

# Employee Climate Survey 2021

## Engagement and Extension

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*
Engagement/Extension	300	2	13	152	51.0%
4-H Youth Development State Office	9	1	2	2	25.0%
CSU Extension	26	0	0	13	50.0%
Colorado Water Center	5	0	0	2	40.0%
Continuing Education - Administration	74	1	1	54	74.0%
Continuing Education - Denver	1	0	0	0	0.0%
Expanded Food and Nutrition Education Program (EFNEP)	5	0	0	0	0.0%
Front Range Region	54	0	4	27	50.0%
Peaks and Plains Region	62	0	3	23	37.1%
Vice President for Engagement	18	0	0	10	55.6%
Western Region	46	0	3	21	45.7%

\* Response rate = Completed / (Sent - Bounce)

When the proportions of a demographic subgroup in the survey sample differ substantially from known population proportions and when members within a subgroup may meaningfully diverge on variables of interest, data weighting can provide a more accurate summary of the true population response than simple averaging. For the 2021 survey, representation by gender, racially minoritized status, and employment type were compared to known population norms, and weighted to balance any discrepancies. Additionally, a secondary weight was applied to increase the sample n to approximate the total number of employees in the division or college at the time of the survey's administration. Results of the weighting scheme are displayed in Table 2.

**Table 2: 2021 Employee Climate Survey Weighting Results**

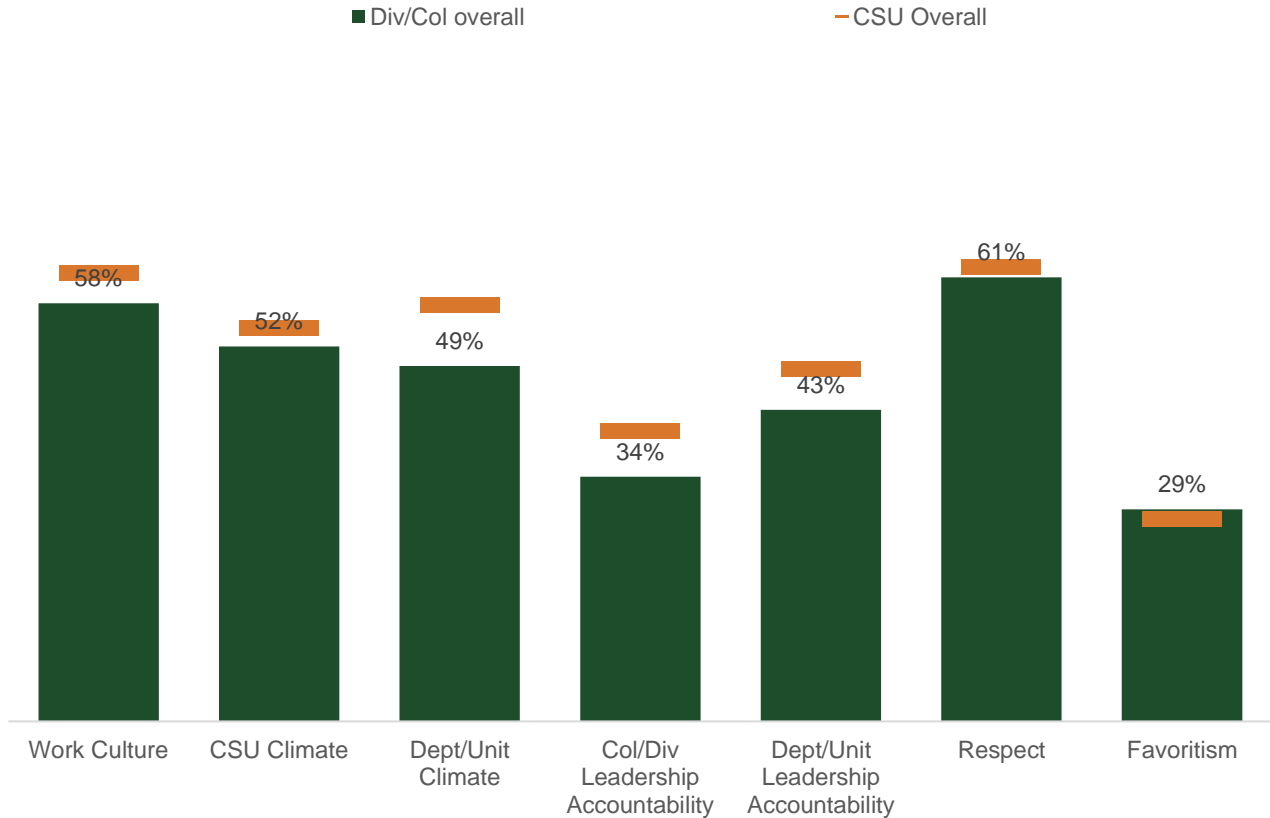
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	30%	29%	29%
	Woman	70%	70%	70%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	1%	1%
Racially minoritized status	Racially minoritized	11%	11%	11%
	Non-racially minoritized	89%	89%	89%
Employee type	Admin Professional	89%	88%	88%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	11%	12%	12%
	Other Salaried Employee	0%	0%	0%

*Results were not weighted.*

## 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**



Employee Climate Survey 2021

**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	5.9%	17.1%	11.2%	43.4%	22.4%	100.0% 300
My department/unit treats all employees equitably	10.6%	15.2%	16.6%	34.4%	23.2%	100.0% 298
My department/unit is open and transparent in communication	7.9%	19.1%	21.7%	32.2%	19.1%	100.0% 300
My department/unit values employee input in major department/unit decisions	8.6%	17.9%	21.9%	30.5%	21.2%	100.0% 298
My department/unit promotes respect for cultural differences	2.6%	6.6%	20.4%	46.1%	24.3%	100.0% 300
My department/unit understands the value of diversity	3.3%	9.2%	17.1%	46.1%	24.3%	100.0% 300
My department/unit communicates the importance of valuing diversity	3.9%	9.2%	16.4%	45.4%	25.0%	100.0% 300
I feel valued as an employee	9.3%	14.6%	19.2%	34.4%	22.5%	100.0% 298
I feel a strong sense of belonging to CSU	11.2%	23.0%	22.4%	28.3%	15.1%	100.0% 300
I feel a strong sense of belonging to my division/college	10.7%	21.3%	24.0%	29.3%	14.7%	100.0% 296
I feel a strong sense of belonging to my department/unit	8.0%	13.3%	18.7%	33.3%	26.7%	100.0% 296
I would recommend CSU as a place of employment	6.0%	9.9%	29.1%	36.4%	18.5%	100.0% 298
I would recommend my department/unit as a place of employment	9.3%	13.9%	21.9%	31.1%	23.8%	100.0% 298

**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?	87.3%	12.7%	100.0% 296

**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	5.4%	5.4%	13.8%	46.9%	28.5%	100.0% 256
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	23.1%	36.2%	22.3%	10.8%	7.7%	100.0% 256
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	10.0%	18.5%	21.5%	37.7%	12.3%	100.0% 256

*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	4.1%	17.7%	19.7%	45.6%	12.9%	100.0% 290
My college/division is treated with respect by CSU	1.4%	15.0%	29.9%	42.2%	11.6%	100.0% 290
The people I interact with treat each other with respect	2.7%	8.8%	12.2%	47.6%	28.6%	100.0% 290
There is respect for religious differences in my department/unit	4.8%	3.4%	28.6%	44.2%	19.0%	100.0% 290
There is respect for liberal perspectives in my department/unit	2.7%	6.8%	24.5%	38.1%	27.9%	100.0% 290
There is respect for conservative perspectives in my department/unit	10.2%	11.6%	29.3%	33.3%	15.6%	100.0% 290

**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	13.7%	30.8%	19.9%	21.9%	13.7%	100.0%288
Resources in my department/unit	17.1%	30.1%	23.3%	17.8%	11.6%	100.0%288
Professional development opportunities	21.2%	38.4%	21.9%	8.2%	10.3%	100.0%288
Promoted in my department/unit	14.4%	28.1%	21.9%	21.2%	14.4%	100.0%288
Hired in my department/unit	16.4%	32.9%	24.0%	13.7%	13.0%	100.0%288

**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	7.6%	21.5%	39.6%	25.7%	5.6%	100.0%284
Leadership holds employees accountable for inappropriate behavior	9.7%	21.5%	38.2%	27.1%	3.5%	100.0%284
Leadership holds employees accountable for poor performance in the workplace	12.5%	18.7%	46.5%	20.1%	2.1%	100.0%284
Leadership acts ethically and honestly in the workplace	6.2%	12.5%	29.2%	36.8%	15.3%	100.0%284
Leadership addresses issues of inequity	9.0%	16.0%	43.1%	24.3%	7.6%	100.0%284
Leadership holds all employees to the same standards	12.5%	21.5%	31.9%	28.5%	5.6%	100.0%284

**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	11.7%	16.6%	31.7%	29.0%	11.0%	100.0%286
Leadership holds employees accountable for inappropriate behavior	10.3%	17.9%	32.4%	31.0%	8.3%	100.0%286
Leadership holds employees accountable for poor performance in the workplace	13.8%	13.1%	37.2%	31.7%	4.1%	100.0%286
Leadership acts ethically and honestly in the workplace	6.2%	12.5%	29.2%	36.8%	15.3%	100.0%284
Leadership addresses issues of inequity	11.7%	11.0%	37.9%	27.6%	11.7%	100.0%286
Leadership holds all employees to the same standards	11.7%	20.0%	26.2%	29.7%	12.4%	100.0%286

**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	4.1%	8.3%	28.3%	46.2%	13.1%	100.0%286
Improves the campus climate for all employees	2.8%	10.4%	45.1%	33.3%	8.3%	100.0%284
Retains diverse employees	5.5%	14.5%	49.0%	23.4%	7.6%	100.0%286
Creates a supportive environment for employees from diverse backgrounds	4.2%	9.1%	38.5%	36.4%	11.9%	100.0%282
Encourages discussions related to diversity	3.5%	6.2%	14.6%	51.4%	24.3%	100.0%284
Provides employees with a positive work experience	4.1%	9.7%	33.8%	38.6%	13.8%	100.0%286
Climate has become consistently more inclusive of all employees	6.9%	4.1%	36.6%	37.9%	14.5%	100.0%286

**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	9.7%	16.6%	15.9%	46.2%	11.7%	100.0%286
Improves the campus climate for all employees	9.7%	12.4%	37.9%	26.2%	13.8%	100.0%286
Retains diverse employees	17.2%	22.8%	30.3%	21.4%	8.3%	100.0%286
Creates a supportive environment for employees from diverse backgrounds	4.2%	9.1%	38.5%	36.4%	11.9%	100.0%282
Encourages discussions related to diversity	7.6%	10.4%	19.4%	43.1%	19.4%	100.0%284
Provides employees with a positive work experience	9.7%	14.5%	20.7%	36.6%	18.6%	100.0%286
Climate has become consistently more inclusive of all employees	11.7%	9.0%	30.3%	33.8%	15.2%	100.0%286

**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	5.0%	8.5%	26.2%	50.4%	9.9%	100.0%278
Communications are timely	3.6%	7.2%	22.3%	55.4%	11.5%	100.0%274
Communications are relevant	4.4%	10.9%	25.5%	51.8%	7.3%	100.0%270
Communications are informative	2.9%	3.6%	28.8%	54.7%	10.1%	100.0%274
Communications are motivating	7.9%	14.4%	42.4%	29.5%	5.8%	100.0%274
Communications are honest	2.9%	7.2%	31.7%	46.8%	11.5%	100.0%274
Communications are accessible	3.6%	6.5%	25.4%	49.3%	15.2%	100.0%272

**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	8.0%	12.3%	32.6%	37.7%	9.4%	100.0%272
Communications are timely	6.5%	13.8%	27.5%	43.5%	8.7%	100.0%272
Communications are relevant	8.8%	8.0%	29.2%	48.2%	5.8%	100.0%270
Communications are informative	5.8%	8.0%	30.7%	48.9%	6.6%	100.0%270
Communications are motivating	10.1%	13.7%	46.8%	26.6%	2.9%	100.0%274
Communications are honest	5.0%	11.5%	31.7%	40.3%	11.5%	100.0%274
Communications are accessible	2.9%	7.2%	31.7%	46.0%	12.2%	100.0%274

**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	11.6%	16.7%	18.1%	37.0%	16.7%	100.0%272
Communications are timely	9.4%	16.7%	18.1%	42.0%	13.8%	100.0%272
Communications are relevant	6.6%	8.0%	22.6%	46.7%	16.1%	100.0%270
Communications are informative	5.1%	8.8%	22.1%	50.0%	14.0%	100.0%268
Communications are motivating	9.4%	16.5%	41.0%	25.9%	7.2%	100.0%274
Communications are honest	6.5%	13.8%	24.6%	37.7%	17.4%	100.0%272
Communications are accessible	5.8%	12.2%	21.6%	45.3%	15.1%	100.0%274

**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?	45.0%	41.4%	13.6%	100.0% 276

**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	5.8%	9.2%	10.8%	35.8%	38.3%	100.0% 237
My representation in shared governance (CPC, APC, or Faculty Council)	1.7%	1.7%	76.3%	15.3%	5.1%	100.0% 233
My service on committees	0.8%	5.9%	51.7%	34.7%	6.8%	100.0% 233
Annual review process	5.9%	7.6%	31.9%	37.8%	16.8%	100.0% 235
Input collection through anonymous surveys	6.7%	13.3%	37.5%	33.3%	9.2%	100.0% 237

*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	7.6%	14.3%	42.9%	26.9%	8.4%	100.0% 235
My division/college	8.4%	16.0%	33.6%	32.8%	9.2%	100.0% 235
My department/unit	9.2%	15.1%	18.5%	38.7%	18.5%	100.0% 235

*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	3.9%	12	7.9%	24	9.9%	30
Physical appearance	3.3%	10	6.6%	20	9.2%	28
Physical disability	2.0%	6	2.6%	8	4.6%	14
Mental disability	0.7%	*	1.3%	4	3.9%	12
Employment classification	13.8%	41	13.2%	39	16.4%	49
Gender identity	6.6%	20	7.2%	22	8.6%	26
Job title	8.6%	26	14.5%	43	14.5%	43
Parental status	2.6%	8	2.0%	6	3.9%	12
Religion	8.6%	26	5.9%	18	7.2%	22
Political affiliation	15.8%	47	9.9%	30	10.5%	32
Sexual orientation	4.6%	14	6.6%	20	8.6%	26
Socio-economic status	5.3%	16	4.6%	14	9.2%	28
Ethnic origin	7.9%	24	9.2%	28	9.2%	28
Veteran status	0.7%	*	0.7%	*	0.0%	*
Race or color	9.2%	28	9.9%	30	9.9%	30
Marital status	2.6%	8	3.9%	12	3.9%	12
Nationality/country of origin	3.9%	12	5.3%	16	5.9%	18
None/no response	68.4%	205	69.1%	207	67.8%	203

*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	1.3%	4	2.6%	8	2.0%	6
Bullying	5.9%	18	8.6%	26	18.4%	55
Bias	13.8%	41	17.1%	51	23.0%	69
Physical assault	0.7%	*	0.0%	*	0.0%	*
Sexual misconduct	0.7%	*	0.7%	*	1.3%	4
Verbal abuse	2.0%	6	3.3%	10	7.2%	22
None/no response	85.5%	256	81.6%	245	71.7%	215

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	0.7%	*
Cisgender	17.0%	45
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	27.4%	73
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	66.7%	178
Prefer not to disclose	5.2%	14
The gender I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 21: Gender Scales**

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	20.8%	53		44.6%	114		81.5%	209	
1	2.3%	6		12.3%	32		6.9%	18	
2	4.6%	12		11.5%	30		6.2%	16	
3	5.4%	14		4.6%	12		5.4%	14	
4	13.1%	34		3.8%	10		0.0%	*	
5	18.5%	47		9.2%	24		0.0%	*	
6 Very	35.4%	91		13.8%	36		0.0%	*	
Total	100.0%	256	3.85	100.0%	256	1.94	100.0%	256	.35

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



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	1.5%	4
Asian (can include Middle Eastern and North African)	2.9%	8
Black or African American (can include Middle Eastern and North African)	2.2%	6
Hispanic or Latinx	4.4%	12
Native Hawaiian or Other Pacific Islander	0.0%	*
White	84.7%	229
Prefer not to disclose	9.5%	26
The race/ethnicity I most closely align with is not listed (please specify)	0.7%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	33.3%	*
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	66.7%	4
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

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

<b>You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.</b>	<b>Pct</b>	<b>Pop</b>
Apache	0.0%	*
Cherokee	100.0%	*
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**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	50.0%	6
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	16.7%	*
Prefer not to disclose	16.7%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	16.7%	*

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

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

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	50.0%	4
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	25.0%	*
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	25.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 27: Hawaiian/Pacific Islander**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	10.7%	80.0%	9.3%	100.0%   276

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	8.6%	83.6%	1.4%	6.4%	100.0%   276

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
4-H Youth Development State Office	1.3%	4
CSU Extension	8.6%	26
Colorado Water Center	1.3%	4
Continuing Education - Administration	35.5%	107
Front Range Region	17.8%	53
Peaks and Plains Region	15.1%	45
Vice President for Engagement	6.6%	20
Western Region	13.8%	41
Total	100.0%	300

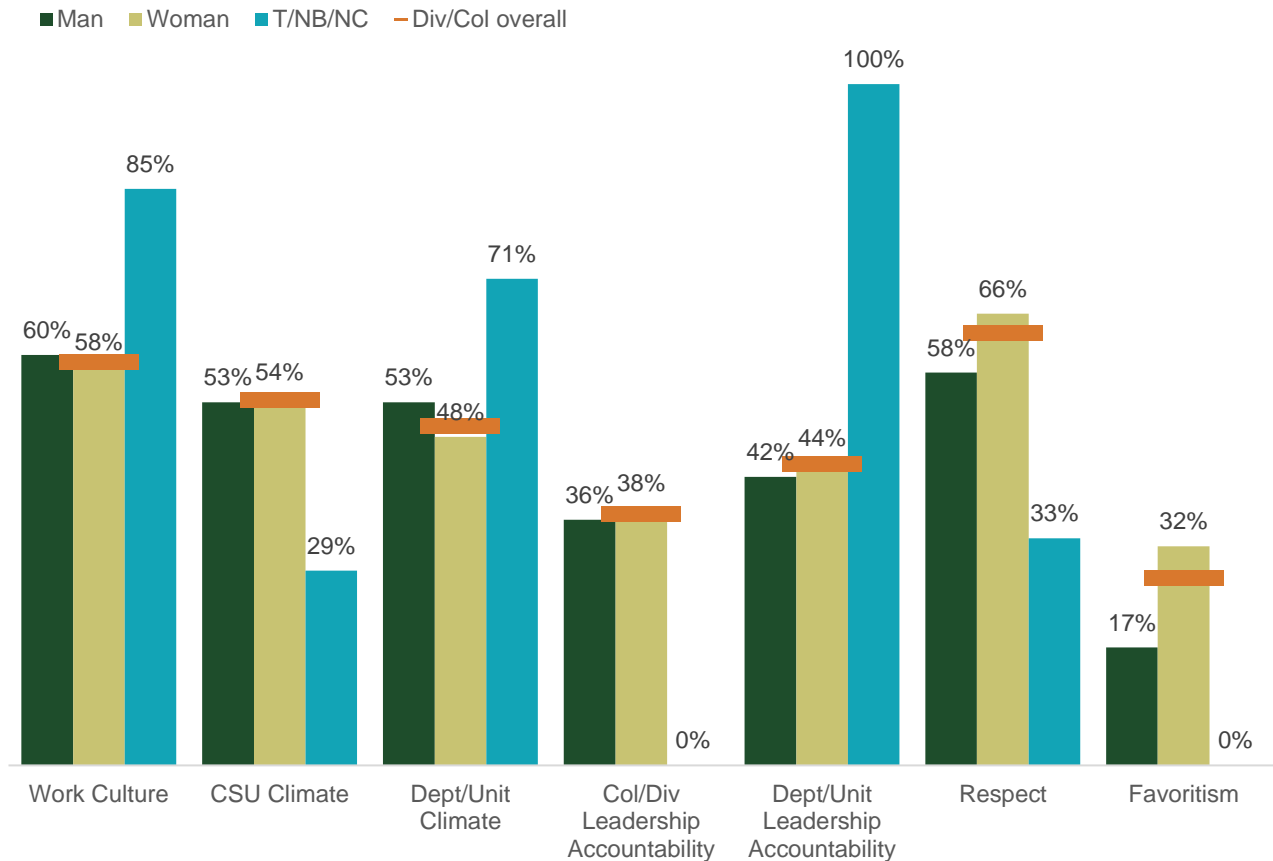
**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	88.2%	264
State Classified	11.8%	36
Total	100.0%	300

## 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	60.3%	71	58.5%	170	84.6%	*	59.2%	243
My department/unit promotes a work environment where all employees feel included	78.4%	73	64.0%	176	100.0%	*	68.5%	251
My department/unit treats all employees equitably	64.9%	73	55.7%	174	100.0%	*	58.7%	249
My department/unit is open and transparent in communication	56.8%	73	50.6%	176	100.0%	*	52.8%	251
My department/unit values employee input in major department/unit decisions	48.6%	73	58.0%	174	100.0%	*	55.6%	249
My department/unit promotes respect for cultural differences	73.0%	73	70.8%	176	100.0%	*	71.7%	251
My department/unit understands the value of diversity	62.2%	73	73.0%	176	100.0%	*	70.1%	251
My department/unit communicates the importance of valuing diversity	75.7%	73	68.5%	176	100.0%	*	70.9%	251
I feel valued as an employee	59.5%	73	58.4%	176	100.0%	*	59.1%	251
I feel a strong sense of belonging to CSU	40.5%	73	47.2%	176	0.0%	*	44.9%	251
I feel a strong sense of belonging to my division/college	45.9%	73	47.7%	174	100.0%	*	47.6%	249
I feel a strong sense of belonging to my department/unit	66.7%	71	59.6%	176	100.0%	*	61.9%	249
I would recommend CSU as a place of employment	59.5%	73	55.1%	176	0.0%	*	55.9%	251
I would recommend my department/unit as a place of employment	62.2%	73	56.2%	176	100.0%	*	58.3%	251

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>a,b,c</sup>

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

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

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

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

	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?								
Yes, I had a review	89.2%	65	87.6%	154	100.0% <sup>a,b</sup>	*	88.2%	221
No, I did not have a review	10.8%	8	12.4%	22	0.0% <sup>a,b</sup>	*	11.8%	30
Total	100.0%	73	100.0%	176	100.0%	*	100.0%	251

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

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

a. This category is not used in comparisons because the sum of case weights is less than two.

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

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

d. 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	83.8%	65	72.6%	154	100.0%	*	76.2%	221
I am satisfied with the effort my supervisor put into my most recent performance review	87.9%	65	71.8%	154	100.0%	*	76.8%	221
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.2%	65	17.9%	154	0.0%	*	17.0%	221
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	63.6%	65	46.2%	154	100.0%	*	51.8%	221

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

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

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

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

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

**Table 35: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	57.7%	73	66.3%	176	33.3%	*	63.5%	251
My department/unit is treated with respect by other units within my college/division	56.8%	73	62.9%	176	0.0%	*	60.6%	251
My college/division is treated with respect by CSU	45.9%	73	59.6%	176	0.0%	*	55.1%	251
The people I interact with treat each other with respect	75.7%	73	77.5%	176	100.0%	*	77.2%	251
There is respect for religious differences in my department/unit	67.6%	73	65.2%	176	100.0%	*	66.1%	251
There is respect for liberal perspectives in my department/unit	62.2%	73	73.0%	176	0.0%	*	69.3%	251
There is respect for conservative perspectives in my department/unit	37.8%	73	59.6%	176	0.0%	*	52.8%	251

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>*

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

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

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

**Table 36: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	17.3%	73	32.1%	176	0.0%		*27.6%	251
			A					
Recognized within my department/unit	21.6%	73	39.3%	176	0.0%		*33.9%	251
			A					
Resources in my department/unit	16.2%	73	32.6%	176	0.0%		*27.6%	251
			A					
Professional development opportunities	10.8%	73	20.2%	176	0.0%		*17.3%	251
Promoted in my department/unit	24.3%	73	38.2%	176	0.0%		*33.9%	251
Hired in my department/unit	13.5%	73	30.3%	176	0.0%		*25.2%	251
			A					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	36.0%	73	37.7%	172	0.0%		* 36.9%	247
Leadership adequately addresses inappropriate behavior	37.8%	73	33.3%	172	0.0%		* 34.4%	247
Leadership holds employees accountable for inappropriate behavior	35.1%	73	33.3%	172	0.0%		* 33.6%	247
Leadership holds employees accountable for poor performance in the workplace	27.0%	73	25.3%	172	0.0%		* 25.6%	247
Leadership acts ethically and honestly in the workplace	45.9%	73	63.2%	172	0.0%		* 57.6%	247
			A					
Leadership addresses issues of inequity	40.5%	73	29.9%	172	0.0%		* 32.8%	247
Leadership holds all employees to the same standards	29.7%	73	41.4%	172	0.0%		* 37.6%	247

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	42.3%	73	44.3%	174	100.0%		* 44.2%	249
Leadership adequately addresses inappropriate behavior	35.1%	73	43.2%	174	100.0%		* 41.3%	249
Leadership holds employees accountable for inappropriate behavior	35.1%	73	40.9%	174	100.0%		* 39.7%	249
Leadership holds employees accountable for poor performance in the workplace	40.5%	73	34.1%	174	100.0%		* 36.5%	249
Leadership acts ethically and honestly in the workplace	45.9%	73	63.2%	172	0.0%		* 57.6%	247
			A					
Leadership addresses issues of inequity	45.9%	73	34.1%	174	100.0%		* 38.1%	249
Leadership holds all employees to the same standards	37.8%	73	46.6%	174	100.0%		* 44.4%	249

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

**Table 39: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.3%	73	54.0%	172	28.6%	*	53.6%	247
Recruits employees from a diverse set of backgrounds	62.2%	73	58.0%	174	100.0%	*	59.5%	249
Improves the campus climate for all employees	43.2%	73	47.1%	172	0.0%	*	45.6%	247
Retains diverse employees	37.8%	73	28.4%	174	100.0%	*	31.7%	249
Creates a supportive environment for employees from diverse backgrounds	48.6%	73	54.5%	174	0.0%	*	52.4%	249
Encourages discussions related to diversity	81.1%	73	76.1%	174	0.0%	*	77.0%	249
	C		C					
Provides employees with a positive work experience	56.8%	73	53.4%	174	0.0%	*	54.0%	249
Climate has become consistently more inclusive of all employees	43.2%	73	62.5%	174	0.0%	*	56.3%	249
			A					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	53.3%	73	48.2%	174	71.4%	*	49.9%	249
Recruits employees from a diverse set of backgrounds	56.8%	73	55.7%	174	100.0%	*	56.3%	249
Improves the campus climate for all employees	43.2%	73	39.8%	174	100.0%	*	41.3%	249
Retains diverse employees	37.8%	73	25.0%	174	100.0%	*	29.4%	249
Creates a supportive environment for employees from diverse backgrounds	48.6%	73	54.5%	174	0.0%	*	52.4%	249
Encourages discussions related to diversity	70.3%	73	62.5%	174	0.0%	*	64.3%	249
Provides employees with a positive work experience	64.9%	73	54.5%	174	100.0%	*	57.9%	249
Climate has become consistently more inclusive of all employees	48.6%	73	52.3%	174	0.0%	*	50.8%	249

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>a,b,c</sup>

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

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

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

**Table 41: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.9%	73	64.5%	164	71.4%	*	58.9%	239
			A					
Communications are effective	48.6%	73	65.5%	172	100.0%	*	60.8%	247
			A					
Communications are timely	64.9%	73	71.8%	168	100.0%	*	69.9%	243
Communications are relevant	40.5%	73	66.7%	166	100.0%	*	59.0%	241
			A					
Communications are informative	51.4%	73	70.6%	168	100.0%	*	65.0%	243
			A					
Communications are motivating	21.6%	73	41.2%	168	0.0%	*	35.0%	243
			A					
Communications are honest	48.6%	73	65.9%	168	0.0%	*	60.2%	243
			A					
Communications are accessible	45.9%	73	70.2%	166	100.0%	*	63.1%	241
			A					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	39.8%	73	56.0%	166	85.7%	*	51.3%	241
			A					
Communications are effective	40.5%	73	52.4%	166	100.0%	*	49.2%	241
Communications are timely	51.4%	73	57.1%	166	100.0%	*	55.7%	241
Communications are relevant	48.6%	73	58.3%	166	100.0%	*	55.7%	241
Communications are informative	45.9%	73	60.7%	166	100.0%	*	56.6%	241
Communications are motivating	16.2%	73	36.5%	168	0.0%	*	30.1%	243
			A					
Communications are honest	37.8%	73	60.0%	168	100.0%	*	53.7%	243
			A					
Communications are accessible	37.8%	73	64.7%	168	100.0%	*	56.9%	243
			A					

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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



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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	53.7%	73	57.1%	164	85.7%	*	56.3%	239
Communications are effective	51.4%	73	57.1%	166	100.0%	*	55.7%	241
Communications are timely	64.9%	73	56.0%	166	100.0%	*	59.0%	241
Communications are relevant	64.9%	73	64.3%	166	100.0%	*	64.8%	241
Communications are informative	62.2%	73	66.3%	164	100.0%	*	65.3%	239
Communications are motivating	27.0%	73	36.5%	168	0.0%	*	33.3%	243
Communications are honest	51.4%	73	57.1%	166	100.0%	*	55.7%	241
Communications are accessible	54.1%	73	61.2%	168	100.0%	*	59.3%	243

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>a,b,c</sup>

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

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

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

**Table 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	54.1%	39	40.2%	69	100.0% <sup>1,2</sup>	*	44.8%	110
Maybe, I can provide feedback in limited situations	37.8%	28	43.7%	75	0.0% <sup>1,2</sup>	*	41.6%	103
No, I don't have an opportunity to provide feedback	8.1%	6	16.1%	28	0.0% <sup>1,2</sup>	*	13.6%	34
Total	100.0%	73	100.0%	172	100.0%	*	100.0%	247

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>3,4</sup>

1. This category is not used in comparisons because the sum of case weights is less than two.

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

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

4. 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	55.9%	67	45.1%	140	60.0%	*	48.7%	209
One on one conversations with my supervisor	88.2%	67	71.2%	144	100.0%	*	76.9%	213
My representation in shared governance (CPC, APC, or Faculty Council)	32.4%	67	18.3%	140	0.0%	*	22.6%	209
My service on committees	52.9%	67	35.2%	140	100.0%	*	41.5%	209
Annual review process	61.8%	67	54.2%	142	100.0%	*	57.0%	211
Input collection through anonymous surveys	44.1%	67	46.6%	144	0.0%	*	45.4%	213

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  $n \geq 3$ .<sup>1,2,3</sup>

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

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

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

**Table 46: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	45.1%	67	46.3%	142	66.7%	*	46.1%	211
CSU overall	26.5%	67	40.3%	142	0.0%	*	35.5%	211
My division/college	44.1%	67	43.1%	142	100.0%	*	43.9%	211
My department/unit	64.7%	67	55.6%	142	100.0%	*	58.9%	211

*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  $n \geq 3$ .<sup>a,b,c</sup>*

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.7%	*	5.6%	10	0.0%	*	4.7%	12
Physical appearance	8.1%	6	1.1%	*	0.0%	*	3.1%	8
Physical disability	0.0%	*	3.4%	6	0.0%	*	2.4%	6
Mental disability	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Employment classification	16.2%	12	14.6%	26	0.0%	*	15.0%	37
Gender identity	8.1%	6	5.6%	10	100.0%	*	7.1%	18
Job title	8.1%	6	9.0%	16	0.0%	*	8.7%	22
Parental status	2.7%	*	2.2%	4	0.0%	*	2.4%	6
Religion	8.1%	6	7.9%	14	100.0%	*	8.7%	22
Political affiliation	24.3%	18	10.1%	18	100.0%	*	15.0%	37
Sexual orientation	10.8%	8	1.1%	*	100.0%	*	4.7%	12
Socio-economic status	8.1%	6	3.4%	6	100.0%	*	5.5%	14
Ethnic origin	8.1%	6	6.7%	12	100.0%	*	7.9%	20
Veteran status	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Race or color	13.5%	10	7.9%	14	100.0%	*	10.2%	26
Marital status	5.4%	4	2.2%	4	0.0%	*	3.1%	8
Nationality/country of origin	8.1%	6	3.4%	6	0.0%	*	4.7%	12
None/no response	67.6%	49	67.4%	118	0.0%	*	66.9%	168

*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	8.1%	6	10.1%	18	0.0%	*	9.4%	24
Physical appearance	8.1%	6	6.7%	12	0.0%	*	7.1%	18
Physical disability	2.7%	*	3.4%	6	0.0%	*	3.1%	8
Mental disability	2.7%	*	1.1%	*	0.0%	*	1.6%	4
Employment classification	10.8%	8	16.9%	30	0.0%	*	15.0%	37
Gender identity	2.7%	*	9.0%	16	0.0%	*	7.1%	18
Job title	13.5%	10	16.9%	30	0.0%	*	15.7%	39
Parental status	0.0%	*	2.2%	4	0.0%	*	1.6%	4
Religion	5.4%	4	5.6%	10	0.0%	*	5.5%	14
Political affiliation	13.5%	10	6.7%	12	0.0%	*	8.7%	22
Sexual orientation	13.5%	10	4.5%	8	0.0%	*	7.1%	18
Socio-economic status	8.1%	6	3.4%	6	0.0%	*	4.7%	12
Ethnic origin	13.5%	10	7.9%	14	0.0%	*	9.4%	24
Veteran status	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Race or color	13.5%	10	10.1%	18	0.0%	*	11.0%	28
Marital status	2.7%	*	5.6%	10	0.0%	*	4.7%	12
Nationality/country of origin	8.1%	6	5.6%	10	0.0%	*	6.3%	16
None/no response	64.9%	47	68.5%	120	100.0%	*	67.7%	170

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

Statistical significance not tested.

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

**Table 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	5.4%	4	12.4%	22	0.0%	*	10.2%	26
Physical appearance	5.4%	4	11.2%	20	0.0%	*	9.4%	24
Physical disability	2.7%	*	5.6%	10	0.0%	*	4.7%	12
Mental disability	2.7%	*	3.4%	6	0.0%	*	3.1%	8
Employment classification	10.8%	8	21.3%	37	0.0%	*	18.1%	45
Gender identity	5.4%	4	11.2%	20	0.0%	*	9.4%	24
Job title	5.4%	4	18.0%	32	0.0%	*	14.2%	36
Parental status	0.0%	*	3.4%	6	0.0%	*	2.4%	6
Religion	8.1%	6	6.7%	12	0.0%	*	7.1%	18
Political affiliation	16.2%	12	7.9%	14	0.0%	*	10.2%	26
Sexual orientation	16.2%	12	6.7%	12	0.0%	*	9.4%	24
Socio-economic status	5.4%	4	9.0%	16	0.0%	*	7.9%	20
Ethnic origin	16.2%	12	7.9%	14	0.0%	*	10.2%	26
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	16.2%	12	7.9%	14	0.0%	*	10.2%	26
Marital status	2.7%	*	4.5%	8	0.0%	*	3.9%	10
Nationality/country of origin	8.1%	6	6.7%	12	0.0%	*	7.1%	18
None/no response	70.3%	51	64.0%	112	100.0%	*	66.1%	166

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	2.2%	4	0.0%	*	1.6%	4
Bullying	8.1%	6	5.6%	10	0.0%	*	6.3%	16
Bias	24.3%	18	11.2%	20	0.0%	*	15.0%	37
Physical assault	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Sexual misconduct	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Verbal abuse	5.4%	4	1.1%	*	0.0%	*	2.4%	6
None/no response	75.7%	55	87.6%	154	100.0%	*	84.3%	211

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.7%	*	3.4%	6	0.0%	*	3.1%	8
Bullying	13.5%	10	5.6%	10	0.0%	*	7.9%	20
Bias	18.9%	14	18.0%	32	0.0%	*	18.1%	45
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	1.1%	*	0.0%	*	0.8%	*
Verbal abuse	5.4%	4	3.4%	6	0.0%	*	3.9%	10
None/no response	78.4%	57	82.0%	144	100.0%	*	81.1%	203

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.7%	*	2.2%	4	0.0%	*	2.4%	6
Bullying	16.2%	12	19.1%	34	0.0%	*	18.1%	45
Bias	18.9%	14	24.7%	43	0.0%	*	22.8%	57
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	2.7%	*	1.1%	*	0.0%	*	1.6%	4
Verbal abuse	10.8%	8	7.9%	14	0.0%	*	8.7%	22
None/no response	75.7%	55	70.8%	124	100.0%	*	72.4%	182

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

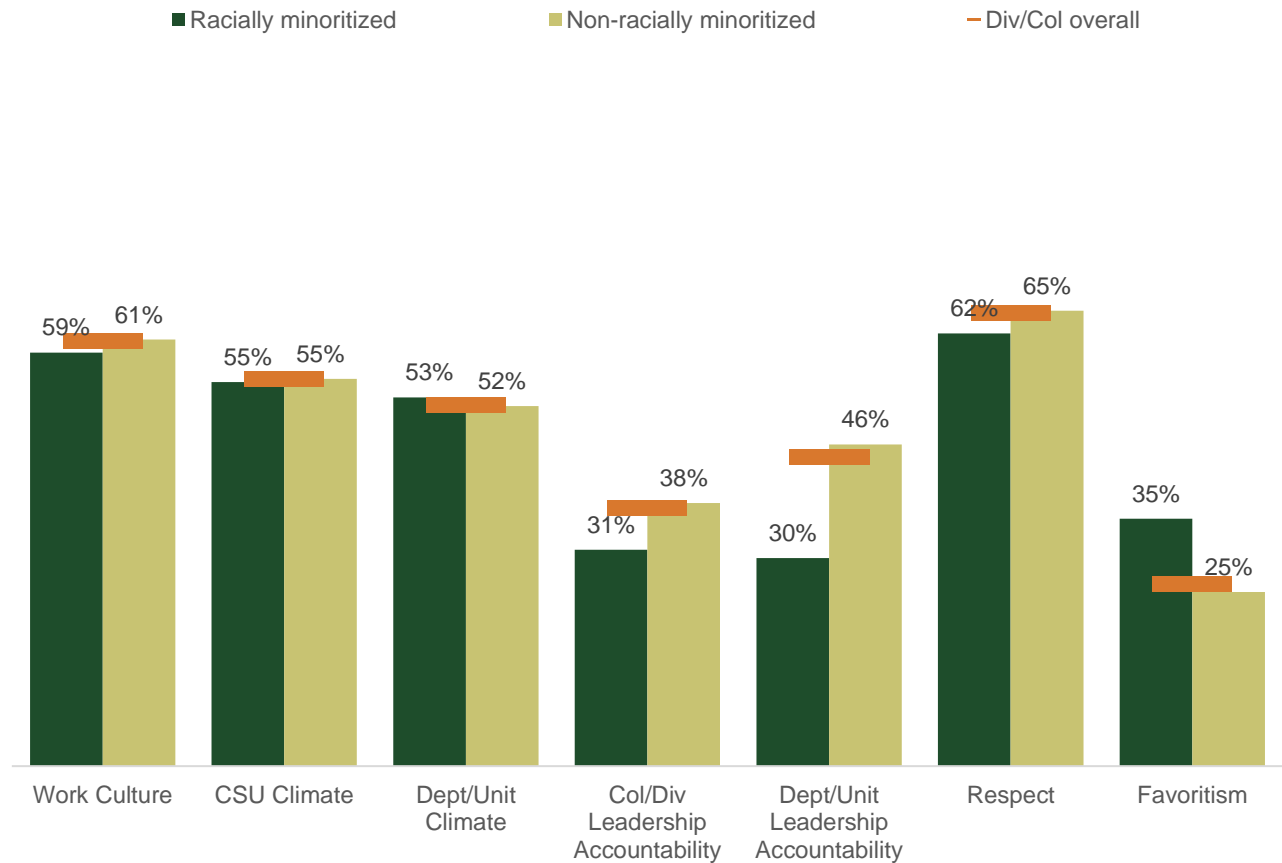
Statistical significance not tested.

\* 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	59.2%	26	61.0%	209	60.8%	235
My department/unit promotes a work environment where all employees feel included	71.4%	28	70.0%	217	70.2%	245
My department/unit treats all employees equitably	64.3%	28	60.6%	215	61.0%	243
My department/unit is open and transparent in communication	28.6%	28	58.2%	217	54.8%	245
			A			
My department/unit values employee input in major department/unit decisions	42.9%	28	56.9%	215	55.3%	243
My department/unit promotes respect for cultural differences	64.3%	28	74.5%	217	73.4%	245
My department/unit understands the value of diversity	71.4%	28	72.7%	217	72.6%	245
My department/unit communicates the importance of valuing diversity	64.3%	28	73.6%	217	72.6%	245
I feel valued as an employee	61.5%	26	60.9%	217	61.0%	243
I feel a strong sense of belonging to CSU	50.0%	28	44.5%	217	45.2%	245
I feel a strong sense of belonging to my division/college	50.0%	28	48.6%	215	48.8%	243
I feel a strong sense of belonging to my department/unit	64.3%	28	64.2%	215	64.2%	243
I would recommend CSU as a place of employment	64.3%	28	56.4%	217	57.3%	245
I would recommend my department/unit as a place of employment	57.1%	28	58.2%	217	58.1%	245

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 54: Performance Review in Last Year**

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	69.2%	18	90.9%	197	88.6%	215
			A			
No, I did not have a review	30.8%	8	9.1%	20	11.4%	28
	B					
Total	100.0%	26	100.0%	217	100.0%	243

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

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

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

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

**Table 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	66.7%	18	77.7%	197	76.8%	215
I am satisfied with the effort my supervisor put into my most recent performance review	66.7%	18	78.0%	197	77.1%	215
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.2%	18	13.0%	197	13.8%	215
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	33.3%	18	55.0%	197	53.2%	215

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating a,b,c*

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

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

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

**Table 56: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	61.9%	28	65.2%	217	64.8%	245
My department/unit is treated with respect by other units within my college/division	50.0%	28	64.5%	217	62.9%	245
My college/division is treated with respect by CSU	50.0%	28	58.2%	217	57.3%	245
The people I interact with treat each other with respect	78.6%	28	79.1%	217	79.0%	245
There is respect for religious differences in my department/unit	71.4%	28	67.3%	217	67.7%	245
There is respect for liberal perspectives in my department/unit	64.3%	28	70.0%	217	69.4%	245
There is respect for conservative perspectives in my department/unit	57.1%	28	51.8%	217	52.4%	245

*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 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	35.4%	26	24.9%	217	26.0%	243
Recognized within my department/unit	30.8%	26	31.8%	217	31.7%	243
Resources in my department/unit	46.2%	26	25.5%	217	27.6%	243
	B					
Professional development opportunities	15.4%	26	14.5%	217	14.6%	243
Promoted in my department/unit	46.2%	26	31.8%	217	33.3%	243
Hired in my department/unit	38.5%	26	20.9%	217	22.8%	243
	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 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	31.0%	28	37.7%	213	36.9%	241
Leadership adequately addresses inappropriate behavior	21.4%	28	35.2%	213	33.6%	241
Leadership holds employees accountable for inappropriate behavior	28.6%	28	33.3%	213	32.8%	241
Leadership holds employees accountable for poor performance in the workplace	28.6%	28	24.1%	213	24.6%	241
Leadership acts ethically and honestly in the workplace	42.9%	28	60.2%	213	58.2%	241
Leadership addresses issues of inequity	35.7%	28	34.3%	213	34.4%	241
Leadership holds all employees to the same standards	28.6%	28	38.9%	213	37.7%	241

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	29.8%	28	46.0%	215	44.2%	243
Leadership adequately addresses inappropriate behavior	21.4%	28	42.2%	215	39.8%	243
Leadership holds employees accountable for inappropriate behavior	28.6%	28	40.4%	215	39.0%	243
Leadership holds employees accountable for poor performance in the workplace	28.6%	28	36.7%	215	35.8%	243
Leadership acts ethically and honestly in the workplace	42.9%	28	60.2%	213	58.2%	241
Leadership addresses issues of inequity	35.7%	28	41.3%	215	40.7%	243
Leadership holds all employees to the same standards	21.4%	28	46.8%	215	43.9%	243

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 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	54.9%	26	55.4%	211	55.4%	237
Recruits employees from a diverse set of backgrounds	64.3%	28	60.6%	215	61.0%	243
Improves the campus climate for all employees	35.7%	28	50.0%	213	48.4%	241
Retains diverse employees	35.7%	28	33.0%	215	33.3%	243
Creates a supportive environment for employees from diverse backgrounds	46.2%	26	52.8%	213	52.1%	239
Encourages discussions related to diversity	69.2%	26	79.8%	215	78.7%	241
Provides employees with a positive work experience	71.4%	28	54.1%	215	56.1%	243
Climate has become consistently more inclusive of all employees	57.1%	28	56.9%	215	56.9%	243

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	52.7%	26	51.5%	215	51.6%	241
Recruits employees from a diverse set of backgrounds	64.3%	28	56.0%	215	56.9%	243
Improves the campus climate for all employees	35.7%	28	45.0%	215	43.9%	243
Retains diverse employees	35.7%	28	31.2%	215	31.7%	243
Creates a supportive environment for employees from diverse backgrounds	46.2%	26	52.8%	213	52.1%	239
Encourages discussions related to diversity	61.5%	26	67.9%	215	67.2%	241
Provides employees with a positive work experience	71.4%	28	57.8%	215	59.3%	243
Climate has become consistently more inclusive of all employees	50.0%	28	52.3%	215	52.0%	243

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	70.3%	26	59.2%	205	60.4%	231
Communications are effective	78.6%	28	60.2%	213	62.3%	241
Communications are timely	85.7%	28	70.8%	209	72.5%	237
Communications are relevant	61.5%	26	60.0%	207	60.2%	233
Communications are informative	78.6%	28	64.2%	209	65.8%	237
Communications are motivating	42.9%	28	34.0%	209	35.0%	237
Communications are honest	71.4%	28	60.4%	209	61.7%	237
Communications are accessible	64.3%	28	65.7%	207	65.5%	235

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	57.1%	26	52.2%	207	52.8%	233
Communications are effective	50.0%	28	52.4%	207	52.1%	235
Communications are timely	50.0%	28	58.1%	207	57.1%	235
Communications are relevant	61.5%	26	55.2%	207	55.9%	233
Communications are informative	76.9%	26	55.2%	207	57.6%	233
Communications are motivating	35.7%	28	30.2%	209	30.8%	237
Communications are honest	50.0%	28	54.7%	209	54.2%	237
Communications are accessible	64.3%	28	58.5%	209	59.2%	237

Percent "Agree" or "Strongly agree"

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

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

**Table 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	57.1%	26	57.7%	205	57.6%	231
Communications are effective	57.1%	28	56.2%	207	56.3%	235
Communications are timely	50.0%	28	61.0%	207	59.7%	235
Communications are relevant	61.5%	26	65.7%	207	65.3%	233
Communications are informative	71.4%	28	65.4%	205	66.1%	233
Communications are motivating	28.6%	28	34.9%	209	34.2%	237
Communications are honest	57.1%	28	58.1%	207	58.0%	235
Communications are accessible	71.4%	28	61.3%	209	62.5%	237

Percent "Agree" or "Strongly agree"

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

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

**Table 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	61.5%	16	46.3%	99	47.9%	114
Maybe, I can provide feedback in limited situations	15.4%	4	41.7%	89	38.8%	93
No, I don't have an opportunity to provide feedback	23.1%	6	12.0%	26	13.2%	32
Total	100.0%	26	100.0%	213	100.0%	239

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

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

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

**Table 66: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	58.0%	20	49.5%	183	50.3%	203
One on one conversations with my supervisor	80.0%	20	77.9%	187	78.1%	207
My representation in shared governance (CPC, APC, or Faculty Council)	10.0%	20	24.7%	183	23.3%	203
My service on committees	80.0%	20	40.9%	183	44.7%	203
	B					
Annual review process	60.0%	20	58.5%	185	58.7%	205
Input collection through anonymous surveys	60.0%	20	45.3%	187	46.7%	207

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 67: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	46.7%	20	46.8%	185	46.8%	205
CSU overall	40.0%	20	36.2%	185	36.5%	205
My division/college	40.0%	20	44.7%	185	44.2%	205
My department/unit	60.0%	20	59.6%	185	59.6%	205

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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	0.0%	*	2.7%	6	2.4%	6
Physical appearance	7.1%	*	1.8%	4	2.4%	6
Physical disability	0.0%	*	1.8%	4	1.6%	4
Mental disability	0.0%	*	0.9%	*	0.8%	*
Employment classification	7.1%	*	14.5%	32	13.7%	34
Gender identity	7.1%	*	6.4%	14	6.5%	16
Job title	7.1%	*	8.2%	18	8.1%	20
Parental status	0.0%	*	1.8%	4	1.6%	4
Religion	14.3%	4	8.2%	18	8.9%	22
Political affiliation	21.4%	6	14.5%	32	15.3%	37
Sexual orientation	7.1%	*	3.6%	8	4.0%	10
Socio-economic status	0.0%	*	5.5%	12	4.8%	12
Ethnic origin	7.1%	*	7.3%	16	7.3%	18
Veteran status	0.0%	*	0.9%	*	0.8%	*
Race or color	14.3%	4	9.1%	20	9.7%	24
Marital status	7.1%	*	1.8%	4	2.4%	6
Nationality/country of origin	14.3%	4	2.7%	6	4.0%	10
None/no response	71.4%	20	68.2%	148	68.5%	168

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 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	0.0%	*	7.3%	16	6.5%	16
Physical appearance	14.3%	4	3.6%	8	4.8%	12
Physical disability	7.1%	*	1.8%	4	2.4%	6
Mental disability	7.1%	*	0.9%	*	1.6%	4
Employment classification	7.1%	*	13.6%	30	12.9%	32
Gender identity	0.0%	*	6.4%	14	5.6%	14
Job title	7.1%	*	14.5%	32	13.7%	34
Parental status	0.0%	*	0.9%	*	0.8%	*
Religion	14.3%	4	4.5%	10	5.6%	14
Political affiliation	7.1%	*	8.2%	18	8.1%	20
Sexual orientation	7.1%	*	6.4%	14	6.5%	16
Socio-economic status	7.1%	*	3.6%	8	4.0%	10
Ethnic origin	14.3%	4	8.2%	18	8.9%	22
Veteran status	0.0%	*	0.9%	*	0.8%	*
Race or color	14.3%	4	10.0%	22	10.5%	26
Marital status	7.1%	*	3.6%	8	4.0%	10
Nationality/country of origin	7.1%	*	5.5%	12	5.6%	14
None/no response	71.4%	20	70.9%	154	71.0%	174

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 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	7.1%	*	10.0%	22	9.7%	24
Physical appearance	21.4%	6	5.5%	12	7.3%	18
Physical disability	21.4%	6	3.6%	8	5.6%	14
Mental disability	21.4%	6	2.7%	6	4.8%	12
Employment classification	21.4%	6	14.5%	32	15.3%	37
Gender identity	7.1%	*	9.1%	20	8.9%	22
Job title	0.0%	*	15.5%	34	13.7%	34
Parental status	0.0%	*	2.7%	6	2.4%	6
Religion	14.3%	4	5.5%	12	6.5%	16
Political affiliation	14.3%	4	8.2%	18	8.9%	22
Sexual orientation	14.3%	4	7.3%	16	8.1%	20
Socio-economic status	21.4%	6	7.3%	16	8.9%	22
Ethnic origin	21.4%	6	8.2%	18	9.7%	24
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	28.6%	8	9.1%	20	11.3%	28
Marital status	7.1%	*	4.5%	10	4.8%	12
Nationality/country of origin	14.3%	4	5.5%	12	6.5%	16
None/no response	57.1%	16	69.1%	150	67.7%	166

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	0.0%	*	1.8%	4	1.6%	4
Bullying	0.0%	*	6.4%	14	5.6%	14
Bias	14.3%	4	13.6%	30	13.7%	34
Physical assault	0.0%	*	0.9%	*	0.8%	*
Sexual misconduct	0.0%	*	0.9%	*	0.8%	*
Verbal abuse	0.0%	*	2.7%	6	2.4%	6
None/no response	85.7%	24	85.5%	185	85.5%	209

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%	*	3.6%	8	3.2%	8
Bullying	7.1%	*	7.3%	16	7.3%	18
Bias	28.6%	8	14.5%	32	16.1%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.9%	*	0.8%	*
Verbal abuse	7.1%	*	2.7%	6	3.2%	8
None/no response	71.4%	20	84.5%	183	83.1%	203

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	7.1%	*	1.8%	4	2.4%	6
Bullying	14.3%	4	18.2%	39	17.7%	43
Bias	35.7%	10	20.0%	43	21.8%	53
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	1.8%	4	1.6%	4
Verbal abuse	7.1%	*	7.3%	16	7.3%	18
None/no response	64.3%	18	74.5%	162	73.4%	180

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

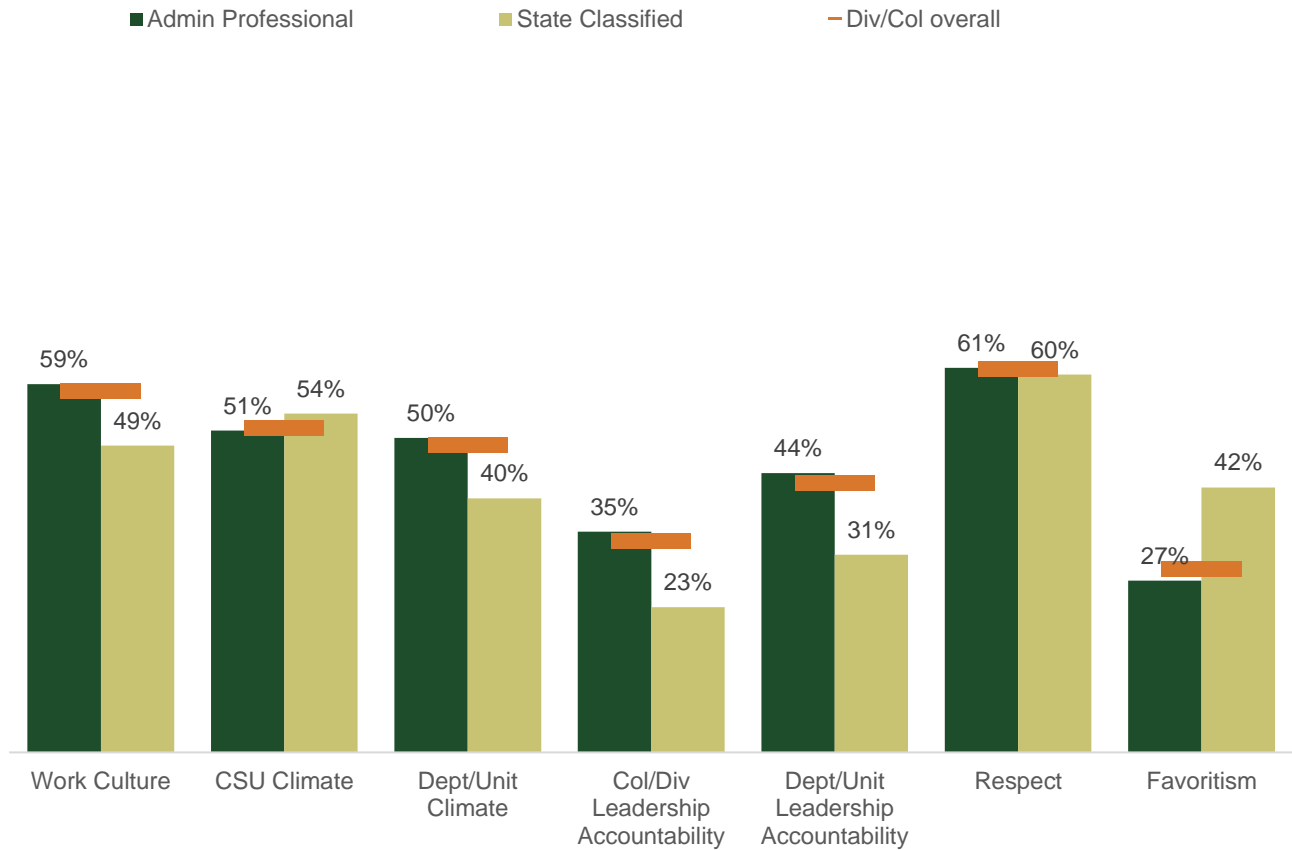
Statistical significance not tested.

\* 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
<b>WORK CULTURE OVERALL</b>	58.7%	255	48.9%	34	57.5%	288
My department/unit promotes a work environment where all employees feel included	68.7%	264	44.4%	36	65.8%	300
	B					
My department/unit treats all employees equitably	59.4%	262	44.4%	36	57.6%	298
My department/unit is open and transparent in communication	53.7%	264	33.3%	36	51.3%	300
	B					
My department/unit values employee input in major department/unit decisions	52.6%	262	44.4%	36	51.7%	298
My department/unit promotes respect for cultural differences	70.9%	264	66.7%	36	70.4%	300
My department/unit understands the value of diversity	71.6%	264	61.1%	36	70.4%	300
My department/unit communicates the importance of valuing diversity	70.9%	264	66.7%	36	70.4%	300
I feel valued as an employee	58.6%	262	44.4%	36	57.0%	298
I feel a strong sense of belonging to CSU	44.0%	264	38.9%	36	43.4%	300
I feel a strong sense of belonging to my division/college	44.4%	262	41.2%	34	44.0%	296
I feel a strong sense of belonging to my department/unit	62.1%	260	44.4%	36	60.0%	296
	B					
I would recommend CSU as a place of employment	54.9%	262	55.6%	36	55.0%	298
I would recommend my department/unit as a place of employment	57.9%	262	33.3%	36	55.0%	298
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	86.4%	225	94.4%	34	87.3%	258
No, I did not have a review	13.6%	36	5.6%	*	12.7%	37
Total	100.0%	260	100.0%	36	100.0%	296

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

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

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

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



**Table 76: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	74.9%	223	76.5%	34	75.1%	256
I am satisfied with the effort my supervisor put into my most recent performance review	75.2%	223	76.5%	34	75.4%	256
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.8%	223	29.4%	34	18.5%	256
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	49.6%	223	52.9%	34	50.0%	256

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 77: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	61.2%	255	60.2%	36	61.1%	290
My department/unit is treated with respect by other units within my college/division	58.1%	255	61.1%	36	58.5%	290
My college/division is treated with respect by CSU	54.3%	255	50.0%	36	53.7%	290
The people I interact with treat each other with respect	76.7%	255	72.2%	36	76.2%	290
There is respect for religious differences in my department/unit	62.8%	255	66.7%	36	63.3%	290
There is respect for liberal perspectives in my department/unit	66.7%	255	61.1%	36	66.0%	290
There is respect for conservative perspectives in my department/unit	48.8%	255	50.0%	36	49.0%	290

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	27.3%	253	42.2%	36	29.2%	288
Recognized within my department/unit	33.6%	253	50.0%	36	35.6%	288
Resources in my department/unit	28.9%	253	33.3%	36	29.5%	288
Professional development opportunities	15.6%	253	38.9%	36	18.5%	288
Promoted in my department/unit	34.4%	253	44.4%	36	35.6%	288
Hired in my department/unit	24.2%	253	44.4%	36	26.7%	288

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	35.2%	249	23.1%	36	33.7%	284
Leadership adequately addresses inappropriate behavior	33.3%	249	16.7%	36	31.3%	284
	B					
Leadership holds employees accountable for inappropriate behavior	32.5%	249	16.7%	36	30.6%	284
Leadership holds employees accountable for poor performance in the workplace	23.8%	249	11.1%	36	22.2%	284
Leadership acts ethically and honestly in the workplace	54.0%	249	38.9%	36	52.1%	284
Leadership addresses issues of inequity	33.3%	249	22.2%	36	31.9%	284
Leadership holds all employees to the same standards	34.1%	249	33.3%	36	34.0%	284

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	44.5%	251	31.5%	36	42.9%	286
Leadership adequately addresses inappropriate behavior	40.9%	251	33.3%	36	40.0%	286
Leadership holds employees accountable for inappropriate behavior	40.9%	251	27.8%	36	39.3%	286
Leadership holds employees accountable for poor performance in the workplace	38.6%	251	16.7%	36	35.9%	286
	B					
Leadership acts ethically and honestly in the workplace	54.0%	249	38.9%	36	52.1%	284
Leadership addresses issues of inequity	39.4%	251	38.9%	36	39.3%	286
Leadership holds all employees to the same standards	43.3%	251	33.3%	36	42.1%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 81: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	51.3%	245	54.0%	36	51.6%	280
Recruits employees from a diverse set of backgrounds	58.3%	251	66.7%	36	59.3%	286
Improves the campus climate for all employees	42.1%	249	38.9%	36	41.7%	284
Retains diverse employees	28.3%	251	50.0%	36	31.0%	286
			A			
Creates a supportive environment for employees from diverse backgrounds	48.0%	247	50.0%	36	48.3%	282
Encourages discussions related to diversity	77.0%	249	66.7%	36	75.7%	284
Provides employees with a positive work experience	52.0%	251	55.6%	36	52.4%	286
Climate has become consistently more inclusive of all employees	52.8%	251	50.0%	36	52.4%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	50.1%	249	40.5%	36	48.9%	284
Recruits employees from a diverse set of backgrounds	57.5%	251	61.1%	36	57.9%	286
Improves the campus climate for all employees	42.5%	251	22.2%	36	40.0%	286
	B					
Retains diverse employees	29.1%	251	33.3%	36	29.7%	286
Creates a supportive environment for employees from diverse backgrounds	48.0%	247	50.0%	36	48.3%	282
Encourages discussions related to diversity	65.1%	249	44.4%	36	62.5%	284
	B					
Provides employees with a positive work experience	57.5%	251	38.9%	36	55.2%	286
	B					
Climate has become consistently more inclusive of all employees	50.4%	251	38.9%	36	49.0%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 83: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	56.9%	237	69.6%	32	58.4%	268
Communications are effective	58.9%	245	70.6%	34	60.3%	278
Communications are timely	67.2%	241	64.7%	34	66.9%	274
Communications are relevant	59.5%	239	56.3%	32	59.1%	270
Communications are informative	63.1%	241	76.5%	34	64.7%	274
Communications are motivating	32.0%	241	58.8%	34	35.3%	274
			A			
Communications are honest	56.6%	241	70.6%	34	58.3%	274
Communications are accessible	60.3%	239	94.1%	34	64.5%	272
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	48.6%	239	60.7%	325	50.1%	270
Communications are effective	45.9%	241	56.3%	324	47.1%	272
Communications are timely	52.5%	241	50.0%	325	52.2%	272
Communications are relevant	52.9%	239	62.5%	325	54.0%	270
Communications are informative	53.7%	239	68.8%	325	55.5%	270
Communications are motivating	27.0%	241	47.1%	342	29.5%	274
			A			
Communications are honest	50.8%	241	58.8%	345	51.8%	274
Communications are accessible	56.6%	241	70.6%	345	58.3%	274

Percent "Agree" or "Strongly agree"

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	57.0%	235	42.0%	325	55.2%	266
	B					
Communications are effective	54.9%	241	43.8%	325	53.6%	272
Communications are timely	58.2%	241	37.5%	325	55.8%	272
	B					
Communications are relevant	65.3%	239	43.8%	326	62.8%	270
	B					
Communications are informative	66.7%	237	43.8%	326	64.0%	268
	B					
Communications are motivating	33.6%	241	29.4%	343	33.1%	274
Communications are honest	57.4%	241	37.5%	325	55.1%	272
	B					
Communications are accessible	61.5%	241	52.9%	346	60.4%	274

Percent "Agree" or "Strongly agree"

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

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

**Table 86: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	47.6%	116	25.0%	8	45.0%	124
Maybe, I can provide feedback in limited situations	40.3%	99	50.0%	16	41.4%	114
No, I don't have an opportunity to provide feedback	12.1%	30	25.0%	8	13.6%	37
Total	100.0%	245	100.0%	32	100.0%	276

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

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

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

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

**Table 87: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	47.7%	211	36.4%	22	46.6%	233
One on one conversations with my supervisor	77.1%	215	45.5%	22	74.2%	237
My representation in shared governance (CPC, APC, or Faculty Council)	21.5%	211	9.1%	22	20.3%	233
My service on committees	43.9%	211	18.2%	22	41.5%	233
Annual review process	55.6%	213	45.5%	22	54.6%	235
Input collection through anonymous surveys	40.4%	215	63.6%	22	42.5%	237

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 88: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	43.2%	213	60.6%	22	44.8%	235
CSU overall	31.5%	213	72.7%	22	35.3%	235
My division/college	38.9%	213	72.7%	22	42.0%	235
My department/unit	59.3%	213	36.4%	22	57.1%	235

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	3.7%	10	5.6%	*	3.9%	12
Physical appearance	3.0%	8	5.6%	*	3.3%	10
Physical disability	2.2%	6	0.0%	*	2.0%	6
Mental disability	0.7%	*	0.0%	*	0.7%	*
Employment classification	14.2%	37	11.1%	4	13.8%	41
Gender identity	6.7%	18	5.6%	*	6.6%	20
Job title	9.0%	24	5.6%	*	8.6%	26
Parental status	2.2%	6	5.6%	*	2.6%	8
Religion	9.0%	24	5.6%	*	8.6%	26
Political affiliation	17.2%	45	5.6%	*	15.8%	47
Sexual orientation	4.5%	12	5.6%	*	4.6%	14
Socio-economic status	5.2%	14	5.6%	*	5.3%	16
Ethnic origin	8.2%	22	5.6%	*	7.9%	24
Veteran status	0.7%	*	0.0%	*	0.7%	*
Race or color	9.7%	26	5.6%	*	9.2%	28
Marital status	3.0%	8	0.0%	*	2.6%	8
Nationality/country of origin	4.5%	12	0.0%	*	3.9%	12
None/no response	66.4%	176	83.3%	30	68.4%	205

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		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.2%	22	5.6%	*	7.9%	24
Physical appearance	6.7%	18	5.6%	*	6.6%	20
Physical disability	3.0%	8	0.0%	*	2.6%	8
Mental disability	1.5%	4	0.0%	*	1.3%	4
Employment classification	14.2%	37	5.6%	*	13.2%	39
Gender identity	7.5%	20	5.6%	*	7.2%	22
Job title	15.7%	41	5.6%	*	14.5%	43
Parental status	1.5%	4	5.6%	*	2.0%	6
Religion	6.0%	16	5.6%	*	5.9%	18
Political affiliation	10.4%	28	5.6%	*	9.9%	30
Sexual orientation	6.7%	18	5.6%	*	6.6%	20
Socio-economic status	4.5%	12	5.6%	*	4.6%	14
Ethnic origin	9.7%	26	5.6%	*	9.2%	28
Veteran status	0.7%	*	0.0%	*	0.7%	*
Race or color	10.4%	28	5.6%	*	9.9%	30
Marital status	4.5%	12	0.0%	*	3.9%	12
Nationality/country of origin	6.0%	16	0.0%	*	5.3%	16
None/no response	66.4%	176	88.9%	32	69.1%	207

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		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.7%	26	11.1%	4	9.9%	30
Physical appearance	8.2%	22	16.7%	6	9.2%	28
Physical disability	4.5%	12	5.6%	*	4.6%	14
Mental disability	4.5%	12	0.0%	*	3.9%	12
Employment classification	15.7%	41	22.2%	8	16.4%	49
Gender identity	9.0%	24	5.6%	*	8.6%	26
Job title	13.4%	36	22.2%	8	14.5%	43
Parental status	3.0%	8	11.1%	4	3.9%	12
Religion	6.7%	18	11.1%	4	7.2%	22
Political affiliation	10.4%	28	11.1%	4	10.5%	32
Sexual orientation	8.2%	22	11.1%	4	8.6%	26
Socio-economic status	9.0%	24	11.1%	4	9.2%	28
Ethnic origin	9.7%	26	5.6%	*	9.2%	28
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	10.4%	28	5.6%	*	9.9%	30
Marital status	4.5%	12	0.0%	*	3.9%	12
Nationality/country of origin	6.0%	16	5.6%	*	5.9%	18
None/no response	67.9%	180	66.7%	24	67.8%	203

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.5%	4	0.0%	*	1.3%	4
Bullying	6.0%	16	5.6%	*	5.9%	18
Bias	14.9%	39	5.6%	*	13.8%	41
Physical assault	0.7%	*	0.0%	*	0.7%	*
Sexual misconduct	0.7%	*	0.0%	*	0.7%	*
Verbal abuse	2.2%	6	0.0%	*	2.0%	6
None/no response	84.3%	223	94.4%	34	85.5%	256

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.0%	8	0.0%	*	2.6%	8
Bullying	9.0%	24	5.6%	*	8.6%	26
Bias	17.9%	47	11.1%	4	17.1%	51
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.7%	*	0.0%	*	0.7%	*
Verbal abuse	3.7%	10	0.0%	*	3.3%	10
None/no response	80.6%	213	88.9%	32	81.6%	245

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.2%	6	0.0%	*	2.0%	6
Bullying	18.7%	49	16.7%	6	18.4%	55
Bias	20.9%	55	38.9%	14	23.0%	69
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	1.5%	4	0.0%	*	1.3%	4
Verbal abuse	6.7%	18	11.1%	4	7.2%	22
None/no response	73.1%	193	61.1%	22	71.7%	215

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

Statistical significance not tested.

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



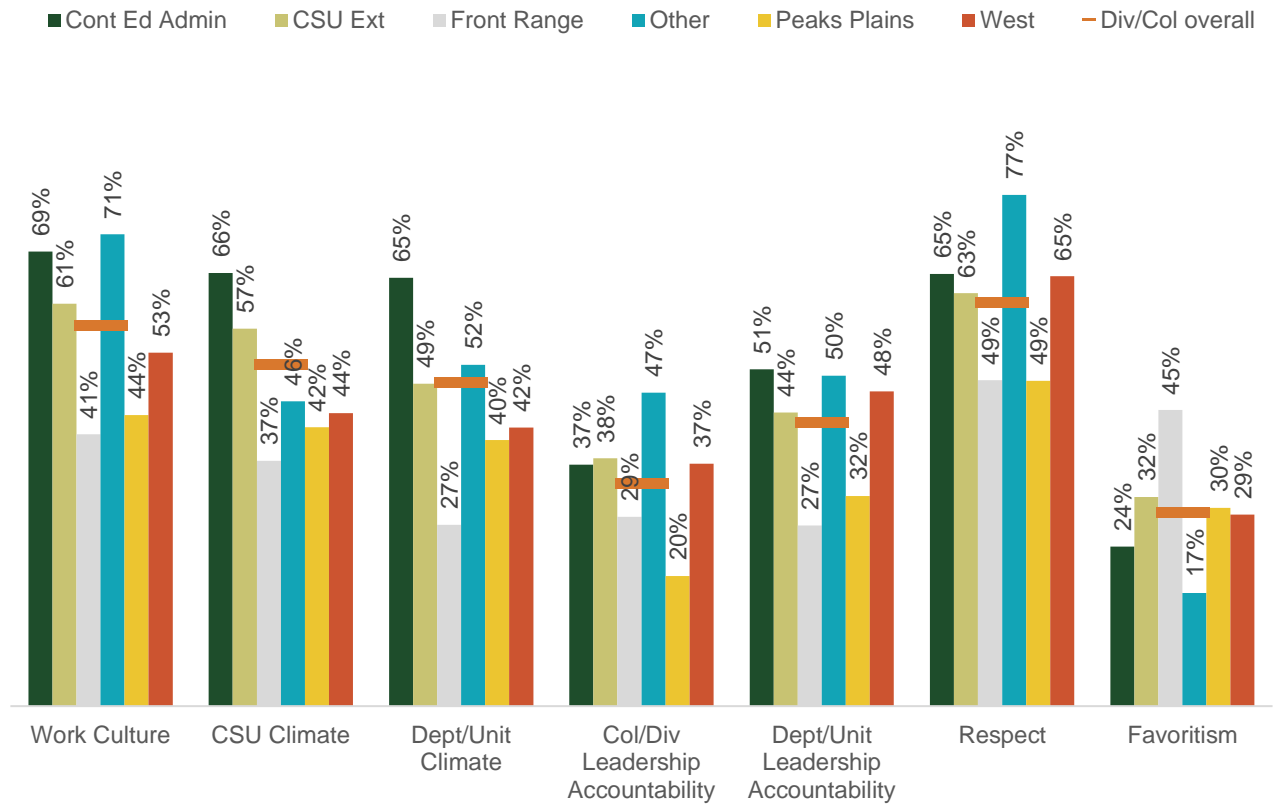
## Comparisons by Department/Unit

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

**Table 95: Department Grouping**

		Pct
Cont Ed Admin	Continuing Education - Administration	35.5%
CSU Ext	CSU Extension	8.6%
Front Range	Front Range Region	17.8%
Other	4-H Youth Development State Office	1.3%
	Colorado Water Center	1.3%
	Vice President for Engagement	6.6%
Peaks Plains	Peaks and Plains Region	15.1%
West	Western Region	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.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	68.8% C E	101	60.9% C E	24	41.1% C E	51	71.4% C E	28	44.1% C E	43	53.5% C E	41	57.5% C E	288
My department/unit promotes a work environment where all employees feel included	77.8% C F	107	61.5% C F	26	51.9% C F	53	85.7% C	28	56.5% C	45	52.4% C	41	65.8% C	300
My department/unit treats all employees equitably	59.3% C	107	66.7% C	24	37.0% C	53	78.6% C	28	56.5% C	45	61.9% C	41	57.6% C	298
My department/unit is open and transparent in communication	64.8% C	107	38.5% C	26	29.6% C	53	71.4% C	28	43.5% C	45	47.6% C	41	51.3% C	300
My department/unit values employee input in major department/unit decisions	58.5% C E F	105	53.8% C E F	26	40.7% C E F	53	85.7% C E F	28	34.8% C E F	45	42.9% C E F	41	51.7% C E F	298
My department/unit promotes respect for cultural differences	79.6% C E	107	84.6% C E	26	48.1% C E	53	85.7% C E	28	52.2% C E	45	76.2% C	41	70.4% C	300
My department/unit understands the value of diversity	79.6% C E	107	84.6% C	26	48.1% C E	53	92.9% C E	28	56.5% C E	45	66.7% C E	41	70.4% C E	300
My department/unit communicates the importance of valuing diversity	83.3% C	107	76.9% C	26	48.1% C	53	71.4% C	28	65.2% C	45	66.7% C	41	70.4% C	300
I feel valued as an employee	72.2% C E	107	53.8% C E	26	40.7% C E	53	64.3% C E	28	45.5% C E	43	47.6% C E	41	57.0% C E	298
I feel a strong sense of belonging to CSU	55.6% C E	107	69.2% C E	26	29.6% C E	53	50.0% C E	28	17.4% C E	45	38.1% C E	41	43.4% C E	300
I feel a strong sense of belonging to my division/college	50.9% E	105	38.5% E	26	46.2% E	51	57.1% E	28	21.7% E	45	42.9% E	41	44.0% E	296
I feel a strong sense of belonging to my department/unit	69.8% C E	105	61.5% C E	26	46.2% C E	51	64.3% C E	28	52.2% C E	45	57.1% C E	41	60.0% C E	296
I would recommend CSU as a place of employment	72.2% C E	107	69.2% E	26	42.3% E	51	50.0% E	28	30.4% E	45	47.6% E	41	55.0% E	298
I would recommend my department/unit as a place of employment	70.4% C E	107	61.5% C E	26	30.8% C E	51	71.4% C	28	39.1% C	45	47.6% C	41	55.0% C	298

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	13.2%	14	0.0% <sup>1</sup>	*	3.7%	*	14.3%	4	17.4%	8	25.0% C	10	12.7%	37
Yes, I had a review	86.8%	91	100.0% <sup>1</sup>	26	96.3% F	51	85.7%	24	82.6%	37	75.0%	30	87.3%	258
Total	100.0%	105	100.0%	26	100.0%	53	100.0%	28	100.0%	45	100.0%	39	100.0%	296

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

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

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

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

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

**Table 98: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.9%	91	59.0%	26	65.3%	49	77.8%	24	77.2%	37	80.0%	30	75.1%	256
I am satisfied with the effort my supervisor put into my most recent performance review	B C 87.0%	91	53.8%	26	72.0%	49	75.0%	24	B 73.7%	37	B 66.7%	30	75.4%	256
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.0%	91	15.4%	26	20.0%	49	8.3%	24	31.6%	37	26.7%	30	18.5%	256
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	B C 58.7%	91	23.1%	26	24.0%	49	58.3%	24	C 57.9%	37	B C 73.3%	30	50.0%	256

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 99: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	65.4%	105	62.5%	24	49.3%	49	77.4%	28	C E 49.2%	43	65.1%	41	61.1%	290
My department/unit is treated with respect by other units within my college/division	64.2%	105	50.0%	24	52.0%	49	71.4%	28	45.5%	43	61.9%	41	58.5%	290
My college/division is treated with respect by CSU	54.7%	105	58.3%	24	48.0%	49	71.4%	28	40.9%	43	57.1%	41	53.7%	290
The people I interact with treat each other with respect	C 86.8%	105	75.0%	24	60.0%	49	92.9%	28	C 68.2%	43	66.7%	41	76.2%	290
There is respect for religious differences in my department/unit	69.8%	105	66.7%	24	48.0%	49	64.3%	28	54.5%	43	71.4%	41	63.3%	290
There is respect for liberal perspectives in my department/unit	C 71.7%	105	66.7%	24	44.0%	49	92.9%	28	C E 59.1%	43	66.7%	41	66.0%	290
There is respect for conservative perspectives in my department/unit	45.3%	105	58.3%	24	44.0%	49	71.4%	28	E 27.3%	43	66.7%	41	49.0%	290

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 100: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	24.2%	105	31.7%	24	44.8%	49	17.1%	28	30.0%	43	29.0%	39	29.2%	288
Recognized within my department/unit	28.3%	105	33.3%	24	56.0%	49	35.7%	28	36.4%	43	30.0%	39	35.6%	288
Resources in my department/unit	26.4%	105	41.7%	24	48.0%	49	7.1%	28	27.3%	43	25.0%	39	29.5%	288
Professional development opportunities	17.0%	105	16.7%	24	20.0%	49	0.0%	28	22.7%	43	30.0%	39	18.5%	288
Promoted in my department/unit	30.2%	105	41.7%	24	56.0%	49	28.6%	28	31.8%	43	30.0%	39	35.6%	288
Hired in my department/unit	18.9%	105	25.0%	24	44.0%	49	14.3%	28	31.8%	43	30.0%	39	26.7%	288

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	36.5%	103	37.5%	24	28.7%	49	47.4%	26	19.7%	43	36.7%	39	33.7%	284
Leadership adequately addresses inappropriate behavior	34.6%	103	41.7%	24	24.0%	49	38.5%	26	22.7%	43	30.0%	39	31.3%	284
Leadership holds employees accountable for inappropriate behavior	34.6%	103	33.3%	24	24.0%	49	30.8%	26	18.2%	43	40.0%	39	30.6%	284
Leadership holds employees accountable for poor performance in the workplace	25.0%	103	16.7%	24	24.0%	49	23.1%	26	13.6%	43	25.0%	39	22.2%	284
Leadership acts ethically and honestly in the workplace	53.8%	103	58.3%	24	52.0%	49	84.6%	26	18.2%	43	60.0%	39	52.1%	284
Leadership addresses issues of inequity	38.5%	103	33.3%	24	20.0%	49	46.2%	26	22.7%	43	30.0%	39	31.9%	284
Leadership holds all employees to the same standards	32.7%	103	41.7%	24	28.0%	49	61.5%	26	22.7%	43	35.0%	39	34.0%	284

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	51.0% C	103	44.4% C	24	27.3% C	49	50.0% C	26	31.8% C	43	47.6% C	41	42.9% C	286
Leadership adequately addresses inappropriate behavior	50.0% C	103	41.7% C	24	24.0% C	49	46.2% C	26	31.8% C	43	38.1% C	41	40.0% C	286
Leadership holds employees accountable for inappropriate behavior	50.0% C	103	41.7% C	24	16.0% C	49	30.8% C	26	27.3% C	43	57.1% C	41	39.3% C	286
Leadership holds employees accountable for poor performance in the workplace	40.4% C	103	33.3% C	24	28.0% C	49	38.5% C	26	27.3% C	43	42.9% C	41	35.9% C	286
Leadership acts ethically and honestly in the workplace	53.8% E	103	58.3% E	24	52.0% E	49	84.6% E	26	18.2% E	43	60.0% E	39	52.1% E	284
Leadership addresses issues of inequity	50.0% C	103	41.7% C	24	20.0% C	49	46.2% C	26	31.8% C	43	38.1% C	41	39.3% C	286
Leadership holds all employees to the same standards	48.1% C	103	41.7% C	24	28.0% C	49	53.8% C	26	31.8% C	43	47.6% C	41	42.1% C	286

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 103: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.5% C E F	101	57.1% C	24	37.1% C	49	46.2% C	26	42.2% C	43	44.4% C	37	51.6% C	280
Recruits employees from a diverse set of backgrounds	65.4% C	103	66.7% C	24	40.0% C	49	46.2% C	26	77.3% C	43	52.4% C	41	59.3% C	286
Improves the campus climate for all employees	61.5% C E F	103	50.0% C	24	28.0% C	49	46.2% C	26	18.2% C	43	25.0% C	39	41.7% C	284
Retains diverse employees	36.5% C	103	41.7% C	24	16.0% C	49	23.1% C	26	40.9% C	43	23.8% C	41	31.0% C	286
Creates a supportive environment for employees from diverse backgrounds	56.9% C	101	58.3% C	24	32.0% C	49	46.2% C	26	40.9% C	43	50.0% C	39	48.3% C	282
Encourages discussions related to diversity	96.2% C D E F	103	83.3% C	24	60.0% C	49	61.5% C	26	54.5% C	43	70.0% C	39	75.7% C	284
Provides employees with a positive work experience	67.3% E	103	50.0% C	24	44.0% C	49	46.2% C	26	31.8% C	43	52.4% C	41	52.4% C	286
Climate has become consistently more inclusive of all employees	69.2% C E	103	50.0% C	24	40.0% C	49	53.8% C	26	31.8% C	43	47.6% C	41	52.4% C	286

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	64.8%	103	48.8%	24	27.4%	49	51.6%	26	40.3%	43	42.1%	39	48.9%	284
	C E F						C							
Recruits employees from a diverse set of backgrounds	63.5%	103	58.3%	24	36.0%	49	61.5%	26	68.2%	43	57.1%	41	57.9%	286
	C								C					
Improves the campus climate for all employees	57.7%	103	33.3%	24	28.0%	49	46.2%	26	22.7%	43	28.6%	41	40.0%	286
	C E F													
Retains diverse employees	44.2%	103	25.0%	24	8.0%	49	23.1%	26	31.8%	43	23.8%	41	29.7%	286
	C													
Creates a supportive environment for employees from diverse backgrounds	56.9%	101	58.3%	24	32.0%	49	46.2%	26	40.9%	43	50.0%	39	48.3%	282
Encourages discussions related to diversity	84.6%	103	66.7%	24	52.0%	49	46.2%	26	40.9%	43	50.0%	39	62.5%	284
	C D E F													
Provides employees with a positive work experience	71.2%	103	66.7%	24	32.0%	49	69.2%	26	31.8%	43	52.4%	41	55.2%	286
	C E						C E							
Climate has become consistently more inclusive of all employees	71.2%	103	41.7%	24	20.0%	49	61.5%	26	36.4%	43	38.1%	41	49.0%	286
	C E F						C							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 105: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	69.0%	95	71.4%	22	56.0%	47	54.8%	24	44.2%	43	45.9%	37	58.4%	268
	E F		E											
Communications are effective	80.0%	99	66.7%	24	50.0%	47	41.7%	24	45.5%	43	47.6%	41	60.3%	278
	C D E F													
Communications are timely	79.6%	97	81.8%	22	62.5%	47	50.0%	24	68.2%	43	42.9%	41	66.9%	274
	F		F											
Communications are relevant	66.7%	95	81.8%	22	58.3%	47	58.3%	24	50.0%	43	40.0%	39	59.1%	270
			F											
Communications are informative	79.6%	97	90.9%	22	66.7%	47	50.0%	24	40.9%	43	47.6%	41	64.7%	274
	E F		D E F											
Communications are motivating	38.8%	97	45.5%	22	37.5%	47	41.7%	24	27.3%	43	23.8%	41	35.3%	274
Communications are honest	65.3%	97	72.7%	22	58.3%	47	75.0%	24	27.3%	43	57.1%	41	58.3%	274
	E		E		E		E							
Communications are accessible	75.5%	97	63.6%	22	58.3%	47	66.7%	24	50.0%	43	60.0%	39	64.5%	272

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	53.3%	95	50.6%	22	50.0%	47	60.7%	24	44.2%	43	42.1%	39	50.1%	270
Communications are effective	56.3%	95	45.5%	22	33.3%	47	50.0%	24	50.0%	43	38.1%	41	47.1%	272
Communications are timely	58.3%	95	54.5%	22	50.0%	47	50.0%	24	50.0%	43	42.9%	41	52.2%	272
Communications are relevant	52.1%	95	72.7%	22	58.3%	47	50.0%	24	59.1%	43	40.0%	39	54.0%	270
Communications are informative	60.4%	95	63.6%	22	62.5%	47	58.3%	24	45.5%	43	40.0%	39	55.5%	270
Communications are motivating	26.5%	97	27.3%	22	29.2%	47	50.0%	24	27.3%	43	28.6%	41	29.5%	274
Communications are honest	49.0%	97	45.5%	22	62.5%	47	91.7%	24	27.3%	43	52.4%	41	51.8%	274
					E		A B E F							
Communications are accessible	67.3%	97	45.5%	22	54.2%	47	75.0%	24	50.0%	43	47.6%	41	58.3%	274

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	66.6%	93	61.0%	22	36.3%	47	71.4%	22	45.5%	43	50.0%	39	55.2%	266
Communications are effective	68.8%	95	36.4%	22	25.0%	47	83.3%	24	50.0%	43	47.6%	41	53.6%	272
Communications are timely	72.9%	95	63.6%	22	29.2%	47	58.3%	24	45.5%	43	52.4%	41	55.8%	272
Communications are relevant	72.9%	95	81.8%	22	54.2%	47	66.7%	24	54.5%	43	45.0%	39	62.8%	270
Communications are informative	72.3%	93	81.8%	22	50.0%	47	72.7%	22	54.5%	43	57.1%	41	64.0%	268
Communications are motivating	36.7%	97	36.4%	22	12.5%	47	50.0%	24	31.8%	43	38.1%	41	33.1%	274
Communications are honest	62.5%	95	63.6%	22	41.7%	47	83.3%	24	31.8%	43	57.1%	41	55.1%	272
Communications are accessible	73.5%	97	63.6%	22	41.7%	47	75.0%	24	50.0%	43	52.4%	41	60.4%	274

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 108: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	44.0%	43	66.7% C	16	29.2%	14	58.3%	14	59.1%	26	30.0%	12	45.0%	124
Maybe, I can provide feedback in limited situations	42.0%	41	25.0%	6	54.2%	26	33.3%	8	27.3%	12	55.0%	22	41.4%	114
No, I don't have an opportunity to provide feedback	14.0%	14	8.3% *		16.7%	8	8.3% *		13.6%	6	15.0%	6	13.6%	37
Total	100.0%	99	100.0%	24	100.0%	47	100.0%	24	100.0%	43	100.0%	39	100.0%	276

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

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

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

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

**Table 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.9% C	85	54.0%	20	34.0%	39	49.1%	22	38.9%	36	42.5%	32	46.6%	233
One on one conversations with my supervisor	81.4% C	85	90.9% C	22	55.0%	39	72.7%	22	66.7%	36	76.5%	34	74.2%	237
My representation in shared governance (CPC, APC, or Faculty Council)	27.9%	85	20.0%	20	15.0%	39	27.3%	22	5.6%	36	18.8%	32	20.3%	233
My service on committees	41.9%	85	50.0%	20	45.0%	39	27.3%	22	50.0%	36	31.3%	32	41.5%	233
Annual review process	69.8% C E	85	63.6%	22	35.0%	39	54.5%	22	38.9%	36	50.0%	32	54.6%	235
Input collection through anonymous surveys	53.5% C	85	36.4%	22	20.0%	39	63.6% C	22	33.3%	36	41.2%	34	42.5%	237

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 110: Feedback Valued**

When I give feedback it is valued by:	Cont Ed Admin (A)		CSU Ext (B)		Front Range (C)		Other (D)		Peaks Plains (E)		West (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	57.4% C E	85	48.5%	22	33.3%	39	51.5%	22	29.6%	36	35.4%	32	44.8%	235
CSU overall	46.5%	85	27.3%	22	30.0%	39	36.4%	22	22.2%	36	31.3%	32	35.3%	235
My division/college	53.5%	85	54.5%	22	30.0%	39	45.5%	22	27.8%	36	31.3%	32	42.0%	235
My department/unit	72.1% C E	85	63.6%	22	40.0%	39	72.7%	22	38.9%	36	43.8%	32	57.1%	235

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

Percent "Agree" or "Strongly agree"

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

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

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

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



Table 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	1.9%	*	7.7%	*	3.7%	*	7.1%	*	4.3%	*	4.8%	*	3.9%	12
Physical appearance	3.7%	4	0.0%	*	3.7%	*	0.0%	*	8.7%	4	0.0%	*	3.3%	10
Physical disability	1.9%	*	7.7%	*	0.0%	*	7.1%	*	0.0%	*	0.0%	*	2.0%	6
Mental disability	0.0%	*	7.7%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Employment classification	7.4%	8	23.1%	6	22.2%	12	21.4%	6	13.0%	6	9.5%	4	13.8%	41
Gender identity	3.7%	4	0.0%	*	11.1%	6	7.1%	*	17.4%	8	0.0%	*	6.6%	20
Job title	7.4%	8	7.7%	*	11.1%	6	28.6%	8	4.3%	*	0.0%	*	8.6%	26
Parental status	1.9%	*	0.0%	*	7.4%	4	7.1%	*	0.0%	*	0.0%	*	2.6%	8
Religion	1.9%	*	15.4%	4	11.1%	6	7.1%	*	21.7%	10	4.8%	*	8.6%	26
Political affiliation	5.6%	6	15.4%	4	14.8%	8	21.4%	6	39.1%	18	14.3%	6	15.8%	47
Sexual orientation	0.0%	*	0.0%	*	3.7%	*	7.1%	*	21.7%	10	0.0%	*	4.6%	14
Socio-economic status	0.0%	*	0.0%	*	11.1%	6	7.1%	*	17.4%	8	0.0%	*	5.3%	16
Ethnic origin	1.9%	*	15.4%	4	14.8%	8	14.3%	4	13.0%	6	0.0%	*	7.9%	24
Veteran status	0.0%	*	0.0%	*	3.7%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Race or color	3.7%	4	15.4%	4	11.1%	6	14.3%	4	21.7%	10	0.0%	*	9.2%	28
Marital status	1.9%	*	0.0%	*	3.7%	*	7.1%	*	4.3%	*	0.0%	*	2.6%	8
Nationality/country of origin	1.9%	*	7.7%	*	3.7%	*	7.1%	*	8.7%	4	0.0%	*	3.9%	12
None/no response	79.6%	85	46.2%	12	66.7%	36	57.1%	16	56.5%	26	76.2%	32	68.4%	205

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.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.3%	10	7.7%	*	7.4%	4	7.1%	*	0.0%	*	14.3%	6	7.9%	24
Physical appearance	5.6%	6	15.4%	4	11.1%	6	0.0%	*	4.3%	*	4.8%	*	6.6%	20
Physical disability	3.7%	4	0.0%	*	3.7%	*	0.0%	*	0.0%	*	4.8%	*	2.6%	8
Mental disability	3.7%	4	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.3%	4
Employment classification	11.1%	12	7.7%	*	22.2%	12	14.3%	4	13.0%	6	9.5%	4	13.2%	39
Gender identity	3.7%	4	15.4%	4	11.1%	6	7.1%	*	4.3%	*	9.5%	4	7.2%	22
Job title	14.8%	16	23.1%	6	14.8%	8	28.6%	8	13.0%	6	0.0%	*	14.5%	43
Parental status	1.9%	*	0.0%	*	3.7%	*	7.1%	*	0.0%	*	0.0%	*	2.0%	6
Religion	1.9%	*	7.7%	*	7.4%	4	7.1%	*	8.7%	4	9.5%	4	5.9%	18
Political affiliation	1.9%	*	15.4%	4	11.1%	6	14.3%	4	17.4%	8	14.3%	6	9.9%	30
Sexual orientation	1.9%	*	0.0%	*	11.1%	6	7.1%	*	13.0%	6	9.5%	4	6.6%	20
Socio-economic status	1.9%	*	0.0%	*	11.1%	6	7.1%	*	8.7%	4	0.0%	*	4.6%	14
Ethnic origin	3.7%	4	7.7%	*	18.5%	10	14.3%	4	8.7%	4	9.5%	4	9.2%	28
Veteran status	0.0%	*	0.0%	*	3.7%	*	0.0%	*	0.0%	*	0.0%	*	0.7%	*
Race or color	3.7%	4	7.7%	*	18.5%	10	14.3%	4	8.7%	4	14.3%	6	9.9%	30
Marital status	3.7%	4	0.0%	*	3.7%	*	7.1%	*	0.0%	*	9.5%	4	3.9%	12
Nationality/country of origin	1.9%	*	7.7%	*	14.8%	8	0.0%	*	4.3%	*	4.8%	*	5.3%	16
None/no response	74.1%	79	76.9%	20	59.3%	32	64.3%	18	69.6%	32	66.7%	28	69.1%	207

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.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.4%	8	7.7%	*	14.8%	8	0.0%	*	8.7%	4	19.0%	8	9.9%	30
Physical appearance	5.6%	6	7.7%	*	14.8%	8	0.0%	*	4.3%	*	23.8%	10	9.2%	28
Physical disability	1.9%	*	0.0%	*	3.7%	*	0.0%	*	13.0%	6	9.5%	4	4.6%	14
Mental disability	5.6%	6	0.0%	*	3.7%	*	0.0%	*	8.7%	4	0.0%	*	3.9%	12
Employment classification	11.1%	12	7.7%	*	40.7%	22	7.1%	*	13.0%	6	14.3%	6	16.4%	49
Gender identity	0.0%	*	7.7%	*	18.5%	10	7.1%	*	17.4%	8	9.5%	4	8.6%	26
Job title	9.3%	10	15.4%	4	33.3%	18	14.3%	4	4.3%	*	14.3%	6	14.5%	43
Parental status	1.9%	*	0.0%	*	7.4%	4	7.1%	*	0.0%	*	9.5%	4	3.9%	12
Religion	1.9%	*	7.7%	*	11.1%	6	7.1%	*	4.3%	*	19.0%	8	7.2%	22
Political affiliation	0.0%	*	15.4%	4	22.2%	12	0.0%	*	17.4%	8	19.0%	8	10.5%	32
Sexual orientation	1.9%	*	7.7%	*	18.5%	10	0.0%	*	17.4%	8	9.5%	4	8.6%	26
Socio-economic status	3.7%	4	0.0%	*	14.8%	8	7.1%	*	13.0%	6	19.0%	8	9.2%	28
Ethnic origin	3.7%	4	7.7%	*	14.8%	8	7.1%	*	13.0%	6	14.3%	6	9.2%	28
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	3.7%	4	15.4%	4	14.8%	8	7.1%	*	13.0%	6	14.3%	6	9.9%	30
Marital status	3.7%	4	0.0%	*	3.7%	*	7.1%	*	0.0%	*	9.5%	4	3.9%	12
Nationality/country of origin	1.9%	*	7.7%	*	14.8%	8	0.0%	*	8.7%	4	4.8%	*	5.9%	18
None/no response	81.5%	87	61.5%	16	48.1%	26	78.6%	22	65.2%	30	57.1%	24	67.8%	203

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.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	7.1%	*	0.0%	*	4.8%	*	1.3%	4
Bullying	1.9%	*	7.7%	*	14.8%	8	7.1%	*	8.7%	4	0.0%	*	5.9%	18
Bias	3.7%	4	23.1%	6	18.5%	10	21.4%	6	34.8%	16	0.0%	*	13.8%	41
Physical assault	0.0%	*	0.0%	*	0.0%	*	7.1%	*	0.0%	*	0.0%	*	0.7%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	7.1%	*	0.0%	*	0.0%	*	0.7%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	7.1%	*	8.7%	4	0.0%	*	2.0%	6
None/no response	96.3%	103	76.9%	20	81.5%	43	78.6%	22	65.2%	30	95.2%	39	85.5%	256

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.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	7.7%	*	0.0%	*	7.1%	*	4.3%	*	4.8%	*	2.6%	8
Bullying	9.3%	10	15.4%	4	11.1%	6	7.1%	*	4.3%	*	4.8%	*	8.6%	26
Bias	13.0%	14	23.1%	6	29.6%	16	21.4%	6	17.4%	8	4.8%	*	17.1%	51
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.8%	*	0.7%	*
Verbal abuse	3.7%	4	15.4%	4	0.0%	*	7.1%	*	0.0%	*	0.0%	*	3.3%	10
None/no response	83.3%	89	76.9%	20	70.4%	37	78.6%	22	82.6%	37	95.2%	39	81.6%	245

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.	Cont Ed Admin		CSU Ext		Front Range		Other		Peaks Plains		West		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	8.7%	4	4.8%	*	2.0%	6
Bullying	13.0%	14	15.4%	4	44.4%	24	0.0%	*	13.0%	6	19.0%	8	18.4%	55
Bias	11.1%	12	15.4%	4	40.7%	22	14.3%	4	26.1%	12	38.1%	16	23.0%	69
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	*	4.8%	*	1.3%	4
Verbal abuse	3.7%	4	7.7%	*	18.5%	10	0.0%	*	8.7%	4	4.8%	*	7.2%	22
None/no response	81.5%	87	76.9%	20	48.1%	26	85.7%	24	73.9%	34	61.9%	26	71.7%	215

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

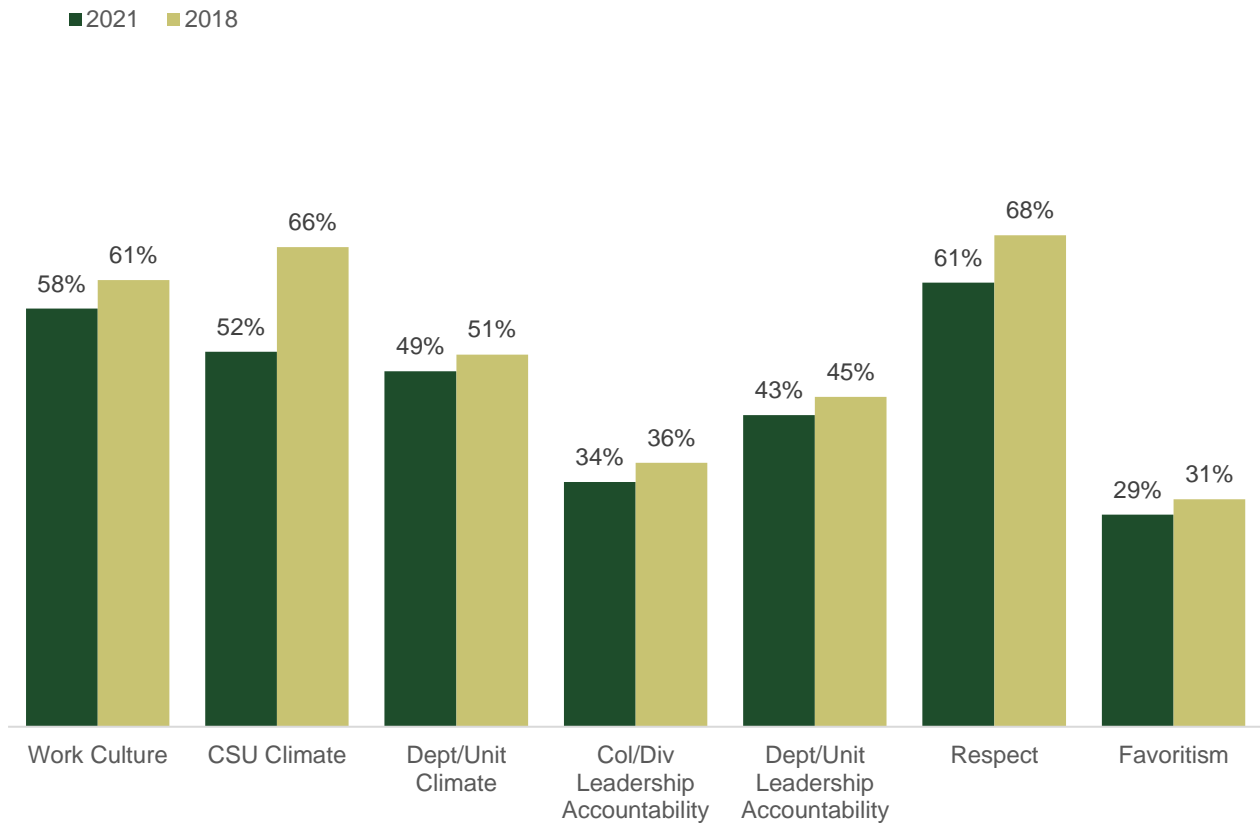
Statistical significance not tested.

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

## Comparisons by Year

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

**Figure 6: Organizational Themes Compared by Year**



**Table 117: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
<b>WORK CULTURE OVERALL</b>	61.5%	253	57.5%	288
My department/unit promotes a work environment where all employees feel included	3.4%	284	3.6%	300
My department/unit treats all employees equitably	3.2%	282	3.4%	298
My department/unit is open and transparent in communication	3.1%	282	3.4%	300
			A	
My department/unit values employee input in major department/unit decisions	3.2%	284	3.4%	298
My department/unit promotes respect for cultural differences	4.0%	284	3.8%	300
			B	
My department/unit understands the value of diversity	3.9%	284	3.8%	300
My department/unit communicates the importance of valuing diversity	3.9%	282	3.8%	300
I feel valued as an employee	3.4%	282	3.5%	298
I feel a strong sense of belonging to CSU	3.3%	286	3.1%	300
I feel a strong sense of belonging to my division/college	3.4%	284	3.2%	296
			B	
I feel a strong sense of belonging to my department/unit	3.7%	284	3.6%	296
I would recommend CSU as a place of employment	3.9%	264	3.5%	298
			B	
I would recommend my department/unit as a place of employment	3.5%	275	3.5%	298

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	87.1%	229	87.3%	258
No, I did not have a review	12.9%	34	12.7%	37

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

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

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

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

**Table 119: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
<b>PERFORMANCE REVIEW OVERALL</b>	81.7%	249	75.1%	256
			B	
I am satisfied with the effort my supervisor put into my most recent performance review	3.6%	255	3.9%	256
			A	
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	3.0%	277	2.4%	256
			B	
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.2%	256

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

Percent "Agree" or "Strongly agree"

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

\*Reverse coded when included in overall rating

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

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

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

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

**Table 120: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	67.6%	239	61.1%	290
	B			
My department/unit is treated with respect by other units within my college/division	3.6%	277	3.5%	290
	B			
My college/division is treated with respect by CSU	3.4%	273	3.5%	290
The people I interact with treat each other with respect	3.7%	284	3.9%	290
			A	
There is respect for religious differences in my department/unit	3.9%	253	3.7%	290
There is respect for liberal perspectives in my department/unit	3.8%	270	3.8%	290
There is respect for conservative perspectives in my department/unit	3.8%	271	3.3%	290
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 121: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.3%	254	29.2%	288
Recognized within my department/unit	3.1%	272	2.9%	288
Resources in my department/unit	2.9%	270	2.8%	288
Professional development opportunities	2.6%	272	2.5%	288
Promoted in my department/unit	3.0%	260	2.9%	288
Hired in my department/unit	2.8%	260	2.7%	288

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 122: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	36.3%	214	33.7%	284
Leadership adequately addresses inappropriate behavior	2.8%	230	3.0%	284
Leadership holds employees accountable for inappropriate behavior	2.7%	232	2.9%	284
Leadership holds employees accountable for poor performance in the workplace	2.8%	231	2.8%	284
Leadership acts ethically and honestly in the workplace	3.5%	255	3.4%	284
Leadership addresses issues of inequity	2.9%	233	3.1%	284
Leadership holds all employees to the same standards	2.9%	240	2.9%	284

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	45.4%	229	42.9%	286
Leadership adequately addresses inappropriate behavior	3.1%	262	3.1%	286
Leadership holds employees accountable for inappropriate behavior	3.1%	260	3.1%	286
Leadership holds employees accountable for poor performance in the workplace	3.0%	252	3.0%	286
Leadership acts ethically and honestly in the workplace	3.5%	255	3.4%	284
Leadership addresses issues of inequity	3.1%	250	3.2%	286
Leadership holds all employees to the same standards	3.0%	259	3.1%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	66.0%	196	51.6%	280
	B			
Recruits employees from a diverse set of backgrounds	3.8%	243	3.6%	286
	B			
Improves the campus climate for all employees	3.6%	234	3.3%	284
	B			
Retains diverse employees	3.5%	223	3.1%	286
	B			
Creates a supportive environment for employees from diverse backgrounds	3.7%	239	3.4%	282
	B			
Encourages discussions related to diversity	4.1%	254	3.9%	284
	B			
Provides employees with a positive work experience	3.7%	250	3.5%	286
	B			
Climate has become consistently more inclusive of all employees	3.6%	229	3.5%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	51.2%	220	48.9%	284
Recruits employees from a diverse set of backgrounds	3.4%	272	3.3%	286
Improves the campus climate for all employees	3.2%	253	3.2%	286
Retains diverse employees	3.1%	263	2.8%	286
	B			
Creates a supportive environment for employees from diverse backgrounds	3.7%	239	3.4%	282
	B			
Encourages discussions related to diversity	3.6%	271	3.6%	284
Provides employees with a positive work experience	3.3%	270	3.4%	286
Climate has become consistently more inclusive of all employees	3.2%	254	3.3%	286

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	29.3%	59	9.9%	30
Physical appearance	15.8%	32	9.2%	28
Physical disability*	8.5%	17	4.6%	14
Mental disability	NA	NA	3.9%	12
Employment classification	39.3%	79	16.4%	49
Gender identity	11.9%	24	8.6%	26
Job title	39.2%	79	14.5%	43
Parental status	8.9%	18	3.9%	12
Religion	14.3%	29	7.2%	22
Political affiliation	28.5%	57	10.5%	32
Sexual orientation	10.1%	20	8.6%	26
Socio-economic status	6.1%	12	9.2%	28
Ethnic origin	11.1%	22	9.2%	28
Veteran status	NA	NA	NA	NA
Race or color	12.5%	25	9.9%	30
Marital status	4.9%	10	3.9%	12
Nationality/country of origin	5.0%	10	5.9%	18
None/no response	22.3%	45	67.8%	203

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

Statistical significance not tested.

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



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

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	2.4%	7	1.3%	4
Bullying	14.5%	40	5.9%	18
Bias	32.5%	90	13.8%	41
Physical assault	0.0%	*	0.7%	*
Sexual misconduct	1.3%	4	0.7%	*
Verbal abuse	6.6%	18	2.0%	6
None/no response	63.6%	177	85.5%	256

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 128: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.6%	10	2.6%	8
Bullying	14.8%	41	8.6%	26
Bias	36.0%	100	17.1%	51
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.6%	*	0.7%	*
Verbal abuse	5.9%	16	3.3%	10
None/no response	61.0%	170	81.6%	245

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 129: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.2%	3	2.0%	6
Bullying	18.3%	51	18.4%	55
Bias	34.2%	95	23.0%	69
Physical assault	0.6%	*	0.0%	*
Sexual misconduct	2.2%	6	1.3%	4
Verbal abuse	10.1%	28	7.2%	22
None/no response	60.5%	168	71.7%	215

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

Statistical significance not tested.

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