

Employee Climate Survey 2021

Graduate School

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

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

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

Table 1: Response Rates by Department/Unit

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
Graduate School	19	0	0	13	68.4%

* Response rate = Completed / (Sent - Bounce)

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

Table 2: 2021 Employee Climate Survey Weighting Results

		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	15%	0%	0%
	Woman	85%	89%	89%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	11%	11%
Racially minoritized status	Racially minoritized	30%	29%	31%
	Non-racially minoritized	70%	71%	69%
Employee type	Admin Professional	50%	46%	51%
	Contract, continuing, and adjunct (CCA)	5%	0%	0%
	Tenure or Tenure-track (T/TT) Faculty	10%	15%	11%
	State Classified	35%	38%	38%
	Other Salaried Employee	0%	0%	0%

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

Frequencies of Results

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

Figure 1: Organizational Themes

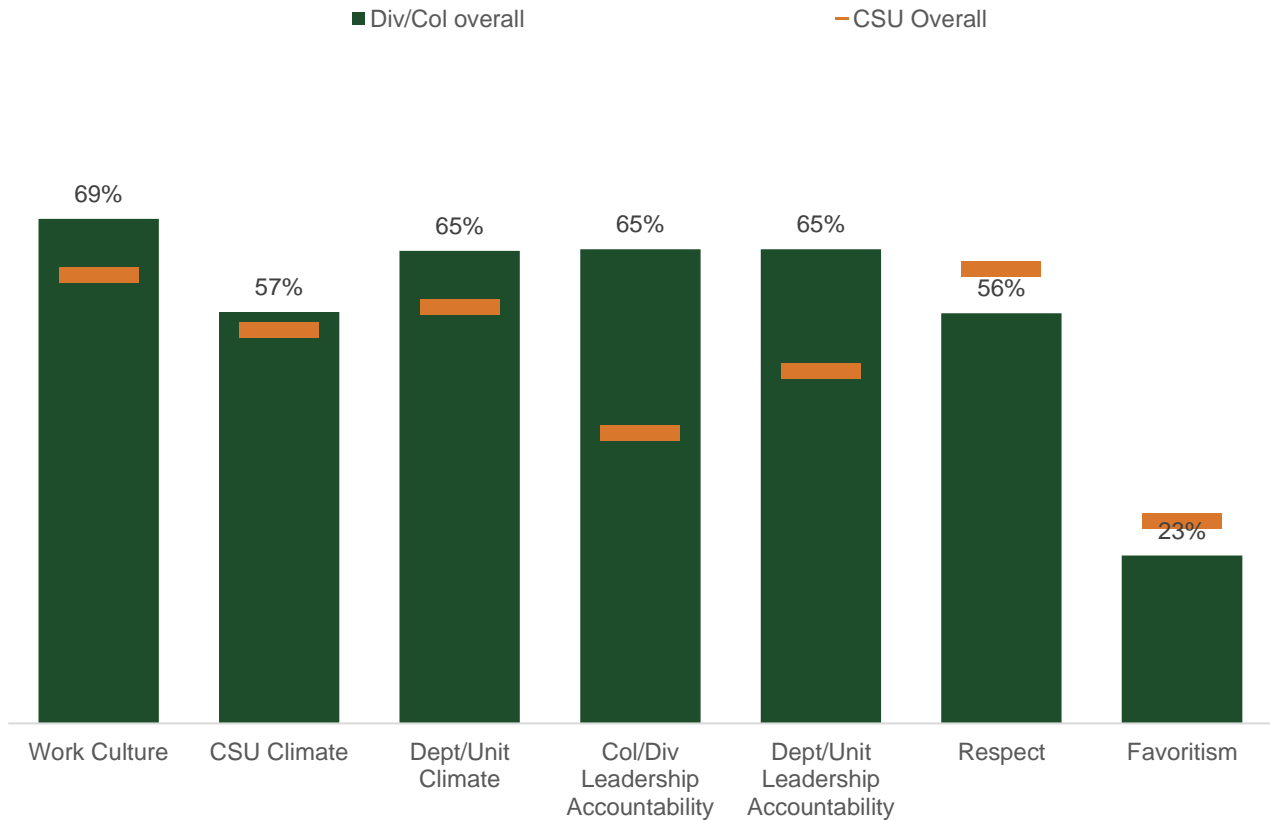


Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit promotes a work environment where all employees feel included	7.7%	17.0%	0.0%	40.9%	34.5%	100.0% 19
My department/unit treats all employees equitably	17.0%	15.4%	7.7%	33.2%	26.8%	100.0% 19
My department/unit is open and transparent in communication	7.7%	17.0%	0.0%	30.8%	44.6%	100.0% 19
My department/unit values employee input in major department/unit decisions	7.7%	7.7%	7.7%	40.9%	36.0%	100.0% 19
My department/unit promotes respect for cultural differences	0.0%	24.6%	7.7%	40.9%	26.8%	100.0% 19
My department/unit understands the value of diversity	0.0%	24.6%	0.0%	40.9%	34.5%	100.0% 19
My department/unit communicates the importance of valuing diversity	7.7%	9.3%	7.7%	48.6%	26.8%	100.0% 19
I feel valued as an employee	7.7%	27.1%	0.0%	48.6%	16.7%	100.0% 19
I feel a strong sense of belonging to CSU	7.7%	10.1%	28.4%	33.2%	20.6%	100.0% 19
I feel a strong sense of belonging to my division/college	7.7%	7.7%	0.0%	48.6%	36.0%	100.0% 19
I feel a strong sense of belonging to my department/unit	15.4%	0.0%	9.3%	48.6%	26.8%	100.0% 19
I would recommend CSU as a place of employment	7.7%	19.4%	30.8%	30.8%	11.4%	100.0% 19
I would recommend my department/unit as a place of employment	7.7%	0.0%	17.0%	48.6%	26.8%	100.0% 19

Table 4: Performance Review in Last Year

	Yes, I had a review	No, I did not have a review	Total (Pct Pop)
Did you have a performance review in the last year?	100.0%	0.0%	100.0% 19

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	0.0%	7.7%	9.3%	48.6%	34.5%	100.0% 19
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	15.4%	56.2%	15.4%	0.0%	13.0%	100.0% 19
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	0.0%	7.7%	32.3%	36.8%	23.1%	100.0% 19

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

Table 6: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit is treated with respect by other units within my college/division	7.7%	34.8%	15.4%	36.8%	5.3%	100.0% 19
My college/division is treated with respect by CSU	0.0%	30.8%	15.4%	44.6%	9.3%	100.0% 19
The people I interact with treat each other with respect	7.7%	0.0%	17.0%	51.0%	24.4%	100.0% 19
There is respect for religious differences in my department/unit	0.0%	0.0%	40.0%	36.8%	23.1%	100.0% 19
There is respect for liberal perspectives in my department/unit	9.3%	0.0%	23.1%	44.5%	23.1%	100.0% 19
There is respect for conservative perspectives in my department/unit	0.0%	10.1%	50.1%	26.7%	13.0%	100.0% 19

Table 7: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recognized within my department/unit	23.1%	29.2%	23.1%	0.0%	24.6%	100.0% 19
Resources in my department/unit	23.1%	36.8%	15.4%	0.0%	24.6%	100.0% 19
Professional development opportunities	23.1%	36.8%	23.1%	17.0%	0.0%	100.0% 19
Promoted in my department/unit	23.1%	29.2%	23.1%	0.0%	24.6%	100.0% 19
Hired in my department/unit	23.1%	29.2%	23.1%	0.0%	24.6%	100.0% 19

Table 8: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	8.3%	8.3%	18.4%	59.2%	5.8%	100.0% 18
Leadership holds employees accountable for inappropriate behavior	8.3%	8.3%	26.7%	50.9%	5.8%	100.0% 18
Leadership holds employees accountable for poor performance in the workplace	8.3%	0.0%	16.7%	69.2%	5.8%	100.0% 18
Leadership acts ethically and honestly in the workplace	8.3%	18.4%	0.0%	48.3%	25.0%	100.0% 18
Leadership addresses issues of inequity	8.3%	18.4%	8.3%	39.9%	25.0%	100.0% 18
Leadership holds all employees to the same standards	18.4%	8.3%	16.7%	42.5%	14.1%	100.0% 18

Table 9: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	8.3%	8.3%	18.4%	59.2%	5.8%	100.0% 18
Leadership holds employees accountable for inappropriate behavior	8.3%	8.3%	26.7%	50.9%	5.8%	100.0% 18
Leadership holds employees accountable for poor performance in the workplace	8.3%	0.0%	16.7%	69.2%	5.8%	100.0% 18
Leadership acts ethically and honestly in the workplace	8.3%	18.4%	0.0%	48.3%	25.0%	100.0% 18
Leadership addresses issues of inequity	8.3%	18.4%	8.3%	39.9%	25.0%	100.0% 18
Leadership holds all employees to the same standards	18.4%	8.3%	16.7%	42.5%	14.1%	100.0% 18

Table 10: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	0.0%	23.1%	25.5%	26.7%	24.7%	100.0% 19
Improves the campus climate for all employees	0.0%	0.0%	44.5%	33.2%	22.3%	100.0% 19
Retains diverse employees	0.0%	17.8%	51.4%	25.5%	5.3%	100.0% 19
Creates a supportive environment for employees from diverse backgrounds	0.0%	34.8%	23.1%	29.2%	13.0%	100.0% 19
Encourages discussions related to diversity	0.0%	0.0%	15.4%	48.6%	36.0%	100.0% 19
Provides employees with a positive work experience	0.0%	17.8%	40.0%	30.8%	11.4%	100.0% 19
Climate has become consistently more inclusive of all employees	0.0%	0.0%	27.6%	68.4%	4.0%	100.0% 18

Table 11: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	7.7%	17.0%	23.1%	36.8%	15.4%	100.0% 19
Improves the campus climate for all employees	7.7%	0.0%	20.6%	48.6%	23.1%	100.0% 19
Retains diverse employees	7.7%	17.0%	11.4%	48.6%	15.4%	100.0% 19
Creates a supportive environment for employees from diverse backgrounds	0.0%	34.8%	23.1%	29.2%	13.0%	100.0% 19
Encourages discussions related to diversity	7.7%	17.0%	15.4%	33.2%	26.8%	100.0% 19
Provides employees with a positive work experience	7.7%	17.0%	0.0%	48.6%	26.8%	100.0% 19
Climate has become consistently more inclusive of all employees	8.3%	8.3%	18.4%	44.3%	20.7%	100.0% 18

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	0.0%	8.3%	40.3%	33.3%	18.1%	100.0% 18
Communications are timely	0.0%	8.3%	38.6%	35.0%	18.1%	100.0% 18
Communications are relevant	0.0%	8.3%	10.0%	63.6%	18.1%	100.0% 18
Communications are informative	0.0%	8.3%	18.4%	55.2%	18.1%	100.0% 18
Communications are motivating	8.3%	19.3%	29.3%	25.0%	18.1%	100.0% 18
Communications are honest	0.0%	11.0%	18.4%	52.6%	18.1%	100.0% 18
Communications are accessible	0.0%	9.1%	43.9%	27.3%	19.7%	100.0% 16

Table 13: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	0.0%	8.3%	10.0%	55.2%	26.4%	100.0% 18
Communications are timely	0.0%	18.4%	0.0%	55.2%	26.4%	100.0% 18
Communications are relevant	0.0%	0.0%	10.0%	52.6%	37.3%	100.0% 18
Communications are informative	0.0%	0.0%	10.0%	52.6%	37.3%	100.0% 18
Communications are motivating	8.3%	21.0%	20.6%	27.6%	22.4%	100.0% 18
Communications are honest	9.1%	10.9%	0.0%	43.5%	36.4%	100.0% 16
Communications are accessible	0.0%	0.0%	43.9%	31.6%	24.5%	100.0% 16

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	0.0%	8.3%	10.0%	55.2%	26.4%	100.0% 18
Communications are timely	0.0%	18.4%	0.0%	55.2%	26.4%	100.0% 18
Communications are relevant	0.0%	0.0%	10.0%	52.6%	37.3%	100.0% 18
Communications are informative	0.0%	0.0%	10.0%	52.6%	37.3%	100.0% 18
Communications are motivating	8.3%	21.0%	20.6%	27.6%	22.4%	100.0% 18
Communications are honest	9.1%	10.9%	0.0%	43.5%	36.4%	100.0% 16
Communications are accessible	0.0%	0.0%	43.9%	31.6%	24.5%	100.0% 16

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Table 15: Communicated Feedback

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	61.7%	12.0%	26.3%	100.0% 16

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	12.3%	0.0%	0.0%	57.1%	30.5%	100.0% 12
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	0.0%	18.2%	81.8%	0.0%	100.0% 12
My service on committees	0.0%	16.2%	12.3%	71.4%	0.0%	100.0% 12
Annual review process	0.0%	12.3%	16.2%	59.1%	12.3%	100.0% 12
Input collection through anonymous surveys	0.0%	0.0%	34.4%	65.6%	0.0%	100.0% 12

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

Table 17: Feedback Valued

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
CSU overall	0.0%	28.6%	24.7%	30.5%	16.2%	100.0% 12
My division/college	12.3%	0.0%	0.0%	53.2%	34.4%	100.0% 12
My department/unit	12.3%	0.0%	0.0%	53.2%	34.4%	100.0% 12

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

Table 18: Discriminatory Attitudes

Please indicate if discriminatory attitudes are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	42.5%	8	27.1%	5	27.1%	5
Physical appearance	33.2%	6	15.4%	*	15.4%	*
Physical disability	33.2%	6	7.7%	*	7.7%	*
Mental disability	33.2%	6	7.7%	*	7.7%	*
Employment classification	40.1%	8	17.0%	3	17.0%	3
Gender identity	42.5%	8	7.7%	*	7.7%	*
Job title	34.8%	7	24.6%	5	24.6%	5
Parental status	25.5%	5	15.4%	*	15.4%	*
Religion	33.2%	6	7.7%	*	7.7%	*
Political affiliation	42.5%	8	24.6%	5	24.6%	5
Sexual orientation	33.2%	6	7.7%	*	7.7%	*
Socio-economic status	42.5%	8	24.6%	5	24.6%	5
Ethnic origin	42.5%	8	17.0%	3	17.0%	3
Veteran status	17.8%	3	7.7%	*	7.7%	*
Race or color	42.5%	8	24.6%	5	24.6%	5
Marital status	25.5%	5	15.4%	*	15.4%	*
Nationality/country of origin	33.2%	6	15.4%	*	15.4%	*
None/no response	52.2%	10	65.2%	12	65.2%	12

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

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	17.8%	3	0.0%	*	0.0%	*
Bullying	34.8%	7	7.7%	*	7.7%	*
Bias	34.8%	7	7.7%	*	7.7%	*
Physical assault	17.8%	3	0.0%	*	0.0%	*
Sexual misconduct	17.8%	3	0.0%	*	0.0%	*
Verbal abuse	17.8%	3	7.7%	*	7.7%	*
None/no response	65.2%	12	92.3%	18	92.3%	18

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	10.0%	*
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	10.0%	*
Man	0.0%	*
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	80.0%	12
Prefer not to disclose	0.0%	*
The gender I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	0.0%	*		70.0%	10		90.0%	13	
1	0.0%	*		10.0%	*		0.0%	*	
2	10.0%	*		10.0%	*		0.0%	*	
3	10.0%	*		0.0%	*		0.0%	*	
4	13.1%	*		10.0%	*		0.0%	*	
5	30.1%	4		0.0%	*		10.0%	*	
6 Very	36.8%	5		0.0%	*		0.0%	*	
Total	100.0%	15	4.74	100.0%	15	.70	100.0%	15	.50

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	13.4%	*
Asian (can include Middle Eastern and North African)	11.1%	*
Black or African American (can include Middle Eastern and North African)	0.0%	*
Hispanic or Latinx	0.0%	*
Native Hawaiian or Other Pacific Islander	0.0%	*
White	64.4%	8
Prefer not to disclose	22.2%	*
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 23: Black or African American

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

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

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

Table 24: Native American or Alaska Native or First Nations

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	100.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	0.0%	*
Unknown/not disclosed	0.0%	*

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

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

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

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

Table 26: Asian

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

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

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

Table 27: Hawaiian/Pacific Islander

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

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	6.3%	82.8%	10.9%	100.0% 16

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	11.4%	88.6%	0.0%	0.0%	100.0% 13

Table 30: Graduate School Experiences over Past 12 Months

Thinking about your experience over the past 12 month in the Graduate School, to what extent, if at all, do you think the Graduate School models the Principles of Community in its interactions with each of the following:	Never	Seldom	Sometimes	Most of the time	All of the time	Total (Pct Pop)
Graduate students	0.0%	0.0%	0.0%	50.0%	50.0%	100.0% 18
University faculty and staff	0.0%	0.0%	0.0%	50.0%	50.0%	100.0% 18
Graduate School employees	0.0%	0.0%	8.3%	41.6%	50.0%	100.0% 18

Table 31: Professional Development

To what extent do you agree or disagree with each of the following statements related to professional development in the Graduate School:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with my access to professional development opportunities	0.0%	11.0%	26.7%	34.7%	27.6%	100.0% 18
I have benefited personally by participating in professional development programs	0.0%	10.0%	8.3%	54.0%	27.6%	100.0% 18
My ability to perform my current work has improved by participating in professional development programs	0.0%	0.0%	26.7%	37.3%	36.0%	100.0% 18
I have learned new skills for career development and growth by participating in professional development programs	0.0%	0.0%	26.7%	45.7%	27.6%	100.0% 18

Table 32: Enhancement of Professional Development Opportunities

How can the Graduate School enhance professional development opportunities for employees? (Select all that apply)	Pct	Pop
Offer more trainings relevant to my particular job	25.4%	4
Offer more trainings relevant to diversity, equity, inclusion, and social justice	9.1%	*
Offer more support from supervisors for participation	0.0%	*
Allocate time to complete professional development opportunities	12.0%	*
Provide more funding for professional development opportunities	39.2%	6
Reward/recognize professional development opportunities	32.0%	5
Ensure opportunities are available/offered to all employees	47.3%	8
Nothing, I am satisfied with professional development within the Graduate School	27.3%	4

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

* Values reported for items with n >= 3.

Table 33: Employee Type

	Pct	Pop
Admin Professional	51.0%	10
State Classified	37.7%	7
T or TT Faculty	11.4%	*
Total	100.0%	19

* Values reported for items with n >= 3.

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender

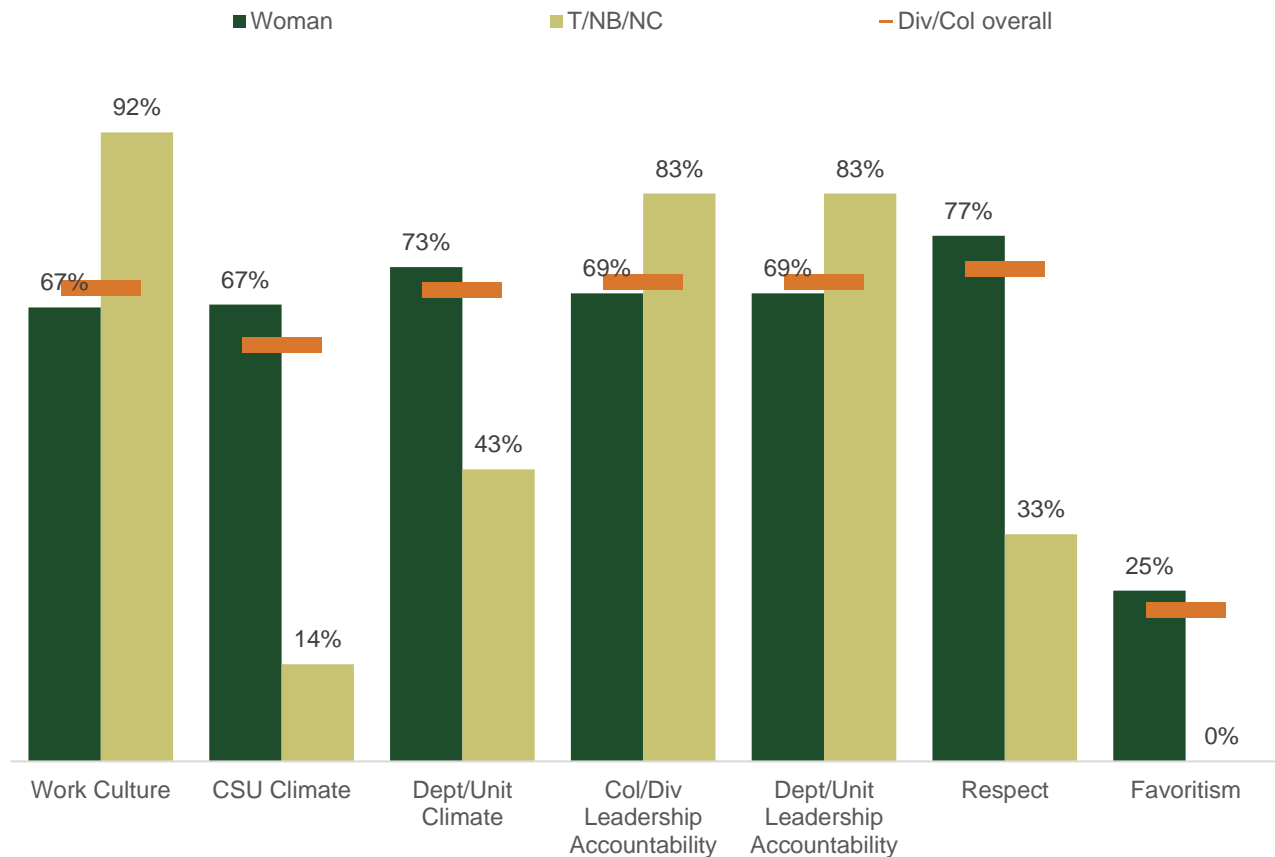


Table 34: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	66.7%	12	92.3% ^a	*	69.5%	13
My department/unit promotes a work environment where all employees feel included	72.4%	12	100.0% ^a	*	75.5%	13
My department/unit treats all employees equitably	59.9%	12	100.0% ^a	*	64.4%	13
My department/unit is open and transparent in communication	72.4%	12	100.0% ^a	*	75.5%	13
My department/unit values employee input in major department/unit decisions	75.0%	12	100.0% ^a	*	77.8%	13
My department/unit promotes respect for cultural differences	72.4%	12	0.0% ^a	*	64.4%	13
My department/unit understands the value of diversity	72.4%	12	100.0% ^a	*	75.5%	13
My department/unit communicates the importance of valuing diversity	84.9%	12	100.0% ^a	*	86.6%	13
I feel valued as an employee	56.0%	12	100.0% ^a	*	60.9%	13
I feel a strong sense of belonging to CSU	49.9%	12	100.0% ^a	*	55.5%	13
I feel a strong sense of belonging to my division/college	87.5%	12	100.0% ^a	*	88.9%	13
I feel a strong sense of belonging to my department/unit	72.4%	12	100.0% ^a	*	75.5%	13
I would recommend CSU as a place of employment	18.4%	12	100.0% ^a	*	27.5%	13
I would recommend my department/unit as a place of employment	72.4%	12	100.0% ^a	*	75.5%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 35: Performance Review in Last Year

Did you have a performance review in the last year?	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	100.0% ^a	12	100.0% ^{a,b}	*	100.0%	13
Total	100.0%	12	100.0%	*	100.0%	13

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

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

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

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

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

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

Table 36: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	90.0%	12	100.0% ^a	*	91.1%	13
I am satisfied with the effort my supervisor put into my most recent performance review	84.9%	12	100.0% ^a	*	86.6%	13
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	21.1%	12	0.0% ^a	*	18.8%	13
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	84.9%	12	100.0% ^a	*	86.6%	13

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating

* Values reported for items with $n \geq 3$.^{b,c,d}

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

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

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

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

Table 37: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	77.2%	12	33.3% ^a	*	72.3%	13
My department/unit is treated with respect by other units within my college/division	68.5%	12	0.0% ^a	*	60.9%	13
My college/division is treated with respect by CSU	87.5%	12	0.0% ^a	*	77.8%	13
The people I interact with treat each other with respect	84.9%	12	100.0% ^a	*	86.6%	13
There is respect for religious differences in my department/unit	84.9%	12	0.0% ^a	*	75.5%	13
There is respect for liberal perspectives in my department/unit	84.9%	12	100.0% ^a	*	86.6%	13
There is respect for conservative perspectives in my department/unit	52.1%	12	0.0% ^a	*	46.3%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 38: 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:	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	25.1%	12	0.0% ^a	*	22.3%	13
Recognized within my department/unit	27.6%	12	0.0% ^a	*	24.5%	13
Resources in my department/unit	27.6%	12	0.0% ^a	*	24.5%	13
Professional development opportunities	15.1%	12	0.0% ^a	*	13.4%	13
Promoted in my department/unit	27.6%	12	0.0% ^a	*	24.5%	13
Hired in my department/unit	27.6%	12	0.0% ^a	*	24.5%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 39: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	68.7%	12	83.3% ^a	*	70.3%	13
Leadership adequately addresses inappropriate behavior	72.4%	12	100.0% ^a	*	75.5%	13
Leadership holds employees accountable for inappropriate behavior	59.9%	12	100.0% ^a	*	64.4%	13
Leadership holds employees accountable for poor performance in the workplace	87.5%	12	100.0% ^a	*	88.9%	13
Leadership acts ethically and honestly in the workplace	72.4%	12	100.0% ^a	*	75.5%	13
Leadership addresses issues of inequity	59.9%	12	100.0% ^a	*	64.4%	13
Leadership holds all employees to the same standards	59.9%	12	0.0% ^a	*	53.3%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 40: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	68.7%	12	83.3% ^a	*	70.3%	13
Leadership adequately addresses inappropriate behavior	72.4%	12	100.0% ^a	*	75.5%	13
Leadership holds employees accountable for inappropriate behavior	59.9%	12	100.0% ^a	*	64.4%	13
Leadership holds employees accountable for poor performance in the workplace	87.5%	12	100.0% ^a	*	88.9%	13
Leadership acts ethically and honestly in the workplace	72.4%	12	100.0% ^a	*	75.5%	13
Leadership addresses issues of inequity	59.9%	12	100.0% ^a	*	64.4%	13
Leadership holds all employees to the same standards	59.9%	12	0.0% ^a	*	53.3%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 41: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	67.1%	12	14.3% ^a	*	61.2%	13
Recruits employees from a diverse set of backgrounds	71.1%	12	0.0% ^a	*	63.2%	13
Improves the campus climate for all employees	65.1%	12	0.0% ^a	*	57.9%	13
Retains diverse employees	50.1%	12	0.0% ^a	*	44.5%	13
Creates a supportive environment for employees from diverse backgrounds	56.0%	12	0.0% ^a	*	49.8%	13
Encourages discussions related to diversity	100.0%	12	0.0% ^a	*	88.9%	13
Provides employees with a positive work experience	43.5%	12	0.0% ^a	*	38.7%	13
Climate has become consistently more inclusive of all employees	83.6%	12	100.0% ^a	*	85.4%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

d. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 42: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	72.5%	12	42.9% ^a	*	69.2%	13
Recruits employees from a diverse set of backgrounds	84.9%	12	0.0% ^a	*	75.5%	13
Improves the campus climate for all employees	66.5%	12	100.0% ^a	*	70.2%	13
Retains diverse employees	79.0%	12	0.0% ^a	*	70.2%	13
Creates a supportive environment for employees from diverse backgrounds	56.0%	12	0.0% ^a	*	49.8%	13
Encourages discussions related to diversity	59.9%	12	0.0% ^a	*	53.3%	13
Provides employees with a positive work experience	72.4%	12	100.0% ^a	*	75.5%	13
Climate has become consistently more inclusive of all employees	72.4%	12	100.0% ^a	*	75.5%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 43: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.3%	12	71.4% ^a		*57.1%	13
Communications are effective	39.6%	12	100.0% ^a		*46.3%	13
Communications are timely	54.6%	12	0.0% ^a		*48.6%	13
Communications are relevant	72.4%	12	100.0% ^a		*75.5%	13
Communications are informative	72.4%	12	100.0% ^a		*75.5%	13
Communications are motivating	27.1%	12	100.0% ^a		*35.2%	13
Communications are honest	68.5%	12	100.0% ^a		*72.0%	13
Communications are accessible	52.1%	12	0.0% ^a		*46.3%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 44: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.6%	10	100.0% ^a		*69.9%	12
Communications are effective	72.4%	12	100.0% ^a		*75.5%	13
Communications are timely	72.4%	12	100.0% ^a		*75.5%	13
Communications are relevant	84.9%	12	100.0% ^a		*86.6%	13
Communications are informative	84.9%	12	100.0% ^a		*86.6%	13
Communications are motivating	37.6%	12	100.0% ^a		*44.5%	13
Communications are honest	68.5%	10	100.0% ^a		*72.4%	12
Communications are accessible	52.1%	12	100.0% ^a		*57.4%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 45: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	65.6%	10	100.0% ^a		*69.9%	12
Communications are effective	72.4%	12	100.0% ^a		*75.5%	13
Communications are timely	72.4%	12	100.0% ^a		*75.5%	13
Communications are relevant	84.9%	12	100.0% ^a		*86.6%	13
Communications are informative	84.9%	12	100.0% ^a		*86.6%	13
Communications are motivating	37.6%	12	100.0% ^a		*44.5%	13
Communications are honest	68.5%	10	100.0% ^a		*72.4%	12
Communications are accessible	52.1%	12	100.0% ^a		*57.4%	13

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 46: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	47.4%	6	100.0% ^{a,b}	*	53.2%	7
Maybe, I can provide feedback in limited situations	16.4%	*	0.0% ^{a,b}	*	14.6%	*
No, I don't have an opportunity to provide feedback	36.2%	4	0.0% ^{a,b}	*	32.2%	4
Total	100.0%	12	100.0%	*	100.0%	13

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

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

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

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

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

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

Table 47: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	73.0%	7	60.0% ^a	*	70.9%	9
One on one conversations with my supervisor	80.4%	7	100.0% ^a	*	83.6%	9
My representation in shared governance (CPC, APC, or Faculty Council)	90.7%	7	0.0% ^a	*	75.8%	9
My service on committees	74.2%	7	0.0% ^a	*	62.1%	9
Annual review process	54.7%	7	100.0% ^a	*	62.1%	9
Input collection through anonymous surveys	64.9%	7	100.0% ^a	*	70.7%	9

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 48: Feedback Valued

When I give feedback it is valued by:	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	71.8%	7	66.7% ^a	*	71.0%	9
CSU overall	54.7%	7	0.0% ^a	*	45.7%	9
My division/college	80.4%	7	100.0% ^a	*	83.6%	9
My department/unit	80.4%	7	100.0% ^a	*	83.6%	9

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 49: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	44.0%	5	100.0%	*	50.2%	7
Physical appearance	28.9%	3	100.0%	*	36.8%	5
Physical disability	28.9%	3	100.0%	*	36.8%	5
Mental disability	28.9%	3	100.0%	*	36.8%	5
Employment classification	52.6%	6	100.0%	*	57.9%	8
Gender identity	44.0%	5	100.0%	*	50.2%	7
Job title	44.0%	5	100.0%	*	50.2%	7
Parental status	28.9%	3	100.0%	*	36.8%	5
Religion	28.9%	3	100.0%	*	36.8%	5
Political affiliation	44.0%	5	100.0%	*	50.2%	7
Sexual orientation	28.9%	3	100.0%	*	36.8%	5
Socio-economic status	44.0%	5	100.0%	*	50.2%	7
Ethnic origin	44.0%	5	100.0%	*	50.2%	7
Veteran status	16.4%	*	100.0%	*	25.7%	3
Race or color	44.0%	5	100.0%	*	50.2%	7
Marital status	28.9%	3	100.0%	*	36.8%	5
Nationality/country of origin	28.9%	3	100.0%	*	36.8%	5
None/no response	47.4%	6	0.0%	*	42.1%	6

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

Statistical significance not tested.

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

Table 50: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	31.5%	4	100.0%	*	39.1%	5
Physical appearance	12.5%	*	100.0%	*	22.2%	*
Physical disability	0.0%	*	100.0%	*	11.1%	*
Mental disability	0.0%	*	100.0%	*	11.1%	*
Employment classification	15.1%	*	100.0%	*	24.5%	3
Gender identity	0.0%	*	100.0%	*	11.1%	*
Job title	27.6%	3	100.0%	*	35.6%	5
Parental status	12.5%	*	100.0%	*	22.2%	*
Religion	0.0%	*	100.0%	*	11.1%	*
Political affiliation	27.6%	3	100.0%	*	35.6%	5
Sexual orientation	0.0%	*	100.0%	*	11.1%	*
Socio-economic status	27.6%	3	100.0%	*	35.6%	5
Ethnic origin	15.1%	*	100.0%	*	24.5%	3
Veteran status	0.0%	*	100.0%	*	11.1%	*
Race or color	27.6%	3	100.0%	*	35.6%	5
Marital status	12.5%	*	100.0%	*	22.2%	*
Nationality/country of origin	12.5%	*	100.0%	*	22.2%	*
None/no response	56.0%	7	0.0%	*	49.8%	7

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

Statistical significance not tested.

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

Table 51: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	31.5%	4	100.0%	*	39.1%	5
Physical appearance	12.5%	*	100.0%	*	22.2%	*
Physical disability	0.0%	*	100.0%	*	11.1%	*
Mental disability	0.0%	*	100.0%	*	11.1%	*
Employment classification	15.1%	*	100.0%	*	24.5%	3
Gender identity	0.0%	*	100.0%	*	11.1%	*
Job title	27.6%	3	100.0%	*	35.6%	5
Parental status	12.5%	*	100.0%	*	22.2%	*
Religion	0.0%	*	100.0%	*	11.1%	*
Political affiliation	27.6%	3	100.0%	*	35.6%	5
Sexual orientation	0.0%	*	100.0%	*	11.1%	*
Socio-economic status	27.6%	3	100.0%	*	35.6%	5
Ethnic origin	15.1%	*	100.0%	*	24.5%	3
Veteran status	0.0%	*	100.0%	*	11.1%	*
Race or color	27.6%	3	100.0%	*	35.6%	5
Marital status	12.5%	*	100.0%	*	22.2%	*
Nationality/country of origin	12.5%	*	100.0%	*	22.2%	*
None/no response	56.0%	7	0.0%	*	49.8%	7

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

Statistical significance not tested.

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

Table 52: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	16.4%	*	100.0%	*	25.7%	3
Bullying	44.0%	5	100.0%	*	50.2%	7
Bias	44.0%	5	100.0%	*	50.2%	7
Physical assault	16.4%	*	100.0%	*	25.7%	3
Sexual misconduct	16.4%	*	100.0%	*	25.7%	3
Verbal abuse	16.4%	*	100.0%	*	25.7%	3
None/no response	56.0%	7	0.0%	*	49.8%	7

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

Statistical significance not tested.

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

Table 53: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	12.5%	*	0.0%	*	11.1%	*
Bias	12.5%	*	0.0%	*	11.1%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	12.5%	*	0.0%	*	11.1%	*
None/no response	87.5%	10	100.0%	*	88.9%	12

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

Statistical significance not tested.

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

Table 54: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	12.5%	*	0.0%	*	11.1%	*
Bias	12.5%	*	0.0%	*	11.1%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	12.5%	*	0.0%	*	11.1%	*
None/no response	87.5%	10	100.0%	*	88.9%	12

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 55: Graduate School Experiences over Past 12 Months

Thinking about your experience over the past 12 month in the Graduate School, to what extent, if at all, do you think the Graduate School models the Principles of Community in its interactions with each of the following:	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Graduate students	100.0%	12	100.0% ^a	*	100.0%	13
University faculty and staff	100.0%	12	100.0% ^a	*	100.0%	13
Graduate School employees	87.5%	12	100.0% ^a	*	88.9%	13

Percent "Most of the time" or "All of the time"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with n >= 3.^{b,c,d,e}

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

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

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

d. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 56: Professional Development

To what extent do you agree or disagree with each of the following statements related to professional development in the Graduate School:	Woman (A)		T/NB/NC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
I am satisfied with my access to professional development opportunities	43.5%	12	100.0% ^a	*	49.8%	13
I have benefited personally by participating in professional development programs	72.4%	12	100.0% ^a	*	75.5%	13
My ability to perform my current work has improved by participating in professional development programs	72.4%	12	100.0% ^a	*	75.5%	13
I have learned new skills for career development and growth by participating in professional development programs	72.4%	12	100.0% ^a	*	75.5%	13

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with n >= 3.^{b,c,d}

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

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

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

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

Table 57: Enhancement of Professional Development Opportunities

How can the Graduate School enhance professional development opportunities for employees? (Select all that apply)	Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Offer more trainings relevant to my particular job	34.9%	4	0.0%	*	31.0%	4
Offer more trainings relevant to diversity, equity, inclusion, and social justice	0.0%	*	100.0%	*	11.1%	*
Allocate time to complete professional development opportunities	16.4%	*	0.0%	*	14.6%	*
Provide more funding for professional development opportunities	16.4%	*	100.0%	*	25.7%	3
Reward/recognize professional development opportunities	44.0%	5	0.0%	*	39.1%	5
Ensure opportunities are available/offered to all employees	27.6%	3	100.0%	*	35.6%	5
Nothing, I am satisfied with professional development within the Graduate School	37.6%	4	0.0%	*	33.4%	4

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

Statistical significance not tested.

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

Comparisons by Racially Minoritized Status

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

Figure 3: Organizational Themes Compared by Racially Minoritized Status

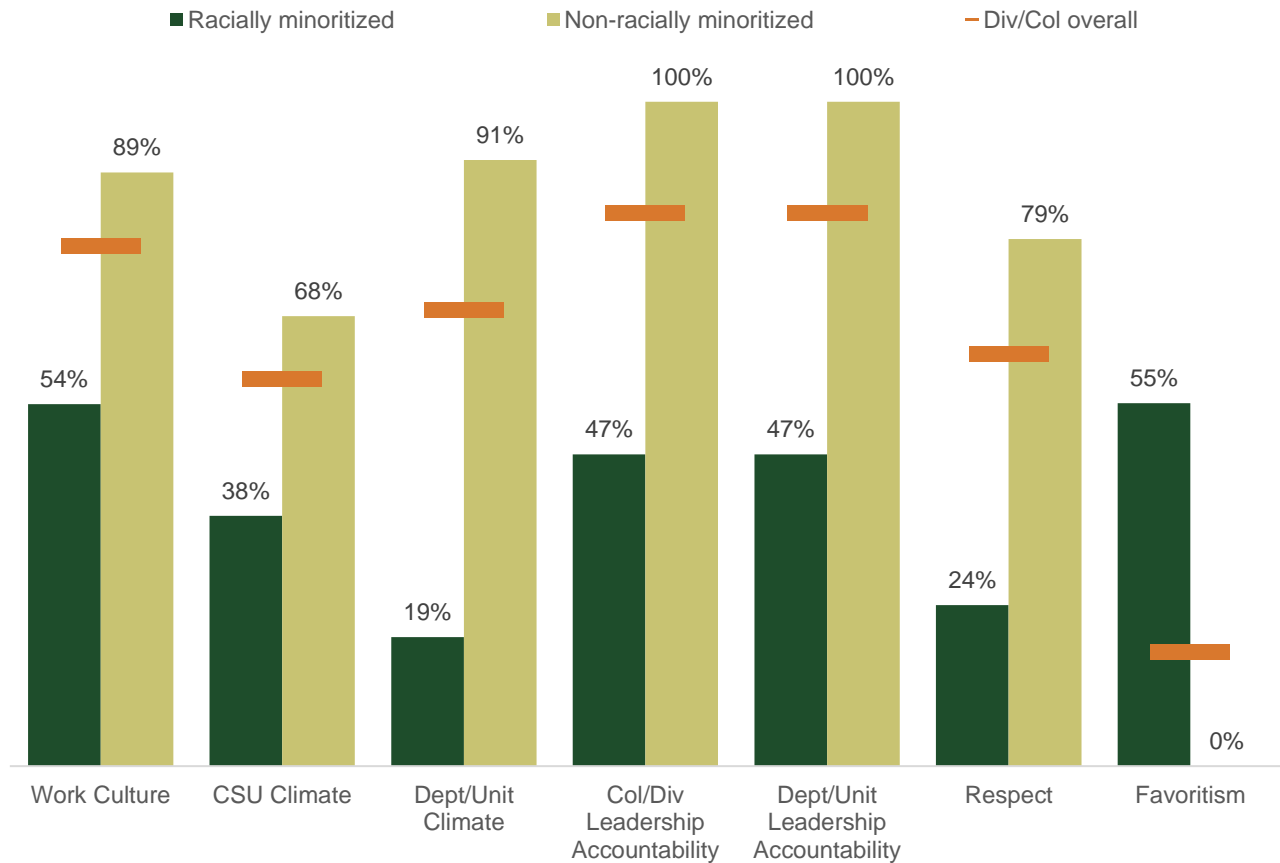


Table 58: Work Culture

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	54.5%	3	89.3%	7	78.4%	10
My department/unit promotes a work environment where all employees feel included	45.4%	3	100.0%	7	82.8%	10
My department/unit treats all employees equitably	45.4%	3	100.0%	7	82.8%	10
My department/unit is open and transparent in communication	45.4%	3	100.0%	7	82.8%	10
My department/unit values employee input in major department/unit decisions	100.0%	3	100.0%	7	100.0%	10
My department/unit promotes respect for cultural differences	0.0%	3	100.0%	7	68.5%	10
My department/unit understands the value of diversity	45.4%	3	100.0%	7	82.8%	10
My department/unit communicates the importance of valuing diversity	45.4%	3	100.0%	7	82.8%	10
I feel valued as an employee	45.4%	3	72.6%	7	64.0%	10
I feel a strong sense of belonging to CSU	100.0%	3	58.2%	7	71.3%	10
I feel a strong sense of belonging to my division/college	100.0%	3	100.0%	7	100.0%	10
I feel a strong sense of belonging to my department/unit	45.4%	3	100.0%	7	82.8%	10
I would recommend CSU as a place of employment	45.4%	3	30.8%	7	35.4%	10
I would recommend my department/unit as a place of employment	45.4%	3	100.0%	7	82.8%	10

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3,4}

- Results are based on two-sided tests assuming equal variances. For each significant pair, 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.
- Pairwise comparisons are not performed for some subtables because of numerical problems.
- Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 59: Performance Review in Last Year

	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?						
Yes, I had a review	100.0% ^a	3	100.0% ^a	7	100.0%	10
Total	100.0%	3	100.0%	7	100.0%	10

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^{b,c}

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

Table 60: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	63.6%	3	93.0%	7	83.8%	10
I am satisfied with the effort my supervisor put into my most recent performance review	45.4%	3	100.0%	7	82.8%	10
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	3	14.4%	7	9.9%	10
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	45.4%	3	79.1%	7	68.5%	10

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 61: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	24.2%	3	79.3%	7	62.0%	10
My department/unit is treated with respect by other units within my college/division	0.0%	3	51.7%	7	35.4%	10
My college/division is treated with respect by CSU	54.6%	3	79.1%	7	71.4%	10
The people I interact with treat each other with respect	45.4%	3	100.0%	7	82.8%	10
There is respect for religious differences in my department/unit	0.0%	3	100.0%	7	68.5%	10
There is respect for liberal perspectives in my department/unit	45.4%	3	100.0%	7	82.8%	10
There is respect for conservative perspectives in my department/unit	0.0%	3	45.2%	7	30.9%	10

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. ^{1,2,3,4}

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. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 62: 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	54.6% B	3	0.0%	7	17.2%	10
Recognized within my department/unit	54.6% B	3	0.0%	7	17.2%	10
Resources in my department/unit	54.6% B	3	0.0%	7	17.2%	10
Professional development opportunities	54.6% B	3	0.0%	7	17.2%	10
Promoted in my department/unit	54.6% B	3	0.0%	7	17.2%	10
Hired in my department/unit	54.6% B	3	0.0%	7	17.2%	10

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: 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	46.9%	3	100.0% A	7	83.3%	10
Leadership adequately addresses inappropriate behavior	45.4%	3	100.0% A	7	82.8%	10
Leadership holds employees accountable for inappropriate behavior	45.4%	3	100.0% A	7	82.8%	10
Leadership holds employees accountable for poor performance in the workplace	100.0%	3	100.0%	7	100.0%	10
Leadership acts ethically and honestly in the workplace	45.4%	3	100.0% A	7	82.8%	10
Leadership addresses issues of inequity	45.4%	3	100.0% A	7	82.8%	10
Leadership holds all employees to the same standards	0.0%	3	100.0%	7	68.5%	10

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3,4}

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. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 64: 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	46.9%	3	100.0% A	7	83.3%	10
Leadership adequately addresses inappropriate behavior	45.4%	3	100.0% A	7	82.8%	10
Leadership holds employees accountable for inappropriate behavior	45.4%	3	100.0% A	7	82.8%	10
Leadership holds employees accountable for poor performance in the workplace	100.0%	3	100.0%	7	100.0%	10
Leadership acts ethically and honestly in the workplace	45.4%	3	100.0% A	7	82.8%	10
Leadership addresses issues of inequity	45.4%	3	100.0% A	7	82.8%	10
Leadership holds all employees to the same standards	0.0%	3	100.0%	7	68.5%	10

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3,4}

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. Pairwise comparisons are not performed for some subtables because of numerical problems.
4. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 65: 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	37.7%	3	67.7%	7	58.3%	10
Recruits employees from a diverse set of backgrounds	54.6%	3	72.6%	7	66.9%	10
Improves the campus climate for all employees	54.6%	3	62.7%	7	60.1%	10
Retains diverse employees	0.0%	3	41.8%	7	28.7%	10
Creates a supportive environment for employees from diverse backgrounds	0.0%	3	72.6% A	7	49.7%	10
Encourages discussions related to diversity	54.6%	3	100.0%	7	85.7%	10
Provides employees with a positive work experience	0.0%	3	72.6% A	7	49.7%	10
Climate has become consistently more inclusive of all employees	100.0%	3	51.7%	7	66.9%	10

Percent "Agree" or "Strongly agree"

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

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

Table 66: 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	19.4%	3	91.2%	7	68.6%	10
Recruits employees from a diverse set of backgrounds	0.0%	3	79.1%	7	54.2%	10
Improves the campus climate for all employees	45.4%	3	90.1%	7	76.0%	10
Retains diverse employees	0.0%	3	90.1%	7	61.7%	10
Creates a supportive environment for employees from diverse backgrounds	0.0%	3	72.6%	7	49.7%	10
Encourages discussions related to diversity	0.0%	3	100.0%	7	68.5%	10
Provides employees with a positive work experience	45.4%	3	100.0%	7	82.8%	10
Climate has become consistently more inclusive of all employees	45.4%	3	79.1%	7	68.5%	10

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3,4}

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. Pairwise comparisons are not performed for some subtables because of numerical problems.
4. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 67: 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	40.2%	3	64.8%	7	57.0%	10
Communications are effective	45.4%	3	45.2%	7	45.2%	10
Communications are timely	54.6%	3	45.2%	7	48.2%	10
Communications are relevant	45.4%	3	100.0%	7	82.8%	10
Communications are informative	45.4%	3	100.0%	7	82.8%	10
Communications are motivating	45.4%	3	45.2%	7	45.2%	10
Communications are honest	45.4%	3	72.6%	7	64.0%	10
Communications are accessible	0.0%	3	45.2%	7	30.9%	10

Percent "Agree" or "Strongly agree"

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

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

Table 68: 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	45.4%	3	86.8%		773.8%	10
Communications are effective	45.4%	3	100.0%		782.8%	10
			A			
Communications are timely	45.4%	3	100.0%		782.8%	10
			A			
Communications are relevant	45.4%	3	100.0%		782.8%	10
			A			
Communications are informative	45.4%	3	100.0%		782.8%	10
			A			
Communications are motivating	45.4%	3	62.7%		757.2%	10
Communications are honest	45.4%	3	100.0%		782.8%	10
			A			
Communications are accessible	45.4%	3	45.2%		745.2%	10

Percent "Agree" or "Strongly agree"

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

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

Table 69: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	45.4%	3	86.8%		773.8%	10
Communications are effective	45.4%	3	100.0%		782.8%	10
			A			
Communications are timely	45.4%	3	100.0%		782.8%	10
			A			
Communications are relevant	45.4%	3	100.0%		782.8%	10
			A			
Communications are informative	45.4%	3	100.0%		782.8%	10
			A			
Communications are motivating	45.4%	3	62.7%		757.2%	10
Communications are honest	45.4%	3	100.0%		782.8%	10
			A			
Communications are accessible	45.4%	3	45.2%		745.2%	10

Percent "Agree" or "Strongly agree"

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

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

Table 70: 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	45.4%	*	58.2%	4	54.1%	6
Maybe, I can provide feedback in limited situations	0.0% ^a	*	27.4%	*	18.8%	*
No, I don't have an opportunity to provide feedback	54.6%	*	14.4%	*	27.1%	*
Total	100.0%	3	100.0%	7	100.0%	10

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

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

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

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

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

Table 71: 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	60.0% ^a	*	71.3%	6	69.1%	7
One on one conversations with my supervisor	100.0% ^a	*	100.0%	6	100.0%	7
My representation in shared governance (CPC, APC, or Faculty Council)	0.0% ^a	*	88.4%	6	71.1%	7
My service on committees	0.0% ^a	*	68.0%	6	54.7%	7
Annual review process	100.0% ^a	*	68.0%	6	74.2%	7
Input collection through anonymous surveys	100.0% ^a	*	32.0%	6	45.3%	7

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

Percent "Agree" or "Strongly agree"

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

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

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

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

d. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 72: 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	66.7% ^a	*	89.3%	6	84.9%	7
CSU overall	0.0% ^a	*	68.0%	6	54.7%	7
My division/college	100.0% ^a	*	100.0%	6	100.0%	7
My department/unit	100.0% ^a	*	100.0%	6	100.0%	7

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

Percent "Agree" or "Strongly agree"

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

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

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

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

d. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 73: 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	100.0%	3	27.4%		*50.3%	5
Physical appearance	45.4%	*	27.4%		*33.1%	3
Physical disability	45.4%	*	27.4%		*33.1%	3
Mental disability	45.4%	*	27.4%		*33.1%	3
Employment classification	100.0%	3	41.8%		*60.1%	6
Gender identity	100.0%	3	27.4%		*50.3%	5
Job title	100.0%	3	27.4%		*50.3%	5
Parental status	45.4%	*	27.4%		*33.1%	3
Religion	45.4%	*	27.4%		*33.1%	3
Political affiliation	100.0%	3	27.4%		*50.3%	5
Sexual orientation	45.4%	*	27.4%		*33.1%	3
Socio-economic status	100.0%	3	27.4%		*50.3%	5
Ethnic origin	100.0%	3	27.4%		*50.3%	5
Veteran status	45.4%	*	27.4%		*33.1%	3
Race or color	100.0%	3	27.4%		*50.3%	5
Marital status	45.4%	*	27.4%		*33.1%	3
Nationality/country of origin	45.4%	*	27.4%		*33.1%	3
None/no response	0.0%	*	58.2%		439.9%	4

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 74: 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	100.0%	3	27.4%		*50.3%	5
Physical appearance	45.4%	*	0.0%		*14.3%	*
Physical disability	45.4%	*	0.0%		*14.3%	*
Mental disability	45.4%	*	0.0%		*14.3%	*
Employment classification	100.0%	3	0.0%		*31.5%	3
Gender identity	45.4%	*	0.0%		*14.3%	*
Job title	100.0%	3	0.0%		*31.5%	3
Parental status	45.4%	*	0.0%		*14.3%	*
Religion	45.4%	*	0.0%		*14.3%	*
Political affiliation	100.0%	3	0.0%		*31.5%	3
Sexual orientation	45.4%	*	0.0%		*14.3%	*
Socio-economic status	100.0%	3	0.0%		*31.5%	3
Ethnic origin	100.0%	3	0.0%		*31.5%	3
Veteran status	45.4%	*	0.0%		*14.3%	*
Race or color	100.0%	3	0.0%		*31.5%	3
Marital status	45.4%	*	0.0%		*14.3%	*
Nationality/country of origin	45.4%	*	0.0%		*14.3%	*
None/no response	0.0%	*	72.6%		549.7%	5

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 75: 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	100.0%	3	27.4%	*	50.3%	5
Physical appearance	45.4%	*	0.0%	*	14.3%	*
Physical disability	45.4%	*	0.0%	*	14.3%	*
Mental disability	45.4%	*	0.0%	*	14.3%	*
Employment classification	100.0%	3	0.0%	*	31.5%	3
Gender identity	45.4%	*	0.0%	*	14.3%	*
Job title	100.0%	3	0.0%	*	31.5%	3
Parental status	45.4%	*	0.0%	*	14.3%	*
Religion	45.4%	*	0.0%	*	14.3%	*
Political affiliation	100.0%	3	0.0%	*	31.5%	3
Sexual orientation	45.4%	*	0.0%	*	14.3%	*
Socio-economic status	100.0%	3	0.0%	*	31.5%	3
Ethnic origin	100.0%	3	0.0%	*	31.5%	3
Veteran status	45.4%	*	0.0%	*	14.3%	*
Race or color	100.0%	3	0.0%	*	31.5%	3
Marital status	45.4%	*	0.0%	*	14.3%	*
Nationality/country of origin	45.4%	*	0.0%	*	14.3%	*
None/no response	0.0%	*	72.6%		549.7%	5

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 76: 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	45.4%	*	27.4%	*	33.1%	3
Bullying	100.0%	3	27.4%	*	50.3%	5
Bias	100.0%	3	27.4%	*	50.3%	5
Physical assault	45.4%	*	27.4%	*	33.1%	3
Sexual misconduct	45.4%	*	27.4%	*	33.1%	3
Verbal abuse	45.4%	*	27.4%	*	33.1%	3
None/no response	0.0%	*	72.6%		549.7%	5

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 77: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	0.0%	*	0.0%	*	0.0%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	3	100.0%	7	100.0%	10

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 78: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	0.0%	*	0.0%	*	0.0%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	3	100.0%	7	100.0%	10

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 79: Graduate School Experiences over Past 12 Months

Thinking about your experience over the past 12 month in the Graduate School, to what extent, if at all, do you think the Graduate School models the Principles of Community in its interactions with each of the following:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Graduate students	100.0%	3	100.0%	7	100.0%	10
University faculty and staff	100.0%	3	100.0%	7	100.0%	10
Graduate School employees	100.0%	3	100.0%	7	100.0%	10

Percent "Most of the time" or "All of the time"

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

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. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 80: Professional Development

To what extent do you agree or disagree with each of the following statements related to professional development in the Graduate School:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
I am satisfied with my access to professional development opportunities	45.4%	3	72.6%	7	64.0%	10
I have benefited personally by participating in professional development programs	45.4%	3	100.0%	A	782.8%	10
My ability to perform my current work has improved by participating in professional development programs	45.4%	3	100.0%	A	782.8%	10
I have learned new skills for career development and growth by participating in professional development programs	45.4%	3	100.0%	A	782.8%	10

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: Enhancement of Professional Development Opportunities

How can the Graduate School enhance professional development opportunities for employees? (Select all that apply)	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Offer more trainings relevant to my particular job	0.0%	*	37.3%	*	25.6%	*
Offer more trainings relevant to diversity, equity, inclusion, and social justice	45.4%	*	0.0%	*	14.3%	*
Allocate time to complete professional development opportunities	0.0%	*	27.4%	*	18.8%	*
Provide more funding for professional development opportunities	45.4%	*	48.3%	3	47.4%	5
Reward/recognize professional development opportunities	54.6%	*	27.4%	*	36.0%	4
Ensure opportunities are available/offered to all employees	100.0%	3	20.9%	*	45.8%	5
Nothing, I am satisfied with professional development within the Graduate School	0.0%	*	41.8%	*	28.7%	*

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

Statistical significance not tested.

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

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

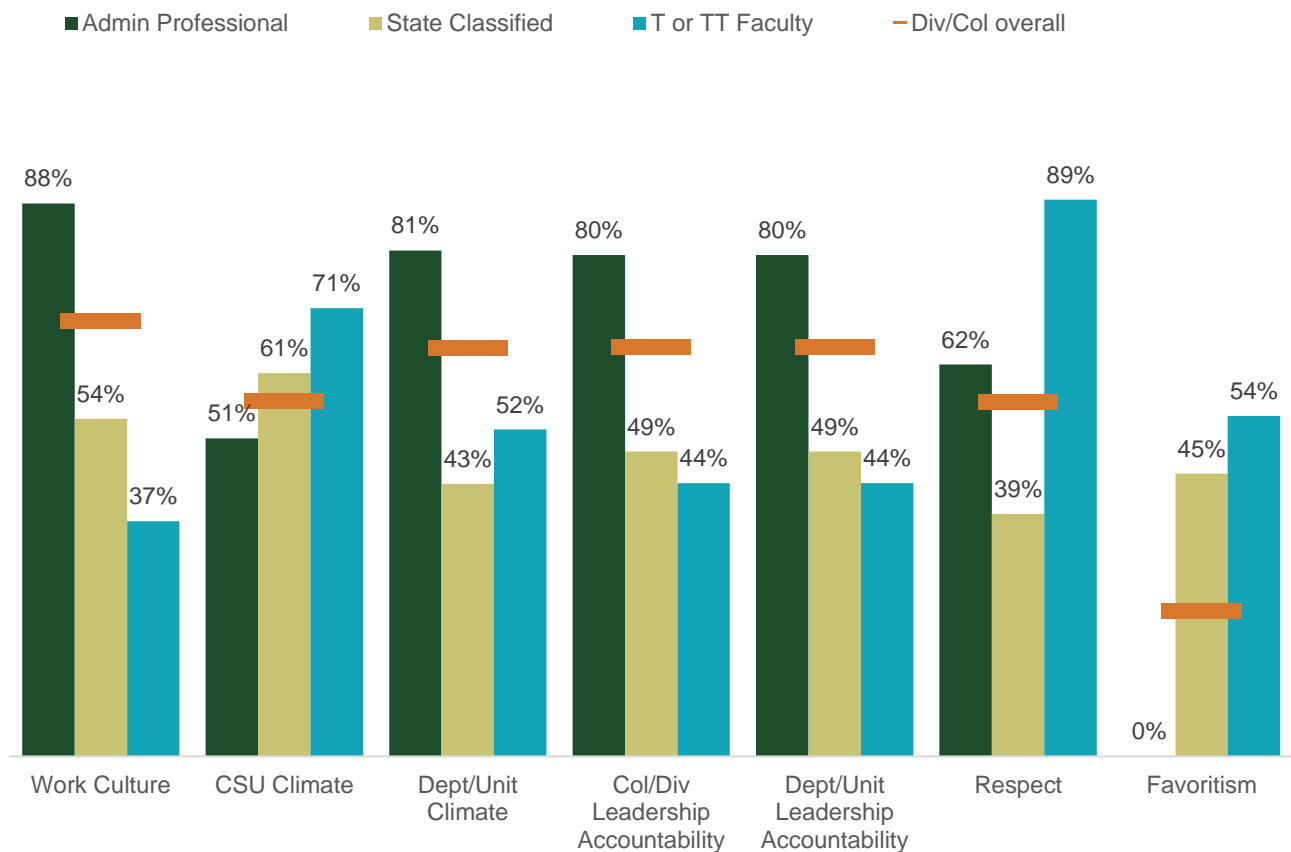


Table 82: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	88.1%	10	37.4%		*53.8%		769.4%	19
My department/unit promotes a work environment where all employees feel included	100.0%	10	32.2%		*55.0%		775.4%	19
My department/unit treats all employees equitably	84.9%	10	32.2%		*34.5%		760.0%	19
My department/unit is open and transparent in communication	100.0%	10	32.2%		*55.0%		775.4%	19
My department/unit values employee input in major department/unit decisions	84.9%	10	32.2%		*79.6%		776.9%	19
My department/unit promotes respect for cultural differences	84.9%	10	32.2%		*55.0%		767.7%	19
My department/unit understands the value of diversity	100.0%	10	32.2%		*55.0%		775.4%	19
My department/unit communicates the importance of valuing diversity	100.0%	10	100.0%		*34.5%		775.4%	19
I feel valued as an employee	80.2%	10	32.2%		*55.0%		765.2%	19
I feel a strong sense of belonging to CSU	65.1%	10	32.2%		*45.0%		753.8%	19
I feel a strong sense of belonging to my division/college	100.0%	10	32.2%		*79.6%		784.6%	19
I feel a strong sense of belonging to my department/unit	100.0%	10	32.2%		*55.0%		775.4%	19
I would recommend CSU as a place of employment	45.3%	10	32.2%		*40.9%		742.1%	19
I would recommend my department/unit as a place of employment	100.0%	10	32.2%		*55.0%		775.4%	19

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 83: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	100.0% ^a	10	100.0% ^a	*	100.0% ^a	7	100.0%	19
Total	100.0%	10	100.0%	*	100.0%	7	100.0%	19

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

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

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

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

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

Table 84: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	89.9%	10	100.0%		*63.2%	7	81.0%	19
I am satisfied with the effort my supervisor put into my most recent performance review	100.0%	10	100.0%		*55.0%	7	83.0%	19
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	10	67.8%		*14.1%	7	13.0%	19
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	69.8%	10	100.0%		*34.5%	7	60.0%	19

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating

* Values reported for items with $n \geq 3$.^{1,2,3}

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

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

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

Table 85: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	62.4%	10	88.7%	*	38.6%	6	756.5%	19
My department/unit is treated with respect by other units within my college/division	34.9%	10	100.0%	*	34.5%	7	742.2%	19
My college/division is treated with respect by CSU	54.7%	10	32.2%	*	59.1%	7	53.8%	19
The people I interact with treat each other with respect	100.0%	10	100.0%	*	34.5%	7	75.4%	19
		C						
There is respect for religious differences in my department/unit	69.8%	10	100.0%	*	34.5%	7	60.0%	19
There is respect for liberal perspectives in my department/unit	84.9%	10	100.0%	*	34.5%	7	67.7%	19
There is respect for conservative perspectives in my department/unit	30.2%	10	100.0%	*	34.5%	7	39.7%	19

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	0.0%	10	54.2%	*	45.0%	7	23.1%	19
Recognized within my department/unit	0.0%	10	67.8%	*	45.0%	7	24.6%	19
Resources in my department/unit	0.0%	10	67.8%	*	45.0%	7	24.6%	19
Professional development opportunities	0.0%	10	0.0%	*	45.0%	7	17.0%	19
					A			
Promoted in my department/unit	0.0%	10	67.8%	*	45.0%	7	24.6%	19
Hired in my department/unit	0.0%	10	67.8%	*	45.0%	7	24.6%	19

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 87: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	79.9%	10	43.5%	*	48.6%	6	65.2%	18
Leadership adequately addresses inappropriate behavior	84.9%	10	32.2%	*	43.4%	6	65.0%	18
Leadership holds employees accountable for inappropriate behavior	69.8%	10	32.2%	*	43.4%	6	56.6%	18
Leadership holds employees accountable for poor performance in the workplace	69.8%	10	100.0%	*	74.3%	6	75.0%	18
Leadership acts ethically and honestly in the workplace	100.0%	10	32.2%	*	43.4%	6	73.3%	18
		C						
Leadership addresses issues of inequity	84.9%	10	32.2%	*	43.4%	6	65.0%	18
Leadership holds all employees to the same standards	69.8%	10	32.2%	*	43.4%	6	56.6%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 88: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	79.9%	10	43.5%	*	48.6%	6	65.2%	18
Leadership adequately addresses inappropriate behavior	84.9%	10	32.2%	*	43.4%	6	65.0%	18
Leadership holds employees accountable for inappropriate behavior	69.8%	10	32.2%	*	43.4%	6	56.6%	18
Leadership holds employees accountable for poor performance in the workplace	69.8%	10	100.0%	*	74.3%	6	75.0%	18
Leadership acts ethically and honestly in the workplace	100.0%	10	32.2%	*	43.4%	6	73.3%	18
Leadership addresses issues of inequity	84.9%	10	32.2%	*	43.4%	6	65.0%	18
Leadership holds all employees to the same standards	69.8%	10	32.2%	*	43.4%	6	56.6%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 89: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.7%	10	71.4%	*	61.1%	6	56.6%	18
Recruits employees from a diverse set of backgrounds	34.9%	10	100.0%	*	59.1%	7	51.4%	19
Improves the campus climate for all employees	50.0%	10	67.8%	*	59.1%	7	55.5%	19
Retains diverse employees	19.8%	10	67.8%	*	34.5%	7	30.8%	19
Creates a supportive environment for employees from diverse backgrounds	50.0%	10	32.2%	*	34.5%	7	42.2%	19
Encourages discussions related to diversity	84.9%	10	100.0%	*	79.6%	7	84.6%	19
Provides employees with a positive work experience	50.0%	10	32.2%	*	34.5%	7	42.2%	19
Climate has become consistently more inclusive of all employees	65.1%	10	100.0%	*	74.3%	6	72.4%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 90: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	80.6%	10	52.1%	*	43.4%	6	65.0%	18
Recruits employees from a diverse set of backgrounds	54.7%	10	100.0%	*	34.5%	7	52.3%	19
Improves the campus climate for all employees	84.9%	10	67.8%	*	55.0%	7	71.7%	19
Retains diverse employees	84.9%	10	67.8%	*	34.5%	7	64.0%	19
Creates a supportive environment for employees from diverse backgrounds	50.0%	10	32.2%	*	34.5%	7	42.2%	19
Encourages discussions related to diversity	69.8%	10	32.2%	*	55.0%	7	60.0%	19
Provides employees with a positive work experience	100.0%	10	32.2%	*	55.0%	7	75.4%	19
Climate has become consistently more inclusive of all employees	84.9%	10	32.2%	*	43.4%	6	65.0%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 91: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	65.9%	10	51.6%		*64.4%		463.6%	16
Communications are effective	60.3%	10	32.2%		*43.4%		651.4%	18
Communications are timely	45.3%	10	32.2%		*74.3%		653.1%	18
Communications are relevant	100.0%	10	32.2%		*69.1%		681.6%	18
Communications are informative	100.0%	10	32.2%		*43.4%		673.3%	18
		C						
Communications are motivating	45.3%	10	32.2%		*43.4%		643.1%	18
Communications are honest	80.2%	10	100.0%		*43.4%		670.7%	18
Communications are accessible	30.2%	10	100.0%		*58.4%		447.0%	16

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 92: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	87.5%	8	56.7%		*58.4%		474.5%	15
Communications are effective	100.0%	10	32.2%		*69.1%		681.6%	18
Communications are timely	100.0%	10	32.2%		*69.1%		681.6%	18
Communications are relevant	100.0%	10	100.0%		*69.1%		690.0%	18
Communications are informative	100.0%	10	100.0%		*69.1%		690.0%	18
Communications are motivating	65.1%	10	0.0%		*43.4%		650.0%	18
Communications are honest	100.0%	8	32.2%		*69.1%		680.0%	16
Communications are accessible	45.3%	10	100.0%		*58.4%		456.1%	16

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 93: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	87.5%	8	56.7%		*58.4%		474.5%	15
Communications are effective	100.0%	10	32.2%		*69.1%		681.6%	18
Communications are timely	100.0%	10	32.2%		*69.1%		681.6%	18
Communications are relevant	100.0%	10	100.0%		*69.1%		690.0%	18
Communications are informative	100.0%	10	100.0%		*69.1%		690.0%	18
Communications are motivating	65.1%	10	0.0%		*43.4%		650.0%	18
Communications are honest	100.0%	8	32.2%		*69.1%		680.0%	16
Communications are accessible	45.3%	10	100.0%		*58.4%		456.1%	16

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 94: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	65.1%	6	100.0% ^a	*	34.5%	*	61.7%	10
Maybe, I can provide feedback in limited situations	19.8%	*	0.0% ^a	*	0.0% ^a	*	12.0%	*
No, I don't have an opportunity to provide feedback	15.1%	*	0.0% ^a	*	65.5%	*	26.3%	4
Total	100.0%	10	100.0%	*	100.0%	4	100.0%	16

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

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

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

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

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

Table 95: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	75.3%	8	60.0%	*	100.0% ¹	*	75.6%	12
One on one conversations with my supervisor	100.0%	8	32.2%	*	100.0% ¹	*	87.7%	12
	B							
My representation in shared governance (CPC, APC, or Faculty Council)	82.2%	8	67.8%	*	100.0% ¹	*	81.8%	12
My service on committees	58.9%	8	100.0%	*	100.0% ¹	*	71.4%	12
Annual review process	76.6%	8	32.2%	*	100.0% ¹	*	71.4%	12
Input collection through anonymous surveys	58.9%	8	67.8%	*	100.0% ¹	*	65.6%	12

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

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with $n \geq 3$.^{2,3,4}

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

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

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

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

Table 96: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	80.4%	8	32.2%	*	100.0% ¹	*	74.0%	12
CSU overall	41.1%	8	32.2%	*	100.0% ¹	*	46.8%	12
My division/college	100.0%	8	32.2%	*	100.0% ¹	*	87.7%	12
	B							
My department/unit	100.0%	8	32.2%	*	100.0% ¹	*	87.7%	12
	B							

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

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with $n \geq 3$.^{2,3,4}

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

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

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

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

Table 97: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Physical appearance	50.0%	5	67.8%	*	0.0%	*	33.2%	6
Physical disability	50.0%	5	67.8%	*	0.0%	*	33.2%	6
Mental disability	50.0%	5	67.8%	*	0.0%	*	33.2%	6
Employment classification	34.9%	3	67.8%	*	38.7%	*	40.1%	8
Gender identity	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Job title	34.9%	3	67.8%	*	24.6%	*	34.8%	7
Parental status	34.9%	3	67.8%	*	0.0%	*	25.5%	5
Religion	50.0%	5	67.8%	*	0.0%	*	33.2%	6
Political affiliation	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Sexual orientation	50.0%	5	67.8%	*	0.0%	*	33.2%	6
Socio-economic status	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Ethnic origin	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Veteran status	34.9%	3	0.0%	*	0.0%	*	17.8%	3
Race or color	50.0%	5	67.8%	*	24.6%	*	42.5%	8
Marital status	34.9%	3	67.8%	*	0.0%	*	25.5%	5
Nationality/country of origin	50.0%	5	67.8%	*	0.0%	*	33.2%	6
None/no response	50.0%	5	32.2%	*	61.3%	4	52.2%	10

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 98: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	34.9%	3	0.0%	*	24.6%	*	27.1%	5
Physical appearance	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Physical disability	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Mental disability	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Employment classification	15.1%	*	0.0%	*	24.6%	*	17.0%	3
Gender identity	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Job title	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Parental status	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Religion	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Political affiliation	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Sexual orientation	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Socio-economic status	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Ethnic origin	15.1%	*	0.0%	*	24.6%	*	17.0%	3
Veteran status	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Race or color	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Marital status	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Nationality/country of origin	15.1%	*	67.8%	*	0.0%	*	15.4%	*
None/no response	65.1%	6	32.2%	*	75.4%	5	65.2%	12

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 99: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	34.9%	3	0.0%	*	24.6%	*	27.1%	5
Physical appearance	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Physical disability	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Mental disability	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Employment classification	15.1%	*	0.0%	*	24.6%	*	17.0%	3
Gender identity	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Job title	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Parental status	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Religion	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Political affiliation	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Sexual orientation	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Socio-economic status	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Ethnic origin	15.1%	*	0.0%	*	24.6%	*	17.0%	3
Veteran status	15.1%	*	0.0%	*	0.0%	*	7.7%	*
Race or color	15.1%	*	67.8%	*	24.6%	*	24.6%	5
Marital status	15.1%	*	67.8%	*	0.0%	*	15.4%	*
Nationality/country of origin	15.1%	*	67.8%	*	0.0%	*	15.4%	*
None/no response	65.1%	6	32.2%	*	75.4%	5	65.2%	12

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

Statistical significance not tested.

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

Table 100: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	34.9%	3	0.0%	*	0.0%	*	17.8%	3
Bullying	34.9%	3	67.8%	*	24.6%	*	34.8%	7
Bias	34.9%	3	67.8%	*	24.6%	*	34.8%	7
Physical assault	34.9%	3	0.0%	*	0.0%	*	17.8%	3
Sexual misconduct	34.9%	3	0.0%	*	0.0%	*	17.8%	3
Verbal abuse	34.9%	3	0.0%	*	0.0%	*	17.8%	3
None/no response	65.1%	6	32.2%	*	75.4%	5	65.2%	12

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

Statistical significance not tested.

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

Table 101: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	67.8%	*	0.0%	*	7.7%	*
Bias	0.0%	*	67.8%	*	0.0%	*	7.7%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	67.8%	*	0.0%	*	7.7%	*
None/no response	100.0%	10	32.2%	*	100.0%	7	92.3%	18

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

Statistical significance not tested.

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

Table 102: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	67.8%	*	0.0%	*	7.7%	*
Bias	0.0%	*	67.8%	*	0.0%	*	7.7%	*
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	67.8%	*	0.0%	*	7.7%	*
None/no response	100.0%	10	32.2%	*	100.0%	7	92.3%	18

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

Statistical significance not tested.

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

Table 103: Graduate School Experiences over Past 12 Months

Thinking about your experience over the past 12 month in the Graduate School, to what extent, if at all, do you think the Graduate School models the Principles of Community in its interactions with each of the following:	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Graduate students	100.0%	10	100.0%	*	100.0%	6	100.0%	18
University faculty and staff	100.0%	10	100.0%	*	100.0%	6	100.0%	18
Graduate School employees	100.0%	10	32.2%	*	100.0%	6	91.7%	18

Percent "Most of the time" or "All of the time"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with $n \geq 3$.^{1,2,3,4}

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. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 104: Professional Development

To what extent do you agree or disagree with each of the following statements related to professional development in the Graduate School:	Admin Pro (A)		T/TT Fac (B)		SC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I am satisfied with my access to professional development opportunities	65.1%	10	32.2%	*	69.1%	6	62.3%	18
I have benefited personally by participating in professional development programs	84.9%	10	100.0%	*	69.1%	6	81.6%	18
My ability to perform my current work has improved by participating in professional development programs	84.9%	10	100.0%	*	43.4%	6	73.3%	18
I have learned new skills for career development and growth by participating in professional development programs	84.9%	10	100.0%	*	43.4%	6	73.3%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 105: Enhancement of Professional Development Opportunities

How can the Graduate School enhance professional development opportunities for employees? (Select all that apply)	Admin Pro		T/TT Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Offer more trainings relevant to my particular job	19.8%	*	100.0%	*	0.0%	*	25.4%	4
Offer more trainings relevant to diversity, equity, inclusion, and social justice	15.1%	*	0.0%	*	0.0%	*	9.1%	*
Allocate time to complete professional development opportunities	19.8%	*	0.0%	*	0.0%	*	12.0%	*
Provide more funding for professional development opportunities	65.1%	6	0.0%	*	0.0%	*	39.2%	6
Reward/recognize professional development opportunities	19.8%	*	67.8%	*	41.6%	*	32.0%	5
Ensure opportunities are available/offered to all employees	60.3%	6	0.0%	*	41.6%	*	47.3%	8
Nothing, I am satisfied with professional development within the Graduate School	19.8%	*	0.0%	*	58.4%	*	27.3%	4

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

Statistical significance not tested.

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

Comparisons by Year

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

Figure 5: Organizational Themes Compared by Year

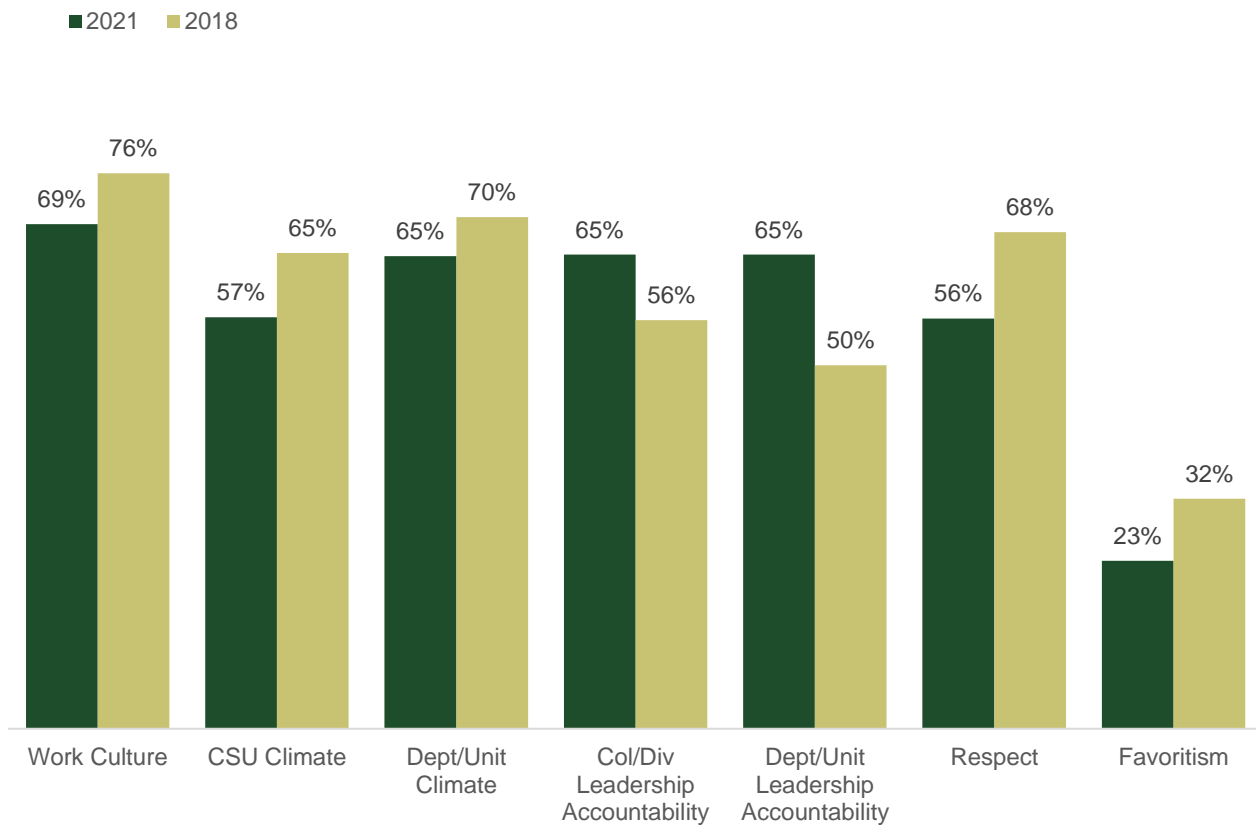


Table 106: Work Culture

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	76.4%	14	69.4%	19
My department/unit promotes a work environment where all employees feel included	66.7%	16	75.4%	19
My department/unit treats all employees equitably	66.7%	16	60.0%	19
My department/unit is open and transparent in communication	72.2%	16	75.4%	19
My department/unit values employee input in major department/unit decisions	61.1%	16	76.9%	19
My department/unit promotes respect for cultural differences	77.8%	16	67.7%	19
My department/unit understands the value of diversity	77.8%	16	75.4%	19
My department/unit communicates the importance of valuing diversity	72.2%	16	75.4%	19
I feel valued as an employee	77.8%	16	65.2%	19
I feel a strong sense of belonging to CSU	72.2%	16	53.8%	19
I feel a strong sense of belonging to my division/college	66.7%	16	84.6%	19
I feel a strong sense of belonging to my department/unit	72.2%	16	75.4%	19
I would recommend CSU as a place of employment	81.3%	14	42.1%	19
	B			
I would recommend my department/unit as a place of employment	81.2%	14	75.4%	19

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 107: 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	100.0% ^a	13	100.0% ^a	19

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^{b,c}

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

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

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

Table 108: 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	90.0%	13	81.0%	19
I am satisfied with the effort my supervisor put into my most recent performance review	80.0%	13	83.0%	19
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	27.8%	16	13.0%	19
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	60.0%	19

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.^{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 109: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	68.3%	9	56.5%	19
My department/unit is treated with respect by other units within my college/division	83.3%	16	42.2%	19
	B			
My college/division is treated with respect by CSU	70.6%	15	53.8%	19
The people I interact with treat each other with respect	66.7%	16	75.4%	19
There is respect for religious differences in my department/unit	75.0%	11	60.0%	19
There is respect for liberal perspectives in my department/unit	92.3%	12	67.7%	19
There is respect for conservative perspectives in my department/unit	63.6%	10	39.7%	19

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 110: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.7%	11	23.1%	19
Recognized within my department/unit	43.8%	14	24.6%	19
Resources in my department/unit	43.8%	14	24.6%	19
Professional development opportunities	23.5%	15	17.0%	19
Promoted in my department/unit	42.9%	12	24.6%	19
Hired in my department/unit	8.3%	11	24.6%	19

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 111: 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	56.3%	7	65.2%	18
Leadership adequately addresses inappropriate behavior	53.8%	12	65.0%	18
Leadership holds employees accountable for inappropriate behavior	50.0%	11	56.6%	18
Leadership holds employees accountable for poor performance in the workplace	54.5%	10	75.0%	18
Leadership acts ethically and honestly in the workplace	86.7%	13	73.3%	18
Leadership addresses issues of inequity	61.5%	12	65.0%	18
Leadership holds all employees to the same standards	46.2%	12	56.6%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 112: 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	50.0%	6	65.2%	18
Leadership adequately addresses inappropriate behavior	71.4%	12	65.0%	18
Leadership holds employees accountable for inappropriate behavior	45.5%	10	56.6%	18
Leadership holds employees accountable for poor performance in the workplace	44.4%	8	75.0%	18
Leadership acts ethically and honestly in the workplace	86.7%	13	73.3%	18
Leadership addresses issues of inequity	61.5%	12	65.0%	18
Leadership holds all employees to the same standards	46.7%	13	56.6%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 113: 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	65.5%	11	56.6%	18
Recruits employees from a diverse set of backgrounds	56.3%	14	51.4%	19
Improves the campus climate for all employees	50.0%	14	55.5%	19
Retains diverse employees	42.9%	12	30.8%	19
Creates a supportive environment for employees from diverse backgrounds	66.7%	13	42.2%	19
Encourages discussions related to diversity	81.3%	14	84.6%	19
Provides employees with a positive work experience	75.0%	14	42.2%	19
Climate has become consistently more inclusive of all employees	78.6%	12	72.4%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 114: 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	70.4%	12	65.0%	18
Recruits employees from a diverse set of backgrounds	58.8%	15	52.3%	19
Improves the campus climate for all employees	75.0%	14	71.7%	19
Retains diverse employees	56.2%	14	64.0%	19
Creates a supportive environment for employees from diverse backgrounds	66.7%	13	42.2%	19
Encourages discussions related to diversity	62.5%	14	60.0%	19
Provides employees with a positive work experience	87.5%	14	75.4%	19
Climate has become consistently more inclusive of all employees	80.0%	13	65.0%	18

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 115: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	38.5%	4	27.1%	5
Physical appearance	7.7%	*	15.4%	*
Physical disability*	15.4%	*	7.7%	*
Mental disability	NA	NA	7.7%	*
Employment classification	53.8%	6	17.0%	3
Gender identity	7.7%	*	7.7%	*
Job title	46.2%	5	24.6%	5
Parental status	23.1%	*	15.4%	*
Religion	15.4%	*	7.7%	*
Political affiliation	23.1%	*	24.6%	5
Sexual orientation	NA	NA	7.7%	*
Socio-economic status	15.4%	*	24.6%	5
Ethnic origin	7.7%	*	17.0%	3
Veteran status	NA	NA	7.7%	*
Race or color	7.7%	*	24.6%	5
Marital status	7.7%	*	15.4%	*
Nationality/country of origin	7.7%	*	15.4%	*
None/no response	23.1%	*	65.2%	12

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

Statistical significance not tested.

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

* Values reported for items with n >= 3.

Table 116: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	17.6%	*	17.8%	3
Bullying	47.1%	7	34.8%	7
Bias	52.9%	8	34.8%	7
Physical assault	5.9%	*	17.8%	3
Sexual misconduct	17.6%	*	17.8%	3
Verbal abuse	35.3%	5	17.8%	3
None/no response	35.3%	5	65.2%	12

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 117: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	17.6%	*	7.7%	*
Bias	17.6%	*	7.7%	*
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	11.8%	*	7.7%	*
None/no response	76.5%	12	92.3%	18

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 118: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	17.6%	*	7.7%	*
Bias	23.5%	4	7.7%	*
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	11.8%	*	7.7%	*
None/no response	70.6%	11	92.3%	18

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 119: Graduate School Experiences over Past 12 Months

Thinking about your experience over the past 12 month in the Graduate School, to what extent, if at all, do you think the Graduate School models the Principles of Community in its interactions with each of the following:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Graduate students	.	*100.0%	18	
University faculty and staff	.	*100.0%	18	
Graduate School employees	.	*91.7%	18	

Percent "Most of the time" or "All of the time"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with n >= 3. a,b,c,d

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. Pairwise comparisons are not performed for some subtables because of numerical problems.

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

Table 120: Professional Development

To what extent do you agree or disagree with each of the following statements related to professional development in the Graduate School:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
I am satisfied with my access to professional development opportunities	.	*62.3%	18	
I have benefited personally by participating in professional development programs	.	*81.6%	18	
My ability to perform my current work has improved by participating in professional development programs	.	*73.3%	18	
I have learned new skills for career development and growth by participating in professional development programs	.	*73.3%	18	

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. * Values reported for items with n >= 3. a,b,c

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

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

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

Table 121: Enhancement of Professional Development Opportunities

How can the Graduate School enhance professional development opportunities for employees? (Select all that apply)	2018		2021	
	Pct	Pop	Pct	Pop
Offer more trainings relevant to my particular job	22.2%		*25.4%	4
Offer more trainings relevant to diversity, equity, inclusion, and social justice	0.0%		* 9.1%	*
Offer more support from supervisors for participation	22.2%		* 0.0%	*
Allocate time to complete professional development opportunities	22.2%		*12.0%	*
Provide more funding for professional development opportunities	22.2%		*39.2%	6
Reward/recognize professional development opportunities	44.4%		432.0%	5
Ensure opportunities are available/offered to all employees	44.4%		447.3%	8
Nothing, I am satisfied with professional development within the Graduate School	33.3%		*27.3%	4

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

Statistical significance not tested.

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