Employee Climate Survey 2021

Information Technology

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*
Information Technology	113	0	6	61	54.0%
App Dev and User Support and Academic Tech	28	0	0	14	50.0%
Cybersecurity and Privacy	10	0	0	7	70.0%
Enterprise Applications and Infrastructure	67	0	6	35	52.2%
Strategy and Planning	4	0	0	3	75.0%
VP Information Technology	4	0	0	2	50.0%

* Response rate = Completed / (Sent - Bounce)

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

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

		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	83%	73%	85%
	Woman	17%	27%	15%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	0%	0%
Racially minoritized status	Racially minoritized	11%	9%	11%
	Non-racially minoritized	89%	91%	89%
Employee type	Admin Professional	63%	66%	61%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
	State Classified	37%	34%	39%
	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
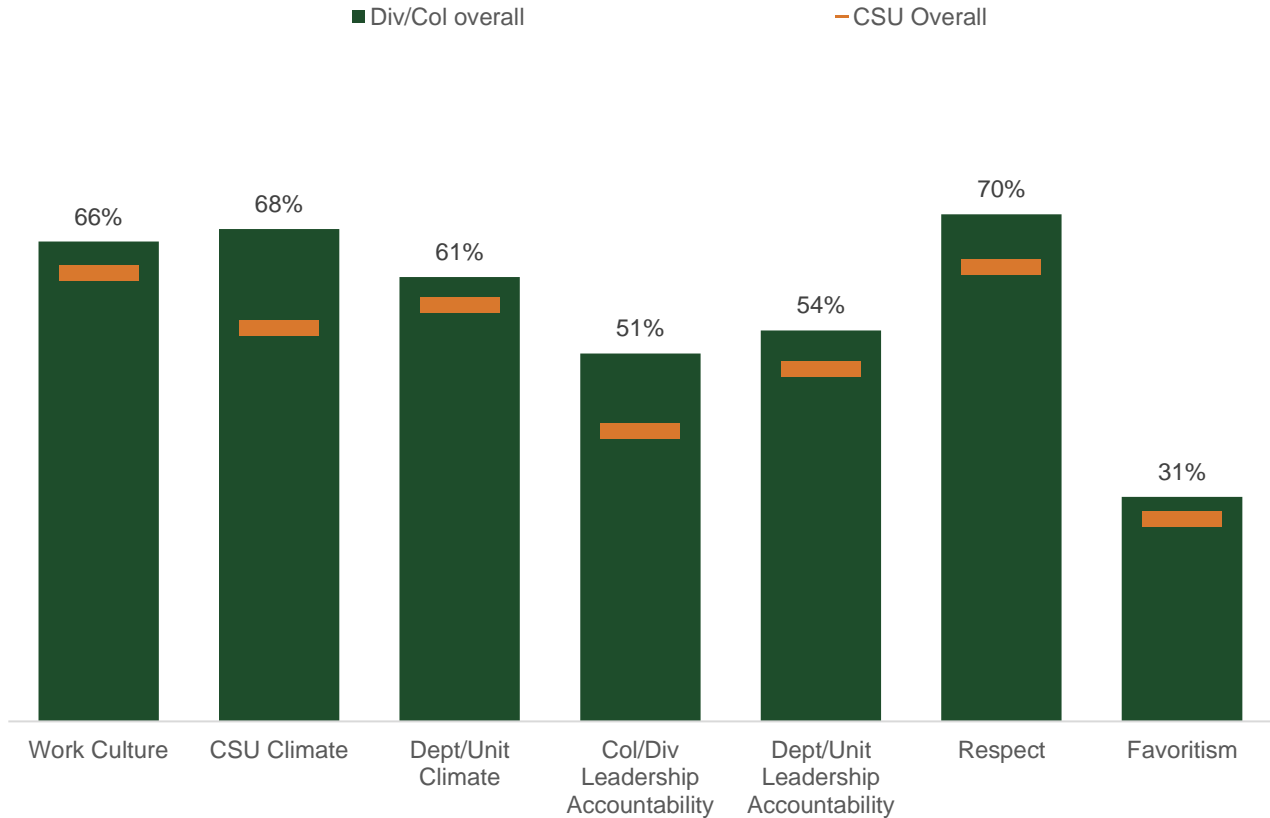
Table 3: Work Culture

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	1.7%	22.1%	12.0%	38.3%	26.0%	100.0%	111
My department/unit treats all employees equitably	7.3%	24.9%	10.2%	38.4%	19.2%	100.0%	111
My department/unit is open and transparent in communication	0.0%	16.0%	30.5%	39.7%	13.8%	100.0%	111
My department/unit values employee input in major department/unit decisions	3.3%	13.1%	17.6%	44.4%	21.6%	100.0%	111
My department/unit promotes respect for cultural differences	1.7%	6.1%	12.0%	52.9%	27.3%	100.0%	109
My department/unit understands the value of diversity	1.7%	8.7%	12.0%	50.3%	27.4%	100.0%	109
My department/unit communicates the importance of valuing diversity	2.5%	3.1%	15.3%	51.8%	27.3%	100.0%	109
I feel valued as an employee	7.7%	10.9%	17.2%	41.9%	22.4%	100.0%	111
I feel a strong sense of belonging to CSU	7.6%	10.6%	24.4%	32.2%	25.2%	100.0%	111
I feel a strong sense of belonging to my division/college	7.6%	6.6%	21.3%	43.9%	20.6%	100.0%	111
I feel a strong sense of belonging to my department/unit	6.8%	8.4%	12.6%	50.6%	21.5%	100.0%	109
I would recommend CSU as a place of employment	5.1%	10.5%	12.4%	50.8%	21.2%	100.0%	111
I would recommend my department/unit as a place of employment	6.0%	9.8%	16.4%	42.3%	25.5%	100.0%	111

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?	89.1%	10.9%	100.0%	113

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%	15.4%	8.1%	34.5%	42.1%	100.0%	97
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	29.8%	33.5%	22.0%	11.1%	3.5%	100.0%	97
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	0.0%	17.4%	24.7%	49.1%	8.7%	100.0%	99

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	0.0%	16.3%	14.2%	46.7%	22.8%	100.0%	111
My college/division is treated with respect by CSU	0.0%	7.3%	19.1%	46.0%	27.6%	100.0%	111
The people I interact with treat each other with respect	0.0%	2.2%	5.5%	47.9%	44.4%	100.0%	111
There is respect for religious differences in my department/unit	0.0%	6.0%	28.5%	42.3%	23.2%	100.0%	111
There is respect for liberal perspectives in my department/unit	1.7%	3.8%	27.2%	45.7%	21.6%	100.0%	111
There is respect for conservative perspectives in my department/unit	7.2%	13.6%	28.7%	39.8%	10.8%	100.0%	111

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	18.7%	22.0%	15.5%	35.1%	8.7%	100.0%	110
Resources in my department/unit	18.5%	29.9%	24.4%	21.8%	5.2%	100.0%	111
Professional development opportunities	22.5%	11.7%	37.0%	19.6%	9.2%	100.0%	111
Promoted in my department/unit	18.5%	22.6%	20.5%	25.3%	13.0%	100.0%	111
Hired in my department/unit	20.6%	26.6%	33.5%	12.3%	7.1%	100.0%	109

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	0.0%	2.1%	47.6%	41.1%	9.2%	100.0%	109
Leadership holds employees accountable for inappropriate behavior	1.7%	1.0%	45.2%	42.0%	10.1%	100.0%	109
Leadership holds employees accountable for poor performance in the workplace	5.1%	12.4%	42.8%	33.1%	6.6%	100.0%	109
Leadership acts ethically and honestly in the workplace	0.0%	5.6%	24.7%	48.5%	21.2%	100.0%	111
Leadership addresses issues of inequity	6.6%	9.5%	35.4%	34.4%	14.1%	100.0%	109
Leadership holds all employees to the same standards	3.3%	20.5%	31.0%	28.6%	16.5%	100.0%	111

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	1.8%	1.9%	45.3%	41.8%	9.2%	100.0%	109
Leadership holds employees accountable for inappropriate behavior	1.7%	3.7%	38.2%	45.8%	10.7%	100.0%	109
Leadership holds employees accountable for poor performance in the workplace	5.1%	13.0%	32.4%	41.2%	8.4%	100.0%	109
Leadership acts ethically and honestly in the workplace	0.0%	5.6%	24.7%	48.5%	21.2%	100.0%	111
Leadership addresses issues of inequity	6.6%	5.4%	40.9%	32.1%	15.1%	100.0%	109
Leadership holds all employees to the same standards	6.8%	8.2%	42.3%	24.6%	18.2%	100.0%	111

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	0.8%	1.7%	19.0%	53.0%	25.5%	100.0%	111
Improves the campus climate for all employees	5.8%	7.7%	21.7%	50.1%	14.8%	100.0%	111
Retains diverse employees	0.0%	4.7%	38.4%	43.8%	13.1%	100.0%	109
Creates a supportive environment for employees from diverse backgrounds	2.5%	5.8%	25.6%	43.0%	23.2%	100.0%	111
Encourages discussions related to diversity	1.7%	3.3%	21.4%	37.7%	35.9%	100.0%	111
Provides employees with a positive work experience	3.3%	2.5%	17.4%	53.2%	23.6%	100.0%	111
Climate has become consistently more inclusive of all employees	3.8%	5.0%	30.4%	35.7%	25.1%	100.0%	111

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	1.8%	7.7%	18.1%	52.7%	19.7%	100.0%	111
Improves the campus climate for all employees	3.3%	9.7%	27.3%	40.7%	19.0%	100.0%	111
Retains diverse employees	1.7%	13.6%	31.1%	39.7%	13.9%	100.0%	109
Creates a supportive environment for employees from diverse backgrounds	2.5%	5.8%	25.6%	43.0%	23.2%	100.0%	111
Encourages discussions related to diversity	2.5%	8.4%	32.6%	33.6%	22.9%	100.0%	111
Provides employees with a positive work experience	0.8%	15.5%	18.4%	42.3%	22.9%	100.0%	111
Climate has become consistently more inclusive of all employees	0.0%	10.3%	33.5%	37.2%	19.0%	100.0%	111

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct | Pop)	
Communications are effective	2.5%	21.6%	20.4%	48.1%	7.5%	100.0%	111
Communications are timely	5.1%	15.0%	20.8%	47.7%	11.4%	100.0%	111
Communications are relevant	3.3%	20.7%	27.0%	44.6%	4.3%	100.0%	111
Communications are informative	3.3%	9.3%	29.6%	49.8%	7.9%	100.0%	111
Communications are motivating	5.5%	22.2%	31.5%	34.4%	6.4%	100.0%	111
Communications are honest	5.1%	8.8%	31.1%	43.3%	11.7%	100.0%	111
Communications are accessible	1.7%	0.0%	24.2%	56.8%	17.4%	100.0%	111

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	1.7%	19.3%	13.7%	55.7%	9.6%	100.0%	111
Communications are timely	1.7%	12.5%	23.5%	51.9%	10.5%	100.0%	111
Communications are relevant	1.7%	11.2%	23.0%	56.6%	7.5%	100.0%	111
Communications are informative	3.1%	9.3%	18.0%	59.2%	10.4%	100.0%	111
Communications are motivating	2.5%	23.7%	40.3%	29.6%	4.0%	100.0%	111
Communications are honest	3.1%	9.8%	23.6%	49.7%	13.9%	100.0%	111
Communications are accessible	1.7%	0.0%	26.0%	54.9%	17.4%	100.0%	111

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	2.5%	13.7%	17.8%	47.6%	18.3%	100.0%	111
Communications are timely	0.8%	8.5%	26.2%	49.1%	15.3%	100.0%	110
Communications are relevant	1.7%	6.7%	23.2%	50.3%	18.1%	100.0%	109
Communications are informative	1.7%	8.5%	22.4%	50.6%	16.9%	100.0%	109
Communications are motivating	2.5%	13.4%	36.1%	41.3%	6.7%	100.0%	109
Communications are honest	1.7%	6.3%	19.7%	55.4%	17.0%	100.0%	111
Communications are accessible	1.7%	3.0%	21.4%	54.4%	19.6%	100.0%	111

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?	66.7%	19.1%	14.3%	100.0%	111

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	0.0%	5.2%	6.4%	55.2%	33.2%	100.0%	95
My representation in shared governance (CPC, APC, or Faculty Council)	1.9%	0.0%	63.5%	27.4%	7.1%	100.0%	95
My service on committees	1.9%	0.0%	37.7%	45.0%	15.3%	100.0%	95
Annual review process	1.0%	7.8%	17.3%	60.0%	13.9%	100.0%	93
Input collection through anonymous surveys	5.8%	7.1%	31.6%	42.1%	13.3%	100.0%	95

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

Table 17: Feedback Valued

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct | Pop)	
CSU overall	4.0%	10.5%	37.5%	40.9%	7.1%	100.0%	95
My division/college	2.0%	10.0%	23.4%	45.9%	18.6%	100.0%	95
My department/unit	1.0%	5.2%	13.7%	53.9%	26.3%	100.0%	95

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	0.0%	*	0.0%	*	1.6%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	2.1%	*	0.0%	*	0.0%	*
Mental disability	1.6%	*	1.6%	*	1.6%	*
Employment classification	4.1%	5	4.2%	5	2.4%	*
Gender identity	4.6%	5	0.0%	*	0.0%	*
Job title	7.1%	8	9.5%	11	9.0%	10
Parental status	3.0%	3	2.1%	*	2.1%	*
Religion	7.6%	9	3.8%	4	3.9%	4
Political affiliation	19.9%	22	7.1%	8	7.1%	8
Sexual orientation	0.8%	*	0.0%	*	0.0%	*
Socio-economic status	0.8%	*	0.0%	*	1.6%	*
Ethnic origin	3.4%	4	1.4%	*	1.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	3.8%	4	1.4%	*	3.1%	3
Marital status	0.8%	*	0.0%	*	0.0%	*
Nationality/country of origin	6.0%	7	1.4%	*	3.0%	3
None/no response	70.0%	79	79.7%	90	82.2%	93

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	4.7%	5	1.4%	*	1.4%	*
Bullying	1.6%	*	2.2%	*	3.5%	4
Bias	11.7%	13	14.0%	16	13.8%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	1.7%	*	0.0%	*	0.0%	*
None/no response	85.3%	96	85.2%	96	86.2%	97

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	5.7%	6
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	80.0%	80
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	14.5%	14
Prefer not to disclose	5.6%	6
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	71.8%	66		16.5%	15		87.1%	80	
1	4.2%	4		2.0%	*		6.7%	6	
2	9.3%	8		3.0%	*		2.1%	*	
3	4.0%	4		3.1%	*		1.0%	*	
4	1.0%	*		4.8%	4		1.0%	*	
5	1.7%	*		26.9%	25		0.0%	*	
6 Very	8.2%	7		43.7%	40		2.0%	*	
Total	100.0%	91	.96	100.0%	91	4.33	100.0%	91	.30

* 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	1.5%	*
Asian (can include Middle Eastern and North African)	0.0%	*
Black or African American (can include Middle Eastern and North African)	3.2%	3
Hispanic or Latinx	4.6%	5
Native Hawaiian or Other Pacific Islander	0.0%	*
White	80.8%	84
Prefer not to disclose	16.1%	17
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 23: Black or African American

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)	100.0%	3
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.
* Values reported for items with n >= 3.

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	100.0%	*
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	100.0%	5
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	31.9%	*

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)	0.0%	*
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?	11.3%	82.6%	6.1%	100.0%	106

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct | Pop)	
Do you identify in the LGBTQIA+ community?	0.0%	89.8%	1.8%	8.4%	100.0%	106

Table 30: Department/Unit

	Pct	Pop
App Dev and User Support and Academic Tech	25.6%	29
Cybersecurity and Privacy	10.0%	11
Enterprise Applications and Infrastructure	58.4%	66
Strategy and Planning	3.5%	4
VP Information Technology	2.5%	*
Total	100.0%	113

* Values reported for items with n >= 3.

Table 31: Employee Type

	Pct	Pop
Admin Professional	60.8%	69
State Classified	39.2%	44
Total	100.0%	113

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender
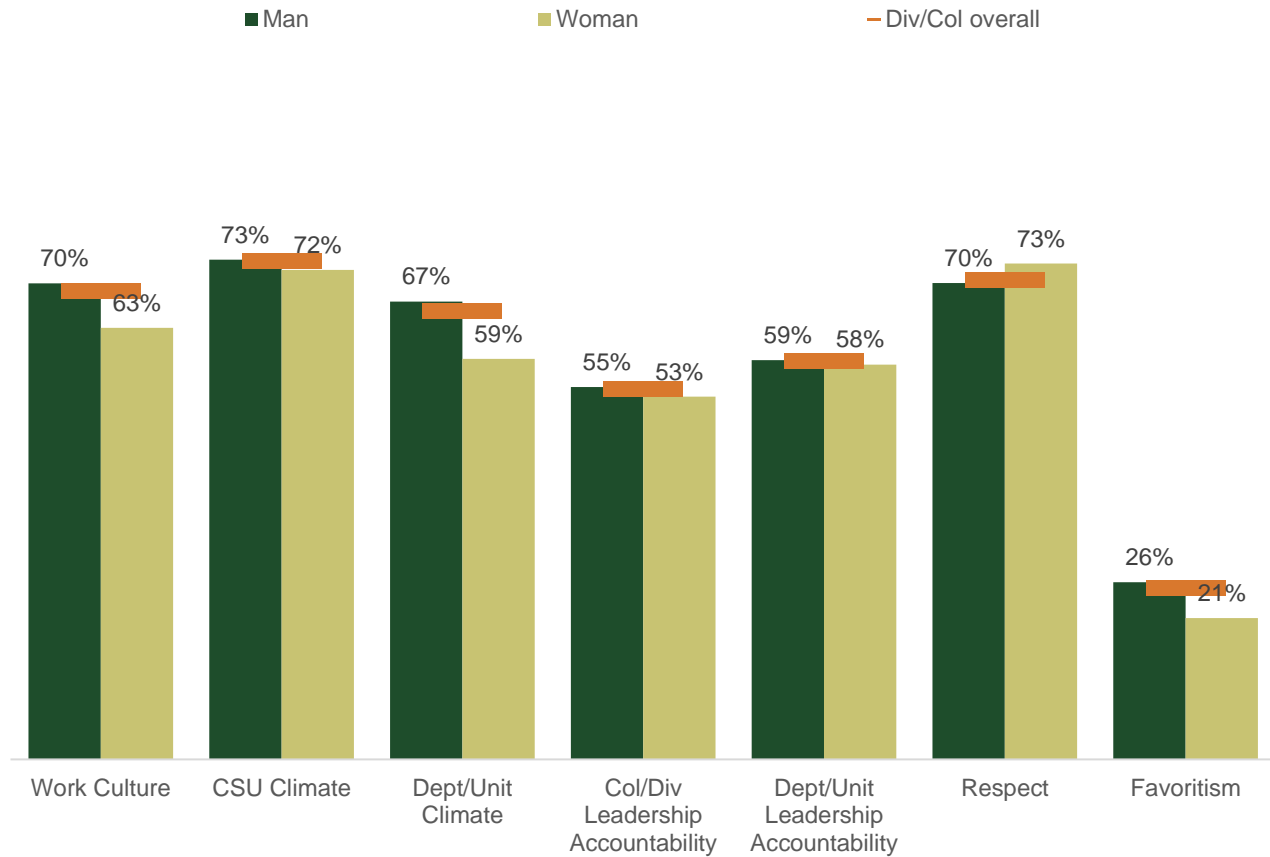
Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	69.9%	74	63.3%	14	68.8%	89
My department/unit promotes a work environment where all employees feel included	67.6%	80	68.9%	14	67.8%	94
My department/unit treats all employees equitably	61.6%	80	50.0%	14	59.8%	94
My department/unit is open and transparent in communication	53.7%	80	62.6%	14	55.1%	94
My department/unit values employee input in major department/unit decisions	71.1%	80	62.6%	14	69.8%	94
My department/unit promotes respect for cultural differences	85.2%	78	68.9%	14	82.7%	92
My department/unit understands the value of diversity	81.6%	78	68.9%	14	79.6%	93
My department/unit communicates the importance of valuing diversity	84.0%	78	79.5%	14	83.3%	93
I feel valued as an employee	68.7%	80	62.6%	14	67.8%	94
I feel a strong sense of belonging to CSU	58.6%	80	65.4%	14	59.6%	94
I feel a strong sense of belonging to my division/college	70.2%	80	56.3%	14	68.0%	94
I feel a strong sense of belonging to my department/unit	77.7%	78	60.6%	14	75.0%	92
I would recommend CSU as a place of employment	75.2%	80	73.2%	14	74.9%	94
I would recommend my department/unit as a place of employment	74.7% B	80	43.7%	14	69.9%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	92.2% B	74	70.5%	10	88.9%	84
No, I did not have a review	7.8%	6	29.5% A	4	11.1%	10
Total	100.0%	80	100.0%	14	100.0%	94

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

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	80.0%	72	66.9%	10	78.4%	82
I am satisfied with the effort my supervisor put into my most recent performance review	80.1%	72	53.7%	10	76.9%	82
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.4%	72	44.1% A	10	17.2%	82
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	61.0%	74	46.9%	10	59.2%	84

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 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	69.9%	80	72.8%	14	70.3%	94
My department/unit is treated with respect by other units within my college/division	65.9%	80	79.5%	14	68.0%	94
My college/division is treated with respect by CSU	75.2%	80	85.9%	14	76.9%	94
The people I interact with treat each other with respect	91.6%	80	100.0%	14	92.9%	94
There is respect for religious differences in my department/unit	65.0%	80	66.9%	14	65.3%	94
There is respect for liberal perspectives in my department/unit	68.6%	80	60.6%	14	67.4%	94
There is respect for conservative perspectives in my department/unit	53.1%	80	43.7%	14	51.6%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	26.0%	78	20.7%	14	25.2%	92
Recognized within my department/unit	39.7%	80	26.4%	14	37.8%	94
Resources in my department/unit	22.7%	80	18.5%	14	22.1%	94
Professional development opportunities	26.5%	80	10.6%	14	24.1%	94
Promoted in my department/unit	31.4%	80	31.1%	14	31.3%	94
Hired in my department/unit	14.2%	78	18.5%	14	14.9%	92

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	54.7%	78	53.2%	14	54.4%	92
Leadership adequately addresses inappropriate behavior	54.3%	78	48.5%	14	53.4%	92
Leadership holds employees accountable for inappropriate behavior	54.4%	78	48.5%	14	53.5%	92
Leadership holds employees accountable for poor performance in the workplace	41.4%	78	37.8%	14	40.9%	92
Leadership acts ethically and honestly in the workplace	78.3%	80	64.1%	14	76.1%	94
Leadership addresses issues of inequity	52.4%	78	70.5%	14	55.3%	92
Leadership holds all employees to the same standards	49.0%	80	50.0%	14	49.1%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	58.6%	78	58.0%	14	58.5%	92
Leadership adequately addresses inappropriate behavior	57.4%	78	50.0%	14	56.2%	92
Leadership holds employees accountable for inappropriate behavior	60.6%	78	60.6%	14	60.6%	92
Leadership holds employees accountable for poor performance in the workplace	50.1%	78	65.4%	14	52.5%	92
Leadership acts ethically and honestly in the workplace	78.3%	80	64.1%	14	76.1%	94
Leadership addresses issues of inequity	53.2%	78	56.3%	14	53.7%	92
Leadership holds all employees to the same standards	48.4%	80	48.5%	14	48.4%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	73.3%	78	71.9%	14	73.1%	92
Recruits employees from a diverse set of backgrounds	82.8%	80	68.5%	14	80.6%	94
Improves the campus climate for all employees	73.0%	80	68.5%	14	72.3%	94
Retains diverse employees	63.6%	78	48.0%	14	61.2%	92
Creates a supportive environment for employees from diverse backgrounds	73.7%	80	62.2%	14	71.9%	94
Encourages discussions related to diversity	72.5%	80	100.0% A	14	76.8%	94
Provides employees with a positive work experience	86.2%	80	74.8%	14	84.4%	94
Climate has become consistently more inclusive of all employees	65.1%	80	81.1%	14	67.6%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	67.2%	78	58.8%	14	65.9%	92
Recruits employees from a diverse set of backgrounds	77.7%	80	62.6%	14	75.3%	94
Improves the campus climate for all employees	67.0%	80	62.6%	14	66.3%	94
Retains diverse employees	58.6%	78	50.0%	14	57.3%	92
Creates a supportive environment for employees from diverse backgrounds	73.7%	80	62.2%	14	71.9%	94
Encourages discussions related to diversity	55.6%	80	75.2%	14	58.6%	94
Provides employees with a positive work experience	75.8%	80	56.3%	14	72.8%	94
Climate has become consistently more inclusive of all employees	63.3%	80	56.3%	14	62.2%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	59.7%	80	71.9%	14	61.6%	94
Communications are effective	62.1%	80	70.5%	14	63.4%	94
Communications are timely	62.5%	80	70.5%	14	63.7%	94
Communications are relevant	50.7%	80	83.1% A	14	55.6%	94
Communications are informative	60.9%	80	81.1%	14	63.9%	94
Communications are motivating	42.3%	80	66.9%	14	46.0%	94
Communications are honest	60.4%	80	62.6%	14	60.8%	94
Communications are accessible	79.0%	80	68.9%	14	77.4%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	68.1%	80	65.1%	14	67.6%	94
Communications are effective	73.4%	80	70.5%	14	72.9%	94
Communications are timely	70.4%	80	64.1%	14	69.4%	94
Communications are relevant	70.5%	80	76.8%	14	71.4%	94
Communications are informative	75.8%	80	76.8%	14	76.0%	94
Communications are motivating	36.7%	80	42.2%	14	37.5%	94
Communications are honest	68.7%	80	70.5%	14	69.0%	94
Communications are accessible	81.3% B	80	54.8%	14	77.2%	94

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 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	72.9%	74	57.7%	14	70.5%	87
Communications are effective	73.4%	80	62.6%	14	71.7%	94
Communications are timely	70.5%	80	53.4%	14	68.0%	94
Communications are relevant	74.6%	78	62.6%	14	72.7%	92
Communications are informative	72.1%	78	68.9%	14	71.6%	92
Communications are motivating	54.6%	78	42.2%	14	52.6%	92
Communications are honest	77.7%	80	62.6%	14	75.4%	94
Communications are accessible	81.3% B	80	54.8%	14	77.2%	94

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	67.4%	54	75.2%	11	68.6%	65
Maybe, I can provide feedback in limited situations	19.3%	15	14.1%	*	18.5%	17
No, I don't have an opportunity to provide feedback	13.2%	11	10.6%	*	12.8%	12
Total	100.0%	80	100.0%	14	100.0%	94

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.[a,b]
a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	68.2%	67	56.3%	13	66.3%	80
One on one conversations with my supervisor	93.7%	69	77.1%	13	91.1%	82
My representation in shared governance (CPC, APC, or Faculty Council)	39.9%	69	40.1%	13	40.0%	82
My service on committees	68.4%	69	48.9%	13	65.4%	82
Annual review process	79.6%	67	61.3%	13	76.6%	80
Input collection through anonymous surveys	63.3%	69	54.2%	13	61.9%	82

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	65.9%	69	77.1%	13	67.6%	82
CSU overall	51.5%	69	63.0%	13	53.3%	82
My division/college	63.3%	69	92.9% A	13	68.0%	82
My department/unit	82.7%	69	75.4%	13	81.6%	82

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	3.0%	*	0.0%	*	2.6%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	18.9%	*	2.9%	*
Gender identity	3.0%	*	6.3%	*	3.5%	3
Job title	2.4%	*	29.5%	4	6.6%	6
Parental status	3.0%	*	6.3%	*	3.5%	3
Religion	8.4%	7	0.0%	*	7.1%	7
Political affiliation	16.2%	13	27.6%	4	17.9%	17
Sexual orientation	0.0%	*	6.3%	*	1.0%	*
Socio-economic status	0.0%	*	6.3%	*	1.0%	*
Ethnic origin	2.4%	*	0.0%	*	2.1%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	3.0%	*	0.0%	*	2.6%	*
Marital status	0.0%	*	6.3%	*	1.0%	*
Nationality/country of origin	5.5%	4	16.9%	*	7.2%	7
None/no response	75.3%	60	53.5%	8	72.0%	68

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	2.4%	*	6.3%	*	3.0%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	10.3%	8	16.9%	*	11.3%	11
Parental status	3.0%	*	0.0%	*	2.6%	*
Religion	5.3%	4	0.0%	*	4.5%	4
Political affiliation	5.3%	4	0.0%	*	4.5%	4
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	0.0%	*	10.6%	*	1.6%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	10.6%	*	1.6%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	10.6%	*	1.6%	*
None/no response	81.3%	65	83.1%	12	81.6%	77

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.3%	*	0.0%	*	2.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	6.3%	*	1.0%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	8.5%	7	23.2%	3	10.8%	10
Parental status	3.0%	*	0.0%	*	2.6%	*
Religion	5.5%	4	0.0%	*	4.6%	4
Political affiliation	7.8%	6	0.0%	*	6.6%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	2.3%	*	0.0%	*	2.0%	*
Ethnic origin	0.0%	*	10.6%	*	1.6%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	2.4%	*	10.6%	*	3.7%	3
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	2.3%	*	10.6%	*	3.6%	3
None/no response	83.7%	67	76.8%	11	82.7%	78

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.4%	*	10.6%	*	3.7%	3
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	10.8%	9	6.3%	*	10.1%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	2.4%	*	0.0%	*	2.1%	*
None/no response	89.2%	71	83.1%	12	88.3%	83

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	10.6%	*	1.6%	*
Bullying	0.0%	*	16.9%	*	2.6%	*
Bias	13.2%	11	10.6%	*	12.8%	12
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	86.8%	69	83.1%	12	86.2%	81

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 52: Other Potential Problems: Department/Unit

	Man		Woman		Overall	
Please indicate if any of the following are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
Sexual harassment	0.0%	*	10.6%	*	1.6%	*
Bullying	3.0%	*	10.6%	*	4.2%	4
Bias	13.8%	11	18.5%	*	14.5%	14
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	86.2%	69	81.5%	12	85.5%	81

*Total may exceed 100% as respondents could select more than one option.*
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by Racially Minoritized Status

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

Figure 3: Organizational Themes Compared by Racially Minoritized Status
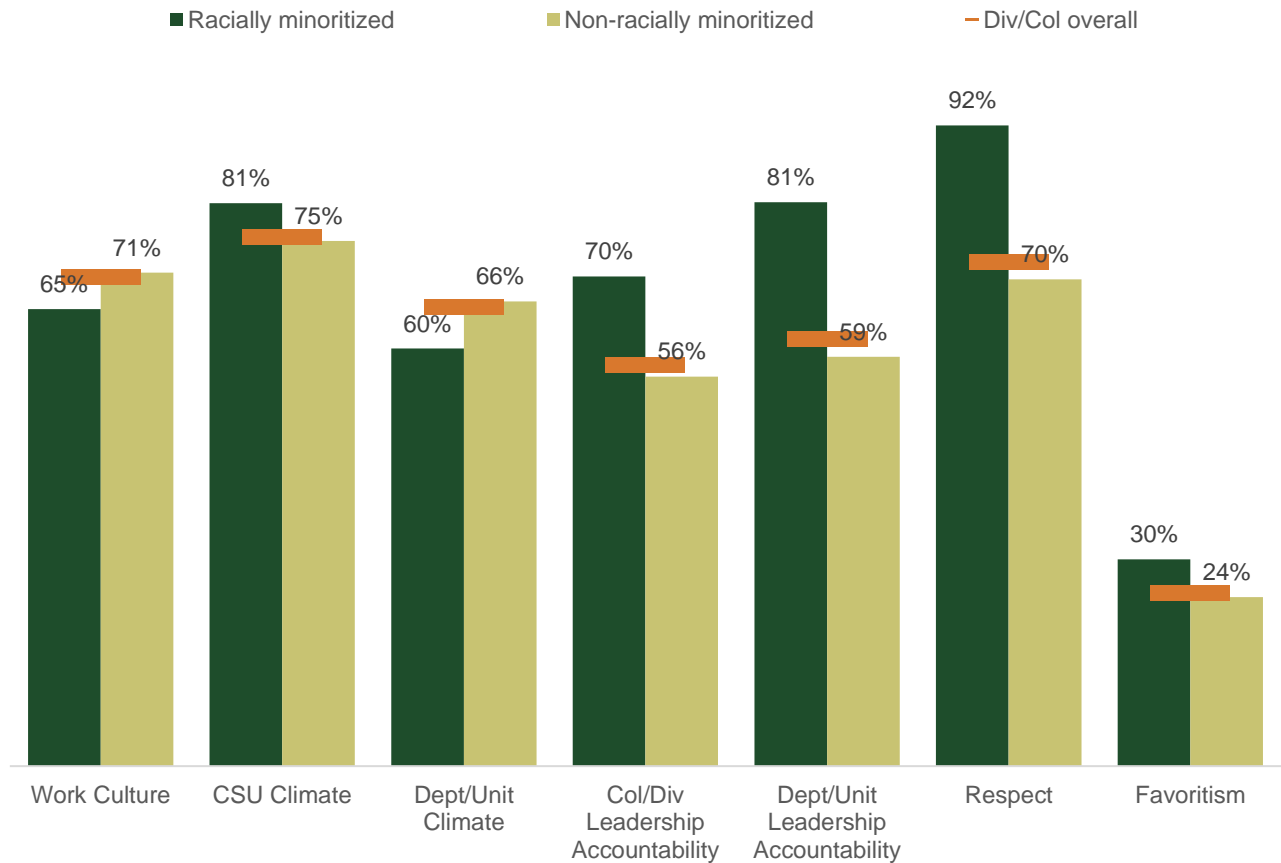
Table 53: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	65.4%	10	70.6%	73	70.0%	83
My department/unit promotes a work environment where all employees feel included	50.0%	10	71.7%	77	69.3%	87
My department/unit treats all employees equitably	50.0%	10	64.4%	77	62.8%	87
My department/unit is open and transparent in communication	50.0%	10	58.6%	77	57.6%	87
My department/unit values employee input in major department/unit decisions	84.1%	10	69.9%	77	71.5%	87
My department/unit promotes respect for cultural differences	84.1%	10	83.2%	75	83.3%	85
My department/unit understands the value of diversity	50.0%	10	84.3% A	77	80.5%	87
My department/unit communicates the importance of valuing diversity	65.9%	10	81.9%	77	80.1%	87
I feel valued as an employee	50.0%	10	69.3%	77	67.1%	87
I feel a strong sense of belonging to CSU	65.9%	10	59.8%	77	60.5%	87
I feel a strong sense of belonging to my division/college	15.9%	10	73.9% A	77	67.5%	87
I feel a strong sense of belonging to my department/unit	100.0%	10	71.9%	75	75.0%	85
I would recommend CSU as a place of employment	100.0%	10	71.8%	77	74.9%	87
I would recommend my department/unit as a place of employment	84.1%	10	70.1%	77	71.6%	87

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 54: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	84.1%	8	90.8%	70	90.1%	78
No, I did not have a review	15.9%	*	9.2%	7	9.9%	9
Total	100.0%	10	100.0%	77	100.0%	87

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.[a,b]*
a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 55: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	60.3%	8	82.4% A	68	80.0%	76
I am satisfied with the effort my supervisor put into my most recent performance review	40.5%	8	84.7% A	68	80.0%	76
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	19.0%	8	15.7%	68	16.1%	76
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	40.5%	8	63.5%	70	61.1%	78

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.
*Reverse coded when included in overall rating [1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	91.7% B	10	69.6%	77	72.1%	87
My department/unit is treated with respect by other units within my college/division	65.9%	10	72.4%	77	71.6%	87
My college/division is treated with respect by CSU	100.0%	10	74.1%	77	77.0%	87
The people I interact with treat each other with respect	100.0%	10	93.7%	77	94.4%	87
There is respect for religious differences in my department/unit	100.0% B	10	60.1%	77	64.5%	87
There is respect for liberal perspectives in my department/unit	100.0% B	10	65.0%	77	68.9%	87
There is respect for conservative perspectives in my department/unit	84.1%	10	52.5%	77	56.0%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	29.6%	10	24.2%	75	24.8%	84
Recognized within my department/unit	50.0%	10	37.5%	76	38.9%	86
Resources in my department/unit	50.0% B	10	18.3%	77	21.8%	87
Professional development opportunities	15.9%	10	22.6%	77	21.9%	87
Promoted in my department/unit	15.9%	10	33.8%	77	31.9%	87
Hired in my department/unit	15.9%	10	13.7%	75	14.0%	85

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 58: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	70.0%	10	55.7%	75	57.4%	85
Leadership adequately addresses inappropriate behavior	84.1%	10	52.2%	75	55.8%	85
Leadership holds employees accountable for inappropriate behavior	84.1%	10	54.8%	75	58.1%	85
Leadership holds employees accountable for poor performance in the workplace	68.1%	10	43.8%	75	46.6%	85
Leadership acts ethically and honestly in the workplace	84.1%	10	75.2%	77	76.2%	87
Leadership addresses issues of inequity	50.0%	10	56.4%	75	55.7%	85
Leadership holds all employees to the same standards	50.0%	10	53.7%	77	53.3%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 59: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	80.7%	10	58.6%	75	61.1%	85
Leadership adequately addresses inappropriate behavior	84.1%	10	53.3%	75	56.8%	85
Leadership holds employees accountable for inappropriate behavior	100.0% B	10	59.1%	75	63.7%	85
Leadership holds employees accountable for poor performance in the workplace	100.0% B	10	54.1%	75	59.3%	85
Leadership acts ethically and honestly in the workplace	84.1%	10	75.2%	77	76.2%	87
Leadership addresses issues of inequity	50.0%	10	56.9%	75	56.2%	85
Leadership holds all employees to the same standards	50.0%	10	50.4%	77	50.4%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
CSU CLIMATE OVERALL	80.5%	10	75.1%	75	75.7%	85
Recruits employees from a diverse set of backgrounds	65.9%	10	85.3%	77	83.2%	87
Improves the campus climate for all employees	100.0%	10	73.4%	77	76.4%	87
Retains diverse employees	65.9%	10	61.7%	75	62.2%	85
Creates a supportive environment for employees from diverse backgrounds	65.9%	10	74.8%	77	73.8%	87
Encourages discussions related to diversity	65.9%	10	83.1%	77	81.2%	87
Provides employees with a positive work experience	100.0%	10	83.4%	77	85.2%	87
Climate has become consistently more inclusive of all employees	100.0% B	10	67.6%	77	71.2%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
DEPARTMENT/UNIT CLIMATE OVERALL	59.7%	10	66.5%	75	65.7%	85
Recruits employees from a diverse set of backgrounds	50.0%	10	76.1%	77	73.3%	87
Improves the campus climate for all employees	50.0%	10	67.5%	77	65.6%	87
Retains diverse employees	50.0%	10	58.9%	75	57.9%	85
Creates a supportive environment for employees from diverse backgrounds	65.9%	10	74.8%	77	73.8%	87
Encourages discussions related to diversity	50.0%	10	60.5%	77	59.3%	87
Provides employees with a positive work experience	84.1%	10	71.2%	77	72.6%	87
Climate has become consistently more inclusive of all employees	84.1%	10	60.7%	77	63.3%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 62: Communications: 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	74.0%	10	62.8%	77	64.1%	87
Communications are effective	50.0%	10	66.3%	77	64.5%	87
Communications are timely	84.1%	10	60.1%	77	62.7%	87
Communications are relevant	50.0%	10	59.3%	77	58.3%	87
Communications are informative	100.0% B	10	63.2%	77	67.3%	87
Communications are motivating	100.0% B	10	46.1%	77	52.1%	87
Communications are honest	50.0%	10	65.5%	77	63.8%	87
Communications are accessible	84.1%	10	79.2%	77	79.8%	87

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: 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	79.2%	10	65.8%	77	67.3%	87
Communications are effective	84.1%	10	71.4%	77	72.8%	87
Communications are timely	84.1%	10	64.7%	77	66.8%	87
Communications are relevant	84.1%	10	71.9%	77	73.3%	87
Communications are informative	84.1%	10	72.7%	77	73.9%	87
Communications are motivating	84.1% B	10	35.3%	77	40.7%	87
Communications are honest	50.0%	10	70.7%	77	68.4%	87
Communications are accessible	84.1%	10	74.2%	77	75.3%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 64: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	84.1%	10	67.8%	70	69.7%	80
Communications are effective	84.1%	10	67.5%	77	69.3%	87
Communications are timely	84.1%	10	65.3%	76	67.4%	86
Communications are relevant	84.1%	10	71.1%	75	72.5%	85
Communications are informative	84.1%	10	67.2%	75	69.1%	85
Communications are motivating	84.1%	10	51.3%	75	55.1%	85
Communications are honest	84.1%	10	74.3%	77	75.4%	87
Communications are accessible	84.1%	10	74.2%	77	75.3%	87

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 65: 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	84.1%	8	68.5%	53	70.2%	61
Maybe, I can provide feedback in limited situations	0.0%[a]	*	20.2%	16	18.0%	16
No, I don't have an opportunity to provide feedback	15.9%	*	11.3%	9	11.8%	10
Total	100.0%	10	100.0%	77	100.0%	87

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.[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 66: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	59.5%	8	68.8%	67	67.8%	75
One on one conversations with my supervisor	100.0%	8	89.3%	69	90.5%	77
My representation in shared governance (CPC, APC, or Faculty Council)	19.0%	8	45.7%	69	42.9%	77
My service on committees	19.0%	8	70.7% A	69	65.3%	77
Annual review process	59.5%	8	82.3%	67	79.8%	75
Input collection through anonymous surveys	100.0% B	8	59.7%	69	63.9%	77

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	100.0% B	8	67.5%	69	70.9%	77
CSU overall	100.0% B	8	52.1%	69	57.2%	77
My division/college	100.0%	8	67.0%	69	70.5%	77
My department/unit	100.0%	8	83.3%	69	85.1%	77

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	3.1%	*	2.8%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	3.5%	*	3.1%	*
Gender identity	0.0%	*	4.3%	3	3.8%	3
Job title	15.9%	*	6.1%	5	7.1%	6
Parental status	0.0%	*	4.3%	3	3.8%	3
Religion	0.0%	*	6.3%	5	5.6%	5
Political affiliation	31.9%	3	13.1%	10	15.2%	13
Sexual orientation	0.0%	*	1.2%	*	1.0%	*
Socio-economic status	0.0%	*	1.2%	*	1.0%	*
Ethnic origin	0.0%	*	2.5%	*	2.2%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	3.1%	*	2.8%	*
Marital status	0.0%	*	1.2%	*	1.0%	*
Nationality/country of origin	15.9%	*	6.8%	5	7.8%	7
None/no response	68.1%	7	74.6%	58	73.9%	64

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	3.7%	*	3.3%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	15.9%	*	11.9%	9	12.3%	11
Parental status	0.0%	*	3.1%	*	2.8%	*
Religion	0.0%	*	3.1%	*	2.8%	*
Political affiliation	0.0%	*	3.1%	*	2.8%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	15.9%	*	0.0%	*	1.8%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	15.9%	*	0.0%	*	1.8%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	15.9%	*	0.0%	*	1.8%	*
None/no response	84.1%	8	81.9%	63	82.1%	71

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	1.2%	*	1.0%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	15.9%	*	11.1%	9	11.7%	10
Parental status	0.0%	*	3.1%	*	2.8%	*
Religion	0.0%	*	5.6%	4	5.0%	4
Political affiliation	0.0%	*	5.6%	4	5.0%	4
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	15.9%	*	0.0%	*	1.8%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	15.9%	*	2.5%	*	4.0%	3
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	15.9%	*	0.0%	*	1.8%	*
None/no response	84.1%	8	83.2%	64	83.3%	73

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	15.9%	*	2.5%	*	4.0%	3
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	0.0%	*	10.0%	8	8.9%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	2.5%	*	2.2%	*
None/no response	84.1%	8	90.0%	70	89.4%	78

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	15.9%	*	0.0%	*	1.8%	*
Bullying	15.9%	*	1.2%	*	2.8%	*
Bias	15.9%	*	11.3%	9	11.8%	10
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	84.1%	8	87.5%	68	87.1%	76

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	15.9%	*	0.0%	*	1.8%	*
Bullying	15.9%	*	3.1%	*	4.6%	4
Bias	15.9%	*	13.4%	10	13.7%	12
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	84.1%	8	86.6%	67	86.3%	75

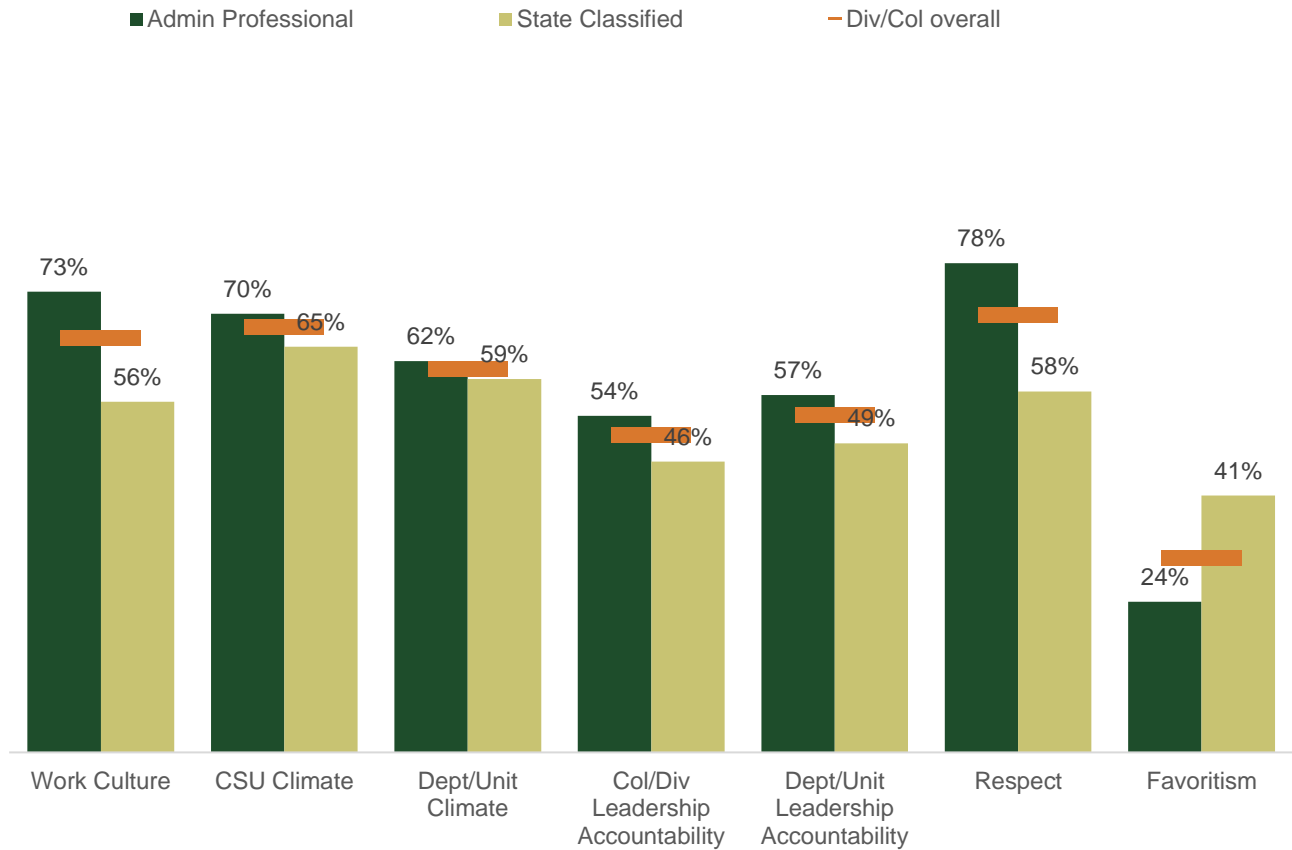*Total may exceed 100% as respondents could select more than one option.*
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

Legend: ■ Admin Professional ■ State Classified ━ Div/Col overall

Theme	Admin Professional	State Classified
Work Culture	73%	56%
CSU Climate	70%	65%
Dept/Unit Climate	62%	59%
Col/Div Leadership Accountability	54%	46%
Dept/Unit Leadership Accountability	57%	49%
Respect	78%	58%
Favoritism	24%	41%

Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	73.4% B	61	55.9%	44	66.0%	105
My department/unit promotes a work environment where all employees feel included	67.0%	67	60.1%	44	64.3%	111
My department/unit treats all employees equitably	65.8% B	67	45.0%	44	57.5%	111
My department/unit is open and transparent in communication	62.7% B	67	39.6%	44	53.5%	111
My department/unit values employee input in major department/unit decisions	73.5% B	67	54.7%	44	66.0%	111
My department/unit promotes respect for cultural differences	92.0% B	65	63.0%	44	80.2%	109
My department/unit understands the value of diversity	86.8% B	65	64.3%	44	77.7%	109
My department/unit communicates the importance of valuing diversity	89.1% B	65	64.3%	44	79.1%	109
I feel valued as an employee	71.5%	67	53.4%	44	64.3%	111
I feel a strong sense of belonging to CSU	70.9% B	67	37.0%	44	57.4%	111
I feel a strong sense of belonging to my division/college	71.0%	67	54.7%	44	64.5%	111
I feel a strong sense of belonging to my department/unit	78.2%	65	63.0%	44	72.1%	109
I would recommend CSU as a place of employment	81.6% B	67	57.6%	44	72.0%	111
I would recommend my department/unit as a place of employment	66.5%	67	69.8%	44	67.8%	111

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 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	88.2%	61	90.4%	40	89.1%	101
No, I did not have a review	11.8%	8	9.6%	4	10.9%	12
Total	100.0%	69	100.0%	44	100.0%	113

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

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.6%	57	78.3%	40	77.9%	97
I am satisfied with the effort my supervisor put into my most recent performance review	86.6% B	57	62.3%	40	76.6%	97
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	22.9% B	57	2.8%	40	14.6%	97
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	47.8%	59	72.6% A	40	57.9%	99

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 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	78.0% B	67	57.5%	44	69.8%	111
My department/unit is treated with respect by other units within my college/division	83.7% B	67	47.9%	44	69.5%	111
My college/division is treated with respect by CSU	87.1% B	67	53.4%	44	73.7%	111
The people I interact with treat each other with respect	100.0% B	67	80.7%	44	92.3%	111
There is respect for religious differences in my department/unit	74.4% B	67	52.1%	44	65.5%	111
There is respect for liberal perspectives in my department/unit	70.1%	67	63.0%	44	67.3%	111
There is respect for conservative perspectives in my department/unit	52.3%	67	47.9%	44	50.6%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	24.0%	64	40.9% A	44	30.9%	108
Recognized within my department/unit	31.8%	66	61.7% A	44	43.8%	110
Resources in my department/unit	24.1%	67	31.5%	44	27.1%	111
Professional development opportunities	22.3%	67	38.6%	44	28.8%	111
Promoted in my department/unit	33.6%	67	45.3%	44	38.3%	111
Hired in my department/unit	13.9%	65	27.3%	44	19.4%	109

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	53.6%	65	46.3%	44	50.6%	109
Leadership adequately addresses inappropriate behavior	53.7%	65	45.4%	44	50.3%	109
Leadership holds employees accountable for inappropriate behavior	56.7%	65	45.4%	44	52.1%	109
Leadership holds employees accountable for poor performance in the workplace	42.5%	65	35.7%	44	39.7%	109
Leadership acts ethically and honestly in the workplace	75.2%	67	61.4%	44	69.7%	111
Leadership addresses issues of inequity	47.2%	65	50.5%	44	48.5%	109
Leadership holds all employees to the same standards	48.8%	67	39.6%	44	45.1%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.9%	65	49.3%	44	53.8%	109
Leadership adequately addresses inappropriate behavior	52.3%	65	49.2%	44	51.0%	109
Leadership holds employees accountable for inappropriate behavior	57.7%	65	54.7%	44	56.4%	109
Leadership holds employees accountable for poor performance in the workplace	51.6%	65	46.6%	44	49.6%	109
Leadership acts ethically and honestly in the workplace	75.2%	67	61.4%	44	69.7%	111
Leadership addresses issues of inequity	45.8%	65	49.2%	44	47.2%	109
Leadership holds all employees to the same standards	53.0% B	67	27.3%	44	42.8%	111

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: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	69.9%	65	64.6%	44	67.8%	109
Recruits employees from a diverse set of backgrounds	77.0%	67	80.7%	44	78.5%	111
Improves the campus climate for all employees	70.7%	67	55.9%	44	64.8%	111
Retains diverse employees	52.8%	65	63.0%	44	56.9%	109
Creates a supportive environment for employees from diverse backgrounds	70.1%	67	60.1%	44	66.1%	111
Encourages discussions related to diversity	75.2%	67	71.1%	44	73.6%	111
Provides employees with a positive work experience	80.5%	67	71.1%	44	76.8%	111
Climate has become consistently more inclusive of all employees	67.6%	67	50.5%	44	60.8%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 82: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.3%	65	59.5%	44	61.2%	109
Recruits employees from a diverse set of backgrounds	68.6%	67	78.1%	44	72.4%	111
Improves the campus climate for all employees	60.2%	67	58.8%	44	59.7%	111
Retains diverse employees	50.1%	65	58.8%	44	53.6%	109
Creates a supportive environment for employees from diverse backgrounds	70.1%	67	60.1%	44	66.1%	111
Encourages discussions related to diversity	65.7% B	67	42.4%	44	56.5%	111
Provides employees with a positive work experience	69.5%	67	58.8%	44	65.2%	111
Climate has become consistently more inclusive of all employees	60.9%	67	49.2%	44	56.2%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	60.0%	67	49.7%	44	55.9%	111
Communications are effective	54.4%	67	57.2%	44	55.5%	111
Communications are timely	64.9%	67	50.5%	44	59.1%	111
Communications are relevant	54.4%	67	40.8%	44	49.0%	111
Communications are informative	58.9%	67	55.9%	44	57.7%	111
Communications are motivating	48.9% B	67	28.6%	44	40.8%	111
Communications are honest	63.3% B	67	42.4%	44	55.0%	111
Communications are accessible	75.1%	67	72.7%	44	74.2%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 84: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
COLLEGE/DIVISION COMMUNICATIONS OVERALL	67.0% B	67	53.3%	44	61.5%	111
Communications are effective	67.9%	67	61.4%	44	65.3%	111
Communications are timely	69.3%	67	51.8%	44	62.3%	111
Communications are relevant	72.2% B	67	51.8%	44	64.1%	111
Communications are informative	75.0%	67	61.4%	44	69.6%	111
Communications are motivating	42.2% B	67	20.6%	44	33.6%	111
Communications are honest	65.9%	67	60.1%	44	63.6%	111
Communications are accessible	76.5%	67	65.9%	44	72.3%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	**Pop**	**Pct**	**Pop**	**Pct**	**Pop**
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	70.7%	62	59.2%	42	66.1%	104
Communications are effective	70.7%	67	58.8%	44	66.0%	111
Communications are timely	74.7% B	66	49.2%	44	64.4%	110
Communications are relevant	75.8% B	65	57.6%	44	68.4%	109
Communications are informative	77.1% B	65	53.4%	44	67.5%	109
Communications are motivating	48.0%	67	48.0%	42	48.0%	109
Communications are honest	79.5% B	67	61.7%	44	72.4%	111
Communications are accessible	79.3%	67	65.9%	44	74.0%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	73.6%	49	56.3%	25	66.7%	74
Maybe, I can provide feedback in limited situations	12.7%	9	28.6% A	13	19.1%	21
No, I don't have an opportunity to provide feedback	13.7%	9	15.1%	7	14.3%	16
Total	100.0%	67	100.0%	44	100.0%	111

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

Table 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	67.4% B	56	53.6%	38	61.8%	93
One on one conversations with my supervisor	93.5%	58	80.7%	38	88.4%	95
My representation in shared governance (CPC, APC, or Faculty Council)	36.0%	58	32.2%	38	34.5%	95
My service on committees	62.9%	58	56.4%	38	60.3%	95
Annual review process	79.0%	56	66.3%	38	73.9%	93
Input collection through anonymous surveys	70.5% B	58	32.2%	38	55.4%	95

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	74.7% B	58	48.2%	38	64.3%	95
CSU overall	60.6% B	58	28.8%	38	48.0%	95
My division/college	78.5% B	58	43.2%	38	64.5%	95
My department/unit	85.1%	58	72.8%	38	80.2%	95

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pct	Pro Pop	SC Pct	Pop	Overall Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	5.5%	*	2.1%	*
Mental disability	0.0%	*	4.2%	*	1.6%	*
Employment classification	4.0%	*	4.2%	*	4.1%	5
Gender identity	1.3%	*	9.6%	4	4.6%	5
Job title	9.1%	6	4.2%	*	7.1%	8
Parental status	1.3%	*	5.5%	*	3.0%	3
Religion	2.7%	*	15.1%	7	7.6%	9
Political affiliation	16.7%	11	24.8%	11	19.9%	22
Sexual orientation	1.3%	*	0.0%	*	0.8%	*
Socio-economic status	1.3%	*	0.0%	*	0.8%	*
Ethnic origin	2.8%	*	4.2%	*	3.4%	4
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	9.6%	4	3.8%	4
Marital status	1.3%	*	0.0%	*	0.8%	*
Nationality/country of origin	6.4%	4	5.5%	*	6.0%	7
None/no response	76.4%	52	60.1%	27	70.0%	79

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pct	Pro Pop	SC Pct	Pop	Overall Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	4.2%	*	1.6%	*
Employment classification	4.2%	*	4.2%	*	4.2%	5
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	12.1%	8	5.5%	*	9.5%	11
Parental status	0.0%	*	5.5%	*	2.1%	*
Religion	2.7%	*	5.5%	*	3.8%	4
Political affiliation	5.4%	4	9.6%	4	7.1%	8
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	2.2%	*	0.0%	*	1.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	2.2%	*	0.0%	*	1.4%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	2.2%	*	0.0%	*	1.4%	*
None/no response	82.5%	57	75.2%	33	79.7%	90

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pct	Pro Pop	SC Pct	Pop	Overall Pct	Pop
Age	2.7%	*	0.0%	*	1.6%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	4.2%	*	1.6%	*
Employment classification	1.3%	*	4.2%	*	2.4%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	7.7%	5	10.9%	5	9.0%	10
Parental status	0.0%	*	5.5%	*	2.1%	*
Religion	2.8%	*	5.5%	*	3.9%	4
Political affiliation	5.5%	4	9.6%	4	7.1%	8
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	2.7%	*	0.0%	*	1.6%	*
Ethnic origin	2.2%	*	0.0%	*	1.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	5.1%	3	0.0%	*	3.1%	3
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	4.9%	3	0.0%	*	3.0%	3
None/no response	86.7%	60	75.2%	33	82.2%	93

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pct	Pro Pop	SC Pct	Pop	Overall Pct	Pop
Sexual harassment	5.1%	3	4.2%	*	4.7%	5
Bullying	0.0%	*	4.2%	*	1.6%	*
Bias	6.9%	5	19.3%	9	11.7%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	2.8%	*	0.0%	*	1.7%	*
None/no response	90.9%	62	76.5%	34	85.3%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pct	Pro Pop	SC Pct	Pop	Overall Pct	Pop
Sexual harassment	2.2%	*	0.0%	*	1.4%	*
Bullying	3.6%	*	0.0%	*	2.2%	*
Bias	10.6%	7	19.3%	9	14.0%	16
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	88.1%	60	80.7%	36	85.2%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.2%	*	0.0%	*	1.4%	*
Bullying	2.2%	*	5.5%	*	3.5%	4
Bias	7.8%	5	23.1%	10	13.8%	16
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	92.2%	63	76.9%	34	86.2%	97

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
** Values reported for items with n >= 3.*

Comparisons by Department/Unit

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

Table 95: Department Grouping

		Pct
App Dev Sup Tech	App Dev and User Support and Academic Tech	25.6%
Ent App Infr	Enterprise Applications and Infrastructure	58.4%
Other	Cybersecurity and Privacy	10.0%
	Strategy and Planning	3.5%
	VP Information Technology	2.5%

Figure 5: Organizational Themes Compared by Department/Unit
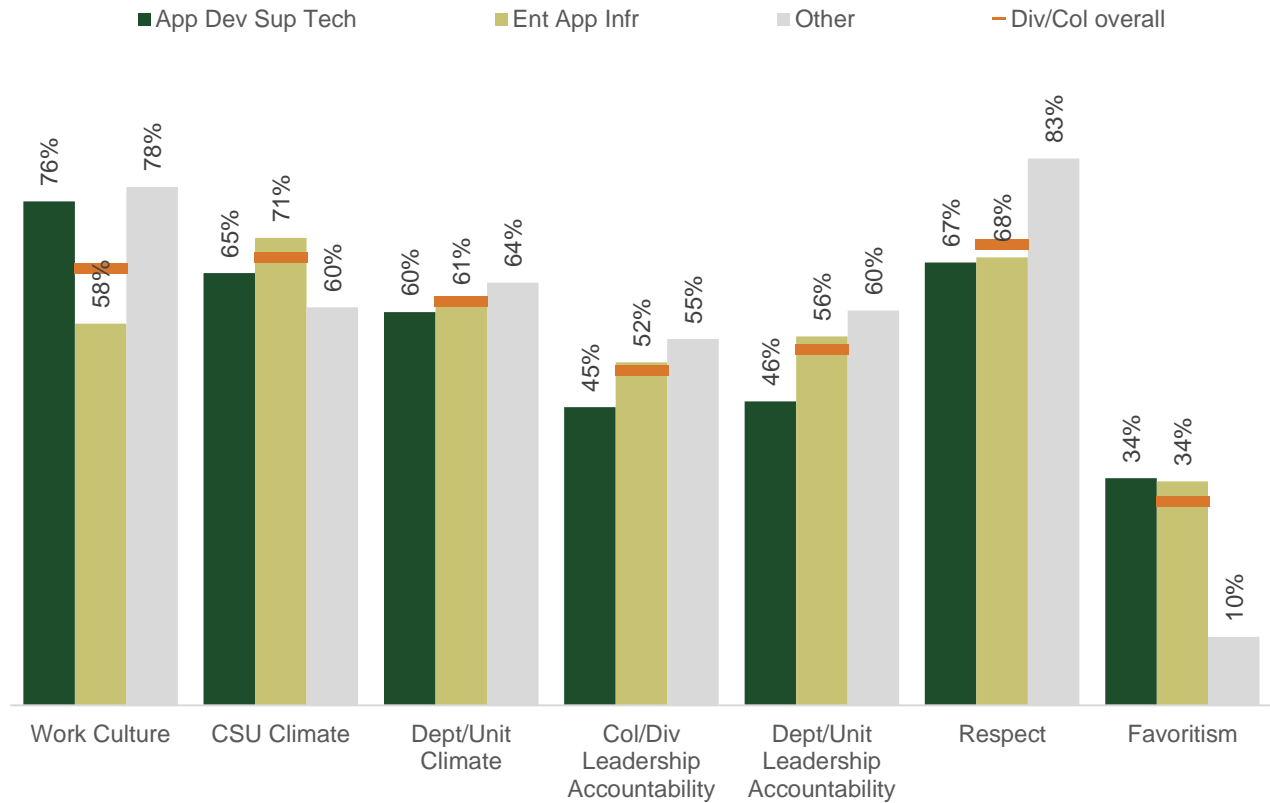
Table 96: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	76.2% B	29	57.8%	60	78.5%	16	66.0%	105
My department/unit promotes a work environment where all employees feel included	75.5%	29	54.7%	66	83.0%	16	64.3%	111
My department/unit treats all employees equitably	67.1%	29	47.1%	66	83.0% B	16	57.5%	111
My department/unit is open and transparent in communication	58.7%	29	46.9%	66	71.1%	16	53.5%	111
My department/unit values employee input in major department/unit decisions	86.8% B	29	55.6%	66	71.1%	16	66.0%	111
My department/unit promotes respect for cultural differences	76.8%	29	81.0%	64	83.0%	16	80.2%	109
My department/unit understands the value of diversity	73.8%	29	75.1%	64	94.4%	16	77.7%	109
My department/unit communicates the importance of valuing diversity	65.4%	29	81.3%	64	94.4%	16	79.1%	109
I feel valued as an employee	73.8%	29	58.4%	66	71.1%	16	64.3%	111
I feel a strong sense of belonging to CSU	67.1%	29	49.9%	66	70.5%	16	57.4%	111
I feel a strong sense of belonging to my division/college	82.2% B	29	53.6%	66	77.4%	16	64.5%	111
I feel a strong sense of belonging to my department/unit	85.2%	29	66.2%	64	71.8%	16	72.1%	109
I would recommend CSU as a place of employment	85.2%	29	64.9%	66	77.4%	16	72.0%	111
I would recommend my department/unit as a place of employment	93.6% B	29	55.5%	66	71.8%	16	67.8%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 97: Performance Review in Last Year

Did you have a performance review in the last year?	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	20.1%	6	9.9%	7	0.0%a	*	10.9%	12
Yes, I had a review	79.9%	23	90.1%	59	100.0%a	18	89.1%	101
Total	100.0%	29	100.0%	66	100.0%	18	100.0%	113

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.[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 98: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	89.6% B C	23	75.8%	57	68.5%	16	77.9%	97
I am satisfied with the effort my supervisor put into my most recent performance review	85.8%	23	73.0%	57	76.1%	16	76.6%	97
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	8.5%	23	14.8%	57	22.6%	16	14.6%	97
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	83.1% C	23	55.8%	59	29.5%	16	57.9%	99

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.
*Reverse coded when included in overall rating [1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	67.0%	29	67.8%	66	82.8%	16	69.8%	111
My department/unit is treated with respect by other units within my college/division	67.1%	29	67.2%	66	83.0%	16	69.5%	111
My college/division is treated with respect by CSU	78.4%	29	65.1%	66	100.0% B	16	73.7%	111
The people I interact with treat each other with respect	91.6%	29	90.7%	66	100.0%	16	92.3%	111
There is respect for religious differences in my department/unit	61.7%	29	61.4%	66	88.8%	16	65.5%	111
There is respect for liberal perspectives in my department/unit	56.9%	29	69.5%	66	76.8%	16	67.3%	111
There is respect for conservative perspectives in my department/unit	46.5%	29	53.0%	66	47.9%	16	50.6%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 100: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	34.4%	29	33.9%	65	10.3%	14	30.9%	108
Recognized within my department/unit	56.1%	29	43.5%	65	23.3%	16	43.8%	110
Resources in my department/unit	26.2%	29	31.3%	66	11.4%	16	27.1%	111
Professional development opportunities	23.2%	29	32.6%	66	23.3%	16	28.8%	111
Promoted in my department/unit	44.8%	29	39.2%	66	23.3%	16	38.3%	111
Hired in my department/unit	21.6%	29	22.6%	66	0.0%	14	19.4%	109

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 101: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.1%	29	51.9%	64	55.4%	16	50.6%	109
Leadership adequately addresses inappropriate behavior	48.5%	29	51.9%	64	47.1%	16	50.3%	109
Leadership holds employees accountable for inappropriate behavior	41.7%	29	55.0%	64	59.1%	16	52.1%	109
Leadership holds employees accountable for poor performance in the workplace	42.8%	29	39.5%	64	35.1%	16	39.7%	109
Leadership acts ethically and honestly in the workplace	70.1%	29	70.4%	66	66.0%	16	69.7%	111
Leadership addresses issues of inequity	30.4%	29	52.2%	64	66.0%	16	48.5%	109
Leadership holds all employees to the same standards	37.1%	29	45.1%	66	59.1%	16	45.1%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	46.0%	29	55.8%	64	59.7%	16	53.8%	109
Leadership adequately addresses inappropriate behavior	48.5%	29	51.4%	64	54.1%	16	51.0%	109
Leadership holds employees accountable for inappropriate behavior	41.7%	29	60.6%	64	66.0%	16	56.4%	109
Leadership holds employees accountable for poor performance in the workplace	48.2%	29	50.9%	64	47.1%	16	49.6%	109
Leadership acts ethically and honestly in the workplace	70.1%	29	70.4%	66	66.0%	16	69.7%	111
Leadership addresses issues of inequity	30.4%	29	49.9%	64	66.0%	16	47.2%	109
Leadership holds all employees to the same standards	37.1%	29	41.3%	66	59.1%	16	42.8%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 103: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	65.4%	29	70.7%	64	60.2%	16	67.8%	109
Recruits employees from a diverse set of backgrounds	73.8%	29	85.0%	66	60.4%	16	78.5%	111
Improves the campus climate for all employees	70.4%	29	62.1%	66	66.0%	16	64.8%	111
Retains diverse employees	60.3%	29	62.0%	64	30.9%	16	56.9%	109
Creates a supportive environment for employees from diverse backgrounds	59.0%	29	72.0%	66	54.8%	16	66.1%	111
Encourages discussions related to diversity	58.7%	29	79.2%	66	77.3%	16	73.6%	111
Provides employees with a positive work experience	78.8%	29	79.9%	66	60.4%	16	76.8%	111
Climate has become consistently more inclusive of all employees	56.9%	29	59.8%	66	71.6%	16	60.8%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 104: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	59.5%	29	61.2%	64	64.0%	16	61.2%	109
Recruits employees from a diverse set of backgrounds	69.0%	29	74.3%	66	70.5%	16	72.4%	111
Improves the campus climate for all employees	60.7%	29	57.7%	66	66.0%	16	59.7%	111
Retains diverse employees	53.9%	29	54.8%	64	48.5%	16	53.6%	109
Creates a supportive environment for employees from diverse backgrounds	59.0%	29	72.0%	66	54.8%	16	66.1%	111
Encourages discussions related to diversity	43.5%	29	57.0%	66	77.3%	16	56.5%	111
Provides employees with a positive work experience	78.8%	29	59.1%	66	66.0%	16	65.2%	111
Climate has become consistently more inclusive of all employees	50.1%	29	56.5%	66	66.0%	16	56.2%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 105: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.9%	29	55.6%	66	53.4%	16	55.9%	111
Communications are effective	53.9%	29	62.5%	66	30.1%	16	55.5%	111
Communications are timely	63.3%	29	61.5%	66	42.1%	16	59.1%	111
Communications are relevant	56.9%	29	38.5%	66	77.3% B	16	49.0%	111
Communications are informative	65.3%	29	55.3%	66	54.1%	16	57.7%	111
Communications are motivating	41.7%	29	40.4%	66	40.7%	16	40.8%	111
Communications are honest	45.5%	29	56.7%	66	64.7%	16	55.0%	111
Communications are accessible	78.4%	29	74.6%	66	64.7%	16	74.2%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 106: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.0%	29	60.3%	66	60.4%	16	61.5%	111
Communications are effective	78.8%	29	62.2%	66	54.1%	16	65.3%	111
Communications are timely	70.1%	29	61.0%	66	54.1%	16	62.3%	111
Communications are relevant	63.6%	29	62.4%	66	71.6%	16	64.1%	111
Communications are informative	70.1%	29	68.8%	66	71.6%	16	69.6%	111
Communications are motivating	41.7%	29	29.6%	66	35.1%	16	33.6%	111
Communications are honest	52.3%	29	66.6%	66	71.6%	16	63.6%	111
Communications are accessible	78.4%	29	71.5%	66	64.7%	16	72.3%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 107: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	61.7%	25	69.3%	63	60.4%	16	66.1%	104
Communications are effective	72.0%	29	66.3%	66	54.1%	16	66.0%	111
Communications are timely	70.1%	29	64.5%	65	54.1%	16	64.4%	110
Communications are relevant	61.0%	27	70.6%	66	71.6%	16	68.4%	109
Communications are informative	67.9%	27	66.3%	66	71.6%	16	67.5%	109
Communications are motivating	50.1%	29	50.3%	64	35.1%	16	48.0%	109
Communications are honest	63.6%	29	76.4%	66	71.6%	16	72.4%	111
Communications are accessible	78.4%	29	74.3%	66	64.7%	16	74.0%	111

Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[a,b,c]
a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	61.7%	18	66.6%	44	76.1%	12	66.7%	74
Maybe, I can provide feedback in limited situations	25.2%	7	18.0%	12	12.6%	*	19.1%	21
No, I don't have an opportunity to provide feedback	13.2%	4	15.4%	10	11.4%	*	14.3%	16
Total	100.0%	29	100.0%	66	100.0%	16	100.0%	111

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.
Significance level for upper case letters (A, B, C): .05 Values reported for items with n >= 3.*[a,b]
a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	68.0%	25	55.2%	54	75.9%	14	61.8%	93
One on one conversations with my supervisor	90.3%	25	86.2%	56	93.7%	14	88.4%	95
My representation in shared governance (CPC, APC, or Faculty Council)	54.3% B	25	22.7%	56	46.0%	14	34.5%	95
My service on committees	60.2%	25	53.4%	56	87.4%	14	60.3%	95
Annual review process	69.9%	25	74.3%	54	79.5%	14	73.9%	93
Input collection through anonymous surveys	65.5%	25	46.3%	56	73.2%	14	55.4%	95

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 110: Feedback Valued

When I give feedback it is valued by:	App Dev Sup Tech (A)		Ent App Infr (B)		Other (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	74.9% B	25	52.7%	56	90.5% B	14	64.3%	95
CSU overall	50.0%	25	39.0%	56	79.5% B	14	48.0%	95
My division/college	82.6% B	25	47.3%	56	100.0% B	14	64.5%	95
My department/unit	92.2%	25	71.7%	56	92.1%	14	80.2%	95

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	3.7%	*	0.0%	*	2.1%	*
Mental disability	6.4%	*	0.0%	*	0.0%	*	1.6%	*
Employment classification	0.0%	*	2.8%	*	15.1%	*	4.1%	5
Gender identity	0.0%	*	7.9%	5	0.0%	*	4.6%	5
Job title	0.0%	*	5.1%	3	25.8%	5	7.1%	8
Parental status	8.4%	*	0.0%	*	5.0%	*	3.0%	3
Religion	8.4%	*	9.3%	6	0.0%	*	7.6%	9
Political affiliation	22.1%	6	23.0%	15	5.0%	*	19.9%	22
Sexual orientation	0.0%	*	0.0%	*	5.0%	*	0.8%	*
Socio-economic status	0.0%	*	0.0%	*	5.0%	*	0.8%	*
Ethnic origin	0.0%	*	5.8%	4	0.0%	*	3.4%	4
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	6.5%	4	0.0%	*	3.8%	4
Marital status	0.0%	*	0.0%	*	5.0%	*	0.8%	*
Nationality/country of origin	0.0%	*	9.0%	6	5.0%	*	6.0%	7
None/no response	63.1%	18	71.9%	47	74.2%	13	70.0%	79

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	6.4%	*	0.0%	*	0.0%	*	1.6%	*
Employment classification	0.0%	*	5.8%	4	5.0%	*	4.2%	5
Gender identity	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Job title	8.4%	*	8.2%	5	15.8%	*	9.5%	11
Parental status	8.4%	*	0.0%	*	0.0%	*	2.1%	*
Religion	8.4%	*	2.8%	*	0.0%	*	3.8%	4
Political affiliation	8.4%	*	8.4%	6	0.0%	*	7.1%	8
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Ethnic origin	0.0%	*	2.3%	*	0.0%	*	1.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	2.3%	*	0.0%	*	1.4%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	2.3%	*	0.0%	*	1.4%	*
None/no response	68.4%	20	83.3%	55	84.2%	15	79.7%	90

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	10.2%	*	1.6%	*
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	6.4%	*	0.0%	*	0.0%	*	1.6%	*
Employment classification	0.0%	*	2.8%	*	5.0%	*	2.4%	*
Gender identity	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Job title	16.8%	5	6.7%	4	5.0%	*	9.0%	10
Parental status	8.4%	*	0.0%	*	0.0%	*	2.1%	*
Religion	15.1%	4	0.0%	*	0.0%	*	3.9%	4
Political affiliation	15.1%	4	2.8%	*	10.2%	*	7.1%	8
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	10.2%	*	1.6%	*
Ethnic origin	0.0%	*	2.3%	*	0.0%	*	1.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	6.7%	*	2.3%	*	0.0%	*	3.1%	3
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	2.3%	*	10.2%	*	3.0%	3
None/no response	61.7%	18	90.5%	60	84.8%	15	82.2%	93

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	8.1%	5	0.0%	*	4.7%	5
Bullying	0.0%	*	2.8%	*	0.0%	*	1.6%	*
Bias	14.8%	4	12.2%	8	5.0%	*	11.7%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	3.0%	*	0.0%	*	1.7%	*
None/no response	85.2%	25	82.6%	54	95.0%	17	85.3%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	2.3%	*	0.0%	*	1.4%	*
Bullying	0.0%	*	2.3%	*	5.0%	*	2.2%	*
Bias	23.2%	7	13.9%	9	0.0%	*	14.0%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	76.8%	22	86.1%	57	95.0%	17	85.2%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 116: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	App Dev Sup Tech		Ent App Infr		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	2.3%	*	0.0%	*	1.4%	*
Bullying	0.0%	*	6.0%	4	0.0%	*	3.5%	4
Bias	23.2%	7	10.7%	7	10.2%	*	13.8%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	76.8%	22	89.3%	59	89.8%	16	86.2%	97

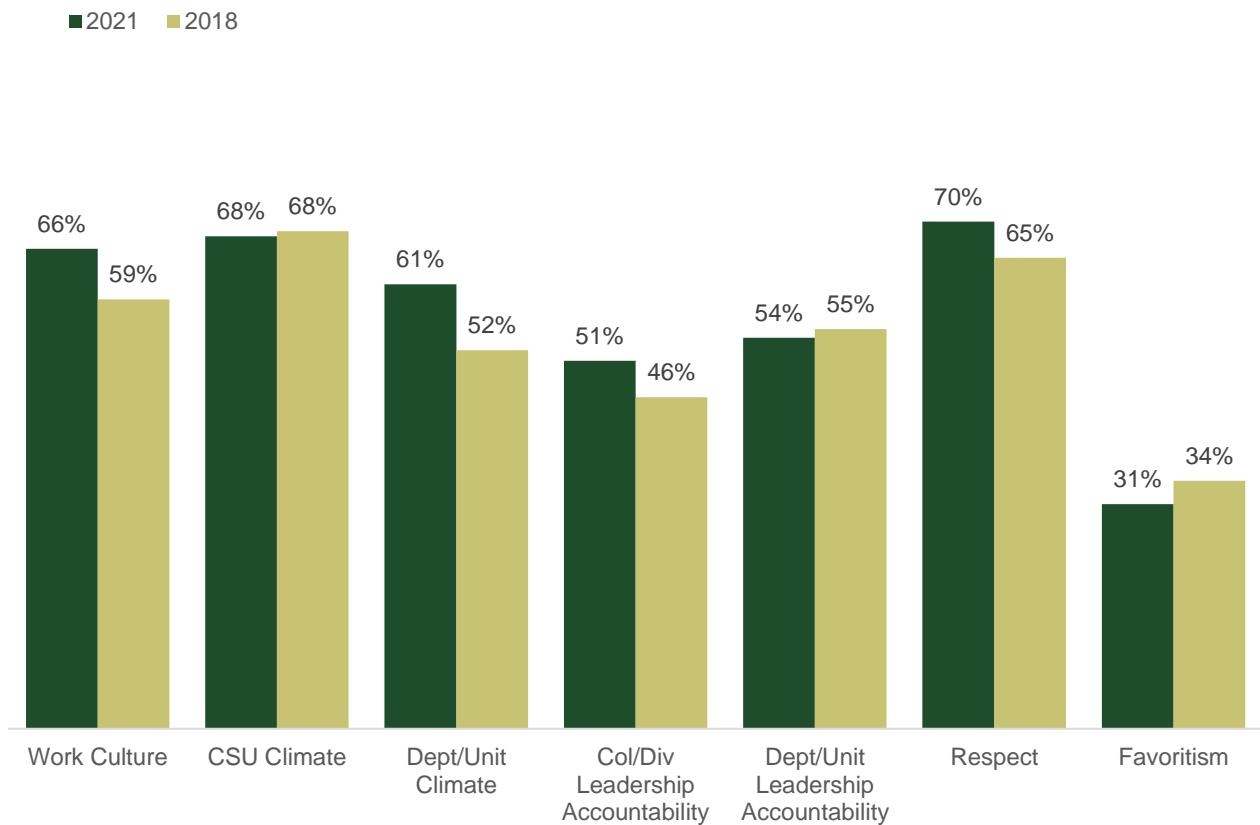*Total may exceed 100% as respondents could select more than one option.*
Statistical significance not tested.
* Values reported for items with n >= 3.

Comparisons by Year

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

Figure 6: Organizational Themes Compared by Year

■ 2021 ■ 2018

	Work Culture	CSU Climate	Dept/Unit Climate	Col/Div Leadership Accountability	Dept/Unit Leadership Accountability	Respect	Favoritism
2021	66%	68%	61%	51%	54%	70%	31%
2018	59%	68%	52%	46%	55%	65%	34%

Table 117: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	59.1%	91	66.0%	105
My department/unit promotes a work environment where all employees feel included	3.5%	113	3.6%	111
My department/unit treats all employees equitably	3.3%	113	3.4%	111
My department/unit is open and transparent in communication	3.4%	113	3.5%	111
My department/unit values employee input in major department/unit decisions	3.2%	111	3.7% A	111
My department/unit promotes respect for cultural differences	3.7%	109	4.0% A	109
My department/unit understands the value of diversity	3.8%	111	3.9%	109
My department/unit communicates the importance of valuing diversity	3.5%	113	4.0% A	109
I feel valued as an employee	3.7%	111	3.6%	111
I feel a strong sense of belonging to CSU	3.7%	113	3.6%	111
I feel a strong sense of belonging to my division/college	3.6%	113	3.6%	111
I feel a strong sense of belonging to my department/unit	3.9%	113	3.7%	109
I would recommend CSU as a place of employment	3.9%	98	3.7%	111
I would recommend my department/unit as a place of employment	3.7%	99	3.7%	111

Percent "Agree" or "Strongly agree"
The reported N reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 118: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	91.8%	100	89.1%	101
No, I did not have a review	8.2%	9	10.9%	12

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

Table 119: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	87.8% B	108	77.9%	97
I am satisfied with the effort my supervisor put into my most recent performance review	3.9%	110	4.0%	97
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.8% B	111	2.2%	97
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.5%	99

Asked only of those respondents who had a performance review in the last year.
Percent "Agree" or "Strongly agree"
The reported N reflects the number of respondents who answered the survey item.
Reverse coded when included in overall rating
* Values reported for items with n >= 3.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 120: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.8%	84	69.8%	111
My department/unit is treated with respect by other units within my college/division	3.5%	105	3.8%	111
My college/division is treated with respect by CSU	3.6%	107	3.9% A	111
The people I interact with treat each other with respect	4.0%	111	4.3% A	111
There is respect for religious differences in my department/unit	3.7%	91	3.8%	111
There is respect for liberal perspectives in my department/unit	3.8%	99	3.8%	111
There is respect for conservative perspectives in my department/unit	3.5%	92	3.3%	111

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 121: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	34.1%	94	30.9%	108
Recognized within my department/unit	3.1%	109	2.9%	110
Resources in my department/unit	3.0% B	106	2.7%	111
Professional development opportunities	2.9%	102	2.8%	111
Promoted in my department/unit	3.3% B	109	2.9%	111
Hired in my department/unit	3.0% B	103	2.6%	109

Percent "Agree" or "Strongly agree"
The reported N reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 122: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.6%	65	50.6%	109
Leadership adequately addresses inappropriate behavior	3.4%	73	3.6%	109
Leadership holds employees accountable for inappropriate behavior	3.4%	74	3.6%	109
Leadership holds employees accountable for poor performance in the workplace	3.2%	82	3.2%	109
Leadership acts ethically and honestly in the workplace	3.6%	89	3.9%	111
Leadership addresses issues of inequity	3.1%	77	3.4% A	109
Leadership holds all employees to the same standards	3.0%	88	3.3%	111

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 123: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	55.0%	79	53.8%	109
Leadership adequately addresses inappropriate behavior	3.6%	89	3.5%	109
Leadership holds employees accountable for inappropriate behavior	3.6%	91	3.6%	109
Leadership holds employees accountable for poor performance in the workplace	3.3%	97	3.3%	109
Leadership acts ethically and honestly in the workplace	3.6%	89	3.9%	111
Leadership addresses issues of inequity	3.3%	90	3.4%	109
Leadership holds all employees to the same standards	3.0%	100	3.4% A	111

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 124: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	68.5%	71	67.8%	109
Recruits employees from a diverse set of backgrounds	3.9%	88	4.0%	111
Improves the campus climate for all employees	3.7%	92	3.6%	111
Retains diverse employees	3.6%	79	3.7%	109
Creates a supportive environment for employees from diverse backgrounds	3.7%	84	3.8%	111
Encourages discussions related to diversity	3.8%	88	4.0% A	111
Provides employees with a positive work experience	3.7%	93	3.9%	111
Climate has become consistently more inclusive of all employees	3.7%	92	3.7%	111

Percent "Agree" or "Strongly agree"
The reported N reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 125: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	52.1%	80	61.2%	109
Recruits employees from a diverse set of backgrounds	3.6%	97	3.8%	111
Improves the campus climate for all employees	3.6%	96	3.6%	111
Retains diverse employees	3.4%	93	3.5%	109
Creates a supportive environment for employees from diverse backgrounds	3.7%	84	3.8%	111
Encourages discussions related to diversity	3.3%	92	3.7% A	111
Provides employees with a positive work experience	3.5%	98	3.7%	111
Climate has become consistently more inclusive of all employees	3.3%	93	3.6% A	111

Percent "Agree" or "Strongly agree"
The reported N reflects the number of respondents who answered the survey item.[1,2,3]
1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

Table 126: Discriminatory Attitudes: Department/Unit

	2018		2021	
Please indicate if discriminatory attitudes are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**
Age	13.8%	11	1.6%	*
Physical appearance	11.5%	9	NA	NA
Physical disability*	4.2%	3	NA	NA
Mental disability	NA	NA	1.6%	*
Employment classification	17.4%	14	2.4%	*
Gender identity	5.8%	4	NA	NA
Job title	12.8%	10	9.0%	10
Parental status	4.4%	3	2.1%	*
Religion	4.3%	3	3.9%	4
Political affiliation	18.8%	15	7.1%	8
Sexual orientation	4.4%	3	NA	NA
Socio-economic status	2.1%	*	1.6%	*
Ethnic origin	2.2%	*	1.4%	*
Veteran status	NA	NA	NA	NA
Race or color	5.8%	4	3.1%	3
Marital status	5.8%	5	NA	NA
Nationality/country of origin	2.2%	*	3.0%	3
None/no response	51.5%	40	82.2%	93

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
*In 2018, item was worded as "Disability (e.g. physical, mental)".
* Values reported for items with n >= 3.

Table 127: Other Potential Problems: CSU Overall

	2018		2021	
Please indicate if any of the following are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**
Sexual harassment	1.8%	*	4.7%	5
Bullying	4.9%	5	1.6%	*
Bias	28.8%	30	11.7%	13
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	1.7%	*	1.7%	*
None/no response	69.5%	71	85.3%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 128: Other Potential Problems: Division/College

	2018		2021	
Please indicate if any of the following are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**
Sexual harassment	1.8%	*	1.4%	*
Bullying	5.1%	5	2.2%	*
Bias	19.6%	20	14.0%	16
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	1.7%	*	0.0%	*
None/no response	76.9%	79	85.2%	96

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.

Table 129: Other Potential Problems: Department/Unit

	2018		2021	
Please indicate if any of the following are currently problematic.	**Pct**	**Pop**	**Pct**	**Pop**
Sexual harassment	1.8%	*	1.4%	*
Bullying	11.1%	11	3.5%	4
Bias	18.0%	19	13.8%	16
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	3.4%	3	0.0%	*
None/no response	75.8%	78	86.2%	97

Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.
* Values reported for items with n >= 3.