

Employee Climate Survey 2021

University Libraries

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*
Library	70	1	7	46	66.7%

* 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	21%	14%	21%
	Woman	79%	86%	79%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	0%	0%
Racially minoritized status	Racially minoritized	21%	15%	22%
	Non-racially minoritized	79%	85%	78%
Employee type	Admin Professional	27%	20%	25%
	Contract, continuing, and adjunct (CCA)	21%	20%	20%
	Tenure or Tenure-track (T/TT) Faculty	16%	15%	15%
	State Classified	36%	46%	40%
	Other Salaried Employee	0%	0%	0%

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

Frequencies of Results

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

Figure 1: Organizational Themes

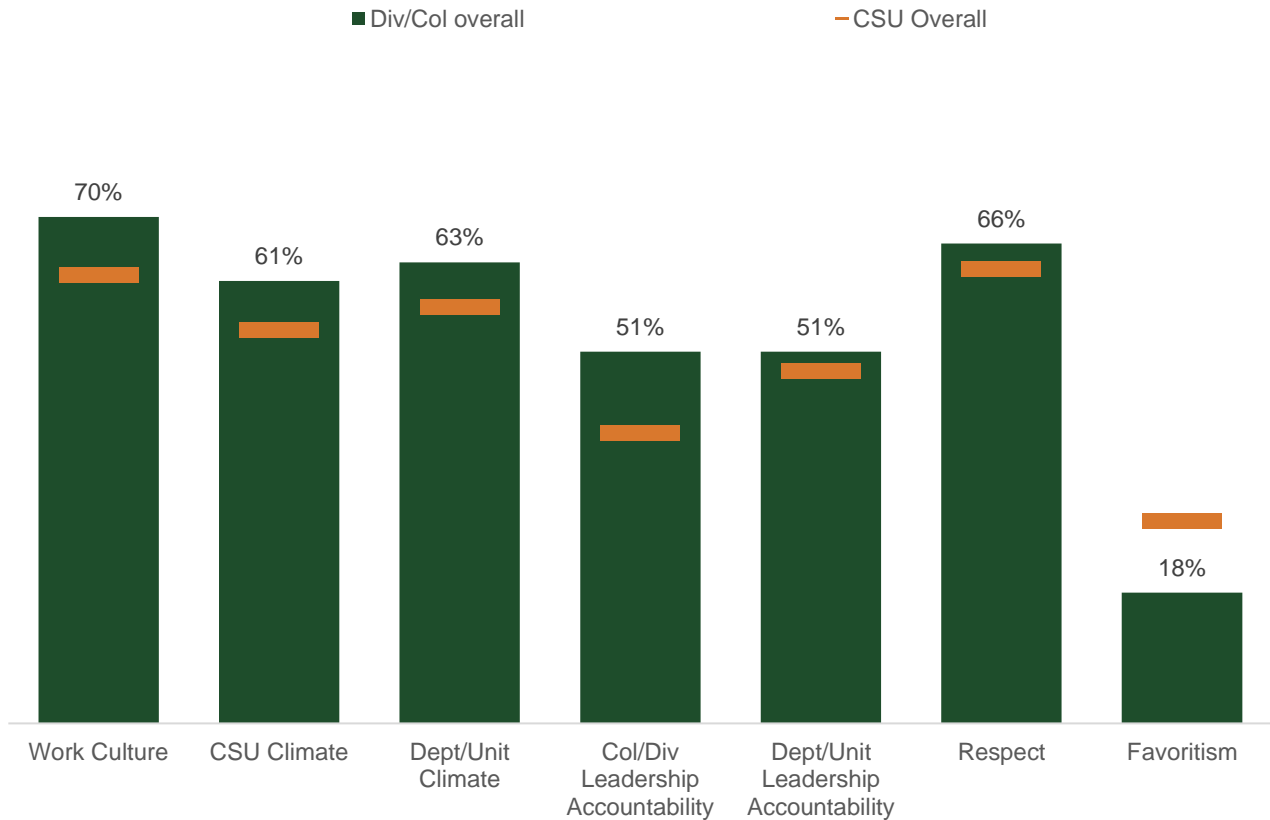


Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit promotes a work environment where all employees feel included	2.2%	8.7%	13.4%	50.8%	25.0%	100.0% 70
My department/unit treats all employees equitably	4.3%	14.3%	26.2%	38.4%	16.7%	100.0% 70
My department/unit is open and transparent in communication	4.3%	18.5%	8.7%	33.8%	34.7%	100.0% 70
My department/unit values employee input in major department/unit decisions	8.7%	8.5%	24.1%	42.6%	16.2%	100.0% 70
My department/unit promotes respect for cultural differences	2.2%	2.2%	15.2%	53.2%	27.3%	100.0% 69
My department/unit understands the value of diversity	2.2%	2.2%	10.0%	50.2%	35.5%	100.0% 70
My department/unit communicates the importance of valuing diversity	2.2%	2.2%	9.8%	51.0%	34.9%	100.0% 70
I feel valued as an employee	6.5%	10.0%	21.4%	32.3%	29.8%	100.0% 70
I feel a strong sense of belonging to CSU	10.8%	2.8%	32.3%	28.2%	25.9%	100.0% 70
I feel a strong sense of belonging to my division/college	13.0%	1.3%	15.6%	36.6%	33.5%	100.0% 70
I feel a strong sense of belonging to my department/unit	4.3%	10.0%	12.8%	42.1%	30.7%	100.0% 70
I would recommend CSU as a place of employment	4.3%	6.5%	18.8%	44.4%	25.9%	100.0% 70
I would recommend my department/unit as a place of employment	2.2%	6.5%	19.8%	45.6%	25.9%	100.0% 70

Table 4: Performance Review in Last Year

	Yes, I had a review	No, I did not have a review	Total (Pct Pop)
Did you have a performance review in the last year?	100.0%	0.0%	100.0% 70

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	2.2%	3.6%	16.4%	46.1%	31.8%	100.0% 70
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	17.8%	42.9%	24.7%	10.2%	4.3%	100.0% 70
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	9.0%	26.2%	10.8%	47.1%	6.9%	100.0% 70

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	2.2%	11.4%	12.8%	65.8%	7.8%	100.0% 70
My college/division is treated with respect by CSU	2.2%	12.4%	25.0%	54.7%	5.7%	100.0% 70
The people I interact with treat each other with respect	0.0%	2.2%	7.9%	60.7%	29.3%	100.0% 70
There is respect for religious differences in my department/unit	2.2%	0.0%	49.1%	33.1%	15.6%	100.0% 70
There is respect for liberal perspectives in my department/unit	2.2%	0.0%	27.1%	48.0%	22.8%	100.0% 70
There is respect for conservative perspectives in my department/unit	3.6%	6.6%	37.7%	42.6%	9.6%	100.0% 69

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	14.8%	36.6%	20.3%	24.0%	4.3%	100.0% 70
Resources in my department/unit	17.4%	31.6%	32.0%	14.8%	4.3%	100.0% 70
Professional development opportunities	18.8%	46.4%	25.9%	6.7%	2.2%	100.0% 70
Promoted in my department/unit	15.1%	32.6%	30.3%	10.7%	11.3%	100.0% 68
Hired in my department/unit	20.0%	35.2%	32.2%	7.9%	4.7%	100.0% 68

Table 8: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	0.0%	11.0%	44.5%	39.7%	4.9%	100.0% 68
Leadership holds employees accountable for inappropriate behavior	0.0%	11.0%	48.6%	31.5%	8.9%	100.0% 68
Leadership holds employees accountable for poor performance in the workplace	0.0%	19.9%	35.7%	36.9%	7.5%	100.0% 68
Leadership acts ethically and honestly in the workplace	2.2%	4.4%	22.7%	51.8%	18.8%	100.0% 68
Leadership addresses issues of inequity	4.3%	11.6%	28.8%	41.0%	14.3%	100.0% 70
Leadership holds all employees to the same standards	6.8%	18.9%	20.8%	46.6%	6.9%	100.0% 70

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	0.0%	11.0%	44.5%	39.7%	4.9%	100.0% 68
Leadership holds employees accountable for inappropriate behavior	0.0%	11.0%	48.6%	31.5%	8.9%	100.0% 68
Leadership holds employees accountable for poor performance in the workplace	0.0%	19.9%	35.7%	36.9%	7.5%	100.0% 68
Leadership acts ethically and honestly in the workplace	2.2%	4.4%	22.7%	51.8%	18.8%	100.0% 68
Leadership addresses issues of inequity	4.3%	11.6%	28.8%	41.0%	14.3%	100.0% 70
Leadership holds all employees to the same standards	6.8%	18.9%	20.8%	46.6%	6.9%	100.0% 70

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	8.9%	9.0%	32.4%	48.4%	1.4%	100.0% 68
Improves the campus climate for all employees	2.2%	10.3%	20.6%	59.5%	7.4%	100.0% 68
Retains diverse employees	7.4%	11.4%	47.2%	26.5%	7.4%	100.0% 68
Creates a supportive environment for employees from diverse backgrounds	4.4%	5.9%	36.1%	49.1%	4.4%	100.0% 68
Encourages discussions related to diversity	2.2%	2.5%	9.9%	54.5%	30.8%	100.0% 68
Provides employees with a positive work experience	4.4%	10.3%	12.8%	59.0%	13.5%	100.0% 68
Climate has become consistently more inclusive of all employees	4.4%	9.6%	21.8%	45.7%	18.5%	100.0% 68

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	8.9%	7.2%	26.2%	54.1%	3.6%	100.0% 68
Improves the campus climate for all employees	2.2%	4.4%	19.7%	54.7%	19.0%	100.0% 68
Retains diverse employees	7.4%	5.9%	40.0%	35.8%	11.0%	100.0% 68
Creates a supportive environment for employees from diverse backgrounds	4.4%	5.9%	36.1%	49.1%	4.4%	100.0% 68
Encourages discussions related to diversity	2.2%	2.2%	19.4%	42.0%	34.2%	100.0% 68
Provides employees with a positive work experience	2.3%	9.7%	13.4%	55.2%	19.4%	100.0% 67
Climate has become consistently more inclusive of all employees	4.4%	6.6%	25.3%	32.2%	31.3%	100.0% 68

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	6.5%	7.4%	19.7%	58.4%	8.1%	100.0% 70
Communications are timely	4.3%	2.6%	32.1%	49.1%	11.9%	100.0% 70
Communications are relevant	0.0%	8.7%	22.8%	58.4%	10.2%	100.0% 70
Communications are informative	2.2%	2.2%	20.5%	61.5%	13.6%	100.0% 68
Communications are motivating	8.7%	14.0%	30.7%	43.0%	3.5%	100.0% 70
Communications are honest	6.8%	9.1%	25.6%	50.7%	7.8%	100.0% 67
Communications are accessible	0.0%	1.4%	26.8%	62.9%	8.9%	100.0% 68

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	2.2%	14.7%	10.9%	45.1%	27.0%	100.0% 68
Communications are timely	4.3%	12.0%	11.4%	52.6%	19.6%	100.0% 70
Communications are relevant	0.0%	2.2%	24.1%	46.3%	27.5%	100.0% 70
Communications are informative	0.0%	7.3%	12.2%	50.2%	30.3%	100.0% 68
Communications are motivating	6.5%	16.4%	29.2%	30.9%	16.9%	100.0% 70
Communications are honest	0.0%	11.4%	27.4%	39.2%	22.0%	100.0% 67
Communications are accessible	2.2%	2.8%	26.4%	49.6%	19.0%	100.0% 68

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	2.2%	14.7%	10.9%	45.1%	27.0%	100.0% 68
Communications are timely	4.3%	12.0%	11.4%	52.6%	19.6%	100.0% 70
Communications are relevant	0.0%	2.2%	24.1%	46.3%	27.5%	100.0% 70
Communications are informative	0.0%	7.3%	12.2%	50.2%	30.3%	100.0% 68
Communications are motivating	6.5%	16.4%	29.2%	30.9%	16.9%	100.0% 70
Communications are honest	0.0%	11.4%	27.4%	39.2%	22.0%	100.0% 67
Communications are accessible	2.2%	2.8%	26.4%	49.6%	19.0%	100.0% 68

Employee Climate Survey 2021

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?	52.6%	30.0%	17.4%	100.0% 68

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%	2.7%	16.0%	48.2%	33.2%	100.0% 57
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	5.6%	60.5%	22.8%	11.1%	100.0% 55
My service on committees	2.7%	0.0%	34.0%	46.7%	16.6%	100.0% 57
Annual review process	8.0%	2.7%	13.2%	61.8%	14.3%	100.0% 57
Input collection through anonymous surveys	2.7%	6.1%	34.0%	40.5%	16.6%	100.0% 57

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	10.7%	2.7%	41.3%	32.9%	12.4%	100.0% 57
My division/college	8.0%	5.4%	16.5%	42.7%	27.4%	100.0% 57
My department/unit	8.0%	5.4%	16.5%	42.7%	27.4%	100.0% 57

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	16.7%	12	15.3%	11	15.3%	11
Physical appearance	8.6%	6	2.2%	*	2.2%	*
Physical disability	6.9%	5	0.0%	*	0.0%	*
Mental disability	13.3%	9	6.5%	5	6.5%	5
Employment classification	35.9%	25	34.6%	24	34.6%	24
Gender identity	17.9%	13	4.3%	3	4.3%	3
Job title	22.4%	16	17.8%	12	17.8%	12
Parental status	16.6%	12	12.5%	9	12.5%	9
Religion	7.1%	5	0.0%	*	0.0%	*
Political affiliation	15.6%	11	5.7%	4	5.7%	4
Sexual orientation	5.1%	4	0.0%	*	0.0%	*
Socio-economic status	23.0%	16	15.3%	11	15.3%	11
Ethnic origin	11.4%	8	4.3%	3	4.3%	3
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	24.1%	17	12.7%	9	12.7%	9
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	18.7%	13	4.3%	3	4.3%	3
None/no response	38.8%	27	45.4%	32	45.4%	32

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	12.9%	9	0.0%	*	0.0%	*
Bullying	12.4%	9	4.3%	3	4.3%	3
Bias	32.0%	22	17.8%	12	17.8%	12
Physical assault	4.8%	3	0.0%	*	0.0%	*
Sexual misconduct	8.3%	6	0.0%	*	0.0%	*
Verbal abuse	12.1%	8	6.0%	4	6.0%	4
None/no response	65.5%	46	79.7%	56	79.7%	56

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	12.4%	8
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	17.4%	12
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	66.7%	45
Prefer not to disclose	11.4%	8
The gender I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	17.2%	10		45.8%	27		65.5%	38	
1	5.5%	3		7.4%	4		6.8%	4	
2	6.5%	4		16.6%	10		5.1%	*	
3	7.6%	4		6.0%	3		17.7%	10	
4	26.9%	16		4.2%	*		1.7%	*	
5	12.4%	7		0.0%	*		3.1%	*	
6 Very	24.0%	14		20.0%	12		0.0%	*	
Total	100.0%	58	3.55	100.0%	58	1.96	100.0%	58	.93

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	2.8%	*
Asian (can include Middle Eastern and North African)	2.8%	*
Black or African American (can include Middle Eastern and North African)	3.0%	*
Hispanic or Latinx	5.1%	3
Native Hawaiian or Other Pacific Islander	0.0%	*
White	70.6%	48
Prefer not to disclose	13.3%	9
The race/ethnicity I most closely align with is not listed (please specify)	5.2%	4

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

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

Table 23: Black or African American

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

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

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

Table 24: Native American or Alaska Native or First Nations

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

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	100.0%	3
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

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

Table 26: Asian

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

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

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

Table 27: Hawaiian/Pacific Islander

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

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	10.8%	83.3%	6.0%	100.0% 67

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	13.8%	71.3%	5.8%	9.1%	100.0% 67

Table 30: Department/Unit

	Pct	Pop
Library	100.0%	70
Total	100.0%	70

Table 31: Employee Type

	Pct	Pop
Admin Professional	25.0%	17
CCAF Faculty	19.7%	14
State Classified	40.2%	28
T or TT Faculty	15.1%	11
Total	100.0%	70

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender

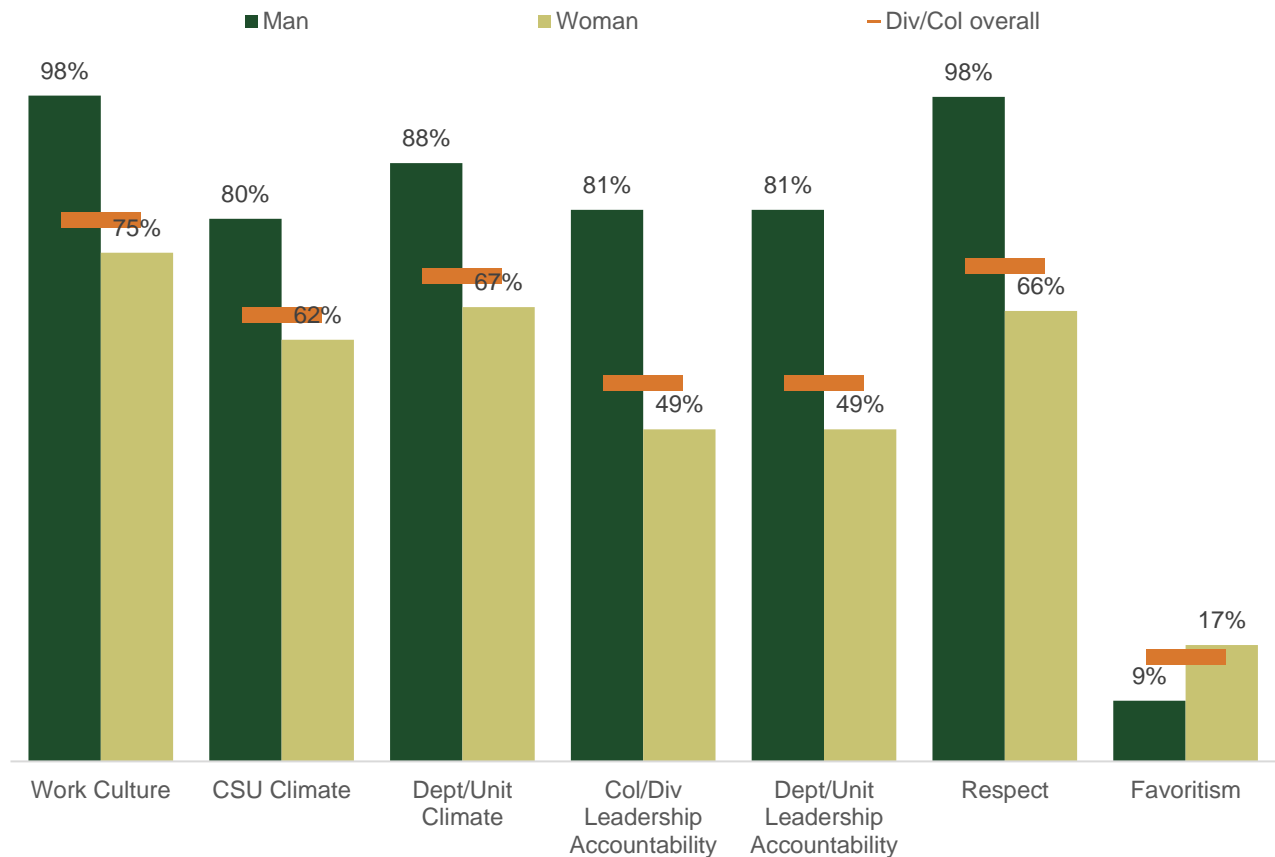


Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	97.7%	12	74.7%	44	79.5%	55
	B					
My department/unit promotes a work environment where all employees feel included	100.0%	12	79.0%	45	83.4%	56
My department/unit treats all employees equitably	85.2%	12	57.4%	45	63.2%	56
My department/unit is open and transparent in communication	100.0%	12	74.5%	45	79.7%	56
My department/unit values employee input in major department/unit decisions	85.2%	12	63.1%	45	67.7%	56
My department/unit promotes respect for cultural differences	100.0%	12	86.5%	44	89.3%	55
My department/unit understands the value of diversity	100.0%	12	91.1%	45	92.9%	56
My department/unit communicates the importance of valuing diversity	100.0%	12	88.0%	45	90.5%	56
I feel valued as an employee	100.0%	12	67.8%	45	74.5%	56
	B					
I feel a strong sense of belonging to CSU	100.0%	12	55.3%	45	64.6%	56
	B					
I feel a strong sense of belonging to my division/college	100.0%	12	76.9%	45	81.7%	56
I feel a strong sense of belonging to my department/unit	100.0%	12	81.3%	45	85.1%	56
I would recommend CSU as a place of employment	100.0%	12	77.3%	45	82.0%	56
I would recommend my department/unit as a place of employment	100.0%	12	79.1%	45	83.5%	56

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	100.0% ^a	12	100.0% ^a	45	100.0%	56
Total	100.0%	12	100.0%	45	100.0%	56

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

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

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

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

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

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	75.7%	12	75.3%	45	75.4%	56
I am satisfied with the effort my supervisor put into my most recent performance review	100.0%	12	72.2%	45	77.9%	56
	B					
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	12	19.4%	45	15.4%	56
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	27.2%	12	53.7%	45	48.3%	56

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating^{1,2,3}

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

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

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

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	97.5%	12	66.1%	44	72.7%	55
	B					
My department/unit is treated with respect by other units within my college/division	100.0%	12	79.1%	45	83.4%	56
My college/division is treated with respect by CSU	100.0%	12	58.4%	45	67.0%	56
	B					
The people I interact with treat each other with respect	100.0%	12	94.5%	45	95.6%	56
There is respect for religious differences in my department/unit	85.2%	12	47.3%	45	55.1%	56
	B					
There is respect for liberal perspectives in my department/unit	100.0%	12	71.1%	45	77.1%	56
	B					
There is respect for conservative perspectives in my department/unit	100.0%	12	45.3%	44	56.8%	55
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	8.9%	12	17.1%	45	15.4%	56
Recognized within my department/unit	14.8%	12	26.9%	45	24.4%	56
Resources in my department/unit	0.0%	12	19.7%	45	15.6%	56
Professional development opportunities	0.0%	12	10.6%	45	8.4%	56
Promoted in my department/unit	14.8%	12	19.6%	45	18.6%	56
Hired in my department/unit	14.8%	12	8.6%	45	9.9%	56

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	81.0%	12	48.7%	43	55.6%	55
	B					
Leadership adequately addresses inappropriate behavior	57.8%	12	46.4%	45	48.8%	56
Leadership holds employees accountable for inappropriate behavior	57.8%	12	40.1%	45	43.8%	56
Leadership holds employees accountable for poor performance in the workplace	100.0%	12	35.3%	45	48.7%	56
	B					
Leadership acts ethically and honestly in the workplace	100.0%	12	67.5%	43	74.4%	55
	B					
Leadership addresses issues of inequity	85.2%	12	57.6%	45	63.3%	56
Leadership holds all employees to the same standards	85.2%	12	48.1%	45	55.7%	56
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	81.0%	12	48.7%	43	55.6%	55
	B					
Leadership adequately addresses inappropriate behavior	57.8%	12	46.4%	45	48.8%	56
Leadership holds employees accountable for inappropriate behavior	57.8%	12	40.1%	45	43.8%	56
Leadership holds employees accountable for poor performance in the workplace	100.0%	12	35.3%	45	48.7%	56
	B					
Leadership acts ethically and honestly in the workplace	100.0%	12	67.5%	43	74.4%	55
	B					
Leadership addresses issues of inequity	85.2%	12	57.6%	45	63.3%	56
Leadership holds all employees to the same standards	85.2%	12	48.1%	45	55.7%	56
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	79.6%	12	61.9%	45	65.6%	56
	B					
Recruits employees from a diverse set of backgrounds	58.4%	12	50.8%	45	52.4%	56
Improves the campus climate for all employees	100.0%	12	69.7%	45	76.0%	56
	B					
Retains diverse employees	43.6%	12	30.4%	45	33.2%	56
Creates a supportive environment for employees from diverse backgrounds	85.2%	12	53.1%	45	59.8%	56
	B					
Encourages discussions related to diversity	85.2%	12	88.2%	45	87.6%	56
Provides employees with a positive work experience	100.0%	12	75.0%	45	80.1%	56
Climate has become consistently more inclusive of all employees	85.2%	12	66.0%	45	70.0%	56

Percent "Agree" or "Strongly agree"

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

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

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	87.8%	12	66.7%	43	71.2%	55
	B					
Recruits employees from a diverse set of backgrounds	58.4%	12	63.1%	45	62.1%	56
Improves the campus climate for all employees	100.0%	12	83.5%	45	86.9%	56
Retains diverse employees	71.0%	12	42.9%	45	48.7%	56
Creates a supportive environment for employees from diverse backgrounds	85.2%	12	53.1%	45	59.8%	56
	B					
Encourages discussions related to diversity	85.2%	12	77.5%	45	79.1%	56
Provides employees with a positive work experience	100.0%	12	81.8%	43	85.7%	55
Climate has become consistently more inclusive of all employees	100.0%	12	68.0%	45	74.6%	56
	B					

Percent "Agree" or "Strongly agree"

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

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

Table 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	86.1%	12	62.2%	41	67.5%	53
	B					
Communications are effective	100.0%	12	64.5%	45	71.8%	56
	B					
Communications are timely	100.0%	12	52.4%	45	62.3%	56
	B					
Communications are relevant	100.0%	12	64.4%	45	71.7%	56
	B					
Communications are informative	72.6%	12	78.4%	43	77.2%	54
Communications are motivating	57.8%	12	51.1%	45	52.5%	56
Communications are honest	100.0%	12	60.3%	43	68.7%	54
	B					
Communications are accessible	72.6%	12	67.3%	45	68.4%	56

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	90.0%	12	67.3%	39	72.5%	51
	B					
Communications are effective	100.0%	12	76.9%	43	81.9%	54
Communications are timely	100.0%	12	73.5%	45	78.9%	56
	B					
Communications are relevant	100.0%	12	75.9%	45	80.9%	56
Communications are informative	100.0%	12	83.1%	43	86.7%	54
Communications are motivating	57.8%	12	53.2%	45	54.1%	56
Communications are honest	100.0%	12	64.5%	43	72.1%	54
	B					
Communications are accessible	72.6%	12	69.2%	45	69.9%	56

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	90.0%	12	67.3%	39	72.5%	51
Communications are effective	100.0%	12	76.9%	43	81.9%	54
Communications are timely	100.0%	12	73.5%	45	78.9%	56
Communications are relevant	100.0%	12	75.9%	45	80.9%	56
Communications are informative	100.0%	12	83.1%	43	86.7%	54
Communications are motivating	57.8%	12	53.2%	45	54.1%	56
Communications are honest	100.0%	12	64.5%	43	72.1%	54
Communications are accessible	72.6%	12	69.2%	45	69.9%	56

Percent "Agree" or "Strongly agree"

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

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

Table 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	72.6%	8	48.1%	21	53.1%	30
Maybe, I can provide feedback in limited situations	27.4%	3	28.6%	13	28.4%	16
No, I don't have an opportunity to provide feedback	0.0% ^a	*	23.3%	10	18.5%	10
Total	100.0%	12	100.0%	45	100.0%	56

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

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

- 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 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	80.5%	12	61.8%	32	66.8%	44
One on one conversations with my supervisor	100.0%	12	78.1%	34	83.7%	46
My representation in shared governance (CPC, APC, or Faculty Council)	44.7%	12	36.5%	32	38.6%	44
My service on committees	72.6%	12	75.5%	34	74.7%	46
Annual review process	100.0%	12	73.9%	34	80.5%	46
Input collection through anonymous surveys	85.2%	12	52.1%	34	60.5%	46

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

Percent "Agree" or "Strongly agree"

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

- Results are based on two-sided tests assuming equal variances. For each significant pair, 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 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	95.1%	12	62.4%	34	70.7%	46
	B					
CSU overall	85.2%	12	41.5%	34	52.5%	46
	B					
My division/college	100.0%	12	72.8%	34	79.7%	46
	B					
My department/unit	100.0%	12	72.8%	34	79.7%	46
	B					

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	15.9%	7	12.6%	7
Physical appearance	13.1%	*	10.0%	4	10.7%	6
Physical disability	0.0%	*	10.8%	5	8.5%	5
Mental disability	0.0%	*	17.5%	8	13.9%	8
Employment classification	14.8%	*	38.7%	17	33.8%	19
Gender identity	40.5%	5	14.1%	6	19.6%	11
Job title	14.8%	*	24.5%	11	22.5%	13
Parental status	0.0%	*	22.6%	10	17.9%	10
Religion	0.0%	*	7.7%	3	6.1%	3
Political affiliation	13.1%	*	14.2%	6	14.0%	8
Sexual orientation	0.0%	*	4.6%	*	3.6%	*
Socio-economic status	0.0%	*	25.8%	12	20.5%	12
Ethnic origin	0.0%	*	11.0%	5	8.7%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	42.2%	5	20.0%	9	24.6%	14
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	27.4%	3	15.4%	7	17.9%	10
None/no response	44.7%	5	39.0%	17	40.1%	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 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	17.2%	8	13.6%	8
Physical appearance	0.0%	*	3.4%	*	2.7%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	6.8%	3	5.4%	3
Employment classification	0.0%	*	37.2%	17	29.5%	17
Gender identity	0.0%	*	3.4%	*	2.7%	*
Job title	0.0%	*	21.1%	9	16.7%	9
Parental status	0.0%	*	16.1%	7	12.8%	7
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	5.6%	*	4.4%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	13.8%	6	11.0%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	9.7%	4	7.7%	4
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	12	34.9%	16	48.4%	27

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		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	17.2%	8	13.6%	8
Physical appearance	0.0%	*	3.4%	*	2.7%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	6.8%	3	5.4%	3
Employment classification	0.0%	*	37.2%	17	29.5%	17
Gender identity	0.0%	*	3.4%	*	2.7%	*
Job title	0.0%	*	21.1%	9	16.7%	9
Parental status	0.0%	*	16.1%	7	12.8%	7
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	5.6%	*	4.4%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	13.8%	6	11.0%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	9.7%	4	7.7%	4
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	12	34.9%	16	48.4%	27

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

Statistical significance not tested.

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

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	14.8%	*	6.2%	*	8.0%	4
Bullying	0.0%	*	12.7%	6	10.0%	6

Table 50: Other Potential Problems: CSU Overall

Bias	0.0%	*	36.5%	16	29.0%	16
Physical assault	0.0%	*	4.1%	*	3.2%	*
Sexual misconduct	0.0%	*	6.2%	*	4.9%	*
Verbal abuse	14.8%	*	8.3%	4	9.7%	5
None/no response	85.2%	10	63.5%	28	68.0%	38

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	3.4%	*	2.7%	*
Bias	0.0%	*	17.7%	8	14.1%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	14.8%	*	2.1%	*	4.7%	*
None/no response	85.2%	10	82.3%	37	82.9%	47

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		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	3.4%	*	2.7%	*
Bias	0.0%	*	17.7%	8	14.1%	8
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	14.8%	*	2.1%	*	4.7%	*
None/no response	85.2%	10	82.3%	37	82.9%	47

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

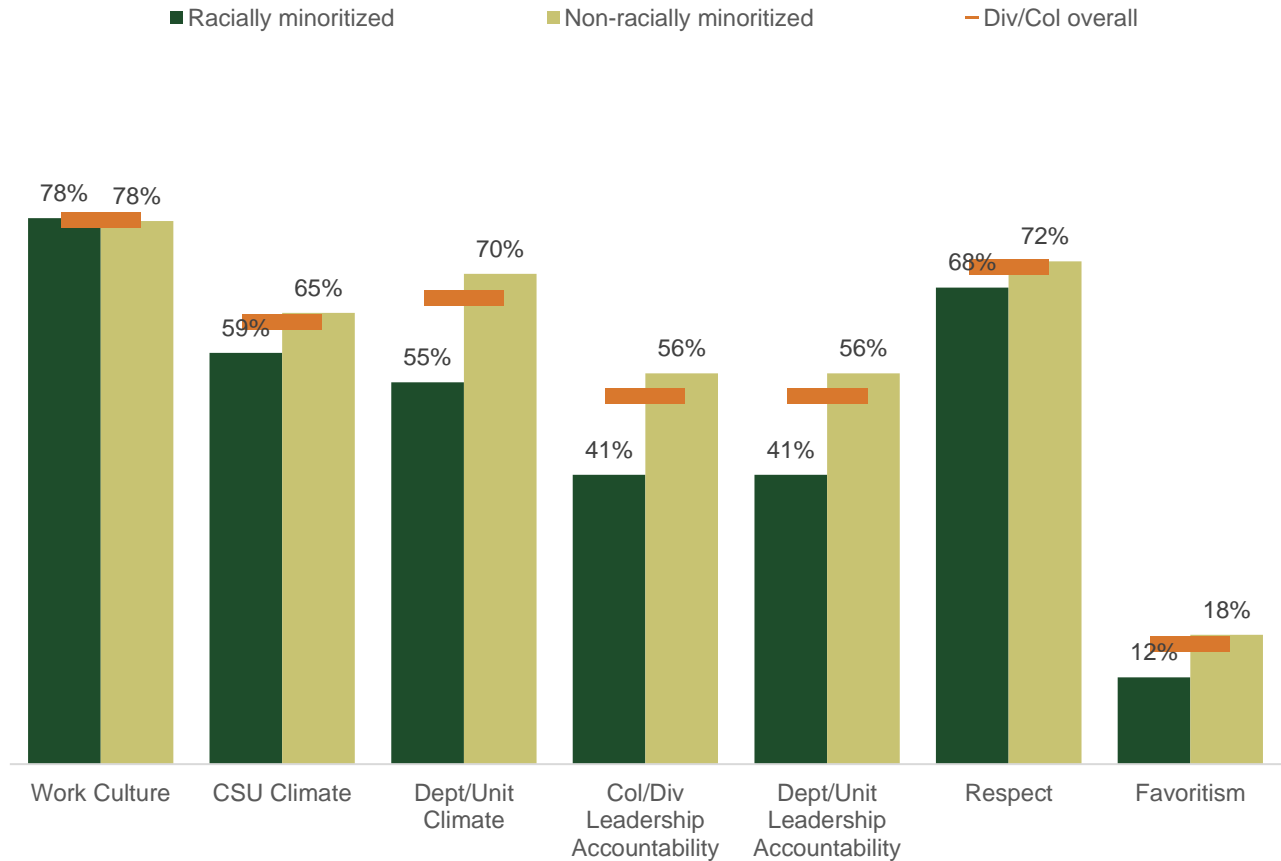


Table 53: Work Culture

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	78.1%	13	77.7%	45	77.8%	58
My department/unit promotes a work environment where all employees feel included	85.0%	13	87.3%	46	86.8%	59
My department/unit treats all employees equitably	69.3%	13	57.3%	46	59.9%	59
My department/unit is open and transparent in communication	54.2%	13	84.9%	46	78.2%	59
My department/unit values employee input in major department/unit decisions	70.0%	13	65.9%	46	66.8%	59
My department/unit promotes respect for cultural differences	73.2%	13	87.9%	45	84.7%	58
My department/unit understands the value of diversity	100.0%	13	91.4%	46	93.3%	59
My department/unit communicates the importance of valuing diversity	85.0%	13	89.4%	46	88.4%	59
I feel valued as an employee	69.3%	13	71.1%	46	70.7%	59
I feel a strong sense of belonging to CSU	69.3%	13	59.0%	46	61.3%	59
I feel a strong sense of belonging to my division/college	70.0%	13	82.9%	46	80.1%	59
I feel a strong sense of belonging to my department/unit	85.0%	13	82.9%	46	83.3%	59
I would recommend CSU as a place of employment	100.0%	13	74.9%	46	80.4%	59
I would recommend my department/unit as a place of employment	85.0%	13	80.8%	46	81.7%	59

Percent "Agree" or "Strongly agree"

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

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

Table 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% ^a	13	100.0% ^a	46	100.0%	59
Total	100.0%	13	100.0%	46	100.0%	59

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

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

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

Table 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	80.6%	13	74.5%	46	75.8%	59
I am satisfied with the effort my supervisor put into my most recent performance review	85.0%	13	74.1%	46	76.5%	59
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	15.0%	13	14.5%	46	14.6%	59
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	56.8%	13	49.3%	46	50.9%	59

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating^{a,b,c}

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

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

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

Table 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	68.2%	13	71.9%	45	71.1%	58
My department/unit is treated with respect by other units within my college/division	85.0%	13	77.5%	46	79.1%	59
My college/division is treated with respect by CSU	84.3%	13	57.8%	46	63.6%	59
The people I interact with treat each other with respect	100.0%	13	94.7%	46	95.9%	59
There is respect for religious differences in my department/unit	27.5%	13	62.5%	46	54.9%	59
			A			
There is respect for liberal perspectives in my department/unit	70.0%	13	77.3%	46	75.7%	59
There is respect for conservative perspectives in my department/unit	42.5%	13	60.4%	45	56.4%	58

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	12.4%	13	18.5%	46	17.2%	59
Recognized within my department/unit	0.0%	13	32.9%	46	25.7%	59
			A			
Resources in my department/unit	15.7%	13	21.2%	46	20.0%	59
Professional development opportunities	15.0%	13	6.0%	46	7.9%	59
Promoted in my department/unit	15.7%	13	21.5%	46	20.2%	59
Hired in my department/unit	15.7%	13	10.9%	46	12.0%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.4%	13	55.9%	45	52.7%	58
Leadership adequately addresses inappropriate behavior	27.5%	13	51.5%	46	46.3%	59
Leadership holds employees accountable for inappropriate behavior	27.5%	13	45.4%	46	41.5%	59
Leadership holds employees accountable for poor performance in the workplace	27.5%	13	48.1%	46	43.6%	59
Leadership acts ethically and honestly in the workplace	69.3%	13	74.2%	45	73.1%	58
Leadership addresses issues of inequity	27.5%	13	65.9%	46	57.5%	59
Leadership holds all employees to the same standards	69.3%	13	51.6%	46	55.5%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	41.4%	13	55.9%	45	52.7%	58
Leadership adequately addresses inappropriate behavior	27.5%	13	51.5%	46	46.3%	59
Leadership holds employees accountable for inappropriate behavior	27.5%	13	45.4%	46	41.5%	59
Leadership holds employees accountable for poor performance in the workplace	27.5%	13	48.1%	46	43.6%	59
Leadership acts ethically and honestly in the workplace	69.3%	13	74.2%	45	73.1%	58
Leadership addresses issues of inequity	27.5%	13	65.9%	46	57.5%	59
Leadership holds all employees to the same standards	69.3%	13	51.6%	46	55.5%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	58.8%	13	64.5%	46	63.3%	59
Recruits employees from a diverse set of backgrounds	57.5%	13	47.5%	46	49.7%	59
Improves the campus climate for all employees	57.5%	13	76.1%	46	72.1%	59
Retains diverse employees	42.5%	13	28.4%	46	31.5%	59
Creates a supportive environment for employees from diverse backgrounds	57.5%	13	56.5%	46	56.7%	59
Encourages discussions related to diversity	100.0%	13	84.9%	46	88.2%	59
Provides employees with a positive work experience	54.2%	13	85.4%	A	78.6%	59
Climate has become consistently more inclusive of all employees	42.5%	13	73.0%	A	66.4%	59

Percent "Agree" or "Strongly agree"

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

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

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	54.6%	13	70.2%	45	66.7%	58
Recruits employees from a diverse set of backgrounds	57.5%	13	59.3%	46	58.9%	59
Improves the campus climate for all employees	57.5%	13	86.1%	A	79.9%	59
Retains diverse employees	42.5%	13	47.3%	46	46.2%	59
Creates a supportive environment for employees from diverse backgrounds	57.5%	13	56.5%	46	56.7%	59
Encourages discussions related to diversity	85.0%	13	75.5%	46	77.6%	59
Provides employees with a positive work experience	70.0%	13	84.4%	45	81.2%	58
Climate has become consistently more inclusive of all employees	27.5%	13	79.6%	A	68.3%	59

Percent "Agree" or "Strongly agree"

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

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

Table 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	63.3%	13	66.5%	43	65.8%	56
Communications are effective	69.3%	13	71.1%	46	70.7%	59
Communications are timely	69.3%	13	62.8%	46	64.2%	59
Communications are relevant	69.3%	13	71.0%	46	70.6%	59
Communications are informative	69.3%	13	77.6%	45	75.7%	57
Communications are motivating	54.2%	13	48.5%	46	49.8%	59
Communications are honest	57.5%	13	63.9%	45	62.5%	57
Communications are accessible	54.2%	13	71.2%	46	67.5%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: 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	52.2%	13	72.5%	41	67.6%	54
Communications are effective	54.2%	13	84.3%	45	77.5%	57
Communications are timely	54.2%	13	80.6%	46	74.9%	59
Communications are relevant	54.2%	13	83.0%	46	76.7%	59
Communications are informative	70.0%	13	85.7%	45	82.2%	57
Communications are motivating	39.2%	13	51.4%	46	48.8%	59
Communications are honest	54.2%	13	68.9%	45	65.6%	57
Communications are accessible	39.2%	13	73.9%	46	66.3%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 64: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	52.2%	13	72.5%	41	67.6%	54
Communications are effective	54.2%	13	84.3% A	45	77.5%	57
Communications are timely	54.2%	13	80.6%	46	74.9%	59
Communications are relevant	54.2%	13	83.0% A	46	76.7%	59
Communications are informative	70.0%	13	85.7%	45	82.2%	57
Communications are motivating	39.2%	13	51.4%	46	48.8%	59
Communications are honest	54.2%	13	68.9%	45	65.6%	57
Communications are accessible	39.2%	13	73.9% A	46	66.3%	59

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	57.5%	7	51.7%	24	53.0%	31
Maybe, I can provide feedback in limited situations	15.7%	*	30.0%	14	26.9%	16
No, I don't have an opportunity to provide feedback	26.8%	3	18.2%	8	20.1%	12
Total	100.0%	13	100.0%	46	100.0%	59

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 $n \geq 3$.^{a,b}

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

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

Table 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	79.3%	9	61.5%	36	65.2%	46
One on one conversations with my supervisor	78.5%	9	85.6%	38	84.2%	47
My representation in shared governance (CPC, APC, or Faculty Council)	59.0%	9	31.7%	36	37.3%	46
My service on committees	79.5%	9	66.5%	38	69.1%	47
Annual review process	100.0%	9	72.4%	38	77.9%	47
Input collection through anonymous surveys	79.5%	9	57.3%	38	61.8%	47

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	72.3%	9	64.7%	38	66.3%	47
CSU overall	58.0%	9	49.1%	38	50.9%	47
My division/college	79.5%	9	72.6%	38	74.0%	47
My department/unit	79.5%	9	72.6%	38	74.0%	47

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	15.3%	7	12.0%	7
Physical appearance	15.7%	*	5.3%	*	7.6%	4
Physical disability	15.7%	*	6.0%	*	8.1%	5
Mental disability	15.7%	*	12.5%	6	13.2%	8
Employment classification	30.7%	4	32.4%	15	32.0%	19
Gender identity	15.7%	*	16.1%	7	16.0%	10
Job title	30.0%	4	18.9%	9	21.3%	13
Parental status	30.7%	4	13.2%	6	17.0%	10
Religion	15.0%	*	3.3%	*	5.8%	3
Political affiliation	15.7%	*	9.3%	4	10.7%	6
Sexual orientation	15.7%	*	0.0%	*	3.4%	*
Socio-economic status	15.7%	*	23.8%	11	22.0%	13
Ethnic origin	42.5%	5	2.0%	*	10.9%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	42.5%	5	21.3%	10	25.9%	15
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	57.5%	7	8.9%	4	19.5%	12
None/no response	42.5%	5	40.1%	19	40.6%	24

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

Statistical significance not tested.

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

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	19.8%	9	15.5%	9
Physical appearance	0.0%	*	3.3%	*	2.5%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	6.5%	3	5.1%	3
Employment classification	15.7%	*	37.9%	18	33.1%	20
Gender identity	0.0%	*	3.3%	*	2.5%	*
Job title	15.0%	*	16.1%	7	15.9%	9
Parental status	15.7%	*	11.1%	5	12.1%	7
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	5.4%	*	4.2%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	16.6%	8	13.0%	8
Ethnic origin	11.8%	*	0.0%	*	2.6%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	11.8%	*	9.3%	4	9.8%	6
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	11.8%	*	0.0%	*	2.6%	*
None/no response	57.5%	7	39.4%	18	43.3%	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 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	19.8%	9	15.5%	9
Physical appearance	0.0%	*	3.3%	*	2.5%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	6.5%	3	5.1%	3
Employment classification	15.7%	*	37.9%	18	33.1%	20
Gender identity	0.0%	*	3.3%	*	2.5%	*
Job title	15.0%	*	16.1%	7	15.9%	9
Parental status	15.7%	*	11.1%	5	12.1%	7
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	5.4%	*	4.2%	*
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	16.6%	8	13.0%	8
Ethnic origin	11.8%	*	0.0%	*	2.6%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	11.8%	*	9.3%	4	9.8%	6
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	11.8%	*	0.0%	*	2.6%	*
None/no response	57.5%	7	39.4%	18	43.3%	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 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	11.8%	*	9.7%	4	10.1%	6
Bullying	15.0%	*	8.0%	4	9.5%	6
Bias	57.5%	7	22.4%	10	30.0%	18
Physical assault	0.0%	*	3.9%	*	3.1%	*
Sexual misconduct	11.8%	*	6.0%	*	7.2%	4
Verbal abuse	0.0%	*	11.7%	5	9.2%	5
None/no response	42.5%	5	73.9%	34	67.1%	40

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	0.0%	*	3.3%	*	2.5%	*
Bias	27.5%	4	12.7%	6	15.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	5.8%	*	4.5%	*
None/no response	72.5%	9	83.6%	39	81.2%	48

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	0.0%	*	3.3%	*	2.5%	*
Bias	27.5%	4	12.7%	6	15.9%	9
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	5.8%	*	4.5%	*
None/no response	72.5%	9	83.6%	39	81.2%	48

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

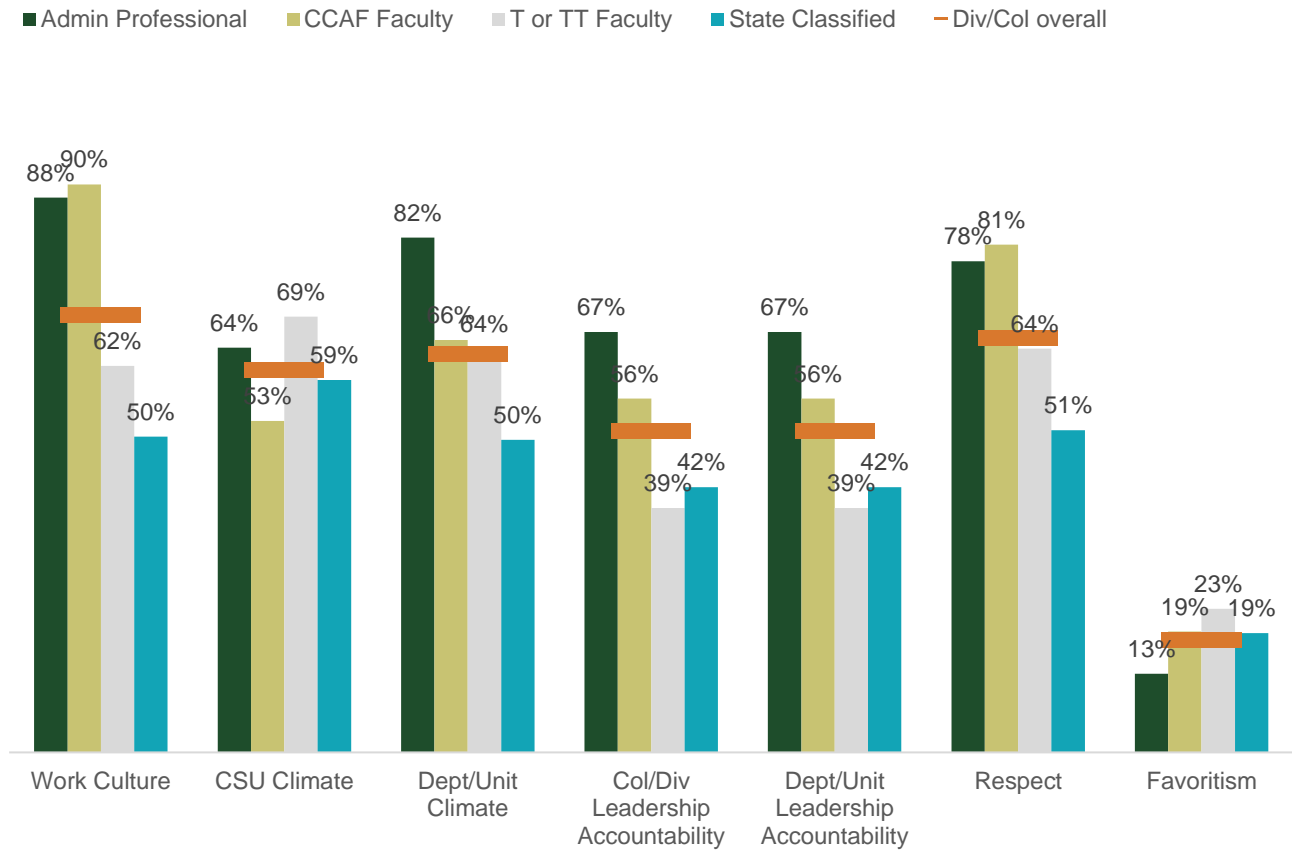


Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	88.4%	17	61.5%	11	90.5%	14	50.3%	27	69.7%	69
	D				D					
My department/unit promotes a work environment where all employees feel included	91.3%	17	71.5%	11	92.8%	14	59.4%	28	75.8%	70
My department/unit treats all employees equitably	79.1%	17	28.5%	11	65.5%	14	45.2%	28	55.2%	70
	B									
My department/unit is open and transparent in communication	91.3%	17	71.5%	11	85.2%	14	45.0%	28	68.5%	70
	D				D					
My department/unit values employee input in major department/unit decisions	80.9%	17	57.2%	11	87.5%	14	31.6%	28	58.8%	70
	D				D					
My department/unit promotes respect for cultural differences	100.0%	17	71.5%	11	89.0%	14	67.0%	27	80.4%	69
	D									
My department/unit understands the value of diversity	100.0%	17	85.7%	11	100.0%	14	69.6%	28	85.6%	70
	D				D					
My department/unit communicates the importance of valuing diversity	100.0%	17	85.7%	11	100.0%	14	70.2%	28	85.8%	70
	D				D					
I feel valued as an employee	91.3%	17	28.5%	11	85.2%	14	45.2%	28	62.1%	70
	B D				B D					
I feel a strong sense of belonging to CSU	70.4%	17	28.5%	11	78.1%	14	41.8%	28	54.1%	70
I feel a strong sense of belonging to my division/college	91.3%	17	57.1%	11	100.0%	14	47.1%	28	70.0%	70
	D				D					
I feel a strong sense of belonging to my department/unit	91.3%	17	71.5%	11	100.0%	14	48.6%	28	72.8%	70
	D				D					
I would recommend CSU as a place of employment	70.4%	17	71.5%	11	92.8%	14	58.8%	28	70.3%	70
I would recommend my department/unit as a place of employment	91.3%	17	71.5%	11	100.0%	14	45.2%	28	71.5%	70
	D				D					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	100.0% ^a	17	100.0% ^a	11	100.0% ^a	14	100.0% ^a	28	100.0%	70
Total	100.0%	17	100.0%	11	100.0%	14	100.0%	28	100.0%	70

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

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

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

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

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

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	73.0%	17	71.4%	11	70.3%	14	85.6%	28	77.3%	70
I am satisfied with the effort my supervisor put into my most recent performance review	79.1%	17	57.1%	11	92.8%	14	77.6%	28	77.9%	70
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	10.4%	17	28.5%	11	0.0%	14	19.0%	28	14.6%	70
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	40.0%	17	57.1%	11	18.2%	14	79.1%	28	54.0%	70

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

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

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

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	78.3%	17	64.3%	11	80.9%	14	51.3%	27	66.0%	69
	D				D					
My department/unit is treated with respect by other units within my college/division	100.0%	17	57.2%	11	92.8%	14	54.0%	28	73.6%	70
	B D				D					
My college/division is treated with respect by CSU	39.1%	17	42.8%	11	78.1%	14	71.7%	28	60.4%	70
The people I interact with treat each other with respect	100.0%	17	85.7%	11	100.0%	14	80.4%	28	90.0%	70
There is respect for religious differences in my department/unit	60.0%	17	71.5%	11	61.7%	14	26.7%	28	48.7%	70
There is respect for liberal perspectives in my department/unit	89.6%	17	85.7%	11	100.0%	14	39.0%	28	70.7%	70
	D		D		D					
There is respect for conservative perspectives in my department/unit	80.9%	17	42.9%	11	52.7%	14	36.9%	27	52.1%	69
	D									

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM plays a role in who gets:										
FAVORITISM OVERALL	12.5%	17	22.9%	11	19.2%	14	19.0%	27	18.0%	68
Recognized within my department/unit	20.9%	17	42.8%	11	19.7%	14	31.7%	28	28.3%	70
Resources in my department/unit	10.4%	17	42.9%	11	21.9%	14	14.2%	28	19.1%	70
Professional development opportunities	10.4%	17	0.0%	11	0.0%	14	15.7%	28	8.9%	70
Promoted in my department/unit	10.4%	17	28.5%	11	27.3%	14	24.2%	27	22.0%	68
Hired in my department/unit	10.4%	17	0.0%	11	27.3%	14	11.4%	27	12.6%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	67.0%	17	39.0%	9	56.4%	14	42.3%	27	51.2%	67
Leadership adequately addresses inappropriate behavior	62.6%	17	28.7%	11	47.3%	14	37.5%	27	44.5%	68
Leadership holds employees accountable for inappropriate behavior	52.2%	17	28.7%	11	40.1%	14	37.5%	27	40.4%	68
Leadership holds employees accountable for poor performance in the workplace	49.6%	17	42.9%	11	52.7%	14	37.5%	27	44.5%	68
Leadership acts ethically and honestly in the workplace	79.1%	17	50.1%	9	85.2%	14	64.8%	28	70.6%	68
Leadership addresses issues of inequity	89.6%	17	57.2%	11	61.7%	14	30.1%	28	55.3%	70
	D									
Leadership holds all employees to the same standards	68.7%	17	42.8%	11	51.2%	14	49.3%	28	53.5%	70

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	67.0%	17	39.0%	9	56.4%	14	42.3%	27	51.2%	67
Leadership adequately addresses inappropriate behavior	62.6%	17	28.7%	11	47.3%	14	37.5%	27	44.5%	68
Leadership holds employees accountable for inappropriate behavior	52.2%	17	28.7%	11	40.1%	14	37.5%	27	40.4%	68
Leadership holds employees accountable for poor performance in the workplace	49.6%	17	42.9%	11	52.7%	14	37.5%	27	44.5%	68
Leadership acts ethically and honestly in the workplace	79.1%	17	50.1%	9	85.2%	14	64.8%	28	70.6%	68
Leadership addresses issues of inequity	89.6%	17	57.2%	11	61.7%	14	30.1%	28	55.3%	70
	D									
Leadership holds all employees to the same standards	68.7%	17	42.8%	11	51.2%	14	49.3%	28	53.5%	70

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	64.5%	17	69.4%	11	52.8%	14	59.3%	27	60.9%	68
Recruits employees from a diverse set of backgrounds	29.6%	17	71.5%	11	45.5%	14	56.6%	27	49.7%	68
Improves the campus climate for all employees	70.4%	17	71.5%	11	67.0%	14	62.8%	27	66.9%	68
Retains diverse employees	19.1%	17	57.2%	11	25.8%	14	38.6%	27	33.9%	68
Creates a supportive environment for employees from diverse backgrounds	80.9%	17	57.2%	11	25.8%	14	48.6%	27	53.6%	68
Encourages discussions related to diversity	89.6%	17	85.7%	11	80.3%	14	85.0%	27	85.3%	68
Provides employees with a positive work experience	80.9%	17	85.7%	11	78.1%	14	59.0%	27	72.6%	68
Climate has become consistently more inclusive of all employees	80.9%	17	57.2%	11	47.3%	14	64.7%	27	64.2%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 82: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	82.0%	17	64.3%	9	65.7%	14	49.8%	27	63.4%	67
Recruits employees from a diverse set of backgrounds	60.9%	17	71.5%	11	45.5%	14	56.6%	27	57.7%	68
Improves the campus climate for all employees	91.3%	17	85.7%	11	74.2%	14	57.0%	27	73.7%	68
Retains diverse employees	58.2%	17	57.2%	11	33.0%	14	42.2%	27	46.7%	68
Creates a supportive environment for employees from diverse backgrounds	80.9%	17	57.2%	11	25.8%	14	48.6%	27	53.6%	68
Encourages discussions related to diversity	89.6%	17	85.7%	11	80.3%	14	61.4%	27	76.1%	68
Provides employees with a positive work experience	91.3%	17	66.7%	9	100.0%	14	53.3%	27	74.6%	67
Climate has become consistently more inclusive of all employees	91.3%	17	57.2%	11	74.2%	14	42.4%	27	63.6%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	68.1%	14	59.2%	11	70.6%	14	60.1%	27	63.9%	65
Communications are effective	68.7%	17	57.2%	11	85.2%	14	59.4%	28	66.5%	70
Communications are timely	58.2%	17	57.2%	11	63.7%	14	62.7%	28	61.0%	70
Communications are relevant	68.7%	17	57.2%	11	78.1%	14	68.1%	28	68.6%	70
Communications are informative	68.0%	16	85.7%	11	78.1%	14	73.5%	28	75.1%	68
Communications are motivating	62.6%	17	42.8%	11	51.2%	14	35.7%	28	46.5%	70
Communications are honest	78.6%	16	42.8%	11	59.8%	14	52.1%	27	58.5%	67
Communications are accessible	71.3%	17	71.5%	11	78.1%	14	69.1%	27	71.8%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	82.3%	12	65.3%	11	79.4%	14	53.1%	27	66.5%	63
Communications are effective	100.0%	16	71.5%	11	85.2%	14	50.4%	28	72.1%	68
	D									
Communications are timely	100.0%	17	71.5%	11	70.9%	14	55.8%	28	72.2%	70
	D									
Communications are relevant	89.6%	17	71.5%	11	85.2%	14	59.2%	28	73.8%	70
Communications are informative	88.3%	16	85.7%	11	100.0%	14	64.6%	28	80.5%	68
					D					
Communications are motivating	62.6%	17	42.8%	11	58.4%	14	35.5%	28	47.9%	70
Communications are honest	90.3%	16	42.8%	11	78.1%	14	42.7%	27	61.2%	67
	D									
Communications are accessible	81.8%	17	71.5%	11	78.1%	14	53.9%	27	68.6%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	82.3%	12	65.3%	11	79.4%	14	53.1%	27	66.5%	63
Communications are effective	100.0%	16	71.5%	11	85.2%	14	50.4%	28	72.1%	68
Communications are timely	100.0%	17	71.5%	11	70.9%	14	55.8%	28	72.2%	70
Communications are relevant	89.6%	17	71.5%	11	85.2%	14	59.2%	28	73.8%	70
Communications are informative	88.3%	16	85.7%	11	100.0%	14	64.6%	28	80.5%	68
Communications are motivating	62.6%	17	42.8%	11	58.4%	14	35.5%	28	47.9%	70
Communications are honest	90.3%	16	42.8%	11	78.1%	14	42.7%	27	61.2%	67
Communications are accessible	81.8%	17	71.5%	11	78.1%	14	53.9%	27	68.6%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	50.4%	9	42.8%	5	52.7%	7	57.8%	15	52.6%	36
Maybe, I can provide feedback in limited situations	28.7%	5	57.2%	6	21.9%	3	24.2%	6	30.0%	21
No, I don't have an opportunity to provide feedback	20.9%	4	0.0% ^a	*	25.4%	3	17.9%	5	17.4%	12
Total	100.0%	17	100.0%	11	100.0%	14	100.0%	27	100.0%	68

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

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

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

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

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

Table 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	64.1%	12	51.4%	11	77.8%	10	57.4%	22	61.6%	55
One on one conversations with my supervisor	89.0%	14	57.2%	11	80.2%	10	88.7%	22	81.3%	57
My representation in shared governance (CPC, APC, or Faculty Council)	27.9%	12	57.1%	11	64.0%	10	11.9%	22	33.9%	55
My service on committees	66.0%	14	42.8%	11	90.4%	10	58.9%	22	63.4%	57
Annual review process	89.0%	14	42.9%	11	80.8%	10	81.8%	22	76.1%	57
Input collection through anonymous surveys	62.6%	14	57.2%	11	73.6%	10	46.0%	22	57.2%	57

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	84.6%	14	52.4%	11	81.4%	10	42.8%	22	61.8%	57
CSU overall	75.8%	14	42.9%	11	44.2%	10	27.7%	22	45.3%	57
My division/college	89.0%	14	57.2%	11	100.0%	10	50.3%	22	70.1%	57
My department/unit	89.0%	14	57.2%	11	100.0%	10	50.3%	22	70.1%	57

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.
Percent "Agree" or "Strongly agree"

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

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

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

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

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.4%	*	14.3%	*	0.0%	*	29.6%	8	16.7%	12
Physical appearance	0.0%	*	14.3%	*	14.8%	*	8.8%	*	8.6%	6
Physical disability	10.4%	*	0.0%	*	14.8%	*	3.4%	*	6.9%	5
Mental disability	10.4%	*	28.5%	3	14.8%	*	8.8%	*	13.3%	9
Employment classification	31.3%	5	28.5%	3	14.6%	6	38.6%	11	35.9%	25
Gender identity	28.7%	5	14.3%	*	14.8%	*	14.2%	4	17.9%	13
Job title	20.9%	4	14.3%	*	12.5%	*	31.3%	9	22.4%	16
Parental status	20.9%	4	14.3%	*	14.8%	*	15.7%	4	16.6%	12
Religion	0.0%	*	14.3%	*	0.0%	*	12.3%	3	7.1%	5
Political affiliation	10.4%	*	14.3%	*	21.9%	3	16.2%	5	15.6%	11
Sexual orientation	0.0%	*	0.0%	*	14.8%	*	5.4%	*	5.1%	4
Socio-economic status	20.9%	4	28.5%	3	14.8%	*	26.3%	7	23.0%	16
Ethnic origin	0.0%	*	0.0%	*	25.8%	4	15.7%	4	11.4%	8
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	18.2%	3	28.5%	3	45.5%	6	15.7%	4	24.1%	17
Marital status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	18.2%	3	0.0%	*	25.8%	4	22.6%	6	18.7%	13
None/no response	29.6%	5	57.2%	6	40.1%	6	37.0%	10	38.8%	27

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 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.4%	*28.5%	3	0.0%	*20.9%	6	15.3%	11		
Physical appearance	0.0%	*14.3%	*	0.0%	*0.0%	*	2.2%	*		
Physical disability	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Mental disability	0.0%	*28.5%	3	0.0%	*5.4%	*	6.5%	5		
Employment classification	41.8%	7	14.3%	*29.1%	4	40.4%	11	34.6%	24	
Gender identity	0.0%	*14.3%	*	0.0%	*5.4%	*	4.3%	3		
Job title	20.9%	4	0.0%	*7.2%	*27.8%	8	17.8%	12		
Parental status	20.9%	4	14.3%	*14.8%	*5.4%	*	12.5%	9		
Religion	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Political affiliation	0.0%	*14.3%	*	7.2%	*5.4%	*	5.7%	4		
Sexual orientation	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Socio-economic status	10.4%	*14.3%	*	0.0%	*26.3%	7	15.3%	11		
Ethnic origin	0.0%	*0.0%	*	11.0%	*5.4%	*	4.3%	3		
Veteran status	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Race or color	10.4%	*14.3%	*	18.2%	*10.8%	3	12.7%	9		
Marital status	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Nationality/country of origin	0.0%	*0.0%	*	11.0%	*5.4%	*	4.3%	3		
None/no response	37.4%	7	57.2%	6	45.5%	6	45.9%	13	45.4%	32

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.4%	*28.5%	3	0.0%	*20.9%	6	15.3%	11		
Physical appearance	0.0%	*14.3%	*	0.0%	*0.0%	*	2.2%	*		
Physical disability	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Mental disability	0.0%	*28.5%	3	0.0%	*5.4%	*	6.5%	5		
Employment classification	41.8%	7	14.3%	*29.1%	4	40.4%	11	34.6%	24	
Gender identity	0.0%	*14.3%	*	0.0%	*5.4%	*	4.3%	3		
Job title	20.9%	4	0.0%	*7.2%	*27.8%	8	17.8%	12		
Parental status	20.9%	4	14.3%	*14.8%	*5.4%	*	12.5%	9		
Religion	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Political affiliation	0.0%	*14.3%	*	7.2%	*5.4%	*	5.7%	4		
Sexual orientation	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Socio-economic status	10.4%	*14.3%	*	0.0%	*26.3%	7	15.3%	11		
Ethnic origin	0.0%	*0.0%	*	11.0%	*5.4%	*	4.3%	3		
Veteran status	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Race or color	10.4%	*14.3%	*	18.2%	*10.8%	3	12.7%	9		
Marital status	0.0%	*0.0%	*	0.0%	*0.0%	*	0.0%	*		
Nationality/country of origin	0.0%	*0.0%	*	11.0%	*5.4%	*	4.3%	3		
None/no response	37.4%	7	57.2%	6	45.5%	6	45.9%	13	45.4%	32

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	10.4%	*	0.0%	*	23.6%	3	14.2%	4	12.9%	9
Bullying	10.4%	*	0.0%	*	0.0%	*	24.4%	7	12.4%	9
Bias	31.3%	5	28.5%	3	25.8%	4	36.7%	10	32.0%	22
Physical assault	10.4%	*	0.0%	*	0.0%	*	5.4%	*	4.8%	3
Sexual misconduct	10.4%	*	0.0%	*	11.0%	*	8.8%	*	8.3%	6
Verbal abuse	10.4%	*	0.0%	*	12.5%	*	17.5%	5	12.1%	8
None/no response	68.7%	12	71.5%	8	61.7%	8	63.3%	18	65.5%	46

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	14.3%	*	0.0%	*	5.4%	*	4.3%	3
Bias	0.0%	*	28.5%	3	33.0%	5	17.5%	5	17.8%	12
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	12.5%	*	8.8%	*	6.0%	4
None/no response	100.0%	17	71.5%	8	54.5%	8	82.5%	23	79.7%	56

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		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	14.3%	*	0.0%	*	5.4%	*	4.3%	3
Bias	0.0%	*	28.5%	3	33.0%	5	17.5%	5	17.8%	12
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	12.5%	*	8.8%	*	6.0%	4
None/no response	100.0%	17	71.5%	8	54.5%	8	82.5%	23	79.7%	56

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

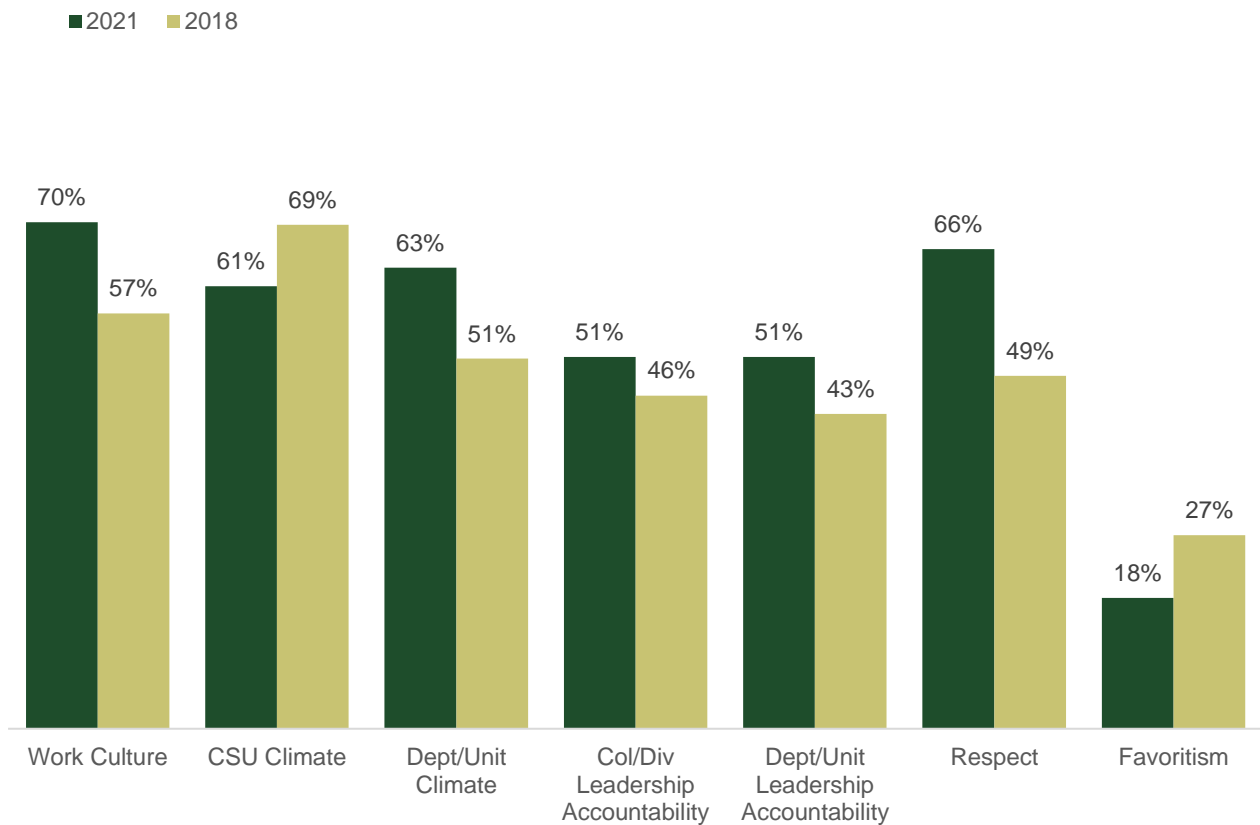


Table 95: Work Culture

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
WORK CULTURE OVERALL	57.2%	73	69.7%	69
			A	
My department/unit promotes a work environment where all employees feel included	44.8%	75	75.8%	70
			A	
My department/unit treats all employees equitably	47.0%	73	55.2%	70
My department/unit is open and transparent in communication	38.2%	75	68.5%	70
			A	
My department/unit values employee input in major department/unit decisions	57.8%	75	58.8%	70
My department/unit promotes respect for cultural differences	62.4%	76	80.4%	69
			A	
My department/unit understands the value of diversity	66.7%	75	85.6%	70
			A	
My department/unit communicates the importance of valuing diversity	59.9%	76	85.8%	70
			A	
I feel valued as an employee	50.0%	76	62.1%	70
I feel a strong sense of belonging to CSU	63.6%	76	54.1%	70
I feel a strong sense of belonging to my division/college	55.3%	76	70.0%	70
I feel a strong sense of belonging to my department/unit	70.0%	76	72.8%	70
I would recommend CSU as a place of employment	73.1%	76	70.3%	70
I would recommend my department/unit as a place of employment	52.1%	76	71.5%	70
			A	

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	92.3%	65	100.0% ^a	70
No, I did not have a review	7.7%	5	0.0% ^a	*

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

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

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

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

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

Table 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
PERFORMANCE REVIEW OVERALL	83.1%	72	77.3%	70
I am satisfied with the effort my supervisor put into my most recent performance review	67.0%	74	77.9%	70
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	38.0%	74	14.6%	70
	B			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	54.0%	70

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

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

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

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

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

Table 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
RESPECT OVERALL	48.5%	45	66.0%	69
			A	
My department/unit is treated with respect by other units within my college/division	54.3%	75	73.6%	70
			A	
My college/division is treated with respect by CSU	48.8%	72	60.4%	70
The people I interact with treat each other with respect	60.5%	76	90.0%	70
			A	
There is respect for religious differences in my department/unit	52.4%	50	48.7%	70
There is respect for liberal perspectives in my department/unit	67.1%	72	70.7%	70
There is respect for conservative perspectives in my department/unit	40.1%	66	52.1%	69

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 99: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	26.6%	65	18.0%	68
Recognized within my department/unit	41.6%	74	28.3%	70
Resources in my department/unit	17.7%	74	19.1%	70
Professional development opportunities	15.0%	72	8.9%	70
Promoted in my department/unit	36.2%	68	22.0%	68
Hired in my department/unit	34.9%	69	12.6%	68
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 100: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.9%	43	51.2%	67
Leadership adequately addresses inappropriate behavior	53.1%	50	44.5%	68
Leadership holds employees accountable for inappropriate behavior	47.2%	49	40.4%	68
Leadership holds employees accountable for poor performance in the workplace	44.5%	48	44.5%	68
Leadership acts ethically and honestly in the workplace	81.7%	67	70.6%	68
Leadership addresses issues of inequity	33.5%	57	55.3%	70
			A	
Leadership holds all employees to the same standards	26.5%	67	53.5%	70
			A	

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 101: 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	43.3%	53	51.2%	67
Leadership adequately addresses inappropriate behavior	42.2%	62	44.5%	68
Leadership holds employees accountable for inappropriate behavior	42.9%	60	40.4%	68
Leadership holds employees accountable for poor performance in the workplace	54.7%	62	44.5%	68
Leadership acts ethically and honestly in the workplace	81.7%	67	70.6%	68
Leadership addresses issues of inequity	29.0%	62	55.3%	70
			A	
Leadership holds all employees to the same standards	28.2%	74	53.5%	70
			A	

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 102: 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	69.4%	54	60.9%	68
Recruits employees from a diverse set of backgrounds	76.1%	67	49.7%	68
		B		
Improves the campus climate for all employees	70.7%	72	66.9%	68
Retains diverse employees	50.5%	61	33.9%	68
Creates a supportive environment for employees from diverse backgrounds	55.3%	60	53.6%	68
Encourages discussions related to diversity	89.6%	74	85.3%	68
Provides employees with a positive work experience	79.1%	74	72.6%	68
Climate has become consistently more inclusive of all employees	83.5%	71	64.2%	68
		B		

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 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	50.9%	59	63.4% A	67
Recruits employees from a diverse set of backgrounds	58.9%	73	57.7%	68
Improves the campus climate for all employees	58.2%	72	73.7%	68
Retains diverse employees	34.7%	69	46.7%	68
Creates a supportive environment for employees from diverse backgrounds	55.3%	60	53.6%	68
Encourages discussions related to diversity	65.6%	71	76.1%	68
Provides employees with a positive work experience	60.4%	76	74.6%	67
Climate has become consistently more inclusive of all employees	66.0%	69	63.6%	68

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 104: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	18.3%	11	15.3%	11
Physical appearance	10.6%	6	2.2%	*
Physical disability*	7.3%	4	NA	NA
Mental disability	NA	NA	6.5%	5
Employment classification	58.3%	35	34.6%	24
Gender identity	4.4%	*	4.3%	3
Job title	26.4%	16	17.8%	12
Parental status	18.2%	11	12.5%	9
Religion	9.2%	5	NA	NA
Political affiliation	21.4%	13	5.7%	4
Sexual orientation	8.0%	5	NA	NA
Socio-economic status	16.7%	10	15.3%	11
Ethnic origin	5.5%	3	4.3%	3
Veteran status	NA	NA	NA	NA
Race or color	2.6%	*	12.7%	9
Marital status	4.4%	*	NA	NA
Nationality/country of origin	NA	NA	4.3%	3
None/no response	18.9%	11	45.4%	32

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	9.0%	7	12.9%	9
Bullying	24.4%	18	12.4%	9
Bias	37.6%	28	32.0%	22
Physical assault	2.5%	*	4.8%	3
Sexual misconduct	4.9%	4	8.3%	6
Verbal abuse	13.9%	10	12.1%	8
None/no response	58.4%	44	65.5%	46

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 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	15.0%	11	4.3%	3
Bias	39.5%	30	17.8%	12
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	4.9%	4	6.0%	4
None/no response	57.4%	43	79.7%	56

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 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	23.7%	18	4.3%	3
Bias	31.1%	24	17.8%	12
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	7.4%	6	6.0%	4
None/no response	56.6%	43	79.7%	56

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

Statistical significance not tested.

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