

# Employee Climate Survey 2021

## International Programs

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*
International Programs	42	0	3	30	71.4%

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

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

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

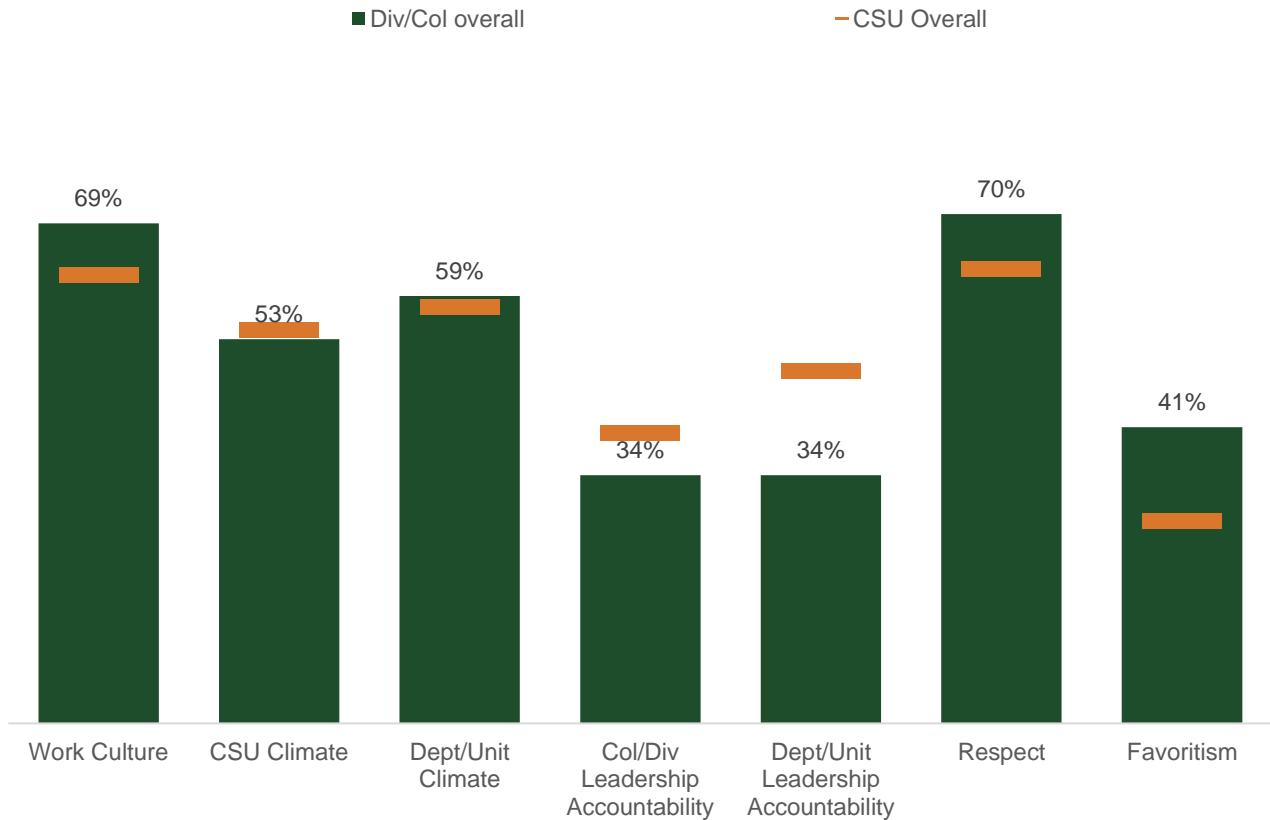
	Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender			
Man	34%	46%	33%
Woman	66%	50%	63%
Trans, nonbinary, nonconforming (T/NB/NC)	.	4%	4%
Racially minoritized status			
Racially minoritized	2%	12%	11%
Non-racially minoritized	98%	88%	89%
Employee type			
Admin Professional	80%	80%	77%
Contract, continuing, and adjunct (CCA)	2%	0%	0%
Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
State Classified	18%	20%	23%
Other Salaried Employee	0%	0%	0%

Results are weighted by gender.

## 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	0.0%	18.3%	13.2%	46.3%	22.1%	100.0% 42
My department/unit treats all employees equitably	16.0%	28.8%	15.5%	24.7%	15.0%	100.0% 42
My department/unit is open and transparent in communication	16.0%	12.3%	18.9%	42.1%	10.8%	100.0% 42
My department/unit values employee input in major department/unit decisions	12.6%	18.0%	19.8%	32.1%	17.4%	100.0% 42
My department/unit promotes respect for cultural differences	0.0%	0.0%	4.3%	45.9%	49.7%	100.0% 41
My department/unit understands the value of diversity	0.0%	2.4%	6.6%	60.5%	30.6%	100.0% 42
My department/unit communicates the importance of valuing diversity	0.0%	0.0%	2.4%	51.1%	46.5%	100.0% 42
I feel valued as an employee	12.6%	12.3%	10.8%	37.9%	26.3%	100.0% 42
I feel a strong sense of belonging to CSU	8.4%	7.1%	25.9%	56.2%	2.4%	100.0% 42
I feel a strong sense of belonging to my division/college	8.4%	20.7%	16.5%	37.0%	17.4%	100.0% 42
I feel a strong sense of belonging to my department/unit	12.6%	9.9%	9.0%	42.1%	26.3%	100.0% 42
I would recommend CSU as a place of employment	4.2%	8.4%	13.3%	56.2%	17.9%	100.0% 42
I would recommend my department/unit as a place of employment	4.2%	14.1%	18.3%	43.6%	19.8%	100.0% 42

**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?	86.7%	13.3%	100.0% 42

**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	13.6%	7.6%	8.7%	39.8%	30.4%	100.0% 36
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	15.2%	35.9%	13.2%	26.1%	9.7%	100.0% 36
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.8%	22.2%	18.0%	48.4%	7.6%	100.0% 36

*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%	5.7%	29.2%	50.9%	14.1%	100.0% 42
My college/division is treated with respect by CSU	0.0%	9.9%	42.4%	42.0%	5.7%	100.0% 42
The people I interact with treat each other with respect	3.3%	3.3%	7.5%	58.9%	26.9%	100.0% 42
There is respect for religious differences in my department/unit	0.0%	3.3%	17.5%	42.0%	37.1%	100.0% 42
There is respect for liberal perspectives in my department/unit	0.0%	3.3%	4.2%	36.0%	56.4%	100.0% 42
There is respect for conservative perspectives in my department/unit	8.4%	18.3%	22.8%	33.9%	16.5%	100.0% 42

**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	15.0%	22.2%	9.9%	28.8%	24.1%	100.0% 42
Resources in my department/unit	15.0%	27.3%	17.1%	26.4%	14.1%	100.0% 42
Professional development opportunities	15.0%	33.9%	26.2%	13.2%	11.8%	100.0% 42
Promoted in my department/unit	12.6%	16.5%	12.4%	37.8%	20.7%	100.0% 42
Hired in my department/unit	15.0%	27.3%	30.7%	10.5%	16.5%	100.0% 42

**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	4.5%	12.6%	43.5%	27.9%	11.6%	100.0% 39
Leadership holds employees accountable for inappropriate behavior	4.5%	12.6%	48.0%	27.9%	7.1%	100.0% 39
Leadership holds employees accountable for poor performance in the workplace	9.0%	28.7%	38.5%	23.8%	0.0%	100.0% 39
Leadership acts ethically and honestly in the workplace	2.5%	27.7%	18.6%	29.9%	21.2%	100.0% 39
Leadership addresses issues of inequity	9.0%	26.1%	32.5%	27.9%	4.5%	100.0% 39
Leadership holds all employees to the same standards	13.9%	40.0%	17.1%	24.4%	4.6%	100.0% 38

**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	4.5%	12.6%	43.5%	27.9%	11.6%	100.0% 39
Leadership holds employees accountable for inappropriate behavior	4.5%	12.6%	48.0%	27.9%	7.1%	100.0% 39
Leadership holds employees accountable for poor performance in the workplace	9.0%	28.7%	38.5%	23.8%	0.0%	100.0% 39
Leadership acts ethically and honestly in the workplace	2.5%	27.7%	18.6%	29.9%	21.2%	100.0% 39
Leadership addresses issues of inequity	9.0%	26.1%	32.5%	27.9%	4.5%	100.0% 39
Leadership holds all employees to the same standards	13.9%	40.0%	17.1%	24.4%	4.6%	100.0% 38

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	0.0%	18.3%	35.6%	41.4%	4.7%	100.0% 38
Improves the campus climate for all employees	3.7%	13.1%	35.0%	48.2%	0.0%	100.0% 38
Retains diverse employees	8.4%	24.6%	49.3%	17.7%	0.0%	100.0% 38
Creates a supportive environment for employees from diverse backgrounds	4.7%	6.3%	33.0%	51.3%	4.7%	100.0% 38
Encourages discussions related to diversity	0.0%	4.7%	13.1%	57.2%	25.1%	100.0% 38
Provides employees with a positive work experience	0.0%	22.4%	17.4%	57.6%	2.6%	100.0% 38
Climate has become consistently more inclusive of all employees	4.7%	8.4%	27.3%	52.3%	7.3%	100.0% 38

**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	2.6%	8.4%	30.0%	42.3%	16.7%	100.0% 38
Improves the campus climate for all employees	3.7%	3.7%	42.8%	37.2%	12.6%	100.0% 38
Retains diverse employees	6.3%	36.0%	29.0%	28.7%	0.0%	100.0% 38
Creates a supportive environment for employees from diverse backgrounds	4.7%	6.3%	33.0%	51.3%	4.7%	100.0% 38
Encourages discussions related to diversity	0.0%	0.0%	3.7%	51.3%	45.0%	100.0% 38
Provides employees with a positive work experience	9.4%	11.0%	9.0%	50.7%	19.9%	100.0% 38
Climate has become consistently more inclusive of all employees	0.0%	11.0%	30.3%	41.4%	17.3%	100.0% 38

**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	4.7%	22.0%	18.3%	50.3%	4.7%	100.0% 38
Communications are timely	3.7%	11.0%	16.3%	59.6%	9.4%	100.0% 38
Communications are relevant	0.0%	2.6%	27.3%	60.7%	9.4%	100.0% 38
Communications are informative	0.0%	0.0%	27.3%	63.3%	9.4%	100.0% 38
Communications are motivating	4.7%	21.6%	35.0%	24.7%	14.0%	100.0% 38
Communications are honest	3.7%	4.7%	34.6%	52.3%	4.7%	100.0% 38
Communications are accessible	0.0%	0.0%	29.4%	61.3%	9.4%	100.0% 38

**Table 13: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	8.4%	17.4%	18.9%	48.0%	7.3%	100.0% 38
Communications are timely	8.4%	8.4%	32.0%	41.3%	10.0%	100.0% 38
Communications are relevant	0.0%	6.3%	20.4%	66.0%	7.3%	100.0% 38
Communications are informative	0.0%	2.6%	23.0%	67.0%	7.3%	100.0% 38
Communications are motivating	7.3%	11.6%	49.1%	19.9%	12.0%	100.0% 38
Communications are honest	11.0%	7.3%	27.8%	39.2%	14.6%	100.0% 38
Communications are accessible	0.0%	13.7%	27.7%	51.3%	7.3%	100.0% 38

**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	8.4%	17.4%	18.9%	48.0%	7.3%	100.0% 38
Communications are timely	8.4%	8.4%	32.0%	41.3%	10.0%	100.0% 38
Communications are relevant	0.0%	6.3%	20.4%	66.0%	7.3%	100.0% 38
Communications are informative	0.0%	2.6%	23.0%	67.0%	7.3%	100.0% 38
Communications are motivating	7.3%	11.6%	49.1%	19.9%	12.0%	100.0% 38
Communications are honest	11.0%	7.3%	27.8%	39.2%	14.6%	100.0% 38
Communications are accessible	0.0%	13.7%	27.7%	51.3%	7.3%	100.0% 38

**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?	36.7%	25.7%	37.7%	100.0% 38

**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%	21.0%	0.0%	42.1%	36.9%	100.0% 24
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	0.0%	70.9%	14.5%	14.5%	100.0% 22
My service on committees	0.0%	0.0%	54.6%	31.9%	13.4%	100.0% 24
Annual review process	7.5%	21.0%	21.9%	37.9%	11.7%	100.0% 24
Input collection through anonymous surveys	0.0%	10.2%	33.7%	41.2%	15.0%	100.0% 24

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

**Table 17: Feedback Valued**

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
CSU overall	7.5%	13.4%	55.4%	23.6%	0.0%	100.0% 24
My division/college	0.0%	10.2%	48.7%	29.4%	11.7%	100.0% 24
My department/unit	0.0%	10.2%	48.7%	29.4%	11.7%	100.0% 24

*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	16.6%	7	9.0%	4	9.0%	4
Physical appearance	2.4%	*	6.6%	*	6.6%	*
Physical disability	3.3%	*	0.0%	*	0.0%	*
Mental disability	4.2%	*	0.0%	*	0.0%	*
Employment classification	29.2%	12	38.2%	16	38.2%	16
Gender identity	8.1%	3	4.2%	*	4.2%	*
Job title	30.6%	13	34.8%	15	34.8%	15
Parental status	7.5%	3	8.4%	4	8.4%	4
Religion	4.2%	*	3.3%	*	3.3%	*
Political affiliation	4.2%	*	15.0%	6	15.0%	6
Sexual orientation	8.1%	3	0.0%	*	0.0%	*
Socio-economic status	5.7%	*	6.6%	*	6.6%	*
Ethnic origin	12.3%	5	2.4%	*	2.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	8.1%	3	5.7%	*	5.7%	*
Marital status	3.3%	*	0.0%	*	0.0%	*
Nationality/country of origin	14.1%	6	8.4%	4	8.4%	4
None/no response	42.9%	18	42.9%	18	42.9%	18

*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	14.1%	6	0.0%	*	0.0%	*
Bullying	23.5%	10	22.6%	9	22.6%	9
Bias	26.4%	11	27.4%	11	27.4%	11
Physical assault	3.3%	*	0.0%	*	0.0%	*
Sexual misconduct	7.5%	3	0.0%	*	0.0%	*
Verbal abuse	7.5%	3	7.5%	3	7.5%	3
None/no response	67.0%	28	61.8%	26	61.8%	26

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

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

**Table 20: Gender**

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	33.6%	12
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	30.2%	11
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	58.3%	21
Prefer not to disclose	3.8%	*
The gender I most closely align with is not listed (please specify)	3.8%	*

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	21.0%	7		31.9%	11		58.3%	19	
1	0.0%	*		14.9%	5		27.4%	9	
2	9.0%	*		20.2%	7		3.0%	*	
3	8.3%	*		9.0%	*		3.0%	*	
4	10.6%	4		6.0%	*		3.0%	*	
5	40.4%	13		12.0%	4		5.3%	*	
6 Very	10.6%	4		6.0%	*		0.0%	*	
Total	100.0%	33	3.51	100.0%	33	2.02	100.0%	33	.81

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



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	2.7%	*
Asian (can include Middle Eastern and North African)	4.8%	*
Black or African American (can include Middle Eastern and North African)	0.0%	*
Hispanic or Latinx	0.0%	*
Native Hawaiian or Other Pacific Islander	0.0%	*
White	88.7%	33
Prefer not to disclose	0.0%	*
The race/ethnicity I most closely align with is not listed (please specify)	3.8%	*

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

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

**Table 23: Black or African American**

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

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

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

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

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

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

*Categories coded from write-in responses.*

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

**Table 25: Hispanic or Latinx**

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

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

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



**Table 26: Asian**

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

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

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

**Table 27: Hawaiian/Pacific Islander**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	19.3%	72.3%	8.4%	100.0%   38

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	17.3%	79.0%	0.0%	3.7%	100.0%   38

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
International Programs	100.0%	42
Total	100.0%	42

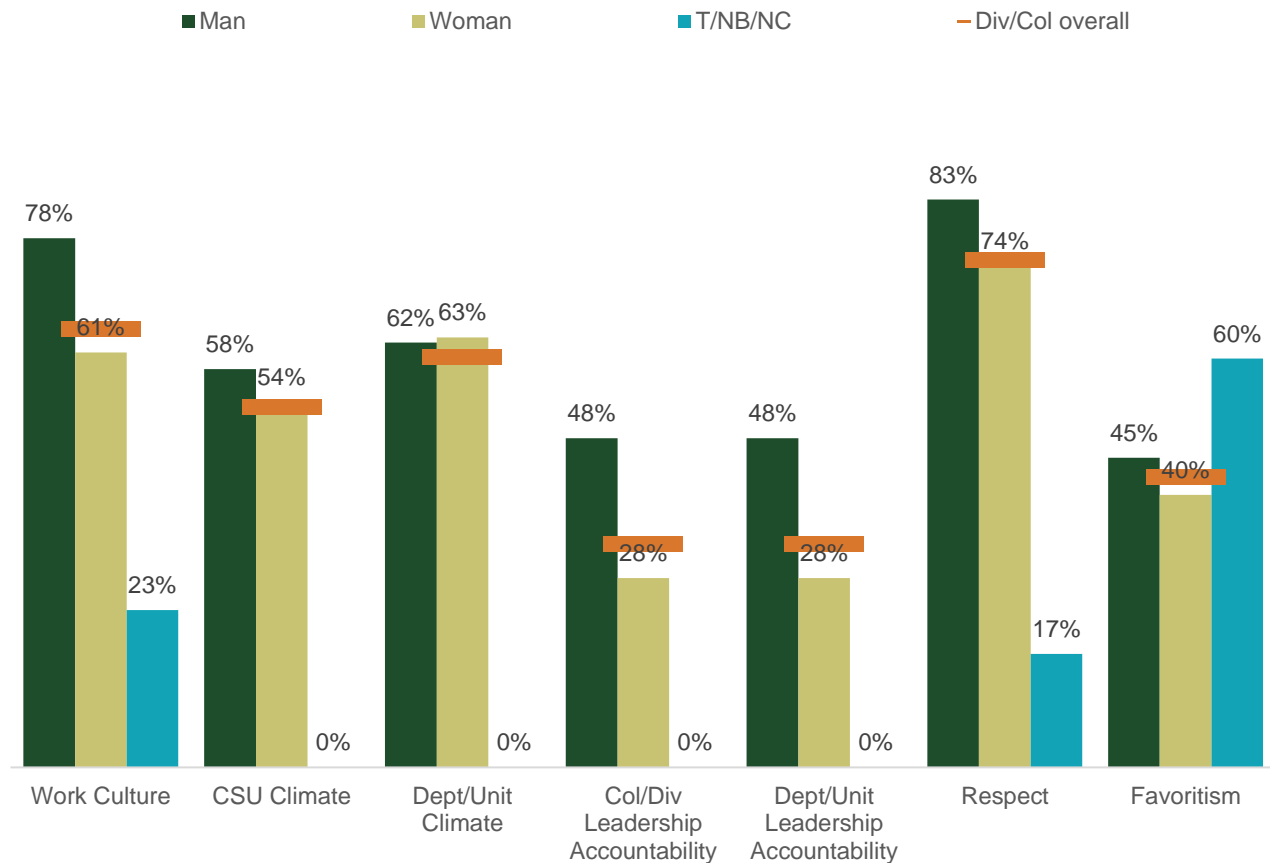
**Table 31: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	77.4%	33
State Classified	22.6%	9
Total	100.0%	42

## Comparisons by Gender

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

**Figure 2: Organizational Themes Compared by Gender**



**Table 32: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	77.7%	10	60.9%	21	23.1% <sup>a</sup>	*	64.4%	33
My department/unit promotes a work environment where all employees feel included	72.7%	11	58.3%	21	0.0% <sup>a</sup>	*	60.6%	34
My department/unit treats all employees equitably	36.4%	11	33.3%	21	0.0% <sup>a</sup>	*	32.9%	34
My department/unit is open and transparent in communication	54.5%	11	50.0%	21	0.0% <sup>a</sup>	*	49.4%	34
My department/unit values employee input in major department/unit decisions	54.5%	11	50.0%	21	0.0% <sup>a</sup>	*	49.4%	34
My department/unit promotes respect for cultural differences	100.0%	10	91.7%	21	100.0% <sup>a</sup>	*	94.6%	33
My department/unit understands the value of diversity	81.8%	11	91.7%	21	100.0% <sup>a</sup>	*	88.8%	34
My department/unit communicates the importance of valuing diversity	90.9%	11	100.0%	21	100.0% <sup>a</sup>	*	97.0%	34
I feel valued as an employee	72.7%	11	50.0%	21	0.0% <sup>a</sup>	*	55.3%	34
I feel a strong sense of belonging to CSU	63.6%	11	50.0%	21	0.0% <sup>a</sup>	*	52.4%	34
I feel a strong sense of belonging to my division/college	63.6%	11	41.7%	21	0.0% <sup>a</sup>	*	47.1%	34
I feel a strong sense of belonging to my department/unit	72.7%	11	58.3%	21	0.0% <sup>a</sup>	*	60.6%	34
I would recommend CSU as a place of employment	90.9%	11	66.7%	21	0.0% <sup>a</sup>	*	71.8%	34
I would recommend my department/unit as a place of employment	81.8%	11	50.0%	21	0.0% <sup>a</sup>	*	58.3%	34

Percent "Agree" or "Strongly agree"

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

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

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

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

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

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

	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?								
Yes, I had a review	90.9%	10	91.7%	19	100.0% <sup>a,b</sup>	*	91.8%	31
No, I did not have a review	9.1%	*	8.3%	*	0.0% <sup>a,b</sup>	*	8.2%	*
Total	100.0%	11	100.0%	21	100.0%	*	100.0%	34

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

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

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

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

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

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

**Table 34: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	86.7%	10	72.7%	19	33.3% <sup>1</sup>	*	75.4%	31
I am satisfied with the effort my supervisor put into my most recent performance review	90.0%	10	63.6%	19	0.0% <sup>1</sup>	*	69.3%	31
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	10	45.5%	19	100.0% <sup>1</sup>	*	33.2%	31
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	70.0%	10	54.5%	19	0.0% <sup>1</sup>	*	57.1%	31

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

*\* Values reported for items with n >= 3.<sup>2,3,4</sup>*

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

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

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

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

**Table 35: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	83.3%	11	73.6%	21	16.7% <sup>a</sup>	*	74.4%	34
My department/unit is treated with respect by other units within my college/division	81.8%	11	66.7%	21	0.0% <sup>a</sup>	*	68.8%	34
My college/division is treated with respect by CSU	63.6%	11	41.7%	21	0.0% <sup>a</sup>	*	47.1%	34
The people I interact with treat each other with respect	100.0%	11	91.7%	21	0.0% <sup>a</sup>	*	90.6%	34
There is respect for religious differences in my department/unit	100.0%	11	91.7%	21	0.0% <sup>a</sup>	*	90.6%	34
There is respect for liberal perspectives in my department/unit	100.0%	11	91.7%	21	0.0% <sup>a</sup>	*	90.6%	34
There is respect for conservative perspectives in my department/unit	54.5%	11	58.3%	21	100.0% <sup>a</sup>	*	58.8%	34

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 36: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	45.5%	11	40.0%	21	60.0% <sup>a</sup>	*	42.6%	34
Recognized within my department/unit	54.5%	11	50.0%	21	100.0% <sup>a</sup>	*	53.6%	34
Resources in my department/unit	36.4%	11	41.7%	21	100.0% <sup>a</sup>	*	42.4%	34
Professional development opportunities	18.2%	11	33.3%	21	0.0% <sup>a</sup>	*	27.0%	34
Promoted in my department/unit	72.7%	11	58.3%	21	100.0% <sup>a</sup>	*	64.8%	34
Hired in my department/unit	45.5%	11	16.7%	21	0.0% <sup>a</sup>	*	25.4%	34

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	48.3%	10	27.8%	21	0.0% <sup>1</sup>	*	32.9%	33
Leadership adequately addresses inappropriate behavior	63.6%	11	33.3%	21	0.0% <sup>1</sup>	*	41.8%	34
Leadership holds employees accountable for inappropriate behavior	63.6%	11	25.0%	21	0.0% <sup>1</sup>	*	36.6%	34
Leadership holds employees accountable for poor performance in the workplace	27.3%	11	16.7%	21	0.0% <sup>1</sup>	*	19.4%	34
Leadership acts ethically and honestly in the workplace	63.6%	11	41.7%	21	0.0% <sup>1</sup>	*	47.1%	34
Leadership addresses issues of inequity	54.5%	11	25.0%	21	0.0% <sup>1</sup>	*	33.6%	34
Leadership holds all employees to the same standards	30.0%	10	25.0%	21	0.0% <sup>1</sup>	*	25.5%	33

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>2,3,4</sup>

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	48.3%	10	27.8%	21	0.0% <sup>1</sup>	*	32.9%	33
Leadership adequately addresses inappropriate behavior	63.6%	11	33.3%	21	0.0% <sup>1</sup>	*	41.8%	34
Leadership holds employees accountable for inappropriate behavior	63.6%	11	25.0%	21	0.0% <sup>1</sup>	*	36.6%	34
Leadership holds employees accountable for poor performance in the workplace	27.3%	11	16.7%	21	0.0% <sup>1</sup>	*	19.4%	34
Leadership acts ethically and honestly in the workplace	63.6%	11	41.7%	21	0.0% <sup>1</sup>	*	47.1%	34
Leadership addresses issues of inequity	54.5%	11	25.0%	21	0.0% <sup>1</sup>	*	33.6%	34
Leadership holds all employees to the same standards	30.0%	10	25.0%	21	0.0% <sup>1</sup>	*	25.5%	33

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>2,3,4</sup>

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

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

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

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

**Table 39: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	58.4%	11	53.6%	21	0.0% <sup>a</sup>	*	52.9%	34
Recruits employees from a diverse set of backgrounds	36.4%	11	50.0%	21	0.0% <sup>a</sup>	*	43.5%	34
Improves the campus climate for all employees	72.7%	11	41.7%	21	0.0% <sup>a</sup>	*	50.1%	34
Retains diverse employees	0.0%	11	25.0%	21	0.0% <sup>a</sup>	*	15.8%	34
Creates a supportive environment for employees from diverse backgrounds	54.5%	11	58.3%	21	0.0% <sup>a</sup>	*	54.7%	34
Encourages discussions related to diversity	100.0%	11	75.0%	21	0.0% <sup>a</sup>	*	80.0%	34
Provides employees with a positive work experience	81.8%	11	58.3%	21	0.0% <sup>a</sup>	*	63.6%	34
Climate has become consistently more inclusive of all employees	63.6%	11	66.7%	21	0.0% <sup>a</sup>	*	62.9%	34

Percent "Agree" or "Strongly agree"

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

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

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

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

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

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.3%	11	63.1%	21	0.0% <sup>1</sup>		*60.2%	34
Recruits employees from a diverse set of backgrounds	45.5%	11	75.0%	21	0.0% <sup>1</sup>		*62.2%	34
Improves the campus climate for all employees	90.9%	11	41.7%	21	0.0% <sup>1</sup>		*56.0%	34
	B							
Retains diverse employees	18.2%	11	41.7%	21	0.0% <sup>1</sup>		*32.3%	34
Creates a supportive environment for employees from diverse backgrounds	54.5%	11	58.3%	21	0.0% <sup>1</sup>		*54.7%	34
Encourages discussions related to diversity	100.0%	11	100.0%	21	0.0% <sup>1</sup>		*95.8%	34
Provides employees with a positive work experience	72.7%	11	75.0%	21	0.0% <sup>1</sup>		*71.1%	34
Climate has become consistently more inclusive of all employees	63.6%	11	58.3%	21	0.0% <sup>1</sup>		*57.6%	34

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>2,3,4,5</sup>

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

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

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

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

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

**Table 41: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.1%	11	70.2%	21	0.0% <sup>a</sup>		*63.0%	34
Communications are effective	63.6%	11	58.3%	21	0.0% <sup>a</sup>		*57.6%	34
Communications are timely	63.6%	11	83.3%	21	0.0% <sup>a</sup>		*73.4%	34
Communications are relevant	54.5%	11	83.3%	21	0.0% <sup>a</sup>		*70.5%	34
Communications are informative	63.6%	11	83.3%	21	0.0% <sup>a</sup>		*73.4%	34
Communications are motivating	27.3%	11	41.7%	21	0.0% <sup>a</sup>		*35.2%	34
Communications are honest	54.5%	11	66.7%	21	0.0% <sup>a</sup>		*59.9%	34
Communications are accessible	72.7%	11	75.0%	21	0.0% <sup>a</sup>		*71.1%	34

Percent "Agree" or "Strongly agree"

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

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	63.6%	11	61.9%	21	0.0% <sup>a</sup>	*	59.9%	34
Communications are effective	45.5%	11	75.0%	21	0.0% <sup>a</sup>	*	62.2%	34
Communications are timely	63.6%	11	58.3%	21	0.0% <sup>a</sup>	*	57.6%	34
Communications are relevant	81.8%	11	75.0%	21	0.0% <sup>a</sup>	*	74.1%	34
Communications are informative	72.7%	11	75.0%	21	0.0% <sup>a</sup>	*	71.1%	34
Communications are motivating	45.5%	11	33.3%	21	0.0% <sup>a</sup>	*	35.9%	34
Communications are honest	72.7%	11	58.3%	21	0.0% <sup>a</sup>	*	60.6%	34
Communications are accessible	63.6%	11	58.3%	21	0.0% <sup>a</sup>	*	57.6%	34

Percent "Agree" or "Strongly agree"

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

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.6%	11	61.9%	21	0.0% <sup>a</sup>	*	59.9%	34
Communications are effective	45.5%	11	75.0%	21	0.0% <sup>a</sup>	*	62.2%	34
Communications are timely	63.6%	11	58.3%	21	0.0% <sup>a</sup>	*	57.6%	34
Communications are relevant	81.8%	11	75.0%	21	0.0% <sup>a</sup>	*	74.1%	34
Communications are informative	72.7%	11	75.0%	21	0.0% <sup>a</sup>	*	71.1%	34
Communications are motivating	45.5%	11	33.3%	21	0.0% <sup>a</sup>	*	35.9%	34
Communications are honest	72.7%	11	58.3%	21	0.0% <sup>a</sup>	*	60.6%	34
Communications are accessible	63.6%	11	58.3%	21	0.0% <sup>a</sup>	*	57.6%	34

Percent "Agree" or "Strongly agree"

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

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

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

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

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

**Table 44: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	36.4%	4	33.3%	7	0.0% <sup>a,b</sup>	*	32.9%	11
Maybe, I can provide feedback in limited situations	27.3%	*	25.0%	5	100.0% <sup>a,b</sup>	*	28.9%	10
No, I don't have an opportunity to provide feedback	36.4%	4	41.7%	9	0.0% <sup>a,b</sup>	*	38.2%	13
Total	100.0%	11	100.0%	21	100.0%	*	100.0%	34

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

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

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

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

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

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



**Table 45: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.3%	7	53.3%	11	0.0% <sup>a</sup>	*	49.8%	19
One on one conversations with my supervisor	100.0%	7	71.4%	12	0.0% <sup>a</sup>	*	76.2%	21
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	7	33.3%	11	0.0% <sup>a</sup>	*	18.6%	19
My service on committees	57.1%	7	42.9%	12	0.0% <sup>a</sup>	*	44.8%	21
Annual review process	71.4%	7	42.9%	12	0.0% <sup>a</sup>	*	49.6%	21
Input collection through anonymous surveys	42.9%	7	71.4%	12	0.0% <sup>a</sup>	*	57.0%	21

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 46: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	33.3%	7	33.3%	12	0.0% <sup>a</sup>	*	31.1%	21
CSU overall	14.3%	7	14.3%	12	0.0% <sup>a</sup>	*	13.3%	21
My division/college	42.9%	7	42.9%	12	0.0% <sup>a</sup>	*	40.0%	21
My department/unit	42.9%	7	42.9%	12	0.0% <sup>a</sup>	*	40.0%	21

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.1%	*	8.3%	*	100.0%	*	12.4%	4
Physical appearance	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Employment classification	9.1%	*	33.3%	7	100.0%	*	28.2%	9
Gender identity	18.2%	*	0.0%	*	0.0%	*	5.9%	*
Job title	27.3%	*	33.3%	7	0.0%	*	30.0%	10
Parental status	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Religion	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Political affiliation	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Sexual orientation	18.2%	*	0.0%	*	0.0%	*	5.9%	*
Socio-economic status	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Ethnic origin	18.2%	*	8.3%	*	0.0%	*	11.2%	4
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	18.2%	*	0.0%	*	0.0%	*	5.9%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	9.1%	*	16.7%	4	0.0%	*	13.5%	5
None/no response	45.5%	5	41.7%	9	0.0%	*	41.2%	14

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

Statistical significance not tested.

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.1%	*	0.0%	*	100.0%	*	7.1%	*
Physical appearance	9.1%	*	8.3%	*	0.0%	*	8.2%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Employment classification	27.3%	*	41.7%	9	100.0%	*	39.4%	13
Gender identity	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Job title	27.3%	*	41.7%	9	0.0%	*	35.2%	12
Parental status	0.0%	*	16.7%	4	0.0%	*	10.5%	4
Religion	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Political affiliation	9.1%	*	25.0%	5	0.0%	*	18.8%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	9.1%	*	8.3%	*	0.0%	*	8.2%	*
Ethnic origin	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	16.7%	4	0.0%	*	10.5%	4
None/no response	45.5%	5	41.7%	9	0.0%	*	41.2%	14

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

Statistical significance not tested.

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

**Table 49: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.1%	*	0.0%	*	100.0%	*	7.1%	*
Physical appearance	9.1%	*	8.3%	*	0.0%	*	8.2%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Employment classification	27.3%	*	41.7%	9	100.0%	*	39.4%	13
Gender identity	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Job title	27.3%	*	41.7%	9	0.0%	*	35.2%	12
Parental status	0.0%	*	16.7%	4	0.0%	*	10.5%	4
Religion	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Political affiliation	9.1%	*	25.0%	5	0.0%	*	18.8%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	9.1%	*	8.3%	*	0.0%	*	8.2%	*
Ethnic origin	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	9.1%	*	0.0%	*	0.0%	*	3.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	16.7%	4	0.0%	*	10.5%	4
None/no response	45.5%	5	41.7%	9	0.0%	*	41.2%	14

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.1%	*	16.7%	4	0.0%	*	13.5%	5
Bullying	0.0%	*	33.3%	7	100.0%	*	25.2%	8
Bias	27.3%	*	25.0%	5	100.0%	*	28.9%	10
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	8.3%	*	0.0%	*	5.3%	*
Verbal abuse	0.0%	*	8.3%	*	0.0%	*	5.3%	*
None/no response	63.6%	7	66.7%	14	0.0%	*	62.9%	21

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	9.1%	*	33.3%	7	100.0%	*	28.2%	9
Bias	18.2%	*	25.0%	5	100.0%	*	25.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	8.3%	*	100.0%	*	9.4%	3
None/no response	72.7%	8	58.3%	12	0.0%	*	60.6%	20

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	9.1%	*	33.3%	7	100.0%	*	28.2%	9
Bias	18.2%	*	25.0%	5	100.0%	*	25.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	8.3%	*	100.0%	*	9.4%	3
None/no response	72.7%	8	58.3%	12	0.0%	*	60.6%	20

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

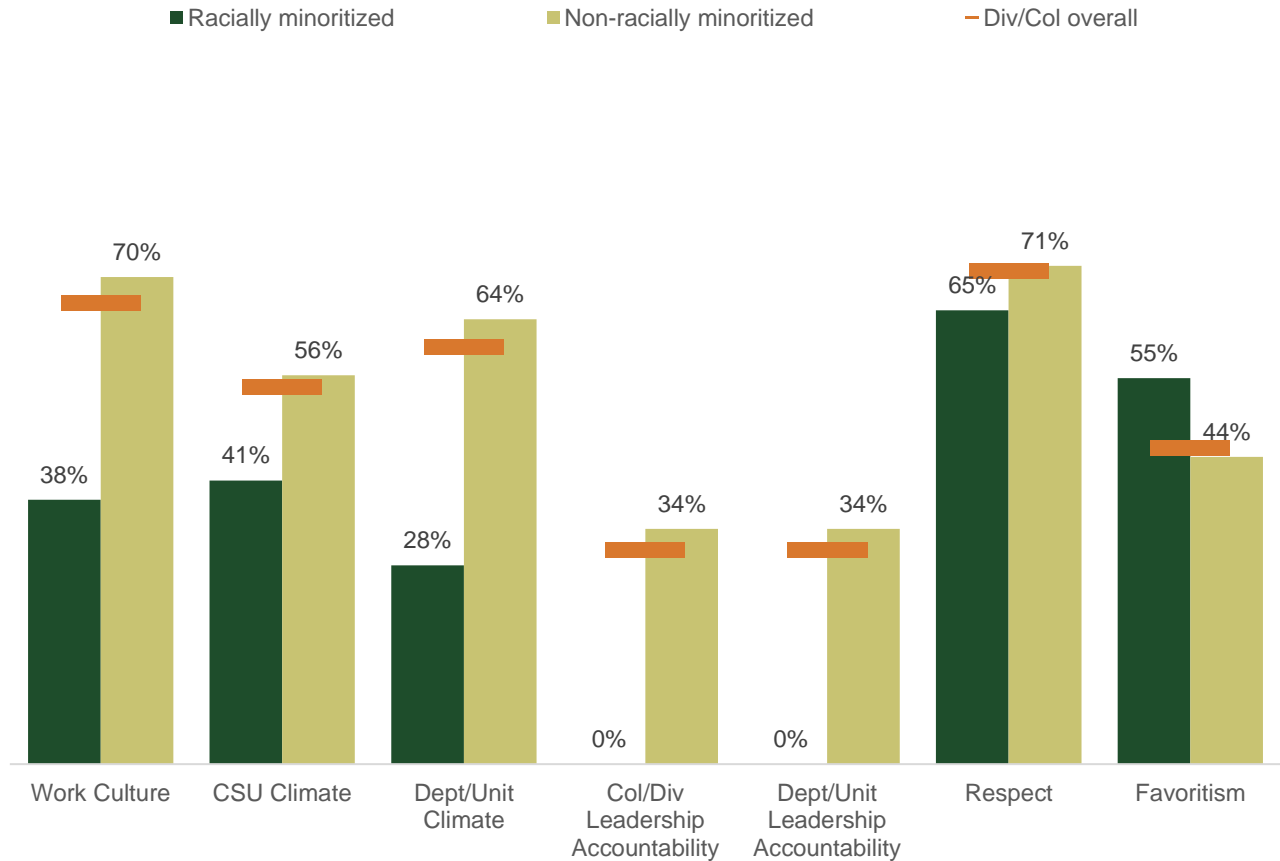
*Statistical significance not tested.*

*\* 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	37.8%	4	69.7% A	32	66.0%	36
My department/unit promotes a work environment where all employees feel included	23.9%	4	69.1%	33	64.0%	37
My department/unit treats all employees equitably	23.9%	4	35.1%	33	33.9%	37
My department/unit is open and transparent in communication	23.9%	4	49.0%	33	46.2%	37
My department/unit values employee input in major department/unit decisions	23.9%	4	52.1%	33	48.9%	37
My department/unit promotes respect for cultural differences	100.0%	4	94.4%	32	95.1%	36
My department/unit understands the value of diversity	76.1%	4	91.5%	33	89.8%	37
My department/unit communicates the importance of valuing diversity	76.1%	4	100.0% A	33	97.3%	37
I feel valued as an employee	23.9%	4	66.8%	33	61.9%	37
I feel a strong sense of belonging to CSU	23.9%	4	63.7%	33	59.2%	37
I feel a strong sense of belonging to my division/college	23.9%	4	54.0%	33	50.6%	37
I feel a strong sense of belonging to my department/unit	23.9%	4	69.1%	33	64.0%	37
I would recommend CSU as a place of employment	23.9%	4	76.4% A	33	70.5%	37
I would recommend my department/unit as a place of employment	23.9%	4	62.5%	33	58.1%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	100.0% <sup>a</sup>	4	91.5%	30	92.5%	34
No, I did not have a review	0.0% <sup>a</sup>	*	8.5%	*	7.5%	*
Total	100.0%	4	100.0%	33	100.0%	37

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

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

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 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	63.4%	4	76.6%	30	75.0%	34
I am satisfied with the effort my supervisor put into my most recent performance review	66.4%	4	73.0%	30	72.2%	34
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	76.1%	4	28.4%	30	34.2%	34
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	23.9%	4	56.9%	30	52.9%	34

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

**Table 56: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.9%	4	71.3%	33	70.6%	37
My department/unit is treated with respect by other units within my college/division	66.4%	4	63.6%	33	63.9%	37
My college/division is treated with respect by CSU	66.4%	4	44.3%	33	46.8%	37
The people I interact with treat each other with respect	66.4%	4	86.0%	33	83.8%	37
There is respect for religious differences in my department/unit	66.4%	4	86.0%	33	83.8%	37
There is respect for liberal perspectives in my department/unit	23.9%	4	100.0%	33	91.4%	37
There is respect for conservative perspectives in my department/unit	100.0%	4	47.8%	33	53.7%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	55.2%	4	43.9%	33	45.2%	37
Recognized within my department/unit	57.5%	4	56.4%	33	56.5%	37
Resources in my department/unit	76.1%	4	39.4%	33	43.6%	37
Professional development opportunities	42.5%	4	26.7%	33	28.5%	37
Promoted in my department/unit	100.0%	4	62.5%	33	66.7%	37
Hired in my department/unit	0.0%	4	34.7%	33	30.8%	37

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 58: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	0.0%	3	33.7%	33	30.7%	36
Leadership adequately addresses inappropriate behavior	23.9%	4	37.0%	33	35.5%	37
Leadership holds employees accountable for inappropriate behavior	23.9%	4	31.5%	33	30.7%	37
Leadership holds employees accountable for poor performance in the workplace	23.9%	4	21.2%	33	21.5%	37
Leadership acts ethically and honestly in the workplace	23.9%	4	51.0%	33	47.9%	37
Leadership addresses issues of inequity	0.0%	4	31.5%	33	28.0%	37
Leadership holds all employees to the same standards	0.0%	3	29.7%	33	27.1%	36

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	0.0%	3	33.7%	33	30.7%	36
Leadership adequately addresses inappropriate behavior	23.9%	4	37.0%	33	35.5%	37
Leadership holds employees accountable for inappropriate behavior	23.9%	4	31.5%	33	30.7%	37
Leadership holds employees accountable for poor performance in the workplace	23.9%	4	21.2%	33	21.5%	37
Leadership acts ethically and honestly in the workplace	23.9%	4	51.0%	33	47.9%	37
Leadership addresses issues of inequity	0.0%	4	31.5%	33	28.0%	37
Leadership holds all employees to the same standards	0.0%	3	29.7%	33	27.1%	36

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	40.6%	4	55.6%	33	53.9%	37
Recruits employees from a diverse set of backgrounds	42.5%	4	47.9%	33	47.3%	37
Improves the campus climate for all employees	23.9%	4	52.8%	33	49.5%	37
Retains diverse employees	0.0%	4	20.5%	33	18.2%	37
Creates a supportive environment for employees from diverse backgrounds	42.5%	4	59.4%	33	57.5%	37
Encourages discussions related to diversity	66.4%	4	83.7%	33	81.8%	37
Provides employees with a positive work experience	66.4%	4	61.3%	33	61.8%	37
Climate has become consistently more inclusive of all employees	42.5%	4	63.6%	33	61.2%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 61: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	28.5%	4	63.6% A	33	59.6%	37
Recruits employees from a diverse set of backgrounds	42.5%	4	62.9%	33	60.6%	37
Improves the campus climate for all employees	23.9%	4	51.6%	33	48.4%	37
Retains diverse employees	0.0%	4	33.2%	33	29.5%	37
Creates a supportive environment for employees from diverse backgrounds	42.5%	4	59.4%	33	57.5%	37
Encourages discussions related to diversity	66.4%	4	100.0% A	33	96.2%	37
Provides employees with a positive work experience	66.4%	4	73.3%	33	72.6%	37
Climate has become consistently more inclusive of all employees	0.0%	4	67.9% A	33	60.2%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	44.0%	4	64.3%	33	62.0%	37
Communications are effective	23.9%	4	60.6%	33	56.4%	37
Communications are timely	66.4%	4	68.4%	33	68.1%	37
Communications are relevant	42.5%	4	72.6%	33	69.2%	37
Communications are informative	23.9%	4	81.1% A	33	74.6%	37
Communications are motivating	42.5%	4	36.4%	33	37.1%	37
Communications are honest	66.4%	4	54.5%	33	55.8%	37
Communications are accessible	42.5%	4	76.4%	33	72.6%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	17.1%	4	61.6% A	33	56.5%	37
Communications are effective	23.9%	4	61.0%	33	56.8%	37
Communications are timely	23.9%	4	53.2%	33	49.9%	37
Communications are relevant	23.9%	4	78.8% A	33	72.6%	37
Communications are informative	23.9%	4	80.0% A	33	73.6%	37
Communications are motivating	0.0%	4	33.9%	33	30.1%	37
Communications are honest	23.9%	4	56.3%	33	52.6%	37
Communications are accessible	0.0%	4	67.9% A	33	60.2%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	17.1%	4	61.6% A	33	56.5%	37
Communications are effective	23.9%	4	61.0%	33	56.8%	37
Communications are timely	23.9%	4	53.2%	33	49.9%	37
Communications are relevant	23.9%	4	78.8% A	33	72.6%	37
Communications are informative	23.9%	4	80.0% A	33	73.6%	37
Communications are motivating	0.0%	4	33.9%	33	30.1%	37
Communications are honest	23.9%	4	56.3%	33	52.6%	37
Communications are accessible	0.0%	4	67.9% A	33	60.2%	37

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 65: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	23.9%	*	39.4%	13	37.7%	14
Maybe, I can provide feedback in limited situations	76.1%	3	17.0%	6	23.6%	9
	B					
No, I don't have an opportunity to provide feedback	0.0% <sup>1</sup>	*	43.6%	14	38.7%	14
Total	100.0%	4	100.0%	33	100.0%	37

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

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

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

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

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

**Table 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	22.9%	4	59.3%	17	52.0%	21
			A			
One on one conversations with my supervisor	66.4%	4	80.8%	18	78.1%	23
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	4	38.1%	17	30.5%	21
My service on committees	23.9%	4	47.3%	18	43.0%	23
Annual review process	23.9%	4	52.7%	18	47.4%	23
Input collection through anonymous surveys	0.0%	4	71.9%	18	58.7%	23
			A			

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 67: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	16.0%	4	41.6%	18	36.9%	23
CSU overall	0.0%	4	30.3%	18	24.7%	23
My division/college	23.9%	4	47.3%	18	43.0%	23
My department/unit	23.9%	4	47.3%	18	43.0%	23

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 68: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	33.6%	*	17.1%	6	18.9%	7
Physical appearance	23.9%	*	0.0%	*	2.7%	*
Physical disability	0.0%	*	4.3%	*	3.8%	*
Mental disability	0.0%	*	5.4%	*	4.8%	*
Employment classification	33.6%	*	33.3%	11	33.3%	12
Gender identity	23.9%	*	7.3%	*	9.2%	3
Job title	0.0%	*	36.4%	12	32.3%	12
Parental status	0.0%	*	9.7%	3	8.6%	3
Religion	0.0%	*	5.4%	*	4.8%	*
Political affiliation	0.0%	*	5.4%	*	4.8%	*
Sexual orientation	23.9%	*	7.3%	*	9.2%	3
Socio-economic status	23.9%	*	4.3%	*	6.5%	*
Ethnic origin	23.9%	*	12.8%	4	14.0%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	23.9%	*	7.3%	*	9.2%	3
Marital status	0.0%	*	4.3%	*	3.8%	*
Nationality/country of origin	42.5%	*	12.8%	4	16.1%	6
None/no response	0.0%	*	42.4%	14	37.6%	14

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	33.6%	*	7.3%	*	10.3%	4
Physical appearance	23.9%	*	5.4%	*	7.5%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	33.6%	*	44.8%	15	43.6%	16
Gender identity	0.0%	*	5.4%	*	4.8%	*
Job title	0.0%	*	44.8%	15	39.8%	15
Parental status	0.0%	*	10.8%	4	9.6%	4
Religion	0.0%	*	4.3%	*	3.8%	*
Political affiliation	0.0%	*	19.3%	6	17.1%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	23.9%	*	5.4%	*	7.5%	*
Ethnic origin	23.9%	*	0.0%	*	2.7%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	23.9%	*	4.3%	*	6.5%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	42.5%	*	5.4%	*	9.6%	4
None/no response	0.0%	*	39.3%	13	34.9%	13

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	33.6%	*	7.3%	*	10.3%	4
Physical appearance	23.9%	*	5.4%	*	7.5%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	33.6%	*	44.8%	15	43.6%	16
Gender identity	0.0%	*	5.4%	*	4.8%	*
Job title	0.0%	*	44.8%	15	39.8%	15
Parental status	0.0%	*	10.8%	4	9.6%	4
Religion	0.0%	*	4.3%	*	3.8%	*
Political affiliation	0.0%	*	19.3%	6	17.1%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	23.9%	*	5.4%	*	7.5%	*
Ethnic origin	23.9%	*	0.0%	*	2.7%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	23.9%	*	4.3%	*	6.5%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	42.5%	*	5.4%	*	9.6%	4
None/no response	0.0%	*	39.3%	13	34.9%	13

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	0.0%	*	18.2%	6	16.1%	6
Bullying	33.6%	*	26.0%	8	26.8%	10
Bias	57.5%	*	26.7%	9	30.2%	11
Physical assault	0.0%	*	4.3%	*	3.8%	*
Sexual misconduct	0.0%	*	9.7%	3	8.6%	3
Verbal abuse	0.0%	*	9.7%	3	8.6%	3
None/no response	42.5%	*	64.9%	21	62.3%	23

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	0.0%	*	0.0%	*	0.0%	*
Bullying	33.6%	*	24.7%	8	25.7%	9
Bias	57.5%	*	27.9%	9	31.3%	11
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	33.6%	*	5.4%	*	8.6%	3
None/no response	42.5%	*	58.2%	19	56.4%	21

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	0.0%	*	0.0%	*	0.0%	*
Bullying	33.6%	*	24.7%	8	25.7%	9
Bias	57.5%	*	27.9%	9	31.3%	11
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	33.6%	*	5.4%	*	8.6%	3
None/no response	42.5%	*	58.2%	19	56.4%	21

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

Statistical significance not tested.

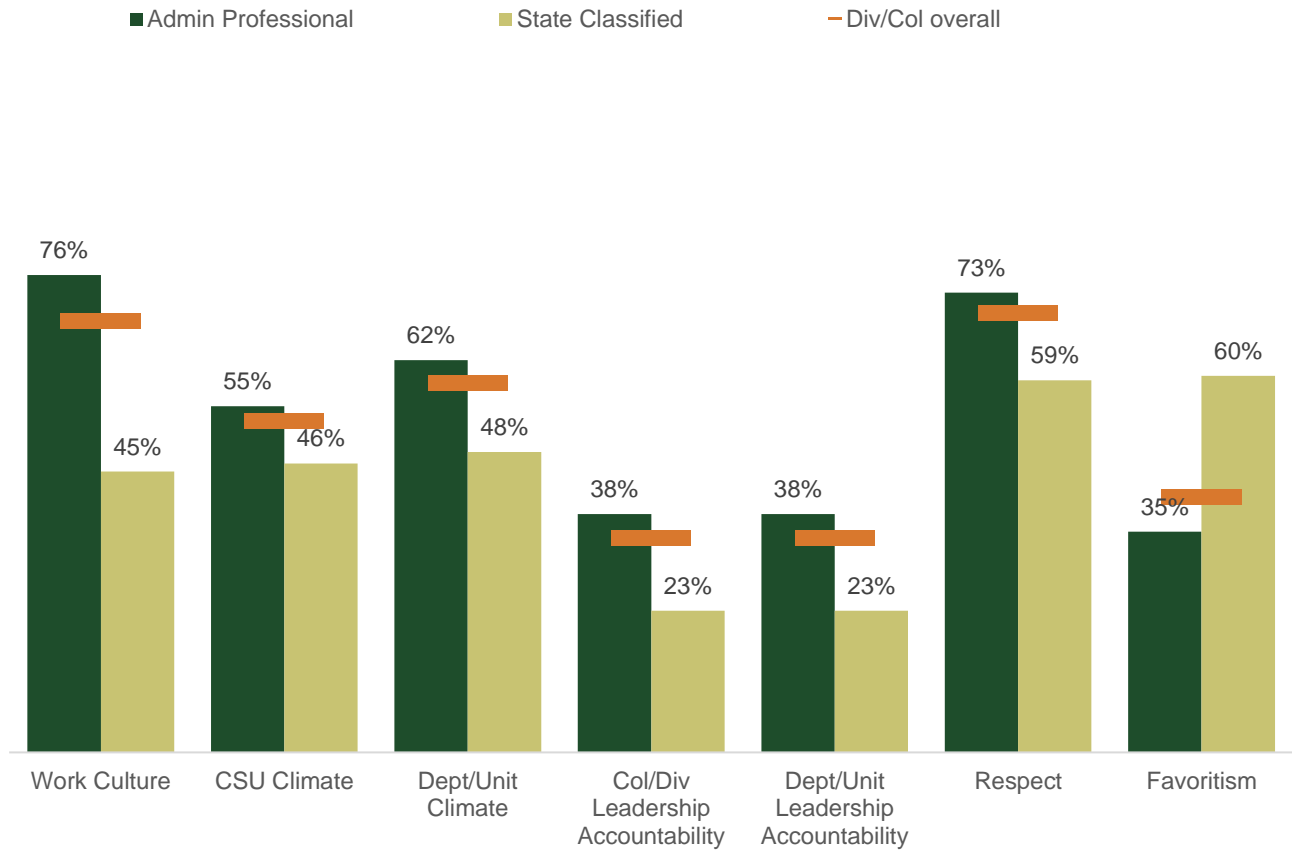
\* Values reported for items with  $n \geq 3$ .



## Comparisons by Employee Type

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

**Figure 4: Organizational Themes Compared by Employee Type**



**Table 74: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	76.0%	32	44.7%	9	68.8%	41
My department/unit promotes a work environment where all employees feel included	79.9%	33	29.2%	9	68.5%	42
My department/unit treats all employees equitably	51.2%	33	0.0%	0	39.7%	42
My department/unit is open and transparent in communication	59.7%	33	29.2%	9	52.9%	42
My department/unit values employee input in major department/unit decisions	55.4%	33	29.2%	9	49.5%	42
My department/unit promotes respect for cultural differences	100.0%	32	81.3%	9	95.7%	41
My department/unit understands the value of diversity	93.9%	33	81.3%	9	91.0%	42
My department/unit communicates the importance of valuing diversity	96.9%	33	100.0%	9	97.6%	42
I feel valued as an employee	79.9%	33	10.5%	1	64.3%	42
I feel a strong sense of belonging to CSU	56.2%	33	66.5%	9	58.6%	42
I feel a strong sense of belonging to my division/college	61.7%	33	29.2%	9	54.4%	42
I feel a strong sense of belonging to my department/unit	79.9%	33	29.2%	9	68.5%	42
I would recommend CSU as a place of employment	76.3%	33	66.5%	9	74.1%	42
I would recommend my department/unit as a place of employment	73.2%	33	29.2%	9	63.3%	42

Percent "Agree" or "Strongly agree"

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

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

**Table 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	82.9%	27	100.0% <sup>a</sup>	9	86.7%	36
No, I did not have a review	17.1%	6	0.0% <sup>a</sup>	*	13.3%	6
Total	100.0%	33	100.0%	9	100.0%	42

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

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

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

**Table 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	80.2%	27	61.7%	9	75.4%	36
I am satisfied with the effort my supervisor put into my most recent performance review	78.0%	27	47.9%	9	70.2%	36
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	30.1%	27	52.1%	9	35.8%	36
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	62.5%	27	37.3%	9	56.0%	36

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 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	73.2%	33	59.3%	9	70.1%	42
My department/unit is treated with respect by other units within my college/division	73.1%	33	37.3%	9	65.1%	42
My college/division is treated with respect by CSU	53.1%	33	29.2%	9	47.7%	42
The people I interact with treat each other with respect	86.0%	33	85.2%	9	85.8%	42
There is respect for religious differences in my department/unit	82.8%	33	66.5%	9	79.1%	42
There is respect for liberal perspectives in my department/unit	94.6%	33	85.2%	9	92.5%	42
There is respect for conservative perspectives in my department/unit	49.9%	33	52.1%	9	50.4%	42

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 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	35.2%	33	60.0%	9	40.8%	42
Recognized within my department/unit	47.6%	33	70.8%	9	52.9%	42
Resources in my department/unit	37.2%	33	52.1%	9	40.6%	42
Professional development opportunities	18.2%	33	47.9%	9	24.9%	42
Promoted in my department/unit	51.8%	33	81.3%	9	58.5%	42
Hired in my department/unit	20.9%	33	47.9%	9	27.0%	42

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	38.0%	29	22.6%	9	34.2%	38
Leadership adequately addresses inappropriate behavior	42.7%	30	29.2%	9	39.4%	39
Leadership holds employees accountable for inappropriate behavior	36.7%	30	29.2%	9	34.9%	39
Leadership holds employees accountable for poor performance in the workplace	25.4%	30	18.7%	9	23.8%	39
Leadership acts ethically and honestly in the workplace	58.1%	30	29.2%	9	51.1%	39
Leadership addresses issues of inequity	39.3%	30	10.5%	9	32.4%	39
Leadership holds all employees to the same standards	32.5%	29	18.7%	9	29.1%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	38.0%	29	22.6%	9	34.2%	38
Leadership adequately addresses inappropriate behavior	42.7%	30	29.2%	9	39.4%	39
Leadership holds employees accountable for inappropriate behavior	36.7%	30	29.2%	9	34.9%	39
Leadership holds employees accountable for poor performance in the workplace	25.4%	30	18.7%	9	23.8%	39
Leadership acts ethically and honestly in the workplace	58.1%	30	29.2%	9	51.1%	39
Leadership addresses issues of inequity	39.3%	30	10.5%	9	32.4%	39
Leadership holds all employees to the same standards	32.5%	29	18.7%	9	29.1%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 81: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	55.2%	28	46.0%	9	52.9%	38
Recruits employees from a diverse set of backgrounds	55.2%	28	18.7%	9	46.0%	38
Improves the campus climate for all employees	54.6%	28	29.2%	9	48.2%	38
Retains diverse employees	17.4%	28	18.7%	9	17.7%	38
Creates a supportive environment for employees from diverse backgrounds	52.5%	28	66.5%	9	56.0%	38
Encourages discussions related to diversity	81.3%	28	85.2%	9	82.3%	38
Provides employees with a positive work experience	61.6%	28	56.0%	9	60.2%	38
Climate has become consistently more inclusive of all employees	63.5%	28	47.9%	9	59.6%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	62.5%	28	47.9%	9	58.8%	38
Recruits employees from a diverse set of backgrounds	56.5%	28	66.5%	9	59.0%	38
Improves the campus climate for all employees	62.9%	28	10.5%	9	49.8%	38
	B					
Retains diverse employees	22.3%	28	47.9%	9	28.7%	38
Creates a supportive environment for employees from diverse backgrounds	52.5%	28	66.5%	9	56.0%	38
Encourages discussions related to diversity	100.0%	28	85.2%	9	96.3%	38
	B					
Provides employees with a positive work experience	84.5%	28	29.2%	9	70.6%	38
	B					
Climate has become consistently more inclusive of all employees	62.2%	28	47.9%	9	58.6%	38

Percent "Agree" or "Strongly agree"

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

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

**Table 83: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	60.4%	28	66.2%	9	61.9%	38
Communications are effective	51.1%	28	66.5%	9	54.9%	38
Communications are timely	63.5%	28	85.2%	9	69.0%	38
Communications are relevant	68.5%	28	74.7%	9	70.0%	38
Communications are informative	68.5%	28	85.2%	9	72.7%	38
Communications are motivating	41.9%	28	29.2%	9	38.7%	38
Communications are honest	57.3%	28	56.0%	9	57.0%	38
Communications are accessible	72.0%	28	66.5%	9	70.6%	38

Percent "Agree" or "Strongly agree"

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

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

**Table 84: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	62.6%	28	39.9%	9	56.9%	38
Communications are effective	57.8%	28	47.9%	9	55.3%	38
Communications are timely	52.4%	28	47.9%	9	51.2%	38
Communications are relevant	81.8%	28	47.9%	9	73.3%	38
	B					
Communications are informative	83.2%	28	47.9%	9	74.3%	38
	B					
Communications are motivating	39.1%	28	10.5%	3	31.9%	38
Communications are honest	62.1%	28	29.2%	9	53.9%	38
Communications are accessible	62.2%	28	47.9%	9	58.6%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	62.6%	28	39.9%	9	56.9%	38
Communications are effective	57.8%	28	47.9%	9	55.3%	38
Communications are timely	52.4%	28	47.9%	9	51.2%	38
Communications are relevant	81.8%	28	47.9%	9	73.3%	38
	B					
Communications are informative	83.2%	28	47.9%	9	74.3%	38
	B					
Communications are motivating	39.1%	28	10.5%	3	31.9%	38
Communications are honest	62.1%	28	29.2%	9	53.9%	38
Communications are accessible	62.2%	28	47.9%	9	58.6%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 86: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	42.7%	12	18.7%	*	36.7%	14
Maybe, I can provide feedback in limited situations	25.8%	7	25.3%	*	25.7%	10
No, I don't have an opportunity to provide feedback	31.5%	9	56.0%	5	37.7%	14
Total	100.0%	28	100.0%	9	100.0%	38

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

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

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

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

**Table 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	56.2%	18	36.1%	4	52.4%	22
One on one conversations with my supervisor	81.8%	19	66.4%	4	79.0%	24
My representation in shared governance (CPC, APC, or Faculty Council)	35.9%	18	0.0%	4	29.1%	22
My service on committees	50.0%	19	23.9%	4	45.4%	24
Annual review process	55.1%	19	23.9%	4	49.6%	24
Input collection through anonymous surveys	54.0%	19	66.4%	4	56.2%	24

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	39.5%	19	16.0%	4	35.3%	24
CSU overall	28.7%	19	0.0%	4	23.6%	24
My division/college	44.9%	19	23.9%	4	41.2%	24
My department/unit	44.9%	19	23.9%	4	41.2%	24

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	17.1%	6	14.8%	*	16.6%	7
Physical appearance	3.1%	*	0.0%	*	2.4%	*
Physical disability	4.3%	*	0.0%	*	3.3%	*
Mental disability	5.4%	*	0.0%	*	4.2%	*
Employment classification	22.6%	7	52.1%	5	29.2%	12
Gender identity	10.4%	3	0.0%	*	8.1%	3
Job title	28.7%	9	37.3%	4	30.6%	13
Parental status	9.7%	3	0.0%	*	7.5%	3
Religion	5.4%	*	0.0%	*	4.2%	*
Political affiliation	0.0%	*	18.7%	*	4.2%	*
Sexual orientation	10.4%	3	0.0%	*	8.1%	3
Socio-economic status	7.4%	*	0.0%	*	5.7%	*
Ethnic origin	15.9%	5	0.0%	*	12.3%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	10.4%	3	0.0%	*	8.1%	3
Marital status	4.3%	*	0.0%	*	3.3%	*
Nationality/country of origin	18.2%	6	0.0%	*	14.1%	6
None/no response	41.5%	13	47.9%	5	42.9%	18

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

Statistical significance not tested.

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



**Table 90: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.4%	*	14.8%	*	9.0%	4
Physical appearance	3.1%	*	18.7%	*	6.6%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	20.2%	7	100.0%	9	38.2%	16
Gender identity	5.4%	*	0.0%	*	4.2%	*
Job title	23.2%	8	74.7%	7	34.8%	15
Parental status	0.0%	*	37.3%	4	8.4%	4
Religion	4.3%	*	0.0%	*	3.3%	*
Political affiliation	8.5%	*	37.3%	4	15.0%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	3.1%	*	18.7%	*	6.6%	*
Ethnic origin	3.1%	*	0.0%	*	2.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	7.4%	*	0.0%	*	5.7%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	5.4%	*	18.7%	*	8.4%	4
None/no response	55.4%	18	0.0%	*	42.9%	18

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

Statistical significance not tested.

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

**Table 91: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.4%	*	14.8%	*	9.0%	4
Physical appearance	3.1%	*	18.7%	*	6.6%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	20.2%	7	100.0%	9	38.2%	16
Gender identity	5.4%	*	0.0%	*	4.2%	*
Job title	23.2%	8	74.7%	7	34.8%	15
Parental status	0.0%	*	37.3%	4	8.4%	4
Religion	4.3%	*	0.0%	*	3.3%	*
Political affiliation	8.5%	*	37.3%	4	15.0%	6
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	3.1%	*	18.7%	*	6.6%	*
Ethnic origin	3.1%	*	0.0%	*	2.4%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	7.4%	*	0.0%	*	5.7%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	5.4%	*	18.7%	*	8.4%	4
None/no response	55.4%	18	0.0%	*	42.9%	18

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	18.2%	6	0.0%	*	14.1%	6
Bullying	26.1%	8	14.8%	*	23.5%	10
Bias	29.8%	10	14.8%	*	26.4%	11
Physical assault	4.3%	*	0.0%	*	3.3%	*
Sexual misconduct	9.7%	3	0.0%	*	7.5%	3
Verbal abuse	9.7%	3	0.0%	*	7.5%	3
None/no response	61.7%	20	85.2%	8	67.0%	28

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 Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	8.5%	*	70.8%	7	22.6%	9
Bias	20.2%	7	52.1%	5	27.4%	11
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	33.5%	3	7.5%	3
None/no response	71.3%	23	29.2%	*	61.8%	26

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	0.0%	*	0.0%	*	0.0%	*
Bullying	8.5%	*	70.8%	7	22.6%	9
Bias	20.2%	7	52.1%	5	27.4%	11
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	33.5%	3	7.5%	3
None/no response	71.3%	23	29.2%	*	61.8%	26

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

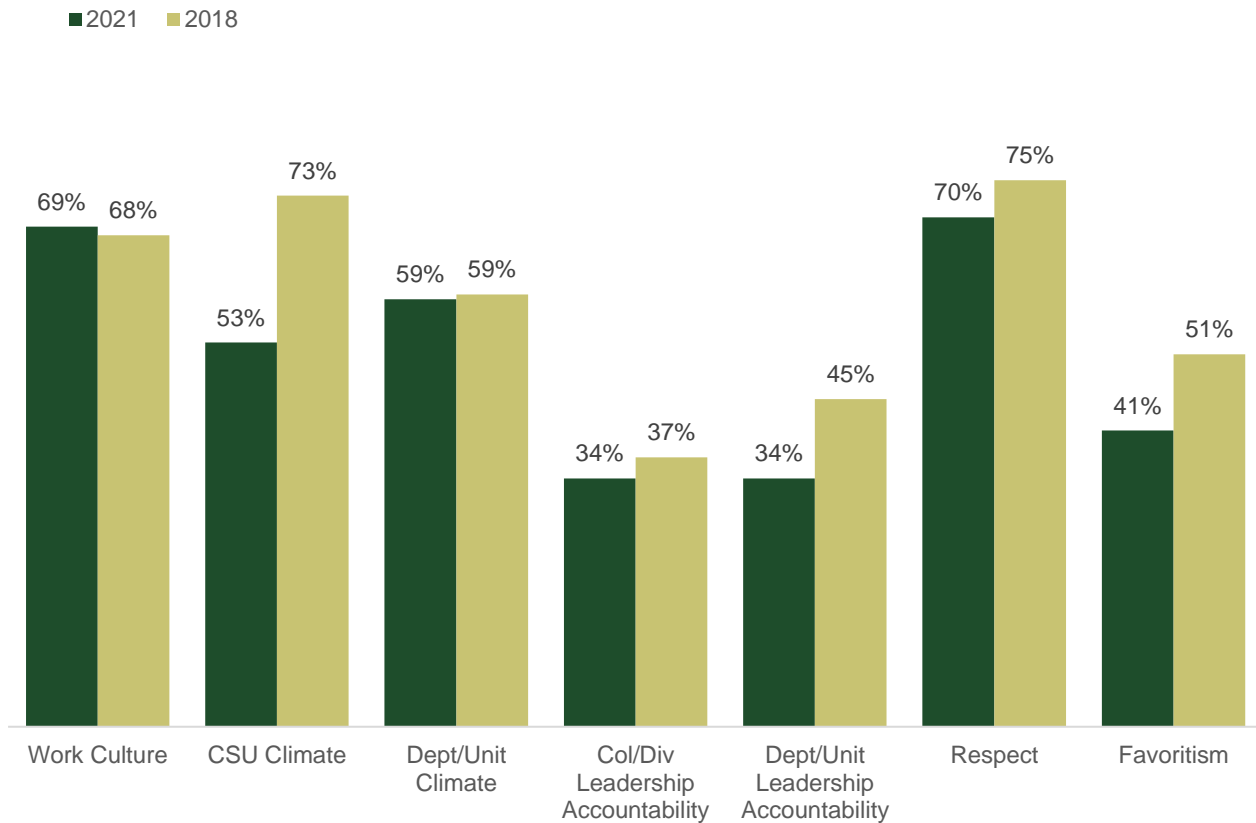
Statistical significance not tested.

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

## Comparisons by Year

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

**Figure 5: Organizational Themes Compared by Year**



**Table 95: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
<b>WORK CULTURE OVERALL</b>	67.6%	40	68.8%	41
My department/unit promotes a work environment where all employees feel included	54.0%	41	68.5%	42
My department/unit treats all employees equitably	37.8%	42	39.7%	42
My department/unit is open and transparent in communication	43.9%	42	52.9%	42
My department/unit values employee input in major department/unit decisions	35.7%	42	49.5%	42
My department/unit promotes respect for cultural differences	96.7%	42	95.7%	41
My department/unit understands the value of diversity	86.8%	42	91.0%	42
My department/unit communicates the importance of valuing diversity	93.4%	42	97.6%	42
I feel valued as an employee	63.4%	42	64.3%	42
I feel a strong sense of belonging to CSU	70.1%	41	58.6%	42
I feel a strong sense of belonging to my division/college	71.0%	42	54.4%	42
I feel a strong sense of belonging to my department/unit	62.6%	42	68.5%	42
I would recommend CSU as a place of employment	80.5%	41	74.1%	42
I would recommend my department/unit as a place of employment	73.7%	41	63.3%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 96: 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	86.5%	35	86.7%	36
No, I did not have a review	13.5%	5	13.3%	6

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

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

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

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

**Table 97: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
<b>PERFORMANCE REVIEW OVERALL</b>	81.4%	42	75.4%	36
I am satisfied with the effort my supervisor put into my most recent performance review	62.8%	42	70.2%	36
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	41.1%	42	35.8%	36
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	56.0%	36

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

Percent "Agree" or "Strongly agree"

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

\*Reverse coded when included in overall rating

\* Values reported for items with n >= 3.<sup>a,b,c</sup>

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

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

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

**Table 98: 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
<b>RESPECT OVERALL</b>	75.2%	38	70.1%	42
My department/unit is treated with respect by other units within my college/division	72.5%	42	65.1%	42
My college/division is treated with respect by CSU	76.8%	42	47.7%	42
	B			
The people I interact with treat each other with respect	77.2%	42	85.8%	42
There is respect for religious differences in my department/unit	85.4%	38	79.1%	42
There is respect for liberal perspectives in my department/unit	96.7%	40	92.5%	42
There is respect for conservative perspectives in my department/unit	42.4%	40	50.4%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 99: 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
<b>FAVORITISM OVERALL</b>	51.3%	37	40.8%	42
Recognized within my department/unit	71.3%	41	52.9%	42
Resources in my department/unit	61.3%	41	40.6%	42
Professional development opportunities	40.4%	40	24.9%	42
Promoted in my department/unit	69.3%	41	58.5%	42
Hired in my department/unit	30.9%	38	27.0%	42

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 100: 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
<b>COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL</b>	37.1%	30	34.2%	38
Leadership adequately addresses inappropriate behavior	35.2%	31	39.4%	39
Leadership holds employees accountable for inappropriate behavior	35.2%	31	34.9%	39
Leadership holds employees accountable for poor performance in the workplace	37.1%	30	23.8%	39
Leadership acts ethically and honestly in the workplace	56.5%	36	51.1%	39
Leadership addresses issues of inequity	38.1%	34	32.4%	39
Leadership holds all employees to the same standards	35.2%	34	29.1%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 101: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.1%	38	34.2%	38
Leadership adequately addresses inappropriate behavior	39.6%	39	39.4%	39
Leadership holds employees accountable for inappropriate behavior	39.6%	39	34.9%	39
Leadership holds employees accountable for poor performance in the workplace	45.0%	39	23.8%	39
	B			
Leadership acts ethically and honestly in the workplace	56.5%	36	51.1%	39
Leadership addresses issues of inequity	37.5%	41	32.4%	39
Leadership holds all employees to the same standards	38.4%	40	29.1%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 102: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	73.1%	24	52.9%	38
	B			
Recruits employees from a diverse set of backgrounds	67.7%	38	46.0%	38
Improves the campus climate for all employees	75.7%	40	48.2%	38
	B			
Retains diverse employees	47.4%	25	17.7%	38
	B			
Creates a supportive environment for employees from diverse backgrounds	67.8%	29	56.0%	38
Encourages discussions related to diversity	100.0%	41	82.3%	38
	B			
Provides employees with a positive work experience	78.6%	38	60.2%	38
Climate has become consistently more inclusive of all employees	76.1%	34	59.6%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 103: 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	59.5%	32	58.8%	38
Recruits employees from a diverse set of backgrounds	30.8%	42	59.0% A	38
Improves the campus climate for all employees	62.0%	40	49.8%	38
Retains diverse employees	31.4%	33	28.7%	38
Creates a supportive environment for employees from diverse backgrounds	67.8%	29	56.0%	38
Encourages discussions related to diversity	96.6%	41	96.3%	38
Provides employees with a positive work experience	63.7%	41	70.6%	38
Climate has become consistently more inclusive of all employees	70.1%	36	58.6%	38

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 104: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	41.7%	15	9.0%	4
Physical appearance	7.7%	*	6.6%	*
Physical disability*	NA	NA	NA	NA
Mental disability	NA	NA	NA	NA
Employment classification	47.1%	16	38.2%	16
Gender identity	4.0%	*	4.2%	*
Job title	50.8%	18	34.8%	15
Parental status	42.8%	15	8.4%	4
Religion	6.6%	*	3.3%	*
Political affiliation	23.6%	8	15.0%	6
Sexual orientation	NA	NA	NA	NA
Socio-economic status	14.5%	5	6.6%	*
Ethnic origin	NA	NA	2.4%	*
Veteran status	NA	NA	NA	NA
Race or color	4.0%	*	5.7%	*
Marital status	18.6%	7	NA	NA
Nationality/country of origin	NA	NA	8.4%	4
None/no response	16.3%	6	42.9%	18

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 105: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	9.7%	4	14.1%	6
Bullying	13.0%	5	23.5%	10
Bias	37.0%	15	26.4%	11
Physical assault	0.0%	*	3.3%	*
Sexual misconduct	3.1%	*	7.5%	3
Verbal abuse	12.1%	5	7.5%	3
None/no response	63.0%	26	67.0%	28

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

Statistical significance not tested.

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

**Table 106: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	23.3%	10	22.6%	9
Bias	25.3%	11	27.4%	11
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	9.9%	4	7.5%	3
None/no response	64.8%	27	61.8%	26

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

Statistical significance not tested.

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

**Table 107: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	16.2%	7	22.6%	9
Bias	23.3%	10	27.4%	11
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	5.6%	*	7.5%	3
None/no response	67.9%	28	61.8%	26

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

Statistical significance not tested.

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