

# Employee Climate Survey 2021

## Vice President for Research

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*
Research	192	1	8	84	44.0%
Analytical Resources Core	13	0	3	5	38.5%
Biosafety	2	0	0	2	100.0%
CSU Energy Institute	19	0	0	7	36.8%
Center for Healthy Aging	3	0	0	1	33.3%
Infectious Disease Research Center	34	0	1	15	44.1%
Laboratory Animal Resources	33	0	0	10	30.3%
One Health Institute	4	1	0	2	66.7%
Research Integrity and Compliance Review Office	11	0	1	7	63.6%
Research Services	10	0	0	3	30.0%
Sponsored Programs	35	0	3	19	54.3%
Vice President for Research	28	0	0	13	46.4%

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

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

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

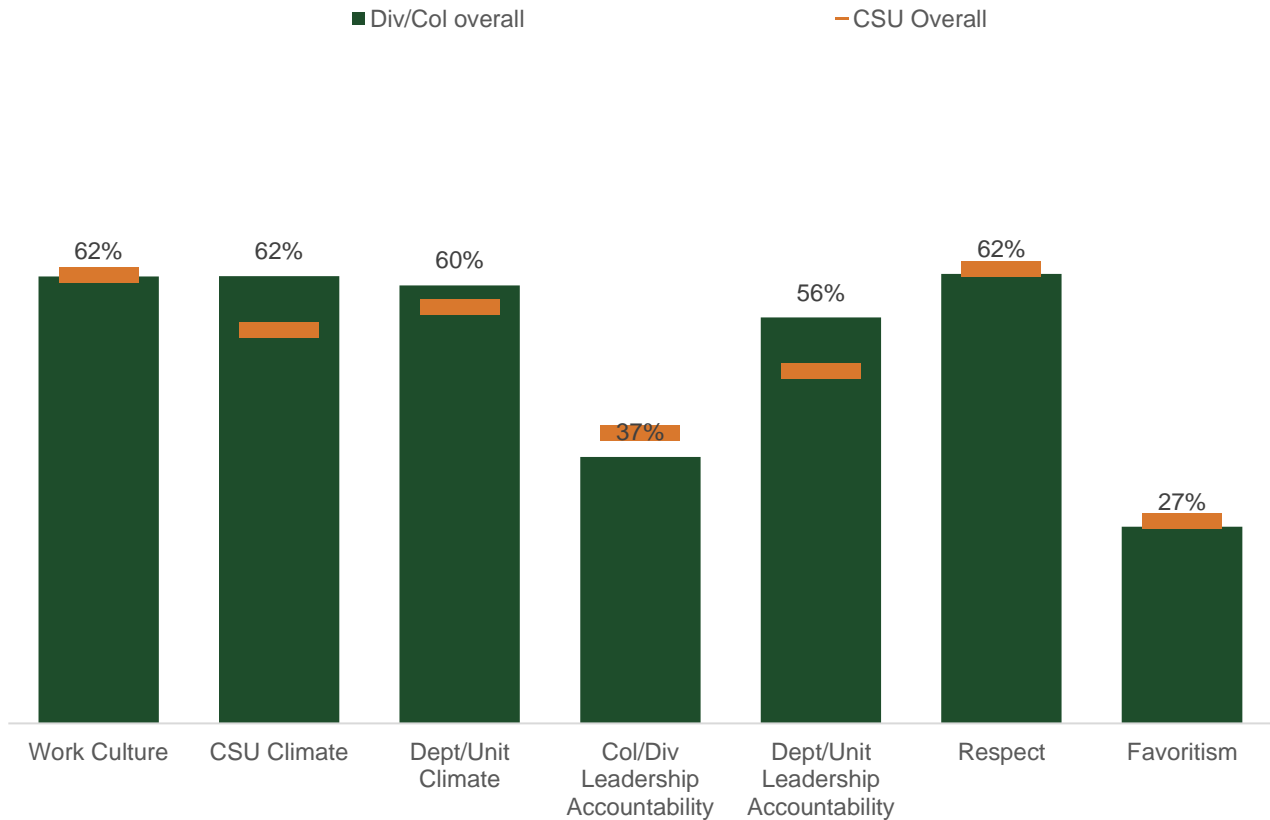
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	34%	29%	34%
	Woman	66%	71%	66%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	0%	0%
Racially minoritized status	Racially minoritized	11%	10%	10%
	Non-racially minoritized	89%	90%	90%
Employee type	Admin Professional	88%	89%	90%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	10%	10%	9%
	Other Salaried Employee	2%	1%	1%

*Results are weighted by gender.*

## Frequencies of Results

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

**Figure 1: Organizational Themes**



**Table 3: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit promotes a work environment where all employees feel included	8.5%	5.7%	14.0%	48.0%	23.7%	100.0% 192
My department/unit treats all employees equitably	6.0%	13.0%	18.5%	40.5%	22.0%	100.0% 192
My department/unit is open and transparent in communication	9.5%	8.7%	25.7%	39.2%	17.0%	100.0% 192
My department/unit values employee input in major department/unit decisions	9.6%	15.6%	22.0%	37.2%	15.5%	100.0% 192
My department/unit promotes respect for cultural differences	4.6%	1.2%	23.5%	39.9%	30.8%	100.0% 192
My department/unit understands the value of diversity	4.9%	6.2%	20.2%	42.8%	26.0%	100.0% 192
My department/unit communicates the importance of valuing diversity	3.7%	7.3%	20.5%	42.7%	25.9%	100.0% 192
I feel valued as an employee	11.1%	8.6%	18.0%	39.6%	22.7%	100.0% 192
I feel a strong sense of belonging to CSU	6.1%	10.6%	32.4%	31.7%	19.2%	100.0% 192
I feel a strong sense of belonging to my division/college	9.3%	15.8%	34.8%	26.8%	13.3%	100.0% 192
I feel a strong sense of belonging to my department/unit	6.2%	8.7%	20.9%	37.0%	27.3%	100.0% 192
I would recommend CSU as a place of employment	3.5%	12.4%	20.1%	44.9%	19.2%	100.0% 192
I would recommend my department/unit as a place of employment	5.9%	12.4%	14.9%	40.7%	26.2%	100.0% 192

**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?	83.0%	17.0%	100.0% 192

**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	4.3%	4.4%	8.4%	47.0%	35.8%	100.0% 159
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	20.1%	49.2%	22.0%	5.8%	3.0%	100.0% 159
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	1.3%	10.5%	23.6%	53.8%	10.8%	100.0% 159

*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	3.4%	18.0%	24.5%	42.8%	11.4%	100.0% 192
My college/division is treated with respect by CSU	4.5%	17.1%	25.4%	42.2%	10.8%	100.0% 192
The people I interact with treat each other with respect	2.3%	1.2%	17.0%	55.2%	24.3%	100.0% 192
There is respect for religious differences in my department/unit	0.0%	1.2%	35.6%	41.0%	22.2%	100.0% 190
There is respect for liberal perspectives in my department/unit	1.2%	0.0%	29.7%	46.0%	23.2%	100.0% 190
There is respect for conservative perspectives in my department/unit	6.1%	5.1%	37.8%	37.5%	13.5%	100.0% 190

**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	12.2%	33.8%	23.3%	16.1%	14.6%	100.0% 188
Resources in my department/unit	13.3%	35.3%	20.4%	19.8%	11.2%	100.0% 188
Professional development opportunities	13.3%	36.2%	24.1%	16.3%	10.0%	100.0% 188
Promoted in my department/unit	12.2%	27.1%	31.8%	12.6%	16.3%	100.0% 188
Hired in my department/unit	14.5%	34.6%	32.3%	7.5%	11.2%	100.0% 188

**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	9.5%	9.1%	43.6%	31.6%	6.2%	100.0% 190
Leadership holds employees accountable for inappropriate behavior	9.5%	9.3%	44.5%	29.4%	7.3%	100.0% 190
Leadership holds employees accountable for poor performance in the workplace	10.9%	10.1%	45.7%	28.5%	4.8%	100.0% 190
Leadership acts ethically and honestly in the workplace	7.2%	10.0%	33.9%	40.5%	8.4%	100.0% 190
Leadership addresses issues of inequity	10.9%	8.4%	45.7%	27.7%	7.3%	100.0% 190
Leadership holds all employees to the same standards	15.1%	14.2%	42.4%	22.1%	6.2%	100.0% 190

**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	7.5%	10.2%	31.4%	34.9%	16.1%	100.0% 188
Leadership holds employees accountable for inappropriate behavior	4.9%	9.2%	30.2%	43.1%	12.6%	100.0% 188
Leadership holds employees accountable for poor performance in the workplace	8.8%	13.1%	26.6%	36.8%	14.7%	100.0% 190
Leadership acts ethically and honestly in the workplace	7.2%	10.0%	33.9%	40.5%	8.4%	100.0% 190
Leadership addresses issues of inequity	7.7%	7.0%	37.1%	36.4%	11.9%	100.0% 190
Leadership holds all employees to the same standards	9.1%	12.2%	24.6%	40.6%	13.6%	100.0% 190

**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	1.2%	7.4%	27.8%	49.7%	13.8%	100.0% 190
Improves the campus climate for all employees	3.5%	8.6%	28.6%	44.1%	15.2%	100.0% 190
Retains diverse employees	4.9%	13.0%	41.9%	26.4%	13.8%	100.0% 190
Creates a supportive environment for employees from diverse backgrounds	3.5%	9.9%	29.1%	42.2%	15.2%	100.0% 190
Encourages discussions related to diversity	2.3%	3.7%	12.2%	52.4%	29.3%	100.0% 190
Provides employees with a positive work experience	3.6%	9.6%	20.9%	48.1%	17.7%	100.0% 190
Climate has become consistently more inclusive of all employees	2.4%	6.0%	28.8%	50.2%	12.6%	100.0% 190

**Table 11: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	1.4%	9.2%	30.2%	41.8%	17.5%	100.0% 190
Improves the campus climate for all employees	4.9%	6.0%	29.9%	42.7%	16.6%	100.0% 190
Retains diverse employees	5.1%	14.1%	40.8%	27.4%	12.6%	100.0% 190
Creates a supportive environment for employees from diverse backgrounds	3.5%	9.9%	29.1%	42.2%	15.2%	100.0% 190
Encourages discussions related to diversity	2.8%	2.2%	25.2%	47.4%	22.3%	100.0% 190
Provides employees with a positive work experience	4.9%	7.5%	14.8%	50.4%	22.4%	100.0% 188
Climate has become consistently more inclusive of all employees	2.6%	4.8%	32.7%	44.7%	15.2%	100.0% 190

**Table 12: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	2.7%	15.0%	25.8%	46.7%	9.8%	100.0% 185
Communications are timely	2.7%	12.6%	21.3%	51.4%	11.9%	100.0% 183
Communications are relevant	2.7%	7.7%	31.1%	45.1%	13.4%	100.0% 183
Communications are informative	1.3%	7.0%	26.9%	50.0%	14.9%	100.0% 183
Communications are motivating	1.3%	15.2%	40.4%	31.7%	11.4%	100.0% 183
Communications are honest	2.7%	8.6%	35.5%	40.4%	12.7%	100.0% 180
Communications are accessible	1.3%	1.3%	26.9%	51.9%	18.7%	100.0% 183

**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	7.4%	30.8%	22.0%	33.4%	6.4%	100.0% 183
Communications are timely	8.8%	27.0%	19.9%	36.8%	7.6%	100.0% 183
Communications are relevant	8.6%	16.5%	22.5%	44.8%	7.7%	100.0% 181
Communications are informative	5.9%	18.6%	25.7%	40.7%	9.0%	100.0% 183
Communications are motivating	8.2%	19.4%	46.9%	16.7%	8.7%	100.0% 183
Communications are honest	7.4%	13.2%	37.7%	30.4%	11.4%	100.0% 183
Communications are accessible	5.0%	3.9%	33.4%	46.1%	11.6%	100.0% 183

**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	7.9%	7.7%	16.4%	49.1%	19.0%	100.0% 183
Communications are timely	7.6%	9.0%	17.6%	48.1%	17.8%	100.0% 183
Communications are relevant	5.2%	1.2%	15.6%	59.3%	18.7%	100.0% 183
Communications are informative	3.8%	4.1%	15.0%	56.9%	20.2%	100.0% 183
Communications are motivating	6.4%	9.1%	38.7%	30.6%	15.1%	100.0% 183
Communications are honest	5.0%	2.9%	21.0%	47.8%	23.4%	100.0% 183
Communications are accessible	2.6%	3.8%	19.9%	53.0%	20.7%	100.0% 183

**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?	46.7%	34.8%	18.5%	100.0% 185

**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%	8.6%	8.0%	42.1%	41.3%	100.0% 148
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	4.7%	72.7%	13.3%	9.3%	100.0% 148
My service on committees	0.0%	8.3%	61.6%	19.4%	10.8%	100.0% 148
Annual review process	1.5%	13.0%	23.1%	41.0%	21.3%	100.0% 148
Input collection through anonymous surveys	5.0%	10.2%	42.6%	31.3%	10.9%	100.0% 148

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

**Table 17: Feedback Valued**

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
CSU overall	7.7%	20.7%	40.3%	20.8%	10.5%	100.0% 148
My division/college	15.3%	19.1%	35.1%	24.3%	6.2%	100.0% 148
My department/unit	9.4%	8.3%	12.0%	38.5%	31.8%	100.0% 148

*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	17.7%	34	8.4%	16	3.9%	7
Physical appearance	3.4%	7	4.9%	9	1.4%	*
Physical disability	6.2%	12	2.3%	4	0.0%	*
Mental disability	4.8%	9	3.5%	7	2.3%	4
Employment classification	19.6%	38	20.2%	39	9.2%	18
Gender identity	5.9%	11	4.9%	9	2.6%	5
Job title	19.7%	38	24.4%	47	12.1%	23
Parental status	1.1%	*	2.3%	4	2.5%	5
Religion	6.1%	12	3.4%	7	0.0%	*
Political affiliation	12.0%	23	7.1%	14	5.1%	10
Sexual orientation	3.6%	7	2.3%	4	0.0%	*
Socio-economic status	4.7%	9	5.9%	11	1.1%	*
Ethnic origin	6.2%	12	3.5%	7	1.2%	*
Veteran status	1.1%	*	2.3%	4	1.1%	*
Race or color	9.8%	19	4.9%	9	2.6%	5
Marital status	3.7%	7	3.5%	7	1.2%	*
Nationality/country of origin	6.7%	13	3.5%	7	1.2%	*
None/no response	55.8%	107	71.2%	137	81.8%	157

*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	8.2%	16	4.8%	9	1.4%	*
Bullying	12.6%	24	8.2%	16	3.9%	7
Bias	20.2%	39	12.9%	25	7.5%	14
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	3.4%	7	0.0%	*	0.0%	*
Verbal abuse	4.5%	9	4.6%	9	0.0%	*
None/no response	79.8%	153	86.0%	165	90.0%	173

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	16.6%	30
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	31.3%	56
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	61.0%	109
Prefer not to disclose	5.1%	9
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	28.4%	45		40.3%	64		83.2%	132	
1	1.7%	*		20.2%	32		8.4%	13	
2	4.0%	6		8.1%	13		5.8%	9	
3	4.1%	7		0.0%	*		2.7%	4	
4	17.4%	28		3.0%	5		0.0%	*	
5	14.7%	23		11.7%	19		0.0%	*	
6 Very	29.7%	47		16.7%	27		0.0%	*	
Total	100.0%	159	3.43	100.0%	159	2.07	100.0%	159	.28

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



**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	1.2%	*
Asian (can include Middle Eastern and North African)	2.5%	4
Black or African American (can include Middle Eastern and North African)	2.8%	5
Hispanic or Latinx	2.8%	5
Native Hawaiian or Other Pacific Islander	0.0%	*
White	83.9%	145
Prefer not to disclose	8.1%	14
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	100.0%	5
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

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

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

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

*Categories coded from write-in responses.*

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

**Table 25: Hispanic or Latinx**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	100.0%	5
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	55.5%	*

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

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

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	100.0%	4
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

**Table 27: Hawaiian/Pacific Islander**

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

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

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

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	7.7%	86.0%	6.4%	100.0%   183

**Table 29: LGBTQIA+**

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify in the LGBTQIA+ community?	4.1%	87.0%	1.5%	7.4%	100.0%   181

**Table 30: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
Analytical Resources Core	6.1%	12
Biosafety	2.2%	4
CSU Energy Institute	8.8%	17
Center for Healthy Aging	1.1%	*
Infectious Disease Research Center	18.5%	36
Laboratory Animal Resources	11.3%	22
One Health Institute	2.2%	4
Research Integrity and Compliance Review Office	8.0%	15
Research Services	3.9%	7
Sponsored Programs	22.4%	43
Vice President for Research	15.4%	30
Total	100.0%	192

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

**Table 31: Employee Type**

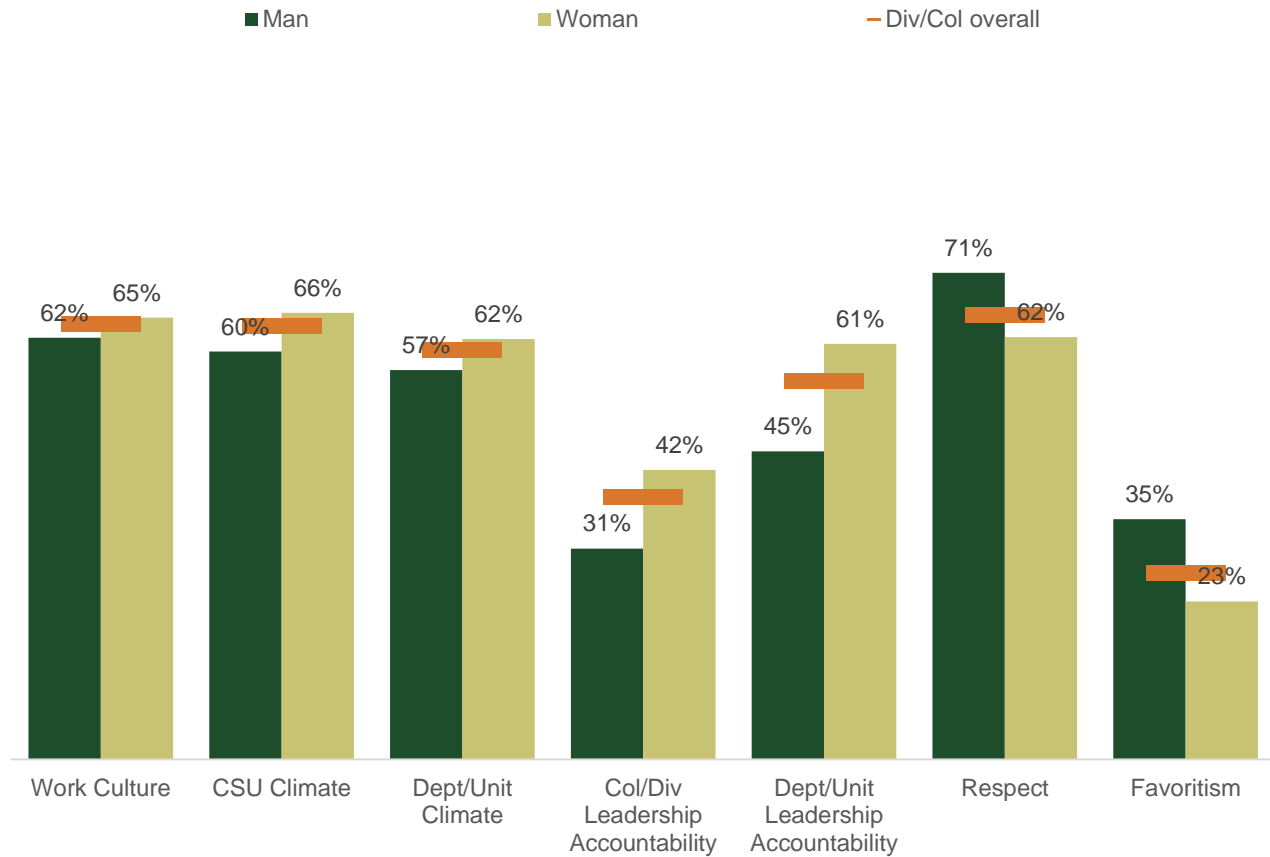
	<b>Pct</b>	<b>Pop</b>
Admin Professional	89.9%	173
Other Salaried Employee	1.1%	*
State Classified	9.0%	17
Total	100.0%	192

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

## Comparisons by Gender

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

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



**Table 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
<b>WORK CULTURE OVERALL</b>	61.9%	56	64.9%	109	63.9%	165
My department/unit promotes a work environment where all employees feel included	81.0%	56	72.5%	109	75.4%	165
My department/unit treats all employees equitably	57.1%	56	72.5%	109	67.3%	165
			A			
My department/unit is open and transparent in communication	61.9%	56	56.9%	109	58.6%	165
My department/unit values employee input in major department/unit decisions	61.9%	56	52.9%	109	56.0%	165
My department/unit promotes respect for cultural differences	81.0%	56	70.6%	109	74.1%	165
My department/unit understands the value of diversity	66.7%	56	74.5%	109	71.8%	165
My department/unit communicates the importance of valuing diversity	61.9%	56	74.5%	109	70.2%	165
I feel valued as an employee	52.4%	56	70.6%	109	64.4%	165
			A			
I feel a strong sense of belonging to CSU	47.6%	56	54.9%	109	52.4%	165
I feel a strong sense of belonging to my division/college	33.3%	56	43.1%	109	39.8%	165
I feel a strong sense of belonging to my department/unit	66.7%	56	66.7%	109	66.7%	165
I would recommend CSU as a place of employment	61.9%	56	66.7%	109	65.1%	165
I would recommend my department/unit as a place of employment	71.4%	56	66.7%	109	68.3%	165

Percent "Agree" or "Strongly agree"

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

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

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

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

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

	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
<b>Did you have a performance review in the last year?</b>						
Yes, I had a review	76.2%	43	84.3%	92	81.6%	134
No, I did not have a review	23.8%	13	15.7%	17	18.4%	30
Total	100.0%	56	100.0%	109	100.0%	165

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

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

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

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

**Table 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
<b>PERFORMANCE REVIEW OVERALL</b>	83.3%	43	80.6%	92	81.5%	134
I am satisfied with the effort my supervisor put into my most recent performance review	81.3%	43	81.4%	92	81.3%	134
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	12.5%	43	7.0%	92	8.7%	134
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	68.8%	43	60.5%	92	63.1%	134

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

**Table 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
<b>RESPECT OVERALL</b>	71.4%	56	62.0%	107	65.2%	162
My department/unit is treated with respect by other units within my college/division	66.7%	56	52.9%	109	57.6%	165
My college/division is treated with respect by CSU	47.6%	56	60.8%	109	56.3%	165
The people I interact with treat each other with respect	95.2%	56	72.5%	109	80.3%	165
	B					
There is respect for religious differences in my department/unit	76.2%	56	62.0%	107	66.9%	162
There is respect for liberal perspectives in my department/unit	81.0%	56	70.0%	107	73.8%	162
There is respect for conservative perspectives in my department/unit	61.9%	56	52.0%	107	55.4%	162

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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
<b>FAVORITISM OVERALL</b>	35.2%	56	23.2%	107	27.3%	162
Recognized within my department/unit	33.3%	56	28.0%	107	29.8%	162
Resources in my department/unit	38.1%	56	26.0%	107	30.2%	162
Professional development opportunities	38.1%	56	22.0%	107	27.5%	162
	B					
Promoted in my department/unit	42.9%	56	24.0%	107	30.5%	162
	B					
Hired in my department/unit	23.8%	56	16.0%	107	18.7%	162

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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
<b>COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL</b>	31.0%	56	42.5%	109	38.6%	165
Leadership adequately addresses inappropriate behavior	28.6%	56	47.1%	109	40.8%	165
			A			
Leadership holds employees accountable for inappropriate behavior	28.6%	56	43.1%	109	38.2%	165
Leadership holds employees accountable for poor performance in the workplace	28.6%	56	39.2%	109	35.6%	165
Leadership acts ethically and honestly in the workplace	42.9%	56	54.9%	109	50.8%	165
Leadership addresses issues of inequity	38.1%	56	37.3%	109	37.5%	165
Leadership holds all employees to the same standards	19.0%	56	33.3%	109	28.5%	165

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	45.2%	56	61.0%	107	55.6%	162
			A			
Leadership adequately addresses inappropriate behavior	47.6%	56	54.0%	107	51.8%	162
Leadership holds employees accountable for inappropriate behavior	47.6%	56	58.0%	107	54.4%	162
Leadership holds employees accountable for poor performance in the workplace	47.6%	56	54.9%	109	52.4%	165
Leadership acts ethically and honestly in the workplace	42.9%	56	54.9%	109	50.8%	165
Leadership addresses issues of inequity	28.6%	56	56.9%	109	47.3%	165
			A			
Leadership holds all employees to the same standards	33.3%	56	62.7%	109	52.8%	165
			A			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	59.9%	56	65.5%	109	63.6%	165
Recruits employees from a diverse set of backgrounds	61.9%	56	68.6%	109	66.3%	165
Improves the campus climate for all employees	47.6%	56	70.6%	109	62.8%	165
			A			
Retains diverse employees	47.6%	56	37.3%	109	40.8%	165
Creates a supportive environment for employees from diverse backgrounds	52.4%	56	60.8%	109	57.9%	165
Encourages discussions related to diversity	81.0%	56	86.3%	109	84.5%	165
Provides employees with a positive work experience	61.9%	56	72.5%	109	68.9%	165
Climate has become consistently more inclusive of all employees	66.7%	56	62.7%	109	64.1%	165

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	57.1%	56	61.7%	107	60.1%	162
Recruits employees from a diverse set of backgrounds	61.9%	56	56.9%	109	58.6%	165
Improves the campus climate for all employees	47.6%	56	70.6%	109	62.8%	165
			A			
Retains diverse employees	42.9%	56	37.3%	109	39.2%	165
Creates a supportive environment for employees from diverse backgrounds	52.4%	56	60.8%	109	57.9%	165
Encourages discussions related to diversity	66.7%	56	70.6%	109	69.3%	165
Provides employees with a positive work experience	66.7%	56	76.0%	107	72.8%	162
Climate has become consistently more inclusive of all employees	52.4%	56	60.8%	109	57.9%	165

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	55.0%	53	62.2%	109	59.8%	162
Communications are effective	52.4%	56	58.8%	109	56.6%	165
Communications are timely	57.1%	56	66.7%	109	63.4%	165
Communications are relevant	57.1%	56	62.7%	109	60.8%	165
Communications are informative	66.7%	56	70.6%	109	69.3%	165
Communications are motivating	33.3%	56	49.0%	109	43.7%	165
Communications are honest	30.0%	53	60.8%	109	50.7%	162
Communications are accessible	81.0%	56	66.7%	109	71.5%	165

Percent "Agree" or "Strongly agree"

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

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

**Table 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	38.1%	56	49.1%	107	45.3%	162
Communications are effective	38.1%	56	43.1%	109	41.4%	165
Communications are timely	33.3%	56	49.0%	109	43.7%	165
Communications are relevant	42.9%	56	60.0%	107	54.1%	162
Communications are informative	47.6%	56	52.9%	109	51.1%	165
Communications are motivating	14.3%	56	33.3%	109	26.9%	165
Communications are honest	28.6%	56	45.1%	109	39.5%	165
Communications are accessible	61.9%	56	56.9%	109	58.6%	165

Percent "Agree" or "Strongly agree"

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

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



**Table 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	58.5%	56	72.0%	109	67.4%	165
Communications are effective	57.1%	56	72.5%	109	67.3%	165
Communications are timely	57.1%	56	66.7%	109	63.4%	165
Communications are relevant	66.7%	56	84.3%	109	78.3%	165
Communications are informative	71.4%	56	80.4%	109	77.3%	165
Communications are motivating	38.1%	56	49.0%	109	45.3%	165
Communications are honest	47.6%	56	78.4%	109	68.0%	165
Communications are accessible	71.4%	56	72.5%	109	72.2%	165

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	42.9%	24	47.1%	51	45.6%	75
Maybe, I can provide feedback in limited situations	38.1%	21	33.3%	36	34.9%	57
No, I don't have an opportunity to provide feedback	19.0%	11	19.6%	21	19.4%	32
Total	100.0%	56	100.0%	109	100.0%	165

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

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

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

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

**Table 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	36.3%	43	55.1%	87	48.9%	130
One on one conversations with my supervisor	62.5%	43	92.7%	87	82.8%	130
My representation in shared governance (CPC, APC, or Faculty Council)	18.8%	43	29.3%	87	25.8%	130
My service on committees	25.0%	43	39.0%	87	34.4%	130
Annual review process	50.0%	43	68.3%	87	62.3%	130
Input collection through anonymous surveys	25.0%	43	46.3%	87	39.4%	130

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	35.4%	43	48.8% A	87	44.4%	130
CSU overall	18.8%	43	41.5% A	87	34.0%	130
My division/college	25.0%	43	31.7%	87	29.5%	130
My department/unit	62.5%	43	73.2%	87	69.7%	130

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.3%	8	17.6%	19	16.5%	27
Physical appearance	0.0%	*	3.9%	4	2.6%	4
Physical disability	9.5%	5	3.9%	4	5.8%	10
Mental disability	4.8%	*	3.9%	4	4.2%	7
Employment classification	9.5%	5	25.5%	28	20.1%	33
Gender identity	4.8%	*	5.9%	6	5.5%	9
Job title	9.5%	5	23.5%	26	18.8%	31
Parental status	0.0%	*	2.0%	*	1.3%	*
Religion	9.5%	5	5.9%	6	7.1%	12
Political affiliation	14.3%	8	11.8%	13	12.6%	21
Sexual orientation	4.8%	*	3.9%	4	4.2%	7
Socio-economic status	4.8%	*	5.9%	6	5.5%	9
Ethnic origin	9.5%	5	3.9%	4	5.8%	10
Veteran status	0.0%	*	2.0%	*	1.3%	*
Race or color	14.3%	8	7.8%	9	10.0%	17
Marital status	4.8%	*	2.0%	*	2.9%	5
Nationality/country of origin	0.0%	*	9.8%	11	6.5%	11
None/no response	52.4%	29	54.9%	60	54.0%	89

*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	9.5%	5	7.8%	9	8.4%	14
Physical appearance	4.8%	*	2.0%	*	2.9%	5
Physical disability	0.0%	*	2.0%	*	1.3%	*
Mental disability	0.0%	*	2.0%	*	1.3%	*
Employment classification	19.0%	11	19.6%	21	19.4%	32
Gender identity	4.8%	*	2.0%	*	2.9%	5
Job title	33.3%	19	19.6%	21	24.3%	40
Parental status	0.0%	*	2.0%	*	1.3%	*
Religion	0.0%	*	3.9%	4	2.6%	4
Political affiliation	4.8%	*	5.9%	6	5.5%	9
Sexual orientation	0.0%	*	2.0%	*	1.3%	*
Socio-economic status	4.8%	*	5.9%	6	5.5%	9
Ethnic origin	0.0%	*	2.0%	*	1.3%	*
Veteran status	0.0%	*	2.0%	*	1.3%	*
Race or color	4.8%	*	2.0%	*	2.9%	5
Marital status	0.0%	*	2.0%	*	1.3%	*
Nationality/country of origin	0.0%	*	2.0%	*	1.3%	*
None/no response	66.7%	37	72.5%	79	70.6%	116

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	9.5%	5	2.0%	*	4.5%	7
Physical appearance	4.8%	*	0.0%	*	1.6%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	2.0%	*	1.3%	*
Employment classification	4.8%	*	11.8%	13	9.4%	15
Gender identity	4.8%	*	0.0%	*	1.6%	*
Job title	14.3%	8	9.8%	11	11.3%	19
Parental status	4.8%	*	2.0%	*	2.9%	5
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	9.5%	5	2.0%	*	4.5%	7
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	2.0%	*	1.3%	*
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	2.0%	*	1.3%	*
Race or color	4.8%	*	0.0%	*	1.6%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	76.2%	43	84.3%	92	81.6%	134

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	4.8%	*	7.8%	9	6.8%	11
Bullying	4.8%	*	15.7%	17	12.0%	20
Bias	19.0%	11	19.6%	21	19.4%	32
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.9%	4	2.6%	4
Verbal abuse	0.0%	*	5.9%	6	3.9%	6
None/no response	81.0%	45	80.4%	87	80.6%	133

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	4.8%	*	3.9%	4	4.2%	7
Bullying	4.8%	*	7.8%	9	6.8%	11
Bias	9.5%	5	13.7%	15	12.3%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	3.9%	4	2.6%	4
None/no response	90.5%	51	84.3%	92	86.4%	142

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	4.8%	*	0.0%	*	1.6%	*
Bullying	9.5%	5	2.0%	*	4.5%	7
Bias	14.3%	8	5.9%	6	8.7%	14
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	81.0%	45	92.2%	100	88.4%	145

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

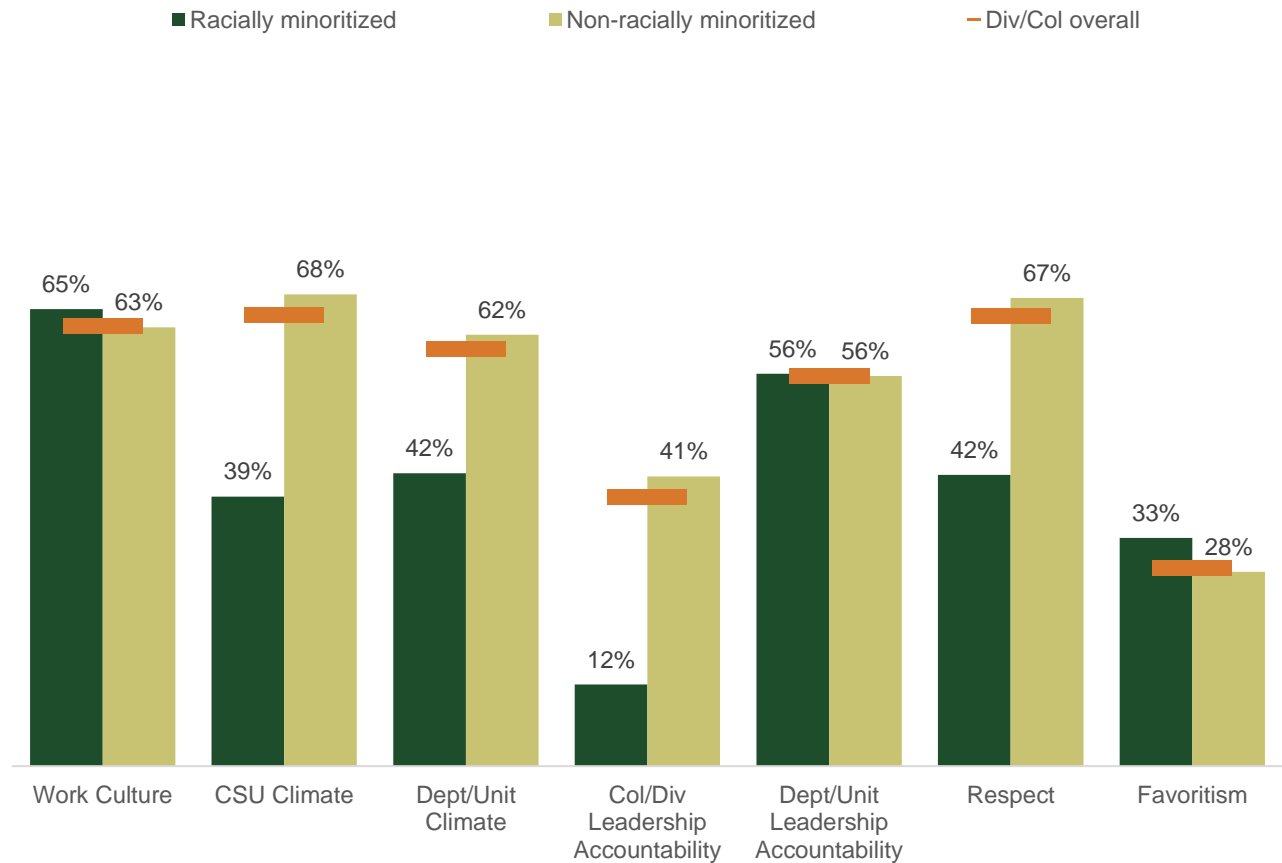
Statistical significance not tested.

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

## Comparisons by Racially Minoritized Status

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

**Figure 3: Organizational Themes Compared by Racially Minoritized Status**



**Table 53: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	65.4%	16	62.8%	143	63.0%	159
My department/unit promotes a work environment where all employees feel included	86.7%	16	73.2%	143	74.5%	159
My department/unit treats all employees equitably	70.0%	16	67.6%	143	67.9%	159
My department/unit is open and transparent in communication	56.7%	16	60.5%	143	60.1%	159
My department/unit values employee input in major department/unit decisions	56.7%	16	51.0%	143	51.6%	159
My department/unit promotes respect for cultural differences	53.4%	16	73.8%	143	71.8%	159
My department/unit understands the value of diversity	70.0%	16	69.4%	143	69.4%	159
My department/unit communicates the importance of valuing diversity	70.0%	16	71.0%	143	70.9%	159
I feel valued as an employee	86.7%	16	62.4%	143	64.8%	159
I feel a strong sense of belonging to CSU	70.0%	16	50.5%	143	52.4%	159
I feel a strong sense of belonging to my division/college	43.3%	16	38.9%	143	39.4%	159
I feel a strong sense of belonging to my department/unit	86.7%	16	63.1%	143	65.5%	159
I would recommend CSU as a place of employment	26.7%	16	68.0%	143	63.8%	159
I would recommend my department/unit as a place of employment	73.3%	16	66.5%	143	67.2%	159

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	53.4%	9	87.3%	125	83.9%	133
No, I did not have a review	46.6%	7	12.7%	18	16.1%	26
Total	100.0%	16	100.0%	143	100.0%	159

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

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

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

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

**Table 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	75.0%	9	81.2%	125	80.8%	133
I am satisfied with the effort my supervisor put into my most recent performance review	75.0%	9	81.7%	125	81.2%	133
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	9	9.4%	125	8.8%	133
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	9	61.9%	125	61.2%	133

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 56: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	41.7%	16	67.0%	141	64.4%	157
My department/unit is treated with respect by other units within my college/division	60.0%	16	56.0%	143	56.4%	159
My college/division is treated with respect by CSU	43.3%	16	54.5%	143	53.4%	159
The people I interact with treat each other with respect	73.3%	16	80.3%	143	79.6%	159
There is respect for religious differences in my department/unit	30.0%	16	71.6%	141	67.4%	157
There is respect for liberal perspectives in my department/unit	30.0%	16	77.7%	141	72.8%	157
There is respect for conservative perspectives in my department/unit	13.3%	16	60.6%	141	55.8%	157

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 57: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	32.7%	16	27.8%	141	28.3%	157
Recognized within my department/unit	43.3%	16	29.5%	141	30.9%	157
Resources in my department/unit	30.0%	16	31.4%	141	31.2%	157
Professional development opportunities	16.6%	16	29.9%	141	28.5%	157
Promoted in my department/unit	43.3%	16	30.2%	141	31.6%	157
Hired in my department/unit	30.0%	16	18.1%	141	19.3%	157

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	11.7%	16	41.5%	143	38.5%	159
Leadership adequately addresses inappropriate behavior	13.3%	16	45.3%	143	42.1%	159
Leadership holds employees accountable for inappropriate behavior	13.3%	16	42.3%	143	39.4%	159
Leadership holds employees accountable for poor performance in the workplace	13.3%	16	37.7%	143	35.3%	159
Leadership acts ethically and honestly in the workplace	13.3%	16	55.0%	143	50.8%	159
Leadership addresses issues of inequity	16.6%	16	37.5%	143	35.4%	159
Leadership holds all employees to the same standards	0.0%	16	31.0%	143	27.9%	159

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 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	56.1%	16	55.8%	141	55.8%	157
Leadership adequately addresses inappropriate behavior	43.3%	16	53.0%	141	52.0%	157
Leadership holds employees accountable for inappropriate behavior	56.7%	16	54.5%	141	54.8%	157
Leadership holds employees accountable for poor performance in the workplace	56.7%	16	50.4%	143	51.0%	159
Leadership acts ethically and honestly in the workplace	13.3%	16	55.0% A	143	50.8%	159
Leadership addresses issues of inequity	40.0%	16	47.9%	143	47.1%	159
Leadership holds all employees to the same standards	70.0%	16	52.7%	143	54.5%	159

Percent "Agree" or "Strongly agree"

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

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

**Table 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	38.6%	16	67.5% A	143	64.6%	159
Recruits employees from a diverse set of backgrounds	43.3%	16	67.6%	143	65.2%	159
Improves the campus climate for all employees	40.0%	16	67.2% A	143	64.5%	159
Retains diverse employees	0.0%	16	44.5% A	143	40.0%	159
Creates a supportive environment for employees from diverse backgrounds	13.3%	16	65.0% A	143	59.8%	159
Encourages discussions related to diversity	73.3%	16	88.8%	143	87.3%	159
Provides employees with a positive work experience	56.7%	16	71.0%	143	69.5%	159
Climate has become consistently more inclusive of all employees	43.3%	16	68.4% A	143	65.8%	159

Percent "Agree" or "Strongly agree"

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

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

**Table 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	41.9%	16	61.7%	141	59.7%	157
			A			
Recruits employees from a diverse set of backgrounds	46.6%	16	58.3%	143	57.1%	159
Improves the campus climate for all employees	56.7%	16	62.3%	143	61.7%	159
Retains diverse employees	0.0%	16	39.5%	143	35.5%	159
			A			
Creates a supportive environment for employees from diverse backgrounds	13.3%	16	65.0%	143	59.8%	159
			A			
Encourages discussions related to diversity	43.3%	16	74.7%	143	71.5%	159
			A			
Provides employees with a positive work experience	73.3%	16	71.7%	141	71.8%	157
Climate has become consistently more inclusive of all employees	43.3%	16	61.3%	143	59.5%	159

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 62: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	43.3%	16	61.8%	140	59.9%	156
Communications are effective	26.7%	16	60.2%	143	56.8%	159
			A			
Communications are timely	43.3%	16	66.1%	143	63.8%	159
Communications are relevant	60.0%	16	59.4%	143	59.5%	159
Communications are informative	43.3%	16	69.4%	143	66.7%	159
			A			
Communications are motivating	26.7%	16	47.1%	143	45.1%	159
Communications are honest	43.3%	16	55.2%	140	54.0%	156
Communications are accessible	60.0%	16	71.7%	143	70.5%	159

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 63: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	27.6%	16	46.4%	141	44.5%	157
Communications are effective	26.7%	16	39.2%	143	37.9%	159
Communications are timely	13.3%	16	46.8%	143	43.4%	159
			A			
Communications are relevant	26.7%	16	55.4%	141	52.5%	157
			A			
Communications are informative	26.7%	16	52.0%	143	49.4%	159
Communications are motivating	13.3%	16	27.7%	143	26.2%	159
Communications are honest	43.3%	16	40.4%	143	40.7%	159
Communications are accessible	43.3%	16	60.5%	143	58.8%	159

Percent "Agree" or "Strongly agree"

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

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

**Table 64: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	68.1%	16	67.2%	143	67.3%	159
Communications are effective	70.0%	16	66.0%	143	66.4%	159
Communications are timely	70.0%	16	63.1%	143	63.8%	159
Communications are relevant	70.0%	16	78.4%	143	77.6%	159
Communications are informative	70.0%	16	77.3%	143	76.6%	159
Communications are motivating	70.0%	16	42.3%	143	45.1%	159
			B			
Communications are honest	56.7%	16	71.7%	143	70.2%	159
Communications are accessible	70.0%	16	71.3%	143	71.2%	159

Percent "Agree" or "Strongly agree"

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

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

**Table 65: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	13.3%	*	50.5%	72	46.8%	74
Maybe, I can provide feedback in limited situations	40.0%	6	33.9%	48	34.5%	55
No, I don't have an opportunity to provide feedback	46.6%	7	15.6%	22	18.8%	30
	B					
Total	100.0%	16	100.0%	143	100.0%	159

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>1,2</sup>

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

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

**Table 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	55.0%	9	48.5%	121	48.9%	129
One on one conversations with my supervisor	100.0%	9	81.5%	121	82.7%	129
My representation in shared governance (CPC, APC, or Faculty Council)	25.0%	9	23.8%	121	23.9%	129
My service on committees	25.0%	9	35.3%	121	34.6%	129
Annual review process	75.0%	9	61.5%	121	62.4%	129
Input collection through anonymous surveys	50.0%	9	40.4%	121	41.1%	129

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	33.3%	9	45.8%	121	45.0%	129
CSU overall	25.0%	9	36.8%	121	36.0%	129
My division/college	0.0%	9	33.4%	121	31.2%	129
			A			
My department/unit	75.0%	9	67.2%	121	67.7%	129

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 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	13.3%	*	17.5%	25	17.1%	27
Physical appearance	13.3%	*	1.5%	*	2.7%	4
Physical disability	13.3%	*	5.2%	7	6.0%	10
Mental disability	13.3%	*	3.3%	5	4.4%	7
Employment classification	13.3%	*	21.6%	31	20.8%	33
Gender identity	13.3%	*	4.8%	7	5.7%	9
Job title	13.3%	*	20.1%	29	19.4%	31
Parental status	13.3%	*	0.0%	*	1.3%	*
Religion	13.3%	*	4.8%	7	5.7%	9
Political affiliation	13.3%	*	9.3%	13	9.7%	15
Sexual orientation	13.3%	*	3.3%	5	4.4%	7
Socio-economic status	30.0%	5	3.0%	4	5.7%	9
Ethnic origin	13.3%	*	5.2%	7	6.0%	10
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	13.3%	*	10.0%	14	10.4%	17
Marital status	13.3%	*	1.9%	*	3.0%	5
Nationality/country of origin	26.7%	4	4.5%	6	6.7%	11
None/no response	56.7%	9	55.7%	80	55.8%	89

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	13.3%	*	8.2%	12	8.7%	14
Physical appearance	13.3%	*	1.9%	*	3.0%	5
Physical disability	13.3%	*	0.0%	*	1.3%	*
Mental disability	13.3%	*	0.0%	*	1.3%	*
Employment classification	30.0%	5	19.0%	27	20.1%	32
Gender identity	13.3%	*	1.9%	*	3.0%	5
Job title	30.0%	5	24.6%	35	25.1%	40
Parental status	13.3%	*	0.0%	*	1.3%	*
Religion	13.3%	*	1.5%	*	2.7%	4
Political affiliation	13.3%	*	4.8%	7	5.7%	9
Sexual orientation	13.3%	*	0.0%	*	1.3%	*
Socio-economic status	30.0%	5	3.0%	4	5.7%	9
Ethnic origin	13.3%	*	0.0%	*	1.3%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	13.3%	*	1.9%	*	3.0%	5
Marital status	13.3%	*	0.0%	*	1.3%	*
Nationality/country of origin	13.3%	*	0.0%	*	1.3%	*
None/no response	70.0%	11	69.5%	99	69.5%	111

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%	*	5.2%	7	4.7%	7
Physical appearance	0.0%	*	1.9%	*	1.7%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	1.5%	*	1.3%	*
Employment classification	13.3%	*	9.3%	13	9.7%	15
Gender identity	0.0%	*	1.9%	*	1.7%	*
Job title	0.0%	*	13.0%	19	11.7%	19
Parental status	0.0%	*	3.3%	5	3.0%	5
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	3.3%	5	3.0%	5
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	1.5%	*	1.3%	*
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	0.0%	*	1.9%	*	1.7%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	86.7%	14	82.1%	117	82.6%	131

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 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	30.0%	5	4.5%	6	7.0%	11
Bullying	30.0%	5	10.4%	15	12.4%	20
Bias	30.0%	5	17.1%	24	18.4%	29
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.0%	4	2.7%	4
Verbal abuse	13.3%	*	3.0%	4	4.0%	6
None/no response	70.0%	11	82.9%	119	81.6%	130

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 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	13.3%	*	3.3%	5	4.4%	7
Bullying	13.3%	*	6.3%	9	7.0%	11
Bias	13.3%	*	12.7%	18	12.7%	20
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	13.3%	*	1.5%	*	2.7%	4
None/no response	86.7%	14	85.9%	123	85.9%	137

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 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%	*	1.9%	*	1.7%	*
Bullying	0.0%	*	3.3%	5	3.0%	5
Bias	0.0%	*	10.0%	14	9.0%	14
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	16	88.5%	126	89.6%	142

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

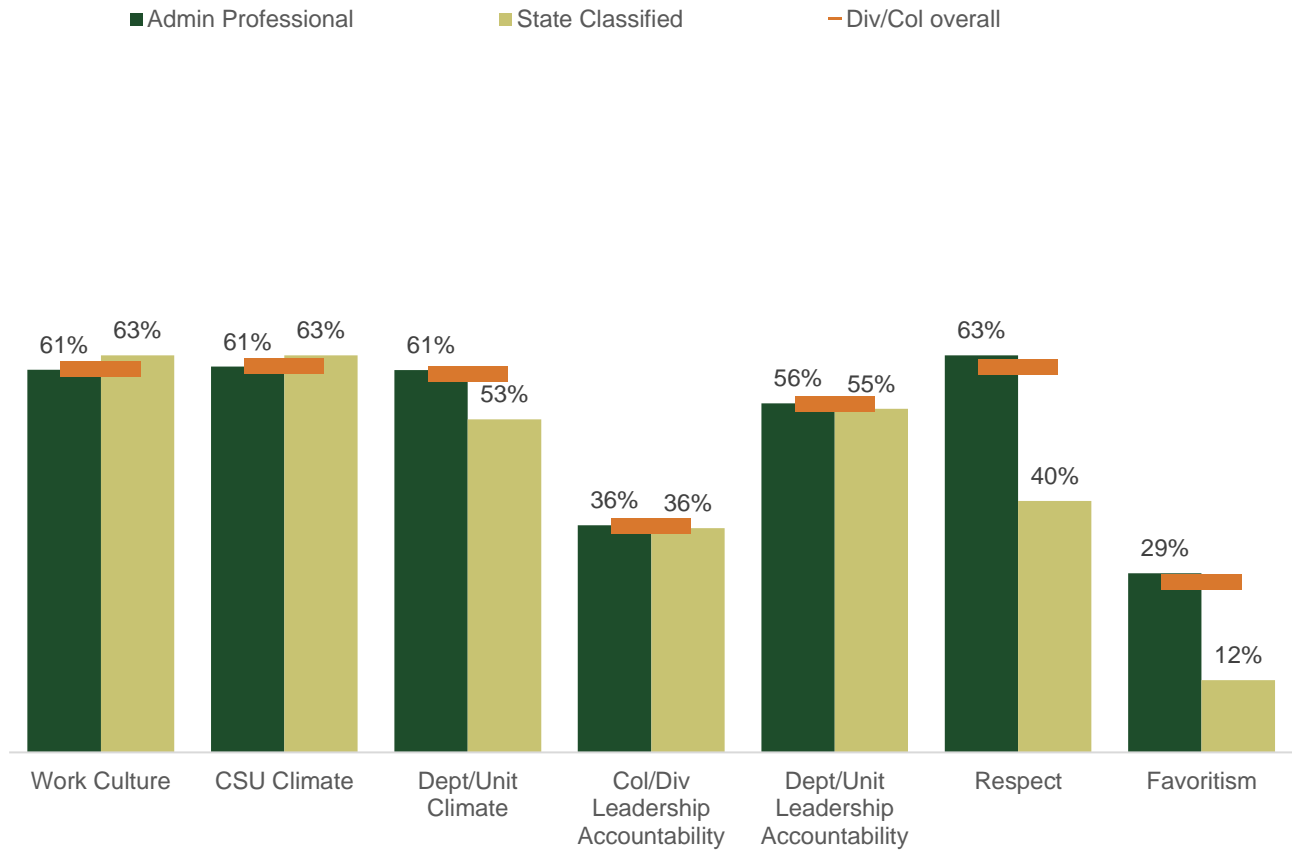
Statistical significance not tested.

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

## Comparisons by Employee Type

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

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





**Table 74: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
<b>WORK CULTURE OVERALL</b>	61.0%	173	63.2%	176	61.2%	190
My department/unit promotes a work environment where all employees feel included	71.2%	173	74.3%	177	71.5%	190
My department/unit treats all employees equitably	62.1%	173	61.9%	176	62.0%	190
My department/unit is open and transparent in communication	55.0%	173	62.8%	175	55.7%	190
My department/unit values employee input in major department/unit decisions	51.2%	173	61.9%	175	52.2%	190
My department/unit promotes respect for cultural differences	72.3%	173	50.4%	177	70.3%	190
My department/unit understands the value of diversity	67.7%	173	75.2%	176	68.4%	190
My department/unit communicates the importance of valuing diversity	67.5%	173	75.2%	176	68.2%	190
I feel valued as an employee	59.5%	173	86.7%	176	61.9%	190
I feel a strong sense of belonging to CSU	51.7%	173	49.6%	175	51.5%	190
I feel a strong sense of belonging to my division/college	38.4%	173	49.6%	173	39.4%	190
I feel a strong sense of belonging to my department/unit	65.3%	173	49.6%	176	63.9%	190
I would recommend CSU as a place of employment	63.8%	173	62.8%	176	63.7%	190
I would recommend my department/unit as a place of employment	66.9%	173	61.9%	176	66.5%	190

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 75: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	82.3%	142	100.0% <sup>a</sup>	17	83.9%	159
No, I did not have a review	17.7%	30	0.0% <sup>a</sup>	*	16.1%	30
Total	100.0%	173	100.0%	17	100.0%	190

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

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

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

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

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

**Table 76: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
<b>PERFORMANCE REVIEW OVERALL</b>	84.4%	142	67.0%	17	82.5%	159
I am satisfied with the effort my supervisor put into my most recent performance review	82.3%	142	87.6%	17	82.9%	159
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	8.3%	142	12.4%	17	8.8%	159
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	70.8%	142	13.3%	17	64.6%	159

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

**Table 77: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	63.3%	173	40.1%	15	61.4%	188
My department/unit is treated with respect by other units within my college/division	56.5%	173	24.8%	17	53.6%	190
My college/division is treated with respect by CSU	52.8%	173	49.6%	17	52.5%	190
The people I interact with treat each other with respect	81.0%	173	61.9%	17	79.3%	190
There is respect for religious differences in my department/unit	65.8%	173	28.3%	15	62.8%	188
There is respect for liberal perspectives in my department/unit	71.1%	173	42.4%	15	68.8%	188
There is respect for conservative perspectives in my department/unit	52.4%	173	28.3%	15	50.5%	188

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 78: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	28.6%	170	11.5%	15	27.2%	185
Recognized within my department/unit	30.0%	170	29.3%	15	29.9%	185
Resources in my department/unit	32.9%	170	14.1%	15	31.3%	185
Professional development opportunities	28.9%	170	0.0%	15	26.6%	185
Promoted in my department/unit	30.5%	170	14.1%	15	29.2%	185
Hired in my department/unit	20.5%	170	0.0%	15	18.8%	185

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	36.2%	173	35.7%	15	36.1%	188
Leadership adequately addresses inappropriate behavior	36.6%	173	42.9%	15	37.1%	188
Leadership holds employees accountable for inappropriate behavior	36.7%	173	28.6%	15	36.0%	188
Leadership holds employees accountable for poor performance in the workplace	32.9%	173	28.6%	15	32.5%	188
Leadership acts ethically and honestly in the workplace	46.3%	173	71.4%	15	48.3%	188
Leadership addresses issues of inequity	36.0%	173	28.6%	15	35.4%	188
Leadership holds all employees to the same standards	28.7%	173	14.3%	15	27.5%	188

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	55.6%	170	54.8%	15	55.5%	185
Leadership adequately addresses inappropriate behavior	51.0%	170	42.9%	15	50.4%	185
Leadership holds employees accountable for inappropriate behavior	55.0%	170	57.1%	15	55.2%	185
Leadership holds employees accountable for poor performance in the workplace	51.7%	173	42.9%	15	51.0%	188
Leadership acts ethically and honestly in the workplace	46.3%	173	71.4%	15	48.3%	188
Leadership addresses issues of inequity	49.3%	173	42.9%	15	48.8%	188
Leadership holds all employees to the same standards	53.4%	173	57.1%	15	53.7%	188

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 81: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	61.5%	173	63.3%	15	61.6%	188
Recruits employees from a diverse set of backgrounds	63.7%	173	71.4%	15	64.3%	188
Improves the campus climate for all employees	56.5%	173	85.7%	15	58.8%	188
			A			
Retains diverse employees	40.5%	173	42.9%	15	40.6%	188
Creates a supportive environment for employees from diverse backgrounds	58.2%	173	42.9%	15	57.0%	188
Encourages discussions related to diversity	81.1%	173	85.7%	15	81.5%	188
Provides employees with a positive work experience	66.2%	173	57.1%	15	65.4%	188
Climate has become consistently more inclusive of all employees	64.1%	173	57.1%	15	63.5%	188

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 82: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	60.9%	170	53.1%	15	60.3%	185
Recruits employees from a diverse set of backgrounds	61.4%	173	42.9%	15	59.9%	188
Improves the campus climate for all employees	56.5%	173	85.7%	15	58.8%	188
			A			
Retains diverse employees	41.5%	173	28.6%	15	40.4%	188
Creates a supportive environment for employees from diverse backgrounds	58.2%	173	42.9%	15	57.0%	188
Encourages discussions related to diversity	70.4%	173	57.1%	15	69.4%	188
Provides employees with a positive work experience	71.3%	170	85.7%	15	72.5%	185
Climate has become consistently more inclusive of all employees	62.1%	173	42.9%	15	60.6%	188

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 83: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.5%	163	69.4%	15	58.5%	178
Communications are effective	55.9%	168	57.1%	15	56.0%	183
Communications are timely	63.4%	166	57.1%	15	62.9%	181
Communications are relevant	55.5%	166	85.7%	15	58.0%	181
			A			
Communications are informative	61.2%	166	100.0%	15	64.4%	181
			A			
Communications are motivating	41.1%	166	57.1%	15	42.4%	181
Communications are honest	52.2%	163	57.1%	15	52.6%	178
Communications are accessible	70.2%	166	71.4%	15	70.3%	181

Percent "Agree" or "Strongly agree"

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	41.8%	166	73.8%	13	44.1%	179
			A			
Communications are effective	37.4%	166	57.1%	15	39.1%	181
Communications are timely	42.5%	166	57.1%	15	43.7%	181
Communications are relevant	49.4%	166	83.3%	13	51.9%	179
			A			
Communications are informative	45.9%	166	85.7%	15	49.2%	181
			A			
Communications are motivating	21.6%	166	57.1%	15	24.6%	181
			A			
Communications are honest	39.7%	166	57.1%	15	41.1%	181
Communications are accessible	55.9%	166	71.4%	15	57.2%	181

Percent "Agree" or "Strongly agree"

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

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

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

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	66.6%	166	85.7%	15	68.2%	181
Communications are effective	64.8%	166	100.0%	15	67.7%	181
Communications are timely	63.6%	166	85.7%	15	65.4%	181
Communications are relevant	77.0%	166	85.7%	15	77.7%	181
Communications are informative	74.8%	166	100.0%	15	76.8%	181
Communications are motivating	42.8%	166	71.4%	15	45.1%	181
Communications are honest	70.8%	166	71.4%	15	70.8%	181
Communications are accessible	72.3%	166	85.7%	15	73.4%	181

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 86: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	46.4%	78	42.9%	6	46.1%	84
Maybe, I can provide feedback in limited situations	34.5%	58	42.9%	6	35.2%	64
No, I don't have an opportunity to provide feedback	19.1%	32	14.3%	*	18.7%	34
Total	100.0%	168	100.0%	15	100.0%	183

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

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

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

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

**Table 87: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	47.8%	133	53.3%	13	48.3%	146
One on one conversations with my supervisor	81.5%	133	100.0%	13	83.1%	146
My representation in shared governance (CPC, APC, or Faculty Council)	23.6%	133	16.7%	13	23.0%	146
My service on committees	33.6%	133	0.0%	13	30.6%	146
Annual review process	61.3%	133	83.3%	13	63.2%	146
Input collection through anonymous surveys	38.9%	133	66.7%	13	41.4%	146

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 88: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	42.6%	133	55.6%	13	43.7%	146
CSU overall	30.1%	133	50.0%	13	31.8%	146
My division/college	29.1%	133	33.3%	13	29.5%	146
My department/unit	68.6%	133	83.3%	13	69.9%	146

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	18.5%	32	12.4%	*	17.9%	34
Physical appearance	3.8%	7	0.0%	*	3.4%	7
Physical disability	6.9%	12	0.0%	*	6.3%	12
Mental disability	5.3%	9	0.0%	*	4.9%	9
Employment classification	19.3%	33	24.8%	4	19.8%	38
Gender identity	6.6%	11	0.0%	*	6.0%	11
Job title	20.6%	36	12.4%	*	19.9%	38
Parental status	1.2%	*	0.0%	*	1.1%	*
Religion	6.8%	12	0.0%	*	6.2%	12
Political affiliation	13.4%	23	0.0%	*	12.1%	23
Sexual orientation	4.0%	7	0.0%	*	3.6%	7
Socio-economic status	5.2%	9	0.0%	*	4.8%	9
Ethnic origin	6.9%	12	0.0%	*	6.3%	12
Veteran status	1.2%	*	0.0%	*	1.1%	*
Race or color	10.9%	19	0.0%	*	9.9%	19
Marital status	4.1%	7	0.0%	*	3.7%	7
Nationality/country of origin	7.5%	13	0.0%	*	6.8%	13
None/no response	53.4%	92	75.2%	13	55.4%	105

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

*Statistical significance not tested.*

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



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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.3%	16	0.0%	*	8.5%	16
Physical appearance	5.4%	9	0.0%	*	4.9%	9
Physical disability	2.6%	4	0.0%	*	2.3%	4
Mental disability	3.9%	7	0.0%	*	3.5%	7
Employment classification	22.5%	39	0.0%	*	20.4%	39
Gender identity	5.4%	9	0.0%	*	4.9%	9
Job title	27.1%	47	0.0%	*	24.6%	47
Parental status	2.6%	4	0.0%	*	2.3%	4
Religion	3.8%	7	0.0%	*	3.4%	7
Political affiliation	7.9%	14	0.0%	*	7.2%	14
Sexual orientation	2.6%	4	0.0%	*	2.3%	4
Socio-economic status	6.6%	11	0.0%	*	6.0%	11
Ethnic origin	3.9%	7	0.0%	*	3.5%	7
Veteran status	2.6%	4	0.0%	*	2.3%	4
Race or color	5.4%	9	0.0%	*	4.9%	9
Marital status	3.9%	7	0.0%	*	3.5%	7
Nationality/country of origin	3.9%	7	0.0%	*	3.5%	7
None/no response	68.0%	117	100.0%	17	70.9%	134

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

Statistical significance not tested.

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

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

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.3%	7	0.0%	*	3.9%	7
Physical appearance	1.5%	*	0.0%	*	1.4%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	2.6%	4	0.0%	*	2.3%	4
Employment classification	9.0%	16	12.4%	*	9.3%	18
Gender identity	2.9%	5	0.0%	*	2.6%	5
Job title	13.4%	23	0.0%	*	12.2%	23
Parental status	2.8%	5	0.0%	*	2.5%	5
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	5.6%	10	0.0%	*	5.1%	10
Sexual orientation	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	1.2%	*	0.0%	*	1.1%	*
Ethnic origin	1.3%	*	0.0%	*	1.2%	*
Veteran status	1.2%	*	0.0%	*	1.1%	*
Race or color	2.9%	5	0.0%	*	2.6%	5
Marital status	1.3%	*	0.0%	*	1.2%	*
Nationality/country of origin	1.3%	*	0.0%	*	1.2%	*
None/no response	81.0%	140	87.6%	15	81.6%	155

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

Statistical significance not tested.

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

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

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.1%	16	0.0%	*	8.3%	16
Bullying	12.8%	22	12.4%	*	12.8%	24
Bias	20.0%	35	12.4%	*	19.3%	37
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	3.8%	7	0.0%	*	3.4%	7
Verbal abuse	5.0%	9	0.0%	*	4.6%	9
None/no response	80.0%	138	87.6%	15	80.7%	153

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

Statistical significance not tested.

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

**Table 93: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.3%	9	0.0%	*	4.9%	9
Bullying	9.1%	16	0.0%	*	8.3%	16
Bias	13.1%	23	0.0%	*	11.9%	23
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	5.1%	9	0.0%	*	4.7%	9
None/no response	85.6%	148	100.0%	17	86.9%	165

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

Statistical significance not tested.

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

**Table 94: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.5%	*	0.0%	*	1.4%	*
Bullying	4.3%	7	0.0%	*	3.9%	7
Bias	7.1%	12	0.0%	*	6.4%	12
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	90.1%	156	100.0%	17	91.0%	173

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

Statistical significance not tested.

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



## Comparisons by Department/Unit

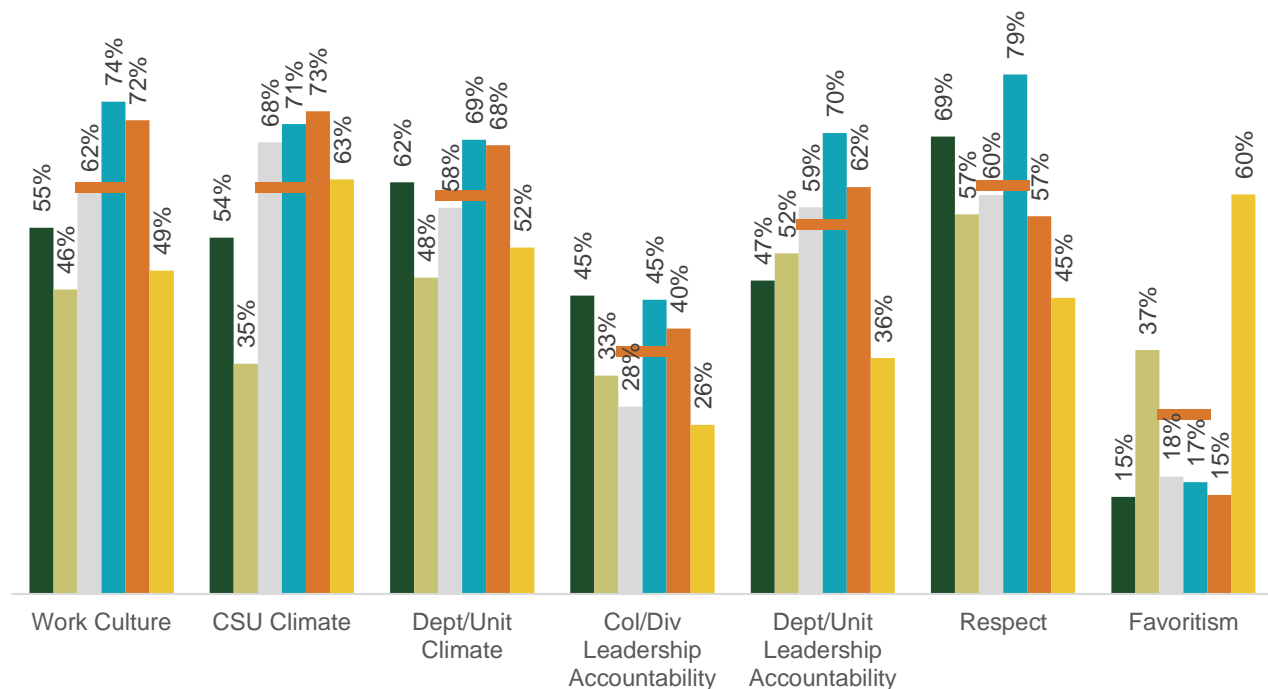
Some departments with a small number of employees may have been combined for these comparisons. Groupings appear in the following table.

**Table 95: Department Grouping**

		Pct
CSU Eng Inst	CSU Energy Institute	8.8%
Infect Dis Res Ctr	Infectious Disease Research Center	18.5%
Lab Animal Res	Laboratory Animal Resources	11.3%
Other	Analytical Resources Core	6.1%
	Biosafety	2.2%
	Center for Healthy Aging	1.1%
	One Health Institute	2.2%
	Research Integrity and Compliance Review Office	8.0%
	Research Services	3.9%
Sponsored Prog	Sponsored Programs	22.4%
VP Research	Vice President for Research	15.4%

**Figure 5: Organizational Themes Compared by Department/Unit**

■ CSU Eng Inst ■ Infect Dis Res Ctr ■ Lab Animal Res ■ Other ■ Sponsored Prog ■ VP Research ■ Div/Col overall



**Table 96: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	55.4%	17	46.1%	36	61.5%	22	74.5%	45	71.7%	43	48.9%	30	61.5%	192
My department/unit promotes a work environment where all employees feel included	61.1%	17	66.7%	36	60.1%	22	89.4%	45	84.7%	43	46.8%	30	71.8%	192
My department/unit treats all employees equitably	31.6%	17	52.8%	36	60.1%	22	78.8%	45	78.5%	43	45.0%	30	62.5%	192
My department/unit is open and transparent in communication	45.2%	17	72.7%	36	30.1%	22	74.1%	45	64.9%	43	21.6%	30	56.2%	192
My department/unit values employee input in major department/unit decisions	61.1%	17	33.3%	36	29.4%	22	70.6%	45	79.8%	43	22.1%	30	52.7%	192
My department/unit promotes respect for cultural differences	86.4%	17	59.8%	36	90.2%	22	81.2%	45	75.2%	43	37.8%	30	70.7%	192
My department/unit understands the value of diversity	86.4%	17	52.3%	36	60.1%	22	84.7%	45	67.7%	43	61.7%	30	68.7%	192
My department/unit communicates the importance of valuing diversity	70.6%	17	59.2%	36	79.7%	22	78.8%	45	69.0%	43	54.0%	30	68.5%	192
I feel valued as an employee	45.2%	17	45.3%	36	80.4%	22	69.4%	45	78.5%	43	45.0%	30	62.3%	192
I feel a strong sense of belonging to CSU	31.6%	17	12.4%	36	69.9%	22	64.7%	45	57.4%	43	63.5%	30	50.9%	192
I feel a strong sense of belonging to my division/college	31.6%	17	13.9%	36	40.6%	22	49.4%	45	56.2%	43	38.3%	30	40.1%	192
I feel a strong sense of belonging to my department/unit	47.5%	17	45.7%	36	49.6%	22	83.5%	45	74.8%	43	62.2%	30	64.3%	192
I would recommend CSU as a place of employment	61.1%	17	31.8%	36	79.7%	22	69.4%	45	75.2%	43	68.9%	30	64.1%	192
I would recommend my department/unit as a place of employment	61.1%	17	52.8%	36	69.9%	22	74.1%	45	69.8%	43	69.4%	30	66.9%	192

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 97: Performance Review in Last Year**

Did you have a performance review in the last year?	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	29.4%	5	19.4%	7	9.8%	*	25.9%	12	0.0% <sup>a</sup>	*	23.4%	7	17.0%	33
Yes, I had a review	70.6%	12	80.6%	29	90.2%	20	74.1%	34	100.0% <sup>a</sup>	43	76.6%	23	83.0%	159
Total	100.0%	17	100.0%	36	100.0%	22	100.0%	45	100.0%	43	100.0%	30	100.0%	192

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

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

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

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

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

**Table 98: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	86.1%	12	82.5%	29	85.3%	20	82.5%	34	86.8%	43	70.0%	23	82.5%	159
I am satisfied with the effort my supervisor put into my most recent performance review	100.0% F	12	81.5%	29	78.3%	20	80.9%	34	95.0% F	43	59.4%	23	82.9%	159
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	18.0%	12	9.3%	29	0.0%	20	0.0%	34	5.0%	43	31.2% C D E	23	8.8%	159
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	58.3%	12	66.1%	29	77.5%	20	66.7%	34	65.2%	43	50.7%	23	64.6%	159

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

1,2,3

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

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

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

**Table 99: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	69.2%	17	57.4%	36	60.4%	22	78.6% B E F	45	57.1%	41	44.8%	30	61.8%	190
My department/unit is treated with respect by other units within my college/division	70.6%	17	46.4%	36	30.1%	22	67.0%	45	47.2%	43	62.2%	30	54.1%	192
My college/division is treated with respect by CSU	86.4% B C E	17	18.0%	36	39.9%	22	80.0% B C E	45	36.4%	43	68.9% B E	30	53.0%	192
The people I interact with treat each other with respect	73.7%	17	87.6%	36	80.4%	22	81.2%	45	78.5%	43	71.2%	30	79.5%	192
There is respect for religious differences in my department/unit	70.6% F	17	79.7% F	36	80.4% F	22	71.8% F	45	57.4% F	41	21.6%	30	63.2%	190
There is respect for liberal perspectives in my department/unit	72.8%	17	72.7% F	36	70.6% F	22	90.6% F	45	62.7%	41	37.8%	30	69.1%	190
There is respect for conservative perspectives in my department/unit	41.2%	17	40.4% F	36	60.9% F	22	81.2% A B F	45	57.4% F	41	7.2%	30	51.0%	190

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 100: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	14.7%	15	36.9%	36	17.8%	22	16.9%	45	15.0%	41	60.4%	30	27.1%	188
											A C D E			
Recognized within my department/unit	14.7%	15	46.8%	36	19.6%	22	15.3%	45	21.3%	41	64.0%	30	30.7%	188
			D								A C D E			
Resources in my department/unit	14.7%	15	34.8%	36	30.1%	22	16.5%	45	20.9%	41	71.2%	30	31.0%	188
											A B C D E			
Professional development opportunities	14.7%	15	40.8%	36	9.8%	22	16.5%	45	10.5%	41	63.5%	30	26.3%	188
			E								A C D E			
Promoted in my department/unit	14.7%	15	40.8%	36	19.6%	22	21.2%	45	17.0%	41	56.3%	30	28.8%	188
											A C D E			
Hired in my department/unit	14.7%	15	21.4%	36	9.8%	22	15.3%	45	5.2%	41	47.3%	30	18.6%	188
											C D E			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 101: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	45.1%	17	33.0%	36	28.3%	22	44.5%	45	40.2%	41	25.6%	30	36.7%	190
Leadership adequately addresses inappropriate behavior	31.6%	17	43.8%	36	30.1%	22	49.4%	45	27.5%	41	36.0%	30	37.8%	190
Leadership holds employees accountable for inappropriate behavior	31.6%	17	43.8%	36	30.1%	22	44.7%	45	43.6%	41	14.4%	30	36.7%	190
Leadership holds employees accountable for poor performance in the workplace	31.6%	17	31.4%	36	30.1%	22	44.7%	45	38.4%	41	14.4%	30	33.3%	190
Leadership acts ethically and honestly in the workplace	70.6%	17	30.4%	36	30.1%	22	67.0%	45	60.3%	41	29.3%	30	48.9%	190
							B C F							
Leadership addresses issues of inequity	60.1%	17	24.4%	36	30.1%	22	36.5%	45	32.8%	41	37.8%	30	35.0%	190
Leadership holds all employees to the same standards	45.2%	17	24.4%	36	19.6%	22	24.7%	45	38.4%	41	21.6%	30	28.3%	190

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 102: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	47.4%	17	51.6%	36	58.5%	22	69.8%	43	61.6%	41	35.7%	30	55.8%	188
Leadership adequately addresses inappropriate behavior	31.6%	17	59.2%	36	60.1%	22	61.7%	43	51.1%	41	29.3%	30	51.0%	188
Leadership holds employees accountable for inappropriate behavior	45.2%	17	59.2%	36	69.9%	22	61.7%	43	67.2%	41	22.1%	30	55.7%	188
Leadership holds employees accountable for poor performance in the workplace	47.5%	17	45.3%	36	50.4%	22	68.2%	45	56.7%	41	29.3%	30	51.5%	190
Leadership acts ethically and honestly in the workplace	70.6%	17	30.4%	36	30.1%	22	67.0%	45	60.3%	41	29.3%	30	48.9%	190
Leadership addresses issues of inequity	44.3%	17	37.2%	36	50.4%	22	69.4%	45	38.0%	41	43.7%	30	48.2%	190
Leadership holds all employees to the same standards	45.2%	17	38.3%	36	50.4%	22	71.8%	45	67.2%	41	36.5%	30	54.2%	190

Percent "Agree" or "Strongly agree"

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

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

**Table 103: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.9%	17	34.8%	36	68.3%	22	71.1%	45	73.0%	41	62.7%	30	61.6%	190
Recruits employees from a diverse set of backgrounds	60.1%	17	43.8%	36	79.7%	22	74.1%	45	62.0%	41	63.5%	30	63.6%	190
Improves the campus climate for all employees	44.3%	17	18.4%	36	59.4%	22	78.8%	45	83.0%	41	54.5%	30	59.3%	190
Retains diverse employees	47.5%	17	30.4%	36	30.1%	22	44.7%	45	46.2%	41	40.1%	30	40.2%	190
Creates a supportive environment for employees from diverse backgrounds	42.1%	17	33.3%	36	79.7%	22	63.5%	45	68.5%	41	54.5%	30	57.5%	190
Encourages discussions related to diversity	54.8%	17	54.3%	36	90.2%	22	95.3%	45	94.8%	41	85.1%	30	81.7%	190
Provides employees with a positive work experience	57.9%	17	31.8%	36	69.2%	22	64.7%	45	89.5%	41	77.9%	30	65.8%	190
Climate has become consistently more inclusive of all employees	70.6%	17	31.8%	36	69.9%	22	76.5%	45	67.2%	41	63.5%	30	62.8%	190

Percent "Agree" or "Strongly agree"

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

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

**Table 104: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.3%	17	47.9%	36	58.4%	22	68.7%	45	67.9%	38	52.4%	30	60.3%	188
Recruits employees from a diverse set of backgrounds	73.7%	17	53.2%	36	69.9%	22	58.8%	45	56.7%	41	54.5%	30	59.2%	190
Improves the campus climate for all employees	44.3%	17	31.8%	36	49.6%	22	74.1% B	45	83.0% B	41	52.7%	30	59.3%	190
Retains diverse employees	61.1%	17	25.9%	36	19.6%	22	44.7%	45	44.9%	41	46.0%	30	40.0%	190
Creates a supportive environment for employees from diverse backgrounds	42.1%	17	33.3%	36	79.7% B	22	63.5%	45	68.5% B	41	54.5%	30	57.5%	190
Encourages discussions related to diversity	54.8%	17	61.1%	36	80.4%	22	84.7%	45	68.1%	41	59.9%	30	69.7%	190
Provides employees with a positive work experience	73.7%	17	50.7%	36	59.4%	22	80.0% B	45	94.5% B C	38	69.4%	30	72.8%	188
Climate has become consistently more inclusive of all employees	70.6%	17	51.7%	36	60.1%	22	75.3%	45	55.4%	41	46.0%	30	59.9%	190

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 105: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	62.4%	15	48.0%	33	65.5%	22	54.1%	43	72.6% B	41	52.9%	27	59.0%	180
Communications are effective	70.6%	17	48.4%	33	60.1%	22	44.7%	45	77.7% D	41	42.9%	27	56.5%	185
Communications are timely	81.7%	15	48.4%	33	69.9%	22	55.3%	45	76.4%	41	60.4%	27	63.3%	183
Communications are relevant	69.6%	15	42.0%	33	49.6%	22	60.0%	45	71.2%	41	58.5%	27	58.5%	183
Communications are informative	69.6%	15	42.0%	33	48.9%	22	60.0%	45	93.5% B C D	41	68.2%	27	64.8%	183
Communications are motivating	0.0%	15	34.0%	33	69.9% A	22	49.4% A	45	45.9% A	41	40.9%	27	43.1%	183
Communications are honest	48.7%	15	56.4%	33	80.4% D F	22	35.0%	43	65.9%	41	39.0%	27	53.1%	180
Communications are accessible	85.3%	15	64.4%	33	79.7%	22	65.9%	45	77.7%	41	60.4%	27	70.6%	183

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 106: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	69.2%	15	47.5%	33	37.0%	22	39.9%	43	55.1%	41	26.7%	27	44.7%	181
Communications are effective	100.0%	15	54.8%	33	19.6%	22	35.3%	45	43.3%	41	7.8%	27	39.8%	183
Communications are timely	81.7%	15	48.4%	33	39.9%	22	40.0%	45	54.1%	41	15.6%	27	44.3%	183
Communications are relevant	84.3%	15	40.4%	33	30.1%	22	53.1%	43	69.9%	41	40.9%	27	52.4%	181
Communications are informative	84.3%	15	42.0%	33	30.1%	22	40.0%	45	69.9%	41	42.9%	27	49.8%	183
Communications are motivating	0.0%	15	34.0%	33	19.6%	22	29.4%	45	27.5%	41	23.4%	27	25.4%	183
Communications are honest	67.0%	15	48.4%	33	50.4%	22	18.8%	45	60.7%	41	23.4%	27	41.8%	183
Communications are accessible	67.0%	15	64.4%	33	69.2%	22	56.5%	45	60.7%	41	33.1%	27	57.7%	183

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 107: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	73.9%	15	54.8%	33	67.0%	22	78.5%	45	82.3%	41	46.5%	27	68.5%	183
Communications are effective	81.7%	15	48.9%	33	59.4%	22	78.8%	45	89.5%	41	41.5%	27	68.1%	183
Communications are timely	81.7%	15	48.9%	33	60.1%	22	78.8%	45	84.3%	41	33.7%	27	65.8%	183
Communications are relevant	84.3%	15	69.7%	33	69.9%	22	83.5%	45	94.8%	41	57.1%	27	78.0%	183
Communications are informative	84.3%	15	69.7%	33	79.7%	22	78.8%	45	94.8%	41	51.2%	27	77.1%	183
Communications are motivating	18.3%	15	28.1%	33	39.9%	22	68.2%	45	51.1%	41	41.5%	27	45.8%	183
Communications are honest	81.7%	15	61.7%	33	80.4%	22	71.8%	45	84.3%	41	49.3%	27	71.2%	183
Communications are accessible	85.3%	15	56.9%	33	79.7%	22	89.4%	45	77.7%	41	51.2%	27	73.7%	183

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 108: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	44.3%	7	34.0%	11	41.3%	9	56.5%	26	59.4%	24	33.1%	9	46.7%	86
Maybe, I can provide feedback in limited situations	43.0%	7	44.7%	15	19.6%	4	38.8%	18	23.6%	10	39.6%	11	34.8%	64
No, I don't have an opportunity to provide feedback	12.7%	*	21.2%	7	39.1% D	9	4.7%	*	17.0%	7	27.3%	7	18.5%	34
Total	100.0%	17	100.0%	33	100.0%	22	100.0%	45	100.0%	41	100.0%	27	100.0%	185

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

Significance level for upper case letters (A, B, C): .05\* Values reported for items with  $n \geq 3$ .<sup>1,2</sup>

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

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

**Table 109: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	40.5%	15	26.2%	26	46.7%	13	56.8% B	40	61.6% B	34	43.2%	20	48.1%	148
One on one conversations with my supervisor	100.0%	15	69.6%	26	82.8%	13	81.6% B F	40	100.0% B F	34	65.2%	20	83.4%	148
My representation in shared governance (CPC, APC, or Faculty Council)	18.1%	15	8.1%	26	16.1%	13	27.6% A B	40	26.9% A	34	32.2%	20	22.6%	148
My service on committees	0.0%	15	8.1%	26	16.1%	13	50.0% A B	40	41.1% A	34	32.2%	20	30.2%	148
Annual review process	66.3% B	15	18.3%	26	67.8% B	13	71.1% B	40	93.7% B F	34	42.9%	20	62.3%	148
Input collection through anonymous surveys	18.1%	15	27.0%	26	50.6%	13	54.0% B	40	46.3%	34	43.7%	20	42.2%	148

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

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 110: Feedback Valued**

When I give feedback it is valued by:	CSU Eng Inst (A)		Infect Dis Res Ctr (B)		Lab Animal Res (C)		Other (D)		Sponsored Prog (E)		VP Research (F)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	41.4%	15	28.8%	26	44.4%	13	39.5%	40	62.5% B D	34	44.1%	20	44.1%	148
CSU overall	18.1%	15	16.8%	26	16.1%	13	26.3%	40	45.8%	34	56.3%	20	31.4%	148
My division/college	36.2%	15	25.0%	26	33.3%	13	10.5%	40	54.2% D	34	32.2%	20	30.5%	148
My department/unit	69.9%	15	44.6%	26	83.9%	13	81.6% B F	40	87.4% B F	34	43.7%	20	70.3%	148

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 111: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.6%	*	19.9%	7	0.0%	*	15.3%	7	21.1%	9	29.3%	9	17.7%	34
Physical appearance	0.0%	*	6.4%	*	0.0%	*	4.7%	*	0.0%	*	7.2%	*	3.4%	7
Physical disability	0.0%	*	7.5%	*	0.0%	*	4.7%	*	6.2%	*	14.9%	4	6.2%	12
Mental disability	0.0%	*	0.0%	*	10.5%	*	4.7%	*	6.2%	*	7.2%	*	4.8%	9
Employment classification	26.3%	4	7.5%	*	10.5%	*	14.1%	6	26.1%	11	36.0%	11	19.6%	38
Gender identity	13.6%	*	6.0%	*	0.0%	*	4.7%	*	6.2%	*	7.2%	*	5.9%	11
Job title	26.3%	4	6.4%	*	10.5%	*	24.7%	11	16.1%	7	36.0%	11	19.7%	38
Parental status	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	0.0%	*	1.1%	*
Religion	15.8%	*	13.5%	5	0.0%	*	4.7%	*	0.0%	*	7.2%	*	6.1%	12
Political affiliation	31.6%	5	12.4%	4	0.0%	*	24.7%	11	0.0%	*	7.2%	*	12.0%	23
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	4.7%	*	6.2%	*	7.2%	*	3.6%	7
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	23.4%	7	4.7%	9
Ethnic origin	13.6%	*	7.5%	*	0.0%	*	4.7%	*	6.2%	*	7.2%	*	6.2%	12
Veteran status	0.0%	*	0.0%	*	9.8%	*	0.0%	*	0.0%	*	0.0%	*	1.1%	*
Race or color	13.6%	*	20.9%	7	0.0%	*	4.7%	*	6.2%	*	14.4%	4	9.8%	19
Marital status	13.6%	*	7.5%	*	0.0%	*	4.7%	*	0.0%	*	0.0%	*	3.7%	7
Nationality/country of origin	13.6%	*	6.0%	*	0.0%	*	9.4%	4	0.0%	*	14.4%	4	6.7%	13
None/no response	42.1%	7	65.2%	23	79.7%	17	55.3%	25	57.8%	25	32.9%	10	55.8%	107

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

Statistical significance not tested.

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

**Table 112: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	7.5%	*	0.0%	*	10.6%	5	0.0%	*	29.3%	9	8.4%	16
Physical appearance	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	16.7%	5	4.9%	9
Physical disability	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	2.3%	4
Mental disability	0.0%	*	0.0%	*	10.5%	*	4.7%	*	0.0%	*	7.7%	*	3.5%	7
Employment classification	26.3%	4	7.5%	*	10.5%	*	20.0%	9	11.2%	5	52.7%	16	20.2%	39
Gender identity	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	16.7%	5	4.9%	9
Job title	26.3%	4	7.5%	*	10.5%	*	30.6%	14	17.4%	7	54.5%	16	24.4%	47
Parental status	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	2.3%	4
Religion	0.0%	*	6.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	3.4%	7
Political affiliation	13.6%	*	6.0%	*	0.0%	*	15.3%	7	0.0%	*	7.7%	*	7.1%	14
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	2.3%	4
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	31.1%	9	5.9%	11
Ethnic origin	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	3.5%	7
Veteran status	0.0%	*	0.0%	*	9.8%	*	0.0%	*	0.0%	*	7.7%	*	2.3%	4
Race or color	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	16.7%	5	4.9%	9
Marital status	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	3.5%	7
Nationality/country of origin	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	7.7%	*	3.5%	7
None/no response	73.7%	12	86.5%	31	79.7%	17	64.7%	29	82.6%	35	38.3%	11	71.2%	137

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

Statistical significance not tested.

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

**Table 113: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	7.5%	*	0.0%	*	5.9%	*	0.0%	*	7.2%	*	3.9%	7
Physical appearance	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	9.0%	*	1.4%	*
Physical disability	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	20.3%	4	0.0%	*	0.0%	*	0.0%	*	2.3%	4
Employment classification	12.7%	*	7.5%	*	20.3%	4	0.0%	*	5.0%	*	21.6%	6	9.2%	18
Gender identity	13.6%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	9.0%	*	2.6%	5
Job title	26.3%	4	7.5%	*	10.5%	*	10.6%	5	0.0%	*	30.6%	9	12.1%	23
Parental status	0.0%	*	7.5%	*	0.0%	*	4.7%	*	0.0%	*	0.0%	*	2.5%	5
Religion	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Political affiliation	29.4%	5	6.0%	*	0.0%	*	5.9%	*	0.0%	*	0.0%	*	5.1%	10
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	7.2%	*	1.1%	*
Ethnic origin	13.6%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	*
Veteran status	0.0%	*	0.0%	*	9.8%	*	0.0%	*	0.0%	*	0.0%	*	1.1%	*
Race or color	13.6%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	9.0%	*	2.6%	5
Marital status	13.6%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	*
Nationality/country of origin	13.6%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	*
None/no response	57.9%	10	86.5%	31	79.7%	17	83.5%	38	95.0%	41	69.4%	21	81.8%	157

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

Statistical significance not tested.

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

**Table 114: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	13.6%	*	12.4%	4	0.0%	*	4.7%	*	0.0%	*	23.4%	7	8.2%	16
Bullying	13.6%	*	6.0%	*	0.0%	*	9.4%	4	9.9%	4	38.3%	11	12.6%	24
Bias	29.4%	5	19.9%	7	0.0%	*	20.0%	9	14.9%	6	38.3%	11	20.2%	39
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	12.4%	4	0.0%	*	0.0%	*	0.0%	*	7.2%	*	3.4%	7
Verbal abuse	13.6%	*	6.0%	*	0.0%	*	4.7%	*	0.0%	*	7.2%	*	4.5%	9
None/no response	70.6%	12	80.1%	29	100.0%	22	80.0%	36	85.1%	37	61.7%	18	79.8%	153

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

Statistical significance not tested.

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

**Table 115: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	6.0%	*	0.0%	*	4.7%	*	0.0%	*	16.7%	5	4.8%	9
Bullying	13.6%	*	6.0%	*	0.0%	*	9.4%	4	0.0%	*	23.9%	7	8.2%	16
Bias	13.6%	*	0.0%	*	0.0%	*	29.4%	13	0.0%	*	31.1%	9	12.9%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	13.6%	*	0.0%	*	0.0%	*	4.7%	*	0.0%	*	14.9%	4	4.6%	9
None/no response	86.4%	15	94.0%	33	100.0%	22	70.6%	32	100.0%	43	68.9%	20	86.0%	165

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

Statistical significance not tested.

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

**Table 116: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	CSU Eng Inst		Infect Dis Res Ctr		Lab Animal Res		Other		Sponsored Prog		VP Research		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	9.0%	*	1.4%	*
Bullying	0.0%	*	6.0%	*	0.0%	*	5.9%	*	0.0%	*	9.0%	*	3.9%	7
Bias	0.0%	*	7.5%	*	9.8%	*	15.3%	7	0.0%	*	9.0%	*	7.5%	14
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	17	86.5%	31	90.2%	20	78.8%	36	100.0%	43	91.0%	27	90.0%	173

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

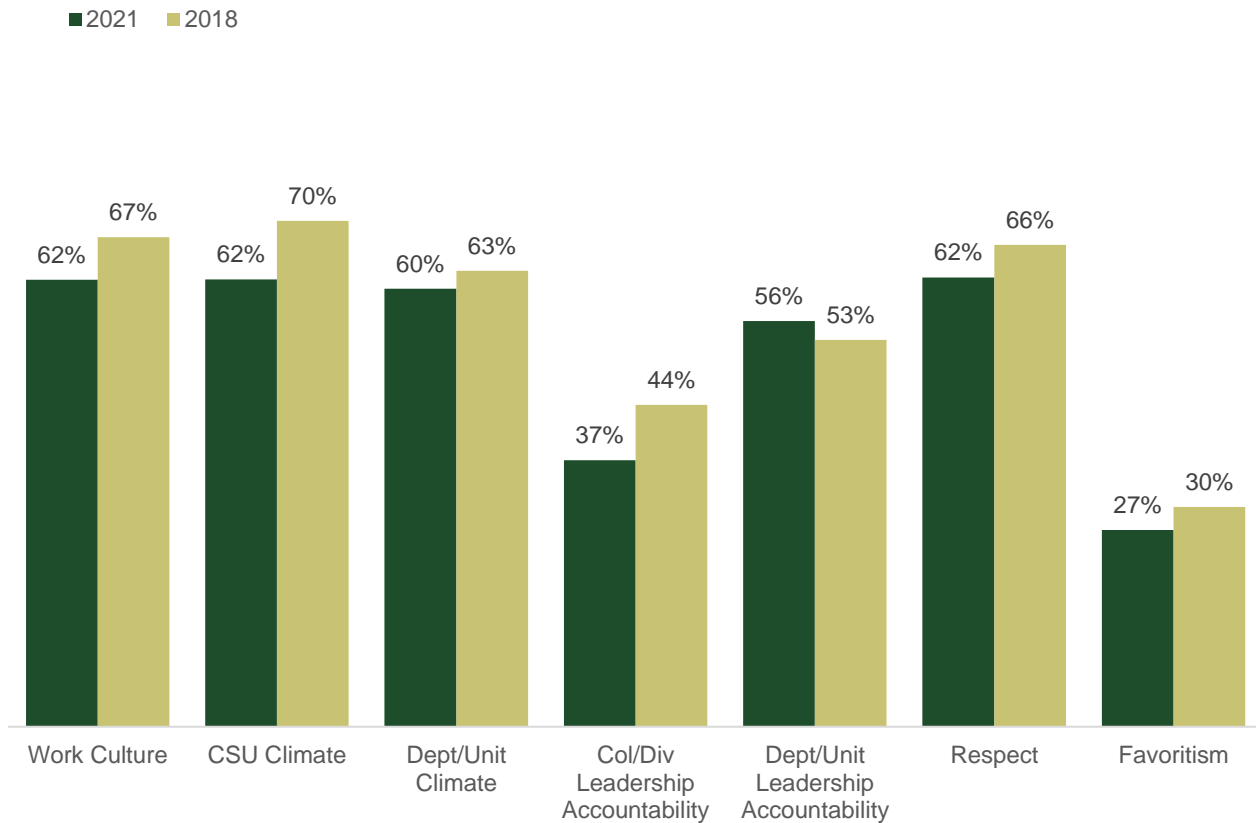
Statistical significance not tested.

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

## Comparisons by Year

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

**Figure 6: Organizational Themes Compared by Year**



**Table 117: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	67.4%	140	61.5%	192
My department/unit promotes a work environment where all employees feel included	3.8%	174	3.7%	192
My department/unit treats all employees equitably	3.7%	170	3.6%	192
My department/unit is open and transparent in communication	3.7%	173	3.5%	192
	B			
My department/unit values employee input in major department/unit decisions	3.6%	167	3.3%	192
	B			
My department/unit promotes respect for cultural differences	3.9%	171	3.9%	192
My department/unit understands the value of diversity	4.0%	167	3.8%	192
	B			
My department/unit communicates the importance of valuing diversity	3.7%	167	3.8%	192
I feel valued as an employee	3.7%	169	3.5%	192
I feel a strong sense of belonging to CSU	3.8%	173	3.5%	192
	B			
I feel a strong sense of belonging to my division/college	3.6%	173	3.2%	192
	B			
I feel a strong sense of belonging to my department/unit	4.0%	173	3.7%	192
	B			
I would recommend CSU as a place of employment	4.1%	152	3.6%	192
	B			
I would recommend my department/unit as a place of employment	3.9%	152	3.7%	192
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 118: Performance Review in Last Year**

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	90.0%	137	83.0%	159
No, I did not have a review	10.0%	15	17.0%	33

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

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

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

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

**Table 119: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	82.0%	144	82.5%	159
I am satisfied with the effort my supervisor put into my most recent performance review	3.7%	146	4.1%	159
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.7%	165	2.2%	159
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.6%	159

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

*\* Values reported for items with n >= 3.<sup>1,2,3</sup>*

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

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

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

**Table 120: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	66.3%	137	61.8%	190
My department/unit is treated with respect by other units within my college/division	3.8%	162	3.4%	192
My college/division is treated with respect by CSU	3.8%	160	3.4%	192
The people I interact with treat each other with respect	3.9%	169	4.0%	192
There is respect for religious differences in my department/unit	3.8%	148	3.8%	190
There is respect for liberal perspectives in my department/unit	4.0%	150	3.9%	190
There is respect for conservative perspectives in my department/unit	3.4%	147	3.5%	190

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 121: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	30.3%	145	27.1%	188
Recognized within my department/unit	2.9%	155	2.9%	188
Resources in my department/unit	2.7%	155	2.8%	188
Professional development opportunities	2.6%	158	2.7%	188
Promoted in my department/unit	2.9%	155	2.9%	188
Hired in my department/unit	2.6%	153	2.7%	188

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 122: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	44.3%	96	36.7%	190
Leadership adequately addresses inappropriate behavior	3.1%	118	3.2%	190
Leadership holds employees accountable for inappropriate behavior	3.1%	114	3.2%	190
Leadership holds employees accountable for poor performance in the workplace	3.3%	116	3.1%	190
	B			
Leadership acts ethically and honestly in the workplace	3.8%	142	3.3%	190
	B			
Leadership addresses issues of inequity	3.4%	116	3.1%	190
	B			
Leadership holds all employees to the same standards	3.2%	123	2.9%	190
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 123: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	53.2%	123	55.8%	188
Leadership adequately addresses inappropriate behavior	3.2%	135	3.4%	188
Leadership holds employees accountable for inappropriate behavior	3.3%	132	3.5%	188
Leadership holds employees accountable for poor performance in the workplace	3.4%	141	3.4%	190
Leadership acts ethically and honestly in the workplace	3.8%	142	3.3%	190
	B			
Leadership addresses issues of inequity	3.4%	136	3.4%	190
Leadership holds all employees to the same standards	3.3%	144	3.4%	190

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 124: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	69.6%	106	61.6%	190
Recruits employees from a diverse set of backgrounds	4.1%	129	3.7%	190
	B			
Improves the campus climate for all employees	3.8%	142	3.6%	190
	B			
Retains diverse employees	3.9%	122	3.3%	190
	B			
Creates a supportive environment for employees from diverse backgrounds	4.0%	137	3.6%	190
	B			
Encourages discussions related to diversity	4.1%	139	4.0%	190
Provides employees with a positive work experience	3.9%	150	3.7%	190
	B			
Climate has become consistently more inclusive of all employees	3.7%	126	3.6%	190

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 125: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	62.8%	118	60.3%	188
Recruits employees from a diverse set of backgrounds	3.8%	141	3.6%	190
Improves the campus climate for all employees	3.8%	145	3.6%	190
Retains diverse employees	3.6%	141	3.3%	190
	B			
Creates a supportive environment for employees from diverse backgrounds	4.0%	137	3.6%	190
	B			
Encourages discussions related to diversity	3.5%	138	3.8%	190
			A	
Provides employees with a positive work experience	3.9%	149	3.8%	188
Climate has become consistently more inclusive of all employees	3.6%	129	3.7%	190

Percent "Agree" or "Strongly agree"

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

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

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

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



**Table 126: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	13.7%	17	3.9%	7
Physical appearance	4.2%	5	1.4%	*
Physical disability*	3.6%	4	NA	NA
Mental disability	NA	NA	2.3%	4
Employment classification	13.4%	17	9.2%	18
Gender identity	2.5%	3	2.6%	5
Job title	29.4%	36	12.1%	23
Parental status	5.7%	7	2.5%	5
Religion	5.6%	7	NA	NA
Political affiliation	17.4%	22	5.1%	10
Sexual orientation	2.4%	*	NA	NA
Socio-economic status	2.7%	3	1.1%	*
Ethnic origin	NA	NA	1.2%	*
Veteran status	NA	NA	1.1%	*
Race or color	NA	NA	2.6%	5
Marital status	NA	NA	1.2%	*
Nationality/country of origin	1.2%	*	1.2%	*
None/no response	49.7%	62	81.8%	157

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

Statistical significance not tested.

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

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

**Table 127: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	4.0%	6	8.2%	16
Bullying	17.4%	28	12.6%	24
Bias	23.5%	38	20.2%	39
Physical assault	0.9%	*	0.0%	*
Sexual misconduct	3.1%	5	3.4%	7
Verbal abuse	7.7%	12	4.5%	9
None/no response	67.9%	109	79.8%	153

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

Statistical significance not tested.

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

**Table 128: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.0%	*	4.8%	9
Bullying	5.6%	9	8.2%	16
Bias	18.9%	30	12.9%	25
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	2.0%	3	4.6%	9
None/no response	79.2%	128	86.0%	165

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

Statistical significance not tested.

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

**Table 129: Other Potential Problems: Department/Unit**

<b>Please indicate if any of the following are currently problematic.</b>	<b>2018</b>		<b>2021</b>	
	<b>Pct</b>	<b>Pop</b>	<b>Pct</b>	<b>Pop</b>
Sexual harassment	1.0%	*	1.4%	*
Bullying	10.8%	17	3.9%	7
Bias	18.1%	29	7.5%	14
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	5.5%	9	0.0%	*
None/no response	73.0%	118	90.0%	173

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

*Statistical significance not tested.*

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