

Employee Climate Survey 2021

Faculty

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.

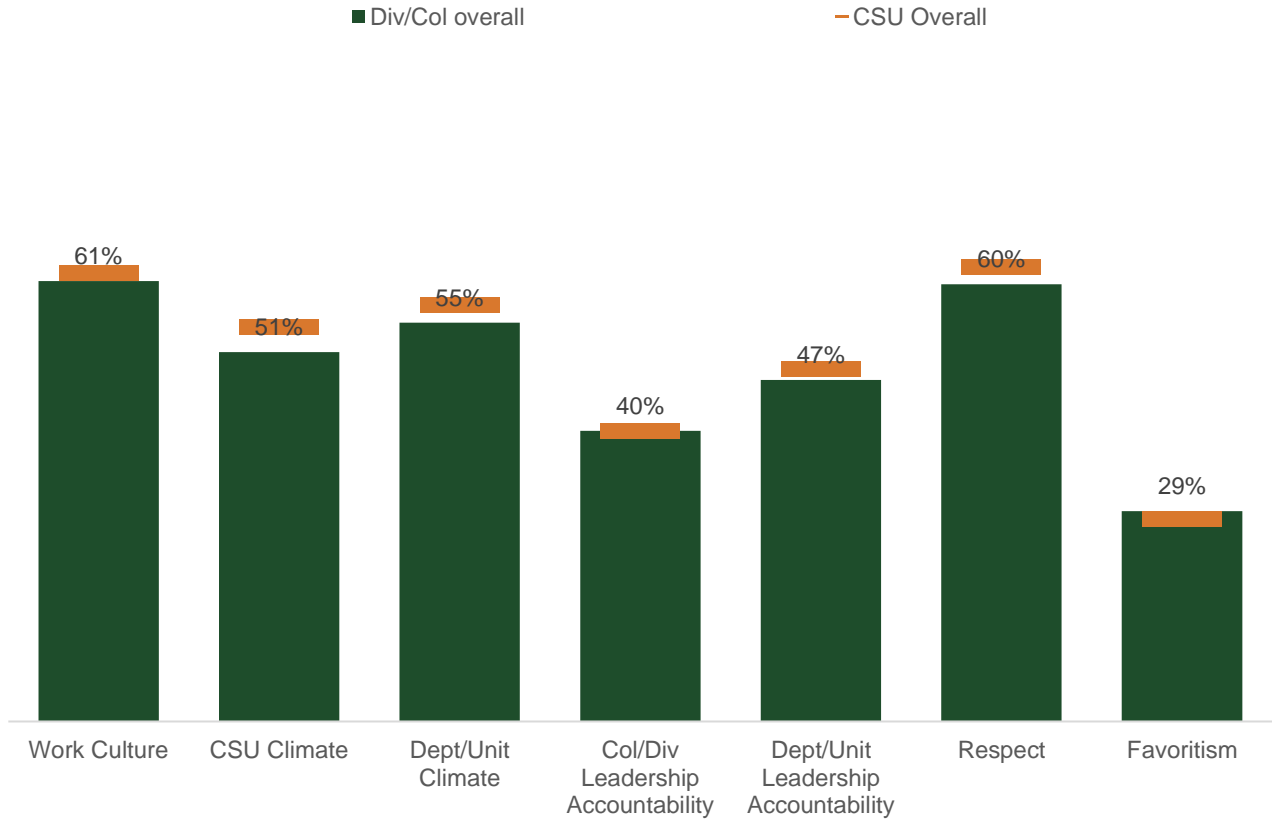
Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted population). 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. 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.

The findings in this report apply to Faculty. Additional information regarding response rates and data weighting can be found in the overall report of results for the University, available under separate cover.

Frequencies of Results

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

Figure 1: Organizational Themes



Employee Climate Survey 2021

Table 1: 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	7.0%	15.9%	13.0%	42.7%	21.3%	100.0%	1,979
My department/unit treats all employees equitably	10.4%	20.8%	18.4%	30.2%	20.2%	100.0%	1,968
My department/unit is open and transparent in communication	9.8%	16.0%	19.1%	32.9%	22.2%	100.0%	1,978
My department/unit values employee input in major department/unit decisions	6.5%	12.7%	15.5%	36.8%	28.6%	100.0%	1,976
My department/unit promotes respect for cultural differences	4.5%	5.7%	18.0%	38.3%	33.5%	100.0%	1,972
My department/unit understands the value of diversity	3.9%	8.9%	14.2%	39.2%	33.8%	100.0%	1,976
My department/unit communicates the importance of valuing diversity	3.8%	8.3%	16.2%	35.9%	35.8%	100.0%	1,973
I feel valued as an employee	11.2%	16.1%	15.0%	33.8%	23.9%	100.0%	1,969
I feel a strong sense of belonging to CSU	11.6%	17.3%	23.3%	29.8%	18.1%	100.0%	1,979
I feel a strong sense of belonging to my division/college	12.3%	16.6%	20.4%	31.3%	19.5%	100.0%	1,976
I feel a strong sense of belonging to my department/unit	10.2%	13.5%	16.0%	32.4%	27.9%	100.0%	1,976
I would recommend CSU as a place of employment	5.7%	12.9%	22.0%	38.2%	21.2%	100.0%	1,973
I would recommend my department/unit as a place of employment	8.0%	11.4%	20.7%	33.9%	25.9%	100.0%	1,970

Table 2: 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?	89.4%	10.6%	100.0%	1,965

Table 3: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
I am satisfied with the effort my supervisor put into my most recent performance review	4.2%	8.1%	11.7%	39.8%	36.3%	100.0%	1,755
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	25.6%	37.2%	15.5%	14.8%	6.9%	100.0%	1,758
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	4.2%	18.7%	20.0%	43.3%	13.8%	100.0%	1,758

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

Employee Climate Survey 2021

Table 4: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
My department/unit is treated with respect by other units within my college/division	4.5%	12.6%	26.4%	38.4%	18.0%	100.0%	1,963
My college/division is treated with respect by CSU	7.1%	16.2%	27.5%	33.6%	15.6%	100.0%	1,963
The people I interact with treat each other with respect	2.8%	9.4%	14.8%	48.0%	25.0%	100.0%	1,960
There is respect for religious differences in my department/unit	2.1%	5.4%	31.0%	38.4%	23.1%	100.0%	1,954
There is respect for liberal perspectives in my department/unit	0.9%	2.1%	18.7%	43.4%	34.9%	100.0%	1,963
There is respect for conservative perspectives in my department/unit	6.9%	14.5%	36.3%	30.2%	12.0%	100.0%	1,965

Table 5: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
Recognized within my department/unit	13.2%	27.1%	20.7%	24.3%	14.8%	100.0%	1,949
Resources in my department/unit	14.7%	26.1%	22.3%	24.1%	12.8%	100.0%	1,947
Professional development opportunities	19.3%	33.8%	28.7%	10.7%	7.4%	100.0%	1,947
Promoted in my department/unit	21.8%	29.9%	23.3%	14.6%	10.4%	100.0%	1,944
Hired in my department/unit	19.5%	30.0%	25.3%	16.2%	9.2%	100.0%	1,947

Table 6: 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	9.6%	12.9%	37.4%	29.1%	11.0%	100.0%	1,903
Leadership holds employees accountable for inappropriate behavior	9.4%	13.7%	41.2%	24.9%	10.8%	100.0%	1,900
Leadership holds employees accountable for poor performance in the workplace	8.7%	15.7%	43.7%	25.7%	6.1%	100.0%	1,896
Leadership acts ethically and honestly in the workplace	6.4%	6.8%	26.8%	40.9%	19.1%	100.0%	1,905
Leadership addresses issues of inequity	8.6%	15.8%	38.0%	25.7%	11.9%	100.0%	1,897
Leadership holds all employees to the same standards	12.5%	19.0%	33.2%	25.2%	10.2%	100.0%	1,901

Employee Climate Survey 2021

Table 7: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	8.3%	14.4%	30.7%	30.8%	15.7%	100.0% 1,901
Leadership holds employees accountable for inappropriate behavior	8.2%	15.7%	35.4%	26.5%	14.2%	100.0% 1,894
Leadership holds employees accountable for poor performance in the workplace	8.0%	17.9%	36.5%	29.5%	8.0%	100.0% 1,899
Leadership acts ethically and honestly in the workplace	6.4%	6.8%	26.8%	40.9%	19.1%	100.0% 1,905
Leadership addresses issues of inequity	7.7%	15.4%	30.7%	30.7%	15.5%	100.0% 1,897
Leadership holds all employees to the same standards	10.7%	22.6%	24.2%	27.7%	14.7%	100.0% 1,907

Table 8: 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	5.1%	12.5%	32.1%	39.2%	11.2%	100.0% 1,887
Improves the campus climate for all employees	7.4%	13.3%	32.3%	37.3%	9.7%	100.0% 1,884
Retains diverse employees	7.3%	14.2%	45.3%	25.4%	7.9%	100.0% 1,879
Creates a supportive environment for employees from diverse backgrounds	6.5%	11.1%	37.6%	35.0%	9.8%	100.0% 1,881
Encourages discussions related to diversity	3.0%	5.4%	17.8%	48.6%	25.3%	100.0% 1,890
Provides employees with a positive work experience	6.2%	12.6%	29.0%	41.1%	11.1%	100.0% 1,880
Climate has become consistently more inclusive of all employees	6.8%	9.7%	29.4%	40.4%	13.7%	100.0% 1,876

Table 9: 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	7.0%	15.0%	22.9%	38.1%	17.0%	100.0% 1,890
Improves the campus climate for all employees	7.3%	13.6%	24.9%	38.4%	15.7%	100.0% 1,890
Retains diverse employees	8.8%	14.7%	37.1%	28.5%	10.9%	100.0% 1,875
Creates a supportive environment for employees from diverse backgrounds	6.5%	11.1%	37.6%	35.0%	9.8%	100.0% 1,881
Encourages discussions related to diversity	4.9%	6.9%	16.6%	42.0%	29.6%	100.0% 1,890
Provides employees with a positive work experience	7.3%	13.4%	21.7%	37.7%	19.9%	100.0% 1,885
Climate has become consistently more inclusive of all employees	7.0%	10.5%	25.7%	38.0%	18.7%	100.0% 1,877

Employee Climate Survey 2021

Table 10: 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	7.9%	21.8%	23.4%	39.1%	8.0%	100.0%	1,851
Communications are timely	4.7%	11.6%	27.6%	44.8%	11.3%	100.0%	1,850
Communications are relevant	8.0%	18.0%	28.4%	36.8%	8.9%	100.0%	1,846
Communications are informative	6.1%	15.9%	27.2%	41.5%	9.3%	100.0%	1,844
Communications are motivating	15.3%	20.4%	37.1%	21.1%	6.1%	100.0%	1,844
Communications are honest	8.9%	14.7%	32.6%	33.8%	9.9%	100.0%	1,846
Communications are accessible	2.6%	3.0%	28.9%	49.1%	16.4%	100.0%	1,848

Table 11: 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	6.5%	16.4%	23.2%	44.5%	9.5%	100.0%	1,848
Communications are timely	4.2%	13.3%	22.9%	47.2%	12.5%	100.0%	1,847
Communications are relevant	4.4%	12.4%	25.6%	46.3%	11.3%	100.0%	1,846
Communications are informative	4.2%	10.3%	27.8%	46.2%	11.6%	100.0%	1,846
Communications are motivating	10.9%	17.6%	36.2%	27.2%	8.0%	100.0%	1,844
Communications are honest	5.7%	9.6%	31.6%	40.1%	13.0%	100.0%	1,847
Communications are accessible	2.4%	2.9%	28.6%	48.3%	17.8%	100.0%	1,849

Table 12: 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	6.9%	13.5%	15.0%	43.8%	20.9%	100.0%	1,843
Communications are timely	5.1%	10.1%	18.9%	45.1%	20.8%	100.0%	1,848
Communications are relevant	3.2%	7.0%	17.5%	50.3%	22.0%	100.0%	1,842
Communications are informative	3.9%	7.2%	18.5%	48.3%	22.2%	100.0%	1,843
Communications are motivating	10.2%	14.2%	33.6%	29.3%	12.7%	100.0%	1,843
Communications are honest	5.4%	7.1%	23.4%	42.5%	21.7%	100.0%	1,844
Communications are accessible	3.1%	3.2%	24.8%	48.0%	21.0%	100.0%	1,850

Table 13: 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?	48.4%	34.5%	17.1%	100.0%	1,869

Employee Climate Survey 2021

Table 14: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)	
One on one conversations with my supervisor	4.4%	7.1%	11.6%	37.5%	39.4%	100.0%	1,515
My representation in shared governance (CPC, APC, or Faculty Council)	3.6%	7.0%	52.8%	26.1%	10.5%	100.0%	1,483
My service on committees	2.7%	4.5%	24.7%	49.8%	18.2%	100.0%	1,500
Annual review process	3.2%	9.0%	22.9%	43.6%	21.2%	100.0%	1,496
Input collection through anonymous surveys	6.3%	12.8%	44.1%	27.5%	9.3%	100.0%	1,489

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

Table 15: 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	11.3%	16.8%	46.1%	18.2%	7.5%	100.0%	1,507
My division/college	9.7%	13.4%	32.4%	32.9%	11.6%	100.0%	1,508
My department/unit	7.5%	9.8%	15.7%	37.9%	29.1%	100.0%	1,514

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

Table 16: 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	11.2%	223	9.2%	182	11.4%	226
Physical appearance	6.2%	123	5.1%	102	5.0%	99
Physical disability	7.6%	151	4.4%	87	4.8%	96
Mental disability	7.6%	150	4.4%	87	5.0%	99
Employment classification	21.6%	428	18.2%	360	20.3%	404
Gender identity	12.1%	240	8.7%	172	10.5%	209
Job title	22.6%	448	18.8%	373	19.8%	393
Parental status	8.6%	171	7.0%	139	8.7%	172
Religion	8.5%	168	3.8%	75	4.0%	79
Political affiliation	12.1%	240	9.2%	182	8.6%	171
Sexual orientation	6.0%	120	4.0%	80	5.0%	99
Socio-economic status	8.1%	160	5.6%	111	6.4%	126
Ethnic origin	10.2%	202	6.7%	134	6.8%	134
Veteran status	1.3%	26	1.1%	22	0.7%	13
Race or color	15.0%	297	8.9%	176	9.6%	190
Marital status	2.7%	54	2.3%	46	3.6%	71
Nationality/country of origin	9.1%	181	6.9%	136	6.8%	134
None/no response	51.6%	1,025	63.7%	1,264	59.1%	1,173

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

Table 17: 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	8.7%	173	4.1%	82	3.2%	63
Bullying	9.6%	190	8.8%	175	16.4%	326
Bias	20.4%	405	17.2%	341	21.5%	427
Physical assault	2.2%	44	0.5%	9	0.4%	9
Sexual misconduct	5.4%	106	1.9%	38	2.5%	49
Verbal abuse	7.7%	153	6.4%	127	10.7%	212
None/no response	72.4%	1,437	77.9%	1,546	70.2%	1,394

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

Table 18: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.9%	16
Cisgender	14.0%	250
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.1%	19
Man	47.7%	849
Trans Man / Masculine	0.3%	5
Trans Woman / Feminine	0.2%	*
Two Spirit	0.3%	5
Woman	41.5%	739
Prefer not to disclose	7.9%	141
The gender I most closely align with is not listed (please specify)	0.1%	*

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

* Values reported for items with n >= 3.

Table 19: 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	35.5%	578		26.9%	438		79.3%	1,293	
1	8.8%	144		11.4%	186		8.6%	140	
2	5.8%	95		6.5%	106		3.7%	60	
3	9.0%	146		5.8%	95		5.3%	87	
4	13.1%	214		10.2%	166		0.4%	6	
5	14.6%	238		18.2%	297		1.2%	20	
6 Very	13.2%	215		21.0%	342		1.5%	24	
Total	100.0%	1,630	2.52	100.0%	1,630	3.00	100.0%	1,630	.48

Employee Climate Survey 2021

Table 20: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	0.7%	12
Asian (can include Middle Eastern and North African)	5.0%	90
Black or African American (can include Middle Eastern and North African)	1.4%	25
Hispanic or Latinx	5.1%	92
Native Hawaiian or Other Pacific Islander	0.0%	*
White	79.0%	1,417
Prefer not to disclose	11.3%	202
The race/ethnicity I most closely align with is not listed (please specify)	1.2%	22

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

* Values reported for items with n >= 3.

Table 21: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	86.3%	22
Caribbean	33.8%	9
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	20.6%	5
Southern Africa (i.e., South Africa)	6.4%	*
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 22: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	0.0%	*
Cherokee	56.9%	6
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	18.7%	*
Another tribal affiliation	24.3%	*
Unknown/not disclosed	24.3%	*

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 23: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	48.2%	41
Caribbean	1.6%	*
Puerto Rican	8.4%	7
Cuban	0.0%	*
Central American	0.0%	*
South American	14.1%	12
Prefer not to disclose	18.1%	15
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	1.9%	*
Spanish or Portuguese	9.2%	8

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

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

Table 24: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	3.8%	3
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	35.8%	30
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	55.9%	47
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	5.9%	5
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 25: Hawaiian/Pacific Islander

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

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

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

Table 26: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)	
Do you identify as a person with a disability?	9.7%	81.9%	8.3%	100.0%	1,812

Employee Climate Survey 2021

Table 27: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	8.7%	81.0%	1.5%	8.8%	100.0% 1,810

Table 28: Division/College

	Pct	Pop
Central Administration	0.9%	17
College of Agricultural Sciences	8.4%	167
College of Business	8.9%	178
College of Health and Human Sciences	14.2%	283
College of Liberal Arts	27.8%	551
College of Natural Sciences	13.1%	259
College of Veterinary Medicine and Biomedical Sciences/VTH	11.8%	235
Graduate School	0.1%	*
Library	1.2%	24
Walter Scott Jr. College of Engineering	8.2%	162
Warner College of Natural Resources	5.3%	106
Total	100.0%	1,984

* Values reported for items with n >= 3.

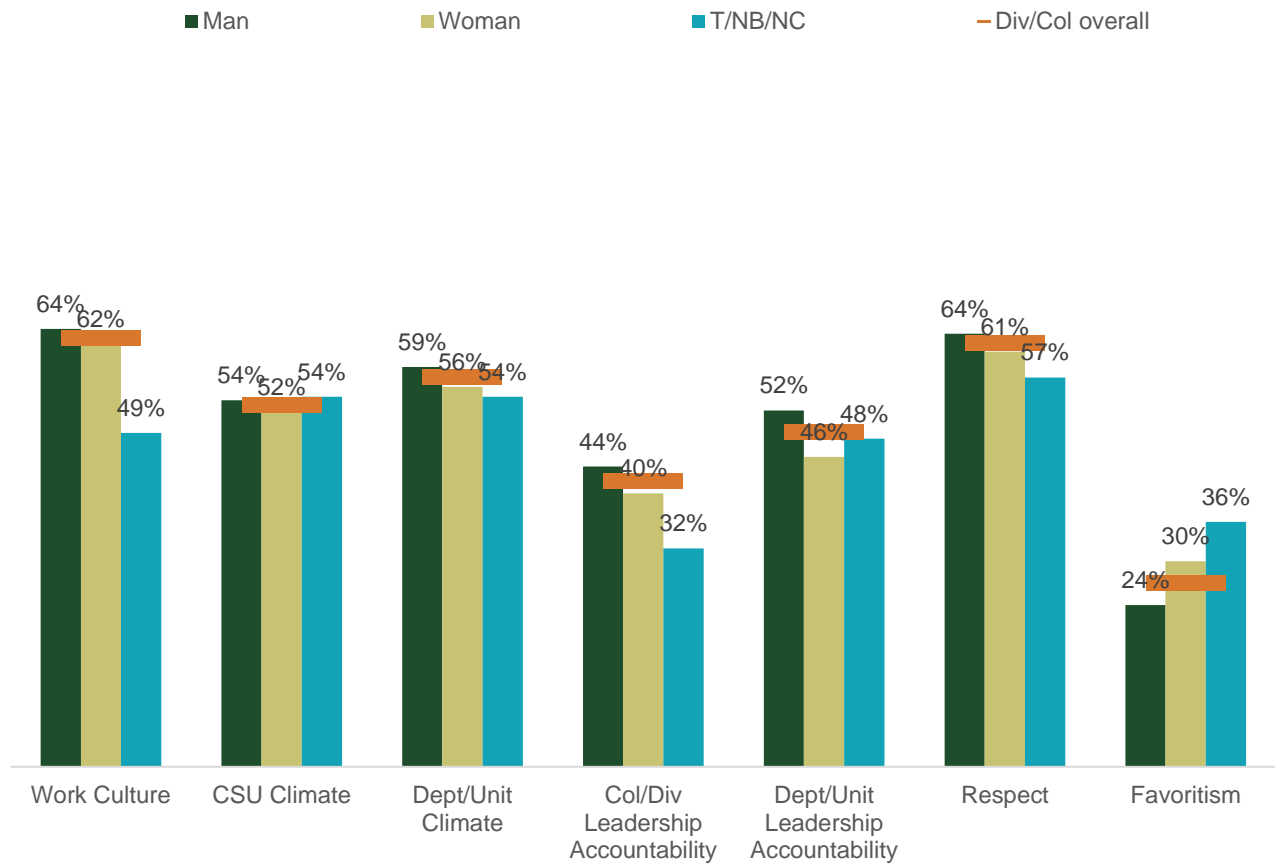
Table 29: Employee Type

	Pct	Pop
CCAF Faculty	44.5%	883
T or TT Faculty	55.5%	1,101
Total	100.0%	1,984

Comparisons by Gender

The gender of respondents is based on responses to the multiple response gender survey question (Table 18). 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



Employee Climate Survey 2021

Table 30: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	64.3% C	824	62.1%	722	49.0%	42	62.9%	1,588
My department/unit promotes a work environment where all employees feel included	70.0% B	842	63.8%	724	56.4%	46	66.8%	1,612
My department/unit treats all employees equitably	58.9% B	836	46.3%	723	59.1%	46	53.2%	1,605
My department/unit is open and transparent in communication	59.9%	840	57.6%	724	56.8%	46	58.8%	1,610
My department/unit values employee input in major department/unit decisions	69.1%	840	67.7%	724	70.5%	46	68.5%	1,610
My department/unit promotes respect for cultural differences	73.8%	840	74.8%	723	62.5%	46	73.9%	1,608
My department/unit understands the value of diversity	75.9% C	842	73.4% C	724	56.8%	46	74.2%	1,612
My department/unit communicates the importance of valuing diversity	73.1%	842	74.3%	724	68.1%	46	73.5%	1,612
I feel valued as an employee	64.6% B	833	54.7%	724	59.1%	46	59.9%	1,603
I feel a strong sense of belonging to CSU	48.9% C	842	52.8% C	724	28.1%	46	50.1%	1,612
I feel a strong sense of belonging to my division/college	52.9% C	840	56.3% C	724	31.5%	46	53.9%	1,610
I feel a strong sense of belonging to my department/unit	65.1% C	842	62.0% C	724	39.4%	46	63.0%	1,612
I would recommend CSU as a place of employment	64.2% C	842	61.1% C	724	42.3%	46	62.2%	1,612
I would recommend my department/unit as a place of employment	63.3%	842	61.2%	724	47.0%	42	62.0%	1,609

Percent "Agree" or "Strongly agree"

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

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

Table 31: 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	90.6%	763	88.5%	639	80.6%	37	89.4%	1,439
No, I did not have a review	9.4%	79	11.5%	83	19.4%	9	10.6%	171
Total	100.0%	842	100.0%	722	100.0%	46	100.0%	1,610

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

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

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

Employee Climate Survey 2021

Table 32: 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	81.5%	763	75.9%	639	80.9%	37	79.0%	1,439
I am satisfied with the effort my supervisor put into my most recent performance review	78.4%	763	78.6%	639	77.9%	37	78.5%	1,439
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	18.2%	763	19.3%	639	21.6%	37	18.8%	1,439
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	66.0%	763	49.0%	639	64.9%	37	58.4%	1,439

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

Table 33: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	63.6%	834	60.9%	721	57.2%	46	62.2%	1,600
My department/unit is treated with respect by other units within my college/division	59.0%	842	57.3%	724	56.8%	46	58.2%	1,612
My college/division is treated with respect by CSU	51.1%	842	51.6%	724	36.4%	46	50.9%	1,612
The people I interact with treat each other with respect	76.9%	840	73.7%	724	76.1%	46	75.5%	1,610
There is respect for religious differences in my department/unit	67.2%	836	61.2%	721	44.8%	46	63.8%	1,603
There is respect for liberal perspectives in my department/unit	79.3%	842	81.2%	724	68.6%	46	79.9%	1,612
There is respect for conservative perspectives in my department/unit	47.4%	842	40.0%	724	60.2%	46	44.5%	1,612

Percent "Agree" or "Strongly agree"

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

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

Table 34: 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	23.7%	842	30.2%	714	36.0%	46	26.9%	1,602
Recognized within my department/unit	35.3%	842	39.7%	717	35.2%	46	37.3%	1,605
Resources in my department/unit	31.9%	842	38.6%	717	34.8%	46	35.0%	1,605
Professional development opportunities	11.7%	842	19.8%	717	25.3%	46	15.7%	1,605
Promoted in my department/unit	19.8%	842	26.2%	714	43.2%	46	23.3%	1,602
Hired in my department/unit	19.9%	842	26.1%	717	41.3%	46	23.3%	1,605

Percent "Agree" or "Strongly agree"

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

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

Table 35: 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	44.1%	834	40.2%	711	32.1%	46	42.0%	1,591
Leadership adequately addresses inappropriate behavior	45.1%	834	38.7%	717	34.0%	46	41.9%	1,596
Leadership holds employees accountable for inappropriate behavior	39.2%	834	34.5%	714	30.0%	46	36.8%	1,593
Leadership holds employees accountable for poor performance in the workplace	32.7%	834	33.8%	713	16.3%	46	32.7%	1,592
Leadership acts ethically and honestly in the workplace	63.2%	838	64.2%	715	46.7%	46	63.2%	1,599
Leadership addresses issues of inequity	43.1%	834	37.2%	717	29.7%	46	40.1%	1,596
Leadership holds all employees to the same standards	41.7%	838	32.7%	714	35.6%	46	37.5%	1,597

Percent "Agree" or "Strongly agree"

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

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

Table 36: 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	52.3% B	832	45.5%	709	48.2%	43	49.1%	1,584
Leadership adequately addresses inappropriate behavior	51.6% B	834	45.2%	715	45.8%	46	48.6%	1,594
Leadership holds employees accountable for inappropriate behavior	44.2%	832	40.0%	715	45.8%	46	42.3%	1,592
Leadership holds employees accountable for poor performance in the workplace	42.3% C	834	36.4%	713	20.4%	46	39.0%	1,592
Leadership acts ethically and honestly in the workplace	63.2%	838	64.2%	715	46.7%	46	63.2%	1,599
Leadership addresses issues of inequity	51.7% B	834	44.7%	717	56.7%	43	48.7%	1,594
Leadership holds all employees to the same standards	50.5% B	838	36.7%	717	59.4% B	46	44.6%	1,600

Percent "Agree" or "Strongly agree"

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

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

Table 37: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.8%	826	52.1%	708	54.3%	40	53.0%	1,574
Recruits employees from a diverse set of backgrounds	54.5%	836	49.5%	715	42.7%	46	51.9%	1,596
Improves the campus climate for all employees	49.5%	836	51.7%	715	54.0%	46	50.6%	1,596
Retains diverse employees	38.5% B	832	30.0%	713	36.4%	46	34.6%	1,591
Creates a supportive environment for employees from diverse backgrounds	52.0% B	836	39.3%	711	51.8%	46	46.3%	1,593
Encourages discussions related to diversity	73.8% C	838	78.9% C	718	57.9%	46	75.6%	1,603
Provides employees with a positive work experience	55.2%	833	54.9%	716	50.8%	43	54.9%	1,592
Climate has become consistently more inclusive of all employees	55.9%	833	58.9%	715	59.3%	43	57.3%	1,591

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 38: 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	58.7%	816	55.8%	705	54.3%	43	57.3%	1,563
Recruits employees from a diverse set of backgrounds	59.4%	836	55.6%	715	45.8%	46	57.3%	1,596
Improves the campus climate for all employees	58.8%	838	56.8%	715	50.8%	46	57.7%	1,599
Retains diverse employees	44.5%	832	37.9%	709	39.4%	46	41.4%	1,588
	B							
Creates a supportive environment for employees from diverse backgrounds	52.0%	836	39.3%	711	51.8%	46	46.3%	1,593
	B							
Encourages discussions related to diversity	71.4%	836	74.2%	718	68.6%	46	72.6%	1,600
Provides employees with a positive work experience	60.2%	834	60.5%	715	50.7%	46	60.1%	1,594
Climate has become consistently more inclusive of all employees	61.7%	832	60.0%	714	54.5%	43	60.7%	1,589

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 39: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.7%	820	54.8%	694	51.3%	46	49.9%	1,560
			A					
Communications are effective	41.9%	828	56.7%	708	59.7%	46	49.0%	1,581
			A					
Communications are timely	51.9%	831	62.2%	709	71.5%	46	57.1%	1,587
			A		A			
Communications are relevant	42.0%	829	55.4%	707	55.7%	46	48.4%	1,582
			A					
Communications are informative	45.0%	829	61.8%	707	54.1%	46	52.8%	1,582
			A					
Communications are motivating	25.8%	826	31.9%	708	24.7%	46	28.5%	1,580
			A					
Communications are honest	45.2%	831	46.5%	704	30.7%	46	45.3%	1,582
Communications are accessible	67.7%	831	68.7%	707	63.1%	46	68.0%	1,584

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 40: 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	54.9%	820	59.0%	699	54.1%	46	56.7%	1,564
Communications are effective	52.9%	828	60.4%	708	56.4%	46	56.3%	1,581
			A					
Communications are timely	58.9%	831	63.3%	709	62.5%	46	61.0%	1,587
Communications are relevant	57.9%	829	62.6%	707	60.3%	46	60.1%	1,582
Communications are informative	54.3%	829	65.7%	707	56.8%	46	59.5%	1,582
			A					
Communications are motivating	36.3%	826	38.9%	708	21.8%	46	37.0%	1,580
Communications are honest	56.5%	831	52.6%	706	52.8%	46	54.6%	1,583
Communications are accessible	68.6%	831	68.7%	708	68.1%	46	68.6%	1,585

Percent "Agree" or "Strongly agree"

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

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

Table 41: Communications: 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	64.3%	819	66.6%	694	62.5%	46	65.3%	1,558
Communications are effective	66.5%	827	66.6%	708	62.0%	46	66.4%	1,580
Communications are timely	64.2%	829	69.6%	709	62.5%	46	66.5%	1,584
Communications are relevant	72.7%	829	75.5%	704	76.1%	46	74.0%	1,578
Communications are informative	67.5%	828	76.3%	705	62.5%	46	71.3%	1,579
			A					
Communications are motivating	42.4%	826	44.3%	707	31.9%	46	43.0%	1,580
Communications are honest	66.5%	831	64.9%	706	68.6%	46	65.9%	1,583
Communications are accessible	71.2%	831	70.9%	708	73.8%	46	71.1%	1,586

Percent "Agree" or "Strongly agree"

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

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

Table 42: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	54.2%	454	47.5%	342	29.4%	13	50.5%	809
			B C					
Maybe, I can provide feedback in limited situations	31.4%	263	35.5%	255	53.4%	24	33.8%	542
			A B					
No, I don't have an opportunity to provide feedback	14.4%	121	17.0%	122	17.2%	8	15.7%	251
Total	100.0%	838	100.0%	719	100.0%	46	100.0%	1,603

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

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

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

Table 43: 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	59.5%	679	56.8%	565	50.1%	38	58.0%	1,282
One on one conversations with my supervisor	82.6% B	711	73.0%	581	72.2%	38	78.1%	1,329
My representation in shared governance (CPC, APC, or Faculty Council)	36.3%	688	40.1%	576	25.4%	38	37.7%	1,302
My service on committees	72.9% B	696	65.3%	580	70.2%	38	69.5%	1,314
Annual review process	68.1%	696	67.9%	579	56.0%	38	67.7%	1,313
Input collection through anonymous surveys	40.0%	700	37.8%	571	26.6%	38	38.6%	1,308

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

Percent "Agree" or "Strongly agree"

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

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

Table 44: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	49.2%	705	47.6%	577	35.0%	38	48.1%	1,320
CSU overall	26.9%	705	29.2%	578	16.4%	38	27.6%	1,321
My division/college	49.0% C	708	45.9% C	577	16.4%	38	46.7%	1,323
My department/unit	71.3%	711	67.2%	580	72.2%	38	69.5%	1,328

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

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 45: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.2%	78	14.4%	104	11.8%	5	11.6%	187
Physical appearance	4.7%	39	7.8%	56	17.2%	8	6.4%	104
Physical disability	6.3%	54	8.6%	63	30.4%	14	8.0%	130
Mental disability	5.3%	44	9.4%	68	30.8%	14	7.8%	127
Employment classification	16.8%	142	29.0%	211	33.8%	15	22.8%	368
Gender identity	10.4%	88	14.2%	103	28.5%	13	12.6%	204
Job title	19.6%	166	30.5%	221	21.5%	10	24.6%	397
Parental status	6.8%	58	12.1%	88	11.8%	5	9.3%	151
Religion	8.1%	68	8.1%	59	17.8%	8	8.4%	135
Political affiliation	12.2%	103	10.1%	73	6.1%	*	11.1%	179
Sexual orientation	5.9%	50	5.8%	42	19.7%	9	6.3%	101
Socio-economic status	6.6%	56	11.0%	80	6.1%	*	8.6%	138
Ethnic origin	10.7%	90	10.7%	77	19.1%	9	10.9%	176
Veteran status	1.2%	10	1.1%	8	0.0%	*	1.1%	18
Race or color	16.5%	140	15.0%	109	30.4%	14	16.2%	262
Marital status	3.0%	26	3.1%	22	0.0%	*	3.0%	48
Nationality/country of origin	9.5%	80	7.7%	56	24.7%	11	9.1%	148
None/no response	55.0%	465	44.2%	320	31.2%	14	49.5%	799

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 46: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.9%	75	11.8%	86	5.7%	*	10.1%	164
Physical appearance	4.2%	35	6.6%	48	6.1%	*	5.3%	86
Physical disability	4.4%	37	4.5%	33	8.0%	4	4.6%	74
Mental disability	3.2%	27	4.8%	35	19.7%	9	4.4%	71
Employment classification	14.8%	125	23.3%	169	25.4%	12	18.9%	306
Gender identity	8.2%	69	9.9%	72	25.3%	12	9.4%	152
Job title	14.4%	121	25.0%	181	25.3%	12	19.4%	314
Parental status	5.1%	43	10.6%	77	0.0%	*	7.4%	120
Religion	4.2%	36	2.5%	18	0.0%	*	3.4%	54
Political affiliation	8.7%	73	6.8%	49	0.0%	*	7.6%	122
Sexual orientation	3.0%	26	4.5%	33	8.0%	4	3.9%	62
Socio-economic status	3.9%	33	7.7%	56	6.1%	*	5.7%	92
Ethnic origin	6.1%	51	6.9%	50	14.0%	6	6.7%	108
Veteran status	0.9%	8	0.8%	6	0.0%	*	0.8%	14
Race or color	8.6%	72	9.2%	67	14.0%	6	9.0%	146
Marital status	2.2%	19	2.5%	18	0.0%	*	2.2%	36
Nationality/country of origin	7.1%	60	5.5%	40	14.0%	6	6.6%	106
None/no response	69.2%	584	55.9%	405	51.6%	24	62.7%	1,013

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 47: 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	12.6%	107	11.6%	84	5.7%	*	12.0%	193
Physical appearance	4.5%	38	5.5%	40	11.3%	5	5.2%	83
Physical disability	3.6%	30	5.6%	41	8.0%	4	4.6%	74
Mental disability	2.9%	24	6.5%	47	19.7%	9	5.0%	80
Employment classification	18.4%	155	23.7%	172	23.1%	11	20.9%	338
Gender identity	8.0%	67	14.0%	101	24.9%	11	11.2%	180
Job title	16.1%	136	24.2%	176	17.4%	8	19.8%	320
Parental status	6.4%	54	12.9%	94	6.1%	*	9.3%	150
Religion	5.4%	45	2.1%	15	0.0%	*	3.7%	60
Political affiliation	7.4%	62	7.7%	56	11.3%	5	7.6%	123
Sexual orientation	4.2%	36	5.5%	40	11.3%	5	5.0%	81
Socio-economic status	4.5%	38	8.7%	63	11.7%	5	6.6%	106
Ethnic origin	5.4%	46	7.2%	52	19.7%	9	6.6%	107
Veteran status	0.6%	5	0.0%	*	11.7%	5	0.6%	10
Race or color	8.7%	73	9.7%	70	19.7%	9	9.4%	153
Marital status	3.3%	28	3.6%	26	6.1%	*	3.5%	56
Nationality/country of origin	6.8%	57	5.6%	41	13.6%	6	6.4%	104
None/no response	64.3%	543	51.8%	376	45.5%	21	58.2%	940

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: 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	9.2%	78	9.4%	68	5.0%	*	9.2%	148
Bullying	9.0%	76	10.4%	75	16.8%	8	9.8%	159
Bias	20.8%	176	20.0%	145	30.8%	14	20.7%	335
Physical assault	1.8%	15	2.7%	19	0.0%	*	2.1%	35
Sexual misconduct	5.4%	45	6.2%	45	10.7%	5	5.9%	95
Verbal abuse	7.8%	66	7.0%	51	17.4%	8	7.7%	125
None/no response	70.5%	595	72.1%	523	57.8%	26	70.9%	1,145

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: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.8%	32	4.9%	36	0.0%	*	4.2%	68
Bullying	8.5%	72	9.3%	67	17.8%	8	9.1%	147
Bias	14.6%	123	19.6%	142	19.7%	9	17.0%	274
Physical assault	0.3%	*	0.5%	3	0.0%	*	0.4%	6
Sexual misconduct	0.9%	7	3.0%	22	0.0%	*	1.8%	29
Verbal abuse	5.8%	49	7.0%	51	11.8%	5	6.5%	106
None/no response	79.8%	673	75.5%	547	62.5%	29	77.4%	1,250

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: 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	3.3%	28	3.9%	28	0.0%	*	3.5%	56
Bullying	15.3%	129	19.3%	140	23.4%	11	17.3%	280
Bias	16.6%	140	25.4%	184	25.8%	12	20.8%	336
Physical assault	0.6%	5	0.0%	*	0.0%	*	0.3%	5
Sexual misconduct	1.2%	10	3.8%	27	0.0%	*	2.3%	38
Verbal abuse	10.4%	88	10.9%	79	17.4%	8	10.9%	175
None/no response	74.4%	628	65.1%	472	56.8%	26	69.7%	1,126

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

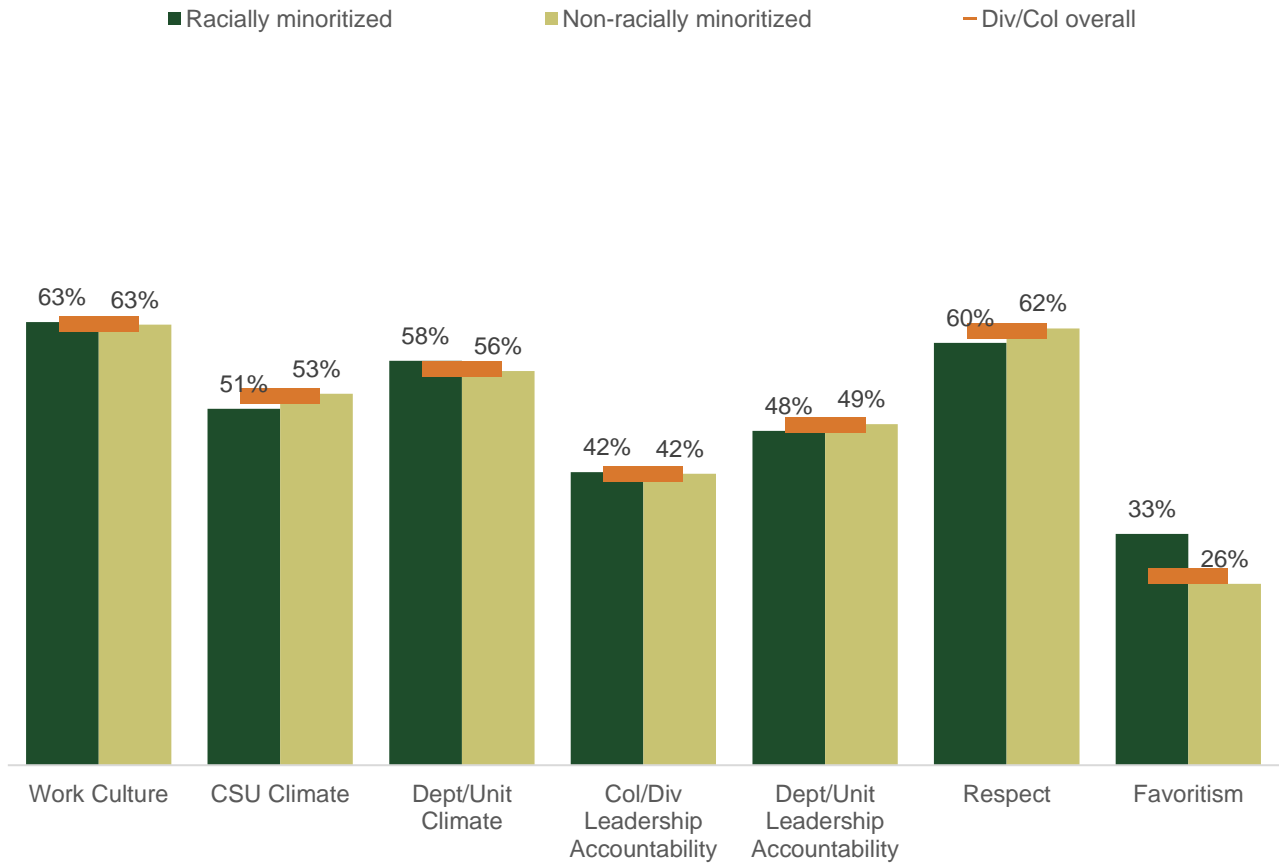
Statistical significance not tested.

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

Comparisons by Racially Minoritized Status

Racially minoritized status is based on responses to the multiple response race and ethnicity survey question (Table 20). 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



Employee Climate Survey 2021

Table 51: 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	63.4%	234	63.0%	1,330	63.1%	1,564
My department/unit promotes a work environment where all employees feel included	65.0%	236	66.9%	1,352	66.6%	1,588
My department/unit treats all employees equitably	52.6%	236	52.7%	1,345	52.7%	1,581
My department/unit is open and transparent in communication	60.2%	236	58.6%	1,349	58.9%	1,585
My department/unit values employee input in major department/unit decisions	73.0%	236	68.3%	1,349	69.0%	1,585
My department/unit promotes respect for cultural differences	70.3%	236	74.7%	1,348	74.0%	1,584
My department/unit understands the value of diversity	71.6%	236	74.9%	1,352	74.4%	1,588
My department/unit communicates the importance of valuing diversity	73.6%	236	73.1%	1,352	73.1%	1,588
I feel valued as an employee	58.7%	236	60.3%	1,342	60.1%	1,578
I feel a strong sense of belonging to CSU	53.0%	236	50.4%	1,352	50.8%	1,588
I feel a strong sense of belonging to my division/college	55.3%	234	53.9%	1,352	54.1%	1,585
I feel a strong sense of belonging to my department/unit	68.3%	236	62.5%	1,352	63.3%	1,588
I would recommend CSU as a place of employment	60.2%	236	63.0%	1,352	62.6%	1,588
I would recommend my department/unit as a place of employment	66.8%	236	61.9%	1,348	62.6%	1,584

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 52: 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	89.5%	211	88.8%	1,198	88.9%	1,409
No, I did not have a review	10.5%	25	11.2%	151	11.1%	176
Total	100.0%	236	100.0%	1,349	100.0%	1,585

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

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

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

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

Table 53: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.0%	211	79.1%	1,198	78.8%	1,409
I am satisfied with the effort my supervisor put into my most recent performance review	77.5%	211	78.4%	1,198	78.3%	1,409
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	24.7% B	211	18.0%	1,198	19.0%	1,409
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.5%	211	59.0%	1,198	58.2%	1,409

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

Table 54: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	60.4%	236	62.5%	1,340	62.2%	1,576
My department/unit is treated with respect by other units within my college/division	55.4%	236	58.8%	1,352	58.3%	1,588
My college/division is treated with respect by CSU	50.4%	236	51.2%	1,352	51.1%	1,588
The people I interact with treat each other with respect	77.1%	236	76.3%	1,349	76.4%	1,585
There is respect for religious differences in my department/unit	59.0%	236	63.6%	1,342	62.9%	1,578
There is respect for liberal perspectives in my department/unit	75.0%	236	80.2%	1,352	79.4%	1,588
There is respect for conservative perspectives in my department/unit	45.7%	236	44.3%	1,352	44.5%	1,588

Percent "Agree" or "Strongly agree"

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

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

Table 55: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	33.1% B	236	26.0%	1,342	27.0%	1,578
Recognized within my department/unit	42.8%	236	36.8%	1,345	37.7%	1,581
Resources in my department/unit	43.4% B	236	33.4%	1,345	34.9%	1,581
Professional development opportunities	21.4% B	236	14.7%	1,345	15.7%	1,581
Promoted in my department/unit	28.1% B	236	22.2%	1,342	23.0%	1,578
Hired in my department/unit	29.8% B	236	22.5%	1,345	23.6%	1,581

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 56: 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	41.9%	236	41.7%	1,330	41.7%	1,566
Leadership adequately addresses inappropriate behavior	42.5%	236	41.4%	1,336	41.6%	1,572
Leadership holds employees accountable for inappropriate behavior	38.0%	236	35.9%	1,333	36.2%	1,569
Leadership holds employees accountable for poor performance in the workplace	37.0%	236	32.1%	1,332	32.8%	1,568
Leadership acts ethically and honestly in the workplace	63.6%	236	63.1%	1,338	63.1%	1,574
Leadership addresses issues of inequity	33.8%	236	40.6% A	1,336	39.6%	1,572
Leadership holds all employees to the same standards	36.6%	236	37.3%	1,337	37.2%	1,573

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 57: 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	47.8%	231	48.8%	1,328	48.7%	1,559
Leadership adequately addresses inappropriate behavior	47.0%	234	47.9%	1,336	47.8%	1,569
Leadership holds employees accountable for inappropriate behavior	38.9%	231	42.0%	1,336	41.5%	1,567
Leadership holds employees accountable for poor performance in the workplace	42.5%	236	38.2%	1,332	38.9%	1,568
Leadership acts ethically and honestly in the workplace	63.6%	236	63.1%	1,338	63.1%	1,574
Leadership addresses issues of inequity	47.4%	236	48.2%	1,333	48.1%	1,569
Leadership holds all employees to the same standards	41.7%	236	45.1%	1,339	44.6%	1,575

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: 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	51.0%	226	53.1%	1,323	52.8%	1,550
Recruits employees from a diverse set of backgrounds	45.2%	236	51.8%	1,336	50.8%	1,572
Improves the campus climate for all employees	49.6%	236	50.2%	1,336	50.1%	1,572
Retains diverse employees	34.8%	234	33.9%	1,332	34.0%	1,566
Creates a supportive environment for employees from diverse backgrounds	39.5%	233	47.2%	1,336	46.1%	1,568
Encourages discussions related to diversity	66.7%	236	76.9%	1,342	75.4%	1,578
Provides employees with a positive work experience	59.4%	234	55.2%	1,334	55.8%	1,568
Climate has become consistently more inclusive of all employees	52.6%	233	58.3%	1,333	57.4%	1,566

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

Table 59: 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	57.9%	227	56.4%	1,314	56.6%	1,541
Recruits employees from a diverse set of backgrounds	54.9%	236	55.9%	1,336	55.8%	1,572
Improves the campus climate for all employees	59.6%	236	56.7%	1,338	57.1%	1,574
Retains diverse employees	46.3%	233	39.5%	1,332	40.5%	1,565
Creates a supportive environment for employees from diverse backgrounds	39.5%	233	47.2% A	1,336	46.1%	1,568
Encourages discussions related to diversity	67.5%	236	73.1%	1,339	72.2%	1,575
Provides employees with a positive work experience	63.5%	234	59.8%	1,336	60.4%	1,569
Climate has become consistently more inclusive of all employees	58.4%	232	60.5%	1,332	60.2%	1,564

Percent "Agree" or "Strongly agree"

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

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

Table 60: 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	54.2%	229	49.2%	1,310	49.9%	1,539
Communications are effective	56.7% B	236	47.6%	1,324	49.0%	1,560
Communications are timely	61.1%	236	56.7%	1,330	57.3%	1,566
Communications are relevant	56.9% B	236	46.9%	1,325	48.4%	1,561
Communications are informative	58.6%	234	52.3%	1,328	53.2%	1,561
Communications are motivating	35.1% B	232	27.1%	1,327	28.3%	1,559
Communications are honest	44.5%	233	45.6%	1,328	45.5%	1,561
Communications are accessible	66.1%	236	67.8%	1,327	67.5%	1,563

Percent "Agree" or "Strongly agree"

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

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

Table 61: 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	56.3%	231	57.1%	1,313	57.0%
Communications are effective	57.2%	236	56.8%	1,324	56.8%	1,560
Communications are timely	58.3%	236	62.3%	1,330	61.7%	1,566
Communications are relevant	59.7%	236	60.0%	1,325	60.0%	1,561
Communications are informative	62.4%	234	59.9%	1,328	60.3%	1,561
Communications are motivating	39.8%	232	36.8%	1,327	37.2%	1,559
Communications are honest	51.7%	234	55.7%	1,328	55.1%	1,562
Communications are accessible	67.7%	234	68.2%	1,330	68.1%	1,564

Percent "Agree" or "Strongly agree"

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

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

Table 62: 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	66.4%	232	65.7%	1,305	65.8%
Communications are effective	71.3%	235	66.1%	1,324	66.8%	1,559
Communications are timely	65.6%	236	67.8%	1,327	67.5%	1,563
Communications are relevant	75.4%	236	74.2%	1,321	74.3%	1,557
Communications are informative	70.4%	232	72.7%	1,326	72.4%	1,558
Communications are motivating	46.4%	234	42.9%	1,325	43.4%	1,559
Communications are honest	68.0%	236	66.3%	1,326	66.5%	1,562
Communications are accessible	70.2%	236	70.9%	1,329	70.8%	1,565

Percent "Agree" or "Strongly agree"

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

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

Table 63: 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	42.1%	98	51.5%	693	50.1%
Maybe, I can provide feedback in limited situations	41.6%	97	33.9%	456	35.0%	553
No, I don't have an opportunity to provide feedback	16.3%	38	14.6%	197	14.9%	235
Total	100.0%	234	100.0%	1,346	100.0%	1,580

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

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

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

Table 64: 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	60.8%	191	57.5%	1,080	58.0%	1,271
One on one conversations with my supervisor	79.7%	194	78.6%	1,126	78.8%	1,320
My representation in shared governance (CPC, APC, or Faculty Council)	41.5%	194	37.2%	1,097	37.9%	1,291
My service on committees	73.5%	195	68.8%	1,110	69.5%	1,305
Annual review process	67.6%	195	66.6%	1,106	66.8%	1,301
Input collection through anonymous surveys	41.9%	194	37.8%	1,103	38.4%	1,296

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 65: 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	51.5%	195	46.9%	1,116	47.6%	1,311
CSU overall	32.5%	195	26.9%	1,117	27.8%	1,312
My division/college	51.9%	195	45.2%	1,118	46.2%	1,313
My department/unit	70.2%	195	68.0%	1,124	68.4%	1,319

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 66: 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	9.2%	22	11.4%	155	11.1%	177
Physical appearance	12.2%	29	5.3%	71	6.3%	100
Physical disability	8.2%	19	8.1%	109	8.1%	129
Mental disability	9.6%	23	7.3%	98	7.6%	121
Employment classification	22.0%	52	23.7%	321	23.4%	373
Gender identity	15.0%	35	11.8%	160	12.3%	195
Job title	19.1%	45	25.5%	346	24.6%	391
Parental status	10.7%	25	8.8%	120	9.1%	145
Religion	10.5%	25	7.0%	94	7.5%	119
Political affiliation	11.5%	27	10.2%	138	10.4%	165
Sexual orientation	7.0%	17	6.1%	83	6.3%	100
Socio-economic status	6.1%	14	9.3%	126	8.8%	140
Ethnic origin	20.0%	47	9.7%	131	11.2%	178
Veteran status	0.0%	*	1.4%	18	1.2%	18
Race or color	28.6%	68	14.0%	190	16.2%	257
Marital status	0.6%	*	3.0%	41	2.7%	42
Nationality/country of origin	18.7%	44	7.8%	106	9.4%	150
None/no response	42.6%	100	50.9%	690	49.7%	790

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 67: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	6.1%	14	10.8%	146	10.1%	161
Physical appearance	7.6%	18	5.2%	70	5.5%	88
Physical disability	2.0%	5	5.3%	71	4.8%	76
Mental disability	5.1%	12	4.5%	60	4.6%	72
Employment classification	16.7%	40	20.3%	275	19.8%	315
Gender identity	8.9%	21	9.6%	130	9.5%	151
Job title	10.5%	25	21.7%	294	20.0%	319
Parental status	9.1%	22	7.5%	102	7.8%	124
Religion	3.3%	8	3.7%	50	3.6%	58
Political affiliation	3.2%	8	8.5%	115	7.7%	123
Sexual orientation	4.8%	11	4.3%	59	4.4%	70
Socio-economic status	2.9%	7	6.6%	89	6.0%	96
Ethnic origin	11.3%	27	6.5%	89	7.3%	115
Veteran status	0.0%	*	1.1%	14	0.9%	14
Race or color	15.0%	35	8.3%	113	9.3%	148
Marital status	0.6%	*	2.2%	30	1.9%	31
Nationality/country of origin	9.3%	22	6.6%	90	7.0%	112
None/no response	61.9%	146	62.7%	849	62.6%	995

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 68: 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	5.2%	12	13.1%	178	12.0%	190
Physical appearance	11.4%	27	4.2%	58	5.3%	84
Physical disability	4.5%	11	5.3%	72	5.2%	82
Mental disability	5.8%	14	5.0%	68	5.1%	82
Employment classification	18.0%	43	22.6%	306	21.9%	349
Gender identity	10.1%	24	11.5%	156	11.3%	180
Job title	13.2%	31	21.7%	293	20.4%	324
Parental status	8.4%	20	9.7%	132	9.5%	152
Religion	7.4%	17	3.6%	48	4.1%	66
Political affiliation	7.0%	17	7.7%	104	7.6%	121
Sexual orientation	5.7%	14	5.2%	70	5.3%	84
Socio-economic status	5.4%	13	6.8%	92	6.6%	104
Ethnic origin	12.8%	30	6.0%	81	7.0%	111
Veteran status	1.1%	*	0.2%	*	0.3%	5
Race or color	16.4%	39	8.5%	116	9.7%	154
Marital status	2.3%	5	3.1%	42	3.0%	47
Nationality/country of origin	14.2%	34	5.7%	77	6.9%	110
None/no response	57.4%	135	58.0%	785	57.9%	921

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: 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	14.8%	35	8.8%	120	9.7%	155
Bullying	13.5%	32	8.8%	120	9.5%	151
Bias	31.2%	74	18.7%	254	20.6%	327
Physical assault	2.8%	7	2.3%	31	2.4%	37
Sexual misconduct	11.5%	27	5.3%	72	6.2%	99
Verbal abuse	9.6%	23	6.9%	93	7.3%	115
None/no response	58.6%	138	73.3%	993	71.1%	1,131

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

Statistical significance not tested.

Table 70: 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	2.5%	6	5.0%	67	4.6%	73
Bullying	9.3%	22	8.5%	115	8.6%	136
Bias	25.1%	59	15.2%	206	16.7%	265
Physical assault	0.0%	*	0.5%	6	0.4%	6
Sexual misconduct	1.2%	*	2.1%	29	2.0%	32
Verbal abuse	3.6%	9	6.9%	94	6.5%	103
None/no response	69.0%	163	79.3%	1,074	77.7%	1,237

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: Other Potential Problems: 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	4.4%	10	3.6%	49	3.7%	59
Bullying	18.0%	42	16.7%	226	16.8%	268
Bias	31.8%	75	19.3%	261	21.1%	336
Physical assault	0.0%	*	0.4%	5	0.3%	5
Sexual misconduct	2.0%	5	2.6%	35	2.5%	40
Verbal abuse	14.2%	33	10.3%	139	10.8%	173
None/no response	59.1%	140	71.3%	966	69.5%	1,106

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

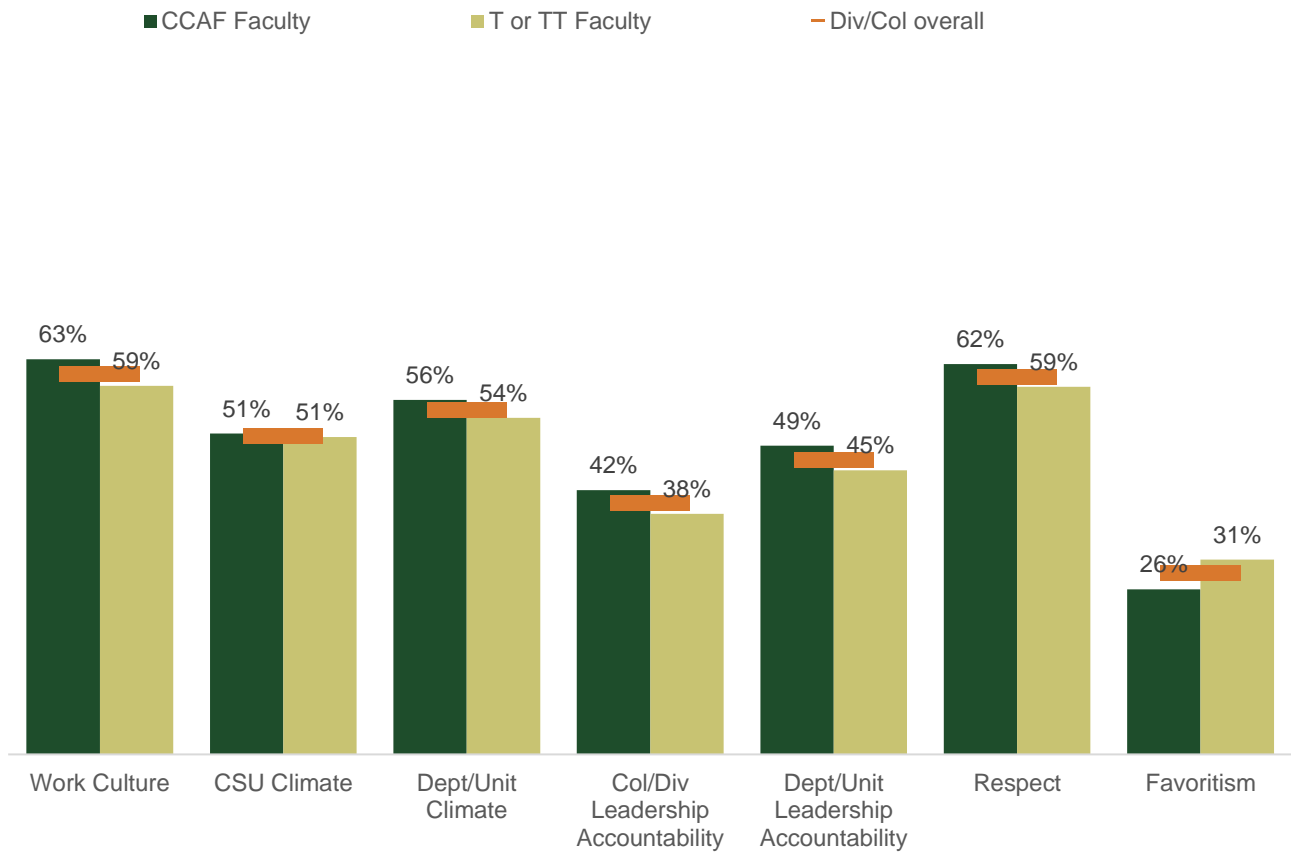
Statistical significance not tested.

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

Comparisons by 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



Employee Climate Survey 2021

Table 72: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	58.7%	1,076	62.9%	868	60.6%	1,943
My department/unit promotes a work environment where all employees feel included	60.8%	1,096	68.1% A	883	64.1%	1,979
My department/unit treats all employees equitably	47.1%	1,089	54.5% A	879	50.4%	1,968
My department/unit is open and transparent in communication	50.7%	1,095	60.6% A	883	55.1%	1,978
My department/unit values employee input in major department/unit decisions	63.7%	1,093	67.5%	883	65.4%	1,976
My department/unit promotes respect for cultural differences	67.9%	1,089	76.6% A	883	71.8%	1,972
My department/unit understands the value of diversity	70.8%	1,093	75.8% A	883	73.0%	1,976
My department/unit communicates the importance of valuing diversity	70.1%	1,090	73.6%	883	71.7%	1,973
I feel valued as an employee	58.7%	1,096	56.4%	874	57.7%	1,969
I feel a strong sense of belonging to CSU	45.7%	1,096	50.5% A	883	47.9%	1,979
I feel a strong sense of belonging to my division/college	48.4%	1,096	53.6% A	881	50.7%	1,976
I feel a strong sense of belonging to my department/unit	59.6%	1,093	61.2%	883	60.3%	1,976
I would recommend CSU as a place of employment	59.1%	1,090	59.8%	883	59.4%	1,973
I would recommend my department/unit as a place of employment	59.3%	1,087	60.4%	883	59.8%	1,970

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 73: Performance Review in Last Year

Did you have a performance review in the last year?	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	94.5%	1,028	83.2%	730	89.4%	1,758
No, I did not have a review	5.5%	60	16.8% A	148	10.6%	207
Total	100.0%	1,088	100.0%	878	100.0%	1,965

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

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

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

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

Table 74: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.1%	1,025	78.7%	730	77.7%	1,755
I am satisfied with the effort my supervisor put into my most recent performance review	73.0%	1,025	80.2% A	730	76.0%	1,755
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.7%	1,028	20.4%	730	21.7%	1,758
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	58.0%	1,028	55.8%	730	57.1%	1,758

Asked only of those respondents who had a performance review in the last year.
 Percent "Agree" or "Strongly agree"
 The reported population reflects the number of respondents who answered the survey item.
 *Reverse coded when included in overall rating
 1,2,3

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

Table 75: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	58.6%	1,083	62.2% A	868	60.2%	1,951
My department/unit is treated with respect by other units within my college/division	55.3%	1,085	57.8%	878	56.4%	1,963
My college/division is treated with respect by CSU	45.7%	1,085	53.6% A	878	49.2%	1,963
The people I interact with treat each other with respect	68.9%	1,083	78.1% A	878	73.0%	1,960
There is respect for religious differences in my department/unit	60.8%	1,085	62.2%	868	61.4%	1,954
There is respect for liberal perspectives in my department/unit	77.9%	1,085	79.0%	878	78.4%	1,963
There is respect for conservative perspectives in my department/unit	42.6%	1,088	41.9%	878	42.3%	1,965

Percent "Agree" or "Strongly agree"
 The reported population reflects the number of respondents who answered the survey item.^{1,2,3}

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

Table 76: 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:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.0%	1,082	26.3%	862	28.9%	1,944
Recognized within my department/unit	42.6%	1,084	34.7%	865	39.1%	1,949
Resources in my department/unit	42.3%	1,082	30.3%	865	37.0%	1,947
Professional development opportunities	20.4%	1,082	15.3%	865	18.1%	1,947
Promoted in my department/unit	23.4%	1,082	26.9%	862	25.0%	1,944
Hired in my department/unit	26.6%	1,082	23.8%	865	25.3%	1,947

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 77: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	38.3%	1,053	42.1%	839	40.0%	1,892
Leadership adequately addresses inappropriate behavior	39.7%	1,061	40.6%	842	40.1%	1,903
Leadership holds employees accountable for inappropriate behavior	32.9%	1,061	39.4%	839	35.8%	1,900
Leadership holds employees accountable for poor performance in the workplace	28.5%	1,057	36.1%	839	31.9%	1,896
Leadership acts ethically and honestly in the workplace	58.4%	1,060	62.1%	846	60.0%	1,905
Leadership addresses issues of inequity	36.1%	1,056	39.5%	842	37.6%	1,897
Leadership holds all employees to the same standards	35.4%	1,058	35.4%	843	35.4%	1,901

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.3%	1,049	49.2% A	834	47.0%	1,883
Leadership adequately addresses inappropriate behavior	46.6%	1,059	46.5%	842	46.6%	1,901
Leadership holds employees accountable for inappropriate behavior	37.3%	1,057	45.0% A	837	40.7%	1,894
Leadership holds employees accountable for poor performance in the workplace	32.4%	1,060	44.0% A	839	37.6%	1,899
Leadership acts ethically and honestly in the workplace	58.4%	1,060	62.1%	846	60.0%	1,905
Leadership addresses issues of inequity	46.9%	1,056	45.3%	842	46.2%	1,897
Leadership holds all employees to the same standards	42.2%	1,061	42.7%	846	42.4%	1,907

Percent "Agree" or "Strongly agree"

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

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

Table 79: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.6%	1,043	51.1%	816	50.8%	1,859
Recruits employees from a diverse set of backgrounds	50.8%	1,055	49.9%	832	50.4%	1,887
Improves the campus climate for all employees	45.6%	1,052	48.8%	832	47.0%	1,884
Retains diverse employees	34.2%	1,051	32.0%	828	33.2%	1,879
Creates a supportive environment for employees from diverse backgrounds	44.0%	1,052	45.8%	828	44.8%	1,881
Encourages discussions related to diversity	73.9%	1,055	73.7%	835	73.8%	1,890
Provides employees with a positive work experience	52.9%	1,047	51.4%	833	52.2%	1,880
Climate has become consistently more inclusive of all employees	53.7%	1,049	54.5%	826	54.1%	1,876

Percent "Agree" or "Strongly agree"

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

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

Table 80: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	53.6%	1,030	56.5%	819	54.9%	1,849
Recruits employees from a diverse set of backgrounds	52.9%	1,058	58.0%	832	55.1%	1,890
Improves the campus climate for all employees	51.0%	1,058	58.1%	832	54.1%	1,890
Retains diverse employees	39.4%	1,051	39.3%	824	39.4%	1,875
Creates a supportive environment for employees from diverse backgrounds	44.0%	1,052	45.8%	828	44.8%	1,881
Encourages discussions related to diversity	71.4%	1,055	71.9%	835	71.6%	1,890
Provides employees with a positive work experience	57.1%	1,049	58.2%	835	57.6%	1,885
Climate has become consistently more inclusive of all employees	54.9%	1,050	59.1%	826	56.7%	1,877

Percent "Agree" or "Strongly agree"

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

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

Table 81: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.6%	1,005	50.9%	814	48.0%	1,819
Communications are effective	43.9%	1,028	51.0%	822	47.0%	1,851
Communications are timely	53.7%	1,030	59.1%	820	56.1%	1,850
Communications are relevant	40.4%	1,023	52.2%	823	45.7%	1,846
Communications are informative	47.7%	1,023	54.6%	820	50.8%	1,844
Communications are motivating	24.3%	1,024	30.8%	820	27.2%	1,844
Communications are honest	43.6%	1,025	43.8%	820	43.7%	1,846
Communications are accessible	66.5%	1,030	64.3%	817	65.5%	1,848

Percent "Agree" or "Strongly agree"

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

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

Table 82: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	52.0%	1,011	58.2%	813	54.7%	1,825
Communications are effective	49.4%	1,028	59.7% A	820	54.0%	1,848
Communications are timely	56.4%	1,030	63.7% A	817	59.7%	1,847
Communications are relevant	54.5%	1,025	61.4% A	820	57.5%	1,846
Communications are informative	54.6%	1,026	61.8% A	820	57.8%	1,846
Communications are motivating	31.1%	1,024	40.2% A	820	35.2%	1,844
Communications are honest	50.9%	1,026	55.7% A	820	53.1%	1,847
Communications are accessible	66.9%	1,028	65.2%	820	66.1%	1,849

Percent "Agree" or "Strongly agree"

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

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

Table 83: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	61.4%	1,006	67.2%	810	64.0%	1,816
Communications are effective	59.8%	1,027	70.9% A	816	64.7%	1,843
Communications are timely	62.8%	1,027	69.7% A	820	65.9%	1,848
Communications are relevant	69.0%	1,025	76.3% A	817	72.3%	1,842
Communications are informative	66.8%	1,022	75.1% A	820	70.5%	1,843
Communications are motivating	38.9%	1,023	45.8% A	820	42.0%	1,843
Communications are honest	63.5%	1,024	65.1%	820	64.2%	1,844
Communications are accessible	68.8%	1,029	69.2%	820	69.0%	1,850

Percent "Agree" or "Strongly agree"

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

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

Employee Climate Survey 2021

Table 84: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	49.0%	506	47.7%	399	48.4%	905
Maybe, I can provide feedback in limited situations	35.2%	363	33.7%	282	34.5%	645
No, I don't have an opportunity to provide feedback	15.8%	164	18.6%	156	17.1%	319
Total	100.0%	1,032	100.0%	837	100.0%	1,869

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

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

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

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

Table 85: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.8%	816	57.0%	645	56.3%	1,461
One on one conversations with my supervisor	74.9%	855	79.6%	660	76.9%	1,515
My representation in shared governance (CPC, APC, or Faculty Council)	36.1%	836	37.1%	647	36.6%	1,483
My service on committees	71.3%	840	63.9%	660	68.1%	1,500
Annual review process	63.2%	844	67.0%	652	64.8%	1,496
Input collection through anonymous surveys	34.9%	833	39.1%	656	36.8%	1,489

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: Feedback Valued

When I give feedback it is valued by:	T/TT Fac (A)		CCA Fac (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	45.4%	846	46.4%	660	45.8%	1,506
CSU overall	26.7%	847	24.5%	660	25.7%	1,507
My division/college	45.3%	849	43.5%	660	44.5%	1,508
My department/unit	63.7%	854	71.2%	660	67.0%	1,514

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 87: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	11.1%	122	11.4%	101	11.2%	223
Physical appearance	6.7%	73	5.7%	50	6.2%	123
Physical disability	7.4%	81	7.9%	70	7.6%	151
Mental disability	7.5%	82	7.7%	68	7.6%	150
Employment classification	16.6%	183	27.8%	245	21.6%	428
Gender identity	11.8%	130	12.4%	110	12.1%	240
Job title	15.4%	170	31.5%	279	22.6%	448
Parental status	9.5%	105	7.4%	66	8.6%	171
Religion	8.2%	91	8.8%	78	8.5%	168
Political affiliation	9.9%	109	14.8%	130	12.1%	240
Sexual orientation	6.0%	66	6.0%	53	6.0%	120
Socio-economic status	7.6%	83	8.7%	77	8.1%	160
Ethnic origin	11.7%	129	8.4%	74	10.2%	202
Veteran status	1.3%	14	1.3%	12	1.3%	26
Race or color	17.7%	195	11.6%	102	15.0%	297
Marital status	2.8%	31	2.6%	23	2.7%	54
Nationality/country of origin	11.8%	130	5.8%	51	9.1%	181
None/no response	54.3%	598	48.3%	427	51.6%	1,025

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 88: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.3%	113	7.8%	69	9.2%	182
Physical appearance	6.4%	70	3.6%	32	5.1%	102
Physical disability	4.6%	50	4.2%	37	4.4%	87
Mental disability	5.0%	55	3.6%	32	4.4%	87
Employment classification	14.2%	157	23.1%	204	18.2%	360
Gender identity	10.3%	114	6.6%	59	8.7%	172
Job title	13.9%	153	25.0%	220	18.8%	373
Parental status	8.1%	90	5.6%	49	7.0%	139
Religion	4.6%	51	2.8%	24	3.8%	75
Political affiliation	8.8%	97	9.5%	84	9.2%	182
Sexual orientation	4.0%	44	4.1%	36	4.0%	80
Socio-economic status	5.3%	59	5.9%	52	5.6%	111
Ethnic origin	7.9%	88	5.2%	46	6.7%	134
Veteran status	1.2%	13	1.0%	9	1.1%	22
Race or color	11.7%	129	5.3%	47	8.9%	176
Marital status	3.1%	34	1.4%	12	2.3%	46
Nationality/country of origin	8.1%	89	5.3%	47	6.9%	136
None/no response	63.3%	697	64.1%	566	63.7%	1,264

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 89: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.8%	141	9.6%	85	11.4%	226
Physical appearance	5.7%	63	4.1%	36	5.0%	99
Physical disability	5.8%	64	3.6%	32	4.8%	96
Mental disability	5.6%	61	4.3%	38	5.0%	99
Employment classification	16.0%	176	25.7%	227	20.3%	404
Gender identity	12.6%	139	7.9%	70	10.5%	209
Job title	16.0%	176	24.5%	217	19.8%	393
Parental status	10.4%	115	6.5%	57	8.7%	172
Religion	4.6%	51	3.2%	28	4.0%	79
Political affiliation	9.1%	100	8.0%	71	8.6%	171
Sexual orientation	4.8%	53	5.1%	45	5.0%	99
Socio-economic status	7.1%	78	5.4%	48	6.4%	126
Ethnic origin	8.0%	88	5.2%	46	6.8%	134
Veteran status	0.9%	10	0.3%	*	0.7%	13
Race or color	11.8%	130	6.8%	60	9.6%	190
Marital status	5.0%	55	1.8%	16	3.6%	71
Nationality/country of origin	8.7%	96	4.4%	39	6.8%	134
None/no response	57.7%	635	60.8%	537	59.1%	1,173

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: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.7%	106	7.5%	66	8.7%	173
Bullying	11.0%	121	7.9%	70	9.6%	190
Bias	21.8%	240	18.7%	165	20.4%	405
Physical assault	2.0%	22	2.5%	22	2.2%	44
Sexual misconduct	5.4%	59	5.3%	47	5.4%	106
Verbal abuse	7.4%	82	8.0%	71	7.7%	153
None/no response	70.4%	775	75.0%	662	72.4%	1,437

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

Statistical significance not tested.

Table 91: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.1%	56	3.0%	26	4.1%	82
Bullying	10.5%	115	6.8%	60	8.8%	175
Bias	20.6%	227	13.0%	115	17.2%	341
Physical assault	0.5%	5	0.4%	3	0.5%	9
Sexual misconduct	2.0%	22	1.8%	16	1.9%	38
Verbal abuse	7.2%	79	5.4%	48	6.4%	127
None/no response	73.6%	810	83.4%	736	77.9%	1,546

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

Statistical significance not tested.

Table 92: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	T/TT Fac		CCA Fac		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.3%	37	2.9%	26	3.2%	63
Bullying	21.5%	236	10.2%	90	16.4%	326
Bias	26.9%	296	14.7%	130	21.5%	427
Physical assault	0.8%	9	0.0%	*	0.4%	9
Sexual misconduct	2.5%	27	2.5%	22	2.5%	49
Verbal abuse	13.3%	147	7.4%	65	10.7%	212
None/no response	63.0%	693	79.3%	701	70.2%	1,394

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

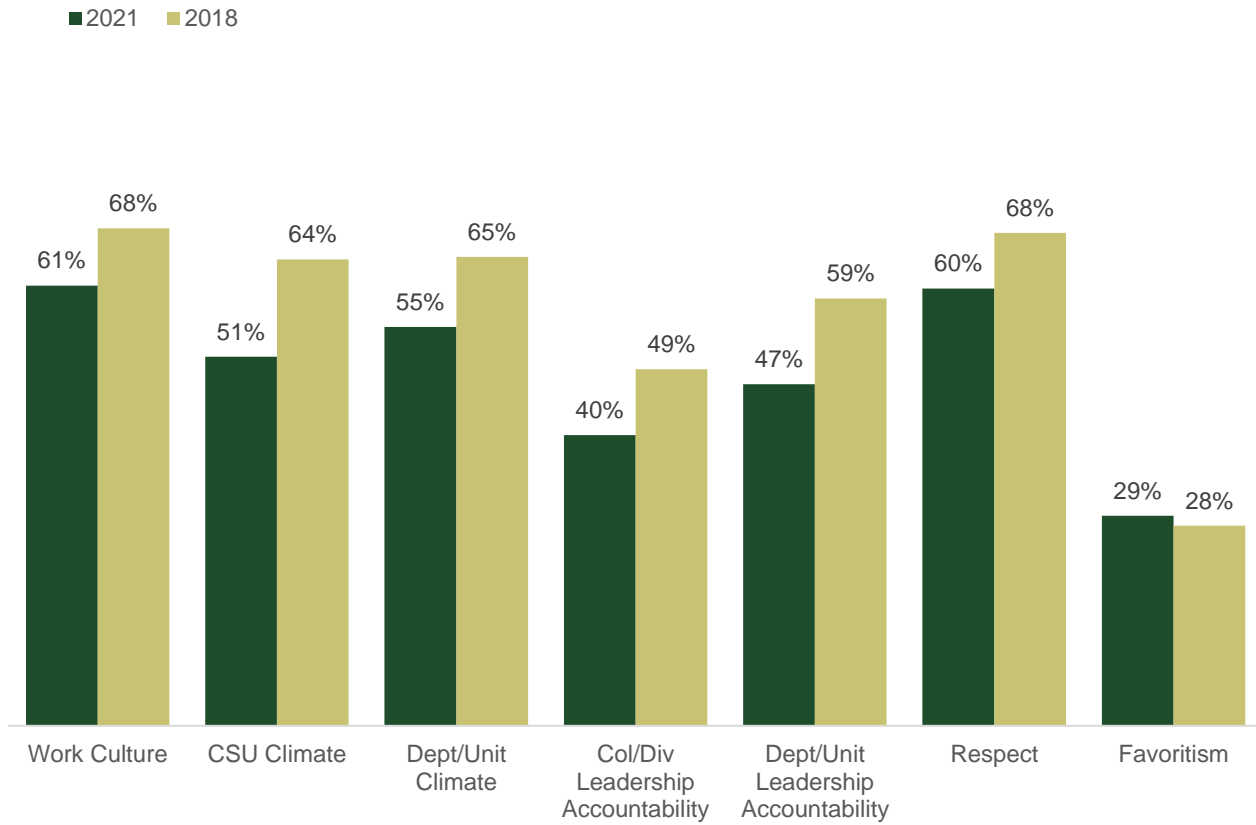
Statistical significance not tested.

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

Comparisons by Year

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

Figure 5: Organizational Themes Compared by Year



Employee Climate Survey 2021

Table 93: 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	68.4%	1,662	60.6%	1,943
	B			
My department/unit promotes a work environment where all employees feel included	64.9%	1,829	64.1%	1,979
My department/unit treats all employees equitably	57.8%	1,815	50.4%	1,968
	B			
My department/unit is open and transparent in communication	60.2%	1,855	55.1%	1,978
	B			
My department/unit values employee input in major department/unit decisions	69.6%	1,832	65.4%	1,976
	B			
My department/unit promotes respect for cultural differences	76.8%	1,815	71.8%	1,972
	B			
My department/unit understands the value of diversity	78.2%	1,827	73.0%	1,976
	B			
My department/unit communicates the importance of valuing diversity	72.2%	1,827	71.7%	1,973
I feel valued as an employee	66.0%	1,846	57.7%	1,969
	B			
I feel a strong sense of belonging to CSU	61.9%	1,846	47.9%	1,979
	B			
I feel a strong sense of belonging to my division/college	53.0%	1,841	50.7%	1,976
I feel a strong sense of belonging to my department/unit	72.8%	1,842	60.3%	1,976
	B			
I would recommend CSU as a place of employment	77.1%	1,828	59.4%	1,973
	B			
I would recommend my department/unit as a place of employment	75.3%	1,828	59.8%	1,970
	B			

Percent "Agree" or "Strongly agree"

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

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

Table 94: 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	94.3%	1,604	89.4%	1,758
	B			
No, I did not have a review	5.7%	96	10.6%	207
			A	

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

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

- 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 95: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	88.9% B	1,691	77.7%	1,755
I am satisfied with the effort my supervisor put into my most recent performance review	78.1%	1,720	76.0%	1,755
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	26.0% B	1,801	21.7%	1,758
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	57.1%	1,758

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

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

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

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

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

Table 96: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	67.8% B	1,350	60.2%	1,951
My department/unit is treated with respect by other units within my college/division	62.3% B	1,656	56.4%	1,963
My college/division is treated with respect by CSU	55.7% B	1,668	49.2%	1,963
The people I interact with treat each other with respect	79.6% B	1,849	73.0%	1,960
There is respect for religious differences in my department/unit	73.7% B	1,516	61.4%	1,954
There is respect for liberal perspectives in my department/unit	85.2% B	1,712	78.4%	1,963
There is respect for conservative perspectives in my department/unit	55.0% B	1,633	42.3%	1,965

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 97: 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	27.5%	1,575	28.9%	1,944
Recognized within my department/unit	38.2%	1,747	39.1%	1,949
Resources in my department/unit	33.7%	1,709	37.0%	1,947
Professional development opportunities	20.4%	1,684	18.1%	1,947
Promoted in my department/unit	26.0%	1,702	25.0%	1,944
Hired in my department/unit	23.8%	1,689	25.3%	1,947

Percent "Agree" or "Strongly agree"

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

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

Table 98: 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	49.1%	1,033	40.0%	1,892
Leadership adequately addresses inappropriate behavior	51.4%	1,314	40.1%	1,903
Leadership holds employees accountable for inappropriate behavior	46.2%	1,209	35.8%	1,900
Leadership holds employees accountable for poor performance in the workplace	38.5%	1,289	31.9%	1,896
Leadership acts ethically and honestly in the workplace	72.3%	1,575	60.0%	1,905
Leadership addresses issues of inequity	52.0%	1,444	37.6%	1,897
Leadership holds all employees to the same standards	48.1%	1,445	35.4%	1,901

Percent "Agree" or "Strongly agree"

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

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

Table 99: 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	58.8% B	1,260	47.0%	1,883
Leadership adequately addresses inappropriate behavior	61.2% B	1,522	46.6%	1,901
Leadership holds employees accountable for inappropriate behavior	56.7% B	1,424	40.7%	1,894
Leadership holds employees accountable for poor performance in the workplace	49.8% B	1,551	37.6%	1,899
Leadership acts ethically and honestly in the workplace	72.3% B	1,575	60.0%	1,905
Leadership addresses issues of inequity	60.7% B	1,595	46.2%	1,897
Leadership holds all employees to the same standards	53.0% B	1,708	42.4%	1,907

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 100: 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	64.2% B	1,196	50.8%	1,859
Recruits employees from a diverse set of backgrounds	66.4% B	1,577	50.4%	1,887
Improves the campus climate for all employees	64.2% B	1,679	47.0%	1,884
Retains diverse employees	51.3% B	1,463	33.2%	1,879
Creates a supportive environment for employees from diverse backgrounds	61.0% B	1,502	44.8%	1,881
Encourages discussions related to diversity	77.8% B	1,739	73.8%	1,890
Provides employees with a positive work experience	69.1% B	1,738	52.2%	1,880
Climate has become consistently more inclusive of all employees	65.7% B	1,516	54.1%	1,876

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 101: 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	64.5% B	1,421	54.9%	1,849
Recruits employees from a diverse set of backgrounds	66.3% B	1,776	55.1%	1,890
Improves the campus climate for all employees	66.2% B	1,782	54.1%	1,890
Retains diverse employees	56.2% B	1,667	39.4%	1,875
Creates a supportive environment for employees from diverse backgrounds	61.0% B	1,502	44.8%	1,881
Encourages discussions related to diversity	64.2% B	1,776	71.6% A	1,890
Provides employees with a positive work experience	71.9% B	1,831	57.6%	1,885
Climate has become consistently more inclusive of all employees	63.8% B	1,613	56.7%	1,877

Percent "Agree" or "Strongly agree"

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

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

Table 102: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	14.1%	210	11.4%	226
Physical appearance	7.4%	111	5.0%	99
Physical disability*	2.2%	33	4.8%	96
Mental disability	NA	NA	5.0%	99
Employment classification	34.6%	516	20.3%	404
Gender identity	7.0%	104	10.5%	209
Job title	34.8%	518	19.8%	393
Parental status	9.3%	138	8.7%	172
Religion	6.6%	99	4.0%	79
Political affiliation	15.2%	227	8.6%	171
Sexual orientation	3.9%	57	5.0%	99
Socio-economic status	2.6%	39	6.4%	126
Ethnic origin	6.8%	101	6.8%	134
Veteran status	0.4%	7	0.7%	13
Race or color	6.9%	103	9.6%	190
Marital status	3.9%	59	3.6%	71
Nationality/country of origin	4.6%	68	6.8%	134
None/no response	37.4%	557	59.1%	1,173

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)".

Employee Climate Survey 2021

Table 103: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	7.7%	143	8.7%	173
Bullying	12.2%	225	9.6%	190
Bias	26.7%	494	20.4%	405
Physical assault	0.6%	10	2.2%	44
Sexual misconduct	3.3%	61	5.4%	106
Verbal abuse	5.8%	107	7.7%	153
None/no response	68.2%	1,263	72.4%	1,437

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.

Table 104: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	4.3%	80	4.1%	82
Bullying	8.8%	163	8.8%	175
Bias	21.7%	403	17.2%	341
Physical assault	0.1%	*	0.5%	9
Sexual misconduct	1.9%	35	1.9%	38
Verbal abuse	4.7%	87	6.4%	127
None/no response	72.3%	1,339	77.9%	1,546

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.

* Values reported for items with n >= 3.

Table 105: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.2%	59	3.2%	63
Bullying	13.2%	245	16.4%	326
Bias	24.5%	454	21.5%	427
Physical assault	0.2%	4	0.4%	9
Sexual misconduct	1.4%	25	2.5%	49
Verbal abuse	6.8%	126	10.7%	212
None/no response	67.6%	1,251	70.2%	1,394

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.