

Employee Climate Survey 2021

College of Veterinary Medicine and Biomedical Sciences

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

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

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

Table 1: Response Rates by Department/Unit

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
College of Veterinary Medicine and Biomedical Sciences	1,085	1	43	438	40.4%
Biomedical Sciences	108	0	4	40	37.0%
CVMBS College Office	76	0	3	46	60.5%
Clinical Sciences	256	0	12	85	33.2%
Environmental and Radiological Health Sciences	112	0	6	38	33.9%
Fort Collins Diag Lab	59	1	3	40	69.0%
Grand Junction Diag Lab	3	0	0	2	66.7%
Microbiology, Immunology and Pathology	227	0	10	95	41.9%
Molecular, Cellular & Integrative Neurosciences	2	0	0	1	50.0%
Rocky Ford Diag Lab	3	0	0	3	100.0%
Veterinary Teaching Hospital	239	0	5	82	34.3%
Unknown	0	0	0	6	.

* 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	29%	25%	29%
	Woman	71%	73%	69%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	2%	2%
Racially minoritized status	Racially minoritized	13%	13%	15%
	Non-racially minoritized	87%	87%	85%
Employee type	Admin Professional	34%	38%	36%
	Contract, continuing, and adjunct (CCA)	8%	8%	7%
	Tenure or Tenure-track (T/TT)	15%	19%	15%
	Faculty	29%	29%	30%
	State Classified	29%	29%	30%
	Other Salaried Employee	13%	6%	12%

Results are weighted by gender and employee type.

Frequencies of Results

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

Figure 1: Organizational Themes

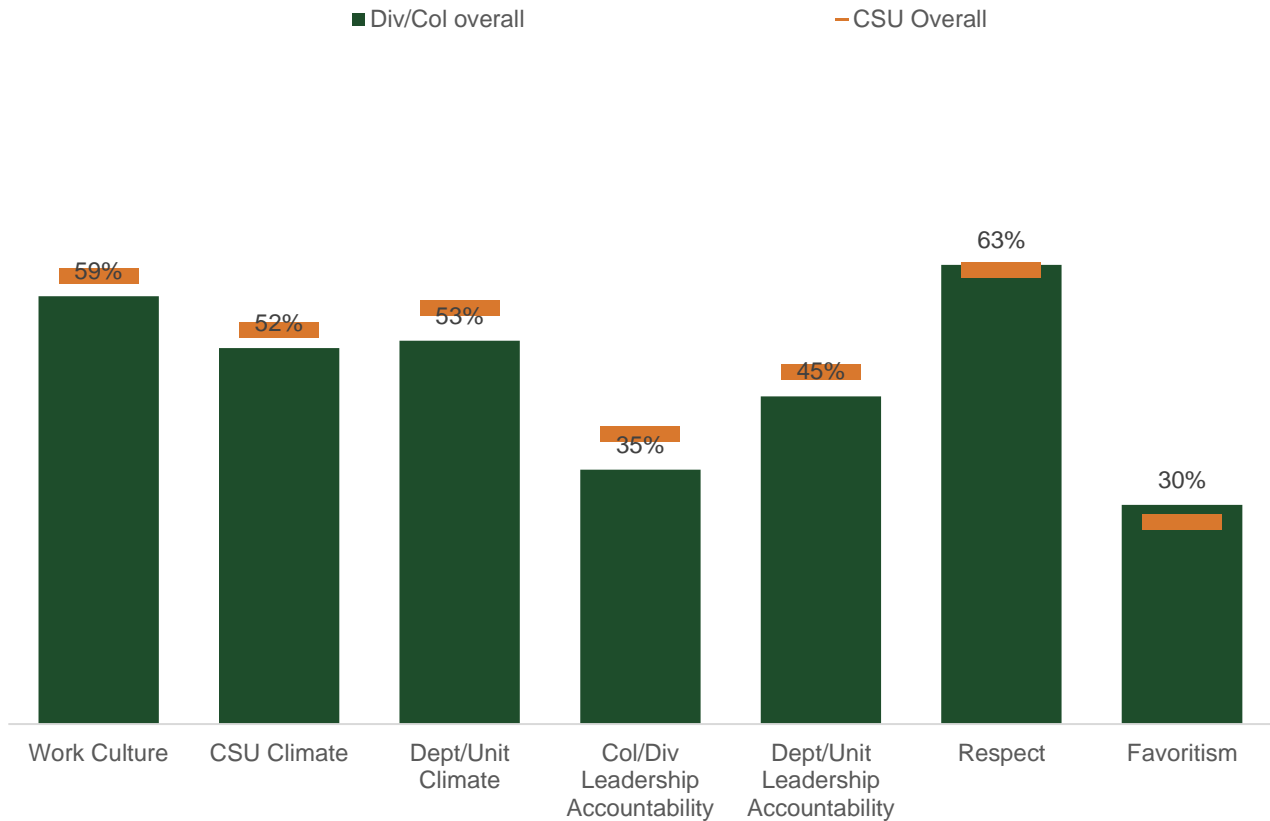


Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit promotes a work environment where all employees feel included	4.0%	16.6%	16.5%	44.8%	18.0%	100.0% 1,075
My department/unit treats all employees equitably	5.9%	23.1%	16.9%	37.6%	16.5%	100.0% 1,078
My department/unit is open and transparent in communication	7.2%	18.0%	17.3%	39.6%	17.9%	100.0% 1,072
My department/unit values employee input in major department/unit decisions	7.3%	17.7%	20.6%	37.2%	17.3%	100.0% 1,073
My department/unit promotes respect for cultural differences	2.1%	5.2%	23.6%	43.4%	25.7%	100.0% 1,075
My department/unit understands the value of diversity	1.3%	7.4%	26.9%	41.2%	23.2%	100.0% 1,073
My department/unit communicates the importance of valuing diversity	2.2%	9.6%	31.6%	35.3%	21.4%	100.0% 1,078
I feel valued as an employee	7.8%	16.3%	16.0%	40.0%	19.9%	100.0% 1,075
I feel a strong sense of belonging to CSU	6.8%	18.0%	28.7%	33.4%	13.0%	100.0% 1,075
I feel a strong sense of belonging to my division/college	5.6%	19.2%	23.0%	34.9%	17.3%	100.0% 1,073
I feel a strong sense of belonging to my department/unit	3.5%	17.0%	15.3%	39.2%	25.0%	100.0% 1,073
I would recommend CSU as a place of employment	4.7%	9.3%	23.9%	43.3%	18.7%	100.0% 1,073
I would recommend my department/unit as a place of employment	6.6%	10.1%	22.1%	37.6%	23.5%	100.0% 1,073

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?	79.9%	20.1%	100.0% 1,070

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	4.2%	11.1%	13.4%	41.0%	30.2%	100.0% 847
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	27.8%	38.3%	15.1%	12.5%	6.3%	100.0% 842
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.5%	19.9%	22.5%	43.3%	10.8%	100.0% 845

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	3.7%	14.6%	20.3%	46.4%	14.9%	100.0% 1,053
My college/division is treated with respect by CSU	1.9%	9.1%	23.3%	50.6%	15.1%	100.0% 1,053
The people I interact with treat each other with respect	2.7%	9.3%	12.2%	57.8%	17.9%	100.0% 1,048
There is respect for religious differences in my department/unit	1.4%	2.5%	36.4%	43.0%	16.6%	100.0% 1,053
There is respect for liberal perspectives in my department/unit	0.7%	2.1%	23.5%	50.3%	23.3%	100.0% 1,053
There is respect for conservative perspectives in my department/unit	7.9%	11.7%	37.4%	33.3%	9.8%	100.0% 1,055

Table 7: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recognized within my department/unit	10.5%	24.0%	26.5%	27.4%	11.6%	100.0% 1,046
Resources in my department/unit	11.3%	26.9%	30.5%	22.4%	8.9%	100.0% 1,043
Professional development opportunities	13.5%	32.5%	31.3%	14.3%	8.4%	100.0% 1,041
Promoted in my department/unit	11.2%	27.4%	29.8%	21.5%	10.2%	100.0% 1,036
Hired in my department/unit	12.2%	28.0%	33.1%	18.3%	8.4%	100.0% 1,041

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	8.4%	13.6%	43.2%	30.7%	4.1%	100.0% 1,011
Leadership holds employees accountable for inappropriate behavior	9.1%	13.9%	44.4%	27.8%	4.8%	100.0% 1,011
Leadership holds employees accountable for poor performance in the workplace	8.6%	21.9%	43.4%	23.4%	2.8%	100.0% 1,011
Leadership acts ethically and honestly in the workplace	3.8%	7.6%	32.6%	46.0%	10.1%	100.0% 1,009
Leadership addresses issues of inequity	6.6%	13.9%	47.0%	26.6%	5.8%	100.0% 1,011
Leadership holds all employees to the same standards	10.0%	23.9%	38.4%	23.6%	4.0%	100.0% 1,011

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	8.3%	14.0%	30.4%	37.4%	9.9%	100.0% 1,006
Leadership holds employees accountable for inappropriate behavior	8.3%	15.0%	35.0%	33.3%	8.5%	100.0% 1,004
Leadership holds employees accountable for poor performance in the workplace	9.5%	23.3%	28.1%	33.6%	5.5%	100.0% 1,011
Leadership acts ethically and honestly in the workplace	3.8%	7.6%	32.6%	46.0%	10.1%	100.0% 1,009
Leadership addresses issues of inequity	6.1%	13.3%	39.4%	32.5%	8.7%	100.0% 998
Leadership holds all employees to the same standards	10.2%	25.5%	28.3%	28.9%	7.1%	100.0% 1,008

Table 10: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	3.1%	7.9%	29.2%	48.1%	11.8%	100.0% 999
Improves the campus climate for all employees	4.5%	10.1%	37.4%	40.8%	7.2%	100.0% 993
Retains diverse employees	4.5%	8.5%	45.7%	34.7%	6.7%	100.0% 996
Creates a supportive environment for employees from diverse backgrounds	2.5%	8.4%	37.2%	42.3%	9.6%	100.0% 996
Encourages discussions related to diversity	3.8%	6.5%	31.0%	42.8%	15.9%	100.0% 991
Provides employees with a positive work experience	3.3%	12.2%	33.3%	42.8%	8.5%	100.0% 994
Climate has become consistently more inclusive of all employees	3.5%	9.0%	36.5%	41.2%	9.8%	100.0% 991

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	3.8%	10.9%	24.3%	49.4%	11.5%	100.0% 996
Improves the campus climate for all employees	5.1%	11.5%	29.2%	43.5%	10.6%	100.0% 989
Retains diverse employees	5.2%	13.5%	37.2%	35.2%	8.9%	100.0% 994
Creates a supportive environment for employees from diverse backgrounds	2.5%	8.4%	37.2%	42.3%	9.6%	100.0% 996
Encourages discussions related to diversity	5.0%	14.7%	32.0%	35.6%	12.6%	100.0% 989
Provides employees with a positive work experience	5.3%	13.5%	21.8%	44.0%	15.5%	100.0% 994
Climate has become consistently more inclusive of all employees	4.3%	9.9%	35.7%	38.3%	11.7%	100.0% 991

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	4.9%	11.9%	25.4%	51.3%	6.4%	100.0% 997
Communications are timely	3.7%	7.7%	26.1%	52.8%	9.7%	100.0% 996
Communications are relevant	5.9%	12.8%	28.6%	47.3%	5.2%	100.0% 999
Communications are informative	4.0%	10.1%	25.9%	53.1%	7.0%	100.0% 999
Communications are motivating	7.3%	14.7%	45.3%	29.9%	2.7%	100.0% 999
Communications are honest	4.3%	8.1%	38.6%	43.3%	5.7%	100.0% 997
Communications are accessible	1.9%	2.3%	26.1%	57.9%	11.8%	100.0% 996

Table 13: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	4.4%	13.6%	22.7%	53.3%	6.0%	100.0% 994
Communications are timely	3.2%	9.8%	23.8%	55.7%	7.5%	100.0% 994
Communications are relevant	3.0%	10.2%	29.0%	52.2%	5.6%	100.0% 994
Communications are informative	2.6%	7.2%	26.0%	56.6%	7.6%	100.0% 989
Communications are motivating	6.3%	12.3%	46.2%	31.7%	3.5%	100.0% 994
Communications are honest	3.9%	8.9%	36.5%	44.1%	6.6%	100.0% 992
Communications are accessible	2.3%	2.4%	24.3%	59.5%	11.5%	100.0% 996

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	5.8%	14.7%	15.8%	49.8%	13.9%	100.0% 991
Communications are timely	4.8%	12.7%	17.6%	51.4%	13.5%	100.0% 994
Communications are relevant	2.6%	6.8%	19.8%	54.9%	16.0%	100.0% 992
Communications are informative	2.3%	6.5%	18.3%	59.0%	13.9%	100.0% 991
Communications are motivating	5.2%	13.9%	37.7%	35.2%	8.0%	100.0% 999
Communications are honest	3.7%	8.4%	25.3%	52.2%	10.3%	100.0% 996
Communications are accessible	2.3%	5.0%	20.8%	58.4%	13.5%	100.0% 996

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?	41.3%	37.6%	21.0%	100.0% 998

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	3.2%	8.7%	8.8%	41.6%	37.7%	100.0% 767
My representation in shared governance (CPC, APC, or Faculty Council)	3.1%	6.4%	68.6%	19.1%	2.8%	100.0% 754
My service on committees	1.2%	4.1%	53.7%	34.1%	7.0%	100.0% 761
Annual review process	2.5%	9.9%	27.2%	42.8%	17.6%	100.0% 763
Input collection through anonymous surveys	4.3%	7.2%	47.3%	34.1%	7.0%	100.0% 759

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

Table 17: Feedback Valued

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
CSU overall	8.0%	16.3%	48.2%	24.3%	3.2%	100.0% 761
My division/college	7.6%	10.1%	38.4%	38.4%	5.6%	100.0% 761
My department/unit	7.0%	8.5%	17.9%	43.4%	23.2%	100.0% 764

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	6.6%	72	7.1%	77	7.3%	79
Physical appearance	3.3%	35	4.8%	52	4.6%	50
Physical disability	2.9%	31	4.0%	43	3.1%	33
Mental disability	3.4%	37	4.2%	45	3.8%	42
Employment classification	12.9%	140	17.7%	192	16.9%	183
Gender identity	4.8%	52	5.1%	56	5.9%	64
Job title	10.2%	110	15.0%	162	16.4%	177
Parental status	6.3%	68	7.9%	86	9.1%	99
Religion	4.3%	46	3.2%	34	3.2%	35
Political affiliation	12.8%	138	11.0%	119	9.3%	101
Sexual orientation	2.9%	32	2.4%	26	2.7%	29
Socio-economic status	3.9%	43	4.9%	53	4.6%	49
Ethnic origin	4.6%	50	4.2%	45	3.0%	32
Veteran status	1.6%	18	1.5%	16	0.9%	9
Race or color	6.4%	69	5.9%	64	5.8%	63
Marital status	2.1%	23	3.2%	35	2.3%	24
Nationality/country of origin	3.7%	40	5.4%	59	5.7%	61
None/no response	71.0%	770	68.2%	739	67.2%	729

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.0%	43	3.9%	43	2.3%	25
Bullying	5.5%	60	11.0%	119	11.4%	124
Bias	14.0%	152	20.1%	218	21.3%	230
Physical assault	0.5%	5	0.2%	*	0.2%	*
Sexual misconduct	1.9%	21	0.6%	7	1.0%	11
Verbal abuse	3.8%	41	7.6%	82	8.4%	91
None/no response	82.3%	893	76.0%	824	73.3%	795

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	1.0%	10
Cisgender	14.2%	135
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.3%	*
Man	26.8%	255
Trans Man / Masculine	0.8%	7
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	64.6%	614
Prefer not to disclose	4.7%	45
The gender I most closely align with is not listed (please specify)	0.3%	*

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	20.1%	184		45.9%	420		79.5%	727	
1	4.2%	38		15.4%	141		6.9%	63	
2	3.7%	34		7.3%	67		6.0%	55	
3	8.2%	75		6.4%	58		6.1%	56	
4	15.7%	143		6.5%	60		0.5%	4	
5	18.1%	165		5.5%	50		0.8%	7	
6 Very	30.1%	275		13.0%	119		0.2%	*	
Total	100.0%	914	3.70	100.0%	914	1.81	100.0%	914	.44

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	1.0%	10
Asian (can include Middle Eastern and North African)	4.0%	38
Black or African American (can include Middle Eastern and North African)	0.8%	7
Hispanic or Latinx	9.2%	87
Native Hawaiian or Other Pacific Islander	0.3%	*
White	83.1%	792
Prefer not to disclose	6.6%	63
The race/ethnicity I most closely align with is not listed (please specify)	0.3%	*

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

* Values reported for items with n >= 3.

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	69.4%	5
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	30.6%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	24.9%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	25.2%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	24.9%	*
Another tribal affiliation	0.0%	*
Unknown/not disclosed	24.9%	*

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

Categories coded from write-in responses.

* Values reported for items with n >= 3.

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	43.5%	37
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	14.2%	12
Central American	2.6%	*
South American	31.9%	27
Prefer not to disclose	4.8%	4
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	2.9%	*

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

* Values reported for items with n >= 3.

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	7.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	4.5%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	67.4%	26
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	7.0%	*
Prefer not to disclose	14.1%	5
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 27: Hawaiian/Pacific Islander

You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):	Pct	Pop
Guamanian or Chamorro	0.0%	*
Native Hawaiian	100.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	8.1%	86.2%	5.7%	100.0% 973

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	9.4%	83.7%	2.0%	4.9%	100.0% 976

Table 30: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I have the resources needed to perform my job to the best of my ability	7.1%	13.0%	11.6%	52.6%	15.6%	100.0% 976
My supervisor supports my professional development	2.9%	6.8%	11.4%	46.2%	32.8%	100.0% 976
My supervisor recognizes my current skills/knowledge	3.7%	8.6%	8.8%	47.2%	31.8%	100.0% 978
My department supports my overall health and well-being	6.7%	11.8%	19.0%	39.7%	22.8%	100.0% 976
My department creates an inclusive environment for all employees	6.1%	10.1%	24.7%	42.9%	16.2%	100.0% 953
CVMBS leadership makes sound decisions for the college	7.9%	13.2%	33.3%	38.1%	7.5%	100.0% 926
CVMBS leadership demonstrates collaboration	7.9%	11.6%	30.3%	39.8%	10.4%	100.0% 928
CVMBS leadership demonstrates accountability	10.0%	17.1%	31.7%	32.5%	8.6%	100.0% 934
CVMBS leadership demonstrates respect	6.6%	7.9%	27.3%	47.6%	10.6%	100.0% 947
CVMBS leadership demonstrates innovation	5.6%	9.1%	29.8%	43.8%	11.6%	100.0% 939
CVMBS leadership demonstrates transparency	8.8%	18.3%	30.3%	35.6%	7.0%	100.0% 951

Table 31: Department/Unit

	Pct	Pop
Biomedical Sciences	8.8%	96
CVMBS College Office	10.5%	114
Clinical Sciences	19.7%	214
Environmental and Radiological Health Sciences	8.0%	87
Fort Collins Diag Lab	9.2%	99
Grand Junction Diag Lab	0.4%	5
Microbiology, Immunology and Pathology	22.0%	239
Molecular, Cellular & Integrative Neurosciences	0.2%	*
Rocky Ford Diag Lab	0.7%	7
Veterinary Teaching Hospital	19.1%	207
Unknown	1.4%	15
Total	100.0%	1,085

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

Table 32: Employee Type

	Pct	Pop
Admin Professional	36.2%	387
CCAF Faculty	7.0%	75
Other Salaried Employee	12.0%	128
State Classified	29.7%	317
T or TT Faculty	15.0%	160
Total	100.0%	1,067

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

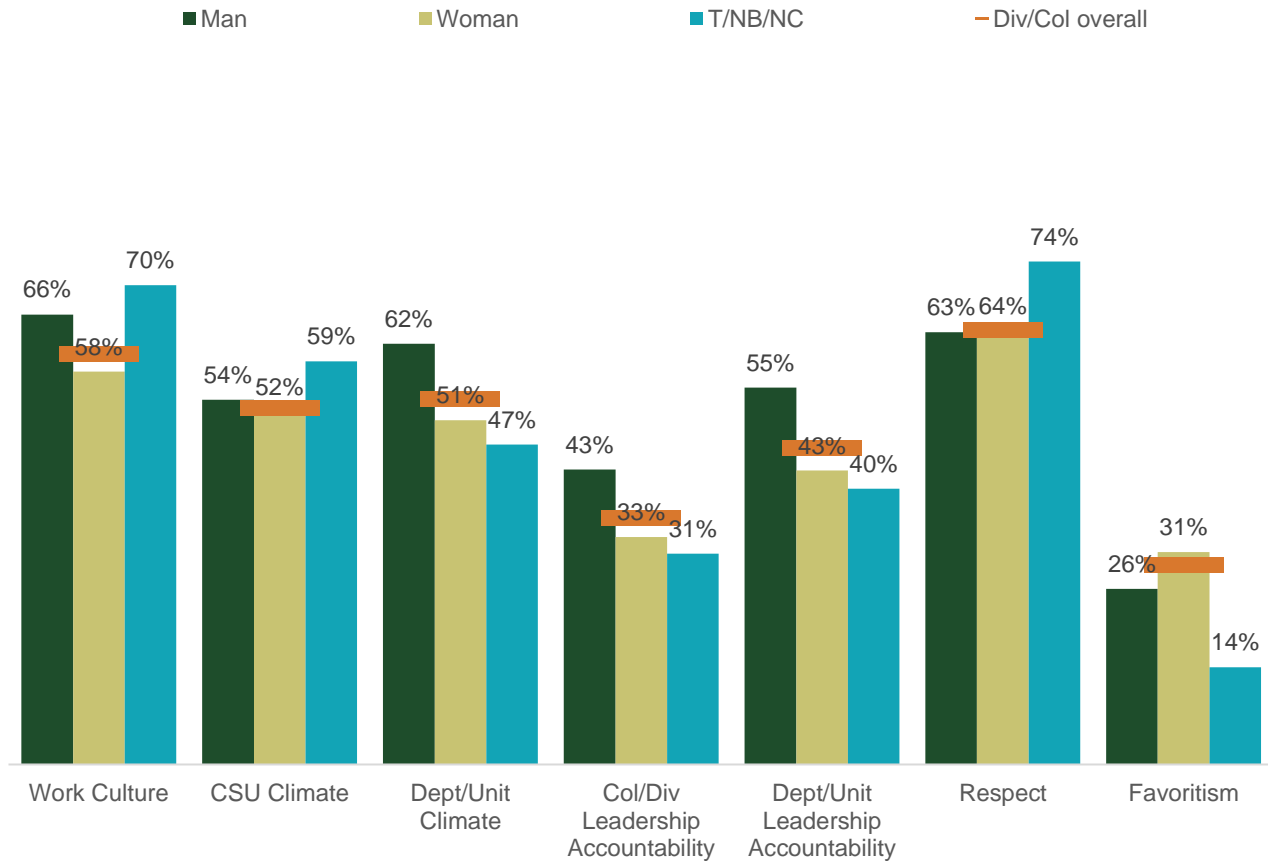


Table 33: Work Culture

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	66.0%	246	57.7%	602	70.3%	17	60.3%	865
My department/unit promotes a work environment where all employees feel included	66.0%	251	63.5%	609	85.7%	17	64.6%	877
My department/unit treats all employees equitably	69.4%	251	50.3%	611	71.4%	17	56.1%	879
My department/unit is open and transparent in communication	67.8%	248	55.5%	611	85.7%	17	59.6%	877
My department/unit values employee input in major department/unit decisions	63.3%	251	53.6%	609	42.9%	17	56.2%	877
My department/unit promotes respect for cultural differences	72.1%	251	69.0%	611	42.9%	17	69.4%	879
My department/unit understands the value of diversity	69.0%	251	62.8%	607	85.7%	17	65.1%	875
My department/unit communicates the importance of valuing diversity	67.0%	251	54.5%	611	57.1%	17	58.1%	879
I feel valued as an employee	69.4%	251	59.0%	611	71.4%	17	62.2%	879
I feel a strong sense of belonging to CSU	53.3%	251	44.8%	611	42.9%	17	47.2%	879
I feel a strong sense of belonging to my division/college	57.3%	248	49.7%	611	71.4%	17	52.3%	877
I feel a strong sense of belonging to my department/unit	71.1%	251	62.7%	611	71.4%	17	65.3%	879
I would recommend CSU as a place of employment	67.5%	251	61.3%	611	100.0%	17	63.8%	879
I would recommend my department/unit as a place of employment	65.9%	251	60.4%	611	85.7%	17	62.5%	879

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 34: 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	73.1%	183	82.3%	503	71.4%	12	79.4%	699
No, I did not have a review	26.9%	67	17.7%	108	28.6%	5	20.6%	181
Total	100.0%	251	100.0%	611	100.0%	17	100.0%	879

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

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

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

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

Table 35: 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	73.5%	183	76.2%	503	86.7%	12	75.7%	699
I am satisfied with the effort my supervisor put into my most recent performance review	67.6%	183	75.2%	503	80.0%	12	73.3%	699
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.8%	183	19.5%	503	20.0%	12	18.1%	699
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.0%	183	53.4%	503	80.0%	12	53.8%	699

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating^{a,b,c}*

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

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

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

Table 36: 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	63.4%	251	63.7%	609	73.8%	17	63.8%	877
My department/unit is treated with respect by other units within my college/division	64.8%	251	60.0%	611	100.0% A B	17	62.1%	879
My college/division is treated with respect by CSU	73.1% B	251	64.2%	611	85.7%	17	67.1%	879
The people I interact with treat each other with respect	85.9% B	251	73.4%	609	85.7%	17	77.2%	877
There is respect for religious differences in my department/unit	57.9%	251	58.8%	611	57.1%	17	58.5%	879
There is respect for liberal perspectives in my department/unit	62.9%	251	78.8% A	611	85.7%	17	74.4%	879
There is respect for conservative perspectives in my department/unit	36.1%	251	47.3% A	611	28.6%	17	43.8%	879

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 37: 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	25.8%	251	31.2%	600	14.3%	17	29.3%	868
Recognized within my department/unit	33.6%	251	40.0%	609	14.3%	17	37.7%	877
Resources in my department/unit	28.4%	251	31.4%	609	14.3%	17	30.2%	877
Professional development opportunities	17.9%	251	23.0%	607	14.3%	17	21.4%	875
Promoted in my department/unit	24.6%	251	33.4%	605	14.3%	17	30.5%	873
			A					
Hired in my department/unit	24.4%	251	27.5%	607	14.3%	17	26.3%	875

Percent "Agree" or "Strongly agree"

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

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

Table 38: 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	43.3%	248	33.4%	608	31.0%	17	36.2%	872
	B							
Leadership adequately addresses inappropriate behavior	46.0%	248	32.6%	610	14.3%	17	36.0%	875
	B C							
Leadership holds employees accountable for inappropriate behavior	43.9%	248	30.0%	610	14.3%	17	33.6%	875
	B C							
Leadership holds employees accountable for poor performance in the workplace	28.2%	248	26.2%	610	28.6%	17	26.9%	875
Leadership acts ethically and honestly in the workplace	65.7%	248	55.3%	608	57.1%	17	58.3%	872
	B							
Leadership addresses issues of inequity	40.3%	248	30.1%	610	57.1%	17	33.5%	875
	B							
Leadership holds all employees to the same standards	35.6%	248	25.6%	610	14.3%	17	28.2%	875
	B							

Percent "Agree" or "Strongly agree"

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

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

Table 39: 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	55.3%	240	43.1%	596	40.5%	17	46.5%	853
	B							
Leadership adequately addresses inappropriate behavior	58.9%	245	46.2%	610	14.3%	17	49.2%	872
	B C		C					
Leadership holds employees accountable for inappropriate behavior	53.8%	246	39.2%	608	14.3%	17	42.8%	870
	B C							
Leadership holds employees accountable for poor performance in the workplace	40.4%	248	39.4%	610	57.1%	17	40.1%	875
Leadership acts ethically and honestly in the workplace	65.7%	248	55.3%	608	57.1%	17	58.3%	872
	B							
Leadership addresses issues of inequity	54.5%	245	37.1%	603	57.1%	17	42.4%	865
	B							
Leadership holds all employees to the same standards	51.0%	248	32.0%	607	28.6%	17	37.3%	872
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 40: 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	53.5%	247	51.7%	601	59.2%	17	52.4%	864
Recruits employees from a diverse set of backgrounds	60.5%	250	58.9%	608	42.9%	17	59.0%	875
Improves the campus climate for all employees	51.6%	247	46.4%	608	71.4%	17	48.4%	872
Retains diverse employees	44.6%	250	41.3%	608	57.1%	17	42.5%	875
Creates a supportive environment for employees from diverse backgrounds	56.1%	250	50.1%	608	57.1%	17	52.0%	875
Encourages discussions related to diversity	52.5%	250	62.1%	603	71.4%	17	59.6%	870
			A					
Provides employees with a positive work experience	56.4%	250	50.6%	606	57.1%	17	52.4%	873
Climate has become consistently more inclusive of all employees	51.5%	250	52.3%	603	57.1%	17	52.2%	870

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 41: 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	61.7% B	245	50.5%	596	46.9%	17	53.6%	858
Recruits employees from a diverse set of backgrounds	67.5% B	250	58.1%	606	42.9%	17	60.5%	873
Improves the campus climate for all employees	62.4% B	247	52.5%	603	57.1%	17	55.4%	867
Retains diverse employees	53.8% B	248	40.8%	608	57.1%	17	44.8%	873
Creates a supportive environment for employees from diverse backgrounds	56.1%	250	50.1%	608	57.1%	17	52.0%	875
Encourages discussions related to diversity	56.2% B	250	47.0%	601	42.9%	17	49.6%	868
Provides employees with a positive work experience	66.2%	250	58.4%	606	57.1%	17	60.6%	873
Climate has become consistently more inclusive of all employees	59.9% B	250	47.6%	603	42.9%	17	51.0%	870

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.8%	250	61.7% A	599	65.3%	17	57.2%	866
Communications are effective	50.6%	250	63.9% A	606	57.1%	17	60.0%	873
Communications are timely	55.4%	250	68.4% A	606	85.7% A	17	65.0%	873
Communications are relevant	39.9%	250	60.6% A	608	57.1%	17	54.6%	875
Communications are informative	42.3%	250	70.3% A	608	57.1%	17	62.0%	875
Communications are motivating	23.9%	250	38.2% A	608	57.1% A	17	34.5%	875
Communications are honest	42.2%	250	55.5% A	606	57.1%	17	51.7%	873
Communications are accessible	66.0%	250	71.6%	606	85.7%	17	70.3%	873

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 43: Communications: 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	58.4%	250	58.7%	594	71.4%	17	58.8%	861
Communications are effective	61.4%	250	58.9%	606	71.4%	17	59.8%	873
Communications are timely	66.4%	250	62.8%	606	100.0%	17	64.6%	873
					A B			
Communications are relevant	58.2%	250	59.8%	606	57.1%	17	59.3%	873
Communications are informative	60.8%	250	68.1%	601	57.1%	17	65.8%	868
Communications are motivating	36.9%	250	35.7%	603	71.4%	17	36.8%	870
					A B			
Communications are honest	55.3%	250	53.0%	604	57.1%	17	53.7%	871
Communications are accessible	69.7%	250	70.9%	606	85.7%	17	70.9%	873

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 44: 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	67.3%	250	64.4%	596	77.6%	17	65.5%	863
Communications are effective	68.7%	250	62.0%	603	71.4%	17	64.1%	870
Communications are timely	71.4%	250	62.8%	606	100.0%	17	66.0%	873
					A B			
Communications are relevant	66.9%	250	73.6%	603	85.7%	17	71.9%	870
Communications are informative	71.6%	250	74.6%	603	85.7%	17	73.9%	870
Communications are motivating	47.1%	250	41.8%	608	57.1%	17	43.6%	875
Communications are honest	69.4%	250	63.3%	606	71.4%	17	65.2%	873
Communications are accessible	76.0%	250	69.8%	606	71.4%	17	71.6%	873

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 45: 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	48.2% C	122	39.8%	241	14.3%	*	41.7%	366
Maybe, I can provide feedback in limited situations	31.8%	80	40.1%	243	71.4% A B	12	38.3%	336
No, I don't have an opportunity to provide feedback	20.1%	51	20.1%	122	14.3%	*	20.0%	175
Total	100.0%	253	100.0%	606	100.0%	17	100.0%	877

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

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

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 46: 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	52.1%	194	48.5%	461	43.3%	15	49.5%	670
One on one conversations with my supervisor	81.4%	197	80.9%	471	100.0%	15	81.5%	683
My representation in shared governance (CPC, APC, or Faculty Council)	17.4%	194	23.4%	466	0.0%	15	21.1%	675
My service on committees	49.1% B C	197	38.2%	467	16.7%	15	40.9%	679
Annual review process	63.9%	197	60.6%	467	50.0%	15	61.3%	679
Input collection through anonymous surveys	51.2% B	197	39.6%	466	50.0%	15	43.2%	678

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 47: 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	49.4%	197	45.6%	468	55.6%	15	46.9%	680
CSU overall	23.8%	197	29.5%	468	33.3%	15	27.9%	680
My division/college	48.3%	197	44.4%	468	33.3%	15	45.3%	680
My department/unit	76.2% B	197	62.8%	468	100.0% B	15	67.5%	680

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 48: 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	4.6%	12	5.4%	33	0.0%	*	5.0%	44
Physical appearance	3.9%	10	3.0%	18	0.0%	*	3.2%	28
Physical disability	3.6%	9	2.8%	17	0.0%	*	3.0%	26
Mental disability	3.7%	9	3.7%	23	0.0%	*	3.6%	32
Employment classification	11.2%	28	16.2%	99	0.0%	*	14.5%	128
Gender identity	5.7%	14	4.5%	28	14.3%	*	5.1%	45
Job title	9.7%	25	12.8%	78	0.0%	*	11.7%	103
Parental status	3.9%	10	7.8%	48	14.3%	*	6.8%	60
Religion	6.5%	17	4.1%	25	0.0%	*	4.7%	41
Political affiliation	17.4%	44	10.6%	65	14.3%	*	12.6%	111
Sexual orientation	4.1%	10	2.3%	14	0.0%	*	2.8%	24
Socio-economic status	4.9%	12	3.3%	20	14.3%	*	4.0%	35
Ethnic origin	9.0%	23	3.3%	20	14.3%	*	5.1%	45
Veteran status	4.2%	11	1.2%	7	0.0%	*	2.0%	18
Race or color	10.2%	26	5.5%	33	14.3%	*	7.0%	62
Marital status	1.9%	5	2.6%	16	0.0%	*	2.4%	21
Nationality/country of origin	5.6%	14	3.4%	21	0.0%	*	4.0%	35
None/no response	70.9%	179	68.7%	420	71.4%	12	69.4%	612

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: 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	5.9%	15	6.9%	42	0.0%	*	6.4%	57
Physical appearance	2.6%	7	5.8%	36	0.0%	*	4.8%	42
Physical disability	4.3%	11	4.1%	25	0.0%	*	4.0%	36
Mental disability	3.6%	9	5.1%	31	0.0%	*	4.6%	40
Employment classification	14.0%	36	22.4%	137	14.3%	*	19.8%	175
Gender identity	4.5%	11	5.6%	34	14.3%	*	5.5%	48
Job title	15.1%	38	17.9%	109	0.0%	*	16.7%	148
Parental status	7.6%	19	8.9%	54	14.3%	*	8.6%	76
Religion	5.2%	13	3.0%	18	0.0%	*	3.6%	32
Political affiliation	13.0%	33	10.5%	64	14.3%	*	11.3%	99
Sexual orientation	3.6%	9	1.2%	8	0.0%	*	1.9%	17
Socio-economic status	3.4%	9	5.7%	35	14.3%	*	5.2%	46
Ethnic origin	4.3%	11	4.8%	29	0.0%	*	4.6%	40
Veteran status	3.4%	9	1.2%	7	0.0%	*	1.8%	16
Race or color	5.1%	13	6.4%	39	0.0%	*	5.9%	52
Marital status	5.2%	13	3.1%	19	0.0%	*	3.7%	32
Nationality/country of origin	6.1%	15	6.3%	38	0.0%	*	6.1%	54
None/no response	75.1%	190	61.5%	376	71.4%	12	65.6%	578

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: 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	3.9%	10	8.1%	49	0.0%	*	6.7%	59
Physical appearance	0.0%	*	7.0%	43	0.0%	*	4.8%	43
Physical disability	0.8%	*	4.3%	26	0.0%	*	3.2%	28
Mental disability	1.0%	*	5.6%	34	0.0%	*	4.2%	37
Employment classification	15.7%	40	20.6%	126	0.0%	*	18.8%	166
Gender identity	2.7%	7	8.1%	49	14.3%	*	6.7%	59
Job title	12.8%	32	20.5%	125	0.0%	*	17.9%	158
Parental status	4.7%	12	12.6%	77	14.3%	*	10.4%	91
Religion	2.6%	7	4.2%	25	0.0%	*	3.6%	32
Political affiliation	8.4%	21	9.7%	60	14.3%	*	9.5%	83
Sexual orientation	1.0%	*	2.7%	17	0.0%	*	2.2%	19
Socio-economic status	0.8%	*	6.1%	37	14.3%	*	4.8%	42
Ethnic origin	1.9%	5	3.7%	23	0.0%	*	3.1%	28
Veteran status	0.8%	*	1.2%	7	0.0%	*	1.1%	9
Race or color	2.7%	7	7.2%	44	0.0%	*	5.7%	51
Marital status	0.0%	*	3.2%	19	0.0%	*	2.2%	19
Nationality/country of origin	3.7%	9	7.7%	47	0.0%	*	6.4%	56
None/no response	78.8%	199	57.4%	351	85.7%	15	64.1%	565

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

Statistical significance not tested.

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

Table 51: 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	4.8%	12	3.5%	21	0.0%	*	3.8%	33
Bullying	3.6%	9	5.9%	36	0.0%	*	5.1%	45
Bias	12.5%	32	15.3%	93	14.3%	*	14.5%	127
Physical assault	1.1%	*	0.4%	*	0.0%	*	0.6%	5
Sexual misconduct	2.7%	7	1.9%	12	0.0%	*	2.1%	18
Verbal abuse	3.6%	9	3.2%	20	0.0%	*	3.2%	29
None/no response	85.5%	216	80.4%	491	85.7%	15	81.9%	722

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

Statistical significance not tested.

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

Table 52: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.8%	10	3.8%	23	14.3%	*	4.0%	35
Bullying	8.0%	20	12.5%	77	14.3%	*	11.2%	99
Bias	11.4%	29	25.2%	154	28.6%	5	21.3%	188
Physical assault	0.0%	*	0.4%	*	0.0%	*	0.2%	*
Sexual misconduct	0.8%	*	0.7%	4	0.0%	*	0.7%	7
Verbal abuse	7.1%	18	7.7%	47	14.3%	*	7.7%	68
None/no response	85.2%	215	70.0%	428	71.4%	12	74.4%	656

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

Statistical significance not tested.

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

Table 53: 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	1.8%	5	3.0%	18	0.0%	*	2.6%	23
Bullying	7.3%	18	14.0%	86	0.0%	*	11.8%	104
Bias	13.3%	34	26.9%	165	28.6%	5	23.1%	203
Physical assault	0.0%	*	0.4%	*	0.0%	*	0.2%	*
Sexual misconduct	0.0%	*	1.3%	8	0.0%	*	0.9%	8
Verbal abuse	6.9%	17	9.3%	57	14.3%	*	8.7%	76
None/no response	85.0%	215	65.7%	402	71.4%	12	71.3%	629

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

Statistical significance not tested.

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

Table 54: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I have the resources needed to perform my job to the best of my ability	70.5%	243	67.1%	609	85.7%	17	68.4%	869
My supervisor supports my professional development	77.7%	240	80.8%	609	85.7%	17	80.0%	867
My supervisor recognizes my current skills/knowledge	82.0%	243	80.3%	609	85.7%	17	80.9%	869
My department supports my overall health and well-being	65.0%	243	62.7%	607	71.4%	17	63.5%	867
My department creates an inclusive environment for all employees	70.0%	235	57.0%	591	42.9%	17	60.3%	844
CVMBS leadership makes sound decisions for the college	54.7%	233	45.3%	574	66.7%	15	48.4%	822
CVMBS leadership demonstrates collaboration	54.0%	228	51.0%	576	71.4%	17	52.2%	821
CVMBS leadership demonstrates accountability	49.5%	233	39.2%	580	57.1%	17	42.4%	830
CVMBS leadership demonstrates respect	72.1%	238	55.4%	588	71.4%	17	60.4%	843
CVMBS leadership demonstrates innovation	49.9%	232	59.0%	586	71.4%	17	56.7%	835
CVMBS leadership demonstrates transparency	53.8%	238	40.2%	592	57.1%	17	44.4%	847

Percent "Agree" or "Strongly agree"

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

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

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

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

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

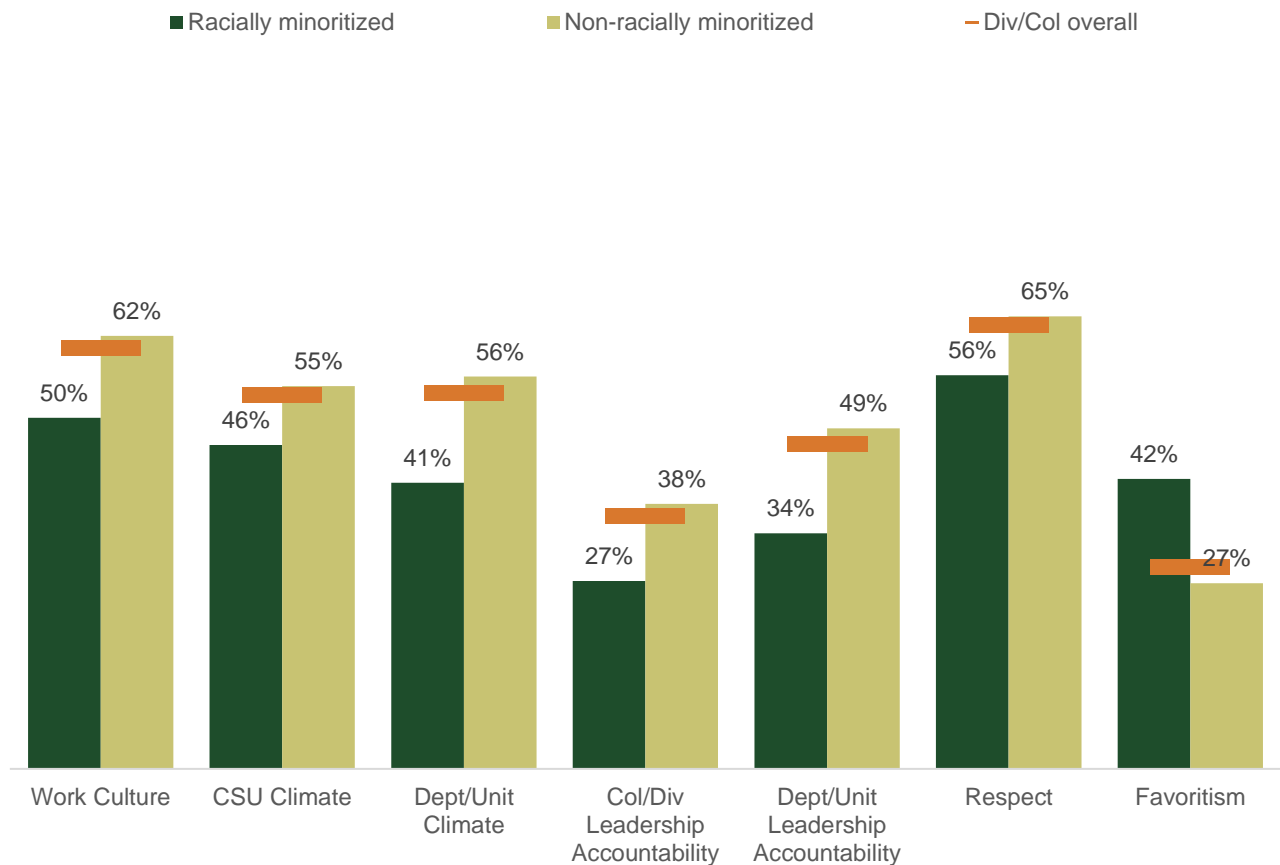


Table 55: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	50.2%	128	62.0% A	746	60.2%	873
My department/unit promotes a work environment where all employees feel included	49.9%	133	66.9% A	753	64.3%	886
My department/unit treats all employees equitably	45.3%	135	58.2% A	753	56.2%	888
My department/unit is open and transparent in communication	53.6%	132	61.0%	753	59.9%	885
My department/unit values employee input in major department/unit decisions	42.6%	135	59.8% A	750	57.2%	885
My department/unit promotes respect for cultural differences	49.3%	135	72.6% A	753	69.1%	888
My department/unit understands the value of diversity	50.7%	135	67.2% A	748	64.7%	883
My department/unit communicates the importance of valuing diversity	42.3%	135	60.7% A	753	57.9%	888
I feel valued as an employee	52.7%	135	63.5% A	753	61.9%	888
I feel a strong sense of belonging to CSU	50.6%	135	46.7%	753	47.3%	888
I feel a strong sense of belonging to my division/college	47.0%	133	52.9%	753	52.0%	886
I feel a strong sense of belonging to my department/unit	55.1%	135	66.2% A	753	64.5%	888
I would recommend CSU as a place of employment	63.8%	135	64.0%	753	64.0%	888
I would recommend my department/unit as a place of employment	52.1%	135	64.6% A	753	62.7%	888

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 56: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	71.7%	97	81.9% A	616	80.3%	713
No, I did not have a review	28.3% B	38	18.1%	137	19.7%	175
Total	100.0%	135	100.0%	753	100.0%	888

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

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

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

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

Table 57: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	69.2%	97	76.3% A	616	75.4%	713
I am satisfied with the effort my supervisor put into my most recent performance review	68.7%	97	73.1%	616	72.5%	713
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	33.8% B	97	15.5%	616	18.0%	713
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	38.9%	97	55.9% A	616	53.6%	713

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 58: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	56.3%	135	64.7% A	750	63.4%	885
My department/unit is treated with respect by other units within my college/division	53.9%	135	63.4% A	753	61.9%	888
My college/division is treated with respect by CSU	65.3%	135	67.1%	753	66.8%	888
The people I interact with treat each other with respect	63.6%	135	78.9% A	750	76.5%	885
There is respect for religious differences in my department/unit	49.1%	135	59.5% A	753	57.9%	888
There is respect for liberal perspectives in my department/unit	64.2%	135	75.5% A	753	73.8%	888
There is respect for conservative perspectives in my department/unit	41.8%	135	44.2%	753	43.8%	888

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 59: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	41.5% B	135	26.6%	741	28.9%	876
Recognized within my department/unit	48.3% B	135	35.8%	751	37.7%	886
Resources in my department/unit	46.2% B	135	26.7%	751	29.7%	886
Professional development opportunities	37.7% B	135	17.1%	748	20.3%	884
Promoted in my department/unit	42.1% B	135	27.7%	746	29.9%	881
Hired in my department/unit	33.2% B	135	25.1%	748	26.3%	883

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 60: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	26.9%	135	37.9% A	746	36.2%	881
Leadership adequately addresses inappropriate behavior	30.2%	135	35.9%	748	35.1%	883
Leadership holds employees accountable for inappropriate behavior	17.2%	135	36.9% A	748	33.9%	883
Leadership holds employees accountable for poor performance in the workplace	24.3%	135	28.7%	748	28.0%	883
Leadership acts ethically and honestly in the workplace	51.0%	135	60.3% A	746	58.9%	881
Leadership addresses issues of inequity	23.3%	135	34.0% A	748	32.3%	883
Leadership holds all employees to the same standards	15.0%	135	31.3% A	748	28.8%	883

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 61: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	33.7%	130	48.7% A	733	46.5%	864
Leadership adequately addresses inappropriate behavior	39.3%	135	51.0% A	745	49.2%	880
Leadership holds employees accountable for inappropriate behavior	26.7%	133	45.9% A	746	43.0%	878
Leadership holds employees accountable for poor performance in the workplace	31.3%	135	42.0% A	748	40.3%	883
Leadership acts ethically and honestly in the workplace	51.0%	135	60.3% A	746	58.9%	881
Leadership addresses issues of inequity	25.6%	133	45.2% A	743	42.2%	876
Leadership holds all employees to the same standards	22.4%	135	40.3% A	746	37.5%	881

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 62: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	46.3%	135	54.7% A	735	53.4%	871
Recruits employees from a diverse set of backgrounds	55.8%	135	61.1%	746	60.3%	881
Improves the campus climate for all employees	37.6%	135	51.9% A	743	49.7%	878
Retains diverse employees	34.4%	135	44.0% A	746	42.5%	881
Creates a supportive environment for employees from diverse backgrounds	50.4%	135	54.2%	746	53.6%	881
Encourages discussions related to diversity	48.6%	135	63.2% A	741	60.9%	876
Provides employees with a positive work experience	50.4%	135	53.4%	743	52.9%	879
Climate has become consistently more inclusive of all employees	47.1%	135	54.7%	741	53.5%	876

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	40.9%	133	56.1% A	731	53.8%	864
Recruits employees from a diverse set of backgrounds	56.0%	135	61.8%	743	60.9%	879
Improves the campus climate for all employees	36.4%	133	59.0% A	740	55.6%	873
Retains diverse employees	28.5%	135	47.1% A	744	44.3%	879
Creates a supportive environment for employees from diverse backgrounds	50.4%	135	54.2%	746	53.6%	881
Encourages discussions related to diversity	30.6%	135	52.4% A	738	49.0%	874
Provides employees with a positive work experience	53.1%	135	62.2% A	743	60.8%	879
Climate has become consistently more inclusive of all employees	40.4%	135	53.9% A	741	51.8%	876

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 64: Communications: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	56.5%	135	57.5%	739	57.3%	874
Communications are effective	55.1%	135	60.8%	746	59.9%	881
Communications are timely	69.3%	135	64.8%	746	65.5%	881
Communications are relevant	57.5%	135	54.4%	748	54.9%	884
Communications are informative	63.7%	135	62.6%	748	62.8%	884
Communications are motivating	30.3%	135	34.8%	748	34.1%	884
Communications are honest	53.0%	135	50.9%	746	51.2%	881
Communications are accessible	66.6%	135	71.6%	746	70.8%	881

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 65: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.5%	135	59.9%	734	58.9%	869
Communications are effective	53.4%	135	61.3%	746	60.1%	881
Communications are timely	60.8%	135	65.8%	746	65.1%	881
Communications are relevant	53.3%	135	59.8%	746	58.8%	881
Communications are informative	63.7%	135	66.7%	741	66.2%	876
Communications are motivating	28.9%	135	38.1%	743	36.7%	879
			A			
Communications are honest	50.0%	135	53.1%	744	52.6%	879
Communications are accessible	64.2%	135	73.4%	746	72.0%	881
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 66: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	58.4%	133	66.9%	738	65.6%	871
			A			
Communications are effective	60.7%	135	65.4%	743	64.7%	879
Communications are timely	58.7%	135	67.3%	746	66.0%	881
Communications are relevant	66.6%	133	72.5%	746	71.6%	879
Communications are informative	71.1%	135	74.4%	743	73.9%	879
Communications are motivating	31.8%	135	45.9%	748	43.8%	884
			A			
Communications are honest	56.5%	135	66.0%	746	64.5%	881
			A			
Communications are accessible	67.5%	135	73.7%	746	72.7%	881

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 67: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	22.8%	31	44.0% A	330	40.8%	361
Maybe, I can provide feedback in limited situations	44.6%	60	38.8%	291	39.7%	351
No, I don't have an opportunity to provide feedback	32.6% B	44	17.2%	129	19.6%	173
Total	100.0%	135	100.0%	750	100.0%	885

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

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

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

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

Table 68: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	42.1%	89	49.8% A	589	48.8%	678
One on one conversations with my supervisor	68.7%	89	81.2% A	605	79.6%	693
My representation in shared governance (CPC, APC, or Faculty Council)	28.4%	89	20.3%	594	21.4%	682
My service on committees	39.2%	89	40.7%	599	40.5%	687
Annual review process	40.6%	89	63.5% A	601	60.6%	690
Input collection through anonymous surveys	33.5%	89	44.3%	597	42.9%	685

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 69: 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	36.1%	89	48.4% A	599	46.8%	688
CSU overall	22.9%	89	29.5%	599	28.7%	688
My division/college	33.4%	89	46.5% A	599	44.8%	688
My department/unit	52.1%	89	69.2% A	602	67.0%	690

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 70: 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	5.1%	7	5.7%	43	5.6%	50
Physical appearance	6.7%	9	2.9%	22	3.5%	31
Physical disability	3.5%	5	2.9%	22	3.0%	27
Mental disability	5.3%	7	3.3%	25	3.6%	32
Employment classification	11.0%	15	14.4%	109	13.9%	124
Gender identity	7.5%	10	4.7%	35	5.1%	45
Job title	8.3%	11	11.9%	90	11.4%	101
Parental status	9.8%	13	5.7%	43	6.3%	56
Religion	6.9%	9	3.8%	29	4.3%	38
Political affiliation	12.0%	16	12.7%	96	12.6%	112
Sexual orientation	5.6%	8	2.3%	17	2.8%	25
Socio-economic status	7.3%	10	3.1%	24	3.8%	33
Ethnic origin	7.0%	9	4.2%	32	4.6%	41
Veteran status	2.0%	*	1.4%	11	1.5%	13
Race or color	7.0%	9	6.4%	48	6.5%	58
Marital status	2.0%	*	2.4%	18	2.4%	21
Nationality/country of origin	8.7%	12	2.5%	19	3.5%	31
None/no response	69.3%	94	70.2%	530	70.1%	624

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: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	6.2%	8	7.2%	54	7.0%	62
Physical appearance	7.4%	10	5.2%	40	5.6%	50
Physical disability	4.9%	7	4.8%	36	4.8%	43
Mental disability	6.7%	9	4.5%	34	4.8%	43
Employment classification	23.8%	32	18.7%	141	19.5%	173
Gender identity	10.4%	14	4.9%	37	5.7%	51
Job title	16.0%	22	16.4%	124	16.3%	145
Parental status	12.4%	17	7.8%	59	8.5%	76
Religion	9.8%	13	2.5%	19	3.6%	32
Political affiliation	11.6%	16	10.9%	82	11.0%	98
Sexual orientation	8.5%	12	1.3%	10	2.4%	21
Socio-economic status	8.6%	12	4.9%	37	5.4%	48
Ethnic origin	13.8%	19	2.6%	20	4.3%	38
Veteran status	4.9%	7	0.7%	5	1.3%	12
Race or color	11.1%	15	5.0%	38	5.9%	53
Marital status	4.9%	7	3.7%	28	3.9%	35
Nationality/country of origin	15.1%	20	3.9%	29	5.6%	50
None/no response	66.5%	90	66.5%	502	66.5%	592

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

Statistical significance not tested.

Table 72: 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	1.8%	*	8.3%	63	7.3%	65
Physical appearance	9.3%	13	4.4%	33	5.1%	45
Physical disability	4.0%	5	3.7%	28	3.7%	33
Mental disability	1.8%	*	4.9%	37	4.4%	39
Employment classification	18.9%	26	19.3%	145	19.2%	171
Gender identity	9.5%	13	6.1%	46	6.6%	59
Job title	18.0%	24	18.1%	136	18.1%	161
Parental status	12.9%	17	9.4%	71	10.0%	89
Religion	6.2%	8	3.5%	26	3.9%	35
Political affiliation	6.7%	9	10.3%	78	9.7%	87
Sexual orientation	3.6%	5	2.5%	19	2.7%	24
Socio-economic status	9.0%	12	4.6%	35	5.3%	47
Ethnic origin	6.2%	8	2.6%	19	3.1%	28
Veteran status	0.0%	*	0.7%	5	0.6%	5
Race or color	6.2%	8	5.7%	43	5.8%	51
Marital status	0.0%	*	2.9%	22	2.5%	22
Nationality/country of origin	11.5%	16	4.9%	37	5.9%	52
None/no response	61.2%	83	64.3%	486	63.9%	568

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

Statistical significance not tested.

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

Table 73: Other Potential Problems: 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	3.3%	4	4.2%	32	4.1%	36
Bullying	3.3%	4	6.1%	46	5.7%	50
Bias	19.6%	26	13.5%	102	14.4%	129
Physical assault	2.0%	*	0.0%	*	0.3%	*
Sexual misconduct	3.8%	5	1.8%	14	2.1%	19
Verbal abuse	3.6%	5	3.6%	27	3.6%	32
None/no response	78.8%	106	81.9%	618	81.4%	725

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

Statistical significance not tested.

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

Table 74: 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%	*	4.4%	33	3.7%	33
Bullying	14.0%	19	11.4%	86	11.8%	105
Bias	32.8%	44	19.0%	143	21.1%	188
Physical assault	0.0%	*	0.3%	*	0.2%	*
Sexual misconduct	0.0%	*	0.9%	7	0.7%	7
Verbal abuse	6.7%	9	8.7%	66	8.4%	75
None/no response	67.2%	91	75.7%	572	74.4%	662

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

Statistical significance not tested.

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

Table 75: 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	1.5%	*	2.5%	19	2.3%	21
Bullying	18.5%	25	10.8%	82	12.0%	107
Bias	40.5%	55	19.7%	149	22.9%	204
Physical assault	0.0%	*	0.3%	*	0.2%	*
Sexual misconduct	1.5%	*	0.8%	6	0.9%	8
Verbal abuse	9.1%	12	9.5%	72	9.4%	84
None/no response	55.5%	75	74.6%	564	71.7%	638

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

Statistical significance not tested.

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

Table 76: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
I have the resources needed to perform my job to the best of my ability	67.7%	128	69.3%	747	69.1%	875
My supervisor supports my professional development	72.0%	126	80.8% A	749	79.6%	875
My supervisor recognizes my current skills/knowledge	70.3%	128	83.5% A	749	81.6%	878
My department supports my overall health and well-being	64.3%	128	63.7%	747	63.8%	876
My department creates an inclusive environment for all employees	52.5%	124	61.7%	732	60.4%	855
CVMBS leadership makes sound decisions for the college	35.4%	115	50.0% A	717	48.0%	833
CVMBS leadership demonstrates collaboration	42.0%	123	53.0% A	711	51.4%	835
CVMBS leadership demonstrates accountability	29.3%	121	44.3% A	721	42.2%	841
CVMBS leadership demonstrates respect	52.4%	126	60.6%	731	59.4%	857
CVMBS leadership demonstrates innovation	52.1%	126	57.8%	723	57.0%	849
CVMBS leadership demonstrates transparency	31.9%	124	45.8% A	735	43.8%	858

Percent "Agree" or "Strongly agree"

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

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

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

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

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

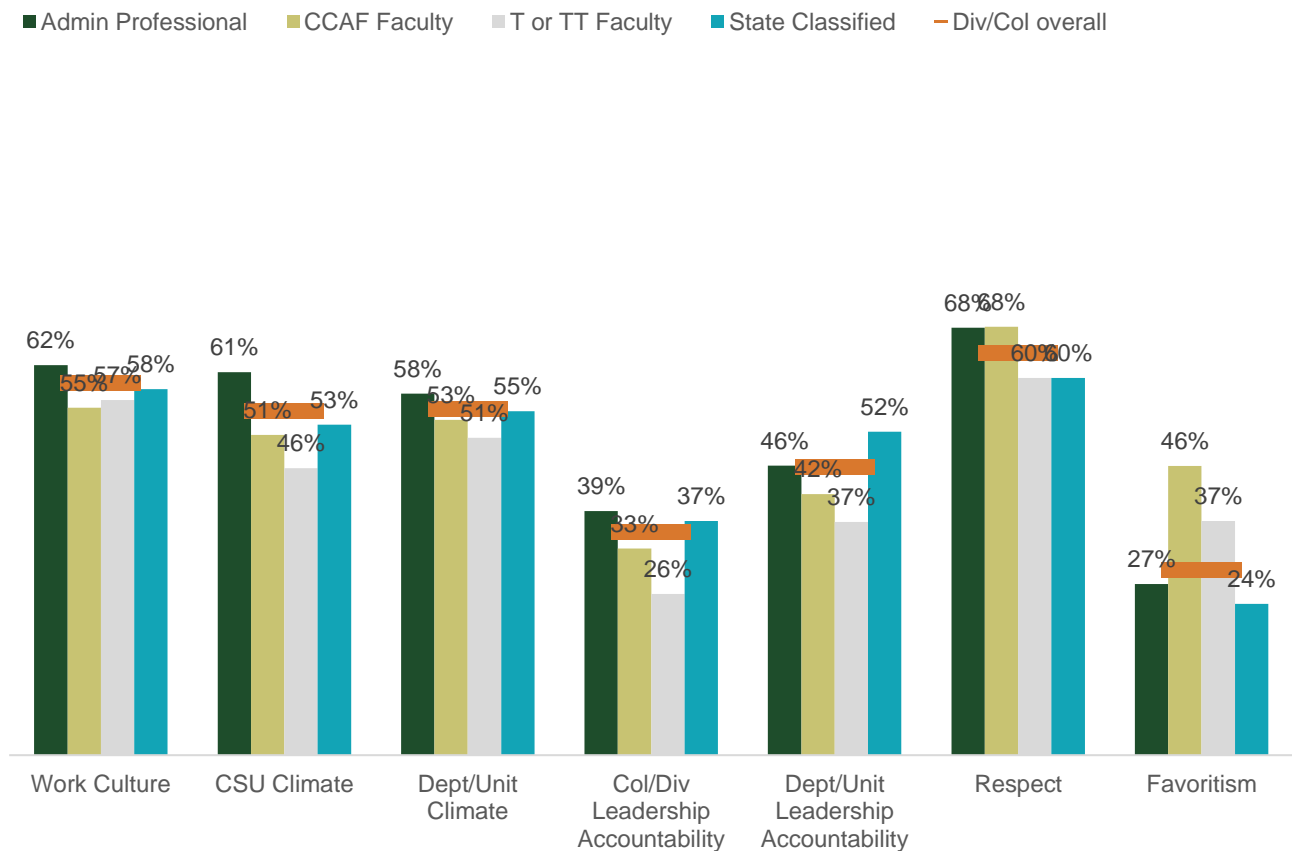


Table 77: Work Culture

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	62.1%	375	56.6%	153	55.3%	72	58.3%	310	59.3%	910
My department/unit promotes a work environment where all employees feel included	64.6%	385	55.0%	156	52.5%	75	69.6% B C	315	63.7%	930
My department/unit treats all employees equitably	58.5% B	387	41.6%	156	44.5%	75	60.3% B	315	55.2%	932
My department/unit is open and transparent in communication	60.0%	379	49.0%	158	55.2%	75	59.1%	315	57.4%	927
My department/unit values employee input in major department/unit decisions	55.5%	384	56.9%	156	61.7%	75	54.8%	312	56.0%	927
My department/unit promotes respect for cultural differences	68.7%	384	74.5%	156	79.6%	75	69.8%	315	70.9%	929
My department/unit understands the value of diversity	71.1% D	385	63.9%	156	72.3%	75	60.6%	312	66.4%	927
My department/unit communicates the importance of valuing diversity	63.0% D	387	62.5%	156	65.7%	75	50.4%	315	58.9%	932
I feel valued as an employee	59.3%	384	58.3%	156	49.9%	75	58.0%	315	57.9%	929
I feel a strong sense of belonging to CSU	50.1%	384	50.6%	156	54.5%	75	40.3%	315	47.2%	929
I feel a strong sense of belonging to my division/college	54.5%	384	47.2%	156	50.3%	72	47.6%	315	50.6%	927
I feel a strong sense of belonging to my department/unit	62.9%	384	57.8%	153	52.5%	75	69.6% C	315	63.5%	927
I would recommend CSU as a place of employment	71.5% B C D	384	57.1%	153	53.9%	75	52.8%	315	61.4%	927
I would recommend my department/unit as a place of employment	63.7% C	384	59.0%	153	44.0%	75	64.1% C	315	61.4%	927

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: 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	81.6%	312	89.5% C	139	75.1%	56	96.0% A B C	300	87.3%	807
No, I did not have a review	18.4% D	70	10.5% D	16	24.9% B D	19	4.0%	13	12.7%	118
Total	100.0%	382	100.0%	156	100.0%	75	100.0%	312	100.0%	924

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

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

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

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

Table 79: 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	76.7% C	307	77.0% C	139	65.2% C	56	76.7% C	292	75.9% C	794
I am satisfied with the effort my supervisor put into my most recent performance review	71.3% C	309	69.6% C	139	58.8% C	56	76.2% C	295	72.0% C	799
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.8% C	307	12.2% C	139	11.5% C	56	20.2% C	292	16.5% C	794
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	58.5% C	309	61.3% C	139	36.8% C	56	54.1% C	292	55.9% C	797

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 80: 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	68.1% B D	377	60.1% B D	153	68.2% B D	75	60.1% B D	300	64.1% B D	904
My department/unit is treated with respect by other units within my college/division	64.2% B D	377	61.4% B D	153	67.8% B D	75	57.8% B D	305	61.9% B D	909
My college/division is treated with respect by CSU	69.6% B D	377	63.4% B D	153	68.9% B D	75	62.9% B D	305	66.2% B D	909
The people I interact with treat each other with respect	82.6% B D	377	67.2% B D	153	74.9% B D	75	72.0% B D	300	75.8% B D	904
There is respect for religious differences in my department/unit	67.7% D	377	60.3% D	153	62.5% D	75	56.5% D	305	62.3% D	909
There is respect for liberal perspectives in my department/unit	78.3% D	377	69.3% D	153	82.9% D	75	68.8% D	305	74.0% D	909
There is respect for conservative perspectives in my department/unit	46.1% D	377	38.3% D	156	52.5% D	75	43.5% D	305	44.4% D	912

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 81: 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	27.3%	365	37.3% A D	153	46.1% A D	75	24.1%	297	29.5%	890
Recognized within my department/unit	34.4%	372	51.8% A D	156	59.9% A D	75	34.1%	302	39.4%	905
Resources in my department/unit	28.0% D	372	49.9% A D	153	56.7% A D	75	17.9%	302	30.7%	902
Professional development opportunities	18.9%	370	28.2%	153	30.3%	75	20.5%	302	22.0%	900
Promoted in my department/unit	31.4%	368	28.9%	153	48.7% A B D	75	27.4%	300	31.0%	895
Hired in my department/unit	24.9%	372	28.6%	153	34.8%	75	20.7%	300	25.0%	900

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 82: 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	38.9% B	365	25.7%	149	32.9%	75	37.3% B	289	35.6%	878
Leadership adequately addresses inappropriate behavior	37.1% B	367	24.7%	149	32.2%	75	36.7%	289	34.5%	880
Leadership holds employees accountable for inappropriate behavior	38.1% B	367	15.9%	149	35.9% B	75	31.4% B	289	32.0%	880
Leadership holds employees accountable for poor performance in the workplace	30.5%	367	19.6%	149	23.0%	75	24.9%	289	26.2%	880
Leadership acts ethically and honestly in the workplace	58.2% B	365	44.2%	149	59.3%	75	59.6% B	289	56.4%	878
Leadership addresses issues of inequity	36.4%	367	28.5%	149	32.2%	75	41.0%	289	36.2%	880
Leadership holds all employees to the same standards	31.9% C	367	21.1%	149	15.0%	75	30.3%	289	28.1%	880

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 83: 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	46.1%	358	37.1%	147	41.6%	72	51.5%	274	45.9%	851
Leadership adequately addresses inappropriate behavior	46.0% B	364	32.6%	149	37.4%	75	56.8% A B C	287	46.5%	875
Leadership holds employees accountable for inappropriate behavior	45.4% B	365	24.1%	147	37.1%	72	46.2% B	289	41.4%	873
Leadership holds employees accountable for poor performance in the workplace	42.9%	367	32.6%	149	32.2%	75	41.1%	289	39.7%	880
Leadership acts ethically and honestly in the workplace	58.2% B	365	44.2%	149	59.3%	75	59.6% B	289	56.4%	878
Leadership addresses issues of inequity	43.5%	363	44.1%	149	43.9%	75	46.4%	281	44.6%	867
Leadership holds all employees to the same standards	36.0%	367	30.7%	149	26.8%	75	44.0% B C	287	36.9%	877

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 84: 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	61.0% B D	357	45.7%	149	51.0%	75	52.7%	276	54.8%	857
Recruits employees from a diverse set of backgrounds	64.5% B	360	49.6%	149	62.5%	75	68.1% B	287	63.0%	870
Improves the campus climate for all employees	58.0% B	357	41.6%	149	42.7%	75	48.2%	284	50.6%	865
Retains diverse employees	45.3% B	357	30.2%	149	34.8%	75	49.9% B	287	43.3%	868
Creates a supportive environment for employees from diverse backgrounds	56.2%	357	46.6%	149	51.9%	75	57.9%	287	54.8%	868
Encourages discussions related to diversity	73.8% D	357	65.7% D	149	64.5%	75	52.4%	282	64.6%	863
Provides employees with a positive work experience	66.8% B C D	357	39.4%	149	46.0%	75	45.3%	284	53.2%	865
Climate has become consistently more inclusive of all employees	62.8% B D	357	47.1%	149	54.6%	75	45.1%	282	53.6%	863

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 85: 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	57.6%	355	50.6%	147	53.4%	75	54.8%	274	55.1%	851
Recruits employees from a diverse set of backgrounds	63.2%	360	51.5%	149	68.9%	75	64.3%	284	62.0%	868
Improves the campus climate for all employees	58.2%	355	49.1%	149	55.1%	75	56.6%	281	55.8%	860
Retains diverse employees	44.4%	357	43.1%	147	47.2%	75	51.2%	287	46.6%	866
Creates a supportive environment for employees from diverse backgrounds	56.2%	357	46.6%	149	51.9%	75	57.9%	287	54.8%	868
Encourages discussions related to diversity	55.5%	357	62.1%	149	54.5%	75	42.1%	279	52.2%	860
Provides employees with a positive work experience	66.5%	357	51.4%	149	46.6%	75	62.6%	284	60.9%	865
Climate has become consistently more inclusive of all employees	59.9%	357	46.6%	149	46.6%	75	45.3%	282	51.7%	863

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: 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	60.2%	358	43.5%	147	65.0%	75	55.9%	282	56.3%	861
Communications are effective	65.5%	360	41.6%	147	61.3%	75	59.0%	287	58.9%	868
Communications are timely	63.5%	362	49.4%	147	76.4%	75	64.8%	284	62.6%	868
Communications are relevant	61.1%	362	35.3%	147	59.2%	75	56.9%	287	55.2%	870
Communications are informative	67.0%	362	42.8%	147	67.9%	75	62.3%	287	61.4%	870
Communications are motivating	37.8%	362	22.6%	147	38.1%	75	32.1%	287	33.4%	870
Communications are honest	49.8%	360	45.5%	147	68.4%	75	46.9%	287	49.7%	868
Communications are accessible	74.6%	362	67.1%	147	83.4%	75	65.4%	284	71.1%	868

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 87: 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	64.0%	355	46.9%	147	62.9%	75	56.0%	274	58.4%	851
Communications are effective	70.3%	360	40.3%	147	65.8%	75	57.2%	284	60.5%	865
Communications are timely	67.6%	360	47.0%	147	71.7%	75	65.1%	284	63.7%	865
Communications are relevant	68.7%	360	48.1%	147	61.1%	75	56.2%	284	60.4%	865
Communications are informative	72.5%	360	47.9%	147	68.5%	75	63.5%	279	65.0%	860
Communications are motivating	40.8%	362	25.7%	147	35.5%	75	33.3%	282	35.3%	865
Communications are honest	51.8%	358	48.9%	147	59.9%	75	48.1%	284	50.8%	863
Communications are accessible	75.9%	362	70.2%	147	78.2%	75	67.4%	284	72.4%	868

Percent "Agree" or "Strongly agree"

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

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

Table 88: 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	68.0%	357	60.9%	147	63.5%	75	64.7%	279	65.3%	858
Communications are effective	69.5%	360	56.3%	147	61.7%	75	65.8%	284	65.4%	865
Communications are timely	69.6%	360	60.6%	147	69.0%	75	64.3%	284	66.3%	865
Communications are relevant	76.3%	357	64.7%	147	66.4%	75	72.0%	284	72.1%	863
Communications are informative	76.8%	360	67.8%	147	69.1%	75	72.7%	282	73.3%	863
Communications are motivating	48.4%	362	39.0%	147	38.1%	75	41.4%	287	43.6%	870
Communications are honest	61.8%	362	62.9%	147	69.6%	75	62.2%	284	62.8%	868
Communications are accessible	74.9%	362	75.0%	147	70.3%	75	69.2%	284	72.6%	868

Percent "Agree" or "Strongly agree"

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

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

Table 89: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.7%	157	50.3% D	76	45.3%	34	36.0%	103	42.5%	369
Maybe, I can provide feedback in limited situations	41.7% B	150	28.8%	43	35.6%	27	38.4%	110	37.9%	329
No, I don't have an opportunity to provide feedback	14.7%	53	20.9%	31	19.1%	14	25.5% A	73	19.7%	171
Total	100.0%	360	100.0%	150	100.0%	75	100.0%	285	100.0%	869

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

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

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

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

Table 90: 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	50.7%	295	56.7% D	112	50.7%	60	45.6%	207	50.1%	674
One on one conversations with my supervisor	84.5% C	307	72.8%	115	68.2%	60	76.9%	210	78.8%	692
My representation in shared governance (CPC, APC, or Faculty Council)	23.0%	300	25.3%	112	21.9%	60	21.1%	207	22.7%	679
My service on committees	41.7% D	302	71.7% A D	114	59.4% A D	60	24.1%	210	42.8%	686
Annual review process	62.9%	305	69.8%	114	53.5%	60	69.5%	210	65.2%	688
Input collection through anonymous surveys	42.5%	302	42.5%	112	50.2%	60	39.2%	210	42.2%	684

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 91: 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	52.2% C	304	47.2%	112	37.3%	60	45.9%	210	48.2%	686
CSU overall	34.2%	304	23.8%	112	25.1%	60	30.3%	210	30.5%	686
My division/college	54.4% C D	304	44.9%	112	28.4%	60	40.3%	210	46.2%	686
My department/unit	68.4%	307	72.8%	112	58.3%	60	67.1%	210	67.8%	689

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 92: 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	9.9%	38	10.7%	17	5.3%	4	2.4%	7	7.1%	67
Physical appearance	3.8%	15	3.7%	6	2.6%	*	4.1%	13	3.8%	35
Physical disability	2.5%	10	3.9%	6	3.3%	*	1.6%	5	2.5%	23
Mental disability	3.6%	14	3.7%	6	9.2%	7	3.2%	10	3.9%	37
Employment classification	17.2%	66	14.5%	23	22.4%	17	8.8%	28	14.3%	134
Gender identity	5.4%	21	6.5%	10	6.6%	5	2.5%	8	4.7%	44
Job title	15.5%	60	10.6%	17	13.8%	10	6.5%	21	11.5%	108
Parental status	8.4%	32	6.9%	11	7.9%	6	2.5%	8	6.1%	57
Religion	5.4%	21	3.7%	6	0.0%	*	3.3%	11	4.0%	37
Political affiliation	18.2%	71	10.5%	17	8.5%	6	8.4%	27	12.8%	120
Sexual orientation	3.0%	12	1.3%	*	6.6%	5	4.1%	13	3.4%	32
Socio-economic status	7.5%	29	2.6%	4	2.6%	*	1.6%	5	4.3%	40
Ethnic origin	4.3%	16	9.2%	15	2.6%	*	3.3%	11	4.7%	44
Veteran status	2.0%	8	1.3%	*	0.0%	*	2.5%	8	1.9%	18
Race or color	7.1%	27	9.2%	15	2.6%	*	5.1%	16	6.4%	60
Marital status	4.2%	16	1.3%	*	0.0%	*	1.6%	5	2.5%	23
Nationality/country of origin	3.6%	14	6.8%	11	2.6%	*	3.3%	11	4.0%	37
None/no response	65.2%	252	64.2%	103	57.8%	43	82.9%	263	70.4%	661

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: 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	6.6%	26	8.7%	14	5.3%	4	5.1%	16	6.3%	60
Physical appearance	4.2%	16	5.8%	9	2.6%	*	3.9%	13	4.3%	40
Physical disability	3.1%	12	2.6%	4	0.0%	*	3.9%	13	3.0%	29
Mental disability	4.7%	18	0.0%	*	3.2%	*	3.9%	13	3.5%	33
Employment classification	20.0%	78	15.8%	25	29.7%	22	15.3%	49	18.5%	174
Gender identity	5.3%	21	4.8%	8	6.5%	5	1.6%	5	4.1%	38
Job title	16.4%	63	12.6%	20	25.0%	19	12.4%	39	15.0%	141
Parental status	7.7%	30	8.0%	13	13.8%	10	5.9%	19	7.6%	71
Religion	3.5%	13	0.0%	*	0.0%	*	1.6%	5	2.0%	18
Political affiliation	14.4%	56	5.5%	9	5.9%	4	8.8%	28	10.3%	97
Sexual orientation	0.6%	*	1.5%	*	6.6%	5	3.1%	10	2.1%	20
Socio-economic status	4.8%	18	3.9%	6	5.3%	4	3.2%	10	4.1%	39
Ethnic origin	2.3%	9	6.3%	10	5.3%	4	3.2%	10	3.5%	33
Veteran status	0.6%	*	1.3%	*	0.0%	*	1.6%	5	1.0%	9
Race or color	3.0%	12	10.2%	16	5.3%	4	3.9%	12	4.7%	44
Marital status	2.9%	11	0.0%	*	0.0%	*	0.8%	*	1.5%	14
Nationality/country of origin	2.3%	9	6.5%	10	8.5%	6	2.4%	8	3.6%	33
None/no response	69.9%	270	68.1%	109	44.0%	33	74.3%	236	69.0%	648

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: 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	7.2%	28	8.7%	14	11.8%	9	4.1%	13	6.8%	64
Physical appearance	3.0%	12	3.7%	6	5.3%	4	3.2%	10	3.3%	31
Physical disability	2.4%	9	3.4%	6	0.0%	*	1.6%	5	2.1%	20
Mental disability	5.2%	20	1.1%	*	6.6%	5	3.9%	13	4.2%	39
Employment classification	16.4%	63	20.0%	32	36.3%	27	13.7%	44	17.7%	166
Gender identity	5.3%	20	6.1%	10	6.5%	5	3.9%	13	5.1%	47
Job title	17.5%	68	16.3%	26	31.0%	23	11.2%	36	16.3%	153
Parental status	9.9%	38	9.3%	15	19.1%	14	4.1%	13	8.6%	80
Religion	2.9%	11	1.1%	*	0.0%	*	3.2%	10	2.5%	23
Political affiliation	12.6%	49	8.1%	13	2.6%	*	8.8%	28	9.8%	92
Sexual orientation	1.2%	5	1.5%	*	9.2%	7	4.7%	15	3.1%	29
Socio-economic status	4.8%	18	3.9%	6	5.3%	4	2.4%	8	3.9%	36
Ethnic origin	2.5%	10	7.1%	11	5.3%	4	2.4%	8	3.5%	32
Veteran status	0.6%	*	1.3%	*	0.0%	*	1.6%	5	1.0%	9
Race or color	4.3%	16	8.9%	14	5.3%	4	5.5%	17	5.6%	52
Marital status	2.3%	9	0.0%	*	0.0%	*	2.4%	7	1.8%	17
Nationality/country of origin	4.2%	16	6.3%	10	8.5%	6	3.9%	13	4.8%	45
None/no response	70.6%	273	62.3%	100	41.4%	31	73.7%	234	67.9%	637

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 95: 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	6.6%	26	7.6%	12	0.0%	*	1.0%	3	4.3%	41
Bullying	9.7%	37	9.3%	15	0.0%	*	1.6%	5	6.1%	57
Bias	18.7%	72	17.4%	28	17.1%	13	8.2%	26	14.8%	139
Physical assault	1.3%	5	0.0%	*	0.0%	*	0.0%	*	0.5%	5
Sexual misconduct	3.0%	12	2.6%	4	0.0%	*	0.8%	*	2.0%	18
Verbal abuse	7.9%	30	5.0%	8	0.0%	*	0.0%	*	4.1%	38
None/no response	76.6%	296	74.4%	119	82.9%	62	89.2%	283	81.0%	761

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 96: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.2%	16	6.3%	10	3.2%	*	1.0%	3	3.4%	32
Bullying	9.0%	35	15.8%	25	11.9%	9	8.7%	27	10.3%	97
Bias	18.4%	71	19.3%	31	31.6%	24	16.9%	54	19.1%	179
Physical assault	0.6%	*	0.0%	*	0.0%	*	0.0%	*	0.2%	*
Sexual misconduct	1.1%	4	1.3%	*	0.0%	*	0.0%	*	0.7%	7
Verbal abuse	7.9%	30	9.8%	16	9.2%	7	4.7%	15	7.2%	68
None/no response	79.2%	307	67.5%	108	65.8%	49	81.5%	259	76.9%	722

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 97: 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	2.8%	11	1.3%	*	5.9%	4	0.8%	*	2.1%	20
Bullying	9.4%	36	19.9%	32	19.8%	15	3.3%	11	10.0%	93
Bias	19.6%	76	25.9%	42	34.2%	26	13.0%	41	19.6%	184
Physical assault	0.6%	*	0.0%	*	0.0%	*	0.0%	*	0.2%	*
Sexual misconduct	1.1%	4	2.6%	4	2.6%	*	0.0%	*	1.1%	11
Verbal abuse	10.1%	39	10.6%	17	14.5%	11	2.4%	8	7.9%	74
None/no response	75.1%	290	63.5%	102	57.8%	43	86.3%	274	75.5%	709

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

Statistical significance not tested.

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

Table 98: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I have the resources needed to perform my job to the best of my ability	75.6% B C	357	55.8%	145	46.6%	75	69.2% B C	277	67.7%	854
My supervisor supports my professional development	86.9% B C D	354	63.4%	145	69.6%	75	78.3% B	279	78.6%	854
My supervisor recognizes my current skills/knowledge	85.0% B D	357	73.0%	145	75.6%	75	76.0%	279	79.2%	856
My department supports my overall health and well-being	71.2% B C	355	43.0%	145	52.5%	75	65.9% B	279	63.0%	854
My department creates an inclusive environment for all employees	63.1% C	352	53.1%	145	43.3%	75	60.9% C	282	59.0%	854
CVMBS leadership makes sound decisions for the college	55.1% B C	339	29.8%	142	37.4%	75	47.6% B	272	46.7%	828
CVMBS leadership demonstrates collaboration	63.0% B C D	345	36.2%	138	29.0%	73	46.2% C	266	50.1%	822
CVMBS leadership demonstrates accountability	52.0% B C D	340	25.4%	142	26.2%	75	41.3% B	269	41.6%	826
CVMBS leadership demonstrates respect	67.4% B C	345	45.0%	142	48.6%	75	58.6% B	277	59.0%	838
CVMBS leadership demonstrates innovation	68.5% B D	345	29.7%	142	58.1% B	73	51.9% B	271	55.5%	830
CVMBS leadership demonstrates transparency	48.9% B	347	29.2%	144	44.7%	75	42.2%	277	43.0%	842

Percent "Agree" or "Strongly agree"

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

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

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

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

Comparisons by Department/Unit

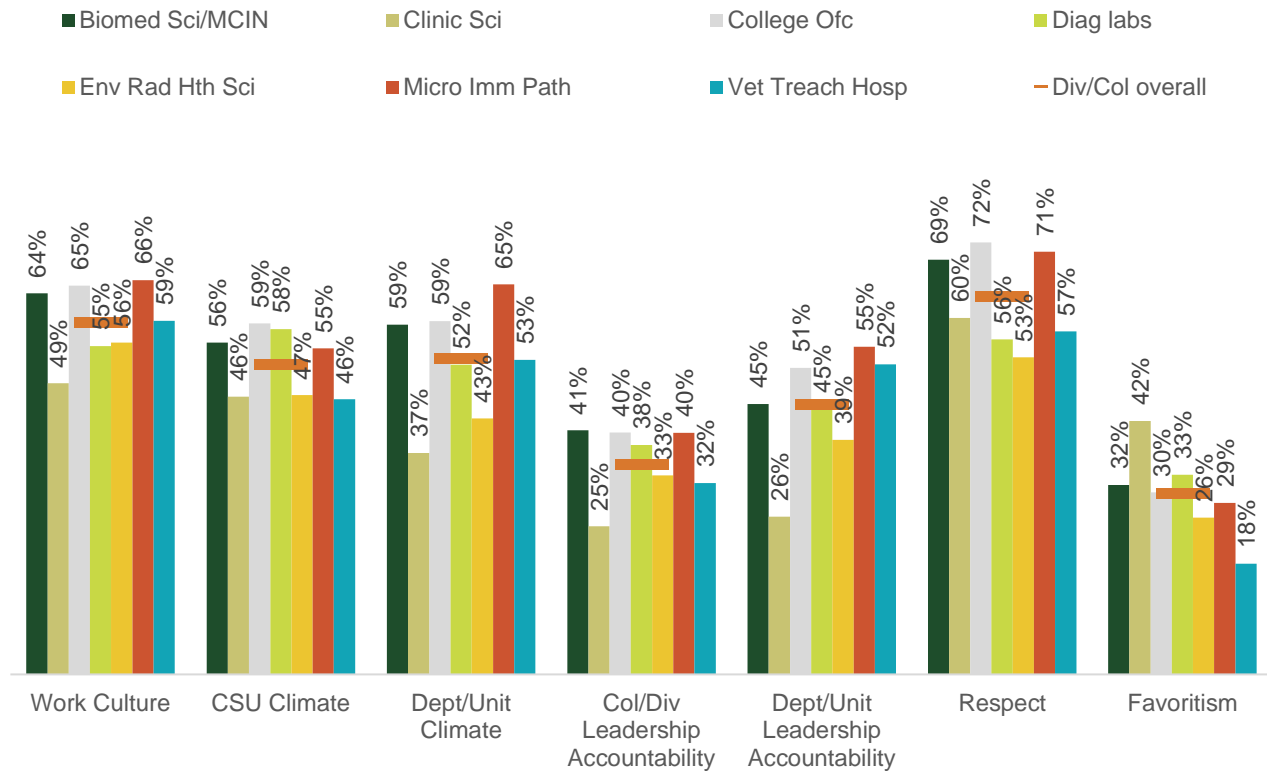
Some departments with a small number of employees may have been combined for these comparisons. Groupings appear in the following table.

Table 99: Department Grouping

		Pct	Pop
Biomed Sci/MCIN	Biomedical Sciences	8.8%	96
	Molecular, Cellular & Integrative Neurosciences	0.2%	*
Clinic Sci	Clinical Sciences	19.7%	214
College Ofc	CVMBBS College Office	10.5%	114
	Unknown	1.4%	15
Diag labs	Fort Collins Diag Lab	9.2%	99
	Grand Junction Diag Lab	0.4%	5
	Rocky Ford Diag Lab	0.7%	7
Env Rad Hth Sci	Environmental and Radiological Health Sciences	8.0%	87
Micro Imm Path	Microbiology, Immunology and Pathology	22.0%	239
Vet Teach Hosp	Veterinary Teaching Hospital	19.1%	207

* Values reported for items with n >= 3.

Figure 5: Organizational Themes Compared by Department/Unit



Employee Climate Survey 2021

Table 100: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
WORK CULTURE OVERALL	63.8% B	93	48.7% B	214	65.1% B	129	54.9% B	107	55.5% B	87	66.0% B	224	59.1% B	202	58.9% B	1,056
My department/unit promotes a work environment where all employees feel included	64.7% B	96	49.0% B	214	69.6% B	129	66.0% B	111	55.1% B	87	63.4% B	234	73.1% B	205	62.9% B	1,075
My department/unit treats all employees equitably	57.7% B	96	37.0% B	214	64.8% B	129	55.0% B	111	56.4% B	87	51.8% B	236	64.7% B	205	54.1% B	1,078
My department/unit is open and transparent in communication	64.5% B	96	47.0% B	214	60.9% B	129	48.9% B	111	53.0% B	87	63.9% B	231	62.2% B	205	57.5% B	1,072
My department/unit values employee input in major department/unit decisions	64.1% B D	96	43.5% B	214	55.0% B	129	36.6% B	109	54.7% B	87	57.6% D	234	66.8% B D	205	54.5% B	1,073
My department/unit promotes respect for cultural differences	73.6% B	96	56.9% B	214	72.6% B	129	60.0% B	111	69.0% B	87	78.1% B D	234	72.7% B	205	69.2% B	1,075
My department/unit understands the value of diversity	62.9% B	96	53.0% B	214	67.9% B	129	59.1% B	109	65.3% B	87	74.5% B	236	65.3% B	202	64.4% B	1,073
My department/unit communicates the importance of valuing diversity	65.2% B D G	96	46.1% B	214	60.6% B	129	42.6% B	111	60.0% B	87	75.1% B D G	236	46.0% B	205	56.6% B	1,078
I feel valued as an employee	62.8% B	96	54.1% B	214	62.4% B	129	53.1% B	111	58.9% B	87	68.5% B	234	57.1% B	205	59.9% B	1,075
I feel a strong sense of belonging to CSU	57.4% G	96	46.3% G	214	51.4% G	129	46.1% G	111	42.9% G	87	48.8% G	234	37.4% G	205	46.4% G	1,075
I feel a strong sense of belonging to my division/college	61.7% B E G	93	45.0% B	214	66.2% B E G	129	49.0% B	111	40.4% B	87	57.5% B	234	47.2% B	205	52.2% B	1,073
I feel a strong sense of belonging to my department/unit	68.1% B	96	53.6% B	214	74.6% B	129	58.3% B	111	59.9% B	87	68.8% B	231	66.5% B	205	64.2% B	1,073
I would recommend CSU as a place of employment	72.3% B G	96	53.1% B	214	68.6% G	129	74.6% B G	111	57.9% B	87	71.8% B G	231	46.1% B	205	62.0% B	1,073
I would recommend my department/unit as a place of employment	64.8% B E	96	48.8% B	214	71.1% B E	129	55.1% B	111	48.4% B	87	68.1% B E	231	67.0% B	205	61.2% B	1,073

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 101: Performance Review in Last Year

Did you have a performance review in the last year?	Biomed Sci/MCIN (A)		Clinic Sci (B)		College Ofc (C)		Diag labs (D)		Env Rad Hth Sci (E)		Micro Imm Path (F)		Vet Teach Hosp (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	32.0% C G	31	30.3% C G	64	13.0% A B	17	15.1% A B	16	19.5% A B	17	22.8% G	53	8.5% A B F	17	20.1% A B F	215
Yes, I had a review	68.0%	65	69.7%	147	87.0%	112	84.9%	92	80.5%	70	77.2%	181	91.5%	187	79.9%	855
Total	100.0%	96	100.0%	211	100.0%	129	100.0%	109	100.0%	87	100.0%	234	100.0%	205	100.0%	1,070

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

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

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

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

Table 102: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Biomed Sci/MCIN (A)		Clinic Sci (B)		College Ofc (C)		Diag labs (D)		Env Rad Hth Sci (E)		Micro Imm Path (F)		Vet Teach Hosp (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	78.2% E	63	71.5% D E	147	79.2% D E	110	68.1% E	92	64.7% E	70	76.9% E	178	80.3% B D E	182	75.1% B D E	842
I am satisfied with the effort my supervisor put into my most recent performance review	80.0% D E	65	64.9% E	147	74.9% E	112	57.0% A	92	51.8% A	70	76.4% D E	178	80.8% B D E	182	71.3% B D E	847
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	3.5%	63	19.7% A	147	25.4% A	110	29.9% A	92	21.9% A	70	16.2% A	178	15.0% A	182	18.8% A	842
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.2%	65	49.8%	147	63.3%	110	47.4%	92	42.4%	70	54.4%	178	60.2%	182	54.1%	845

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Employee Climate Survey 2021

Table 103: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
RESPECT OVERALL	69.4%	93	59.6%	211	72.3%	129	56.1%	106	53.1%	82	70.7%	229	57.4%	197	63.2%	1,048
	D E G				B D E G						B D E G					
My department/unit is treated with respect by other units within my college/division	71.6%	93	60.6%	211	75.5%	129	60.7%	109	32.8%	82	73.8%	229	45.8%	200	61.3%	1,053
	E G		E G		E G		E				E G					
My college/division is treated with respect by CSU	85.0%	93	63.9%	211	77.2%	129	56.6%	109	48.1%	82	75.6%	229	52.0%	200	65.7%	1,053
	B D E G				D E G						D E G					
The people I interact with treat each other with respect	83.4%	93	71.0%	211	82.7%	129	73.9%	106	64.8%	82	85.1%	229	67.3%	197	75.7%	1,048
					G						B E G					
There is respect for religious differences in my department/unit	60.8%	93	47.3%	211	63.6%	129	52.6%	109	65.7%	82	66.3%	229	63.5%	200	59.7%	1,053
											B		B			
There is respect for liberal perspectives in my department/unit	71.3%	93	69.1%	211	84.6%	129	55.9%	109	67.0%	82	84.7%	229	72.3%	200	73.7%	1,053
					B D						B D E		D			
There is respect for conservative perspectives in my department/unit	44.3%	93	45.9%	211	50.0%	129	37.4%	109	39.9%	82	38.2%	231	44.9%	200	43.0%	1,055

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 104: 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:	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.7%	91	42.4% E F G	199	30.4%	129	33.4% G	107	26.2%	82	28.7%	229	18.5%	195	30.2%	1,031
Recognized within my department/unit	41.7%	91	50.9% F G	204	42.3%	129	44.1%	109	35.5%	82	34.0%	231	27.7%	200	39.0%	1,046
Resources in my department/unit	32.1%	91	49.0% C D F G	204	29.9%	129	27.9%	109	35.7% G	82	30.2% G	229	15.2%	200	31.3%	1,043
Professional development opportunities	28.2%	91	34.5% E F G	202	20.7%	129	31.2% G	109	14.6%	82	18.0%	229	13.7%	200	22.7%	1,041
Promoted in my department/unit	34.9%	91	40.7% G	201	30.4%	129	35.5%	107	26.7%	82	34.2% G	229	18.8%	197	31.7%	1,036
Hired in my department/unit	21.6%	91	37.7% E G	204	28.9%	129	27.7%	109	18.4%	82	27.7%	229	17.8%	197	26.6%	1,041

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 105: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	40.8%	91	24.8%	199	40.5%	123	38.4%	109	33.3%	77	40.4%	217	32.0%	192	35.0%	1,009
	B				B		B				B					
Leadership adequately addresses inappropriate behavior	39.2%	91	25.9%	199	37.6%	123	41.6%	109	33.3%	77	38.6%	219	32.8%	192	34.8%	1,011
Leadership holds employees accountable for inappropriate behavior	39.6%	91	18.4%	199	37.4%	123	38.5%	109	30.6%	77	43.4%	219	25.7%	192	32.5%	1,011
	B				B		B				B G					
Leadership holds employees accountable for poor performance in the workplace	33.8%	91	18.9%	199	20.2%	123	27.3%	109	26.5%	77	32.7%	219	25.7%	192	26.2%	1,011
											B					
Leadership acts ethically and honestly in the workplace	60.2%	91	48.5%	199	60.7%	123	50.1%	109	56.1%	77	63.9%	217	53.4%	192	56.0%	1,009
											B					
Leadership addresses issues of inequity	38.7%	91	19.6%	199	52.5%	123	32.4%	109	20.0%	77	34.4%	219	32.6%	192	32.4%	1,011
	B				B D E F G						B					
Leadership holds all employees to the same standards	33.4%	91	17.2%	199	34.4%	123	40.3%	109	33.2%	77	27.5%	219	21.9%	192	27.6%	1,011
					B		B G									

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 106: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.2%	91	26.4%	195	51.3%	118	44.5%	101	39.2%	75	54.8%	219	51.9%	182	45.1%	981
	B				B		B				B E		B			
Leadership adequately addresses inappropriate behavior	45.7%	91	25.9%	199	50.7%	118	57.7%	109	36.0%	77	57.7%	219	54.9%	192	47.3%	1,006
	B				B		B				B E		B			
Leadership holds employees accountable for inappropriate behavior	41.5%	91	22.1%	197	54.5%	123	42.9%	109	34.2%	75	48.6%	219	48.6%	190	41.8%	1,004
	B				B		B				B		B			
Leadership holds employees accountable for poor performance in the workplace	38.1%	91	25.6%	199	36.5%	123	40.1%	109	31.7%	77	47.8%	219	47.6%	192	39.1%	1,011
											B		B			
Leadership acts ethically and honestly in the workplace	60.2%	91	48.5%	199	60.7%	123	50.1%	109	56.1%	77	63.9%	217	53.4%	192	56.0%	1,009
											B					
Leadership addresses issues of inequity	41.4%	91	21.7%	197	58.9%	123	33.7%	101	27.8%	77	56.2%	219	42.1%	190	41.2%	998
	B				B D E G						B D E		B			
Leadership holds all employees to the same standards	33.4%	91	15.1%	199	42.6%	123	29.4%	109	35.9%	77	44.2%	219	49.1%	190	36.0%	1,008
	B				B				B		B		B D			

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 107: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	55.5%	93	46.5%	197	58.7%	119	57.8%	109	46.7%	75	54.6%	217	46.1%	177	51.8%	986
Recruits employees from a diverse set of backgrounds	66.1%	93	52.0%	197	68.1%	121	68.1%	109	49.0%	75	58.0%	217	61.6%	187	59.9%	999
Improves the campus climate for all employees	40.2%	93	47.2%	197	55.1%	119	62.2%	109	46.1%	75	48.8%	217	39.3%	184	48.0%	993
Retains diverse employees	49.9%	93	38.0%	197	47.0%	119	51.6%	109	27.6%	75	37.3%	217	41.0%	187	41.3%	996
Creates a supportive environment for employees from diverse backgrounds	62.4%	93	44.7%	197	49.1%	119	62.7%	109	48.6%	75	51.0%	217	51.8%	187	51.9%	996
Encourages discussions related to diversity	60.4%	93	55.7%	197	73.0%	119	49.5%	109	54.5%	75	67.3%	217	49.0%	182	58.8%	991
Provides employees with a positive work experience	53.6%	93	41.7%	197	61.9%	119	62.9%	109	49.0%	75	58.1%	217	39.4%	185	51.3%	994
Climate has become consistently more inclusive of all employees	56.0%	93	45.9%	197	57.3%	119	47.2%	109	52.2%	75	61.3%	217	39.5%	182	51.0%	991

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 108: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	58.5%	93	37.0%	197	59.1%	119	51.8%	107	42.8%	75	65.3%	215	52.6%	174	52.8%	979
	B				B E		B				B D E G		B			
Recruits employees from a diverse set of backgrounds	63.3%	93	45.9%	197	64.2%	121	68.6%	109	45.4%	75	74.8%	217	59.1%	185	60.9%	996
					B		B E				B E G					
Improves the campus climate for all employees	47.1%	93	43.9%	197	61.4%	119	60.4%	107	45.9%	75	61.4%	217	55.0%	182	54.1%	989
					B						B					
Retains diverse employees	55.0%	93	29.8%	197	45.4%	119	47.4%	109	26.8%	75	55.1%	215	45.2%	187	44.1%	994
	B E										B E		B			
Creates a supportive environment for employees from diverse backgrounds	62.4%	93	44.7%	197	49.1%	119	62.7%	109	48.6%	75	51.0%	217	51.8%	187	51.9%	996
Encourages discussions related to diversity	60.8%	93	34.0%	197	57.7%	119	20.0%	109	39.1%	75	71.3%	217	44.1%	180	48.2%	989
	B D				B D						B D E G		D			
Provides employees with a positive work experience	64.5%	93	39.8%	197	72.5%	119	60.9%	109	46.4%	75	70.6%	217	60.6%	185	59.4%	994
	B				B E		B				B E		B			
Climate has become consistently more inclusive of all employees	59.7%	93	30.9%	197	61.9%	119	46.9%	109	47.0%	75	64.7%	217	43.7%	182	50.0%	991
	B				B G						B D G					

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 109: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	56.4%	93	58.7%	195	57.1%	121	52.5%	109	50.9%	75	56.7%	213	50.8%	185	55.1%	989
Communications are effective	59.0%	93	62.6%	195	58.1%	121	61.2%	109	45.1%	75	61.9%	215	50.2%	190	57.7%	997
Communications are timely	63.2%	93	67.5%	195	61.6%	121	63.5%	109	50.5%	75	67.1%	217	56.0%	187	62.4%	996
Communications are relevant	56.1%	93	51.6%	195	69.5% B F G	121	51.9%	109	50.8%	75	45.8%	217	49.9%	190	52.6%	999
Communications are informative	65.7%	93	62.5%	195	63.4%	121	62.3%	109	54.0%	75	56.7%	217	57.6%	190	60.1%	999
Communications are motivating	39.0%	93	35.7%	195	30.4%	121	25.9%	109	39.7%	75	32.4%	217	29.4%	190	32.7%	999
Communications are honest	41.6%	93	62.9% A C D G	195	44.7%	121	35.7%	109	51.2%	75	51.6%	215	45.0%	190	49.0%	997
Communications are accessible	70.3%	93	68.2%	195	71.9%	121	67.3%	109	65.4%	75	78.7% G	217	62.4%	187	69.8%	996

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 110: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Biomed Sci/MCIN (A)		Clinic Sci (B)		College Ofc (C)		Diag labs (D)		Env Rad Hth Sci (E)		Micro Imm Path (F)		Vet Teach Hosp (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	61.5%	93	55.6%	192	67.9% E G	121	54.7%	104	50.9%	75	61.4% G	213	49.6%	182	57.4%	980
Communications are effective	61.4%	93	60.5% G	192	73.6% E G	121	64.3% G	109	48.4%	75	62.7% G	217	45.1%	187	59.3%	994
Communications are timely	63.8%	93	60.3%	192	72.9% G	121	68.9% G	109	54.2%	75	70.9% G	217	50.9%	187	63.2%	994
Communications are relevant	64.6%	93	47.4%	192	79.5% B D E F G	121	56.9%	109	53.6%	75	60.2%	217	50.5%	187	57.8%	994
Communications are informative	64.6%	93	64.6%	192	77.7% E G	121	64.4%	106	51.7%	75	64.5%	217	59.3%	185	64.2%	989
Communications are motivating	53.5% B D G	93	29.7%	195	44.8% D	121	24.4%	109	34.4%	75	35.7%	217	31.6%	185	35.2%	994
Communications are honest	51.7%	93	55.4%	195	49.4%	121	42.3%	106	51.0%	75	59.0% G	213	41.3%	190	50.7%	992
Communications are accessible	70.6%	93	70.6%	195	77.6%	121	67.3%	109	63.1%	75	77.6%	217	65.1%	187	71.0%	996

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 111: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	67.3%	93	55.3%	192	71.4% B D E	119	56.1%	106	50.9%	75	74.2% B D E	215	67.5% B E	185	64.5%	984
Communications are effective	68.9% B E	93	47.6%	192	74.6% B E	119	60.9%	109	42.8%	75	77.4% B E	217	65.1% B E	187	63.8%	991
Communications are timely	68.8% E	93	54.0%	192	77.2% B E	121	59.5%	109	45.0%	75	77.8% B D E G	217	62.5%	187	64.9%	994
Communications are relevant	69.7%	93	64.0%	192	79.5% E	121	67.1%	109	56.3%	75	76.5% E	215	74.5%	187	70.9%	992
Communications are informative	69.7%	93	68.7%	192	73.6%	121	70.9%	106	60.1%	75	80.5% E	217	75.7%	187	72.9%	991
Communications are motivating	56.5% B D	93	29.0%	195	53.2% B D	121	24.8%	109	34.1%	75	54.2% B D E	217	46.4% B D	190	43.2%	999
Communications are honest	66.4%	93	55.3%	195	61.5%	121	48.1%	109	54.9%	75	73.1% B D	217	68.1% D	187	62.5%	996
Communications are accessible	71.0%	93	68.8%	195	73.5%	121	58.7%	109	63.1%	75	81.6% D E	217	74.4%	187	71.9%	996

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 112: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	37.2%	34	37.2%	73	40.3%	49	37.1%	40	37.1%	28	52.6% B	115	39.4%	73	41.3%	413
Maybe, I can provide feedback in limited situations	22.3%	21	40.0%	78	46.0% A	56	45.1% A	49	42.2%	32	32.2%	71	37.5%	69	37.6%	376
No, I don't have an opportunity to provide feedback	40.5% B C D F	38	22.8%	45	13.7%	17	17.8%	19	20.7%	15	15.2%	33	23.1%	43	21.0%	210
Total	100.0%	93	100.0%	196	100.0%	122	100.0%	109	100.0%	75	100.0%	219	100.0%	185	100.0%	998

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

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

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

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

Table 113: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	57.5% D	55	45.0%	146	54.2% D	85	40.6%	85	50.6%	57	52.5% D	182	43.9%	139	48.5%	749
One on one conversations with my supervisor	87.4% B	55	67.5%	150	81.0%	90	76.9%	87	88.4% B	59	84.2% B	184	78.9%	142	79.3%	767
My representation in shared governance (CPC, APC, or Faculty Council)	17.3%	55	21.4%	146	31.3%	85	25.0%	87	23.7%	59	22.7%	182	14.6%	139	21.9%	754
My service on committees	61.3% D G	55	49.4% D G	148	52.2% D G	88	21.6%	87	46.0%	57	43.7% D G	184	24.2%	142	41.1%	761
Annual review process	70.1% B	55	43.1%	148	73.2% B D	90	50.0%	85	54.2%	59	65.6% B	184	68.5% B	142	60.4%	763
Input collection through anonymous surveys	51.1%	55	44.6%	148	36.3%	88	29.2%	85	40.5%	59	46.5%	182	37.3%	142	41.2%	759

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 114: Feedback Valued

When I give feedback it is valued by:	Biomed Sci/MCIN (A)		Clinic Sci (B)		College Ofc (C)		Diag labs (D)		Env Rad Hth Sci (E)		Micro Imm Path (F)		Vet Teach Hosp (G)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	60.6%	55	33.9%	148	57.6%	88	49.9%	87	44.4%	59	43.7%	182	46.9%	142	46.0%	761
	B F				B		B						B			
CSU overall	37.5%	55	25.4%	148	31.3%	88	39.1%	87	28.4%	59	18.4%	182	27.7%	142	27.5%	761
					F		F									
My division/college	65.5%	55	35.1%	148	68.8%	88	48.3%	87	40.5%	59	37.1%	182	37.2%	142	44.0%	761
	B F G				B E F G											
My department/unit	78.8%	55	41.3%	148	73.4%	90	62.2%	87	64.1%	59	75.7%	182	75.8%	142	66.6%	764
	B				B		B		B		B		B			

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 115: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.8%	5	5.3%	11	16.4%	21	8.9%	10	5.5%	5	4.2%	10	4.8%	10	6.6%	72
Physical appearance	2.3%	*	2.1%	4	7.9%	10	0.0%	*	7.9%	7	0.7%	*	4.8%	10	3.3%	35
Physical disability	0.0%	*	1.2%	*	3.9%	5	2.0%	*	7.9%	7	1.8%	4	5.0%	10	2.9%	31
Mental disability	2.5%	*	1.2%	*	3.9%	5	4.0%	4	7.9%	7	3.4%	8	3.6%	7	3.4%	37
Employment classification	13.1%	13	7.0%	15	23.5%	30	11.2%	12	12.8%	11	14.0%	33	12.0%	25	12.9%	140
Gender identity	4.6%	5	2.3%	5	11.6%	15	2.0%	*	5.5%	5	7.8%	19	1.1%	*	4.8%	52
Job title	9.3%	9	4.7%	10	21.9%	28	8.9%	10	8.0%	7	13.0%	31	7.2%	15	10.2%	110
Parental status	2.3%	*	2.9%	6	18.2%	23	4.7%	5	9.4%	8	7.4%	18	2.4%	5	6.3%	68
Religion	4.4%	4	3.1%	7	13.5%	17	4.2%	5	7.5%	7	0.9%	*	2.3%	5	4.3%	46
Political affiliation	21.2%	21	4.1%	9	22.6%	29	13.9%	15	10.6%	9	15.1%	36	9.2%	19	12.8%	138
Sexual orientation	2.5%	*	2.3%	5	7.9%	10	2.0%	*	5.5%	5	0.9%	*	2.4%	5	2.9%	32
Socio-economic status	0.0%	*	1.2%	*	16.6%	21	0.0%	*	5.5%	5	5.8%	14	0.0%	*	3.9%	43
Ethnic origin	0.0%	*	3.3%	7	7.9%	10	2.0%	*	9.9%	9	8.3%	20	1.2%	*	4.6%	50
Veteran status	0.0%	*	0.0%	*	8.1%	10	0.0%	*	5.5%	5	0.0%	*	1.2%	*	1.6%	18
Race or color	0.0%	*	3.3%	7	15.0%	19	6.7%	7	12.4%	11	8.3%	20	2.4%	5	6.4%	69
Marital status	2.3%	*	0.0%	*	3.6%	5	0.0%	*	8.0%	7	0.9%	*	3.5%	7	2.1%	23
Nationality/country of origin	0.0%	*	2.1%	4	9.9%	13	2.0%	*	7.9%	7	4.6%	11	1.2%	*	3.7%	40
None/no response	63.3%	62	77.6%	166	59.3%	76	73.2%	81	78.1%	68	63.4%	151	79.7%	165	71.0%	770

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 116: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	11.1%	11	4.0%	9	16.9%	22	7.0%	8	6.3%	6	1.8%	4	8.6%	18	7.1%	77
Physical appearance	13.0%	13	0.9%	*	7.5%	10	2.0%	*	2.0%	*	2.5%	6	8.6%	18	4.8%	52
Physical disability	8.9%	9	0.0%	*	7.5%	10	4.2%	5	0.0%	*	0.9%	*	8.6%	18	4.0%	43
Mental disability	11.5%	11	1.0%	*	7.5%	10	2.0%	*	0.0%	*	1.8%	4	7.4%	15	4.2%	45
Employment classification	20.9%	20	18.4%	39	24.0%	31	13.2%	15	4.9%	4	19.2%	46	17.8%	37	17.7%	192
Gender identity	11.5%	11	3.3%	7	7.5%	10	0.0%	*	2.0%	*	7.6%	18	3.7%	8	5.1%	56
Job title	18.3%	18	14.3%	31	22.2%	29	9.7%	11	4.9%	4	15.7%	38	15.7%	33	15.0%	162
Parental status	6.8%	7	5.7%	12	18.8%	24	4.7%	5	3.9%	3	8.3%	20	6.9%	14	7.9%	86
Religion	9.0%	9	3.1%	7	5.5%	7	2.0%	*	0.0%	*	0.9%	*	3.5%	7	3.2%	34
Political affiliation	23.3%	23	5.2%	11	14.5%	19	7.0%	8	7.5%	7	10.7%	26	13.0%	27	11.0%	119
Sexual orientation	9.2%	9	2.3%	5	3.9%	5	0.0%	*	0.0%	*	1.0%	*	2.4%	5	2.4%	26
Socio-economic status	6.8%	7	5.3%	11	9.4%	12	0.0%	*	0.0%	*	5.4%	13	4.9%	10	4.9%	53
Ethnic origin	6.8%	7	4.6%	10	5.8%	7	4.0%	4	4.4%	4	4.4%	10	1.2%	*	4.2%	45
Veteran status	6.8%	7	0.0%	*	3.6%	5	0.0%	*	2.4%	*	0.0%	*	1.2%	*	1.5%	16
Race or color	6.8%	7	6.9%	15	7.7%	10	4.0%	4	6.3%	6	5.3%	13	5.0%	10	5.9%	64
Marital status	6.8%	7	2.5%	5	5.5%	7	0.0%	*	2.5%	*	3.7%	9	2.3%	5	3.2%	35
Nationality/country of origin	6.8%	7	8.3%	18	7.5%	10	2.0%	*	4.4%	4	4.5%	11	3.8%	8	5.4%	59
None/no response	58.4%	57	67.9%	145	66.7%	86	77.6%	86	83.6%	73	63.5%	152	67.7%	140	68.2%	739

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 117: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.5%	*	6.5%	14	14.5%	19	9.2%	10	4.4%	4	5.1%	12	8.6%	18	7.3%	79
Physical appearance	2.3%	*	6.0%	13	11.1%	14	0.0%	*	0.0%	*	3.3%	8	6.2%	13	4.6%	50
Physical disability	0.0%	*	3.3%	7	3.6%	5	4.2%	5	0.0%	*	1.6%	4	6.2%	13	3.1%	33
Mental disability	4.7%	5	2.2%	5	7.5%	10	6.2%	7	0.0%	*	3.5%	8	3.6%	7	3.8%	42
Employment classification	16.2%	16	21.7%	46	22.2%	29	15.4%	17	4.4%	4	17.6%	42	14.2%	29	16.9%	183
Gender identity	4.7%	5	9.0%	19	3.9%	5	4.2%	5	2.0%	*	7.6%	18	4.9%	10	5.9%	64
Job title	13.8%	14	20.0%	43	18.2%	23	17.7%	20	6.6%	6	17.7%	42	14.5%	30	16.4%	177
Parental status	0.0%	*	12.2%	26	12.8%	17	9.0%	10	3.9%	3	11.9%	28	6.9%	14	9.1%	99
Religion	2.3%	*	3.1%	7	9.4%	12	6.5%	7	2.0%	*	0.0%	*	2.3%	5	3.2%	35
Political affiliation	11.6%	11	7.3%	16	9.0%	12	13.4%	15	7.1%	6	6.0%	14	13.0%	27	9.3%	101
Sexual orientation	2.5%	*	3.3%	7	5.8%	7	4.2%	5	0.0%	*	1.0%	*	2.4%	5	2.7%	29
Socio-economic status	0.0%	*	6.8%	15	7.5%	10	2.2%	*	2.0%	*	5.6%	13	3.7%	8	4.6%	49
Ethnic origin	2.8%	*	2.9%	6	3.9%	5	6.2%	7	6.3%	6	2.6%	6	0.0%	*	3.0%	32
Veteran status	0.0%	*	0.0%	*	3.6%	5	0.0%	*	2.4%	*	0.0%	*	1.2%	*	0.9%	9
Race or color	2.8%	*	8.8%	19	7.7%	10	6.2%	7	6.3%	6	3.7%	9	5.0%	10	5.8%	63
Marital status	0.0%	*	2.5%	5	5.5%	7	0.0%	*	0.0%	*	0.9%	*	4.7%	10	2.3%	24
Nationality/country of origin	2.8%	*	9.3%	20	7.5%	10	6.2%	7	4.4%	4	4.4%	10	3.8%	8	5.7%	61
None/no response	69.8%	68	55.7%	119	70.3%	91	69.4%	77	86.6%	75	64.1%	153	70.1%	145	67.2%	729

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 118: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.7%	5	2.2%	5	9.2%	12	2.7%	3	7.6%	7	4.3%	10	1.1%	*	4.0%	43
Bullying	2.5%	*	2.8%	6	12.8%	17	2.2%	*	12.0%	10	6.0%	14	3.6%	7	5.5%	60
Bias	25.3%	25	7.4%	16	24.2%	31	7.0%	8	15.3%	13	20.8%	50	4.7%	10	14.0%	152
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.1%	*	0.9%	*	0.0%	*	0.5%	5
Sexual misconduct	2.3%	*	1.2%	*	5.5%	7	0.0%	*	3.1%	*	2.7%	6	0.0%	*	1.9%	21
Verbal abuse	4.8%	5	2.0%	4	9.4%	12	2.0%	*	10.0%	9	2.7%	7	1.2%	*	3.8%	41
None/no response	74.7%	73	89.7%	192	74.1%	96	86.1%	96	82.8%	72	74.3%	177	90.6%	188	82.3%	893

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 119: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	7.0%	15	5.5%	7	0.0%	*	0.0%	*	5.0%	12	4.1%	8	3.9%	43
Bullying	8.7%	8	19.5%	42	13.0%	17	6.5%	7	9.3%	8	5.0%	12	11.9%	25	11.0%	119
Bias	29.4%	29	22.9%	49	23.7%	31	13.4%	15	9.8%	9	17.0%	41	21.9%	45	20.1%	218
Physical assault	0.0%	*	0.0%	*	1.7%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.2%	*
Sexual misconduct	0.0%	*	1.0%	*	1.7%	*	0.0%	*	0.0%	*	0.9%	*	0.0%	*	0.6%	7
Verbal abuse	6.3%	6	11.9%	25	10.9%	14	4.2%	5	4.4%	4	2.3%	6	11.0%	23	7.6%	82
None/no response	66.2%	65	69.9%	149	76.3%	98	86.6%	96	85.9%	75	78.1%	187	74.5%	154	76.0%	824

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 120: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	Biomed Sci/MCIN		Clinic Sci		College Ofc		Diag labs		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.3%	*	5.6%	12	1.7%	*	0.0%	*	0.0%	*	2.7%	7	1.2%	*	2.3%	25
Bullying	4.0%	4	24.6%	53	9.4%	12	9.2%	10	14.5%	13	9.5%	23	4.7%	10	11.4%	124
Bias	22.6%	22	33.9%	72	25.7%	33	23.1%	26	12.5%	11	16.2%	39	13.3%	28	21.3%	230
Physical assault	0.0%	*	0.0%	*	1.7%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.2%	*
Sexual misconduct	2.5%	*	2.0%	4	1.7%	*	0.0%	*	0.0%	*	0.7%	*	0.0%	*	1.0%	11
Verbal abuse	4.5%	4	17.3%	37	7.5%	10	2.0%	*	2.0%	*	9.1%	22	7.1%	15	8.4%	91
None/no response	75.1%	73	57.0%	122	72.4%	93	76.9%	86	79.3%	69	74.1%	177	84.3%	175	73.3%	795

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 121: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	College Ofc		Clinic Sci		Env Rad Hth Sci		Micro Imm Path		Vet Teach Hosp		Biomed Sci/MCIN		Diag labs		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I have the resources needed to perform my job to the best of my ability	75.0% B	121	55.5% B	194	56.1% B	72	80.7% B C E	212	61.8% B	182	67.0% B	86	79.4% B C E	109	68.3% B	976
My supervisor supports my professional development	80.8% B	121	74.8% B	191	71.8% B	72	84.4% B	212	80.7% B	185	72.1% B	86	80.9% B	109	79.0% B	976
My supervisor recognizes my current skills/knowledge	79.0% B	121	74.4% B	194	77.3% B	72	88.6% B G	212	79.5% B	185	77.4% B	86	69.8% B	109	79.0% B	978
My department supports my overall health and well-being	70.8% B	121	52.6% B	194	53.3% B	72	67.5% B	212	64.5% B	185	69.7% B	84	58.3% B	109	62.5% B	976
My department creates an inclusive environment for all employees	68.7% B C	104	46.7% B	194	44.4% B	72	64.3% B	206	68.2% B C	187	64.8% B	86	51.7% B	104	59.1% B	953
CVMBS leadership makes sound decisions for the college	50.1% B	119	33.4% B	179	35.1% B	64	57.9% B C E	200	39.9% B	182	54.3% B	83	47.4% B	99	45.6% B	926
CVMBS leadership demonstrates collaboration	65.1% B E	116	39.9% B	184	44.5% B	64	56.6% B	202	44.9% B	177	53.2% B	86	49.8% B	99	50.2% B	928
CVMBS leadership demonstrates accountability	60.7% B C E G	119	28.5% B	184	33.0% B	62	48.1% B E	205	31.9% B	180	50.8% B	86	40.4% B	99	41.2% B	934
CVMBS leadership demonstrates respect	68.9% B E	116	47.2% B	184	54.9% B	64	68.1% B E	206	46.4% B	182	59.1% B	86	68.1% B E	109	58.2% B	947
CVMBS leadership demonstrates innovation	73.8% B C E	116	52.9% B	184	36.0% B	61	58.6% C	206	47.4% B	179	53.0% B	86	60.3% C	106	55.4% B	939
CVMBS leadership demonstrates transparency	57.0% B E	119	34.4% B	184	38.2% B	64	49.0% B	207	35.4% B	185	47.5% B	86	39.8% B	106	42.6% B	951

Percent "Agree" or "Strongly agree"

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

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

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

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

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

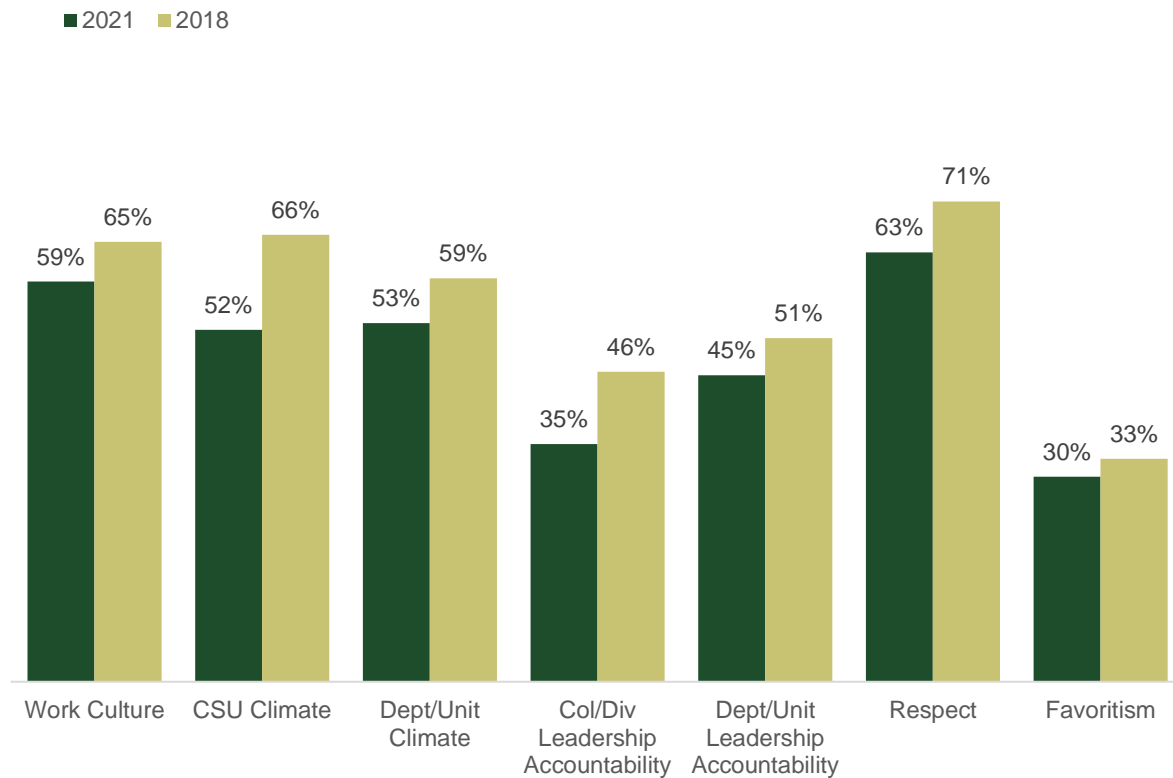


Table 122: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
WORK CULTURE OVERALL	64.7%	818	58.9%	1,056
	B			
My department/unit promotes a work environment where all employees feel included	62.2%	1,059	62.9%	1,075
My department/unit treats all employees equitably	58.7%	1,034	54.1%	1,078
	B			
My department/unit is open and transparent in communication	58.4%	1,062	57.5%	1,072
My department/unit values employee input in major department/unit decisions	51.2%	1,030	54.5%	1,073
My department/unit promotes respect for cultural differences	69.0%	1,032	69.2%	1,075
My department/unit understands the value of diversity	74.2%	1,028	64.4%	1,073
	B			
My department/unit communicates the importance of valuing diversity	55.3%	1,022	56.6%	1,078
I feel valued as an employee	63.6%	1,051	59.9%	1,075
I feel a strong sense of belonging to CSU	60.2%	1,072	46.4%	1,075
	B			
I feel a strong sense of belonging to my division/college	54.9%	1,058	52.2%	1,073
I feel a strong sense of belonging to my department/unit	67.4%	1,065	64.2%	1,073
I would recommend CSU as a place of employment	76.7%	946	62.0%	1,073
	B			
I would recommend my department/unit as a place of employment	69.0%	946	61.2%	1,073
	B			

Percent "Agree" or "Strongly agree"

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

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

Table 123: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
Yes, I had a review	88.7%	819	79.9%	855
	B			
No, I did not have a review	11.3%	104	20.1%	215
			A	

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

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

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 124: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
PERFORMANCE REVIEW OVERALL	84.5%	933	75.1%	842
I am satisfied with the effort my supervisor put into my most recent performance review	B			
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	69.2%	948	71.3%	847
	26.8%	1,029	18.8%	842
	B			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	0	54.1%	845

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

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

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

Table 125: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
RESPECT OVERALL	70.7%	773	63.2%	1,048
	B			
My department/unit is treated with respect by other units within my college/division	65.9%	953	61.3%	1,053
	B			
My college/division is treated with respect by CSU	72.1%	960	65.7%	1,053
	B			
The people I interact with treat each other with respect	79.6%	1,055	75.7%	1,048
	B			
There is respect for religious differences in my department/unit	73.1%	895	59.7%	1,053
	B			
There is respect for liberal perspectives in my department/unit	77.6%	953	73.7%	1,053
	B			
There is respect for conservative perspectives in my department/unit	56.3%	932	43.0%	1,055
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 126: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)	2021 (B)
FAVORITISM OVERALL	32.8% 839	30.2% 1,031
Recognized within my department/unit	41.4% 946	39.0% 1,046
Resources in my department/unit	36.8% 922	31.3% 1,043
	B	
Professional development opportunities	27.4% 927	22.7% 1,041
	B	
Promoted in my department/unit	33.7% 907	31.7% 1,036
Hired in my department/unit	29.2% 884	26.6% 1,041

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 127: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)	2021 (B)
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.6% 628	35.0% 1,009
	B	
Leadership adequately addresses inappropriate behavior	49.9% 761	34.8% 1,011
	B	
Leadership holds employees accountable for inappropriate behavior	44.4% 735	32.5% 1,011
	B	
Leadership holds employees accountable for poor performance in the workplace	38.1% 775	26.2% 1,011
	B	
Leadership acts ethically and honestly in the workplace	65.0% 867	56.0% 1,009
	B	
Leadership addresses issues of inequity	45.8% 743	32.4% 1,011
	B	
Leadership holds all employees to the same standards	42.6% 806	27.6% 1,011
	B	

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 128: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	50.5%	688	45.1%	981
	B			
Leadership adequately addresses inappropriate behavior	53.1%	834	47.3%	1,006
	B			
Leadership holds employees accountable for inappropriate behavior	48.3%	804	41.8%	1,004
	B			
Leadership holds employees accountable for poor performance in the workplace	44.8%	868	39.1%	1,011
	B			
Leadership acts ethically and honestly in the workplace	65.0%	867	56.0%	1,009
	B			
Leadership addresses issues of inequity	49.4%	805	41.2%	998
	B			
Leadership holds all employees to the same standards	43.6%	901	36.0%	1,008
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 129: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
CSU CLIMATE OVERALL	65.8%	582	51.8%	986
	B			
Recruits employees from a diverse set of backgrounds	75.2%	826	59.9%	999
	B			
Improves the campus climate for all employees	64.5%	863	48.0%	993
	B			
Retains diverse employees	66.3%	732	41.3%	996
	B			
Creates a supportive environment for employees from diverse backgrounds	69.3%	797	51.9%	996
	B			
Encourages discussions related to diversity	68.7%	828	58.8%	991
	B			
Provides employees with a positive work experience	69.5%	884	51.3%	994
	B			
Climate has become consistently more inclusive of all employees	58.5%	751	51.0%	991
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 130: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
DEPARTMENT/UNIT CLIMATE OVERALL	59.4%	650	52.8%	979
Recruits employees from a diverse set of backgrounds	67.7%	885	60.9%	996
Improves the campus climate for all employees	58.7%	893	54.1%	989
Retains diverse employees	60.9%	832	44.1%	994
Creates a supportive environment for employees from diverse backgrounds	69.3%	797	51.9%	996
Encourages discussions related to diversity	48.4%	853	48.2%	989
Provides employees with a positive work experience	63.2%	948	59.4%	994
Climate has become consistently more inclusive of all employees	52.3%	806	50.0%	991

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 131: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
Age	13.2%	100	7.3%	79
Physical appearance	5.9%	45	4.6%	50
Physical disability*	1.1%	9	3.1%	33
Mental disability	NA	NA	3.8%	42
Employment classification	29.7%	225	16.9%	183
Gender identity	2.1%	16	5.9%	64
Job title	27.8%	211	16.4%	177
Parental status	9.3%	71	9.1%	99
Religion	4.3%	33	3.2%	35
Political affiliation	18.4%	139	9.3%	101
Sexual orientation	1.1%	8	2.7%	29
Socio-economic status	5.0%	38	4.6%	49
Ethnic origin	4.4%	33	3.0%	32
Veteran status	0.8%	6	0.9%	9
Race or color	3.6%	28	5.8%	63
Marital status	6.8%	51	2.3%	24
Nationality/country of origin	3.2%	24	5.7%	61
None/no response	42.3%	321	67.2%	729

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

Statistical significance not tested.

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

Table 132: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	4.0%	41	4.0%	43
Bullying	10.1%	103	5.5%	60
Bias	21.1%	216	14.0%	152
Physical assault	0.0%	0	0.5%	5
Sexual misconduct	1.0%	11	1.9%	21
Verbal abuse	3.5%	36	3.8%	41
None/no response	71.2%	729	82.3%	893

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

Statistical significance not tested.

Table 133: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	1.5%	15	3.9%	43
Bullying	7.5%	77	11.0%	119
Bias	19.4%	199	20.1%	218
Physical assault	0.0%	0	0.2%	2
Sexual misconduct	0.9%	9	0.6%	7
Verbal abuse	2.9%	30	7.6%	82
None/no response	75.7%	775	76.0%	824

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

Statistical significance not tested.

Table 134: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
Sexual harassment	1.5%	15	2.3%	25
Bullying	13.5%	139	11.4%	124
Bias	23.6%	242	21.3%	230
Physical assault	0.0%	0	0.2%	2
Sexual misconduct	0.8%	8	1.0%	11
Verbal abuse	8.8%	90	8.4%	91
None/no response	67.4%	690	73.3%	795

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

Statistical significance not tested.

Table 135: CVMBS Experiences over Past 12 Months

Thinking about your experiences over the past 12 months in the College of Veterinary Medicine and Biomedical Sciences, please indicate your level of agreement with the following statements:	2018		2021	
	(A)		(B)	
	Pct	Pop	Pct	Pop
I have the resources needed to perform my job to the best of my ability	67.7%	1,009	68.3%	976
My supervisor supports my professional development	77.6%	999	79.0%	976
My supervisor recognizes my current skills/knowledge	79.1%	996	79.0%	978
My department supports my overall health and well-being	63.6%	1,001	62.5%	976
My department creates an inclusive environment for all employees	63.6%	989	59.1%	953
	B			
CVMBS leadership makes sound decisions for the college	50.2%	870	45.6%	926
CVMBS leadership demonstrates collaboration	60.2%	880	50.2%	928
	B			
CVMBS leadership demonstrates accountability	51.6%	880	41.2%	934
	B			
CVMBS leadership demonstrates respect	66.7%	916	58.2%	947
	B			
CVMBS leadership demonstrates innovation	64.2%	902	55.4%	939
	B			
CVMBS leadership demonstrates transparency	44.7%	904	42.6%	951

Percent "Agree" or "Strongly agree"

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

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