

# Employee Climate Survey 2021

## Enrollment and Access

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*
Enrollment/Access	153	0	4	98	64.1%
Admissions	40	0	2	23	57.5%
Office of Financial Aid	41	0	0	27	65.9%
Registrar	45	0	2	33	73.3%
The Access Center	23	0	0	13	56.5%
Vice President for Enrollment and Access	4	0	0	2	50.0%

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

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

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

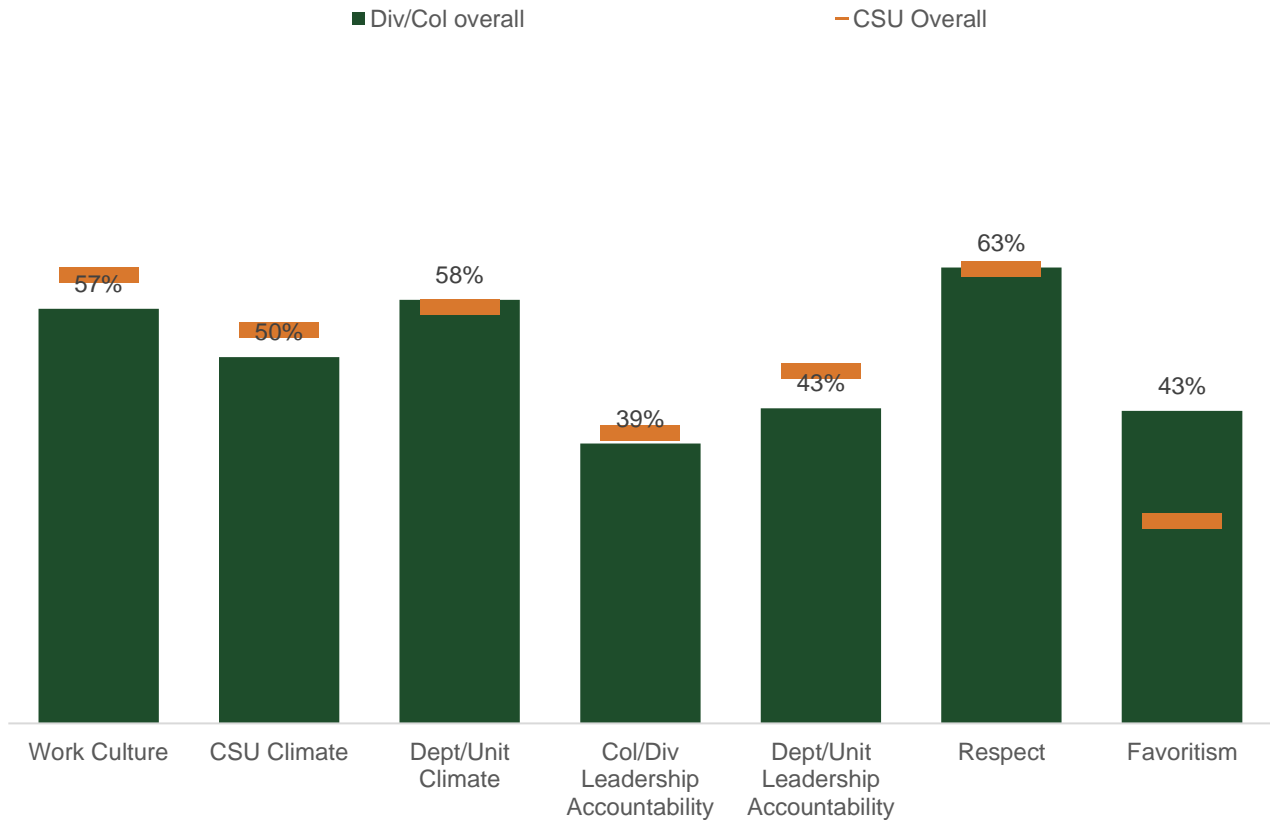
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	29%	26%	29%
	Woman	71%	72%	69%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	2%	2%
Racially minoritized status	Racially minoritized	38%	34%	37%
	Non-racially minoritized	62%	66%	63%
Employee type	Admin Professional	79%	76%	79%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	21%	24%	21%
	Other Salaried Employee	0%	0%	0%

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

## Frequencies of Results

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

**Figure 1: Organizational Themes**



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**Table 3: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit promotes a work environment where all employees feel included	9.2%	13.7%	15.2%	46.5%	15.4%	100.0% 153
My department/unit treats all employees equitably	13.0%	23.1%	18.6%	33.1%	12.2%	100.0% 153
My department/unit is open and transparent in communication	12.1%	23.7%	20.9%	33.6%	9.8%	100.0% 151
My department/unit values employee input in major department/unit decisions	15.3%	23.1%	23.0%	31.1%	7.4%	100.0% 153
My department/unit promotes respect for cultural differences	7.3%	6.0%	10.3%	44.3%	32.0%	100.0% 152
My department/unit understands the value of diversity	2.0%	8.9%	12.2%	42.5%	34.4%	100.0% 153
My department/unit communicates the importance of valuing diversity	4.4%	1.6%	3.1%	46.9%	44.1%	100.0% 153
I feel valued as an employee	13.4%	14.4%	19.4%	33.7%	19.1%	100.0% 151
I feel a strong sense of belonging to CSU	9.7%	10.4%	32.5%	29.2%	18.2%	100.0% 153
I feel a strong sense of belonging to my division/college	13.6%	15.7%	31.0%	24.1%	15.6%	100.0% 153
I feel a strong sense of belonging to my department/unit	14.2%	9.4%	21.2%	28.3%	27.0%	100.0% 153
I would recommend CSU as a place of employment	2.0%	8.2%	24.0%	48.3%	17.4%	100.0% 153
I would recommend my department/unit as a place of employment	11.2%	10.3%	24.0%	32.5%	21.9%	100.0% 153

**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?	85.0%	15.0%	100.0% 153

**Table 5: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	2.3%	7.1%	7.4%	42.1%	41.1%	100.0% 130
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	30.5%	38.6%	13.7%	10.4%	6.8%	100.0% 130
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.3%	22.2%	17.4%	47.2%	8.9%	100.0% 130

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

**Table 6: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit is treated with respect by other units within my college/division	3.0%	12.0%	16.0%	53.7%	15.4%	100.0% 153
My college/division is treated with respect by CSU	1.0%	16.2%	22.6%	42.7%	17.6%	100.0% 153
The people I interact with treat each other with respect	0.0%	7.3%	7.3%	62.4%	23.1%	100.0% 153
There is respect for religious differences in my department/unit	7.2%	5.1%	33.0%	41.4%	13.3%	100.0% 153
There is respect for liberal perspectives in my department/unit	4.2%	3.0%	17.8%	41.5%	33.5%	100.0% 153
There is respect for conservative perspectives in my department/unit	14.4%	20.1%	33.7%	19.7%	12.1%	100.0% 153

**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	6.7%	26.6%	18.4%	25.9%	22.4%	100.0% 153
Resources in my department/unit	8.3%	25.3%	21.6%	28.8%	16.1%	100.0% 153
Professional development opportunities	10.3%	28.3%	33.8%	17.4%	10.1%	100.0% 153
Promoted in my department/unit	9.5%	15.1%	19.9%	28.2%	27.3%	100.0% 153
Hired in my department/unit	10.6%	22.4%	28.3%	23.3%	15.5%	100.0% 153

**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	6.5%	11.3%	45.9%	23.5%	12.7%	100.0% 148
Leadership holds employees accountable for inappropriate behavior	9.8%	13.7%	40.3%	23.4%	12.8%	100.0% 148
Leadership holds employees accountable for poor performance in the workplace	13.2%	16.9%	41.0%	22.6%	6.3%	100.0% 147
Leadership acts ethically and honestly in the workplace	5.4%	5.1%	30.2%	38.1%	21.2%	100.0% 150
Leadership addresses issues of inequity	7.5%	15.2%	38.3%	27.5%	11.5%	100.0% 148
Leadership holds all employees to the same standards	18.4%	17.5%	34.7%	19.8%	9.5%	100.0% 150

**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	9.7%	11.2%	38.1%	26.9%	14.1%	100.0% 148
Leadership holds employees accountable for inappropriate behavior	10.8%	15.9%	29.7%	30.8%	12.9%	100.0% 148
Leadership holds employees accountable for poor performance in the workplace	15.1%	20.6%	28.4%	27.5%	8.4%	100.0% 148
Leadership acts ethically and honestly in the workplace	5.4%	5.1%	30.2%	38.1%	21.2%	100.0% 150
Leadership addresses issues of inequity	10.7%	20.3%	24.6%	34.9%	9.6%	100.0% 148
Leadership holds all employees to the same standards	21.1%	21.5%	25.6%	22.2%	9.7%	100.0% 150

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	2.1%	14.7%	30.8%	45.9%	6.6%	100.0% 150
Improves the campus climate for all employees	7.6%	16.3%	30.4%	39.2%	6.5%	100.0% 148
Retains diverse employees	10.3%	19.0%	42.6%	20.7%	7.3%	100.0% 148
Creates a supportive environment for employees from diverse backgrounds	5.5%	15.9%	38.3%	33.9%	6.3%	100.0% 148
Encourages discussions related to diversity	1.2%	7.4%	6.8%	62.2%	22.5%	100.0% 148
Provides employees with a positive work experience	2.2%	15.4%	30.9%	37.8%	13.7%	100.0% 150
Climate has become consistently more inclusive of all employees	3.1%	13.2%	32.9%	38.0%	12.7%	100.0% 148

**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	0.0%	9.4%	26.5%	49.5%	14.6%	100.0% 150
Improves the campus climate for all employees	9.5%	14.5%	26.2%	40.8%	9.0%	100.0% 148
Retains diverse employees	7.6%	19.8%	31.8%	30.2%	10.6%	100.0% 148
Creates a supportive environment for employees from diverse backgrounds	5.5%	15.9%	38.3%	33.9%	6.3%	100.0% 148
Encourages discussions related to diversity	2.2%	3.1%	4.2%	56.8%	33.7%	100.0% 150
Provides employees with a positive work experience	6.3%	13.3%	27.0%	36.9%	16.5%	100.0% 150
Climate has become consistently more inclusive of all employees	3.2%	13.3%	30.9%	36.4%	16.2%	100.0% 148

**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	2.9%	19.9%	25.1%	44.8%	7.3%	100.0% 150
Communications are timely	6.2%	9.3%	31.0%	43.6%	9.9%	100.0% 148
Communications are relevant	4.3%	8.9%	35.2%	43.4%	8.1%	100.0% 150
Communications are informative	1.0%	7.2%	34.1%	46.2%	11.5%	100.0% 149
Communications are motivating	7.7%	15.0%	43.2%	27.0%	7.1%	100.0% 149
Communications are honest	4.3%	12.9%	42.5%	30.6%	9.7%	100.0% 146
Communications are accessible	0.0%	5.3%	26.2%	57.9%	10.7%	100.0% 149

**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	7.3%	24.7%	20.6%	40.6%	6.8%	100.0% 150
Communications are timely	5.3%	22.5%	28.3%	36.8%	7.1%	100.0% 148
Communications are relevant	4.2%	7.0%	34.5%	46.4%	7.8%	100.0% 150
Communications are informative	5.3%	14.8%	29.2%	43.2%	7.4%	100.0% 147
Communications are motivating	7.3%	19.3%	43.1%	22.6%	7.8%	100.0% 147
Communications are honest	9.9%	7.3%	36.7%	34.6%	11.5%	100.0% 146
Communications are accessible	4.2%	6.6%	29.3%	49.9%	9.9%	100.0% 149

**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	7.5%	16.8%	16.0%	49.6%	10.1%	100.0% 148
Communications are timely	6.5%	21.8%	22.5%	39.2%	9.9%	100.0% 148
Communications are relevant	5.2%	1.7%	25.1%	54.8%	13.2%	100.0% 150
Communications are informative	6.7%	6.2%	23.3%	48.8%	15.0%	100.0% 143
Communications are motivating	7.6%	13.8%	45.2%	25.9%	7.6%	100.0% 147
Communications are honest	7.7%	6.1%	32.7%	40.9%	12.6%	100.0% 146
Communications are accessible	5.4%	7.5%	25.5%	51.9%	9.8%	100.0% 147

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**Table 15: Communicated Feedback**

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct   Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	42.1%	35.1%	22.8%	100.0% 150

**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	2.8%	5.5%	6.5%	39.2%	46.1%	100.0% 114
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	4.1%	72.0%	15.5%	8.5%	100.0% 113
My service on committees	1.6%	6.5%	52.1%	27.7%	12.1%	100.0% 113
Annual review process	2.8%	8.1%	24.6%	43.3%	21.1%	100.0% 113
Input collection through anonymous surveys	4.5%	11.4%	40.7%	34.9%	8.5%	100.0% 113

*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	4.3%	11.2%	53.6%	25.4%	5.6%	100.0% 114
My division/college	5.5%	12.2%	44.2%	29.3%	8.8%	100.0% 114
My department/unit	5.7%	10.7%	28.8%	39.3%	15.6%	100.0% 114

*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	21.7%	33	10.3%	16	15.1%	23
Physical appearance	15.2%	23	11.1%	17	13.6%	21
Physical disability	18.5%	28	7.0%	11	11.1%	17
Mental disability	14.1%	22	8.8%	13	11.7%	18
Employment classification	34.1%	52	14.5%	22	18.5%	28
Gender identity	16.0%	24	7.2%	11	6.1%	9
Job title	26.0%	40	21.1%	32	23.8%	36
Parental status	10.7%	16	7.1%	11	10.3%	16
Religion	9.5%	15	6.4%	10	9.3%	14
Political affiliation	27.5%	42	23.6%	36	22.6%	35
Sexual orientation	14.9%	23	6.1%	9	6.1%	9
Socio-economic status	27.3%	42	13.3%	20	11.2%	17
Ethnic origin	18.5%	28	8.6%	13	9.8%	15
Veteran status	2.3%	4	1.0%	*	1.0%	*
Race or color	28.6%	44	11.6%	18	11.4%	18
Marital status	6.6%	10	4.4%	7	5.2%	8
Nationality/country of origin	16.1%	25	6.4%	10	6.1%	9
None/no response	38.0%	58	53.1%	81	50.1%	77

*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	9.9%	15	3.2%	5	3.2%	5
Bullying	13.9%	21	9.8%	15	10.6%	16
Bias	32.8%	50	21.8%	33	25.8%	39
Physical assault	3.3%	5	0.0%	*	0.0%	*
Sexual misconduct	10.0%	15	0.0%	*	1.2%	*
Verbal abuse	9.9%	15	1.0%	*	8.6%	13
None/no response	64.3%	98	74.9%	115	70.9%	108

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

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

**Table 20: Gender**

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	33.0%	48
Trans / Transgender	1.1%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.1%	3
Man	24.6%	36
Trans Man / Masculine	1.1%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	59.4%	87
Prefer not to disclose	7.4%	11
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	17.9%	24		42.8%	57		81.0%	109	
1	2.6%	3		21.1%	28		5.2%	7	
2	7.5%	10		4.7%	6		5.5%	7	
3	10.4%	14		4.6%	6		4.9%	7	
4	9.8%	13		6.3%	8		3.5%	5	
5	28.4%	38		12.9%	17		0.0%	*	
6 Very	23.4%	31		7.7%	10		0.0%	*	
Total	100.0%	134	3.70	100.0%	134	1.80	100.0%	134	.45

\* 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	3.7%	5
Asian (can include Middle Eastern and North African)	5.3%	8
Black or African American (can include Middle Eastern and North African)	3.5%	5
Hispanic or Latinx	23.6%	34
Native Hawaiian or Other Pacific Islander	1.2%	*
White	63.2%	92
Prefer not to disclose	11.8%	17
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	100.0%	5
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

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

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

*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	89.7%	29
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	5.5%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	10.8%	4

*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)	18.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	18.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	64.0%	5
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 27: Hawaiian/Pacific Islander**

<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	100.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 28: Disability**

	<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?	10.1%	81.7%	8.2%	100.0%   144

**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?	11.1%	81.3%	1.2%	6.3%	100.0%   145

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
Admissions	23.1%	35
Office of Financial Aid	28.5%	44
Registrar	32.0%	49
The Access Center	14.2%	22
Vice President for Enrollment and Access	2.2%	3
Total	100.0%	153

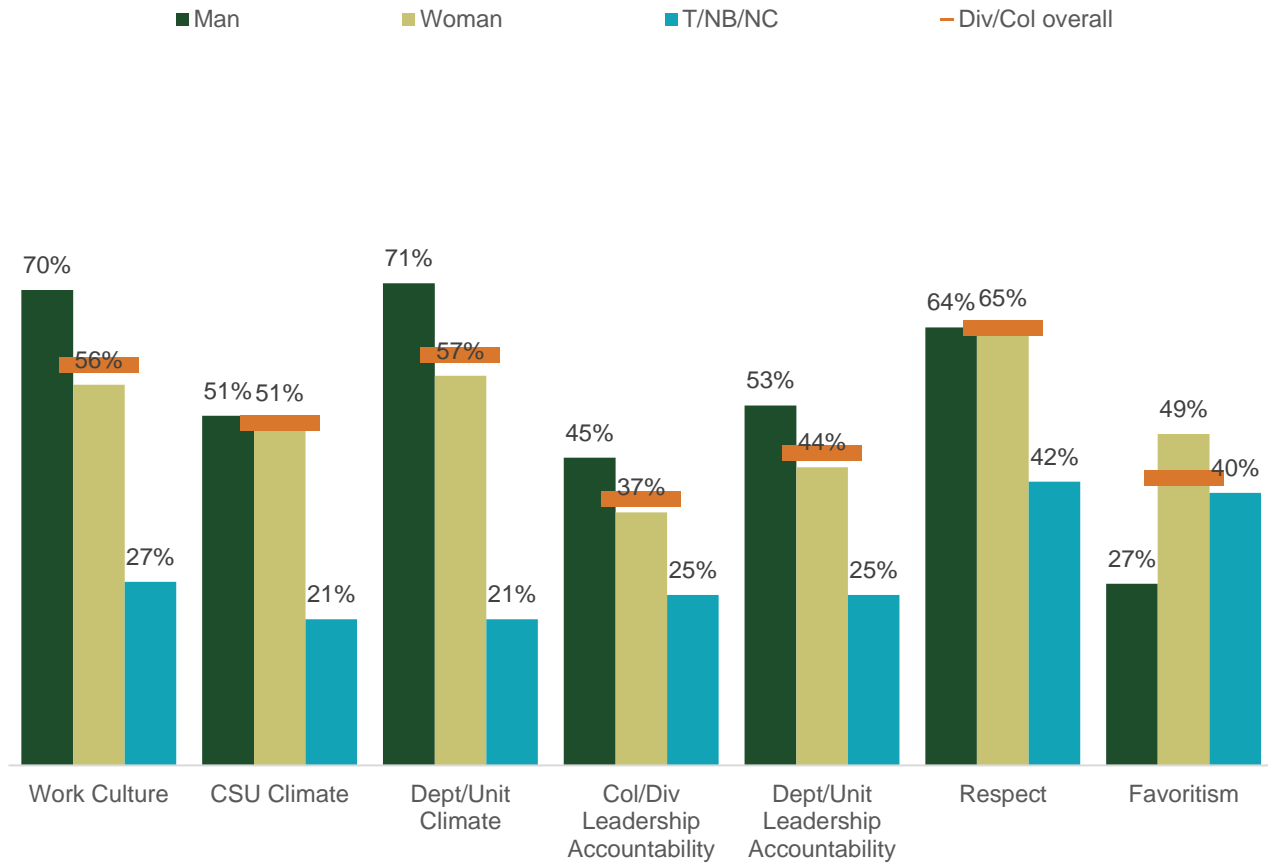
**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	79.0%	121
State Classified	21.0%	32
Total	100.0%	153

## 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	69.8%	3155.9%	87	26.9%	358.7%	122		
My department/unit promotes a work environment where all employees feel included	86.4%	3656.8%	87	50.0%	365.1%	126		
My department/unit treats all employees equitably	71.6%	3637.2%	87	50.0%	347.4%	126		
My department/unit is open and transparent in communication	56.6%	3440.3%	87	50.0%	345.1%	125		
My department/unit values employee input in major department/unit decisions	52.4%	3638.7%	87	0.0%	341.6%	126		
My department/unit promotes respect for cultural differences	81.0%	3577.2%	87	50.0%	377.6%	125		
My department/unit understands the value of diversity	82.7%	3675.5%	87	50.0%	376.9%	126		
My department/unit communicates the importance of valuing diversity	91.7%	3691.1%	87	100.0%	391.5%	126		
I feel valued as an employee	57.0%	3456.5%	87	0.0%	355.2%	125		
I feel a strong sense of belonging to CSU	54.3%	3644.5%	87	0.0%	346.2%	126		
I feel a strong sense of belonging to my division/college	54.3%	3640.0%	87	0.0%	343.1%	126		
I feel a strong sense of belonging to my department/unit	73.4%	3654.0%	87	0.0%	358.2%	126		
I would recommend CSU as a place of employment	77.3%	3663.5%	87	0.0%	365.9%	126		
I would recommend my department/unit as a place of employment	77.1%	3651.0%	87	0.0%	357.2%	126		

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 33: Performance Review in Last Year**

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	71.5%	26	92.6%	81	100.0% <sup>1</sup>	3	86.8%	110
No, I did not have a review	28.5%	10	7.4%	6	0.0% <sup>1</sup>	*	13.2%	17
Total	100.0%	36	100.0%	87	100.0%	3	100.0%	126

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<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 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	78.2%	26	82.1%	81	66.7%	3	80.8%	110
I am satisfied with the effort my supervisor put into my most recent performance review	87.4%	26	80.9%	81	100.0%	3	83.0%	110
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	26	21.8%	81	0.0%	3	16.0%	110
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	47.3%	26	65.5%	81	0.0%	3	59.3%	110

*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 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	64.3%	36	64.9%	87	41.7%	3	64.2%	126
My department/unit is treated with respect by other units within my college/division	67.3%	36	71.8%	87	50.0%	3	70.0%	126
My college/division is treated with respect by CSU	57.2%	36	60.5%	87	50.0%	3	59.3%	126
The people I interact with treat each other with respect	95.7%	36	87.0%	87	0.0%	3	87.4%	126
There is respect for religious differences in my department/unit	59.0%	36	57.3%	87	50.0%	3	57.6%	126
There is respect for liberal perspectives in my department/unit	72.7%	36	76.3%	87	50.0%	3	74.7%	126
There is respect for conservative perspectives in my department/unit	33.8%	36	36.4%	87	50.0%	3	36.0%	126

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 36: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	26.7%	36	48.7%	87	40.0%	3	42.2%	126
Recognized within my department/unit	28.0%	36	55.3%	87	50.0%	3	47.4%	126
Resources in my department/unit	41.0%	36	49.1%	87	50.0%	3	46.8%	126
Professional development opportunities	13.6%	36	31.9%	87	0.0%	3	25.9%	126
Promoted in my department/unit	32.7%	36	62.4%	87	50.0%	3	53.6%	126
Hired in my department/unit	18.0%	36	44.5%	87	50.0%	3	37.1%	126

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.2%	36	37.1%	87	25.0%	3	39.1%	126
Leadership adequately addresses inappropriate behavior	39.6%	36	36.2%	87	50.0%	3	37.5%	126
Leadership holds employees accountable for inappropriate behavior	47.9%	36	34.6%	87	0.0%	3	37.6%	126
Leadership holds employees accountable for poor performance in the workplace	33.1%	36	25.9%	87	0.0%	3	27.4%	126
Leadership acts ethically and honestly in the workplace	72.0%	36	57.8%	87	50.0%	3	61.6%	126
Leadership addresses issues of inequity	38.8%	36	39.5%	87	50.0%	3	39.6%	126
Leadership holds all employees to the same standards	39.6%	36	28.6%	87	0.0%	3	31.1%	126

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.8%	36	43.8%	87	25.0%	3	45.9%	126
Leadership adequately addresses inappropriate behavior	58.7%	36	38.2%	87	50.0%	3	44.4%	126
Leadership holds employees accountable for inappropriate behavior	61.5%	36	43.5%	87	0.0%	3	47.6%	126
Leadership holds employees accountable for poor performance in the workplace	42.1%	36	38.2%	87	0.0%	3	38.4%	126
Leadership acts ethically and honestly in the workplace	72.0%	36	57.8%	87	50.0%	3	61.6%	126
Leadership addresses issues of inequity	43.1%	36	47.1%	87	50.0%	3	46.0%	126
Leadership holds all employees to the same standards	39.6%	36	33.0%	87	0.0%	3	34.0%	126

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 39: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	51.3%	34	50.9%	87	21.4%	3	50.3%	125
Recruits employees from a diverse set of backgrounds	53.6%	36	51.8%	87	50.0%	3	52.3%	126
Improves the campus climate for all employees	59.0%	36	44.4%	87	0.0%	3	47.5%	126
Retains diverse employees	20.2%	36	28.6%	87	0.0%	3	25.5%	126
Creates a supportive environment for employees from diverse backgrounds	48.9%	36	39.3%	87	0.0%	3	41.1%	126
Encourages discussions related to diversity	75.8%	34	87.0%	87	50.0%	3	83.0%	125
Provides employees with a positive work experience	54.3%	36	49.8%	87	50.0%	3	51.1%	126
Climate has become consistently more inclusive of all employees	48.1%	36	55.7%	87	0.0%	3	52.1%	126

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 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	70.8%	36	57.2%	86	21.4%	3	60.2%	125
	C							
Recruits employees from a diverse set of backgrounds	72.6%	36	60.4%	87	100.0%	3	64.9%	126
Improves the campus climate for all employees	72.6%	36	47.5%	87	0.0%	3	53.5%	126
	B		C					
Retains diverse employees	49.3%	36	38.2%	87	0.0%	3	40.4%	126
Creates a supportive environment for employees from diverse backgrounds	48.9%	36	39.3%	87	0.0%	3	41.1%	126
Encourages discussions related to diversity	91.7%	36	92.5%	87	50.0%	3	91.2%	126
	C		C					
Provides employees with a positive work experience	68.3%	36	54.4%	87	0.0%	3	57.1%	126
Climate has become consistently more inclusive of all employees	72.6%	36	54.1%	87	0.0%	3	58.1%	126
	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 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	49.2%	35	53.6%	86	57.1%	3	52.5%	124
Communications are effective	50.5%	36	52.6%	87	50.0%	3	51.9%	126
Communications are timely	55.1%	36	53.8%	87	50.0%	3	54.1%	126
Communications are relevant	53.2%	36	55.7%	87	50.0%	3	54.9%	126
Communications are informative	56.1%	35	61.7%	87	100.0%	3	61.1%	125
Communications are motivating	20.6%	35	39.1%	87	50.0%	3	34.2%	125
Communications are honest	31.4%	35	44.7%	86	50.0%	3	41.1%	124
Communications are accessible	71.4%	35	70.3%	87	50.0%	3	70.1%	125

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 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	58.7%	35	45.7%	86	64.3%	3	49.8%	124
Communications are effective	49.7%	36	44.7%	87	100.0%	3	47.5%	126
Communications are timely	55.1%	36	39.3%	87	100.0%	3	45.3%	126
Communications are relevant	73.4%	36	50.3%	87	50.0%	3	56.9%	126
Communications are informative	62.0%	35	49.9%	87	50.0%	3	53.3%	125
Communications are motivating	30.6%	35	31.8%	87	50.0%	3	31.9%	125
Communications are honest	61.7%	35	44.1%	86	50.0%	3	49.2%	124
Communications are accessible	71.4%	35	57.3%	87	50.0%	3	61.0%	125

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 43: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.7%	28	53.9%	84	78.6%	3	57.0%	115
Communications are effective	72.2%	35	56.8%	87	100.0%	3	62.1%	125
Communications are timely	54.3%	36	48.6%	87	50.0%	3	50.2%	126
Communications are relevant	78.1%	36	64.9%	87	100.0%	3	69.5%	126
Communications are informative	75.0%	33	61.7%	85	100.0%	3	66.3%	122
Communications are motivating	37.7%	33	34.9%	87	50.0%	3	36.1%	123
Communications are honest	60.9%	35	51.5%	86	100.0%	3	55.4%	124
Communications are accessible	74.8%	33	59.3%	87	50.0%	3	63.2%	123

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 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	57.9%	21	41.3%	36	0.0% <sup>1</sup>	*	45.0%	57
Maybe, I can provide feedback in limited situations	18.3%	7	42.0%	37	100.0% <sup>1</sup>	3	36.7%	46
No, I don't have an opportunity to provide feedback	23.8%	9	16.7%	15	0.0% <sup>1</sup>	*	18.3%	23
Total	100.0%	36	100.0%	87	100.0%	3	100.0%	126

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<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 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	60.0%	28	50.6%	71	70.0%	3	53.8%	102
One on one conversations with my supervisor	100.0%	28	81.1%	73	100.0%	3	86.7%	103
My representation in shared governance (CPC, APC, or Faculty Council)	33.6%	28	20.5%	71	50.0%	3	25.0%	102
My service on committees	52.0%	28	36.3%	71	100.0%	3	42.5%	102
Annual review process	63.2%	28	66.7%	71	100.0%	3	66.7%	102
Input collection through anonymous surveys	51.0%	28	46.9%	71	0.0%	3	46.5%	102

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 46: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	54.7%	28	41.4%	73	16.7%	3	44.2%	103
CSU overall	32.6%	28	34.2%	73	0.0%	3	32.8%	103
My division/college	56.6%	28	36.3%	73	0.0%	3	40.6%	103
My department/unit	75.0%	28	53.6%	73	50.0%	3	59.2%	103

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.7%	5	28.4%	25	0.0%	*	23.8%	30
Physical appearance	20.2%	7	14.8%	13	50.0%	*	17.2%	22
Physical disability	19.4%	7	20.9%	18	50.0%	*	21.2%	27
Mental disability	24.5%	9	11.0%	10	50.0%	*	15.8%	20
Employment classification	23.7%	9	42.8%	37	50.0%	*	37.5%	47
Gender identity	28.4%	10	10.9%	10	100.0%	3	18.1%	23
Job title	29.5%	11	26.2%	23	50.0%	*	27.7%	35
Parental status	14.7%	5	9.1%	8	50.0%	*	11.8%	15
Religion	23.5%	8	3.4%	*	0.0%	*	9.1%	11
Political affiliation	47.6%	17	21.3%	19	0.0%	*	28.3%	36
Sexual orientation	32.0%	12	9.3%	8	50.0%	*	16.8%	21
Socio-economic status	33.0%	12	28.8%	25	50.0%	*	30.5%	39
Ethnic origin	23.7%	9	17.2%	15	50.0%	*	19.9%	25
Veteran status	5.4%	*	0.0%	*	0.0%	*	1.6%	*
Race or color	42.1%	15	29.1%	25	50.0%	*	33.4%	42
Marital status	5.4%	*	5.7%	5	50.0%	*	6.7%	8
Nationality/country of origin	19.1%	7	16.8%	15	50.0%	*	18.3%	23
None/no response	24.5%	9	36.9%	32	0.0%	*	32.4%	41

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

Statistical significance not tested.

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

**Table 48: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	14.6%	13	0.0%	*	10.0%	13
Physical appearance	10.1%	4	11.7%	10	50.0%	*	12.2%	15
Physical disability	4.7%	*	6.8%	6	50.0%	*	7.3%	9
Mental disability	14.4%	5	5.8%	5	50.0%	*	9.4%	12
Employment classification	4.3%	*	20.0%	17	0.0%	*	15.0%	19
Gender identity	9.3%	3	3.3%	*	100.0%	3	7.4%	9
Job title	14.4%	5	25.6%	22	50.0%	*	23.0%	29
Parental status	0.0%	*	8.9%	8	50.0%	*	7.3%	9
Religion	13.4%	5	2.0%	*	0.0%	*	5.2%	7
Political affiliation	23.5%	8	24.6%	21	0.0%	*	23.7%	30
Sexual orientation	17.3%	6	0.0%	*	50.0%	*	6.2%	8
Socio-economic status	18.3%	7	10.4%	9	50.0%	*	13.6%	17
Ethnic origin	9.3%	3	5.9%	5	50.0%	*	7.9%	10
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	22.7%	8	7.3%	6	50.0%	*	12.8%	16
Marital status	0.0%	*	4.1%	4	50.0%	*	4.0%	5
Nationality/country of origin	9.3%	3	3.8%	3	50.0%	*	6.5%	8
None/no response	53.2%	19	47.8%	42	0.0%	*	48.2%	61

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	0.0%	*	19.3%	17	0.0%	*	13.3%	17
Physical appearance	4.7%	*	14.8%	13	50.0%	*	12.8%	16
Physical disability	9.3%	3	10.2%	9	50.0%	*	10.9%	14
Mental disability	9.0%	3	13.2%	12	50.0%	*	12.9%	16
Employment classification	4.3%	*	25.3%	22	0.0%	*	18.7%	24
Gender identity	4.7%	*	5.1%	4	50.0%	*	6.1%	8
Job title	9.8%	4	30.6%	27	50.0%	*	25.1%	32
Parental status	0.0%	*	12.6%	11	50.0%	*	9.9%	13
Religion	13.4%	5	5.4%	5	0.0%	*	7.6%	10
Political affiliation	23.5%	8	22.8%	20	0.0%	*	22.4%	28
Sexual orientation	17.3%	6	0.0%	*	50.0%	*	6.2%	8
Socio-economic status	9.3%	3	10.4%	9	50.0%	*	11.1%	14
Ethnic origin	9.3%	3	7.9%	7	50.0%	*	9.3%	12
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	13.0%	5	9.3%	8	50.0%	*	11.4%	14
Marital status	0.0%	*	3.8%	3	50.0%	*	3.8%	5
Nationality/country of origin	9.3%	3	3.3%	*	50.0%	*	6.2%	8
None/no response	67.2%	24	38.6%	34	50.0%	*	47.0%	59

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	19.9%	7	5.6%	5	50.0%	*	10.7%	14
Bullying	28.4%	10	9.0%	8	50.0%	*	15.5%	20
Bias	42.1%	15	27.5%	24	50.0%	*	32.3%	41
Physical assault	5.4%	*	1.7%	*	50.0%	*	4.0%	5
Sexual misconduct	24.5%	9	3.8%	3	50.0%	*	10.8%	14
Verbal abuse	19.1%	7	7.6%	7	50.0%	*	11.9%	15
None/no response	53.2%	19	69.3%	60	50.0%	*	64.2%	81

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.8%	3	0.0%	*	2.6%	3
Bullying	19.1%	7	7.5%	6	0.0%	*	10.6%	13
Bias	18.1%	7	19.9%	17	50.0%	*	20.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	4.3%	*	0.0%	*	0.0%	*	1.2%	*
None/no response	71.8%	26	78.3%	68	50.0%	*	75.8%	96

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Bullying	10.1%	4	9.0%	8	50.0%	*	10.4%	13
Bias	13.7%	5	27.0%	24	50.0%	*	23.8%	30
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Verbal abuse	5.4%	*	7.5%	6	50.0%	*	7.9%	10
None/no response	80.8%	29	71.2%	62	0.0%	*	72.2%	91

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

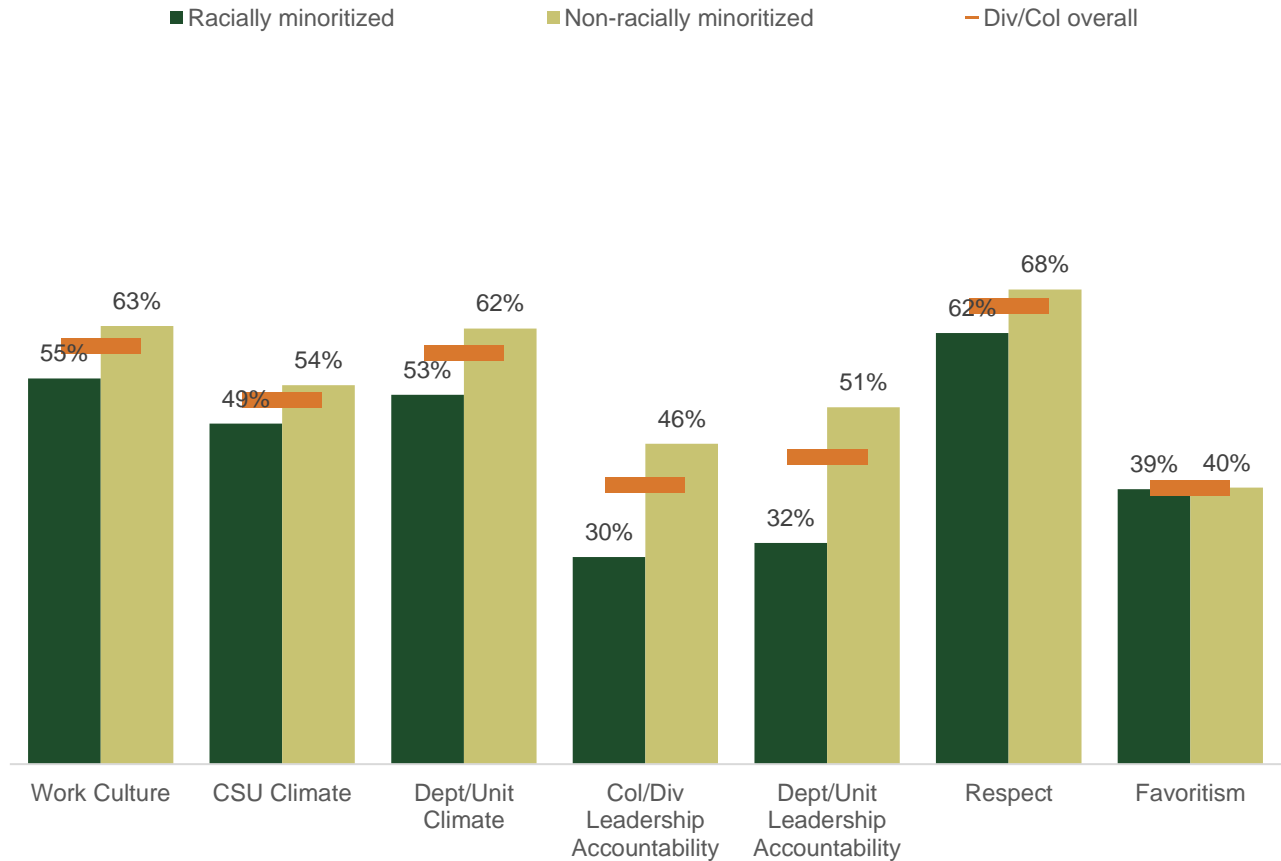
Statistical significance not tested.

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

## Comparisons by 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	55.2%	47	62.7%	76	59.8%	123
My department/unit promotes a work environment where all employees feel included	62.3%	47	67.3%	81	65.5%	128
My department/unit treats all employees equitably	40.6%	47	52.3%	81	48.0%	128
My department/unit is open and transparent in communication	43.9%	47	44.9%	79	44.5%	126
My department/unit values employee input in major department/unit decisions	28.5%	47	48.5%	81	41.1%	128
My department/unit promotes respect for cultural differences	69.8%	47	82.6%	80	77.8%	127
My department/unit understands the value of diversity	79.0%	47	78.1%	81	78.4%	128
My department/unit communicates the importance of valuing diversity	92.5%	47	91.1%	81	91.6%	128
I feel valued as an employee	51.9%	47	60.1%	79	57.0%	126
I feel a strong sense of belonging to CSU	43.9%	47	52.5%	81	49.3%	128
I feel a strong sense of belonging to my division/college	36.8%	47	46.0%	81	42.6%	128
I feel a strong sense of belonging to my department/unit	51.5%	47	64.9%	81	59.9%	128
I would recommend CSU as a place of employment	64.4%	47	73.2%	81	70.0%	128
I would recommend my department/unit as a place of employment	52.3%	47	62.8%	81	58.9%	128

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	77.9%	37	90.3%	73	85.7%	110
No, I did not have a review	22.1%	10	9.7%	8	14.3%	18
Total	100.0%	47	100.0%	81	100.0%	128

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 55: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.4%	37	83.2%	73	81.3%	110
I am satisfied with the effort my supervisor put into my most recent performance review	77.9%	37	89.8%	73	85.8%	110
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	12.4%	37	17.9%	73	16.0%	110
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	54.3%	37	59.7%	73	57.9%	110

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 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	61.7%	47	67.9%	81	65.6%	128
My department/unit is treated with respect by other units within my college/division	65.7%	47	77.0%	81	72.8%	128
My college/division is treated with respect by CSU	57.7%	47	64.8%	81	62.2%	128
The people I interact with treat each other with respect	85.8%	47	92.4%	81	89.9%	128
There is respect for religious differences in my department/unit	56.0%	47	59.4%	81	58.1%	128
There is respect for liberal perspectives in my department/unit	72.3%	47	80.4%	81	77.4%	128
There is respect for conservative perspectives in my department/unit	32.6%	47	33.4%	81	33.1%	128

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 57: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	39.3%	47	39.5%	81	39.5%	128
Recognized within my department/unit	49.0%	47	41.6%	81	44.4%	128
Resources in my department/unit	41.5%	47	43.2%	81	42.6%	128
Professional development opportunities	21.0%	47	24.4%	81	23.2%	128
Promoted in my department/unit	51.5%	47	51.9%	81	51.8%	128
Hired in my department/unit	33.6%	47	36.5%	81	35.4%	128

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 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	29.6%	47	45.8% A	81	39.9%	128
Leadership adequately addresses inappropriate behavior	28.9%	47	43.8%	81	38.3%	128
Leadership holds employees accountable for inappropriate behavior	25.9%	47	45.6% A	81	38.3%	128
Leadership holds employees accountable for poor performance in the workplace	25.1%	47	30.1%	81	28.2%	128
Leadership acts ethically and honestly in the workplace	50.3%	47	69.0% A	81	62.1%	128
Leadership addresses issues of inequity	21.8%	47	49.2% A	81	39.1%	128
Leadership holds all employees to the same standards	25.9%	47	37.3%	81	33.1%	128

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	31.6%	47	51.1% A	81	43.9%	128
Leadership adequately addresses inappropriate behavior	30.9%	47	47.5%	81	41.4%	128
Leadership holds employees accountable for inappropriate behavior	26.7%	47	54.9% A	81	44.5%	128
Leadership holds employees accountable for poor performance in the workplace	22.6%	47	41.1% A	81	34.3%	128
Leadership acts ethically and honestly in the workplace	50.3%	47	69.0% A	81	62.1%	128
Leadership addresses issues of inequity	32.6%	47	51.0% A	81	44.2%	128
Leadership holds all employees to the same standards	26.7%	47	37.6%	81	33.6%	128

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	48.7%	47	54.2%	79	52.2%	126
Recruits employees from a diverse set of backgrounds	49.4%	47	56.8%	81	54.1%	128
Improves the campus climate for all employees	46.8%	47	48.9%	81	48.1%	128
Retains diverse employees	24.3%	47	29.6%	81	27.6%	128
Creates a supportive environment for employees from diverse backgrounds	36.0%	47	47.1%	81	43.0%	128
Encourages discussions related to diversity	81.6%	47	86.2%	79	84.5%	126
Provides employees with a positive work experience	57.7%	47	54.0%	81	55.4%	128
Climate has become consistently more inclusive of all employees	45.2%	47	57.1%	81	52.7%	128

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	52.9%	47	62.3%	79	58.8%	126
Recruits employees from a diverse set of backgrounds	54.0%	47	70.0%	81	64.1%	128
Improves the campus climate for all employees	47.3%	47	52.2%	81	50.4%	128
Retains diverse employees	39.8%	47	38.1%	81	38.7%	128
Creates a supportive environment for employees from diverse backgrounds	36.0%	47	47.1%	81	43.0%	128
Encourages discussions related to diversity	89.2%	47	90.6%	81	90.1%	128
Provides employees with a positive work experience	48.1%	47	63.1%	81	57.6%	128
Climate has become consistently more inclusive of all employees	48.1%	47	58.9%	81	54.9%	128

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	54.8%	46	52.6%	80	53.4%	125
Communications are effective	54.0%	47	53.6%	81	53.8%	128
Communications are timely	56.9%	47	55.3%	81	55.9%	128
Communications are relevant	55.3%	47	53.6%	81	54.2%	128
Communications are informative	64.0%	47	60.1%	80	61.6%	127
Communications are motivating	38.5%	47	33.0%	80	35.1%	127
Communications are honest	44.0%	46	40.6%	80	41.9%	125
Communications are accessible	75.3%	47	69.6%	80	71.7%	127

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	44.4%	44	52.3%	80	49.5%	124
Communications are effective	43.1%	47	53.0%	81	49.4%	128
Communications are timely	43.5%	47	45.5%	81	44.7%	128
Communications are relevant	51.0%	47	59.2%	81	56.2%	128
Communications are informative	51.0%	47	57.5%	80	55.1%	127
Communications are motivating	26.4%	46	35.1%	80	31.9%	125
Communications are honest	49.5%	46	48.1%	80	48.6%	125
Communications are accessible	51.8%	47	65.3%	80	60.3%	127

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 64: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	45.3%	42	62.9%	76	56.6%	118
Communications are effective	51.5%	47	67.9%	81	61.8%	128
Communications are timely	44.3%	47	54.6%	81	50.9%	128
Communications are relevant	59.4%	47	76.0%	81	69.9%	128
Communications are informative	50.4%	45	74.2%	78	65.4%	123
Communications are motivating	29.7%	47	37.2%	78	34.4%	125
Communications are honest	49.1%	46	56.0%	80	53.5%	125
Communications are accessible	50.2%	45	69.4%	80	62.4%	125

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 65: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	47.3%	22	42.8%	35	44.4%	57
Maybe, I can provide feedback in limited situations	34.7%	16	39.0%	32	37.4%	48
No, I don't have an opportunity to provide feedback	18.0%	8	18.2%	15	18.1%	23
Total	100.0%	47	100.0%	81	100.0%	128

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 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	49.9%	39	55.3%	65	53.2%	103
One on one conversations with my supervisor	75.4%	39	91.3%	66	85.4%	105
My representation in shared governance (CPC, APC, or Faculty Council)	28.0%	39	22.5%	65	24.6%	103
My service on committees	50.0%	39	34.6%	65	40.3%	103
Annual review process	57.1%	39	73.3%	65	67.2%	103
Input collection through anonymous surveys	38.8%	39	52.5%	65	47.3%	103

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	38.7%	39	44.8%	66	42.5%	105
CSU overall	31.6%	39	32.7%	66	32.3%	105
My division/college	31.6%	39	42.6%	66	38.5%	105
My department/unit	53.1%	39	59.0%	66	56.8%	105

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	36.8%	17	13.8%	11	22.3%	28
Physical appearance	26.7%	13	11.3%	9	17.0%	22
Physical disability	21.7%	10	20.5%	17	20.9%	27
Mental disability	22.9%	11	9.4%	8	14.4%	18
Employment classification	43.5%	20	31.4%	25	35.9%	46
Gender identity	18.0%	8	15.9%	13	16.7%	21
Job title	30.5%	14	23.6%	19	26.2%	33
Parental status	18.0%	8	9.8%	8	12.8%	16
Religion	15.4%	7	5.2%	4	8.9%	11
Political affiliation	30.9%	15	26.2%	21	27.9%	36
Sexual orientation	15.0%	7	17.5%	14	16.6%	21
Socio-economic status	33.0%	16	24.7%	20	27.7%	35
Ethnic origin	26.3%	12	11.9%	10	17.2%	22
Veteran status	7.5%	4	0.0%	*	2.8%	4
Race or color	36.4%	17	27.1%	22	30.5%	39
Marital status	18.0%	8	1.9%	*	7.8%	10
Nationality/country of origin	22.5%	11	15.5%	13	18.1%	23
None/no response	31.8%	15	38.0%	31	35.7%	46

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

Statistical significance not tested.

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

**Table 69: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	20.5%	10	3.8%	3	9.9%	13
Physical appearance	22.5%	11	5.9%	5	12.0%	15
Physical disability	6.3%	*	9.6%	8	8.4%	11
Mental disability	15.0%	7	5.9%	5	9.2%	12
Employment classification	18.4%	9	10.9%	9	13.6%	17
Gender identity	6.3%	*	9.9%	8	8.6%	11
Job title	22.5%	11	19.0%	15	20.3%	26
Parental status	10.0%	5	7.6%	6	8.5%	11
Religion	11.2%	5	1.6%	*	5.2%	7
Political affiliation	19.2%	9	25.8%	21	23.4%	30
Sexual orientation	3.3%	*	7.7%	6	6.1%	8
Socio-economic status	7.1%	3	15.3%	12	12.3%	16
Ethnic origin	10.8%	5	6.1%	5	7.8%	10
Veteran status	3.3%	*	0.0%	*	1.2%	*
Race or color	11.2%	5	11.5%	9	11.4%	15
Marital status	10.8%	5	1.9%	*	5.2%	7
Nationality/country of origin	7.1%	3	8.0%	6	7.6%	10
None/no response	48.6%	23	52.8%	43	51.3%	66

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

Statistical significance not tested.

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

**Table 70: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	24.3%	11	6.7%	5	13.2%	17
Physical appearance	18.4%	9	9.2%	7	12.6%	16
Physical disability	10.0%	5	13.2%	11	12.0%	15
Mental disability	21.3%	10	7.8%	6	12.8%	16
Employment classification	26.4%	12	13.8%	11	18.4%	24
Gender identity	7.1%	3	7.4%	6	7.3%	9
Job title	29.2%	14	18.4%	15	22.4%	29
Parental status	13.8%	6	9.4%	8	11.0%	14
Religion	15.0%	7	3.1%	*	7.5%	10
Political affiliation	22.9%	11	21.7%	18	22.1%	28
Sexual orientation	3.3%	*	7.7%	6	6.1%	8
Socio-economic status	7.1%	3	13.2%	11	10.9%	14
Ethnic origin	14.6%	7	6.1%	5	9.2%	12
Veteran status	3.3%	*	0.0%	*	1.2%	*
Race or color	10.8%	5	11.5%	9	11.2%	14
Marital status	7.1%	3	3.8%	3	5.0%	6
Nationality/country of origin	6.3%	*	8.0%	6	7.3%	9
None/no response	39.7%	19	56.2%	45	50.1%	64

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	15.4%	7	5.9%	5	9.4%	12
Bullying	15.0%	7	13.6%	11	14.1%	18
Bias	43.9%	21	24.9%	20	31.9%	41
Physical assault	4.2%	*	3.8%	3	3.9%	5
Sexual misconduct	15.4%	7	8.0%	6	10.7%	14
Verbal abuse	11.7%	6	8.0%	6	9.3%	12
None/no response	56.1%	26	71.6%	58	65.9%	84

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

Statistical significance not tested.

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

**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	7.1%	3	1.9%	*	3.8%	5
Bullying	18.0%	8	4.2%	3	9.2%	12
Bias	31.4%	15	15.1%	12	21.1%	27
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	64.4%	30	80.9%	65	74.8%	96

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%	3	0.0%	*	2.6%	3
Bullying	20.9%	10	4.0%	3	10.2%	13
Bias	41.9%	20	14.7%	12	24.7%	32
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	3.8%	*	0.0%	*	1.4%	*
Verbal abuse	18.0%	8	1.9%	*	7.8%	10
None/no response	54.0%	25	83.4%	67	72.6%	93

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

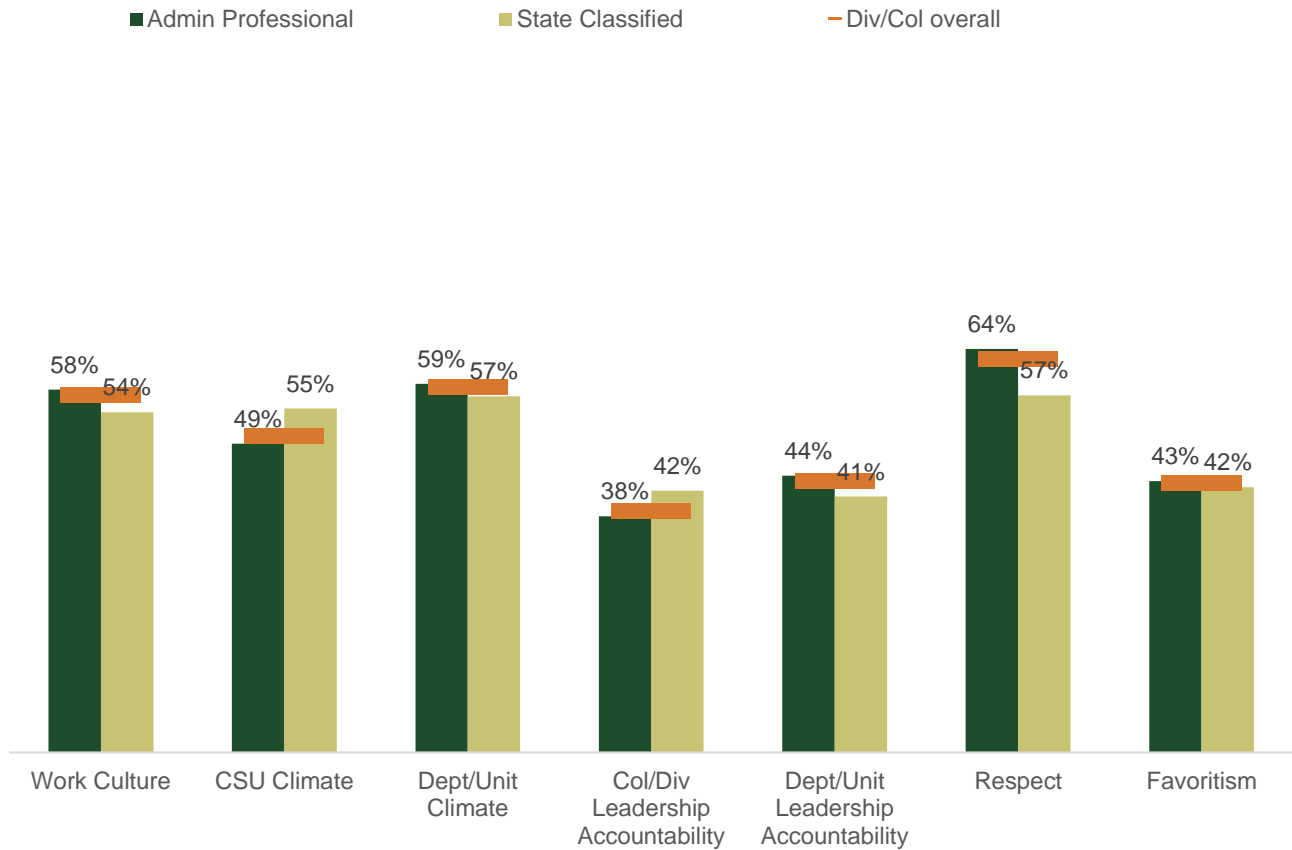
Statistical significance not tested.

\* 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>	57.8%	117	54.2%	31	57.0%	148
My department/unit promotes a work environment where all employees feel included	62.9%	121	58.2%	32	61.9%	153
My department/unit treats all employees equitably	44.0%	121	50.2%	32	45.3%	153
My department/unit is open and transparent in communication	42.9%	119	44.9%	32	43.3%	151
My department/unit values employee input in major department/unit decisions	40.4%	121	31.5%	32	38.5%	153
My department/unit promotes respect for cultural differences	78.5%	121	68.0%	31	76.3%	152
My department/unit understands the value of diversity	78.6%	121	70.1%	32	76.9%	153
My department/unit communicates the importance of valuing diversity	93.2%	121	82.5%	32	90.9%	153
I feel valued as an employee	53.9%	119	48.6%	32	52.8%	151
I feel a strong sense of belonging to CSU	50.0%	121	37.5%	32	47.4%	153
I feel a strong sense of belonging to my division/college	39.6%	121	40.0%	32	39.7%	153
I feel a strong sense of belonging to my department/unit	55.9%	121	52.9%	32	55.3%	153
I would recommend CSU as a place of employment	68.9%	121	53.6%	32	65.7%	153
I would recommend my department/unit as a place of employment	54.8%	121	52.7%	32	54.4%	153

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 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	84.5%	102	86.7%	28	85.0%	130
No, I did not have a review	15.5%	19	13.3%	4	15.0%	23
Total	100.0%	121	100.0%	32	100.0%	153

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 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
<b>PERFORMANCE REVIEW OVERALL</b>	79.7%	102	80.0%	28	79.8%	130
I am satisfied with the effort my supervisor put into my most recent performance review	84.1%	102	80.2%	28	83.3%	130
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.8%	102	18.5%	28	17.1%	130
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	55.1%	102	59.7%	28	56.1%	130

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	64.3%	121	56.9%	32	62.7%	153
My department/unit is treated with respect by other units within my college/division	70.3%	121	64.4%	32	69.1%	153
My college/division is treated with respect by CSU	62.1%	121	53.3%	32	60.2%	153
The people I interact with treat each other with respect	86.6%	121	81.1%	32	85.5%	153
There is respect for religious differences in my department/unit	58.6%	121	40.6%	32	54.8%	153
There is respect for liberal perspectives in my department/unit	73.1%	121	82.2%	32	75.0%	153
There is respect for conservative perspectives in my department/unit	35.0%	121	19.8%	32	31.8%	153

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	43.2%	121	42.2%	32	43.0%	153
Recognized within my department/unit	50.6%	121	39.9%	32	48.3%	153
Resources in my department/unit	45.3%	121	42.8%	32	44.8%	153
Professional development opportunities	29.0%	121	22.1%	32	27.5%	153
Promoted in my department/unit	55.6%	121	55.3%	32	55.6%	153
Hired in my department/unit	35.6%	121	51.0%	32	38.8%	153

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 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	37.6%	115	41.7%	32	38.5%	147
Leadership adequately addresses inappropriate behavior	35.2%	116	40.0%	32	36.2%	148
Leadership holds employees accountable for inappropriate behavior	36.6%	116	35.0%	32	36.3%	148
Leadership holds employees accountable for poor performance in the workplace	27.2%	115	35.0%	32	28.9%	147
Leadership acts ethically and honestly in the workplace	59.7%	118	57.7%	32	59.3%	150
Leadership addresses issues of inequity	37.6%	116	44.3%	32	39.0%	148
Leadership holds all employees to the same standards	26.9%	118	38.3%	32	29.3%	150

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 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	44.1%	116	40.8%	32	43.3%	148
Leadership adequately addresses inappropriate behavior	42.6%	116	35.1%	32	41.0%	148
Leadership holds employees accountable for inappropriate behavior	46.3%	116	34.3%	32	43.7%	148
Leadership holds employees accountable for poor performance in the workplace	36.3%	116	34.3%	32	35.9%	148
Leadership acts ethically and honestly in the workplace	59.7%	118	57.7%	32	59.3%	150
Leadership addresses issues of inequity	44.6%	116	44.3%	32	44.5%	148
Leadership holds all employees to the same standards	32.3%	118	30.2%	32	31.9%	150

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 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	49.2%	114	54.8%	32	50.4%	147
Recruits employees from a diverse set of backgrounds	50.1%	118	61.0%	32	52.4%	150
Improves the campus climate for all employees	48.2%	116	37.0%	32	45.8%	148
Retains diverse employees	22.4%	116	48.6%	32	28.1%	148
			A			
Creates a supportive environment for employees from diverse backgrounds	38.3%	116	47.5%	32	40.3%	148
Encourages discussions related to diversity	84.1%	116	86.7%	32	84.6%	148
Provides employees with a positive work experience	53.1%	118	45.5%	32	51.5%	150
Climate has become consistently more inclusive of all employees	49.0%	116	57.3%	32	50.8%	148

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	58.7%	113	56.7%	32	58.3%	145
Recruits employees from a diverse set of backgrounds	62.6%	118	69.5%	32	64.1%	150
Improves the campus climate for all employees	51.3%	116	44.4%	32	49.8%	148
Retains diverse employees	38.5%	116	49.2%	32	40.8%	148
Creates a supportive environment for employees from diverse backgrounds	38.3%	116	47.5%	32	40.3%	148
Encourages discussions related to diversity	90.3%	118	91.0%	32	90.5%	150
Provides employees with a positive work experience	56.0%	118	43.7%	32	53.4%	150
Climate has become consistently more inclusive of all employees	54.1%	116	47.5%	32	52.7%	148

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 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	49.9%	116	57.7%	295	51.5%	146
Communications are effective	51.5%	118	54.7%	325	52.2%	150
Communications are timely	52.3%	116	57.9%	325	53.5%	148
Communications are relevant	48.6%	118	62.2%	325	51.5%	150
Communications are informative	57.1%	118	60.4%	315	57.8%	149
Communications are motivating	30.3%	118	48.7%	313	34.1%	149
Communications are honest	36.6%	116	55.0%	294	40.3%	146
Communications are accessible	69.6%	118	64.2%	316	68.5%	149

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 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	45.7%	115	55.2%	294	47.6%	144
Communications are effective	44.5%	118	57.8%	324	47.4%	150
Communications are timely	41.4%	116	52.9%	324	43.9%	148
Communications are relevant	54.6%	118	52.9%	325	42.2%	150
Communications are informative	48.4%	116	59.1%	315	50.6%	147
Communications are motivating	28.2%	116	38.4%	313	30.4%	147
Communications are honest	44.3%	116	53.1%	294	46.1%	146
Communications are accessible	61.2%	118	54.5%	315	59.8%	149

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 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	55.0%	107	55.1%	295	55.0%	137
Communications are effective	59.5%	116	60.3%	325	59.7%	148
Communications are timely	49.6%	116	47.5%	324	49.2%	148
Communications are relevant	72.3%	118	52.3%	326	68.0%	150
	B					
Communications are informative	65.3%	113	58.4%	316	63.8%	143
Communications are motivating	31.2%	116	42.3%	313	33.5%	147
Communications are honest	53.6%	116	53.1%	295	53.5%	146
Communications are accessible	63.5%	116	54.5%	316	61.6%	147

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	43.7%	51	36.3%	12	42.1%	63
Maybe, I can provide feedback in limited situations	35.5%	42	33.8%	11	35.1%	53
No, I don't have an opportunity to provide feedback	20.8%	24	29.9%	10	22.8%	34
Total	100.0%	118	100.0%	32	100.0%	150

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 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	52.0%	90	49.9%	23	51.6%	113
One on one conversations with my supervisor	89.2%	92	69.3%	23	85.3%	114
	B					
My representation in shared governance (CPC, APC, or Faculty Council)	24.4%	90	22.0%	23	23.9%	113
My service on committees	39.6%	90	40.4%	23	39.8%	113
Annual review process	63.6%	90	67.7%	23	64.4%	113
Input collection through anonymous surveys	41.7%	90	50.2%	23	43.4%	113

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	41.5%	92	40.7%	23	41.3%	114
CSU overall	30.6%	92	32.6%	23	31.0%	114
My division/college	39.5%	92	32.6%	23	38.1%	114
My department/unit	54.4%	92	57.1%	23	54.9%	114

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 89: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	21.1%	25	24.0%	8	21.7%	33
Physical appearance	18.3%	22	3.7%	*	15.2%	23
Physical disability	20.4%	25	11.7%	4	18.5%	28
Mental disability	16.9%	20	3.7%	*	14.1%	22
Employment classification	37.9%	46	19.8%	6	34.1%	52
Gender identity	17.8%	22	9.2%	*	16.0%	24
Job title	27.6%	33	19.7%	6	26.0%	40
Parental status	12.4%	15	4.3%	*	10.7%	16
Religion	8.7%	11	12.7%	4	9.5%	15
Political affiliation	30.4%	37	16.4%	5	27.5%	42
Sexual orientation	17.8%	21	4.1%	*	14.9%	23
Socio-economic status	30.1%	36	16.6%	5	27.3%	42
Ethnic origin	22.1%	27	4.9%	*	18.5%	28
Veteran status	2.9%	4	0.0%	*	2.3%	4
Race or color	32.8%	40	12.8%	4	28.6%	44
Marital status	7.1%	9	4.3%	*	6.6%	10
Nationality/country of origin	20.4%	25	0.0%	*	16.1%	25
None/no response	35.9%	43	46.0%	15	38.0%	58

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	9.5%	11	13.5%	4	10.3%	16
Physical appearance	14.0%	17	0.0%	*	11.1%	17
Physical disability	7.7%	9	4.3%	*	7.0%	11
Mental disability	11.1%	13	0.0%	*	8.8%	13
Employment classification	16.0%	19	8.6%	*	14.5%	22
Gender identity	6.6%	8	9.2%	*	7.2%	11
Job title	25.4%	31	4.9%	*	21.1%	32
Parental status	7.8%	9	4.3%	*	7.1%	11
Religion	5.7%	7	9.0%	*	6.4%	10
Political affiliation	26.6%	32	12.7%	4	23.6%	36
Sexual orientation	6.7%	8	4.1%	*	6.1%	9
Socio-economic status	14.6%	18	8.6%	*	13.3%	20
Ethnic origin	9.6%	12	4.9%	*	8.6%	13
Veteran status	1.3%	*	0.0%	*	1.0%	*
Race or color	13.6%	16	4.1%	*	11.6%	18
Marital status	5.5%	7	0.0%	*	4.4%	7
Nationality/country of origin	8.1%	10	0.0%	*	6.4%	10
None/no response	48.6%	59	70.1%	23	53.1%	81

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	12.3%	15	25.8%	8	15.1%	23
Physical appearance	14.9%	18	8.6%	*	13.6%	21
Physical disability	10.6%	13	12.9%	4	11.1%	17
Mental disability	13.7%	16	4.3%	*	11.7%	18
Employment classification	13.3%	16	38.1%	12	18.5%	28
Gender identity	6.7%	8	3.7%	*	6.1%	9
Job title	25.5%	31	17.7%	6	23.8%	36
Parental status	10.5%	13	9.2%	*	10.3%	16
Religion	7.1%	9	17.5%	6	9.3%	14
Political affiliation	23.0%	28	21.2%	7	22.6%	35
Sexual orientation	6.7%	8	4.1%	*	6.1%	9
Socio-economic status	11.9%	14	8.6%	*	11.2%	17
Ethnic origin	11.1%	13	4.9%	*	9.8%	15
Veteran status	1.3%	*	0.0%	*	1.0%	*
Race or color	13.4%	16	4.1%	*	11.4%	18
Marital status	5.3%	6	4.9%	*	5.2%	8
Nationality/country of origin	6.6%	8	4.3%	*	6.1%	9
None/no response	50.2%	61	49.8%	16	50.1%	77

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	12.5%	15	0.0%	*	9.9%	15
Bullying	16.6%	20	3.7%	*	13.9%	21
Bias	37.1%	45	16.5%	5	32.8%	50
Physical assault	4.2%	5	0.0%	*	3.3%	5
Sexual misconduct	12.6%	15	0.0%	*	10.0%	15
Verbal abuse	12.5%	15	0.0%	*	9.9%	15
None/no response	60.2%	73	79.8%	26	64.3%	98

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	4.0%	5	0.0%	*	3.2%	5
Bullying	11.2%	14	4.3%	*	9.8%	15
Bias	23.0%	28	17.1%	5	21.8%	33
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	1.3%	*	0.0%	*	1.0%	*
None/no response	72.7%	88	82.9%	27	74.9%	115

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	2.8%	3	4.9%	*	3.2%	5
Bullying	8.5%	10	18.4%	6	10.6%	16
Bias	24.6%	30	30.0%	10	25.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	1.5%	*	0.0%	*	1.2%	*
Verbal abuse	8.4%	10	9.2%	*	8.6%	13
None/no response	72.4%	88	65.2%	21	70.9%	108

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

Statistical significance not tested.

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

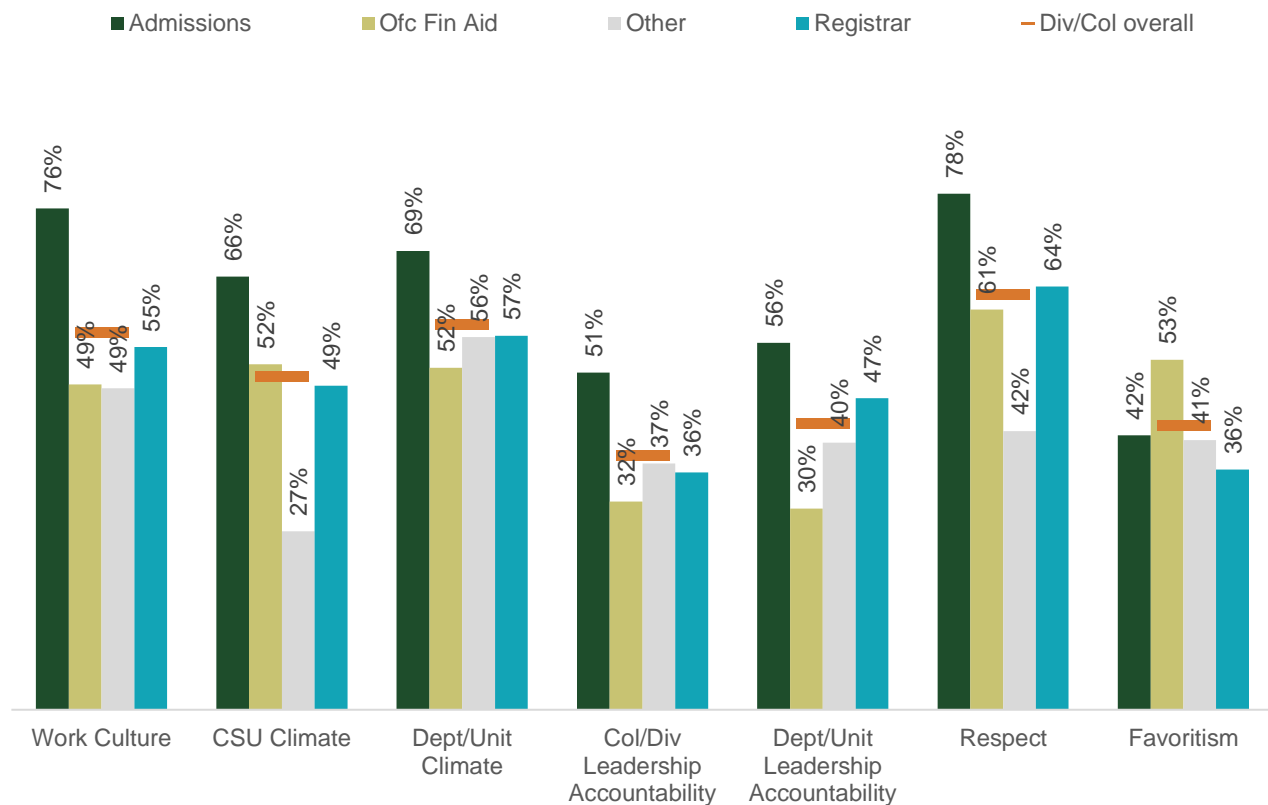
## Comparisons by Department/Unit

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
Admissions	Admissions	23.1%
Ofc Fin Aid	Office of Financial Aid	28.5%
Other	The Access Center	14.2%
	Vice President for Enrollment and Access	2.2%
Registrar	Registrar	32.0%

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





**Table 96: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	75.9% B C D	34	49.2% B D	42	48.7% B D	25	54.9% B D	47	57.0% B D	148
My department/unit promotes a work environment where all employees feel included	87.1% B D	35	49.4% B D	44	55.6% B D	25	58.2% B D	49	61.9% B D	153
My department/unit treats all employees equitably	65.8% B	35	30.1% B	44	41.5% B	25	45.8% B	49	45.3% B	153
My department/unit is open and transparent in communication	66.0% B	35	27.1% B	42	41.5% B	25	41.8% B	49	43.3% B	151
My department/unit values employee input in major department/unit decisions	61.5% B C	35	29.3% B C	44	27.5% B C	25	35.8% B C	49	38.5% B C	153
My department/unit promotes respect for cultural differences	86.1% B D	34	74.7% B D	44	61.1% B D	25	78.8% B D	49	76.3% B D	152
My department/unit understands the value of diversity	87.7% B D	35	78.5% B D	44	74.1% B D	25	69.1% B D	49	76.9% B D	153
My department/unit communicates the importance of valuing diversity	92.0% B D	35	92.6% B D	44	79.6% B D	25	94.5% B D	49	90.9% B D	153
I feel valued as an employee	65.9% C	35	52.5% C	44	28.6% C	25	56.0% C	47	52.8% C	151
I feel a strong sense of belonging to CSU	65.3% B D	35	42.0% B D	44	34.2% B D	25	46.1% B D	49	47.4% B D	153
I feel a strong sense of belonging to my division/college	65.2% B D	35	33.6% B D	44	35.8% B D	25	28.8% B D	49	39.7% B D	153
I feel a strong sense of belonging to my department/unit	64.5% C	35	51.8% C	44	49.9% C	25	54.5% C	49	55.3% C	153
I would recommend CSU as a place of employment	82.9% C	35	63.4% C	44	47.1% C	25	64.8% C	49	65.7% C	153
I would recommend my department/unit as a place of employment	73.6% B	35	37.6% B	44	56.1% B	25	54.7% B	49	54.4% B	153

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 97: Performance Review in Last Year**

Did you have a performance review in the last year?	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	8.0% A B D	*	8.4% A B D	4	52.9% A B D	13	6.6% A B D	3	15.0% A B D	23
Yes, I had a review	92.0% C	32	91.6% C	40	47.1% C	12	93.4% C	46	85.0% C	130
Total	100.0%	35	100.0%	44	100.0%	25	100.0%	49	100.0%	153

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

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

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

**Table 98: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	85.5%	32	73.8%	40	81.4%	12	80.5%	46	79.8%	130
I am satisfied with the effort my supervisor put into my most recent performance review	90.6%	32	74.7%	40	75.0%	12	87.6%	46	83.3%	130
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	4.7%	32	27.4%	40	11.8%	12	18.4%	46	17.1%	130
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	65.7%	32	46.9%	40	69.1%	12	54.0%	46	56.1%	130

*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 99: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	78.1%	35	60.6%	44	42.2%	25	64.1%	49	62.7%	153
	B C		C				C			
My department/unit is treated with respect by other units within my college/division	91.4%	35	62.9%	44	28.6%	25	79.2%	49	69.1%	153
	B C		C				C			
My college/division is treated with respect by CSU	88.0%	35	48.0%	44	20.8%	25	71.3%	49	60.2%	153
	B C						C			
The people I interact with treat each other with respect	95.7%	35	92.8%	44	67.2%	25	80.9%	49	85.5%	153
	C		C							
There is respect for religious differences in my department/unit	70.0%	35	67.9%	44	35.3%	25	42.1%	49	54.8%	153
	C		C							
There is respect for liberal perspectives in my department/unit	87.0%	35	62.8%	44	73.8%	25	77.8%	49	75.0%	153
There is respect for conservative perspectives in my department/unit	36.5%	35	29.0%	44	27.5%	25	33.1%	49	31.8%	153

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 100: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	41.5%	35	53.0%	44	40.8%	25	36.3%	49	43.0%	153
Recognized within my department/unit	43.4%	35	62.2%	44	45.2%	25	41.3%	49	48.3%	153
Resources in my department/unit	47.4%	35	50.6%	44	45.2%	25	37.7%	49	44.8%	153
Professional development opportunities	22.1%	35	47.1%	44	18.8%	25	18.5%	49	27.5%	153
Promoted in my department/unit	60.5%	35	58.1%	44	57.6%	25	48.6%	49	55.6%	153
Hired in my department/unit	34.3%	35	47.0%	44	37.3%	25	35.6%	49	38.8%	153

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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	51.0%	35	31.5%	42	37.3%	24	35.9%	46	38.5%	147
Leadership adequately addresses inappropriate behavior	43.2%	35	34.6%	42	37.7%	24	31.7%	47	36.2%	148
Leadership holds employees accountable for inappropriate behavior	48.6%	35	38.6%	42	29.3%	24	28.5%	47	36.3%	148
Leadership holds employees accountable for poor performance in the workplace	30.0%	35	26.3%	42	29.3%	24	30.2%	46	28.9%	147
Leadership acts ethically and honestly in the workplace	82.3%	35	53.0%	42	53.2%	24	51.0%	49	59.3%	150
Leadership addresses issues of inequity	61.6%	35	22.0%	42	36.5%	24	38.6%	47	39.0%	148
Leadership holds all employees to the same standards	40.2%	35	14.8%	42	37.7%	24	30.0%	49	29.3%	150

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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	55.5%	35	30.4%	42	40.4%	24	47.2%	47	43.3%	148
Leadership adequately addresses inappropriate behavior	44.9%	35	31.3%	42	44.3%	24	45.0%	47	41.0%	148
Leadership holds employees accountable for inappropriate behavior	52.9%	35	38.6%	42	35.9%	24	45.3%	47	43.7%	148
Leadership holds employees accountable for poor performance in the workplace	38.6%	35	26.8%	42	35.9%	24	42.0%	47	35.9%	148
Leadership acts ethically and honestly in the workplace	82.3%	35	53.0%	42	53.2%	24	51.0%	49	59.3%	150
Leadership addresses issues of inequity	61.3%	35	26.0%	42	42.6%	24	49.4%	47	44.5%	148
Leadership holds all employees to the same standards	44.7%	35	14.8%	42	37.7%	24	34.5%	49	31.9%	150

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 103: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.6%	35	52.3%	42	27.0%	24	49.1%	46	50.4%	147
Recruits employees from a diverse set of backgrounds	71.4%	35	41.4%	42	51.1%	24	48.9%	49	52.4%	150
Improves the campus climate for all employees	67.0%	35	45.9%	42	23.9%	24	40.8%	47	45.8%	148
Retains diverse employees	32.8%	35	36.9%	42	6.6%	24	27.3%	47	28.1%	148
Creates a supportive environment for employees from diverse backgrounds	45.8%	35	53.5%	42	15.0%	24	36.9%	47	40.3%	148
Encourages discussions related to diversity	92.0%	35	88.1%	42	49.7%	24	93.5%	47	84.6%	148
Provides employees with a positive work experience	74.3%	35	54.4%	42	30.0%	24	42.8%	49	51.5%	150
Climate has become consistently more inclusive of all employees	75.7%	35	46.0%	42	12.6%	24	55.4%	47	50.8%	148

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 104: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	69.4%	35	51.8%	42	56.4%	24	56.6%	44	58.3%	145
Recruits employees from a diverse set of backgrounds	83.4%	35	41.5%	42	79.9%	24	62.1%	49	64.1%	150
	B				B					
Improves the campus climate for all employees	61.7%	35	42.2%	42	51.4%	24	46.9%	47	49.8%	148
Retains diverse employees	37.2%	35	48.6%	42	56.1%	24	28.9%	47	40.8%	148
Creates a supportive environment for employees from diverse backgrounds	45.8%	35	53.5%	42	15.0%	24	36.9%	47	40.3%	148
			C							
Encourages discussions related to diversity	87.7%	35	96.0%	42	71.6%	24	96.8%	49	90.5%	150
			C				C			
Provides employees with a positive work experience	78.6%	35	42.8%	42	44.8%	24	48.3%	49	53.4%	150
	B D									
Climate has become consistently more inclusive of all employees	79.1%	35	42.8%	42	37.7%	24	49.2%	47	52.7%	148
	B C D									

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 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.	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	73.5%	34	49.4%	42	43.0%	24	41.5%	46	51.5%	146
	B C D									
Communications are effective	75.2%	35	56.5%	42	37.6%	24	38.8%	49	52.2%	150
	C D									
Communications are timely	70.9%	35	57.7%	42	43.5%	24	41.8%	47	53.5%	148
Communications are relevant	74.3%	35	56.7%	42	35.2%	24	38.5%	49	51.5%	150
	C D									
Communications are informative	73.7%	34	56.9%	42	50.7%	24	50.9%	49	57.8%	149
Communications are motivating	64.5%	34	22.2%	42	33.5%	24	23.5%	49	34.1%	149
	B D									
Communications are honest	73.7%	34	26.2%	42	29.3%	24	34.2%	46	40.3%	146
	B C D									
Communications are accessible	73.3%	34	69.4%	42	71.1%	24	63.1%	49	68.5%	149

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 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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	67.5%	34	38.0%	40	51.3%	24	39.5%	46	47.6%	144
Communications are effective	75.2%	35	40.6%	42	53.2%	24	30.3%	49	47.4%	150
Communications are timely	53.0%	35	38.6%	42	53.2%	24	37.2%	47	43.9%	148
Communications are relevant	75.2%	35	46.3%	42	65.7%	24	40.5%	49	54.2%	150
Communications are informative	72.9%	34	42.3%	42	52.4%	24	41.2%	47	50.6%	147
Communications are motivating	46.9%	34	23.3%	40	28.6%	24	25.7%	49	30.4%	147
Communications are honest	72.7%	34	30.9%	42	53.2%	24	36.8%	46	46.1%	146
Communications are accessible	68.8%	34	57.4%	42	52.7%	24	59.1%	49	59.8%	149

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 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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	70.0%	32	46.4%	40	43.2%	22	58.2%	43	55.0%	137
Communications are effective	74.3%	35	45.9%	42	49.3%	22	65.7%	49	59.7%	148
Communications are timely	58.4%	35	31.1%	42	37.7%	24	64.0%	47	49.2%	148
Communications are relevant	82.9%	35	69.9%	42	52.7%	24	63.0%	49	68.0%	150
Communications are informative	81.6%	34	54.0%	42	52.7%	24	65.4%	44	63.8%	143
Communications are motivating	45.8%	34	31.7%	40	22.1%	24	31.9%	49	33.5%	147
Communications are honest	81.6%	34	38.6%	42	51.4%	24	47.5%	46	53.5%	146
Communications are accessible	66.9%	32	57.7%	42	52.7%	24	65.9%	49	61.6%	147

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 108: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	44.8%	16	50.4%	21	20.9%	5	43.3%	21	42.1%	63
Maybe, I can provide feedback in limited situations	30.2%	11	38.5%	16	21.3%	5	42.3%	21	35.1%	53
No, I don't have an opportunity to provide feedback	25.0%	9	11.1%	5	57.8%	14	14.3%	7	22.8%	34
					B D					
Total	100.0%	35	100.0%	42	100.0%	24	100.0%	49	100.0%	150

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 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.5%	23	46.3%	37	52.2%	10	54.0%	42	51.6%	113
One on one conversations with my supervisor	93.9%	25	90.5%	37	68.1%	10	79.5%	42	85.3%	114
My representation in shared governance (CPC, APC, or Faculty Council)	21.4%	23	12.5%	37	54.6%	10	28.3%	42	23.9%	113
					B					
My service on committees	29.0%	23	35.7%	37	50.7%	10	46.8%	42	39.8%	113
Annual review process	73.9%	23	46.5%	37	36.7%	10	81.7%	42	64.4%	113
					B C					
Input collection through anonymous surveys	53.1%	23	46.5%	37	50.7%	10	33.5%	42	43.4%	113

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:	Admissions (A)		Ofc Fin Aid (B)		Other (C)		Registrar (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	50.3%	25	31.3%	37	41.5%	10	44.9%	42	41.3%	114
CSU overall	43.8%	25	25.4%	37	19.8%	10	31.0%	42	31.0%	114
My division/college	43.8%	25	29.9%	37	52.4%	10	38.6%	42	38.1%	114
My department/unit	63.3%	25	38.7%	37	52.4%	10	65.0%	42	54.9%	114

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 111: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	30.2%	13	46.7%	12	17.0%	8	21.7%	33
Physical appearance	4.3%	*	15.0%	7	35.7%	9	12.9%	6	15.2%	23
Physical disability	8.6%	3	18.1%	8	27.5%	7	21.6%	11	18.5%	28
Mental disability	4.3%	*	3.9%	*	34.8%	9	19.7%	10	14.1%	22
Employment classification	29.7%	10	23.1%	10	47.8%	12	39.9%	20	34.1%	52
Gender identity	4.3%	*	15.0%	7	33.7%	8	16.3%	8	16.0%	24
Job title	9.1%	3	26.1%	11	48.6%	12	26.4%	13	26.0%	40
Parental status	4.3%	*	18.7%	8	20.8%	5	3.2%	*	10.7%	16
Religion	3.7%	*	0.0%	*	41.1%	10	6.0%	*	9.5%	15
Political affiliation	16.6%	6	18.9%	8	68.9%	17	21.6%	11	27.5%	42
Sexual orientation	8.0%	*	15.3%	7	40.8%	10	6.3%	3	14.9%	23
Socio-economic status	13.4%	5	22.5%	10	47.0%	12	31.5%	15	27.3%	42
Ethnic origin	4.3%	*	22.9%	10	40.3%	10	13.6%	7	18.5%	28
Veteran status	0.0%	*	0.0%	*	14.1%	4	0.0%	*	2.3%	4
Race or color	20.6%	7	30.2%	13	48.6%	12	22.6%	11	28.6%	44
Marital status	0.0%	*	11.3%	5	14.1%	4	3.2%	*	6.6%	10
Nationality/country of origin	8.6%	3	11.4%	5	34.1%	9	16.6%	8	16.1%	25
None/no response	44.4%	16	51.4%	22	11.8%	*	34.9%	17	38.0%	58

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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	18.4%	8	25.1%	6	3.1%	*	10.3%	16
Physical appearance	0.0%	*	15.6%	7	28.2%	7	6.3%	3	11.1%	17
Physical disability	4.3%	*	10.5%	5	6.2%	*	6.3%	3	7.0%	11
Mental disability	4.3%	*	3.9%	*	27.4%	7	6.8%	3	8.8%	13
Employment classification	12.9%	5	11.7%	5	25.7%	6	12.2%	6	14.5%	22
Gender identity	0.0%	*	7.0%	3	12.9%	3	9.5%	5	7.2%	11
Job title	22.0%	8	22.2%	10	33.6%	8	13.0%	6	21.1%	32
Parental status	8.6%	3	10.7%	5	6.2%	*	3.2%	*	7.1%	11
Religion	3.7%	*	0.0%	*	26.5%	7	3.6%	*	6.4%	10
Political affiliation	25.2%	9	13.9%	6	47.6%	12	18.9%	9	23.6%	36
Sexual orientation	3.7%	*	3.9%	*	19.2%	5	3.2%	*	6.1%	9
Socio-economic status	9.1%	3	14.4%	6	25.4%	6	9.2%	5	13.3%	20
Ethnic origin	0.0%	*	11.5%	5	26.2%	7	3.2%	*	8.6%	13
Veteran status	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
Race or color	8.0%	*	7.4%	3	34.1%	9	6.3%	3	11.6%	18
Marital status	0.0%	*	8.1%	4	6.2%	*	3.2%	*	4.4%	7
Nationality/country of origin	4.3%	*	3.9%	*	20.0%	5	3.2%	*	6.4%	10
None/no response	56.6%	20	48.3%	21	33.0%	8	65.1%	32	53.1%	81

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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	3.9%	*	11.2%	5	25.1%	6	21.5%	11	15.1%	23
Physical appearance	0.0%	*	15.1%	7	20.4%	5	18.6%	9	13.6%	21
Physical disability	4.3%	*	14.1%	6	20.0%	5	8.7%	4	11.1%	17
Mental disability	4.3%	*	11.4%	5	26.6%	7	9.6%	5	11.7%	18
Employment classification	20.2%	7	10.8%	5	31.3%	8	17.5%	9	18.5%	28
Gender identity	0.0%	*	3.9%	*	13.3%	3	8.7%	4	6.1%	9
Job title	12.9%	5	29.9%	13	39.1%	10	18.5%	9	23.8%	36
Parental status	8.6%	3	18.4%	8	6.2%	*	6.3%	3	10.3%	16
Religion	3.7%	*	3.6%	*	33.6%	8	6.0%	*	9.3%	14
Political affiliation	16.6%	6	17.5%	8	55.2%	14	14.8%	7	22.6%	35
Sexual orientation	3.7%	*	3.9%	*	19.2%	5	3.2%	*	6.1%	9
Socio-economic status	9.1%	3	10.5%	5	26.2%	7	5.6%	*	11.2%	17
Ethnic origin	0.0%	*	11.5%	5	26.2%	7	6.8%	3	9.8%	15
Veteran status	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
Race or color	8.0%	*	7.4%	3	20.0%	5	13.1%	6	11.4%	18
Marital status	0.0%	*	7.6%	3	6.2%	*	6.3%	3	5.2%	8
Nationality/country of origin	4.3%	*	3.9%	*	12.9%	3	6.0%	*	6.1%	9
None/no response	58.4%	21	49.2%	21	33.7%	8	53.4%	26	50.1%	77

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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.6%	*	41.9%	11	6.3%	3	9.9%	15
Bullying	0.0%	*	15.4%	7	40.8%	10	8.7%	4	13.9%	21
Bias	12.3%	4	30.1%	13	74.2%	19	28.7%	14	32.8%	50
Physical assault	0.0%	*	0.0%	*	7.8%	*	6.3%	3	3.3%	5
Sexual misconduct	0.0%	*	3.9%	*	34.8%	9	9.9%	5	10.0%	15
Verbal abuse	0.0%	*	11.8%	5	14.1%	4	13.1%	6	9.9%	15
None/no response	87.7%	31	66.0%	29	25.8%	6	65.7%	32	64.3%	98

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.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	13.3%	3	3.1%	*	3.2%	5
Bullying	0.0%	*	3.6%	*	53.4%	13	0.0%	*	9.8%	15
Bias	12.3%	4	17.9%	8	52.2%	13	16.4%	8	21.8%	33
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	6.2%	*	0.0%	*	1.0%	*
None/no response	87.7%	31	82.1%	36	33.2%	8	80.5%	39	74.9%	115

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

Statistical significance not tested.

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

**Table 116: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Admissions		Ofc Fin Aid		Other		Registrar		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	19.5%	5	0.0%	*	3.2%	5
Bullying	0.0%	*	3.6%	*	46.7%	12	6.0%	*	10.6%	16
Bias	8.0%	*	26.0%	11	52.2%	13	24.7%	12	25.8%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	7.1%	*	0.0%	*	1.2%	*
Verbal abuse	0.0%	*	3.6%	*	40.0%	10	3.2%	*	8.6%	13
None/no response	92.0%	32	70.4%	31	39.9%	10	72.1%	35	70.9%	108

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

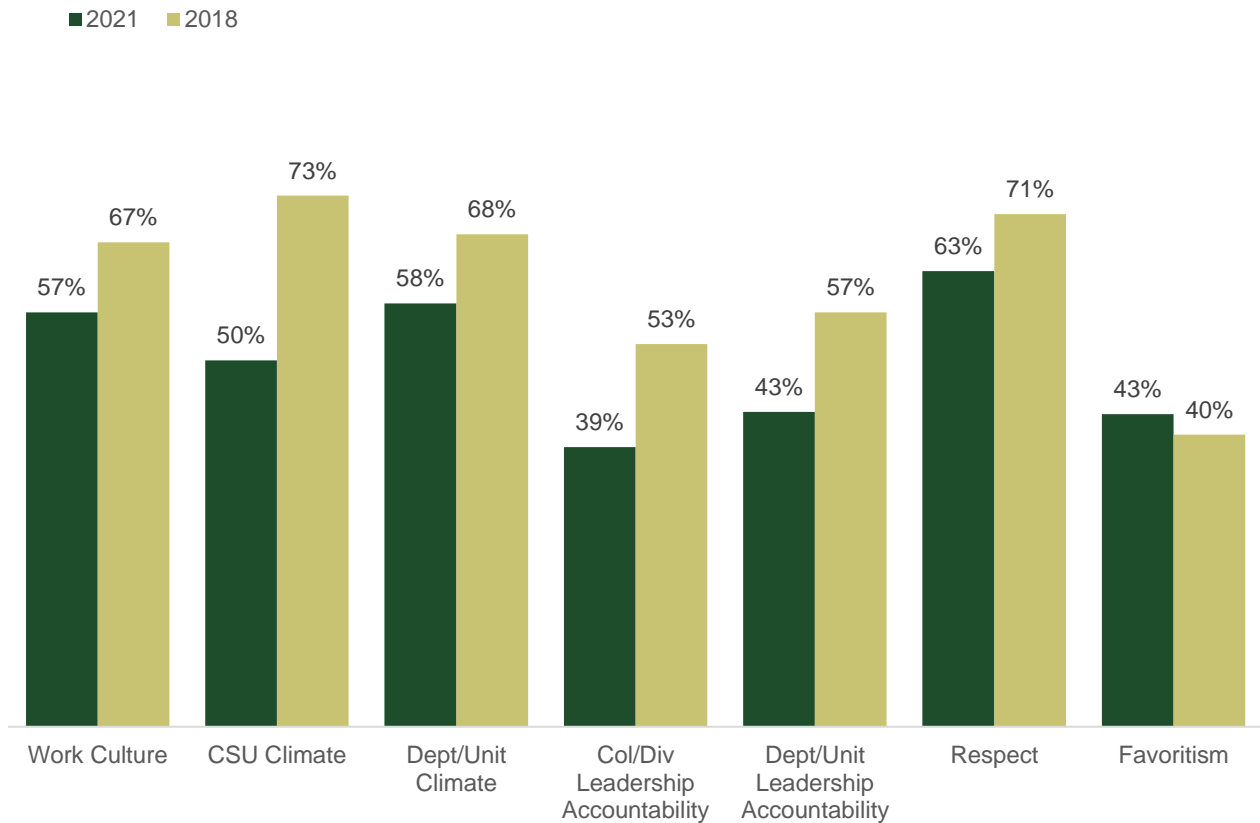
Statistical significance not tested.

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

## Comparisons by Year

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

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



**Table 117: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.7%	132	57.0%	148
	B			
My department/unit promotes a work environment where all employees feel included	3.5%	148	3.5%	153
My department/unit treats all employees equitably	3.3%	146	3.1%	153
My department/unit is open and transparent in communication	3.1%	147	3.1%	151
My department/unit values employee input in major department/unit decisions	3.2%	145	2.9%	153
My department/unit promotes respect for cultural differences	4.3%	145	3.9%	152
	B			
My department/unit understands the value of diversity	4.4%	147	4.0%	153
	B			
My department/unit communicates the importance of valuing diversity	4.3%	147	4.2%	153
I feel valued as an employee	3.7%	147	3.3%	151
	B			
I feel a strong sense of belonging to CSU	3.9%	146	3.4%	153
	B			
I feel a strong sense of belonging to my division/college	3.5%	146	3.1%	153
	B			
I feel a strong sense of belonging to my department/unit	3.9%	145	3.4%	153
	B			
I would recommend CSU as a place of employment	4.2%	146	3.7%	153
	B			
I would recommend my department/unit as a place of employment	3.9%	144	3.4%	153
	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 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	91.4%	125	85.0%	130
No, I did not have a review	8.6%	12	15.0%	23

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

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

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

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

**Table 119: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	82.8%	131	79.8%	130
I am satisfied with the effort my supervisor put into my most recent performance review	3.7%	134	4.1%	130
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.6%	144	2.2%	130
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.3%	130

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

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

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

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

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

**Table 120: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	70.6%	117	62.7%	153
My department/unit is treated with respect by other units within my college/division	3.8%	142	3.7%	153
My college/division is treated with respect by CSU	4.0%	137	3.6%	153
The people I interact with treat each other with respect	4.1%	147	4.0%	153
There is respect for religious differences in my department/unit	3.8%	128	3.5%	153
There is respect for liberal perspectives in my department/unit	4.2%	144	4.0%	153
There is respect for conservative perspectives in my department/unit	3.3%	135	2.9%	153

*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	40.2%	137	43.0%	153
Recognized within my department/unit	3.3%	143	3.3%	153
Resources in my department/unit	3.0%	143	3.2%	153
Professional development opportunities	2.9%	142	2.9%	153
Promoted in my department/unit	3.3%	140	3.5%	153
Hired in my department/unit	3.1%	139	3.1%	153

*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	52.7% B	91	38.5% B	147
Leadership adequately addresses inappropriate behavior	3.6% B	112	3.2% B	148
Leadership holds employees accountable for inappropriate behavior	3.4% B	102	3.2% B	148
Leadership holds employees accountable for poor performance in the workplace	3.2% B	106	2.9% B	147
Leadership acts ethically and honestly in the workplace	4.0% B	127	3.6% B	150
Leadership addresses issues of inequity	3.5% B	115	3.2% B	148
Leadership holds all employees to the same standards	3.4% B	109	2.8% B	150

Percent "Agree" or "Strongly agree"

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	57.0% B	114	43.3% B	148
Leadership adequately addresses inappropriate behavior	3.4% B	135	3.2% B	148
Leadership holds employees accountable for inappropriate behavior	3.4% B	128	3.2% B	148
Leadership holds employees accountable for poor performance in the workplace	3.2% B	134	2.9% B	148
Leadership acts ethically and honestly in the workplace	4.0% B	127	3.6% B	150
Leadership addresses issues of inequity	3.6% B	136	3.1% B	148
Leadership holds all employees to the same standards	3.1% B	141	2.8% B	150

Percent "Agree" or "Strongly agree"

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

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

**Table 124: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	73.1%	110	50.4%	147
	B			
Recruits employees from a diverse set of backgrounds	3.8%	133	3.4%	150
	B			
Improves the campus climate for all employees	3.8%	135	3.2%	148
	B			
Retains diverse employees	3.4%	118	3.0%	148
	B			
Creates a supportive environment for employees from diverse backgrounds	3.7%	126	3.2%	148
	B			
Encourages discussions related to diversity	4.2%	138	4.0%	148
	B			
Provides employees with a positive work experience	3.8%	134	3.5%	150
	B			
Climate has become consistently more inclusive of all employees	3.8%	129	3.4%	148
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	67.8%	131	58.3%	145
	B			
Recruits employees from a diverse set of backgrounds	3.9%	143	3.7%	150
Improves the campus climate for all employees	3.6%	144	3.3%	148
	B			
Retains diverse employees	3.6%	139	3.2%	148
	B			
Creates a supportive environment for employees from diverse backgrounds	3.7%	126	3.2%	148
	B			
Encourages discussions related to diversity	4.1%	142	4.2%	150
Provides employees with a positive work experience	3.7%	146	3.4%	150
	B			
Climate has become consistently more inclusive of all employees	3.6%	139	3.5%	148

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	35.1%	37	15.1%	23
Physical appearance	18.7%	20	13.6%	21
Physical disability*	9.6%	10	11.1%	17
Mental disability	NA	NA	11.7%	18
Employment classification	21.1%	22	18.5%	28
Gender identity	4.6%	5	6.1%	9
Job title	32.2%	34	23.8%	36
Parental status	13.3%	14	10.3%	16
Religion	9.4%	10	9.3%	14
Political affiliation	29.4%	31	22.6%	35
Sexual orientation	2.0%	*	6.1%	9
Socio-economic status	5.6%	6	11.2%	17
Ethnic origin	7.2%	8	9.8%	15
Veteran status	1.1%	*	1.0%	*
Race or color	9.0%	10	11.4%	18
Marital status	5.7%	6	5.2%	8
Nationality/country of origin	1.1%	*	6.1%	9
None/no response	32.5%	34	50.1%	77

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

Statistical significance not tested.

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

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

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

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	6.3%	9	9.9%	15
Bullying	13.9%	21	13.9%	21
Bias	33.3%	50	32.8%	50
Physical assault	0.7%	*	3.3%	5
Sexual misconduct	0.7%	*	10.0%	15
Verbal abuse	5.1%	8	9.9%	15
None/no response	62.7%	94	64.3%	98

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

Statistical significance not tested.

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

**Table 128: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.7%	*	3.2%	5
Bullying	9.3%	14	9.8%	15
Bias	27.1%	41	21.8%	33
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	1.4%	*	1.0%	*
None/no response	70.0%	104	74.9%	115

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

Statistical significance not tested.

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



**Table 129: Other Potential Problems: Department/Unit**

<b>Please indicate if any of the following are currently problematic.</b>	<b>2018</b>		<b>2021</b>	
	<b>Pct</b>	<b>Pop</b>	<b>Pct</b>	<b>Pop</b>
Sexual harassment	0.7%	*	3.2%	5
Bullying	10.7%	16	10.6%	16
Bias	22.3%	33	25.8%	39
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.8%	*	1.2%	*
Verbal abuse	3.0%	4	8.6%	13
None/no response	69.9%	104	70.9%	108

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

*Statistical significance not tested.*

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