veteran status	0.0%	*	1.4%	*	1.2%	*
Race or color	23.0%	7	4.2%	8	6.5%	15
Marital status	4.6%	*	1.4%	*	1.8%	4
Nationality/country of origin	11.0%	3	4.7%	9	5.5%	13
None/no response	58.3%	17	58.7%	118	58.6%	135

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	20.8%	6	1.4%	*	3.9%	9
Physical appearance	14.4%	4	3.3%	7	4.7%	11
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	14.4%	4	0.0%	*	1.8%	4
Employment classification	20.8%	6	13.7%	28	14.6%	34
Gender identity	0.0%	*	3.3%	7	2.9%	7
Job title	14.4%	4	13.3%	27	13.4%	31
Parental status	0.0%	*	3.8%	8	3.3%	8
Religion	4.6%	*	0.8%	*	1.3%	*
Political affiliation	14.4%	4	5.9%	12	7.0%	16
Sexual orientation	0.0%	*	3.3%	7	2.9%	7
Socio-economic status	4.6%	*	2.4%	5	2.7%	6
Ethnic origin	11.0%	3	0.0%	*	1.4%	3
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	15.6%	5	1.1%	*	3.0%	7
Marital status	4.6%	*	4.7%	9	4.7%	11
Nationality/country of origin	11.0%	3	3.3%	7	4.3%	10
None/no response	74.6%	22	75.7%	152	75.6%	174

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

Statistical significance not tested.

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

**Table 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	15.0%	4	5.5%	11	6.7%	15
Bullying	19.7%	6	9.0%	18	10.3%	24
Bias	34.3%	10	13.0%	26	15.7%	36
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	19.7%	6	1.4%	*	3.7%	9
None/no response	65.7%	19	78.2%	157	76.6%	176

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	4.7%	9	4.1%	9
Bullying	9.8%	*	12.0%	24	11.7%	27
Bias	29.1%	9	14.6%	29	16.4%	38
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.3%	7	2.9%	7
Verbal abuse	8.9%	*	9.4%	19	9.4%	22
None/no response	62.0%	18	79.6%	160	77.3%	178

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%	*	0.0%	*	0.0%	*
Bullying	4.6%	*	6.1%	12	5.9%	14
Bias	35.2%	10	5.9%	12	9.6%	22
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.3%	7	2.9%	7
Verbal abuse	3.7%	*	4.7%	9	4.6%	11
None/no response	61.1%	18	91.3%	184	87.5%	201

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

Statistical significance not tested.

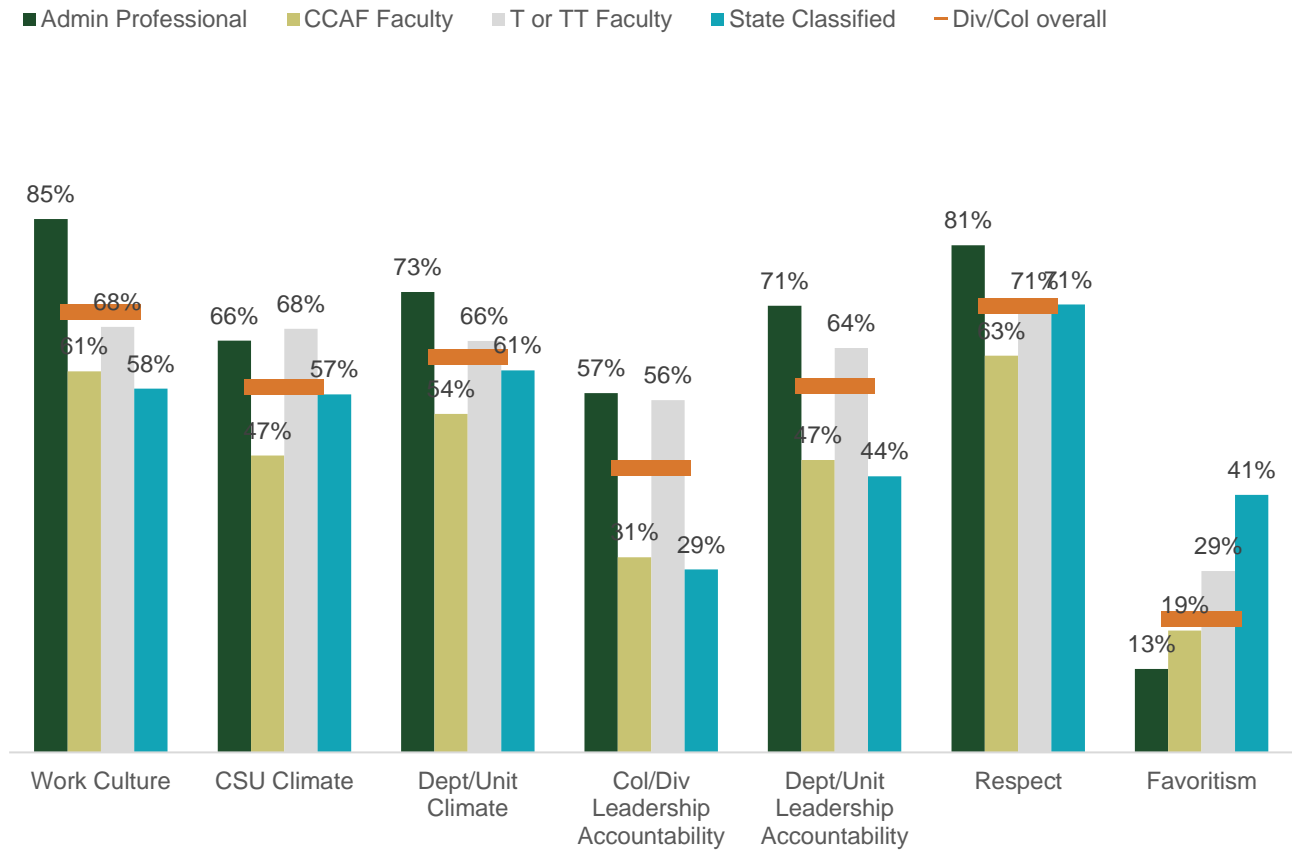
\* Values reported for items with  $n \geq 3$ .



## Comparisons by Employee Type

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

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



**Table 74: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	85.0%	83	67.8%	74	60.7%	94	58.0%	15	70.1%	267
	B C D									
My department/unit promotes a work environment where all employees feel included	90.1%	86	69.9%	74	81.8%	103	72.4%	15	80.7%	279
	B									
My department/unit treats all employees equitably	79.6%	86	58.5%	74	63.3%	103	59.0%	15	66.8%	279
	B									
My department/unit is open and transparent in communication	87.8%	86	62.3%	74	79.0%	103	59.0%	15	76.2%	279
	B									
My department/unit values employee input in major department/unit decisions	74.7%	86	62.3%	74	69.9%	103	45.6%	15	68.1%	279
My department/unit promotes respect for cultural differences	95.1%	86	65.0%	74	72.7%	103	59.0%	15	76.8%	279
	B C D									
My department/unit understands the value of diversity	94.9%	83	72.6%	74	66.5%	103	59.0%	15	76.3%	276
	B C D									
My department/unit communicates the importance of valuing diversity	92.4%	86	62.3%	74	66.5%	103	45.5%	15	72.3%	279
	B C D									
I feel valued as an employee	80.0%	86	72.6%	74	56.8%	94	59.0%	15	68.7%	270
	C									
I feel a strong sense of belonging to CSU	84.7%	86	67.0%	74	33.9%	103	59.0%	15	59.8%	279
	C		C							
I feel a strong sense of belonging to my division/college	79.4%	86	64.9%	74	39.9%	103	59.0%	15	59.8%	279
	C		C							
I feel a strong sense of belonging to my department/unit	82.7%	86	72.7%	74	58.0%	103	59.0%	15	69.6%	279
	C									
I would recommend CSU as a place of employment	88.0%	86	74.7%	74	58.0%	103	59.0%	15	71.8%	279
	C									
I would recommend my department/unit as a place of employment	81.3%	86	76.5%	74	58.0%	103	59.0%	15	70.2%	279
	C		C							

Percent "Agree" or "Strongly agree"

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

- 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	86.2%	73	91.1%	68	93.6%	97	86.6%	13	90.3%	250
No, I did not have a review	13.8%	12	8.9%	7	6.4%	7	13.4%	*	9.7%	27
Total	100.0%	85	100.0%	74	100.0%	103	100.0%	15	100.0%	277

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

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

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

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

**Table 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	85.3%	73	76.2%	68	87.0%	97	88.0%	13	83.6%	250
	B				B					
I am satisfied with the effort my supervisor put into my most recent performance review	90.9%	73	78.2%	68	97.0%	97	74.3%	13	89.0%	250
					B					
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	3.7%	73	30.1%	68	25.4%	97	25.7%	13	20.4%	250
			A		A					
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.0%	73	50.3%	68	64.0%	97	89.8%	13	61.9%	250
							B			

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

1,2,3

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

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

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

**Table 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	80.8%	85	71.0%	74	63.2%	103	71.3%	15	71.1%	277
	C									
My department/unit is treated with respect by other units within my college/division	80.1%	86	71.8%	74	60.7%	103	100.0%	15	71.8%	279
	C						C			
My college/division is treated with respect by CSU	81.9%	86	73.0%	74	55.4%	103	86.6%	15	70.0%	279
	C									
The people I interact with treat each other with respect	90.9%	85	82.1%	74	90.8%	103	91.1%	15	88.5%	277
There is respect for religious differences in my department/unit	75.3%	86	74.4%	74	60.3%	103	45.6%	15	67.9%	279
There is respect for liberal perspectives in my department/unit	93.1%	86	77.7%	74	75.3%	103	59.0%	15	80.6%	279
	C D									
There is respect for conservative perspectives in my department/unit	61.6%	86	47.2%	74	36.7%	103	45.6%	15	47.7%	279
	C									

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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	13.3%	83	28.9%	74	19.4%	103	41.0%	15	21.3%	276
			A				A			
Recognized within my department/unit	19.2%	83	33.8%	74	23.4%	103	41.0%	15	25.9%	276
Resources in my department/unit	18.7%	83	33.8%	74	17.4%	103	41.0%	15	23.5%	276
Professional development opportunities	3.9%	83	23.4%	74	2.8%	103	41.0%	15	10.8%	276
			A C				A C			
Promoted in my department/unit	17.3%	83	22.4%	74	23.8%	103	41.0%	15	22.4%	276
Hired in my department/unit	7.3%	83	31.1%	74	29.8%	103	41.0%	15	24.0%	276
			A		A		A			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	57.2%	82	56.1%	69	31.1%	103	29.1%	15	45.3%	269
	C		C							
Leadership adequately addresses inappropriate behavior	48.4%	83	65.9%	71	30.7%	103	13.4%	15	44.3%	273
			C D							
Leadership holds employees accountable for inappropriate behavior	50.6%	82	62.1%	71	30.7%	103	13.4%	15	44.0%	272
	C D		C D							
Leadership holds employees accountable for poor performance in the workplace	43.9%	82	54.1%	71	18.2%	103	22.2%	15	35.6%	272
	C		C							
Leadership acts ethically and honestly in the workplace	85.8%	82	64.8%	71	58.0%	103	59.0%	15	68.2%	272
	B C									
Leadership addresses issues of inequity	59.6%	82	46.1%	69	24.7%	103	26.7%	15	40.9%	269
	C		C							
Leadership holds all employees to the same standards	54.1%	82	48.2%	71	24.2%	103	40.1%	15	40.4%	272
	C		C							

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	71.1%	82	64.4%	69	46.6%	103	44.0%	15	58.5%	269
Leadership adequately addresses inappropriate behavior	C		C							
Leadership holds employees accountable for inappropriate behavior	64.3%	83	72.8%	71	42.5%	103	32.3%	15	56.5%	273
	C		C D							
Leadership holds employees accountable for poor performance in the workplace	66.0%	82	60.9%	71	39.7%	103	32.3%	15	52.8%	272
	C		C							
Leadership acts ethically and honestly in the workplace	60.7%	82	60.9%	71	48.7%	103	41.2%	15	55.1%	272
Leadership addresses issues of inequity	85.8%	82	64.8%	71	58.0%	103	59.0%	15	68.2%	272
	B C									
Leadership holds all employees to the same standards	72.9%	82	63.3%	69	27.3%	103	26.7%	15	50.3%	269
	C D		C D							
	74.1%	83	63.0%	71	42.3%	103	59.0%	15	58.4%	273
	C		C							

Percent "Agree" or "Strongly agree"

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

- 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 81: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.6%	79	67.5%	63	47.3%	103	57.0%	15	58.3%	260
	C		C							
Recruits employees from a diverse set of backgrounds	56.4%	79	61.5%	69	52.1%	103	45.5%	15	55.4%	266
Improves the campus climate for all employees	80.7%	81	59.7%	66	46.6%	103	59.0%	15	60.9%	265
	B C									
Retains diverse employees	37.5%	79	64.1%	66	24.7%	103	58.8%	15	40.3%	263
			A C							
Creates a supportive environment for employees from diverse backgrounds	56.8%	79	72.7%	66	36.5%	103	53.4%	15	52.6%	263
	C		C							
Encourages discussions related to diversity	87.6%	79	76.8%	66	63.9%	103	64.4%	15	74.3%	263
	C									
Provides employees with a positive work experience	79.8%	79	76.8%	63	48.9%	103	59.0%	15	65.6%	260
	C		C							
Climate has become consistently more inclusive of all employees	60.6%	79	71.4%	66	58.4%	103	59.0%	15	62.3%	263

Percent "Agree" or "Strongly agree"

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

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

**Table 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	73.3%	79	65.5%	66	53.9%	103	60.8%	15	63.0%	263
	C									
Recruits employees from a diverse set of backgrounds	71.9%	79	66.2%	69	70.2%	103	58.8%	15	69.0%	266
Improves the campus climate for all employees	75.7%	81	64.8%	66	58.0%	103	59.0%	15	65.1%	265
Retains diverse employees	48.9%	79	60.4%	66	30.1%	103	77.8%	15	46.0%	263
			C				C			
Creates a supportive environment for employees from diverse backgrounds	56.8%	79	72.7%	66	36.5%	103	53.4%	15	52.6%	263
	C		C							
Encourages discussions related to diversity	88.7%	81	61.7%	66	48.5%	103	45.5%	15	63.8%	265
	B C D									
Provides employees with a positive work experience	85.4%	81	73.4%	66	58.0%	103	72.4%	15	71.0%	265
	C									
Climate has become consistently more inclusive of all employees	74.4%	81	64.7%	66	67.4%	103	59.0%	15	68.4%	265

Percent "Agree" or "Strongly agree"

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

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

**Table 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	57.7%	73	69.3%	59	51.5%	100	80.0%	15	59.3%	247
			C				C			
Communications are effective	49.9%	73	64.7%	63	51.7%	103	81.1%	15	56.1%	254
Communications are timely	56.7%	73	66.9%	63	56.0%	100	81.1%	15	60.4%	252
Communications are relevant	65.1%	73	58.0%	60	43.7%	100	100.0%	15	56.9%	249
	C						B C			
Communications are informative	68.1%	73	65.2%	63	53.2%	100	100.0%	15	63.3%	252
							C			
Communications are motivating	41.7%	73	54.9%	63	34.7%	100	67.9%	15	43.8%	252
Communications are honest	58.1%	73	70.7%	61	44.0%	100	49.0%	15	55.0%	250
			C							
Communications are accessible	64.4%	73	88.0%	63	75.5%	100	81.1%	15	75.7%	252
			A							

Percent "Agree" or "Strongly agree"

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

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

**Table 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	72.5%	73	68.2%	60	54.1%	100	78.8%	13	64.3%	247
Communications are effective	85.7%	73	58.8%	63	58.0%	103	72.2%	15	67.0%	254
Communications are timely	64.3%	73	58.8%	63	59.6%	100	91.1%	15	62.7%	252
Communications are relevant	84.2%	73	72.4%	60	53.0%	100	100.0%	15	69.7%	249
Communications are informative	78.8%	73	64.6%	63	43.7%	100	100.0%	15	62.5%	252
Communications are motivating	52.1%	73	61.4%	63	34.2%	100	62.9%	13	47.8%	250
Communications are honest	73.5%	73	64.5%	63	50.1%	100	67.9%	15	61.6%	252
Communications are accessible	68.5%	73	78.9%	63	78.4%	100	72.2%	15	75.3%	252

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	83.0%	75	76.2%	60	79.9%	100	76.0%	13	79.7%	248
Communications are effective	86.1%	75	72.3%	63	97.2%	103	91.1%	15	87.5%	256
Communications are timely	85.1%	75	69.9%	63	74.6%	100	91.1%	15	77.5%	253
Communications are relevant	95.8%	75	80.4%	60	93.4%	100	91.1%	15	90.9%	250
Communications are informative	90.6%	75	73.6%	63	90.5%	100	91.1%	15	86.4%	253
Communications are motivating	61.4%	75	61.4%	63	46.6%	100	52.7%	13	55.0%	251
Communications are honest	86.7%	75	76.8%	63	71.8%	100	59.0%	15	76.7%	253
Communications are accessible	75.7%	75	78.9%	63	85.0%	100	72.2%	15	80.0%	253

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 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	63.1%	47	42.8%	27	61.0%	63	67.9%	10	57.6%	147
Maybe, I can provide feedback in limited situations	26.7%	20	26.7%	17	18.0%	19	18.8%	*	22.7%	58
No, I don't have an opportunity to provide feedback	10.2%	8	30.4%	19	21.0%	22	13.4%	*	19.7%	50
			A							
Total	100.0%	75	100.0%	63	100.0%	103	100.0%	15	100.0%	256

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

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

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

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

**Table 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	58.6%	66	70.0%	35	60.1%	76	69.3%	13	62.0%	189
One on one conversations with my supervisor	89.3%	67	92.4%	44	100.0%	76	68.1%	13	92.6%	200
			D							
My representation in shared governance (CPC, APC, or Faculty Council)	28.9%	66	59.7%	38	42.1%	76	62.9%	13	42.5%	193
			A							
My service on committees	48.6%	66	88.2%	41	49.5%	76	84.6%	13	59.6%	195
			A C							
Annual review process	71.4%	66	71.0%	41	78.9%	76	100.0%	13	76.2%	195
Input collection through anonymous surveys	55.1%	66	43.9%	35	29.8%	76	30.8%	13	41.2%	189
			C							

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	63.5%	66	64.4%	44	43.5%	76	24.0%	13	53.4%	198
			C D							
CSU overall	32.7%	66	55.6%	44	21.1%	76	25.7%	13	32.8%	198
			C							
My division/college	71.4%	66	64.6%	44	38.0%	76	15.4%	13	53.4%	198
			C D							
My department/unit	86.8%	67	72.9%	44	71.4%	76	30.8%	13	74.2%	200
			D							

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

Percent "Agree" or "Strongly agree"

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

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

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

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



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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.6%	4	10.1%	7	2.8%	*	54.4%	8	8.1%	23
Physical appearance	6.0%	5	3.8%	*	9.2%	10	22.2%	3	7.5%	21
Physical disability	1.8%	*	3.8%	*	2.8%	*	0.0%	*	2.6%	7
Mental disability	3.3%	*	3.8%	*	0.0%	*	8.9%	*	2.5%	7
Employment classification	41.9%	36	9.0%	7	21.2%	22	54.5%	8	26.2%	73
Gender identity	9.6%	8	3.8%	*	12.4%	13	27.8%	4	10.1%	28
Job title	19.1%	16	10.3%	8	27.5%	28	46.6%	7	21.3%	60
Parental status	11.1%	10	3.8%	*	0.0%	*	8.9%	*	4.9%	14
Religion	1.9%	*	7.6%	6	6.0%	6	8.9%	*	5.3%	15
Political affiliation	19.5%	17	13.2%	10	20.6%	21	8.9%	*	17.7%	49
Sexual orientation	0.0%	*	3.8%	*	0.0%	*	8.9%	*	1.5%	4
Socio-economic status	13.2%	11	3.8%	*	2.8%	*	41.2%	6	8.4%	23
Ethnic origin	5.7%	5	6.3%	5	0.0%	*	8.9%	*	3.9%	11
Veteran status	0.0%	*	3.8%	*	2.8%	*	0.0%	*	2.0%	6
Race or color	18.0%	16	8.1%	6	6.0%	6	22.2%	3	11.2%	31
Marital status	0.0%	*	3.8%	*	0.0%	*	8.9%	*	1.5%	4
Nationality/country of origin	5.2%	5	6.3%	5	0.0%	*	8.9%	*	3.8%	11
None/no response	44.5%	38	79.8%	59	63.8%	66	26.7%	4	60.1%	168

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	3.3%	*	14.0%	10	18.2%	19	27.6%	4	13.0%	36
Physical appearance	3.3%	*	7.7%	6	9.2%	10	8.9%	*	7.0%	19
Physical disability	0.0%	*	7.7%	6	2.8%	*	0.0%	*	3.1%	9
Mental disability	3.3%	*	7.7%	6	0.0%	*	8.9%	*	3.5%	10
Employment classification	30.9%	27	15.6%	12	30.2%	31	54.5%	8	27.9%	78
Gender identity	5.2%	5	7.7%	6	6.4%	7	18.9%	*	7.1%	20
Job title	20.0%	17	14.1%	10	27.5%	28	46.6%	7	22.6%	63
Parental status	3.3%	*	10.4%	8	0.0%	*	0.0%	*	3.8%	11
Religion	0.0%	*	7.7%	6	0.0%	*	8.9%	*	2.5%	7
Political affiliation	12.4%	11	17.9%	13	23.8%	25	8.9%	*	17.9%	50
Sexual orientation	0.0%	*	7.7%	6	0.0%	*	0.0%	*	2.0%	6
Socio-economic status	6.6%	6	7.7%	6	2.8%	*	41.2%	6	7.3%	20
Ethnic origin	3.9%	3	10.2%	8	0.0%	*	8.9%	*	4.4%	12
Veteran status	0.0%	*	7.7%	6	2.8%	*	0.0%	*	3.1%	9
Race or color	8.9%	8	12.0%	9	0.0%	*	8.9%	*	6.4%	18
Marital status	0.0%	*	7.7%	6	2.8%	*	8.9%	*	3.5%	10
Nationality/country of origin	0.0%	*	10.2%	8	9.2%	10	8.9%	*	6.6%	18
None/no response	52.4%	45	68.6%	51	69.8%	72	26.7%	4	61.8%	172

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

Statistical significance not tested.

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

**Table 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	3.3%	*	10.3%	8	2.8%	*	27.6%	4	6.3%	18
Physical appearance	3.3%	*	7.7%	6	6.4%	7	8.9%	*	5.9%	17
Physical disability	0.0%	*	7.7%	6	0.0%	*	0.0%	*	2.1%	6
Mental disability	3.3%	*	7.7%	6	0.0%	*	8.9%	*	3.6%	10
Employment classification	14.2%	12	10.3%	8	21.2%	22	41.2%	6	17.2%	48
Gender identity	0.0%	*	7.7%	6	6.4%	7	0.0%	*	4.4%	12
Job title	9.0%	8	11.5%	9	18.4%	19	46.6%	7	15.2%	42
Parental status	3.3%	*	10.4%	8	0.0%	*	0.0%	*	3.8%	11
Religion	1.9%	*	3.9%	*	0.0%	*	8.9%	*	2.1%	6
Political affiliation	7.1%	6	6.6%	5	9.2%	10	8.9%	*	7.8%	22
Sexual orientation	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	10
Socio-economic status	0.0%	*	7.7%	6	0.0%	*	22.2%	3	3.2%	9
Ethnic origin	0.0%	*	10.3%	8	0.0%	*	8.9%	*	3.2%	9
Veteran status	0.0%	*	3.9%	*	0.0%	*	0.0%	*	1.0%	*
Race or color	2.7%	*	12.0%	9	2.8%	*	8.9%	*	5.5%	15
Marital status	0.0%	*	11.5%	9	6.4%	7	8.9%	*	5.9%	17
Nationality/country of origin	0.0%	*	10.3%	8	6.4%	7	8.9%	*	5.6%	16
None/no response	75.6%	65	75.0%	56	76.0%	79	40.1%	6	73.7%	206

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	7.0%	6	3.8%	*	6.4%	7	0.0%	*	5.5%	15
Bullying	8.4%	7	3.8%	*	9.2%	10	46.6%	7	9.6%	27
Bias	23.5%	20	15.7%	12	2.8%	*	27.8%	4	14.0%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	5.1%	4	0.0%	*	2.8%	*	27.6%	4	4.1%	11
None/no response	74.6%	64	84.3%	63	84.4%	87	53.4%	8	79.6%	222

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	0.0%	*	7.7%	6	6.4%	7	0.0%	*	4.4%	12
Bullying	4.4%	4	11.4%	8	15.6%	16	27.6%	4	11.7%	33
Bias	21.0%	18	15.8%	12	14.8%	15	27.8%	4	17.7%	49
Physical assault	0.0%	*	3.9%	*	0.0%	*	0.0%	*	1.0%	*
Sexual misconduct	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	10
Verbal abuse	3.0%	*	7.7%	6	15.6%	16	18.8%	*	9.8%	27
None/no response	73.3%	63	84.2%	63	78.8%	81	53.4%	8	77.2%	215

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%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	11.5%	9	9.2%	10	27.6%	4	8.0%	22
Bias	9.3%	8	15.9%	12	12.0%	12	8.9%	*	12.0%	34
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.9%	*	6.4%	7	0.0%	*	3.4%	10
Verbal abuse	1.3%	*	7.7%	6	9.2%	10	18.8%	*	6.9%	19
None/no response	89.4%	77	80.3%	60	88.0%	91	72.4%	11	85.6%	239

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

Statistical significance not tested.

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

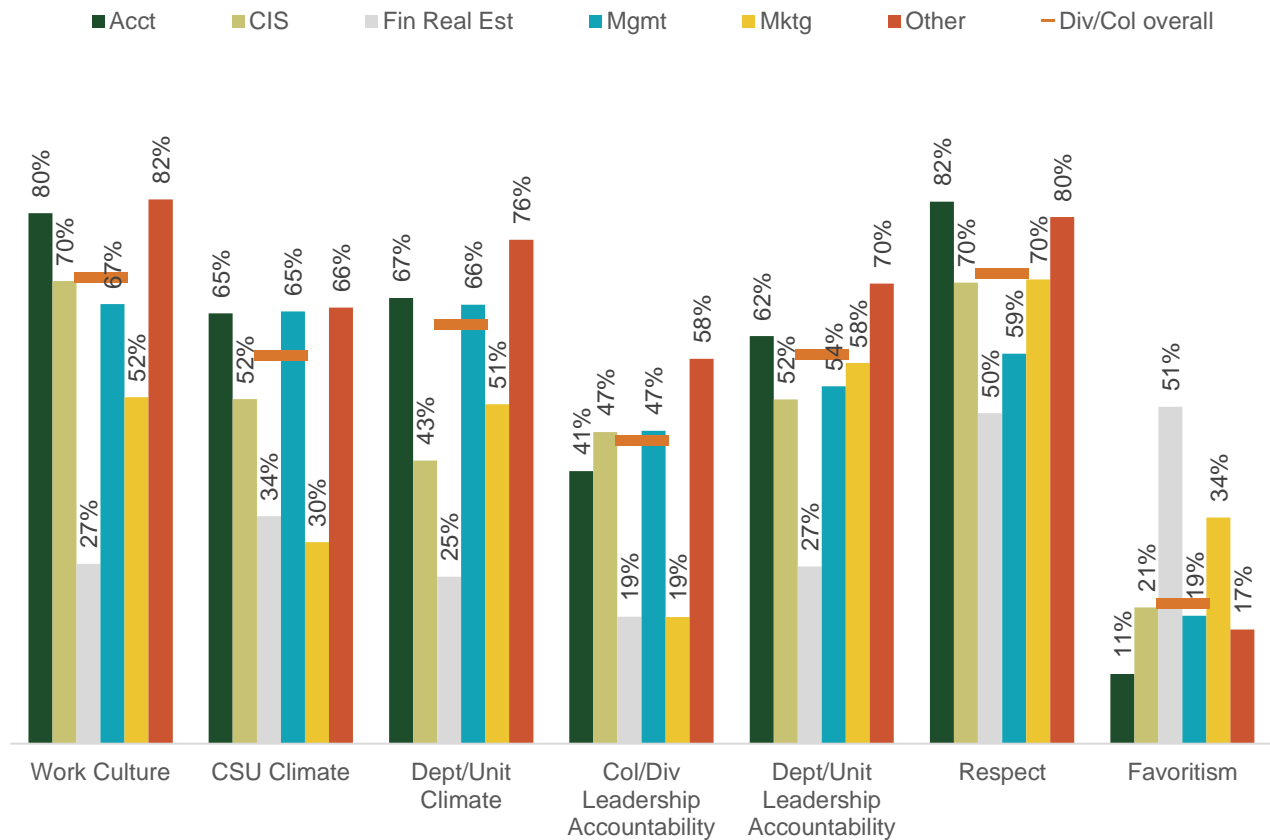
## Comparisons by Department/Unit

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
Acct	Accounting	13.5%
CIS	Computer Information Systems	9.4%
Fin Real Est	Finance and Real Estate	6.3%
Mgmt	Management	25.1%
Mktg	Marketing	10.1%
Other	COB Academic Programs	2.2%
	COB Academic Support	14.9%
	COB Operations	5.7%
	Office of Dean	11.7%
	Unknown	1.0%

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



**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.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	80.3%	3870.0%	27	27.2%	1866.5%	6252.4%	28	82.4%	9770.4%	270				
	C E	C			C		C		C E					
My department/unit promotes a work environment where all employees feel included	84.9%	3889.4%	27	20.3%	1887.3%	7167.1%	28	87.3%	10080.9%	282				
	C	C			C		C		C					
My department/unit treats all employees equitably	77.4%	3889.4%	27	20.3%	1858.1%	7157.2%	28	75.0%	10067.2%	282				
	C	C D			C		C		C					
My department/unit is open and transparent in communication	84.9%	3889.4%	27	20.3%	1876.9%	7157.2%	28	84.9%	10076.4%	282				
	C	C E			C		C		C E					
My department/unit values employee input in major department/unit decisions	92.5%	3889.4%	27	36.4%	1868.8%	7124.3%	28	71.6%	10068.4%	282				
	C E	C E			E		C E		C E					
My department/unit promotes respect for cultural differences	84.9%	3883.3%	27	36.4%	1868.8%	7157.2%	28	91.2%	10077.1%	282				
	C	C			C		C D E							
My department/unit understands the value of diversity	84.9%	3866.0%	27	36.4%	1870.3%	7167.1%	28	90.9%	9776.6%	279				
	C				C		C D							
My department/unit communicates the importance of valuing diversity	69.8%	3866.0%	27	27.2%	1867.5%	7157.2%	28	91.4%	10072.6%	282				
	C	C			C		C D E							
I feel valued as an employee	77.4%	3854.2%	27	11.2%	1873.1%	6267.1%	28	78.2%	10069.1%	273				
	C	C			C		C		C					
I feel a strong sense of belonging to CSU	77.4%	3830.8%	27	27.2%	1849.5%	7134.2%	28	82.2%	10060.2%	282				
	B C D E						B C D E							
I feel a strong sense of belonging to my division/college	77.4%	3854.2%	27	27.2%	1845.0%	7134.2%	28	79.3%	10060.2%	282				
	C D E						C D E							
I feel a strong sense of belonging to my department/unit	77.4%	3854.2%	27	36.4%	1870.3%	7157.2%	28	80.5%	10069.9%	282				
	C						C							
I would recommend CSU as a place of employment	77.4%	3889.4%	27	27.2%	1870.7%	7134.2%	28	85.1%	10072.1%	282				
	C E	C E			C E		C E		C E					
I would recommend my department/unit as a place of employment	77.4%	3854.2%	27	27.2%	1872.6%	7167.1%	28	79.3%	10070.5%	282				
	C				C		C		C					

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	0.0% <sup>a</sup>	*	7.0%	*	10.5%	*	11.7%	8	10.1%	*	12.2%	12	9.6%	27
Yes, I had a review	100.0% <sup>a</sup>	38	93.0%	25	89.5%	16	88.3%	63	89.9%	25	87.8%	87	90.4%	253
Total	100.0%	38	100.0%	27	100.0%	18	100.0%	71	100.0%	28	100.0%	99	100.0%	280

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

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

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

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

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

**Table 98: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.9%	38	75.4%	25	90.6%	16	80.9%	63	93.7%	25	87.7%	87	83.8%	253
I am satisfied with the effort my supervisor put into my most recent performance review	92.5%	38	82.0%	25	82.1%	16	85.5%	63	100.0%	25	90.3%	87	89.1%	253
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.1%	38	11.4%	25	59.4%	16	38.5%	63	0.0%	25	10.3%	87	20.2%	253
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	35.1%	38	44.1%	25	89.8%	16	57.2%	63	81.1%	25	72.6%	87	62.4%	253

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

**Table 99: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	82.0%	38	69.8%	25	50.0%	18	59.0%	71	70.2%	28	79.7%	100	71.1%	280
My department/unit is treated with respect by other units within my college/division	77.5%	38	48.1%	27	25.2%	18	59.0%	71	100.0%	28	86.1%	100	72.1%	282
My college/division is treated with respect by CSU	92.5%	38	89.4%	27	64.4%	18	49.3%	71	34.2%	28	82.9%	100	70.3%	282
The people I interact with treat each other with respect	84.9%	38	100.0%	25	52.4%	18	85.6%	71	100.0%	28	92.6%	100	88.6%	280
There is respect for religious differences in my department/unit	84.9%	38	59.9%	27	52.4%	18	59.0%	71	67.1%	28	73.7%	100	68.2%	282
There is respect for liberal perspectives in my department/unit	92.5%	38	89.4%	27	52.4%	18	61.2%	71	92.9%	28	86.6%	100	79.7%	282
There is respect for conservative perspectives in my department/unit	59.9%	38	30.8%	27	53.2%	18	40.1%	71	27.2%	28	56.3%	100	47.2%	282

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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:	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	10.6%	38	20.6%	27	51.0%	18	19.4%	71	34.2%	28	17.3%	97	21.1%	279
					A B D F				A					
Recognized within my department/unit	7.5%	38	40.1%	27	42.6%	18	20.8%	71	42.8%	28	24.0%	97	25.6%	279
			A						A					
Resources in my department/unit	15.1%	38	16.7%	27	42.6%	18	23.1%	71	42.8%	28	19.1%	97	23.3%	279
Professional development opportunities	7.5%	38	16.7%	27	10.5%	18	14.0%	71	9.9%	28	8.1%	97	10.7%	279
Promoted in my department/unit	7.5%	38	6.1%	27	79.7%	18	20.8%	71	32.9%	28	19.5%	97	22.2%	279
					A B D E F									
Hired in my department/unit	15.1%	38	23.4%	27	79.7%	18	18.0%	71	42.8%	28	15.6%	97	23.7%	279
					A B D E F				F					

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.3%	35	47.2%	27	19.2%	18	47.4%	71	19.2%	25	58.3%	96	45.9%	272
							E				C E			
Leadership adequately addresses inappropriate behavior	47.1%	38	48.1%	27	27.2%	18	46.2%	71	18.9%	25	52.3%	97	44.9%	276
											E			
Leadership holds employees accountable for inappropriate behavior	39.8%	38	48.1%	27	27.2%	18	50.3%	71	18.9%	25	51.4%	96	44.6%	275
Leadership holds employees accountable for poor performance in the workplace	32.4%	38	24.7%	27	11.2%	18	40.9%	71	18.9%	25	47.0%	96	36.3%	275
Leadership acts ethically and honestly in the workplace	70.0%	38	89.4%	27	27.2%	18	65.7%	71	26.8%	25	83.0%	96	68.5%	275
	C E		C E				C E				C E			
Leadership addresses issues of inequity	32.5%	35	24.7%	27	11.2%	18	43.8%	71	15.8%	25	60.3%	96	41.5%	272
											A B C E			
Leadership holds all employees to the same standards	39.8%	38	48.1%	27	11.2%	18	37.3%	71	15.8%	25	54.7%	96	41.0%	275
											C E			

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	61.7%	35	52.1%	27	26.8%	18	54.1%	71	57.6%	25	69.6%	96	58.9%	272
	C										C			
Leadership adequately addresses inappropriate behavior	59.9%	38	48.1%	27	52.4%	18	50.3%	71	55.5%	25	64.3%	97	56.9%	276
Leadership holds employees accountable for inappropriate behavior	52.6%	38	48.1%	27	20.3%	18	50.3%	71	55.5%	25	62.8%	96	53.3%	275
											C			
Leadership holds employees accountable for poor performance in the workplace	70.0%	38	48.1%	27	20.3%	18	54.1%	71	55.5%	25	59.7%	96	55.6%	275
	C										C			
Leadership acts ethically and honestly in the workplace	70.0%	38	89.4%	27	27.2%	18	65.7%	71	26.8%	25	83.0%	96	68.5%	275
	C E		C E				C E				C E			
Leadership addresses issues of inequity	40.5%	35	24.7%	27	20.3%	18	40.9%	71	63.4%	25	71.6%	96	50.9%	272
									B C		A B C D			
Leadership holds all employees to the same standards	67.5%	38	54.2%	27	11.2%	18	52.2%	71	52.4%	25	71.9%	97	58.8%	276
	C		C				C				C			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 103: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.1%	35	52.1%	27	34.4%	18	65.4%	68	30.5%	25	66.0%	90	58.7%	263
	C E						C E				C E			
Recruits employees from a diverse set of backgrounds	75.5%	35	49.3%	27	52.4%	18	60.1%	71	15.8%	25	58.9%	93	55.9%	269
	E						E				E			
Improves the campus climate for all employees	75.5%	35	55.4%	27	27.2%	18	54.1%	68	26.8%	25	78.7%	94	61.4%	268
	C E										C D E			
Retains diverse employees	29.7%	35	14.1%	27	27.2%	18	58.4%	68	26.8%	25	46.7%	93	41.0%	266
							B				B			
Creates a supportive environment for employees from diverse backgrounds	48.5%	35	24.7%	27	27.2%	18	70.8%	68	26.8%	25	62.2%	93	53.1%	266
							B C E				B E			
Encourages discussions related to diversity	75.5%	35	66.0%	27	52.4%	18	75.0%	68	63.4%	25	83.6%	93	74.6%	266
Provides employees with a positive work experience	75.5%	35	89.4%	27	27.2%	18	62.0%	68	26.8%	25	77.2%	90	66.0%	263
	C E		C E				C E				C E			
Climate has become consistently more inclusive of all employees	75.5%	35	66.0%	27	27.2%	18	79.3%	68	26.8%	25	61.5%	93	62.7%	266
	C E		E				C E				E			

Percent "Agree" or "Strongly agree"

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

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

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

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



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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	67.5%	35	42.9%	27	25.3%	18	66.5%	68	51.4%	25	76.3%	93	63.4%	266
	C						B C				B C E			
Recruits employees from a diverse set of backgrounds	75.5%	35	59.9%	27	36.4%	18	75.6%	71	52.4%	25	76.0%	93	69.4%	269
	C						C				C			
Improves the campus climate for all employees	83.7%	35	43.6%	27	27.2%	18	60.6%	68	63.4%	25	76.2%	94	65.5%	268
	B C										B C			
Retains diverse employees	37.8%	35	14.1%	27	27.2%	18	60.6%	68	26.8%	25	58.2%	93	46.6%	266
							B E				B			
Creates a supportive environment for employees from diverse backgrounds	48.5%	35	24.7%	27	27.2%	18	70.8%	68	26.8%	25	62.2%	93	53.1%	266
							B C E				B E			
Encourages discussions related to diversity	67.4%	35	14.1%	27	27.2%	18	56.6%	68	63.4%	25	89.8%	94	64.2%	268
	B C						B		B		B C D			
Provides employees with a positive work experience	75.5%	35	54.2%	27	36.4%	18	69.1%	68	63.4%	25	84.8%	94	71.3%	268
	C										B C			
Climate has become consistently more inclusive of all employees	75.5%	35	66.0%	27	11.2%	18	74.6%	68	63.4%	25	75.1%	94	68.7%	268
	C		C				C		C		C			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	59.5%	32	74.8%	27	46.0%	18	64.0%	61	27.3%	25	64.7%	87	59.8%	250
	E		E				E				E			
Communications are effective	58.5%	32	83.3%	27	64.4%	18	56.4%	68	15.8%	25	58.4%	87	56.6%	257
	E		E		E		E				E			
Communications are timely	58.5%	32	72.7%	27	80.4%	18	65.3%	65	15.8%	25	64.1%	87	60.9%	254
	E		E		E		E				E			
Communications are relevant	38.1%	32	76.2%	27	16.1%	18	64.4%	62	15.8%	25	74.4%	87	57.4%	252
			A C E				C E				A C E			
Communications are informative	64.8%	32	82.3%	27	53.2%	18	57.9%	65	26.8%	25	75.0%	87	63.7%	254
	E		E								E			
Communications are motivating	58.7%	32	49.3%	27	27.2%	18	45.0%	65	26.8%	25	45.9%	87	44.4%	254
Communications are honest	64.7%	32	66.0%	27	16.1%	18	61.3%	64	26.8%	25	61.1%	87	55.5%	253
	C		C				C E				C E			
Communications are accessible	73.4%	32	93.9%	27	64.4%	18	81.1%	65	63.4%	25	73.8%	87	76.0%	254

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.5%	3279.8%	2740.0%	1856.4%	6244.6%	2577.0%	8564.7%	250						
Communications are effective	64.7%	3278.8%	2764.4%	1843.7%	6852.4%	2588.3%	8767.4%	257						
Communications are timely	73.5%	3272.7%	2764.4%	1845.7%	6552.4%	2572.2%	8763.1%	254						
Communications are relevant	53.0%	3289.4%	2716.1%	1863.0%	6263.4%	2588.6%	8770.1%	252						
Communications are informative	73.5%	3278.8%	2727.2%	1847.0%	6526.8%	2584.1%	8763.0%	254						
Communications are motivating	46.8%	3272.7%	2727.2%	1842.6%	6526.8%	2556.9%	8548.4%	252						
Communications are honest	73.5%	3283.3%	2716.1%	1855.6%	6526.8%	2575.9%	8762.0%	254						
Communications are accessible	73.4%	3283.3%	2764.4%	1881.1%	6563.4%	2575.7%	8775.5%	254						

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	84.8%	3281.1%	2750.0%	1884.4%	6270.7%	2583.5%	8780.0%	251						
Communications are effective	91.1%	3289.4%	2773.5%	1887.3%	6889.0%	2588.6%	8987.6%	259						
Communications are timely	91.1%	3289.4%	2720.3%	1881.1%	6552.4%	2585.9%	8977.8%	256						
Communications are relevant	91.1%	3289.4%	2752.4%	1893.3%	62100.0%	2594.9%	8991.0%	253						
Communications are informative	91.1%	3289.4%	2773.5%	1873.4%	65100.0%	2592.3%	8986.5%	256						
Communications are motivating	64.4%	3237.5%	2720.3%	1869.0%	6526.8%	2563.3%	8755.5%	254						
Communications are honest	91.1%	3289.4%	2736.4%	1874.6%	6563.4%	2581.7%	8976.9%	256						
Communications are accessible	73.4%	3283.3%	2773.5%	1891.3%	6563.4%	2579.8%	8980.2%	256						

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 108: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	64.8%	21	52.8%	14	11.2%	*	59.5%	40	52.4%	13	67.0%	59	58.0%	150
Maybe, I can provide feedback in limited situations	8.7%	*	40.1%	11	32.1%	6	22.1%	15	11.0%	*	23.9%	21	22.5%	58
No, I don't have an opportunity to provide feedback	26.5%	9	7.0%	*	56.7%	10	18.5%	13	36.6%	9	9.1%	8	19.5%	50
Total	100.0%	32	100.0%	27	100.0%	18	100.0%	68	100.0%	25	100.0%	89	100.0%	259

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

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

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

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

**Table 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	69.0%	19	40.2%	25	67.4%	8	66.5%	48	70.9%	16	62.1%	73	62.0%	189
One on one conversations with my supervisor	100.0%	24	100.0%	25	100.0%	8	90.0%	50	100.0%	16	87.4%	78	92.6%	200
My representation in shared governance (CPC, APC, or Faculty Council)	68.3%	21	19.0%	25	37.1%	8	62.1%	50	12.4%	16	37.1%	73	42.5%	193
My service on committees	36.7%	21	30.4%	25	62.9%	8	73.6%	50	100.0%	16	57.4%	76	59.6%	195
Annual review process	100.0%	21	44.1%	25	100.0%	8	65.2%	50	100.0%	16	79.7%	76	76.2%	195
Input collection through anonymous surveys	49.8%	19	7.6%	25	37.1%	8	39.0%	48	42.3%	16	52.0%	73	41.2%	189

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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**Table 110: Feedback Valued**

When I give feedback it is valued by:	Acct (A)		CIS (B)		Fin Real Est (C)		Mgmt (D)		Mktg (E)		Other (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED	70.7%	24	30.4%	25	42.0%	8	43.2%	50	61.5%	16	61.6%	76	53.4%	198
OVERALL	B D										B			
CSU overall	48.2%	24	7.6%	25	37.1%	8	33.0%	50	42.3%	16	33.6%	76	32.8%	198
	B													
My division/college	76.1%	24	32.7%	25	62.9%	8	31.3%	50	42.3%	16	68.9%	76	53.4%	198
	B D										B D			
My department/unit	87.9%	24	50.8%	25	25.9%	8	65.2%	50	100.0%	16	82.7%	78	74.2%	200
	B C								B C		B C			

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	26.5%	5	7.9%	6	0.0%	*	12.2%	12	8.0%	23
Physical appearance	0.0%	*	0.0%	*	37.1%	7	8.0%	6	0.0%	*	8.5%	9	7.4%	21
Physical disability	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	1.5%	*	2.6%	7
Mental disability	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	4.2%	4	2.5%	7
Employment classification	20.3%	8	6.1%	*	72.8%	13	17.4%	12	0.0%	*	38.3%	38	25.9%	73
Gender identity	7.5%	*	23.4%	6	37.1%	7	4.0%	*	0.0%	*	9.6%	10	10.0%	28
Job title	20.3%	8	0.0%	*	46.2%	8	21.4%	15	32.9%	9	19.0%	19	21.1%	60
Parental status	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	10.9%	11	4.9%	14
Religion	0.0%	*	23.4%	6	0.0%	*	4.0%	*	0.0%	*	5.8%	6	5.3%	15
Political affiliation	7.5%	*	23.4%	6	16.1%	*	9.8%	7	32.9%	9	21.0%	21	17.5%	49
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	1.3%	*	1.5%	4
Socio-economic status	7.5%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	14.7%	15	8.3%	23
Ethnic origin	0.0%	*	0.0%	*	10.5%	*	4.0%	*	0.0%	*	6.2%	6	3.9%	11
Veteran status	0.0%	*	0.0%	*	16.1%	*	4.0%	*	0.0%	*	0.0%	*	2.0%	6
Race or color	0.0%	*	23.4%	6	10.5%	*	5.8%	4	0.0%	*	18.9%	19	11.0%	31
Marital status	0.0%	*	0.0%	*	0.0%	*	4.0%	*	0.0%	*	1.3%	*	1.5%	4
Nationality/country of origin	0.0%	*	0.0%	*	10.5%	*	4.0%	*	0.0%	*	5.8%	6	3.7%	11
None/no response	79.7%	30	70.5%	19	27.2%	5	74.9%	53	67.1%	19	44.4%	45	60.5%	170

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

*Statistical significance not tested.*

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

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

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	26.5%	5	17.4%	12	42.8%	12	7.0%	7	12.9%	36
Physical appearance	0.0%	*	0.0%	*	37.1%	7	12.1%	9	0.0%	*	4.2%	4	6.9%	19
Physical disability	0.0%	*	0.0%	*	0.0%	*	12.1%	9	0.0%	*	0.0%	*	3.0%	9
Mental disability	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	4.2%	4	3.5%	10
Employment classification	20.3%	8	6.1%	*	72.8%	13	24.3%	17	32.9%	9	28.7%	29	27.6%	78
Gender identity	7.5%	*	0.0%	*	37.1%	7	8.0%	6	0.0%	*	4.5%	5	7.0%	20
Job title	20.3%	8	6.1%	*	46.2%	8	25.4%	18	32.9%	9	18.2%	18	22.4%	63
Parental status	0.0%	*	0.0%	*	0.0%	*	10.9%	8	0.0%	*	2.9%	*	3.7%	11
Religion	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	1.3%	*	2.5%	7
Political affiliation	7.5%	*	0.0%	*	64.4%	12	16.0%	11	32.9%	9	14.9%	15	17.7%	50
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	0.0%	*	2.0%	6
Socio-economic status	7.5%	*	0.0%	*	0.0%	*	12.1%	9	0.0%	*	9.0%	9	7.3%	20
Ethnic origin	0.0%	*	0.0%	*	10.5%	*	8.0%	6	0.0%	*	4.7%	5	4.4%	12
Veteran status	0.0%	*	0.0%	*	16.1%	*	8.0%	6	0.0%	*	0.0%	*	3.0%	9
Race or color	0.0%	*	0.0%	*	10.5%	*	9.9%	7	0.0%	*	9.0%	9	6.4%	18
Marital status	0.0%	*	0.0%	*	0.0%	*	12.1%	9	0.0%	*	1.3%	*	3.5%	10
Nationality/country of origin	7.5%	*	0.0%	*	47.6%	9	8.0%	6	0.0%	*	1.3%	*	6.5%	18
None/no response	79.7%	30	93.9%	25	16.1%	*	69.9%	49	57.2%	16	51.3%	51	62.1%	175

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

Statistical significance not tested.

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

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

Please indicate if discriminatory attitudes are currently problematic.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.5%	*	0.0%	*	10.5%	*	8.1%	6	0.0%	*	7.0%	7	6.2%	18
Physical appearance	7.5%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	4.2%	4	5.9%	17
Physical disability	7.5%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	2.0%	6
Mental disability	7.5%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	4.2%	4	3.5%	10
Employment classification	22.6%	9	6.1%	*	47.6%	9	21.5%	15	0.0%	*	14.0%	14	17.0%	48
Gender identity	7.5%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	4.4%	12
Job title	22.6%	9	0.0%	*	46.2%	8	21.5%	15	0.0%	*	10.3%	10	15.0%	42
Parental status	0.0%	*	0.0%	*	0.0%	*	10.9%	8	0.0%	*	2.9%	*	3.7%	11
Religion	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	3.0%	*	2.1%	6
Political affiliation	0.0%	*	0.0%	*	64.4%	12	4.1%	*	0.0%	*	7.5%	7	7.8%	22
Sexual orientation	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	10
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	8.0%	6	0.0%	*	3.4%	3	3.2%	9
Ethnic origin	7.5%	*	0.0%	*	10.5%	*	4.1%	*	0.0%	*	1.3%	*	3.2%	9
Veteran status	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	1.0%	*
Race or color	7.5%	*	0.0%	*	10.5%	*	10.0%	7	0.0%	*	3.6%	4	5.5%	15
Marital status	7.5%	*	0.0%	*	0.0%	*	17.4%	12	0.0%	*	1.3%	*	5.9%	17
Nationality/country of origin	7.5%	*	0.0%	*	47.6%	9	4.1%	*	0.0%	*	1.3%	*	5.5%	16
None/no response	77.4%	29	93.9%	25	16.1%	*	65.8%	47	100.0%	28	76.0%	76	73.9%	208

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.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	37.1%	7	0.0%	*	0.0%	*	8.8%	9	5.5%	15
Bullying	7.5%	*	0.0%	*	16.1%	*	9.4%	7	0.0%	*	14.2%	14	9.5%	27
Bias	7.5%	*	0.0%	*	26.5%	5	9.8%	7	0.0%	*	24.4%	24	13.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	16.1%	*	0.0%	*	0.0%	*	8.6%	9	4.1%	11
None/no response	92.5%	35	100.0%	27	36.4%	7	80.8%	57	100.0%	28	71.1%	71	79.9%	225

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	2.8%	*	4.4%	12
Bullying	0.0%	*	0.0%	*	53.2%	10	17.4%	12	0.0%	*	10.8%	11	11.6%	33
Bias	15.1%	6	0.0%	*	63.6%	11	14.0%	10	0.0%	*	22.2%	22	17.5%	49
Physical assault	0.0%	*	0.0%	*	0.0%	*	4.1%	*	0.0%	*	0.0%	*	1.0%	*
Sexual misconduct	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	10
Verbal abuse	0.0%	*	0.0%	*	53.2%	10	17.4%	12	0.0%	*	5.4%	5	9.7%	27
None/no response	84.9%	32	100.0%	27	36.4%	7	76.7%	54	100.0%	28	70.0%	70	77.4%	218

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.	Acct		CIS		Fin Real Est		Mgmt		Mktg		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	7.5%	*	10.6%	*	53.2%	10	4.1%	*	0.0%	*	4.2%	4	7.9%	22
Bias	7.5%	*	0.0%	*	79.7%	14	10.0%	7	0.0%	*	9.4%	9	11.9%	34
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	37.1%	7	4.1%	*	0.0%	*	0.0%	*	3.4%	10
Verbal abuse	7.5%	*	0.0%	*	53.2%	10	4.1%	*	0.0%	*	3.9%	4	6.8%	19
None/no response	92.5%	35	89.4%	24	20.3%	4	90.0%	64	100.0%	28	86.7%	87	85.7%	242

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

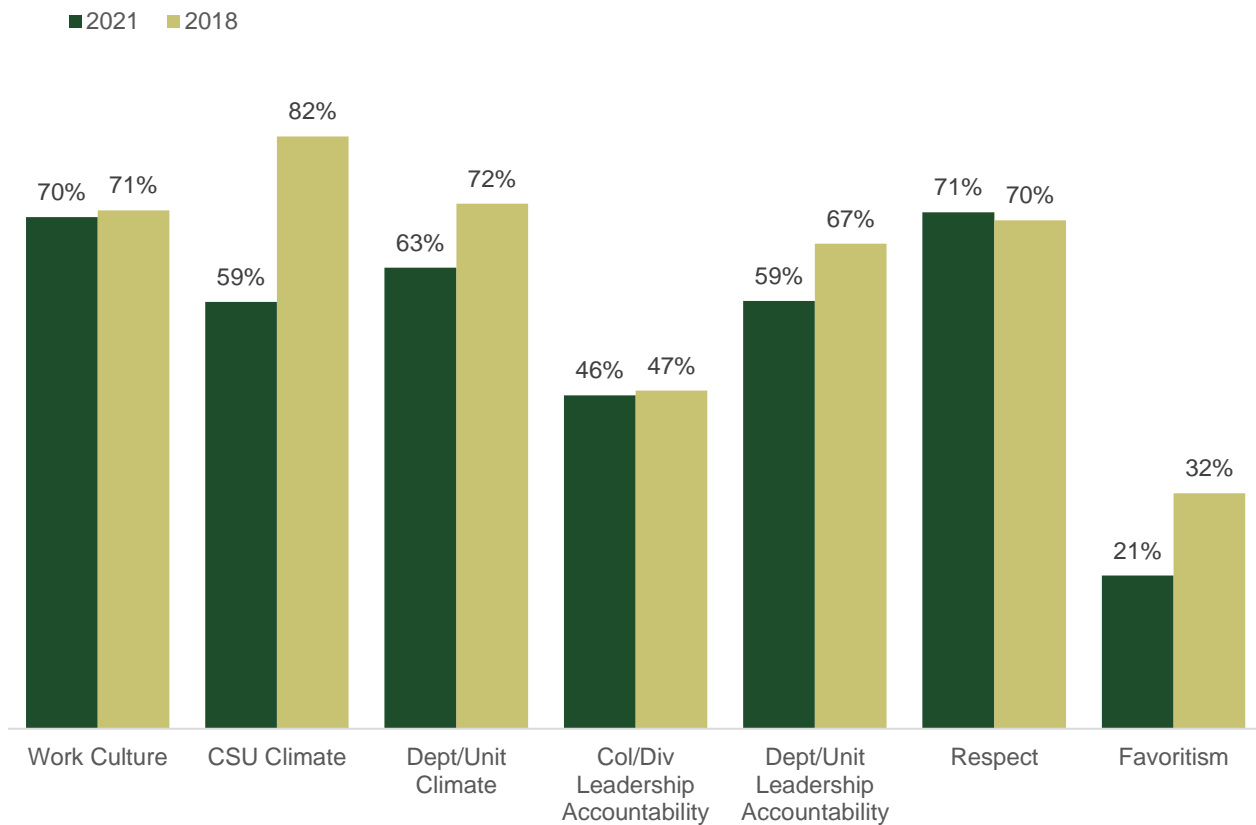
Statistical significance not tested.

\* 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	71.3%	274	70.4%	270
My department/unit promotes a work environment where all employees feel included	3.7%	282	4.1%	282
			A	
My department/unit treats all employees equitably	3.6%	282	3.8%	282
My department/unit is open and transparent in communication	3.6%	282	4.0%	282
			A	
My department/unit values employee input in major department/unit decisions	3.8%	279	3.9%	282
My department/unit promotes respect for cultural differences	4.1%	279	4.1%	282
My department/unit understands the value of diversity	4.2%	282	4.0%	279
			B	
My department/unit communicates the importance of valuing diversity	3.9%	282	4.1%	282
			A	
I feel valued as an employee	3.7%	282	3.9%	273
I feel a strong sense of belonging to CSU	3.9%	282	3.7%	282
			B	
I feel a strong sense of belonging to my division/college	3.6%	282	3.6%	282
I feel a strong sense of belonging to my department/unit	4.1%	282	3.9%	282
I would recommend CSU as a place of employment	4.2%	277	3.9%	282
			B	
I would recommend my department/unit as a place of employment	4.1%	279	4.0%	282

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 118: Performance Review in Last Year**

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	86.1%	221	90.4%	253
No, I did not have a review	13.9%	36	9.6%	27

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

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

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

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



**Table 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	87.3%	259	83.8%	253
I am satisfied with the effort my supervisor put into my most recent performance review	3.8%	262	4.4%	253
			A	
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.8%	276	2.2%	253
	B			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.6%	253

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

*\* Values reported for items with n >= 3.<sup>1,2,3</sup>*

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

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

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

**Table 120: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	70.0%	199	71.1%	280
My department/unit is treated with respect by other units within my college/division	3.6%	254	3.9%	282
			A	
My college/division is treated with respect by CSU	3.7%	242	3.9%	282
			A	
The people I interact with treat each other with respect	4.0%	282	4.2%	280
There is respect for religious differences in my department/unit	4.2%	233	3.9%	282
	B			
There is respect for liberal perspectives in my department/unit	4.2%	256	4.2%	282
There is respect for conservative perspectives in my department/unit	3.7%	253	3.4%	282
	B			

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 121: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	32.4%	225	21.1%	279
	B			
Recognized within my department/unit	3.0%	260	2.6%	279
	B			
Resources in my department/unit	3.0%	251	2.5%	279
	B			
Professional development opportunities	2.6%	255	2.1%	279
	B			
Promoted in my department/unit	2.9%	241	2.4%	279
	B			
Hired in my department/unit	2.6%	256	2.5%	279

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	46.5%	198	45.9%	272
Leadership adequately addresses inappropriate behavior	3.3%	240	3.3%	276
Leadership holds employees accountable for inappropriate behavior	3.1%	217	3.3%	275
Leadership holds employees accountable for poor performance in the workplace	2.8%	223	3.2%	275
			A	
Leadership acts ethically and honestly in the workplace	3.5%	255	3.6%	275
Leadership addresses issues of inequity	3.2%	227	3.2%	272
Leadership holds all employees to the same standards	2.9%	238	3.1%	275

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 123: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	66.8%	200	58.9%	272
	B			
Leadership adequately addresses inappropriate behavior	3.7%	248	3.7%	276
Leadership holds employees accountable for inappropriate behavior	3.7%	223	3.6%	275
Leadership holds employees accountable for poor performance in the workplace	3.5%	241	3.5%	275
Leadership acts ethically and honestly in the workplace	3.5%	255	3.6%	275
Leadership addresses issues of inequity	3.6%	239	3.5%	272
Leadership holds all employees to the same standards	3.6%	252	3.6%	276

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 124: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	81.5%	204	58.7%	263
	B			
Recruits employees from a diverse set of backgrounds	4.0%	237	3.6%	269
	B			
Improves the campus climate for all employees	4.0%	266	3.5%	268
	B			
Retains diverse employees	3.9%	228	3.3%	266
	B			
Creates a supportive environment for employees from diverse backgrounds	4.0%	252	3.5%	266
	B			
Encourages discussions related to diversity	4.2%	264	3.9%	266
	B			
Provides employees with a positive work experience	4.1%	276	3.8%	263
	B			
Climate has become consistently more inclusive of all employees	4.0%	255	3.7%	266
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 125: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	72.3%	226	63.4%	266
	B			
Recruits employees from a diverse set of backgrounds	3.9%	276	3.7%	269
Improves the campus climate for all employees	3.7%	272	3.7%	268
Retains diverse employees	3.8%	246	3.3%	266
	B			
Creates a supportive environment for employees from diverse backgrounds	4.0%	252	3.5%	266
	B			
Encourages discussions related to diversity	3.8%	270	3.7%	268
Provides employees with a positive work experience	3.9%	279	4.0%	268
Climate has become consistently more inclusive of all employees	3.8%	255	3.8%	268

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	11.0%	23	6.2%	18
Physical appearance	4.9%	10	5.9%	17
Physical disability*	NA	NA	2.0%	6
Mental disability	NA	NA	3.5%	10
Employment classification	34.3%	71	17.0%	48
Gender identity	2.6%	5	4.4%	12
Job title	40.1%	83	15.0%	42
Parental status	5.9%	12	3.7%	11
Religion	4.3%	9	2.1%	6
Political affiliation	18.4%	38	7.8%	22
Sexual orientation	2.6%	5	3.4%	10
Socio-economic status	5.0%	10	3.2%	9
Ethnic origin	2.4%	5	3.2%	9
Veteran status	NA	NA	1.0%	*
Race or color	1.1%	*	5.5%	15
Marital status	5.2%	11	5.9%	17
Nationality/country of origin	1.5%	3	5.5%	16
None/no response	42.4%	87	73.9%	208

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	1.9%	5	5.5%	15
Bullying	6.6%	18	9.5%	27
Bias	24.0%	66	13.8%	39
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.9%	*	0.0%	*
Verbal abuse	3.7%	10	4.1%	11
None/no response	72.8%	201	79.9%	225

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	1.9%	5	4.4%	12
Bullying	16.3%	45	11.6%	33
Bias	28.4%	78	17.5%	49
Physical assault	0.0%	*	1.0%	*
Sexual misconduct	0.0%	*	3.4%	10
Verbal abuse	8.4%	23	9.7%	27
None/no response	61.2%	169	77.4%	218

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	1.0%	*	0.0%	*
Bullying	9.2%	25	7.9%	22
Bias	13.7%	38	11.9%	34
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.4%	10
Verbal abuse	2.6%	7	6.8%	19
None/no response	79.4%	219	85.7%	242

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

Statistical significance not tested.

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