

Employee Climate Survey 2021

Central Administration

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*
Central Administration	126	2	7	55	44.4%
Administrative Communications	2	0	0	2	100.0%
Center for the New Energy Economy	8	0	0	3	37.5%
Graduate Program in Ecology-SAU	1	0	0	1	100.0%
Graduate Program in Public Health-SAU	7	0	0	1	14.3%
Honors Program	21	0	1	6	28.6%
Institute for Learning & Teaching	25	0	1	16	64.0%
Institutional Research, Planning and Effectiveness	8	0	3	3	37.5%
Military Studies	2	1	0	0	0.0%
Office of Inclusive Excellence	7	0	0	5	71.4%
Payroll	4	0	0	1	25.0%
Presidents Office	8	0	0	3	37.5%
Provost/Executive Vice President	11	1	1	5	50.0%
School of Global Environmental Sustainability-SAU	14	0	1	4	28.6%
VP Faculty Affairs	4	0	0	2	50.0%
Vice Provost for Undergraduate Affairs	4	0	0	3	75.0%

* 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	28%	18%	26%
	Woman	73%	78%	69%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	5%	5%
Racially minoritized status	Racially minoritized	24%	14%	26%
	Non-racially minoritized	76%	86%	74%
Employee type	Admin Professional	75%	73%	74%
	Contract, continuing, and adjunct (CCA)	14%	11%	14%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	9%	16%	12%
	Other Salaried Employee	1%	0%	0%

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

Frequencies of Results

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

Figure 1: Organizational Themes

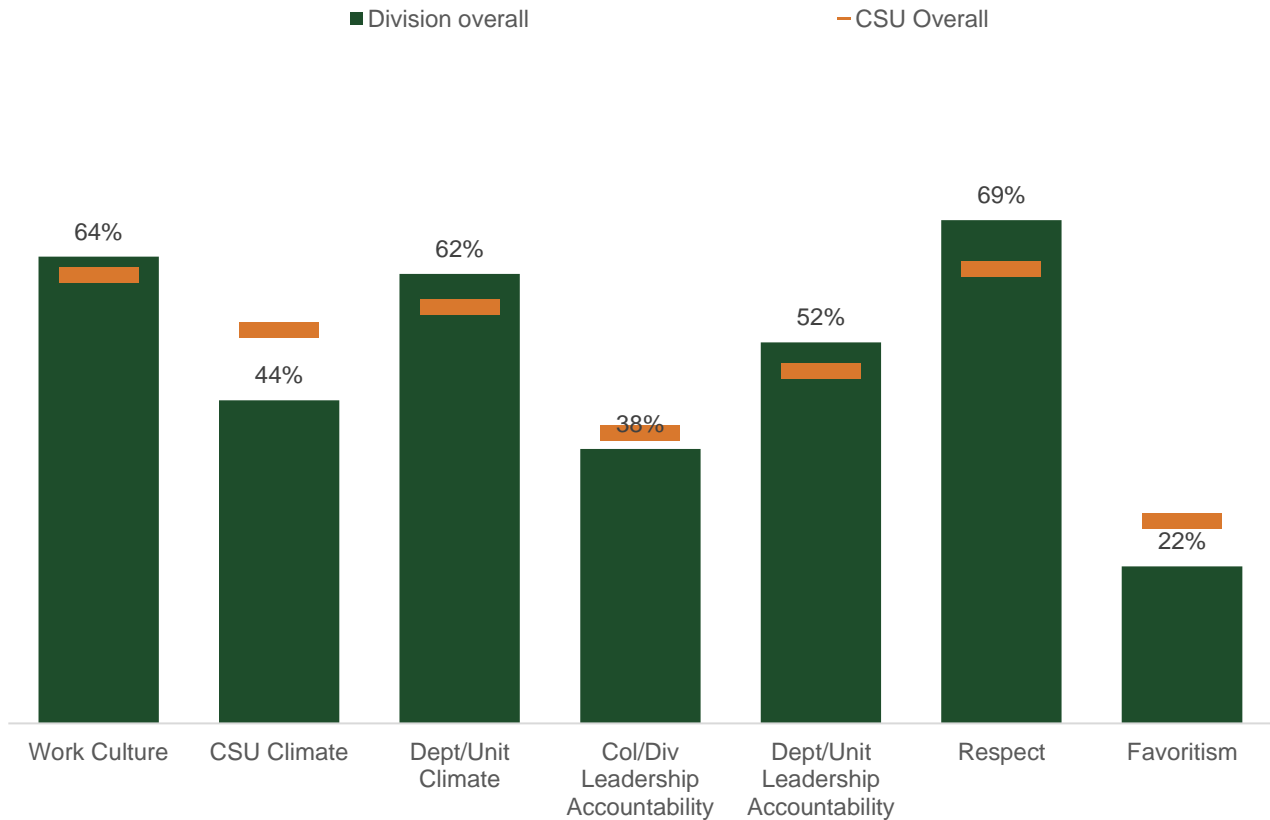


Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit promotes a work environment where all employees feel included	5.1%	11.6%	15.5%	42.2%	25.6%	100.0% 126
My department/unit treats all employees equitably	10.6%	14.6%	8.9%	34.6%	31.3%	100.0% 126
My department/unit is open and transparent in communication	8.7%	27.4%	21.8%	22.7%	19.4%	100.0% 126
My department/unit values employee input in major department/unit decisions	10.2%	14.8%	17.4%	35.0%	22.6%	100.0% 126
My department/unit promotes respect for cultural differences	1.8%	8.7%	9.5%	38.6%	41.4%	100.0% 126
My department/unit understands the value of diversity	1.8%	5.5%	6.9%	38.1%	47.6%	100.0% 126
My department/unit communicates the importance of valuing diversity	0.0%	2.1%	8.5%	44.6%	44.8%	100.0% 126
I feel valued as an employee	5.1%	13.5%	8.4%	47.5%	25.5%	100.0% 126
I feel a strong sense of belonging to CSU	8.7%	13.7%	34.8%	27.3%	15.5%	100.0% 126
I feel a strong sense of belonging to my division/college	4.7%	16.9%	28.0%	33.0%	17.2%	100.0% 126
I feel a strong sense of belonging to my department/unit	6.6%	12.0%	21.9%	35.1%	24.4%	100.0% 126
I would recommend CSU as a place of employment	1.8%	13.4%	23.4%	47.8%	13.6%	100.0% 126
I would recommend my department/unit as a place of employment	3.3%	14.1%	23.0%	37.4%	22.3%	100.0% 126

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?	81.2%	18.8%	100.0% 126

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	8.3%	10.5%	7.7%	37.0%	36.5%	100.0% 100
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	30.7%	26.7%	23.0%	15.5%	4.1%	100.0% 100
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.1%	5.4%	21.1%	47.8%	21.5%	100.0% 100

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	1.9%	9.6%	24.0%	48.3%	16.2%	100.0% 124
My college/division is treated with respect by CSU	6.7%	10.7%	17.0%	49.5%	16.1%	100.0% 124
The people I interact with treat each other with respect	0.0%	4.8%	11.2%	55.0%	29.1%	100.0% 124
There is respect for religious differences in my department/unit	3.3%	5.2%	22.9%	38.7%	29.9%	100.0% 124
There is respect for liberal perspectives in my department/unit	3.3%	3.3%	16.6%	39.8%	37.0%	100.0% 124
There is respect for conservative perspectives in my department/unit	3.3%	17.3%	23.6%	36.8%	19.1%	100.0% 124

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	11.3%	35.1%	28.3%	13.4%	11.9%	100.0%119
Resources in my department/unit	11.3%	44.5%	20.0%	10.7%	13.5%	100.0%119
Professional development opportunities	13.3%	47.9%	23.5%	4.7%	10.5%	100.0%119
Promoted in my department/unit	11.3%	40.4%	24.2%	13.1%	10.9%	100.0%119
Hired in my department/unit	14.8%	49.5%	16.3%	8.6%	10.7%	100.0%119

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	10.0%	8.7%	49.1%	18.9%	13.2%	100.0%110
Leadership holds employees accountable for inappropriate behavior	6.0%	8.1%	51.6%	22.0%	12.3%	100.0%107
Leadership holds employees accountable for poor performance in the workplace	4.2%	13.6%	51.8%	21.6%	8.7%	100.0%110
Leadership acts ethically and honestly in the workplace	7.9%	7.9%	28.5%	35.5%	20.2%	100.0%110
Leadership addresses issues of inequity	11.4%	10.1%	34.7%	35.5%	8.4%	100.0%108
Leadership holds all employees to the same standards	11.2%	16.7%	45.6%	13.3%	13.1%	100.0%110

Table 9: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	5.8%	14.5%	33.3%	31.6%	14.9%	100.0%110
Leadership holds employees accountable for inappropriate behavior	5.8%	7.0%	35.3%	38.2%	13.7%	100.0%110
Leadership holds employees accountable for poor performance in the workplace	4.2%	19.8%	39.8%	25.9%	10.3%	100.0%110
Leadership acts ethically and honestly in the workplace	7.9%	7.9%	28.5%	35.5%	20.2%	100.0%110
Leadership addresses issues of inequity	8.0%	11.3%	24.5%	46.1%	10.0%	100.0%108
Leadership holds all employees to the same standards	7.9%	21.6%	23.8%	30.3%	16.4%	100.0%110

Table 10: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	4.2%	18.3%	34.6%	35.3%	7.6%	100.0%110
Improves the campus climate for all employees	8.4%	23.2%	30.2%	30.3%	7.9%	100.0%110
Retains diverse employees	13.7%	26.0%	39.9%	16.5%	4.0%	100.0%107
Creates a supportive environment for employees from diverse backgrounds	11.7%	17.5%	33.9%	27.0%	9.9%	100.0%110
Encourages discussions related to diversity	8.4%	3.3%	9.9%	40.0%	38.4%	100.0%110
Provides employees with a positive work experience	7.9%	20.3%	21.6%	40.7%	9.5%	100.0%110
Climate has become consistently more inclusive of all employees	10.0%	5.0%	36.6%	31.2%	17.3%	100.0%110

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	2.1%	10.3%	27.3%	38.6%	21.7%	100.0% 110
Improves the campus climate for all employees	7.9%	7.4%	16.1%	46.8%	21.8%	100.0% 110
Retains diverse employees	8.1%	21.2%	25.0%	39.6%	6.1%	100.0% 107
Creates a supportive environment for employees from diverse backgrounds	11.7%	17.5%	33.9%	27.0%	9.9%	100.0% 110
Encourages discussions related to diversity	6.3%	1.6%	10.3%	42.8%	39.0%	100.0% 110
Provides employees with a positive work experience	7.9%	6.3%	20.8%	43.5%	21.4%	100.0% 110
Climate has become consistently more inclusive of all employees	7.9%	2.1%	29.5%	35.4%	25.2%	100.0% 110

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	10.7%	16.1%	15.4%	46.3%	11.5%	100.0% 107
Communications are timely	8.6%	11.2%	18.6%	47.1%	14.5%	100.0% 107
Communications are relevant	6.4%	11.9%	29.5%	40.6%	11.5%	100.0% 107
Communications are informative	2.1%	13.6%	21.2%	49.2%	13.8%	100.0% 107
Communications are motivating	8.6%	18.2%	40.9%	26.9%	5.4%	100.0% 107
Communications are honest	12.4%	20.6%	24.1%	33.6%	9.4%	100.0% 107
Communications are accessible	6.4%	6.0%	21.8%	56.4%	9.4%	100.0% 107

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	3.8%	13.5%	38.6%	25.2%	18.9%	100.0% 107
Communications are timely	4.3%	5.1%	33.5%	38.6%	18.5%	100.0% 107
Communications are relevant	2.1%	7.2%	28.6%	44.8%	17.3%	100.0% 107
Communications are informative	2.2%	5.2%	27.6%	45.7%	19.3%	100.0% 105
Communications are motivating	2.1%	13.2%	64.5%	5.5%	14.7%	100.0% 107
Communications are honest	10.2%	5.7%	39.7%	25.4%	18.9%	100.0% 107
Communications are accessible	2.1%	6.4%	34.9%	38.8%	17.7%	100.0% 107

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	9.4%	10.6%	21.0%	37.4%	21.5%	100.0% 107
Communications are timely	7.7%	1.7%	17.6%	48.5%	24.5%	100.0% 107
Communications are relevant	2.1%	7.2%	15.5%	51.9%	23.2%	100.0% 107
Communications are informative	2.1%	6.7%	10.1%	57.8%	23.2%	100.0% 107
Communications are motivating	2.1%	16.5%	48.5%	18.2%	14.7%	100.0% 107
Communications are honest	10.4%	5.8%	24.1%	39.7%	20.1%	100.0% 106
Communications are accessible	2.1%	6.0%	26.0%	45.3%	20.7%	100.0% 107

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Table 15: Communicated Feedback

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	46.0%	46.3%	7.6%	100.0% 107

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	4.2%	4.7%	10.7%	43.5%	36.8%	100.0% 97
My representation in shared governance (CPC, APC, or Faculty Council)	4.9%	7.0%	60.2%	19.9%	8.0%	100.0% 97
My service on committees	2.4%	4.4%	63.6%	27.8%	1.9%	100.0% 97
Annual review process	6.8%	10.3%	23.9%	37.5%	21.5%	100.0% 97
Input collection through anonymous surveys	2.4%	13.1%	51.7%	25.9%	6.9%	100.0% 95

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	15.1%	11.8%	51.5%	13.1%	8.6%	100.0% 97
My division/college	4.3%	15.5%	31.0%	34.4%	14.7%	100.0% 94
My department/unit	4.2%	15.3%	8.4%	45.9%	26.2%	100.0% 97

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	15.4%	19	10.3%	13	13.2%	17
Physical appearance	9.8%	12	3.6%	5	3.6%	5
Physical disability	19.2%	24	7.3%	9	7.3%	9
Mental disability	17.8%	22	7.3%	9	10.2%	13
Employment classification	36.2%	46	5.5%	7	5.5%	7
Gender identity	26.7%	34	8.7%	11	10.2%	13
Job title	32.2%	41	9.5%	12	6.2%	8
Parental status	14.2%	18	1.8%	*	1.8%	*
Religion	21.5%	27	3.3%	4	3.3%	4
Political affiliation	16.8%	21	1.4%	*	1.4%	*
Sexual orientation	19.2%	24	3.6%	5	3.6%	5
Socio-economic status	20.3%	26	6.9%	9	6.9%	9
Ethnic origin	27.9%	35	5.5%	7	5.5%	7
Veteran status	1.4%	*	0.0%	*	0.0%	*
Race or color	32.4%	41	3.3%	4	1.8%	*
Marital status	5.5%	7	1.8%	*	1.8%	*
Nationality/country of origin	17.8%	22	1.8%	*	1.8%	*
None/no response	41.5%	52	76.6%	96	78.5%	99

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

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	21.0%	26	0.0%	*	0.0%	*
Bullying	18.5%	23	8.3%	10	11.2%	14
Bias	38.6%	49	6.9%	9	6.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	6.2%	8	0.0%	*	0.0%	*
Verbal abuse	20.0%	25	8.3%	10	8.3%	10
None/no response	57.1%	72	91.7%	115	88.8%	112

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	23.6%	25
Trans / Transgender	2.1%	*
Non-binary / Gender Queer / Gender Non-Conforming	4.3%	5
Man	21.9%	24
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	58.8%	63
Prefer not to disclose	10.7%	12
The gender I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	23.5%	21		37.4%	34		71.3%	65	
1	2.7%	*		13.4%	12		12.7%	12	
2	0.0%	*		14.9%	14		5.0%	5	
3	15.9%	15		6.0%	5		4.5%	4	
4	21.3%	19		9.4%	9		3.9%	4	
5	5.4%	5		10.7%	10		0.0%	*	
6 Very	31.1%	28		8.1%	7		2.5%	*	
Total	100.0%	91	3.50	100.0%	91	2.01	100.0%	91	.67

* 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	0.0%	*
Asian (can include Middle Eastern and North African)	5.9%	6
Black or African American (can include Middle Eastern and North African)	6.4%	7
Hispanic or Latinx	10.7%	11
Native Hawaiian or Other Pacific Islander	0.0%	*
White	74.3%	80
Prefer not to disclose	10.7%	12
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	33.5%	*
Caribbean	66.5%	5
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 24: Native American or Alaska Native or First Nations

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

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	60.1%	7
Caribbean	0.0%	*
Puerto Rican	39.9%	5
Cuban	39.9%	5
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

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

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	100.0%	6
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 27: Hawaiian/Pacific Islander

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

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	25.4%	59.9%	14.7%	100.0% 107

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	17.4%	76.1%	2.1%	4.3%	100.0% 107

Table 30: Department/Unit

	Pct	Pop
Administrative Communications	3.9%	5
Center for the New Energy Economy	4.7%	6
Graduate Program in Ecology-SAU	1.1%	*
Graduate Program in Public Health-SAU	1.8%	*
Honors Program	12.2%	15
Institute for Learning & Teaching	25.5%	32
Institutional Research, Planning and Effectiveness	8.3%	10
Office of Inclusive Excellence	13.8%	17
Payroll	1.4%	*
Presidents Office	4.8%	6
Provost/Executive Vice President	6.9%	9
School of Global Environmental Sustainability-SAU	7.7%	10
VP Faculty Affairs	2.8%	4
Vice Provost for Undergraduate Affairs	5.1%	6
Total	100.0%	126

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

Table 31: Employee Type

	Pct	Pop
Admin Professional	74.3%	94
CCAF Faculty	13.7%	17
State Classified	12.0%	15
Total	100.0%	126

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender

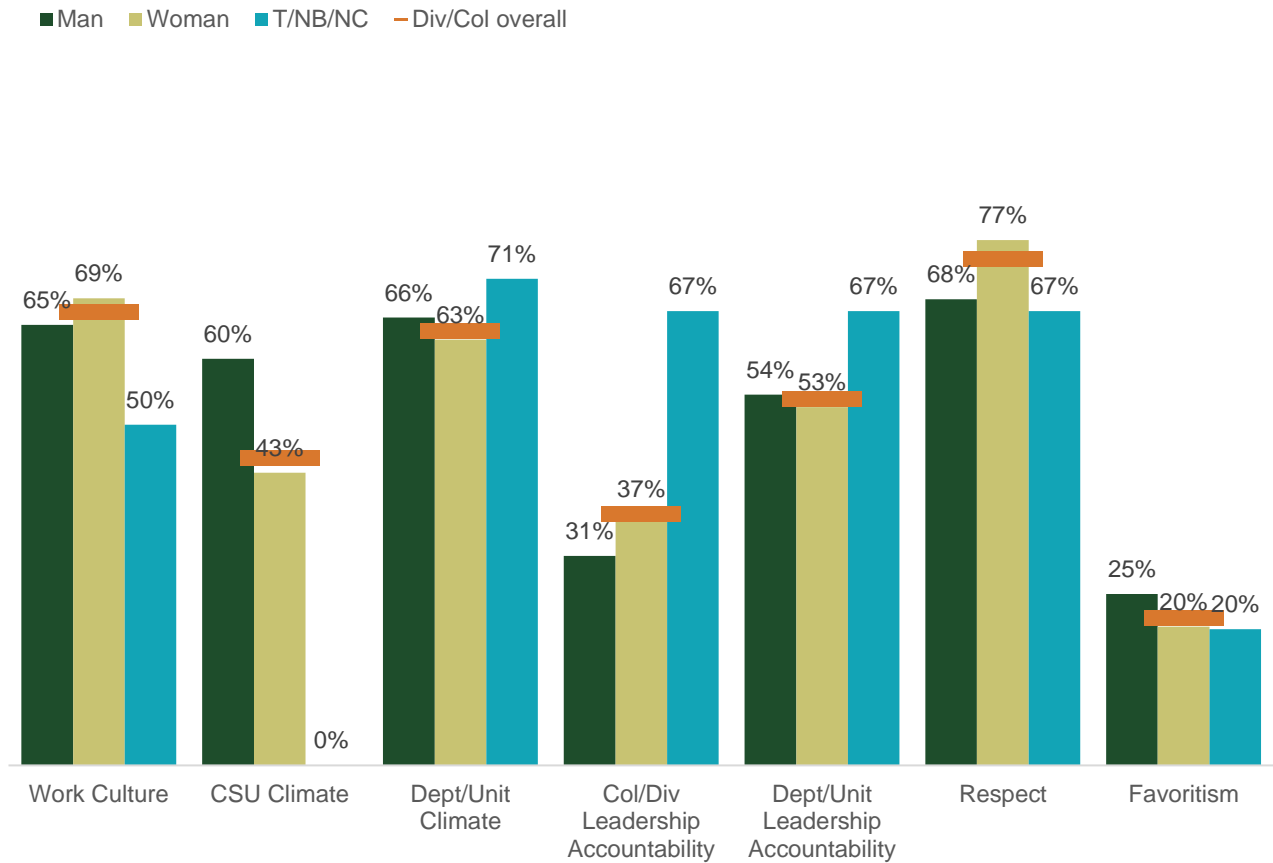


Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	64.7%	2468.6%	63	50.0%	566.6%	91		
My department/unit promotes a work environment where all employees feel included	63.4%	2475.0%	63	50.0%	570.8%	91		
My department/unit treats all employees equitably	63.4%	2467.6%	63	50.0%	565.6%	91		
My department/unit is open and transparent in communication	47.9%	2444.2%	63	50.0%	545.4%	91		
My department/unit values employee input in major department/unit decisions	47.9%	2467.8%	63	50.0%	561.8%	91		
My department/unit promotes respect for cultural differences	84.5%	2487.7%	63	50.0%	585.0%	91		
My department/unit understands the value of diversity	100.0%	2497.2%	63	50.0%	595.5%	91		
	C		C					
My department/unit communicates the importance of valuing diversity	73.9%	2495.8%	63	100.0%	590.4%	91		
			A					
I feel valued as an employee	58.4%	2487.3%	63	50.0%	578.0%	91		
			A					
I feel a strong sense of belonging to CSU	31.5%	2440.6%	63	50.0%	538.8%	91		
I feel a strong sense of belonging to my division/college	73.9%	2443.5%	63	50.0%	551.6%	91		
	B							
I feel a strong sense of belonging to my department/unit	63.4%	2462.1%	63	50.0%	561.8%	91		
I would recommend CSU as a place of employment	58.4%	2467.8%	63	0.0%	561.9%	91		
	C		C					
I would recommend my department/unit as a place of employment	73.9%	2454.8%	63	50.0%	559.5%	91		

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	79.0%	19	81.4%	51	100.0% ^a	5	81.7%	75
No, I did not have a review	21.0%	5	18.6%	12	0.0% ^a	*	18.3%	17
Total	100.0%	24	100.0%	63	100.0%	5	100.0%	91

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

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

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

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

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

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	80.3%	19	85.0%	51	66.7%	5	82.7%	75
I am satisfied with the effort my supervisor put into my most recent performance review	80.3%	19	69.0%	51	50.0%	5	70.7%	75
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	19.7%	19	22.1%	51	0.0%	5	20.1%	75
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	60.6%	19	86.0%	51	50.0%	5	77.5%	75

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	68.4%	24	77.1%	63	66.7%	5	74.4%	91
My department/unit is treated with respect by other units within my college/division	68.9%	24	67.8%	63	50.0%	5	67.2%	91
My college/division is treated with respect by CSU	68.9%	24	73.4%	63	0.0%	5	68.6%	91
The people I interact with treat each other with respect	100.0%	24	87.1%	63	100.0%	5	91.0%	91
There is respect for religious differences in my department/unit	57.6%	24	83.6%	63	100.0%	5	77.8%	91
There is respect for liberal perspectives in my department/unit	57.6%	24	88.6%	63	100.0%	5	81.2%	91
There is respect for conservative perspectives in my department/unit	57.6%	24	62.2%	63	50.0%	5	60.4%	91

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	25.1%	24	20.4%	63	20.0%	5	21.6%	91
Recognized within my department/unit	36.6%	24	23.0%	63	50.0%	5	27.8%	91
Resources in my department/unit	36.6%	24	17.3%	63	0.0%	5	21.4%	91
Professional development opportunities	21.0%	24	17.3%	63	0.0%	5	17.4%	91
Promoted in my department/unit	21.0%	24	26.5%	63	50.0%	5	26.3%	91
Hired in my department/unit	10.5%	24	17.9%	63	0.0%	5	15.1%	91

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	30.8%	24	36.9%	61	66.7%	5	36.8%	90
Leadership adequately addresses inappropriate behavior	21.0%	24	33.4%	63	50.0%	5	31.1%	91
Leadership holds employees accountable for inappropriate behavior	31.5%	24	32.1%	63	50.0%	5	32.8%	91
Leadership holds employees accountable for poor performance in the workplace	31.5%	24	26.4%	63	50.0%	5	28.9%	91
Leadership acts ethically and honestly in the workplace	47.9%	24	60.6%	63	50.0%	5	56.8%	91
Leadership addresses issues of inequity	31.5%	24	46.3%	61	100.0%	5	45.2%	90
Leadership holds all employees to the same standards	21.0%	24	23.6%	63	100.0%	5	26.8%	91

Percent "Agree" or "Strongly agree"

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

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

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	54.4%	24	52.6%	61	66.7%	5	53.8%	90
Leadership adequately addresses inappropriate behavior	47.1%	24	48.5%	63	50.0%	5	48.2%	91
Leadership holds employees accountable for inappropriate behavior	73.9%	24	44.3%	63	50.0%	5	52.2%	91
Leadership holds employees accountable for poor performance in the workplace	47.1%	24	30.8%	63	50.0%	5	36.0%	91
Leadership acts ethically and honestly in the workplace	47.9%	24	60.6%	63	50.0%	5	56.8%	91
Leadership addresses issues of inequity	31.5%	24	64.1%	61	100.0%	5	57.4%	90
Leadership holds all employees to the same standards	63.4%	24	39.3%	63	100.0%	5	48.6%	91

Percent "Agree" or "Strongly agree"

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

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

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	59.7%	24	43.0%	63	0.0%	5	45.1%	91
	C		C					
Recruits employees from a diverse set of backgrounds	68.9%	24	34.2%	63	0.0%	5	41.4%	91
	B C							
Improves the campus climate for all employees	42.1%	24	43.5%	63	0.0%	5	40.9%	91
Retains diverse employees	47.9%	24	17.1%	63	0.0%	5	24.1%	91
	B							
Creates a supportive environment for employees from diverse backgrounds	58.4%	24	27.8%	63	0.0%	5	34.2%	91
	B C							
Encourages discussions related to diversity	100.0%	24	73.4%	63	0.0%	5	76.6%	91
	B C		C					
Provides employees with a positive work experience	68.9%	24	50.6%	63	0.0%	5	52.8%	91
	C							
Climate has become consistently more inclusive of all employees	31.5%	24	54.2%	63	0.0%	5	45.6%	91

Percent "Agree" or "Strongly agree"

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

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

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	65.7%	24	62.5%	63	71.4%	5	63.8%	91
Recruits employees from a diverse set of backgrounds	68.9%	24	60.9%	63	100.0%	5	64.9%	91
Improves the campus climate for all employees	84.5%	24	65.8%	63	50.0%	5	69.8%	91
Retains diverse employees	58.4%	24	41.4%	63	100.0%	5	48.7%	91
					B			
Creates a supportive environment for employees from diverse backgrounds	58.4%	24	27.8%	63	0.0%	5	34.2%	91
	B C							
Encourages discussions related to diversity	84.5%	24	77.9%	63	100.0%	5	80.7%	91
Provides employees with a positive work experience	73.9%	24	67.1%	63	50.0%	5	68.0%	91
Climate has become consistently more inclusive of all employees	31.5%	24	71.5%	63	50.0%	5	60.1%	91
			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 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.3%	24	59.0%	63	30.0%	5	55.6%	91
	C		C					
Communications are effective	73.9%	24	56.2%	63	30.0%	5	57.9%	91
	C		C					
Communications are timely	58.4%	24	68.4%	63	30.0%	5	62.4%	91
	C		C					
Communications are relevant	57.6%	24	52.7%	63	30.0%	5	51.3%	91
Communications are informative	84.5%	24	61.2%	63	30.0%	5	64.1%	91
	C		C					
Communications are motivating	21.0%	24	43.5%	63	30.0%	5	35.5%	91
Communications are honest	31.5%	24	54.0%	63	30.0%	5	45.5%	91
Communications are accessible	73.9%	24	77.0%	63	30.0%	5	72.3%	91
	C		C					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	48.0%	24	53.7%	63	50.0%	5	52.0%	91
Communications are effective	47.1%	24	42.9%	63	50.0%	5	44.3%	91
Communications are timely	47.1%	24	65.0%	63	50.0%	5	59.6%	91
Communications are relevant	57.6%	24	62.2%	63	50.0%	5	60.4%	91
Communications are informative	84.5%	24	62.2%	63	50.0%	5	67.3%	91
Communications are motivating	21.0%	24	19.2%	63	50.0%	5	21.3%	91
Communications are honest	31.5%	24	52.7%	63	50.0%	5	47.1%	91
Communications are accessible	47.1%	24	71.4%	63	50.0%	5	64.0%	91

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 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	49.5%	24	70.6%	61	50.0%	5	64.0%	90
			A					
Communications are effective	47.1%	24	60.8%	63	50.0%	5	56.7%	91
Communications are timely	57.6%	24	80.8%	63	50.0%	5	57.3%	91
Communications are relevant	57.6%	24	80.8%	63	50.0%	5	57.3%	91
Communications are informative	84.5%	24	80.8%	63	50.0%	5	580.2%	91
Communications are motivating	21.0%	24	37.2%	63	50.0%	5	533.7%	91
Communications are honest	31.5%	24	75.7%	61	50.0%	5	562.8%	90
			A					
Communications are accessible	47.1%	24	83.6%	63	50.0%	5	572.5%	91
			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 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	31.5%	7	55.6%	35	0.0% ¹	*	46.6%	43
			A					
Maybe, I can provide feedback in limited situations	68.5%	16	38.7%	24	50.0%	*	47.0%	43
			B					
No, I don't have an opportunity to provide feedback	0.0% ¹	*	5.7%	4	50.0%	*	6.5%	6
					B			
Total	100.0%	24	100.0%	63	100.0%	5	100.0%	91

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

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

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

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

Table 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	46.3%	24	48.6%	58	40.0%	*	47.7%	84
One on one conversations with my supervisor	84.5%	24	78.0%	60	100.0%	*	80.3%	85
My representation in shared governance (CPC, APC, or Faculty Council)	10.5%	24	37.3%	60	0.0%	*	29.0%	85
			A					
My service on committees	26.1%	24	34.0%	60	100.0%	*	33.6%	85
Annual review process	73.9%	24	55.2%	60	0.0%	*	58.9%	85
Input collection through anonymous surveys	36.6%	24	35.1%	58	0.0%	*	34.5%	84

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

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.* Values reported for items with $n \geq 3$.^{1,2,3}

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

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

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

Table 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	49.0%	21	50.4%	60	0.0%	*	48.7%	83
CSU overall	10.5%	24	27.1%	60	0.0%	*	21.8%	85
My division/college	52.6%	21	51.5%	60	0.0%	*	50.4%	83
My department/unit	73.9%	24	72.6%	60	0.0%	*	71.0%	85

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

Percent "Agree" or "Strongly agree"

*The reported population reflects the number of respondents who answered the survey item. * Values reported for items with $n \geq 3$.^{a,b,c}*

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

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

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

Table 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.5%	*	15.8%	10	50.0%	*	16.2%	15
Physical appearance	0.0%	*	12.3%	8	100.0%	5	13.5%	12
Physical disability	0.0%	*	27.4%	17	100.0%	5	24.0%	22
Mental disability	0.0%	*	24.5%	15	100.0%	5	22.0%	20
Employment classification	26.8%	6	40.2%	25	100.0%	5	39.8%	36
Gender identity	10.5%	*	34.6%	22	100.0%	5	31.7%	29
Job title	57.9%	14	28.0%	18	50.0%	*	36.9%	34
Parental status	0.0%	*	17.3%	11	50.0%	*	14.5%	13
Religion	10.5%	*	35.3%	22	50.0%	*	29.7%	27
Political affiliation	10.5%	*	25.9%	16	0.0%	*	20.6%	19
Sexual orientation	0.0%	*	34.6%	22	50.0%	*	26.5%	24
Socio-economic status	15.5%	4	27.4%	17	50.0%	*	25.5%	23
Ethnic origin	15.5%	4	35.3%	22	100.0%	5	33.5%	31
Veteran status	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Race or color	26.1%	6	40.3%	25	100.0%	5	39.7%	36
Marital status	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Nationality/country of origin	15.5%	4	22.4%	14	100.0%	5	24.5%	22
None/no response	21.0%	5	38.3%	24	0.0%	*	31.9%	29

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 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.5%	*	12.9%	8	0.0%	*	11.7%	11
Physical appearance	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Physical disability	0.0%	*	7.3%	5	50.0%	*	7.5%	7
Mental disability	0.0%	*	7.3%	5	50.0%	*	7.5%	7
Employment classification	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Gender identity	0.0%	*	10.1%	6	50.0%	*	9.5%	9
Job title	31.1%	7	0.0%	*	0.0%	*	8.0%	7
Parental status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Political affiliation	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Sexual orientation	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Socio-economic status	0.0%	*	10.1%	6	0.0%	*	7.0%	6
Ethnic origin	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	58.4%	14	79.8%	50	50.0%	*	72.8%	66

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 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	26.1%	6	12.9%	8	0.0%	*	15.7%	14
Physical appearance	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Physical disability	0.0%	*	7.3%	5	50.0%	*	7.5%	7
Mental disability	15.5%	4	7.3%	5	50.0%	*	11.6%	11
Employment classification	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Gender identity	0.0%	*	12.9%	8	50.0%	*	11.5%	10
Job title	15.5%	4	2.8%	*	0.0%	*	6.0%	5
Parental status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Political affiliation	0.0%	*	2.8%	*	0.0%	*	2.0%	*
Sexual orientation	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Socio-economic status	0.0%	*	10.1%	6	0.0%	*	7.0%	6
Ethnic origin	0.0%	*	7.3%	5	0.0%	*	5.0%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	73.9%	17	74.1%	47	50.0%	*	72.9%	67

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 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	30.9%	20	100.0%	5	26.4%	24
Bullying	0.0%	*	18.6%	12	100.0%	5	17.9%	16
Bias	41.6%	10	43.1%	27	100.0%	5	45.6%	42
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	5.0%	3	50.0%	*	6.0%	5
Verbal abuse	15.5%	4	23.0%	15	50.0%	*	22.5%	21
None/no response	58.4%	14	48.3%	31	0.0%	*	48.5%	44

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	12.9%	8	0.0%	*	9.0%	8
Bias	0.0%	*	10.1%	6	0.0%	*	7.0%	6
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	12.9%	8	0.0%	*	9.0%	8
None/no response	100.0%	24	87.1%	55	100.0%	5	91.0%	83

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 52: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	18.6%	12	0.0%	*	12.9%	12
Bias	0.0%	*	10.1%	6	0.0%	*	7.0%	6
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	12.9%	8	0.0%	*	9.0%	8
None/no response	100.0%	24	81.4%	51	100.0%	5	87.1%	80

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Racially Minoritized Status

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

Figure 3: Organizational Themes Compared by Racially Minoritized Status

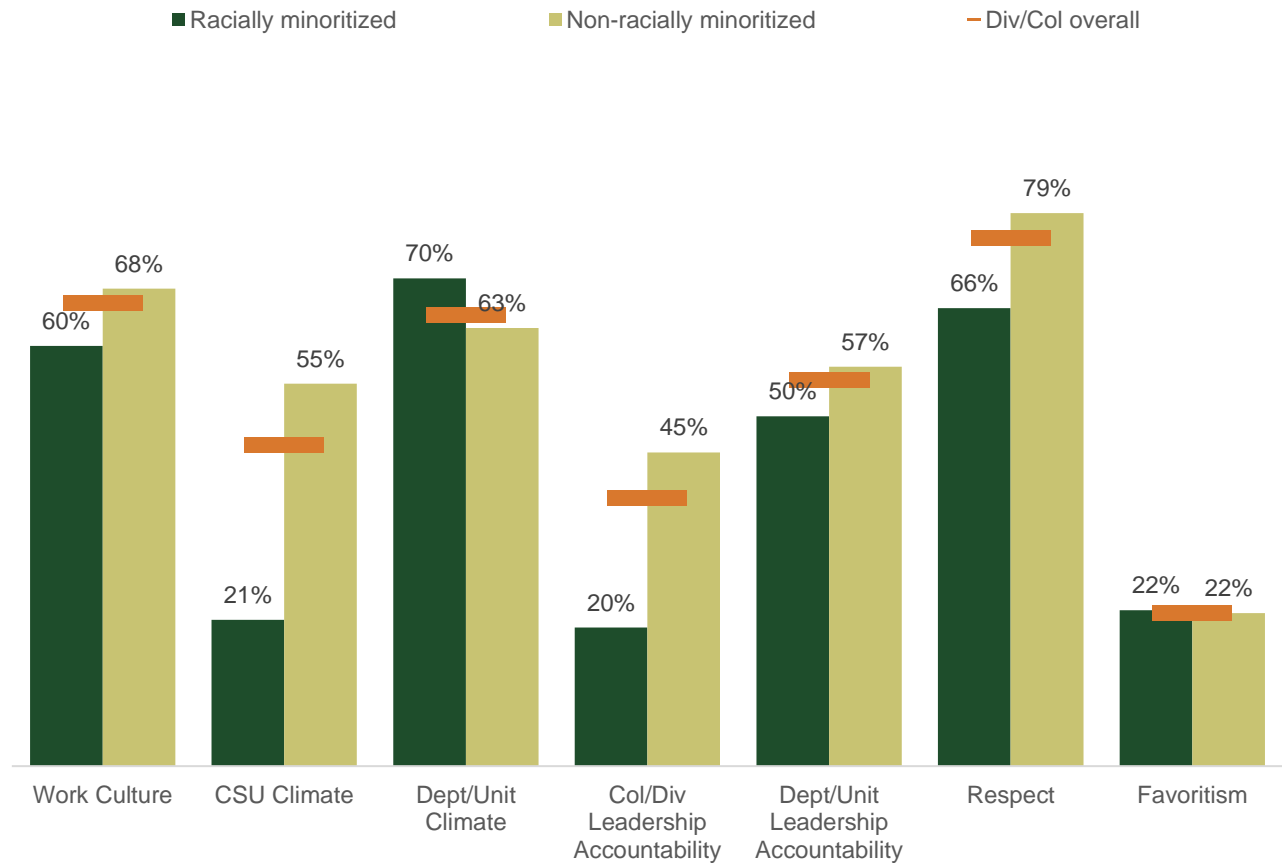


Table 53: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	60.1%	25	68.3%	71	66.2%	96
My department/unit promotes a work environment where all employees feel included	72.1%	25	69.0%	71	69.8%	96
My department/unit treats all employees equitably	53.5%	25	68.8%	71	64.9%	96
My department/unit is open and transparent in communication	53.5%	25	42.9%	71	45.7%	96
My department/unit values employee input in major department/unit decisions	72.1%	25	57.5%	71	61.2%	96
My department/unit promotes respect for cultural differences	72.1%	25	90.4% A	71	85.7%	96
My department/unit understands the value of diversity	90.6%	25	94.2%	71	93.3%	96
My department/unit communicates the importance of valuing diversity	100.0%	25	87.7%	71	90.8%	96
I feel valued as an employee	90.6% B	25	68.5%	71	74.2%	96
I feel a strong sense of belonging to CSU	9.4%	25	52.9% A	71	41.7%	96
I feel a strong sense of belonging to my division/college	34.9%	25	57.3%	71	51.6%	96
I feel a strong sense of belonging to my department/unit	53.5%	25	63.9%	71	61.2%	96
I would recommend CSU as a place of employment	44.1%	25	67.3% A	71	61.3%	96
I would recommend my department/unit as a place of employment	34.9%	25	67.4% A	71	59.0%	96

Percent "Agree" or "Strongly agree"

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

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

Table 54: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	81.4%	20	83.0%	59	82.6%	79
No, I did not have a review	18.6%	5	17.0%	12	17.4%	17
Total	100.0%	25	100.0%	71	100.0%	96

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

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

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

Table 55: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.1%	20	83.4%	59	81.8%	79
I am satisfied with the effort my supervisor put into my most recent performance review	42.9%	20	78.5%	59	69.5%	79
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.8%	20	17.6%	59	18.9%	79
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	88.5%	20	71.6%	59	75.9%	79

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

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

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

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	65.5%	25	79.1%	71	75.6%	96
My department/unit is treated with respect by other units within my college/division	53.5%	25	74.0%	71	68.7%	96
My college/division is treated with respect by CSU	44.1%	25	79.1%	71	70.1%	96
The people I interact with treat each other with respect	81.4%	25	95.0%	71	91.5%	96
There is respect for religious differences in my department/unit	74.4%	25	80.4%	71	78.8%	96
There is respect for liberal perspectives in my department/unit	74.4%	25	84.8%	71	82.1%	96
There is respect for conservative perspectives in my department/unit	65.1%	25	61.4%	71	62.3%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	22.3%	25	21.9%	71	22.0%	96
Recognized within my department/unit	27.9%	25	26.0%	71	26.5%	96
Resources in my department/unit	18.6%	25	27.4%	71	25.2%	96
Professional development opportunities	18.6%	25	15.8%	71	16.5%	96
Promoted in my department/unit	27.9%	25	24.0%	71	25.0%	96
Hired in my department/unit	18.6%	25	16.2%	71	16.8%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	19.8%	25	44.9%	69	38.3%	94
Leadership adequately addresses inappropriate behavior	9.4%	25	43.1%	71	34.4%	96
Leadership holds employees accountable for inappropriate behavior	9.4%	25	45.3%	71	36.1%	96
Leadership holds employees accountable for poor performance in the workplace	9.4%	25	40.3%	71	32.3%	96
Leadership acts ethically and honestly in the workplace	53.5%	25	60.7%	71	58.9%	96
Leadership addresses issues of inequity	18.7%	25	51.6%	69	42.9%	94
Leadership holds all employees to the same standards	18.7%	25	27.8%	71	25.5%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 59: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	50.0%	25	57.1%	69	55.3%	94
Leadership adequately addresses inappropriate behavior	27.9%	25	58.6% A	71	50.7%	96
Leadership holds employees accountable for inappropriate behavior	53.5%	25	54.9%	71	54.5%	96
Leadership holds employees accountable for poor performance in the workplace	27.9%	25	42.9%	71	39.1%	96
Leadership acts ethically and honestly in the workplace	53.5%	25	60.7%	71	58.9%	96
Leadership addresses issues of inequity	55.9%	25	57.5%	69	57.0%	94
Leadership holds all employees to the same standards	62.9%	25	43.8%	71	48.7%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	20.9%	25	54.7% A	71	46.0%	96
Recruits employees from a diverse set of backgrounds	25.6%	25	50.7% A	71	44.3%	96
Improves the campus climate for all employees	0.0%	25	55.7% A	71	41.3%	96
Retains diverse employees	25.6%	25	22.1%	71	23.0%	96
Creates a supportive environment for employees from diverse backgrounds	25.6%	25	38.3%	71	35.0%	96
Encourages discussions related to diversity	44.1%	25	89.3% A	71	77.7%	96
Provides employees with a positive work experience	25.6%	25	62.0% A	71	52.6%	96
Climate has become consistently more inclusive of all employees	0.0%	25	64.9% A	71	48.2%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	69.8%	25	62.7%	71	64.5%	96
Recruits employees from a diverse set of backgrounds	100.0%	25	48.6%	71	61.8%	96
	B					
Improves the campus climate for all employees	72.1%	25	71.0%	71	71.3%	96
Retains diverse employees	62.9%	25	43.9%	71	48.8%	96
Creates a supportive environment for employees from diverse backgrounds	25.6%	25	38.3%	71	35.0%	96
Encourages discussions related to diversity	81.4%	25	81.7%	71	81.6%	96
Provides employees with a positive work experience	53.5%	25	75.1%	71	69.5%	96
			A			
Climate has become consistently more inclusive of all employees	46.5%	25	67.4%	71	62.0%	96

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 62: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	22.6%	25	66.6%	71	55.3%	96
			A			
Communications are effective	25.6%	25	68.6%	71	57.5%	96
			A			
Communications are timely	44.1%	25	67.9%	71	61.8%	96
			A			
Communications are relevant	0.0%	25	69.0%	71	51.2%	96
			A			
Communications are informative	25.6%	25	76.5%	71	63.4%	96
			A			
Communications are motivating	0.0%	25	48.7%	71	36.2%	96
			A			
Communications are honest	0.0%	25	61.5%	71	45.7%	96
			A			
Communications are accessible	62.7%	25	74.2%	71	71.3%	96

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 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	39.5%	25	58.5% A	71	53.6%	96
Communications are effective	27.9%	25	53.6% A	71	47.0%	96
Communications are timely	46.5%	25	66.8%	71	61.6%	96
Communications are relevant	46.5%	25	67.8%	71	62.3%	96
Communications are informative	72.1%	25	67.8%	71	68.9%	96
Communications are motivating	9.4%	25	27.2%	71	22.6%	96
Communications are honest	27.9%	25	57.2% A	71	49.7%	96
Communications are accessible	46.5%	25	69.2% A	71	63.4%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 64: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	58.1%	25	68.0%	69	65.4%	94
Communications are effective	46.5%	25	63.1%	71	58.8%	96
Communications are timely	65.1%	25	77.8%	71	74.5%	96
Communications are relevant	65.1%	25	77.8%	71	74.5%	96
Communications are informative	90.6%	25	77.8%	71	81.1%	96
Communications are motivating	27.9%	25	36.7%	71	34.5%	96
Communications are honest	46.5%	25	71.0% A	69	64.6%	94
Communications are accessible	65.1%	25	76.9%	71	73.8%	96

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	18.6%	5	56.5% A	40	46.7%	45
Maybe, I can provide feedback in limited situations	72.1% B	18	38.5%	27	47.1%	45
No, I don't have an opportunity to provide feedback	9.4%	*	5.0%	4	6.1%	6
Total	100.0%	25	100.0%	71	100.0%	96

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

Significance level for upper case letters (A, B, C): .05* 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 66: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	35.9%	22	52.6% A	66	48.3%	88
One on one conversations with my supervisor	79.5%	22	82.0%	68	81.4%	90
My representation in shared governance (CPC, APC, or Faculty Council)	41.0%	22	26.4%	68	30.0%	90
My service on committees	10.3%	22	39.0% A	68	31.9%	90
Annual review process	48.7%	22	65.0%	68	61.0%	90
Input collection through anonymous surveys	0.0%	22	47.4% A	66	35.3%	88

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 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	36.7%	22	55.2% A	65	50.5%	88
CSU overall	0.0%	22	31.0% A	68	23.3%	90
My division/college	41.0%	22	57.1%	65	53.0%	88
My department/unit	69.2%	22	73.6%	68	72.5%	90

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 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	27.9%	7	14.3%	10	17.8%	17
Physical appearance	37.3%	9	4.4%	3	12.9%	12
Physical disability	55.9%	14	14.6%	10	25.3%	24
Mental disability	55.9%	14	12.1%	9	23.4%	22
Employment classification	81.4%	20	29.3%	21	42.7%	41
Gender identity	74.4%	18	18.1%	13	32.6%	31
Job title	72.1%	18	25.5%	18	37.5%	36
Parental status	27.9%	7	12.1%	9	16.2%	16
Religion	65.1%	16	15.5%	11	28.2%	27
Political affiliation	37.1%	9	13.5%	10	19.6%	19
Sexual orientation	65.1%	16	11.4%	8	25.2%	24
Socio-economic status	46.5%	11	19.8%	14	26.7%	26
Ethnic origin	74.4%	18	20.4%	15	34.3%	33
Veteran status	0.0%	*	2.5%	*	1.9%	*
Race or color	74.4%	18	28.3%	20	40.2%	39
Marital status	18.6%	5	0.0%	*	4.8%	5
Nationality/country of origin	55.9%	14	12.1%	9	23.4%	22
None/no response	0.0%	*	40.9%	29	30.4%	29

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.6%	5	8.5%	6	11.1%	11
Physical appearance	18.6%	5	0.0%	*	4.8%	5
Physical disability	27.9%	7	0.0%	*	7.2%	7
Mental disability	27.9%	7	0.0%	*	7.2%	7
Employment classification	18.6%	5	0.0%	*	4.8%	5
Gender identity	27.9%	7	2.5%	*	9.1%	9
Job title	0.0%	*	10.3%	7	7.6%	7
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	2.5%	*	1.9%	*
Political affiliation	0.0%	*	2.5%	*	1.9%	*
Sexual orientation	18.6%	5	0.0%	*	4.8%	5
Socio-economic status	18.6%	5	2.5%	*	6.6%	6
Ethnic origin	18.6%	5	0.0%	*	4.8%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	2.5%	*	1.9%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	53.5%	13	81.2%	58	74.1%	71

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.6%	5	13.6%	10	14.9%	14
Physical appearance	18.6%	5	0.0%	*	4.8%	5
Physical disability	27.9%	7	0.0%	*	7.2%	7
Mental disability	27.9%	7	5.1%	4	11.0%	11
Employment classification	18.6%	5	0.0%	*	4.8%	5
Gender identity	27.9%	7	5.0%	4	10.9%	10
Job title	0.0%	*	7.6%	5	5.7%	5
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	2.5%	*	1.9%	*
Political affiliation	0.0%	*	2.5%	*	1.9%	*
Sexual orientation	18.6%	5	0.0%	*	4.8%	5
Socio-economic status	18.6%	5	2.5%	*	6.6%	6
Ethnic origin	18.6%	5	0.0%	*	4.8%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	53.5%	13	81.3%	58	74.2%	71

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

Statistical significance not tested.

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

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	55.9%	14	14.5%	10	25.2%	24
Bullying	37.3%	9	13.3%	9	19.5%	19
Bias	74.4%	18	35.9%	26	45.8%	44
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	9.4%	*	4.4%	3	5.7%	5
Verbal abuse	46.5%	11	15.9%	11	23.8%	23
None/no response	25.6%	6	56.5%	40	48.5%	47

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

Statistical significance not tested.

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

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	18.6%	5	5.0%	4	8.5%	8
Bias	18.6%	5	2.5%	*	6.6%	6
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	18.6%	5	5.0%	4	8.5%	8
None/no response	81.4%	20	95.0%	68	91.5%	88

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

Statistical significance not tested.

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

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	18.6%	5	10.1%	7	12.3%	12
Bias	18.6%	5	2.5%	*	6.6%	6
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	18.6%	5	5.0%	4	8.5%	8
None/no response	81.4%	20	89.9%	64	87.7%	84

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

Statistical significance not tested.

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

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

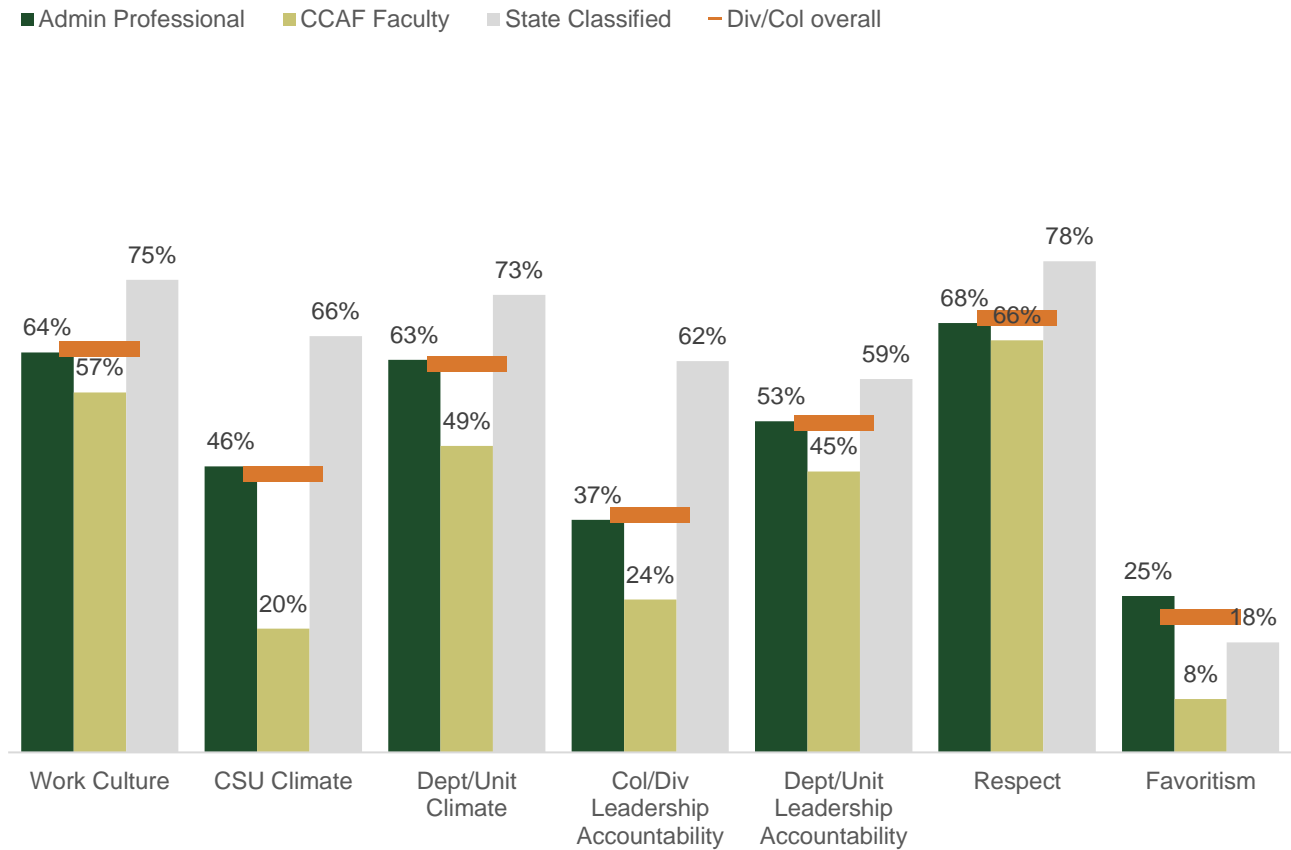


Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	63.7%	94	57.3%	17	75.3%	15	64.2%	126
My department/unit promotes a work environment where all employees feel included	64.9%	94	63.4%	17	91.0%	15	67.8%	126
My department/unit treats all employees equitably	62.4%	94	78.8%	17	72.9%	15	65.9%	126
My department/unit is open and transparent in communication	43.5%	94	28.8%	17	48.6%	15	42.1%	126
My department/unit values employee input in major department/unit decisions	65.4%	94	28.8%	17	42.4%	15	57.6%	126
	B							
My department/unit promotes respect for cultural differences	78.4%	94	78.8%	17	91.0%	15	79.9%	126
My department/unit understands the value of diversity	83.3%	94	100.0%	17	84.8%	15	85.7%	126
My department/unit communicates the importance of valuing diversity	92.4%	94	63.4%	17	100.0%	15	89.4%	126
	B				B			
I feel valued as an employee	76.8%	94	42.2%	17	84.8%	15	73.0%	126
	B				B			
I feel a strong sense of belonging to CSU	37.5%	94	42.2%	17	75.7%	15	42.8%	126
					A			
I feel a strong sense of belonging to my division/college	46.2%	94	63.4%	17	60.5%	15	50.3%	126
I feel a strong sense of belonging to my department/unit	56.1%	94	63.4%	17	75.7%	15	59.5%	126
I would recommend CSU as a place of employment	65.1%	94	28.8%	17	75.7%	15	61.4%	126
	B				B			
I would recommend my department/unit as a place of employment	56.3%	94	63.4%	17	75.7%	15	59.6%	126

Percent "Agree" or "Strongly agree"

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

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

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	77.2%	72	100.0% ^a	17	84.8%	13	81.2%	102
No, I did not have a review	22.8%	21	0.0% ^a	*	15.2%	*	18.8%	24
Total	100.0%	94	100.0%	17	100.0%	15	100.0%	126

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

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

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

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.9%	70	74.3%	17	84.5%	13	80.9%	100
I am satisfied with the effort my supervisor put into my most recent performance review	72.6%	70	78.8%	17	71.3%	13	73.5%	100
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	20.9%	70	21.2%	17	10.7%	13	19.6%	100
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	73.2%	70	44.2%	17	82.0%	13	69.3%	100

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	68.4%	91	65.7%	17	78.3%	15	69.2%	124
My department/unit is treated with respect by other units within my college/division	64.4%	91	42.2%	17	91.0%	15	64.5%	124
My college/division is treated with respect by CSU	68.3%	91	28.8%	17	91.0%	15	65.6%	124
The people I interact with treat each other with respect	78.4%	91	100.0%	17	100.0%	15	84.0%	124
There is respect for religious differences in my department/unit	68.1%	91	78.8%	17	60.5%	15	68.6%	124
There is respect for liberal perspectives in my department/unit	75.1%	91	78.8%	17	84.8%	15	76.8%	124
There is respect for conservative perspectives in my department/unit	56.3%	91	65.4%	17	42.4%	15	55.8%	124

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	24.9%	87	8.5%	17	17.5%	15	21.6%	119
Recognized within my department/unit	27.3%	87	21.2%	17	18.1%	15	25.2%	119
Resources in my department/unit	23.1%	87	21.2%	17	33.3%	15	24.2%	119
Professional development opportunities	17.8%	87	0.0%	17	18.1%	15	15.3%	119
Promoted in my department/unit	31.4%	87	0.0%	17	9.0%	15	24.0%	119
Hired in my department/unit	25.0%	87	0.0%	17	9.0%	15	19.4%	119

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 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	37.0%	80	24.4%	15	62.3%	11	37.8%	106
Leadership adequately addresses inappropriate behavior	29.2%	82	33.3%	15	50.0%	13	32.2%	110
Leadership holds employees accountable for inappropriate behavior	34.4%	82	15.5%	15	61.0%	11	34.4%	107
Leadership holds employees accountable for poor performance in the workplace	30.0%	82	15.5%	15	50.0%	13	30.4%	110
Leadership acts ethically and honestly in the workplace	54.0%	82	51.0%	15	71.3%	13	55.6%	110
Leadership addresses issues of inequity	47.6%	80	15.5%	15	53.4%	13	43.9%	108
Leadership holds all employees to the same standards	27.6%	82	15.5%	15	32.0%	13	26.5%	110

Percent "Agree" or "Strongly agree"

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

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

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.8%	80	44.8%	15	59.5%	13	52.4%	108
Leadership adequately addresses inappropriate behavior	42.1%	82	57.7%	15	60.7%	13	46.4%	110
Leadership holds employees accountable for inappropriate behavior	49.8%	82	40.0%	15	78.7%	13	51.9%	110
Leadership holds employees accountable for poor performance in the workplace	33.4%	82	40.0%	15	50.0%	13	36.2%	110
Leadership acts ethically and honestly in the workplace	54.0%	82	51.0%	15	71.3%	13	55.6%	110
Leadership addresses issues of inequity	64.2%	80	15.5%	15	53.4%	13	56.1%	108
Leadership holds all employees to the same standards	50.3%	82	40.0%	15	32.0%	13	46.7%	110

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 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		CCA Fac		SC		Overall	
	(A)	(B)	(B)	(C)	(C)	(C)	(C)	(C)
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	45.6%	80	19.7%	15	66.3%	13	44.4%	107
	B				B			
Recruits employees from a diverse set of backgrounds	47.9%	82	0.0%	15	60.7%	13	42.9%	110
	B				B			
Improves the campus climate for all employees	36.8%	82	17.8%	15	71.3%	13	38.2%	110
					A B			
Retains diverse employees	20.9%	80	17.8%	15	21.3%	13	20.5%	107
Creates a supportive environment for employees from diverse backgrounds	38.3%	82	17.8%	15	50.0%	13	36.9%	110
Encourages discussions related to diversity	78.8%	82	66.7%	15	89.3%	13	78.4%	110
Provides employees with a positive work experience	56.0%	82	0.0%	15	71.3%	13	50.2%	110
	B				B			
Climate has become consistently more inclusive of all employees	45.9%	82	17.8%	15	100.0%	13	48.4%	110
					A B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 82: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		CCA Fac		SC		Overall	
	(A)	(B)	(B)	(C)	(C)	(C)	(C)	(C)
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.5%	80	48.8%	15	72.9%	13	61.9%	107
Recruits employees from a diverse set of backgrounds	63.1%	82	51.0%	15	53.4%	13	60.3%	110
Improves the campus climate for all employees	68.5%	82	57.7%	15	82.0%	13	68.6%	110
Retains diverse employees	45.2%	80	51.0%	15	42.7%	13	45.7%	107
Creates a supportive environment for employees from diverse backgrounds	38.3%	82	17.8%	15	50.0%	13	36.9%	110
Encourages discussions related to diversity	85.0%	82	57.7%	15	89.3%	13	81.8%	110
	B							
Provides employees with a positive work experience	63.6%	82	57.7%	15	82.0%	13	65.0%	110
Climate has become consistently more inclusive of all employees	59.3%	82	33.3%	15	100.0%	13	60.5%	110
					A B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	50.6%	80	47.0%	15	80.6%	13	53.7%	107
Communications are effective	52.3%	80	60.0%	15	89.3%	13	57.8%	107
Communications are timely	60.3%	80	35.6%	15	100.0%	13	61.6%	107
Communications are relevant	43.0%	80	60.0%	15	100.0%	13	52.2%	107
Communications are informative	57.6%	80	60.0%	15	100.0%	13	63.0%	107
Communications are motivating	28.7%	80	17.8%	15	71.3%	13	32.3%	107
Communications are honest	41.5%	80	35.6%	15	60.7%	13	42.9%	107
Communications are accessible	70.5%	80	60.0%	15	42.7%	13	65.8%	107

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: 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)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	44.5%	80	63.4%	15	71.4%	11	49.9%	105
Communications are effective	36.0%	80	57.7%	15	78.7%	13	44.1%	107
Communications are timely	48.5%	80	75.5%	15	89.3%	13	57.1%	107
Communications are relevant	55.1%	80	75.5%	15	89.3%	13	62.0%	107
Communications are informative	60.1%	80	75.5%	15	87.0%	11	65.0%	105
Communications are motivating	15.9%	80	33.3%	15	32.0%	13	20.2%	107
Communications are honest	40.5%	80	51.0%	15	60.7%	13	44.4%	107
Communications are accessible	55.2%	80	75.5%	15	42.7%	13	56.5%	107

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	60.9%	7863.4%	1577.5%	1363.3%	106			
Communications are effective	54.3%	8057.7%	1589.3%	1358.9%	107			
Communications are timely	69.9%	8075.5%	1589.3%	1373.0%	107			
Communications are relevant	72.8%	8075.5%	1589.3%	1375.1%	107			
Communications are informative	80.7%	8075.5%	1589.3%	1381.0%	107			
Communications are motivating	31.3%	8033.3%	1542.7%	1332.9%	107			
Communications are honest	59.5%	7851.0%	1571.3%	1359.7%	106			
Communications are accessible	63.2%	8075.5%	1571.3%	1365.9%	107			

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 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	45.6%	36	35.6%	5	60.7%	8	46.0%	49
Maybe, I can provide feedback in limited situations	47.0%	37	49.0%	7	39.3%	5	46.3%	50
No, I don't have an opportunity to provide feedback	7.4%	6	15.5%	*	0.0% ^a	*	7.6%	8
Total	100.0%	80	100.0%	15	100.0%	13	100.0%	107

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

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

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

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

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

Table 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	43.6%	70	44.2%	13	62.8%	13	46.3%	95
One on one conversations with my supervisor	80.3%	71	71.0%	13	89.3%	13	80.3%	97
My representation in shared governance (CPC, APC, or Faculty Council)	28.8%	71	0.0%	13	50.0%	13	27.9%	97
My service on committees	29.3%	71	29.0%	13	32.0%	13	29.6%	97
Annual review process	54.7%	71	71.0%	13	71.3%	13	59.0%	97
Input collection through anonymous surveys	22.5%	70	50.0%	13	71.3%	13	32.8%	95

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		CCA Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	47.9%	69	47.4%	13	52.4%	13	48.4%	94
CSU overall	18.5%	71	21.0%	13	39.3%	13	21.6%	97
My division/college	50.8%	69	50.0%	13	39.3%	13	49.1%	94
My department/unit	71.1%	71	71.0%	13	78.7%	13	72.1%	97

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.2%	17	0.0%	*	15.2%	*	15.4%	19
Physical appearance	9.3%	9	13.4%	*	9.0%	*	9.8%	12
Physical disability	18.0%	17	13.4%	*	33.3%	5	19.2%	24
Mental disability	16.1%	15	13.4%	*	33.3%	5	17.8%	22
Employment classification	37.9%	35	13.4%	*	51.4%	8	36.2%	46
Gender identity	30.5%	29	13.4%	*	18.1%	*	26.7%	34
Job title	29.2%	27	42.4%	7	39.5%	6	32.2%	41
Parental status	16.1%	15	0.0%	*	18.1%	*	14.2%	18
Religion	27.5%	26	0.0%	*	9.0%	*	21.5%	27
Political affiliation	22.6%	21	0.0%	*	0.0%	*	16.8%	21
Sexual orientation	22.9%	21	0.0%	*	18.1%	*	19.2%	24
Socio-economic status	20.5%	19	21.2%	4	18.1%	*	20.3%	26
Ethnic origin	29.8%	28	34.6%	6	9.0%	*	27.9%	35
Veteran status	1.9%	*	0.0%	*	0.0%	*	1.4%	*
Race or color	34.3%	32	34.6%	6	18.1%	*	32.4%	41
Marital status	7.4%	7	0.0%	*	0.0%	*	5.5%	7
Nationality/country of origin	16.1%	15	34.6%	6	9.0%	*	17.8%	22
None/no response	42.3%	40	44.2%	8	33.3%	5	41.5%	52

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

Statistical significance not tested.

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

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.8%	13	0.0%	*	0.0%	*	10.3%	13
Physical appearance	4.9%	5	0.0%	*	0.0%	*	3.6%	5
Physical disability	9.8%	9	0.0%	*	0.0%	*	7.3%	9
Mental disability	9.8%	9	0.0%	*	0.0%	*	7.3%	9
Employment classification	7.4%	7	0.0%	*	0.0%	*	5.5%	7
Gender identity	11.8%	11	0.0%	*	0.0%	*	8.7%	11
Job title	2.5%	*	42.4%	7	15.2%	*	9.5%	12
Parental status	2.5%	*	0.0%	*	0.0%	*	1.8%	*
Religion	4.4%	4	0.0%	*	0.0%	*	3.3%	4
Political affiliation	1.9%	*	0.0%	*	0.0%	*	1.4%	*
Sexual orientation	4.9%	5	0.0%	*	0.0%	*	3.6%	5
Socio-economic status	9.3%	9	0.0%	*	0.0%	*	6.9%	9
Ethnic origin	7.4%	7	0.0%	*	0.0%	*	5.5%	7
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	4.4%	4	0.0%	*	0.0%	*	3.3%	4
Marital status	2.5%	*	0.0%	*	0.0%	*	1.8%	*
Nationality/country of origin	2.5%	*	0.0%	*	0.0%	*	1.8%	*
None/no response	78.8%	74	57.6%	10	84.8%	13	76.6%	96

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.8%	13	21.2%	4	0.0%	*	13.2%	17
Physical appearance	4.9%	5	0.0%	*	0.0%	*	3.6%	5
Physical disability	9.8%	9	0.0%	*	0.0%	*	7.3%	9
Mental disability	9.8%	9	21.2%	4	0.0%	*	10.2%	13
Employment classification	7.4%	7	0.0%	*	0.0%	*	5.5%	7
Gender identity	13.7%	13	0.0%	*	0.0%	*	10.2%	13
Job title	4.4%	4	21.2%	4	0.0%	*	6.2%	8
Parental status	2.5%	*	0.0%	*	0.0%	*	1.8%	*
Religion	4.4%	4	0.0%	*	0.0%	*	3.3%	4
Political affiliation	1.9%	*	0.0%	*	0.0%	*	1.4%	*
Sexual orientation	4.9%	5	0.0%	*	0.0%	*	3.6%	5
Socio-economic status	9.3%	9	0.0%	*	0.0%	*	6.9%	9
Ethnic origin	7.4%	7	0.0%	*	0.0%	*	5.5%	7
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	2.5%	*	0.0%	*	0.0%	*	1.8%	*
Marital status	2.5%	*	0.0%	*	0.0%	*	1.8%	*
Nationality/country of origin	2.5%	*	0.0%	*	0.0%	*	1.8%	*
None/no response	75.0%	70	78.8%	14	100.0%	15	78.5%	99

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	24.3%	23	13.4%	*	9.0%	*	21.0%	26
Bullying	22.4%	21	13.4%	*	0.0%	*	18.5%	23
Bias	38.7%	36	55.8%	10	18.1%	*	38.6%	49
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	4.4%	4	13.4%	*	9.0%	*	6.2%	8
Verbal abuse	23.0%	21	21.2%	4	0.0%	*	20.0%	25
None/no response	55.5%	52	44.2%	8	81.9%	12	57.1%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	11.2%	10	0.0%	*	0.0%	*	8.3%	10
Bias	9.3%	9	0.0%	*	0.0%	*	6.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	11.2%	10	0.0%	*	0.0%	*	8.3%	10
None/no response	88.8%	83	100.0%	17	100.0%	15	91.7%	115

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	15.0%	14	0.0%	*	0.0%	*	11.2%	14
Bias	9.3%	9	0.0%	*	0.0%	*	6.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	11.2%	10	0.0%	*	0.0%	*	8.3%	10
None/no response	85.0%	79	100.0%	17	100.0%	15	88.8%	112

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Department/Unit

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

Table 95: Department Grouping

		Pct
Academic	Graduate Program in Ecology-SAU	1.1%
	Graduate Program in Public Health-SAU	1.8%
	Honors Program	12.2%
Administrative	School of Global Environmental Sustainability-SAU	7.7%
	Administrative Communications	3.9%
	Payroll	1.4%
	Presidents Office	4.8%
	Provost/Executive Vice President	6.9%
Other	Vice Provost for Undergraduate Affairs	5.1%
	VP Faculty Affairs	2.8%
	Center for the New Energy Economy	4.7%
	Institute for Learning & Teaching	25.5%
	Institutional Research, Planning and Effectiveness	8.3%
	Office of Inclusive Excellence	13.8%

Figure 5: Organizational Themes Compared by Department/Unit

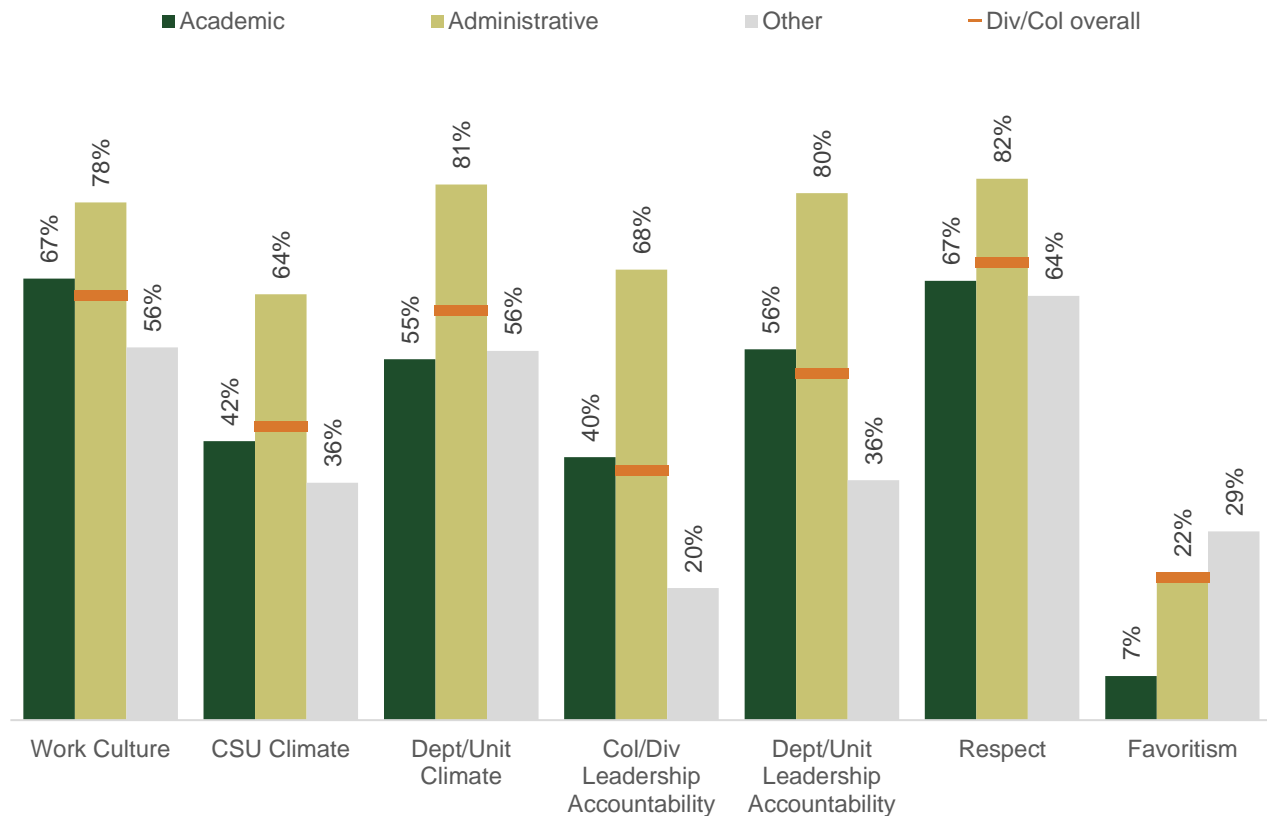


Table 96: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.8%	29	78.3% C	31	56.4%	66	64.2%	126
My department/unit promotes a work environment where all employees feel included	78.1%	29	74.7%	31	60.0%	66	67.8%	126
My department/unit treats all employees equitably	87.3% C	29	74.7%	31	52.4%	66	65.9%	126
My department/unit is open and transparent in communication	43.1%	29	58.9%	31	33.7%	66	42.1%	126
My department/unit values employee input in major department/unit decisions	51.1%	29	62.9%	31	58.0%	66	57.6%	126
My department/unit promotes respect for cultural differences	79.3%	29	95.6% C	31	72.8%	66	79.9%	126
My department/unit understands the value of diversity	100.0% C	29	92.6%	31	76.2%	66	85.7%	126
My department/unit communicates the importance of valuing diversity	78.1%	29	100.0% A	31	89.2%	66	89.4%	126
I feel valued as an employee	65.4%	29	71.7%	31	77.0%	66	73.0%	126
I feel a strong sense of belonging to CSU	51.1% C	29	77.1% C	31	22.7%	66	42.8%	126
I feel a strong sense of belonging to my division/college	57.6%	29	74.7% C	31	35.4%	66	50.3%	126
I feel a strong sense of belonging to my department/unit	57.6%	29	74.7%	31	53.1%	66	59.5%	126
I would recommend CSU as a place of employment	59.1%	29	73.8%	31	56.4%	66	61.4%	126
I would recommend my department/unit as a place of employment	60.8%	29	86.9% C	31	46.1%	66	59.6%	126

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 97: Performance Review in Last Year

Did you have a performance review in the last year?	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	8.0%	*	21.5%	7	22.2%	15	18.8%	24
Yes, I had a review	92.0%	26	78.5%	25	77.8%	51	81.2%	102
Total	100.0%	29	100.0%	31	100.0%	66	100.0%	126

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

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

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

Table 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.9%	26	88.8%	25	79.8%	49	80.9%	100
I am satisfied with the effort my supervisor put into my most recent performance review	79.4%	26	85.1%	25	64.5%	49	73.5%	100
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.8%	26	7.3%	25	29.0%	49	19.6%	100
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	48.1%	26	81.2%	25	74.8%	49	69.3%	100

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 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	66.5%	29	81.9%	31	64.2%	63	69.2%	124
My department/unit is treated with respect by other units within my college/division	44.9%	29	82.5%	31	64.5%	63	64.5%	124
My college/division is treated with respect by CSU	43.1%	29	86.9%	31	65.2%	63	65.6%	124
The people I interact with treat each other with respect	100.0%	29	81.2%	31	78.2%	63	84.0%	124
There is respect for religious differences in my department/unit	73.0%	29	81.2%	31	60.4%	63	68.6%	124
There is respect for liberal perspectives in my department/unit	79.3%	29	88.6%	31	69.9%	63	76.8%	124
There is respect for conservative perspectives in my department/unit	58.8%	29	71.1%	31	47.0%	63	55.8%	124

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 100: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	6.7%	29	22.3%	31	28.5%	59	21.6%	119
Recognized within my department/unit	12.7%	29	22.3%	31	32.9%	59	25.2%	119
Resources in my department/unit	12.7%	29	37.1%	31	22.9%	59	24.2%	119
Professional development opportunities	0.0%	29	16.6%	31	22.0%	59	15.3%	119
Promoted in my department/unit	0.0%	29	18.0%	31	39.0%	59	24.0%	119
Hired in my department/unit	8.0%	29	17.5%	31	25.9%	59	19.4%	119

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 101: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	39.8%	24	68.2%	29	20.0%	52	37.8%	106
Leadership adequately addresses inappropriate behavior	41.8%	24	63.5%	29	11.9%	57	32.2%	110
Leadership holds employees accountable for inappropriate behavior	30.8%	24	78.2%	29	12.5%	54	34.4%	107
Leadership holds employees accountable for poor performance in the workplace	30.8%	24	72.0%	29	8.8%	57	30.4%	110
Leadership acts ethically and honestly in the workplace	62.3%	24	74.4%	29	43.1%	57	55.6%	110
Leadership addresses issues of inequity	40.3%	24	73.2%	29	29.8%	55	43.9%	108
Leadership holds all employees to the same standards	32.9%	24	47.6%	29	12.9%	57	26.5%	110

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 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.1%	24	79.7%	29	36.3%	55	52.4%	108
	C		A C					
Leadership adequately addresses inappropriate behavior	64.3%	24	82.9%	29	20.0%	57	46.4%	110
	C		C					
Leadership holds employees accountable for inappropriate behavior	53.3%	24	89.1%	29	32.1%	57	51.9%	110
			A C					
Leadership holds employees accountable for poor performance in the workplace	38.5%	24	78.2%	29	13.7%	57	36.2%	110
	C		A C					
Leadership acts ethically and honestly in the workplace	62.3%	24	74.4%	29	43.1%	57	55.6%	110
			C					
Leadership addresses issues of inequity	40.3%	24	81.2%	29	49.8%	55	56.1%	108
			A C					
Leadership holds all employees to the same standards	55.5%	24	61.8%	29	35.3%	57	46.7%	110

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 103: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	42.2%	24	64.4%	27	35.9%	57	44.4%	107
			A C					
Recruits employees from a diverse set of backgrounds	10.2%	24	85.9%	29	34.7%	57	42.9%	110
			A C					
Improves the campus climate for all employees	51.3%	24	57.6%	29	22.7%	57	38.2%	110
	C		C					
Retains diverse employees	21.2%	24	32.9%	27	14.3%	57	20.5%	107
Creates a supportive environment for employees from diverse backgrounds	51.3%	24	60.9%	29	18.4%	57	36.9%	110
	C		C					
Encourages discussions related to diversity	81.6%	24	81.2%	29	75.6%	57	78.4%	110
Provides employees with a positive work experience	30.8%	24	65.6%	29	50.6%	57	50.2%	110
			A					
Climate has become consistently more inclusive of all employees	49.2%	24	73.5%	29	35.2%	57	48.4%	110
			C					

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: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	54.6%	24	81.1%	27	55.9%	57	61.9%	107
			A C					
Recruits employees from a diverse set of backgrounds	39.6%	24	77.9%	29	60.1%	57	60.3%	110
			A					
Improves the campus climate for all employees	66.5%	24	93.8%	29	56.5%	57	68.6%	110
			C					
Retains diverse employees	47.1%	24	71.2%	27	33.0%	57	45.7%	107
			C					
Creates a supportive environment for employees from diverse backgrounds	51.3%	24	60.9%	29	18.4%	57	36.9%	110
	C		C					
Encourages discussions related to diversity	73.9%	24	89.1%	29	81.5%	57	81.8%	110
Provides employees with a positive work experience	64.3%	24	73.0%	29	61.1%	57	65.0%	110
Climate has become consistently more inclusive of all employees	49.2%	24	87.7%	29	51.4%	57	60.5%	110
			A C					

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 105: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	72.3%	24	60.6%	27	42.4%	57	53.7%	107
	C							
Communications are effective	84.9%	24	55.9%	27	47.1%	57	57.8%	107
	C							
Communications are timely	69.7%	24	62.6%	27	57.7%	57	61.6%	107
Communications are relevant	77.4%	24	62.6%	27	36.4%	57	52.2%	107
	C							
Communications are informative	84.9%	24	69.3%	27	50.8%	57	63.0%	107
	C							
Communications are motivating	41.8%	24	40.0%	27	24.6%	57	32.3%	107
Communications are honest	62.3%	24	62.6%	27	25.4%	57	42.9%	107
	C		C					
Communications are accessible	84.9%	24	70.9%	27	55.2%	57	65.8%	107
	C							

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 106: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	60.0%	24	77.2%	27	31.9%	54	49.9%	105
	C		C					
Communications are effective	49.5%	24	76.3%	27	26.6%	57	44.1%	107
	C		C					
Communications are timely	67.9%	24	88.2%	27	37.8%	57	57.1%	107
	C		C					
Communications are relevant	77.4%	24	81.5%	27	46.3%	57	62.0%	107
	C		C					
Communications are informative	77.4%	24	81.5%	27	51.4%	54	65.0%	105
			C					
Communications are motivating	26.9%	24	45.0%	27	5.6%	57	20.2%	107
			C					
Communications are honest	52.7%	24	81.5%	27	23.2%	57	44.4%	107
	C		C					
Communications are accessible	67.9%	24	86.2%	27	37.7%	57	56.5%	107
	C		C					

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 107: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	66.3%	24	78.9%	27	54.3%	55	63.3%	106
			C					
Communications are effective	56.9%	24	81.5%	27	49.2%	57	58.9%	107
			C					
Communications are timely	75.3%	24	88.2%	27	64.8%	57	73.0%	107
Communications are relevant	84.9%	24	81.5%	27	68.0%	57	75.1%	107
Communications are informative	84.9%	24	81.5%	27	79.1%	57	81.0%	107
Communications are motivating	26.9%	24	45.0%	27	29.7%	57	32.9%	107
Communications are honest	60.2%	24	81.5%	27	48.9%	55	59.7%	106
			C					
Communications are accessible	75.3%	24	93.3%	27	48.9%	57	65.9%	107
	C		C					

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 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	52.7%	13	70.9% C	19	31.4%	18	46.0%	49
Maybe, I can provide feedback in limited situations	37.7%	9	13.8%	4	65.4% B	37	46.3%	50
No, I don't have an opportunity to provide feedback	9.6%	*	15.3%	4	3.2%	*	7.6%	8
Total	100.0%	24	100.0%	27	100.0%	57	100.0%	107

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 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	52.4%	22	61.2% C	21	37.8%	52	46.3%	95
One on one conversations with my supervisor	83.3%	22	86.0%	23	76.6%	52	80.3%	97
My representation in shared governance (CPC, APC, or Faculty Council)	17.6%	22	47.9%	23	23.5%	52	27.9%	97
My service on committees	31.2%	22	31.7%	23	28.0%	52	29.6%	97
Annual review process	75.1%	22	67.2%	23	48.8%	52	59.0%	97
Input collection through anonymous surveys	54.7% C	22	61.9% C	21	12.1%	52	32.8%	95

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 110: Feedback Valued

When I give feedback it is valued by:	Academic (A)		Administrative (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	61.4% C	22	64.4% C	20	36.9%	52	48.4%	94
CSU overall	38.0% C	22	40.0% C	23	6.8%	52	21.6%	97
My division/college	62.9%	22	70.7% C	20	35.1%	52	49.1%	94
My department/unit	83.3%	22	69.1%	23	68.8%	52	72.1%	97

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 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	6.2%	*	13.1%	4	20.5%	13	15.4%	19
Physical appearance	0.0%	*	13.1%	4	12.6%	8	9.8%	12
Physical disability	6.2%	*	26.2%	8	21.6%	14	19.2%	24
Mental disability	0.0%	*	26.2%	8	21.6%	14	17.8%	22
Employment classification	12.5%	4	36.6%	11	46.4%	31	36.2%	46
Gender identity	0.0%	*	31.9%	10	35.8%	24	26.7%	34
Job title	31.6%	9	18.8%	6	38.9%	26	32.2%	41
Parental status	12.5%	4	11.7%	4	16.1%	11	14.2%	18
Religion	6.2%	*	25.0%	8	26.5%	17	21.5%	27
Political affiliation	0.0%	*	25.0%	8	20.2%	13	16.8%	21
Sexual orientation	0.0%	*	17.2%	5	28.6%	19	19.2%	24
Socio-economic status	18.9%	5	18.8%	6	21.6%	14	20.3%	26
Ethnic origin	12.7%	4	31.9%	10	32.7%	22	27.9%	35
Veteran status	0.0%	*	5.7%	*	0.0%	*	1.4%	*
Race or color	12.7%	4	31.9%	10	41.3%	27	32.4%	41
Marital status	0.0%	*	0.0%	*	10.5%	7	5.5%	7
Nationality/country of origin	12.7%	4	18.8%	6	19.5%	13	17.8%	22
None/no response	62.1%	18	38.4%	12	33.9%	22	41.5%	52

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	5.7%	*	17.0%	11	10.3%	13
Physical appearance	0.0%	*	0.0%	*	7.0%	5	3.6%	5
Physical disability	0.0%	*	0.0%	*	14.0%	9	7.3%	9
Mental disability	0.0%	*	0.0%	*	14.0%	9	7.3%	9
Employment classification	0.0%	*	0.0%	*	10.5%	7	5.5%	7
Gender identity	0.0%	*	0.0%	*	16.7%	11	8.7%	11
Job title	25.4%	7	0.0%	*	7.0%	5	9.5%	12
Parental status	0.0%	*	0.0%	*	3.5%	*	1.8%	*
Religion	0.0%	*	5.7%	*	3.5%	*	3.3%	4
Political affiliation	0.0%	*	5.7%	*	0.0%	*	1.4%	*
Sexual orientation	0.0%	*	0.0%	*	7.0%	5	3.6%	5
Socio-economic status	0.0%	*	5.7%	*	10.5%	7	6.9%	9
Ethnic origin	0.0%	*	0.0%	*	10.5%	7	5.5%	7
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	6.2%	4	3.3%	4
Marital status	0.0%	*	0.0%	*	3.5%	*	1.8%	*
Nationality/country of origin	0.0%	*	0.0%	*	3.5%	*	1.8%	*
None/no response	74.6%	21	94.3%	30	69.1%	45	76.6%	96

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.7%	4	5.7%	*	17.0%	11	13.2%	17
Physical appearance	0.0%	*	0.0%	*	7.0%	5	3.6%	5
Physical disability	0.0%	*	0.0%	*	14.0%	9	7.3%	9
Mental disability	12.7%	4	0.0%	*	14.0%	9	10.2%	13
Employment classification	0.0%	*	0.0%	*	10.5%	7	5.5%	7
Gender identity	0.0%	*	0.0%	*	19.4%	13	10.2%	13
Job title	12.7%	4	5.7%	*	3.5%	*	6.2%	8
Parental status	0.0%	*	0.0%	*	3.5%	*	1.8%	*
Religion	0.0%	*	5.7%	*	3.5%	*	3.3%	4
Political affiliation	0.0%	*	5.7%	*	0.0%	*	1.4%	*
Sexual orientation	0.0%	*	0.0%	*	7.0%	5	3.6%	5
Socio-economic status	0.0%	*	5.7%	*	10.5%	7	6.9%	9
Ethnic origin	0.0%	*	0.0%	*	10.5%	7	5.5%	7
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	3.5%	*	1.8%	*
Marital status	0.0%	*	0.0%	*	3.5%	*	1.8%	*
Nationality/country of origin	0.0%	*	0.0%	*	3.5%	*	1.8%	*
None/no response	87.3%	25	88.6%	28	69.8%	46	78.5%	99

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	6.2%	*	24.5%	8	25.8%	17	21.0%	26
Bullying	0.0%	*	31.9%	10	20.2%	13	18.5%	23
Bias	31.6%	9	42.0%	13	40.0%	26	38.6%	49
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	13.1%	4	5.6%	4	6.2%	8
Verbal abuse	12.7%	4	24.5%	8	21.0%	14	20.0%	25
None/no response	62.1%	18	58.0%	18	54.6%	36	57.1%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	5.7%	*	13.2%	9	8.3%	10
Bias	0.0%	*	5.7%	*	10.5%	7	6.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	5.7%	*	13.2%	9	8.3%	10
None/no response	100.0%	29	94.3%	30	86.8%	57	91.7%	115

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 116: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	Academic		Administrative		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	11.4%	4	15.9%	10	11.2%	14
Bias	0.0%	*	5.7%	*	10.5%	7	6.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	5.7%	*	13.2%	9	8.3%	10
None/no response	100.0%	29	88.6%	28	84.1%	55	88.8%	112

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

Statistical significance not tested.

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

Comparisons by Year

In order to yield meaningful longitudinal comparisons, the 2018 survey sample was weighted using similar methods as 2021. Consequently, 2018 results will not match prior reports because of this methodological adjustment. Only survey items asked in both 2018 and 2021 are presented in the following tables.

Figure 6: Organizational Themes Compared by Year

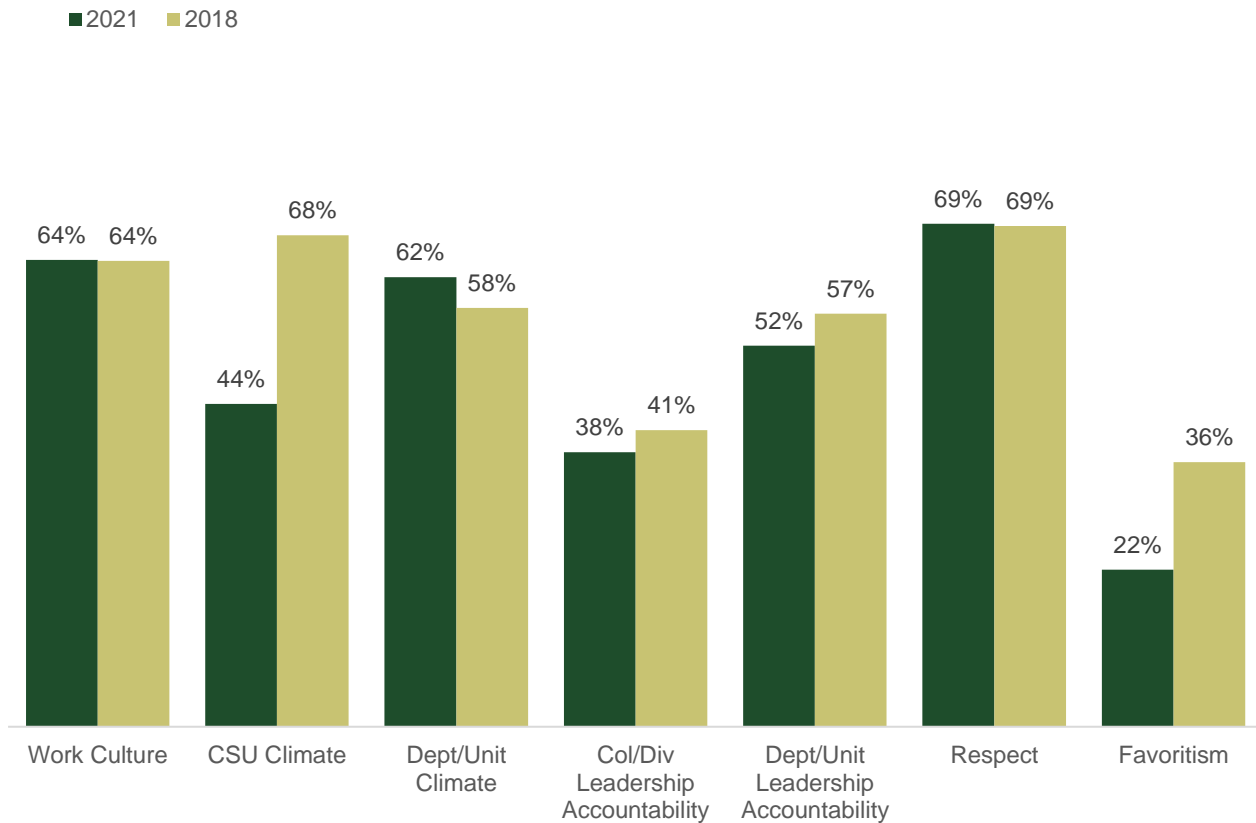


Table 117: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	64.1%	124	64.2%	126
My department/unit promotes a work environment where all employees feel included	3.6%	151	3.7%	126
My department/unit treats all employees equitably	3.5%	148	3.6%	126
My department/unit is open and transparent in communication	3.4%	152	3.2%	126
My department/unit values employee input in major department/unit decisions	3.4%	151	3.5%	126
My department/unit promotes respect for cultural differences	4.2%	148	4.1%	126
My department/unit understands the value of diversity	4.2%	149	4.2%	126
My department/unit communicates the importance of valuing diversity	4.1%	151	4.3%	126
			A	
I feel valued as an employee	3.7%	149	3.7%	126
I feel a strong sense of belonging to CSU	3.6%	151	3.3%	126
			B	
I feel a strong sense of belonging to my division/college	3.3%	151	3.4%	126
I feel a strong sense of belonging to my department/unit	3.9%	151	3.6%	126
			B	
I would recommend CSU as a place of employment	4.0%	134	3.6%	126
			B	
I would recommend my department/unit as a place of employment	3.6%	131	3.6%	126

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 118: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	87.9%	124	81.2%	102
No, I did not have a review	12.1%	17	18.8%	24

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

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

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

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

Table 119: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	88.1%	137	80.9%	100
			B	
I am satisfied with the effort my supervisor put into my most recent performance review	4.0%	139	3.8%	100
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.9%	150	2.4%	100
			B	
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.8%	100

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating

* Values reported for items with n >= 3.^{1,2,3}

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

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

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

Table 120: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	68.9%	130	69.2%	124
My department/unit is treated with respect by other units within my college/division	3.7%	140	3.7%	124
My college/division is treated with respect by CSU	3.7%	145	3.6%	124
The people I interact with treat each other with respect	4.0%	150	4.1%	124
There is respect for religious differences in my department/unit	3.9%	142	3.9%	124
There is respect for liberal perspectives in my department/unit	4.1%	146	4.0%	124
There is respect for conservative perspectives in my department/unit	3.3%	146	3.5%	124

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 121: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	36.4%	140	21.6%	119
	B			
Recognized within my department/unit	3.0%	144	2.8%	119
Resources in my department/unit	2.9%	144	2.7%	119
Professional development opportunities	2.8%	143	2.5%	119
Promoted in my department/unit	3.1%	143	2.7%	119
	B			
Hired in my department/unit	2.7%	143	2.5%	119

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 122: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	40.8%	104	37.8%	106
Leadership adequately addresses inappropriate behavior	3.2%	116	3.2%	110
Leadership holds employees accountable for inappropriate behavior	3.2%	116	3.3%	107
Leadership holds employees accountable for poor performance in the workplace	3.1%	112	3.2%	110
Leadership acts ethically and honestly in the workplace	3.5%	121	3.5%	110
Leadership addresses issues of inequity	3.1%	113	3.2%	108
Leadership holds all employees to the same standards	2.9%	114	3.0%	110

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 123: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.9%	116	52.4%	108
Leadership adequately addresses inappropriate behavior	3.4%	128	3.4%	110
Leadership holds employees accountable for inappropriate behavior	3.4%	129	3.5%	110
Leadership holds employees accountable for poor performance in the workplace	3.3%	127	3.2%	110
Leadership acts ethically and honestly in the workplace	3.5%	121	3.5%	110
Leadership addresses issues of inequity	3.5%	126	3.4%	108
Leadership holds all employees to the same standards	3.4%	132	3.3%	110

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 124: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	67.7%	98	44.4%	107
	B			
Recruits employees from a diverse set of backgrounds	3.8%	119	3.2%	110
	B			
Improves the campus climate for all employees	3.7%	127	3.1%	110
	B			
Retains diverse employees	3.3%	110	2.7%	107
	B			
Creates a supportive environment for employees from diverse backgrounds	3.8%	117	3.1%	110
	B			
Encourages discussions related to diversity	4.1%	129	4.0%	110
Provides employees with a positive work experience	3.8%	129	3.2%	110
	B			
Climate has become consistently more inclusive of all employees	3.7%	123	3.4%	110
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 125: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	57.7%	110	61.9%	107
Recruits employees from a diverse set of backgrounds	3.8%	124	3.7%	110
Improves the campus climate for all employees	3.6%	130	3.7%	110
Retains diverse employees	3.3%	122	3.1%	107
Creates a supportive environment for employees from diverse backgrounds	3.8%	117	3.1%	110
	B			
Encourages discussions related to diversity	3.7%	130	4.1%	110
			A	
Provides employees with a positive work experience	3.7%	131	3.6%	110
Climate has become consistently more inclusive of all employees	3.5%	127	3.7%	110

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 126: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	34.4%	37	13.2%	17
Physical appearance	10.7%	12	3.6%	5
Physical disability*	7.8%	8	7.3%	9
Mental disability	NA	NA	10.2%	13
Employment classification	20.3%	22	5.5%	7
Gender identity	4.7%	5	10.2%	13
Job title	34.5%	38	6.2%	8
Parental status	6.5%	7	1.8%	*
Religion	9.6%	11	3.3%	4
Political affiliation	29.6%	32	1.4%	*
Sexual orientation	4.4%	5	3.6%	5
Socio-economic status	10.0%	11	6.9%	9
Ethnic origin	4.1%	4	5.5%	7
Veteran status	NA	NA	NA	NA
Race or color	7.4%	8	1.8%	*
Marital status	1.1%	*	1.8%	*
Nationality/country of origin	3.3%	4	1.8%	*
None/no response	32.3%	35	78.5%	99

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

Statistical significance not tested.

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

* Values reported for items with n >= 3.

Table 127: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	7.8%	11	21.0%	26
Bullying	18.5%	26	18.5%	23
Bias	35.7%	50	38.6%	49
Physical assault	0.6%	*	0.0%	*
Sexual misconduct	4.1%	6	6.2%	8
Verbal abuse	9.8%	14	20.0%	25
None/no response	58.3%	82	57.1%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 128: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.9%	*	0.0%	*
Bullying	17.9%	25	8.3%	10
Bias	28.4%	40	6.9%	9
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.9%	*	0.0%	*
Verbal abuse	3.4%	5	8.3%	10
None/no response	65.3%	92	91.7%	115

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 129: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	8.5%	12	11.2%	14
Bias	19.0%	27	6.9%	9
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	2.7%	4	8.3%	10
None/no response	75.1%	106	88.8%	112

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

Statistical significance not tested.

* Values reported for items with n >= 3.