

Employee Climate Survey 2021

State Classified

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.

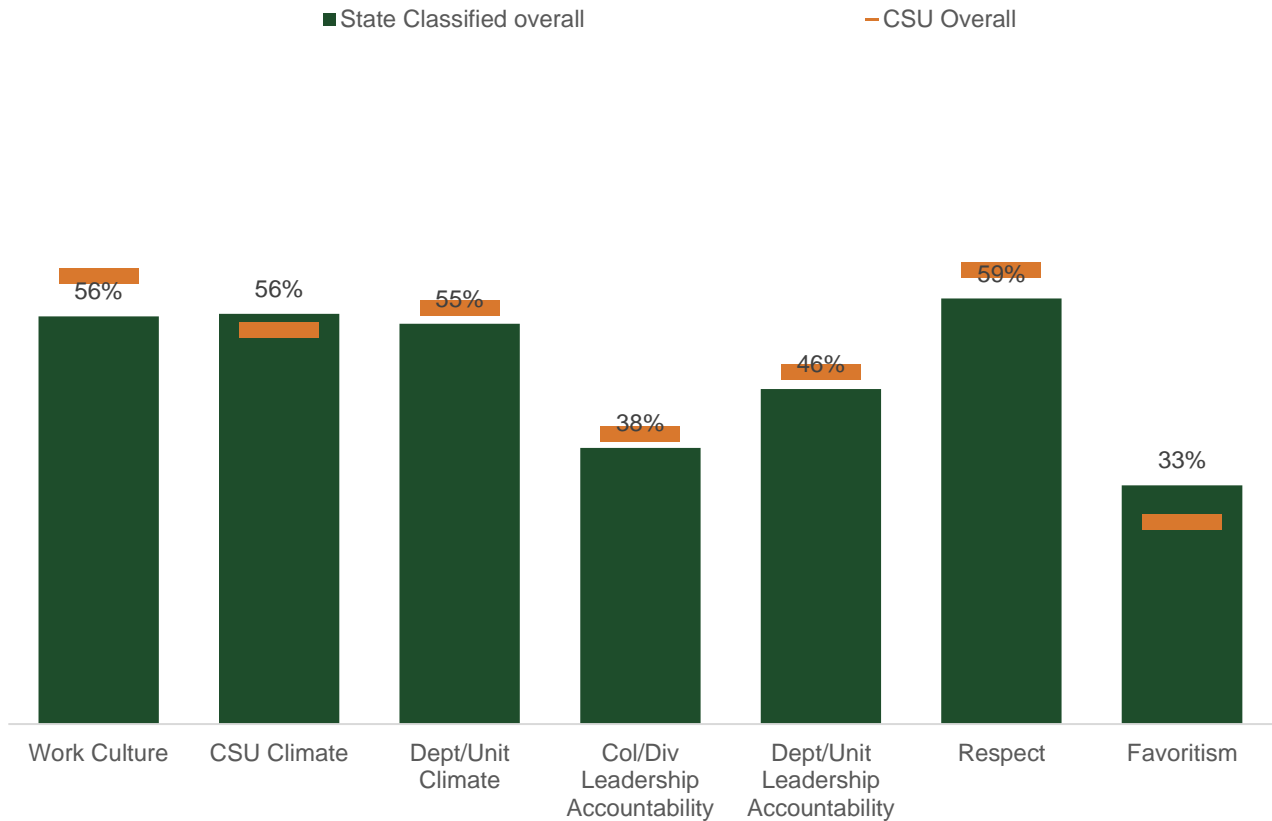
Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted population). 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. 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.

The findings in this report apply to State Classified. Additional information regarding response rates and data weighting can be found in the overall report of results for the University, available under separate cover.

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



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Table 1: 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	6.3%	16.4%	14.8%	41.4%	21.1%	100.0% 1,599
My department/unit treats all employees equitably	9.8%	21.3%	18.1%	33.3%	17.6%	100.0% 1,593
My department/unit is open and transparent in communication	9.2%	22.0%	16.5%	33.9%	18.4%	100.0% 1,586
My department/unit values employee input in major department/unit decisions	11.2%	19.8%	22.8%	29.1%	17.1%	100.0% 1,592
My department/unit promotes respect for cultural differences	3.4%	6.3%	19.5%	41.9%	28.9%	100.0% 1,590
My department/unit understands the value of diversity	3.2%	5.9%	22.5%	41.2%	27.1%	100.0% 1,587
My department/unit communicates the importance of valuing diversity	3.3%	7.7%	24.8%	38.8%	25.3%	100.0% 1,591
I feel valued as an employee	13.2%	16.8%	16.7%	33.8%	19.4%	100.0% 1,590
I feel a strong sense of belonging to CSU	11.6%	16.3%	26.3%	30.4%	15.4%	100.0% 1,591
I feel a strong sense of belonging to my division/college	11.6%	15.5%	28.3%	29.1%	15.4%	100.0% 1,587
I feel a strong sense of belonging to my department/unit	8.8%	13.3%	18.9%	36.8%	22.2%	100.0% 1,593
I would recommend CSU as a place of employment	8.8%	9.9%	25.6%	38.3%	17.4%	100.0% 1,594
I would recommend my department/unit as a place of employment	10.3%	13.3%	21.3%	33.1%	22.0%	100.0% 1,591

Table 2: 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?	94.1%	5.9%	100.0% 1,595

Table 3: 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	4.8%	8.9%	12.5%	40.0%	33.8%	100.0% 1,491
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	26.8%	31.6%	18.9%	14.2%	8.5%	100.0% 1,489
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	2.8%	13.7%	20.8%	48.2%	14.5%	100.0% 1,489

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

Table 4: 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	8.2%	13.8%	22.9%	42.5%	12.6%	100.0% 1,578
My college/division is treated with respect by CSU	6.4%	12.0%	27.6%	42.2%	11.8%	100.0% 1,576
The people I interact with treat each other with respect	2.3%	7.8%	15.6%	54.8%	19.4%	100.0% 1,573
There is respect for religious differences in my department/unit	4.2%	3.6%	33.4%	40.0%	18.8%	100.0% 1,574
There is respect for liberal perspectives in my department/unit	3.1%	4.2%	27.2%	40.4%	25.1%	100.0% 1,573
There is respect for conservative perspectives in my department/unit	11.0%	10.7%	35.2%	31.6%	11.6%	100.0% 1,571

Table 5: 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	13.2%	24.8%	21.5%	26.0%	14.5%	100.0% 1,546
Resources in my department/unit	12.4%	24.9%	32.0%	20.0%	10.6%	100.0% 1,545
Professional development opportunities	15.7%	29.8%	27.2%	15.9%	11.4%	100.0% 1,546
Promoted in my department/unit	13.8%	23.2%	25.3%	22.2%	15.4%	100.0% 1,543
Hired in my department/unit	14.4%	25.9%	31.3%	16.9%	11.6%	100.0% 1,544

Table 6: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	8.9%	10.8%	41.6%	31.4%	7.3%	100.0% 1,524
Leadership holds employees accountable for inappropriate behavior	8.7%	11.9%	43.5%	28.5%	7.3%	100.0% 1,516
Leadership holds employees accountable for poor performance in the workplace	10.9%	15.2%	44.9%	23.7%	5.3%	100.0% 1,515
Leadership acts ethically and honestly in the workplace	7.3%	9.0%	30.5%	42.9%	10.3%	100.0% 1,520
Leadership addresses issues of inequity	9.9%	10.4%	41.3%	29.2%	9.2%	100.0% 1,511
Leadership holds all employees to the same standards	15.3%	19.1%	33.5%	25.5%	6.6%	100.0% 1,508

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Table 7: 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	7.7%	12.3%	30.1%	38.3%	11.6%	100.0% 1,520
Leadership holds employees accountable for inappropriate behavior	7.9%	14.0%	32.1%	35.4%	10.5%	100.0% 1,518
Leadership holds employees accountable for poor performance in the workplace	11.0%	19.4%	31.7%	30.3%	7.5%	100.0% 1,518
Leadership acts ethically and honestly in the workplace	7.3%	9.0%	30.5%	42.9%	10.3%	100.0% 1,520
Leadership addresses issues of inequity	9.4%	12.1%	35.3%	31.2%	12.0%	100.0% 1,508
Leadership holds all employees to the same standards	15.5%	23.5%	21.8%	29.1%	10.2%	100.0% 1,518

Table 8: 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	3.0%	5.6%	26.1%	50.6%	14.6%	100.0% 1,521
Improves the campus climate for all employees	7.5%	11.9%	30.4%	42.1%	8.2%	100.0% 1,514
Retains diverse employees	4.8%	8.2%	39.0%	39.6%	8.4%	100.0% 1,515
Creates a supportive environment for employees from diverse backgrounds	4.3%	6.4%	31.0%	47.5%	10.7%	100.0% 1,511
Encourages discussions related to diversity	4.6%	4.3%	23.6%	47.2%	20.2%	100.0% 1,510
Provides employees with a positive work experience	6.8%	11.8%	28.6%	42.4%	10.5%	100.0% 1,511
Climate has become consistently more inclusive of all employees	5.8%	8.2%	33.5%	40.7%	11.8%	100.0% 1,506

Table 9: 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	3.6%	7.0%	24.5%	49.0%	15.8%	100.0% 1,518
Improves the campus climate for all employees	8.4%	12.3%	28.6%	40.0%	10.7%	100.0% 1,504
Retains diverse employees	6.7%	9.8%	35.3%	37.9%	10.4%	100.0% 1,513
Creates a supportive environment for employees from diverse backgrounds	4.3%	6.4%	31.0%	47.5%	10.7%	100.0% 1,511
Encourages discussions related to diversity	5.5%	9.5%	27.8%	38.1%	19.1%	100.0% 1,505
Provides employees with a positive work experience	9.4%	14.5%	22.4%	38.2%	15.4%	100.0% 1,503
Climate has become consistently more inclusive of all employees	6.4%	11.0%	32.7%	36.1%	13.8%	100.0% 1,502

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Table 10: 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	5.9%	14.4%	23.0%	47.0%	9.7%	100.0%	1,495
Communications are timely	5.9%	10.4%	23.2%	47.8%	12.7%	100.0%	1,493
Communications are relevant	6.7%	14.2%	24.0%	46.0%	9.1%	100.0%	1,492
Communications are informative	4.8%	9.8%	23.9%	50.1%	11.4%	100.0%	1,490
Communications are motivating	9.6%	16.6%	35.6%	31.9%	6.3%	100.0%	1,492
Communications are honest	8.4%	9.0%	33.7%	40.8%	8.1%	100.0%	1,493
Communications are accessible	3.3%	4.6%	24.6%	54.1%	13.4%	100.0%	1,484

Table 11: 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	6.3%	15.2%	25.7%	43.7%	9.2%	100.0%	1,482
Communications are timely	5.9%	13.1%	24.9%	45.8%	10.2%	100.0%	1,484
Communications are relevant	5.8%	12.1%	26.9%	46.0%	9.2%	100.0%	1,479
Communications are informative	4.9%	9.0%	28.3%	47.0%	10.8%	100.0%	1,473
Communications are motivating	10.1%	15.5%	39.6%	28.8%	5.9%	100.0%	1,477
Communications are honest	8.0%	9.0%	33.4%	40.8%	8.8%	100.0%	1,480
Communications are accessible	4.2%	5.3%	26.4%	51.1%	13.0%	100.0%	1,476

Table 12: 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	10.0%	14.9%	18.6%	41.4%	15.1%	100.0%	1,496
Communications are timely	9.5%	14.4%	19.2%	42.6%	14.2%	100.0%	1,495
Communications are relevant	6.3%	8.5%	20.6%	49.1%	15.5%	100.0%	1,488
Communications are informative	5.4%	7.7%	23.6%	49.4%	13.8%	100.0%	1,481
Communications are motivating	9.9%	15.8%	35.3%	30.2%	8.9%	100.0%	1,482
Communications are honest	7.9%	10.4%	26.5%	42.2%	12.9%	100.0%	1,490
Communications are accessible	5.6%	6.8%	23.1%	49.0%	15.5%	100.0%	1,486

Table 13: 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?	40.1%	40.0%	20.0%	100.0%	1,491

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Table 14: 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	3.5%	6.6%	12.0%	41.6%	36.3%	100.0% 1,174
My representation in shared governance (CPC, APC, or Faculty Council)	3.0%	6.8%	63.8%	20.2%	6.2%	100.0% 1,171
My service on committees	2.3%	5.2%	58.1%	26.9%	7.5%	100.0% 1,173
Annual review process	2.6%	9.5%	21.0%	47.7%	19.2%	100.0% 1,171
Input collection through anonymous surveys	4.6%	6.9%	44.2%	34.6%	9.7%	100.0% 1,165

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

Table 15: 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	8.2%	14.9%	44.5%	26.3%	6.2%	100.0% 1,165
My division/college	8.7%	12.1%	39.2%	31.7%	8.3%	100.0% 1,160
My department/unit	6.9%	12.2%	22.7%	37.5%	20.6%	100.0% 1,164

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

Table 16: 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	9.8%	158	8.9%	143	13.3%	214
Physical appearance	5.8%	93	4.7%	75	6.0%	96
Physical disability	4.6%	74	4.4%	70	6.1%	97
Mental disability	5.4%	86	4.8%	76	6.7%	108
Employment classification	19.6%	315	17.0%	272	19.9%	319
Gender identity	6.5%	105	4.5%	72	5.0%	81
Job title	13.8%	221	13.4%	216	17.9%	287
Parental status	4.5%	72	5.1%	81	6.1%	97
Religion	8.4%	135	4.9%	79	6.0%	96
Political affiliation	15.2%	244	10.6%	170	11.6%	187
Sexual orientation	5.4%	87	3.8%	61	4.3%	68
Socio-economic status	8.6%	139	7.1%	114	6.1%	98
Ethnic origin	6.0%	96	3.9%	62	3.5%	56
Veteran status	2.7%	44	2.7%	43	2.0%	33
Race or color	9.6%	154	5.6%	90	6.2%	100
Marital status	2.9%	47	2.9%	46	2.2%	36
Nationality/country of origin	5.9%	94	3.4%	55	3.6%	57
None/no response	63.4%	1,018	70.6%	1,133	62.5%	1,003

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

Table 17: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.7%	75	2.8%	45	1.6%	25
Bullying	9.0%	144	8.6%	138	10.9%	175
Bias	17.7%	284	15.1%	242	20.3%	326
Physical assault	2.1%	33	1.3%	21	0.7%	11
Sexual misconduct	3.5%	56	1.9%	31	1.3%	20
Verbal abuse	5.3%	85	5.7%	92	8.6%	138
None/no response	77.5%	1,243	81.9%	1,315	75.0%	1,203

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

Table 18: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.8%	11
Cisgender	13.1%	187
Trans / Transgender	0.5%	7
Non-binary / Gender Queer / Gender Non-Conforming	1.8%	26
Man	36.3%	520
Trans Man / Masculine	0.4%	5
Trans Woman / Feminine	0.3%	4
Two Spirit	0.0%	*
Woman	51.5%	738
Prefer not to disclose	7.0%	100
The gender I most closely align with is not listed (please specify)	0.3%	5

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

* Values reported for items with n >= 3.

Table 19: 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	29.9%	395		37.9%	501		83.3%	1,099	
1	4.8%	63		13.3%	176		5.5%	72	
2	4.8%	63		6.3%	83		4.5%	59	
3	5.9%	77		4.1%	55		5.0%	65	
4	10.1%	134		6.1%	80		0.7%	10	
5	16.4%	216		11.6%	154		0.0%	*	
6 Very	28.1%	371		20.5%	271		1.1%	14	
Total	100.0%	1,319	3.23	100.0%	1,319	2.44	100.0%	1,319	.39

* Values reported for items with n >= 3.

Table 20: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	2.9%	42
Asian (can include Middle Eastern and North African)	2.6%	38
Black or African American (can include Middle Eastern and North African)	1.9%	28
Hispanic or Latinx	10.6%	154
Native Hawaiian or Other Pacific Islander	0.2%	3
White	79.5%	1,152
Prefer not to disclose	9.3%	134
The race/ethnicity I most closely align with is not listed (please specify)	0.3%	4

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

Table 21: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	89.3%	25
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	11.7%	3
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	10.7%	3
Western Africa (i.e., Ghana, Nigeria)	11.7%	3
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 22: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	13.0%	3
Cherokee	18.7%	5
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	35.7%	9
Pueblo (e.g., Acoma, Cochiti, Taos)	10.0%	*
Another tribal affiliation	12.3%	3
Unknown/not disclosed	19.4%	5

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 23: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	59.6%	86
Caribbean	1.0%	*
Puerto Rican	4.5%	6
Cuban	2.3%	3
Central American	2.2%	3
South American	4.5%	6
Prefer not to disclose	8.5%	12
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	13.2%	19
Spanish or Portuguese	6.3%	9

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

* Values reported for items with n >= 3.

Table 24: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	12.1%	5
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	37.2%	14
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	3.6%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	47.0%	18
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 25: Hawaiian/Pacific Islander

You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):	Pct	Pop
Guamanian or Chamorro	0.0%	*
Native Hawaiian	0.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	100.0%	3

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

* Values reported for items with n >= 3.

Table 26: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)	
Do you identify as a person with a disability?	14.8%	75.5%	9.8%	100.0%	1,467

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Table 27: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	8.8%	80.3%	2.8%	8.1%	100.0% 1,460

Table 28: Division/College

	Pct	Pop
Athletics	0.2%	*
Central Administration	0.9%	15
College of Agricultural Sciences	1.4%	23
College of Business	0.9%	15
College of Health and Human Sciences	1.7%	27
College of Liberal Arts	1.8%	28
College of Natural Sciences	3.7%	59
College of Veterinary Medicine and Biomedical Sciences/VTH	19.8%	317
Engagement/Extension	2.2%	36
Enrollment/Access	2.0%	32
Equity, Equal Opportunity, and Title IX	0.2%	3
Graduate School	0.4%	7
Information Technology	2.8%	44
International Programs	0.6%	9
Library	1.8%	28
Operations	25.7%	413
Research	1.1%	17
Student Affairs	28.9%	464
University Marketing + Communications	0.8%	13
Walter Scott Jr. College of Engineering	1.3%	21
Warner College of Natural Resources	1.1%	18
Colorado State Forest Service	0.8%	13
Total	100.0%	1,605

* Values reported for items with n >= 3.

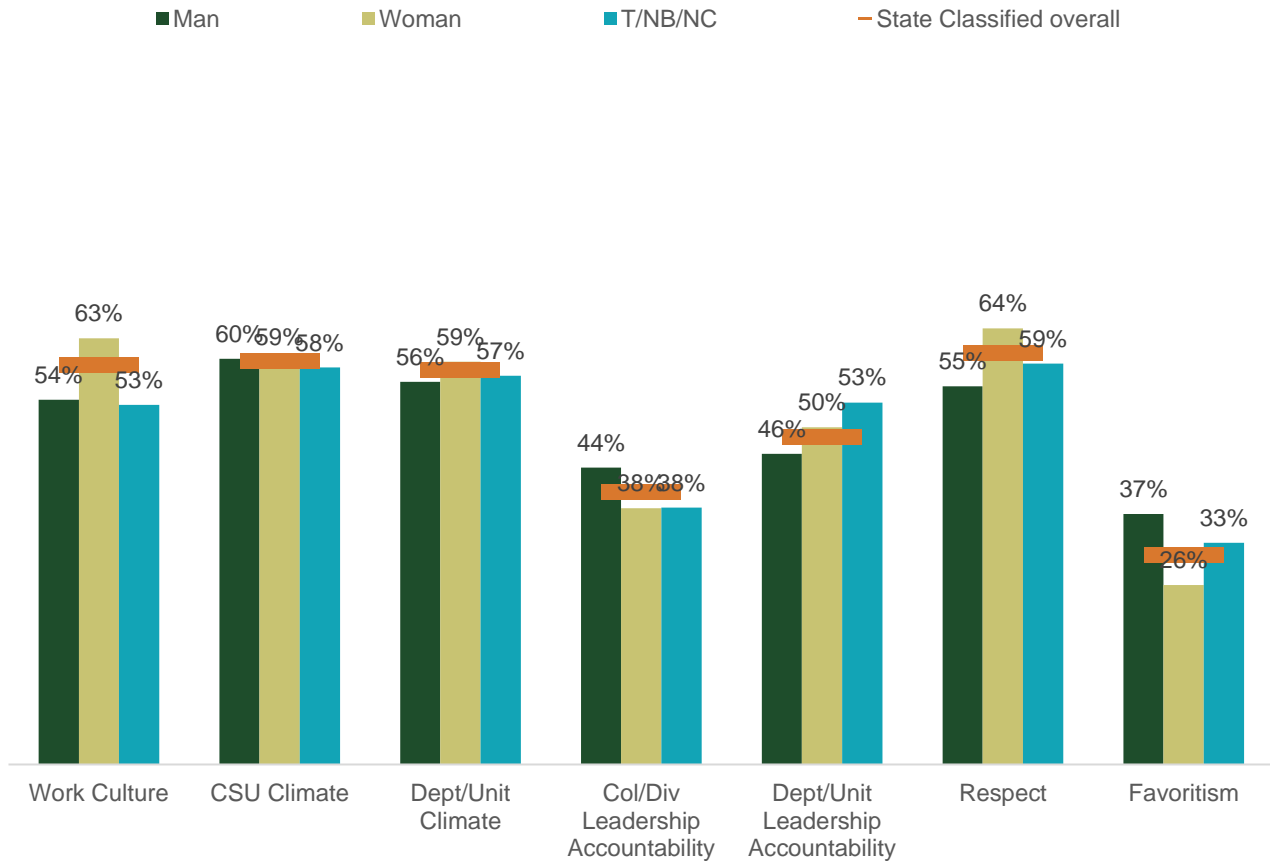
Table 29: Employee Type

	Pct	Pop
State Classified	100.0%	1,605
Total	100.0%	1,605

Comparisons by Gender

The gender of respondents is based on responses to the multiple response gender survey question (Table 18). 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



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Table 30: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	53.5%	504	62.6% A	711	52.8%	44	58.6%	1,260
My department/unit promotes a work environment where all employees feel included	60.1%	515	69.9% A	728	53.0%	47	65.4%	1,289
My department/unit treats all employees equitably	51.4%	515	56.0%	726	43.4%	47	53.7%	1,288
My department/unit is open and transparent in communication	48.7%	513	58.3% A	725	61.9%	44	54.5%	1,282
My department/unit values employee input in major department/unit decisions	42.3%	515	53.9% A	725	36.6%	47	48.6%	1,287
My department/unit promotes respect for cultural differences	69.9%	512	76.0% A	727	70.3%	47	73.4%	1,285
My department/unit understands the value of diversity	68.3%	512	73.7%	724	70.3%	47	71.4%	1,282
My department/unit communicates the importance of valuing diversity	66.9%	512	67.4%	728	53.5%	47	66.7%	1,286
I feel valued as an employee	47.7%	511	61.9% A C	728	41.9%	47	55.5%	1,285
I feel a strong sense of belonging to CSU	40.8%	512	53.1% A	728	41.4%	47	47.8%	1,286
I feel a strong sense of belonging to my division/college	41.1%	512	49.3% A	723	54.5%	47	46.2%	1,282
I feel a strong sense of belonging to my department/unit	54.0%	513	67.0% A	728	57.4%	47	61.4%	1,288
I would recommend CSU as a place of employment	49.9%	515	63.3% A	728	65.3%	47	58.0%	1,289
I would recommend my department/unit as a place of employment	52.7%	515	61.6% A	728	54.5%	47	57.8%	1,289

Percent "Agree" or "Strongly agree"

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

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

Table 31: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	94.0%	484	95.3%	694	94.1%	44	94.8%	1,222
No, I did not have a review	6.0%	31	4.7%	34	5.9%	*	5.2%	67
Total	100.0%	515	100.0%	728	100.0%	47	100.0%	1,289

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with n >= 3.^{a,b}

- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

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Table 32: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	PERFORMANCE REVIEW OVERALL	78.2%	484	81.7% A	694	78.1%	44	80.2%
I am satisfied with the effort my supervisor put into my most recent performance review	70.3%	484	79.9% A	694	76.6%	44	76.0%	1,222
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	27.9% B	484	18.7%	694	17.7%	44	22.3%	1,222
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	64.3%	484	65.2%	694	57.7%	44	64.6%	1,222

*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 33: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	55.5%	512	64.0% A	721	58.8%	47	60.4%	1,279
My department/unit is treated with respect by other units within my college/division	48.2%	515	63.2% A	728	52.3%	47	56.8%	1,289
My college/division is treated with respect by CSU	44.6%	513	63.4% A	728	63.0% A	47	55.9%	1,288
The people I interact with treat each other with respect	73.9%	515	78.9%	725	65.2%	47	76.4%	1,287
There is respect for religious differences in my department/unit	61.2%	515	59.8%	724	59.6%	47	60.3%	1,285
There is respect for liberal perspectives in my department/unit	61.4%	515	71.4% A	724	56.6%	47	66.9%	1,285
There is respect for conservative perspectives in my department/unit	43.3%	513	47.1%	723	56.3%	47	45.9%	1,283

*Percent "Agree" or "Strongly agree"
The reported population reflects the number of respondents who answered the survey item.^{1,2,3}*

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

Table 34: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	36.8% B	498	26.3%	715	32.5%	44	30.7%	1,257
Recognized within my department/unit	45.7% B	501	33.5%	720	35.1%	44	38.4%	1,265
Resources in my department/unit	32.7% B	499	24.8%	720	35.1%	44	28.3%	1,263
Professional development opportunities	29.2% B	499	21.4%	721	30.7%	44	24.8%	1,265
Promoted in my department/unit	41.9% B	499	30.5%	719	38.1%	44	35.3%	1,262
Hired in my department/unit	34.5% B	501	21.7%	719	23.8%	44	26.8%	1,264

Percent "Agree" or "Strongly agree"

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

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

Table 35: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	43.6% B	487	37.6%	716	37.7%	44	39.9%	1,247
Leadership adequately addresses inappropriate behavior	46.8% B	505	36.2%	723	36.6%	44	40.4%	1,272
Leadership holds employees accountable for inappropriate behavior	45.4% B	503	32.0%	720	33.1%	44	37.4%	1,268
Leadership holds employees accountable for poor performance in the workplace	33.9% B	502	26.3%	718	33.1%	44	29.5%	1,265
Leadership acts ethically and honestly in the workplace	53.4%	502	60.3%	720	52.5%	44	57.3%	1,267
Leadership addresses issues of inequity	43.9%	499	38.5%	718	41.1%	44	40.7%	1,261
Leadership holds all employees to the same standards	37.9%	494	31.6%	720	30.0%	44	34.0%	1,259

Percent "Agree" or "Strongly agree"

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

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

Table 36: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.6%	473	49.5%	709	53.1%	44	48.1%
Leadership adequately addresses inappropriate behavior	50.7%	502	53.6%	724	50.1%	44	52.4%	1,271
Leadership holds employees accountable for inappropriate behavior	49.2%	501	47.0%	725	52.8%	44	48.1%	1,270
Leadership holds employees accountable for poor performance in the workplace	35.4%	499	39.7%	724	58.3%	44	38.7%	1,267
Leadership acts ethically and honestly in the workplace	53.4%	502	60.3%	720	52.5%	44	57.3%	1,267
Leadership addresses issues of inequity	44.4%	495	45.1%	719	51.7%	47	45.1%	1,261
Leadership holds all employees to the same standards	38.9%	499	41.6%	724	47.3%	47	40.7%	1,269

Percent "Agree" or "Strongly agree"

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

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

Table 37: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	CSU CLIMATE OVERALL	59.5%	493	59.0%	712	58.3%	47	59.2%
Recruits employees from a diverse set of backgrounds	72.4%	507	66.0%	726	63.5%	47	68.5%	1,279
Improves the campus climate for all employees	49.4%	503	55.4%	723	53.8%	47	53.0%	1,273
Retains diverse employees	55.6%	503	46.4%	725	46.4%	47	50.0%	1,275
Creates a supportive environment for employees from diverse backgrounds	65.5%	500	58.2%	724	56.1%	47	61.0%	1,271
Encourages discussions related to diversity	66.6%	502	71.9%	721	75.7%	47	69.9%	1,270
Provides employees with a positive work experience	53.4%	502	57.6%	724	58.5%	47	56.0%	1,272
Climate has become consistently more inclusive of all employees	53.3%	503	56.4%	720	53.8%	47	55.1%	1,270

Percent "Agree" or "Strongly agree"

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

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

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Table 38: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	56.2%	484	59.1%	712	57.1%	39	57.9%	1,235
Recruits employees from a diverse set of backgrounds	68.2%	507	67.7%	725	69.8%	44	68.0%	1,276
Improves the campus climate for all employees	45.4%	500	59.0%	724	50.9%	39	53.3%	1,263
Retains diverse employees	55.5%	500	48.6%	728	50.2%	44	51.4%	1,272
Creates a supportive environment for employees from diverse backgrounds	65.5%	500	58.2%	724	56.1%	47	61.0%	1,271
Encourages discussions related to diversity	56.9%	500	62.6%	720	43.5%	44	59.7%	1,265
Provides employees with a positive work experience	47.3%	497	63.9%	722	44.6%	44	56.7%	1,264
Climate has become consistently more inclusive of all employees	49.1%	502	54.3%	721	51.5%	44	52.1%	1,267

Percent "Agree" or "Strongly agree"

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

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

Table 39: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	49.3%	496	64.5%	702	54.3%	44	58.1%	1,242
Communications are effective	51.6%	503	64.9%	723	53.0%	44	59.2%	1,271
Communications are timely	56.9%	503	67.9%	721	63.6%	44	63.4%	1,268
Communications are relevant	44.3%	502	67.9%	721	53.3%	44	58.1%	1,267
Communications are informative	52.5%	502	72.6%	717	69.1%	47	64.5%	1,265
Communications are motivating	29.5%	502	47.3%	719	50.1%	47	40.3%	1,267
Communications are honest	43.2%	502	58.5%	722	31.9%	47	51.5%	1,270
Communications are accessible	66.9%	500	69.5%	718	68.3%	47	68.4%	1,265

Percent "Agree" or "Strongly agree"

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

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

Table 40: 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		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	50.9%	493	59.6%	692	50.3%	41	55.8%	1,226
Communications are effective	53.8%	500	57.2%	713	39.7%	44	55.3%	1,257
Communications are timely	56.3%	502	60.4%	713	56.8%	44	58.7%	1,259
Communications are relevant	48.9%	500	64.6%	712	49.3%	41	57.8%	1,254
Communications are informative	51.1%	500	68.1%	706	51.2%	44	60.7%	1,251
Communications are motivating	30.4%	499	40.6%	709	42.5%	44	36.6%	1,252
Communications are honest	49.6%	497	55.9%	718	40.0%	44	52.9%	1,259
Communications are accessible	65.8%	497	66.1%	715	53.4%	44	65.6%	1,256

Percent "Agree" or "Strongly agree"

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

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

Table 41: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man		Woman		T/NB/NC		Overall	
	(A)		(B)		(C)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	54.6%	489	63.9%	701	59.5%	39	60.1%	1,230
Communications are effective	54.0%	505	61.9%	720	54.1%	47	58.5%	1,271
Communications are timely	55.2%	505	62.4%	720	55.5%	47	59.3%	1,271
Communications are relevant	61.9%	503	70.9%	719	62.6%	44	67.0%	1,266
Communications are informative	56.8%	501	72.7%	712	56.8%	44	65.8%	1,257
Communications are motivating	33.5%	496	45.6%	720	48.0%	42	40.9%	1,258
Communications are honest	51.9%	503	62.4%	719	48.7%	44	57.8%	1,266
Communications are accessible	65.1%	500	68.4%	722	56.5%	44	66.7%	1,267

Percent "Agree" or "Strongly agree"

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

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

Table 42: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	39.7%	203	41.2%	296	33.6%	14	40.4%	513
Maybe, I can provide feedback in limited situations	40.6%	207	39.1%	281	46.1%	19	39.9%	507
No, I don't have an opportunity to provide feedback	19.7%	100	19.7%	142	20.2%	8	19.7%	250
Total	100.0%	510	100.0%	719	100.0%	41	100.0%	1,270

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

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

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

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

Table 43: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	50.1%	402	52.7%	570	48.1%	32	51.5%	1,005
One on one conversations with my supervisor	77.8%	408	82.8%	577	71.9%	32	80.4%	1,018
My representation in shared governance (CPC, APC, or Faculty Council)	32.0% B	407	24.3%	576	20.0%	32	27.3%	1,015
My service on committees	36.2%	410	34.7%	574	29.7%	32	35.2%	1,017
Annual review process	63.0%	410	73.9% A	573	66.4%	32	69.3%	1,015
Input collection through anonymous surveys	44.6%	407	48.6%	570	52.8%	32	47.1%	1,009

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 44: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	43.9%	398	46.4%	566	46.1%	32	45.4%	996
CSU overall	35.3%	407	32.8%	570	41.7%	32	34.1%	1,009
My division/college	42.1%	404	42.1%	568	45.9%	32	42.2%	1,005
My department/unit	55.9%	402	65.4% A	574	50.7%	32	61.1%	1,008

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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Table 45: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.6%	50	9.7%	71	5.9%	*	9.5%	123
Physical appearance	6.3%	32	5.1%	37	10.7%	5	5.8%	75
Physical disability	4.3%	22	5.4%	39	7.7%	4	5.0%	64
Mental disability	3.6%	18	5.5%	40	10.7%	5	4.9%	63
Employment classification	15.0%	77	23.1%	168	27.7%	13	20.1%	259
Gender identity	6.0%	31	5.9%	43	21.2%	10	6.5%	84
Job title	15.2%	78	13.0%	95	18.7%	9	14.1%	182
Parental status	4.8%	25	4.0%	29	10.7%	5	4.6%	59
Religion	10.8%	56	5.4%	39	0.0%	*	7.3%	95
Political affiliation	23.7%	122	9.0%	66	2.9%	*	14.7%	189
Sexual orientation	7.0%	36	3.5%	26	10.7%	5	5.2%	67
Socio-economic status	7.1%	36	8.3%	61	26.5%	12	8.5%	109
Ethnic origin	6.1%	31	5.1%	37	15.5%	7	5.9%	76
Veteran status	4.4%	22	1.8%	13	0.0%	*	2.8%	36
Race or color	9.4%	49	8.9%	65	20.3%	9	9.5%	123
Marital status	3.9%	20	2.6%	19	0.0%	*	3.0%	39
Nationality/country of origin	7.4%	38	5.4%	40	7.7%	4	6.3%	81
None/no response	59.6%	307	65.5%	476	40.9%	19	62.2%	802

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 46: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	11.0%	57	7.2%	52	8.9%	4	8.8%	113
Physical appearance	5.8%	30	4.6%	34	5.9%	*	5.1%	66
Physical disability	5.7%	30	4.5%	33	13.6%	6	5.3%	69
Mental disability	4.8%	25	4.5%	33	13.6%	6	5.0%	64
Employment classification	15.2%	78	19.1%	139	21.8%	10	17.7%	228
Gender identity	5.3%	27	2.9%	21	21.2%	10	4.5%	58
Job title	15.4%	79	13.9%	101	18.7%	9	14.7%	189
Parental status	6.8%	35	3.9%	29	7.7%	4	5.2%	67
Religion	7.5%	39	2.4%	17	2.9%	*	4.5%	57
Political affiliation	14.6%	75	8.7%	63	0.0%	*	10.7%	138
Sexual orientation	6.4%	33	1.9%	14	5.9%	*	3.8%	49
Socio-economic status	7.3%	38	7.1%	52	13.9%	6	7.4%	96
Ethnic origin	5.3%	27	2.9%	21	10.7%	5	4.1%	53
Veteran status	4.6%	24	2.1%	15	2.9%	*	3.1%	40
Race or color	6.4%	33	4.4%	32	15.5%	7	5.6%	72
Marital status	5.0%	26	2.0%	14	2.9%	*	3.2%	41
Nationality/country of origin	5.2%	27	2.1%	15	10.7%	5	3.6%	47
None/no response	68.8%	354	71.5%	520	53.5%	25	69.8%	899

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

Statistical significance not tested.

* Values reported for items with n >= 3.

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Table 47: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	15.0%	77	12.9%	94	24.4%	11	14.2%	183
Physical appearance	7.4%	38	6.1%	44	4.8%	*	6.6%	84
Physical disability	7.6%	39	5.8%	42	12.6%	6	6.8%	87
Mental disability	7.8%	40	7.2%	53	12.6%	6	7.6%	98
Employment classification	19.1%	98	21.6%	157	33.7%	16	21.0%	271
Gender identity	6.2%	32	4.1%	30	13.6%	6	5.3%	68
Job title	20.8%	107	18.4%	134	31.6%	15	19.8%	255
Parental status	5.4%	28	6.1%	44	16.7%	8	6.2%	80
Religion	7.2%	37	4.6%	33	2.9%	*	5.6%	72
Political affiliation	14.7%	76	9.7%	70	4.8%	*	11.5%	148
Sexual orientation	4.7%	24	4.2%	30	2.9%	*	4.3%	56
Socio-economic status	5.0%	26	7.4%	54	10.7%	5	6.6%	85
Ethnic origin	4.2%	22	3.6%	26	0.0%	*	3.7%	48
Veteran status	3.2%	16	2.0%	15	0.0%	*	2.4%	31
Race or color	7.9%	40	5.3%	39	4.8%	*	6.3%	81
Marital status	2.7%	14	2.3%	16	2.9%	*	2.5%	32
Nationality/country of origin	4.9%	25	3.8%	28	2.9%	*	4.2%	55
None/no response	58.3%	300	61.9%	450	46.9%	22	59.9%	772

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: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.6%	29	3.9%	29	8.8%	4	4.8%	62
Bullying	9.5%	49	8.0%	58	22.8%	11	9.1%	118
Bias	16.6%	85	17.3%	126	41.2%	19	17.9%	230
Physical assault	1.7%	9	2.2%	16	2.9%	*	2.0%	26
Sexual misconduct	3.9%	20	3.6%	26	5.9%	*	3.8%	49
Verbal abuse	7.5%	38	2.7%	20	15.5%	7	5.1%	66
None/no response	75.2%	387	78.8%	574	58.8%	27	76.7%	988

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 49: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.5%	28	1.8%	13	2.9%	*	3.3%	43
Bullying	8.8%	45	9.9%	72	7.8%	4	9.4%	121
Bias	16.3%	84	14.2%	103	27.6%	13	15.5%	200
Physical assault	3.2%	16	0.5%	3	0.0%	*	1.5%	20
Sexual misconduct	4.0%	21	0.8%	6	2.9%	*	2.2%	28
Verbal abuse	7.5%	39	4.7%	34	10.8%	5	6.0%	78
None/no response	80.2%	413	82.1%	597	72.4%	34	81.0%	1,044

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 50: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.1%	16	0.4%	*	0.0%	*	1.5%	19
Bullying	14.3%	74	8.5%	61	17.0%	8	11.1%	143
Bias	23.0%	118	19.1%	139	32.2%	15	21.1%	272
Physical assault	1.8%	9	0.0%	*	0.0%	*	0.7%	9
Sexual misconduct	3.4%	18	0.2%	*	0.0%	*	1.5%	19
Verbal abuse	12.6%	65	6.6%	48	18.5%	9	9.4%	122
None/no response	68.7%	354	77.6%	564	61.5%	29	73.4%	947

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

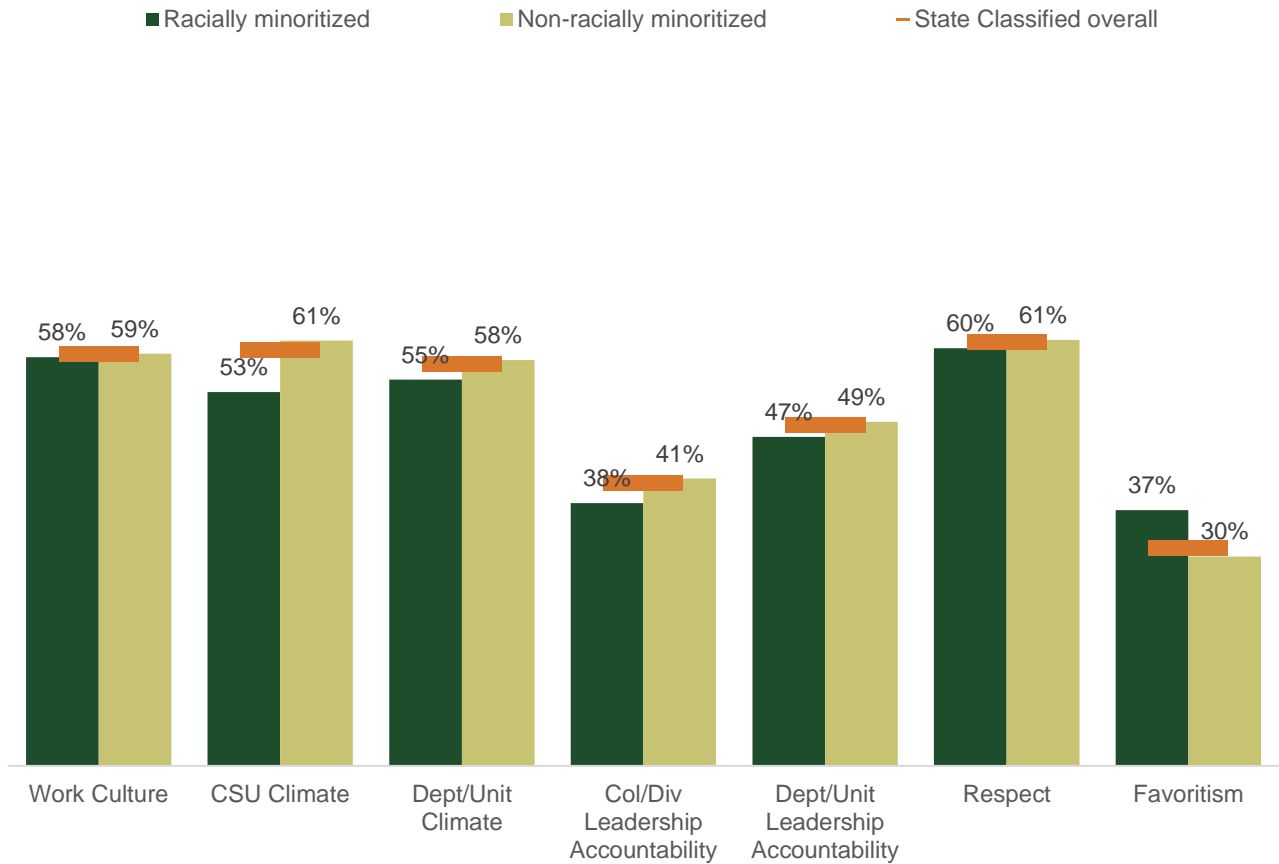
Statistical significance not tested.

** 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 20). 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



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Table 51: 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		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
WORK CULTURE OVERALL	58.5%	242	59.0%	1,045	58.9%	1,288
My department/unit promotes a work environment where all employees feel included	64.2%	244	66.0%	1,071	65.7%	1,315
My department/unit treats all employees equitably	60.5%	244	52.8%	1,069	54.2%	1,313
My department/unit is open and transparent in communication	55.3%	244	55.0%	1,066	55.0%	1,310
My department/unit values employee input in major department/unit decisions	51.4%	244	48.7%	1,068	49.2%	1,312
My department/unit promotes respect for cultural differences	71.2%	244	73.1%	1,067	72.7%	1,311
My department/unit understands the value of diversity	63.7%	242	73.3%	1,066	71.6%	1,308
My department/unit communicates the importance of valuing diversity	64.7%	244	66.8%	1,068	66.4%	1,312
I feel valued as an employee	55.8%	244	55.7%	1,067	55.7%	1,311
I feel a strong sense of belonging to CSU	46.2%	244	48.5%	1,068	48.1%	1,312
I feel a strong sense of belonging to my division/college	50.2%	244	45.3%	1,063	46.2%	1,307
I feel a strong sense of belonging to my department/unit	58.0%	244	62.5%	1,069	61.7%	1,313
I would recommend CSU as a place of employment	60.1%	244	58.4%	1,071	58.7%	1,315
I would recommend my department/unit as a place of employment	57.8%	244	58.8%	1,071	58.6%	1,315

Percent "Agree" or "Strongly agree"

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

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

Table 52: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
Yes, I had a review	90.9%	222	95.4%	1,022	94.6%	1,244
No, I did not have a review	9.1%	22	4.6%	49	5.4%	71
Total	100.0%	244	100.0%	1,071	100.0%	1,315

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

Significance level for upper case letters (A, B, C): .05^{1,2}

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 53: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.8%	222	80.1%	1,022	80.4%	1,244
I am satisfied with the effort my supervisor put into my most recent performance review	75.9%	222	75.9%	1,022	75.9%	1,244
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	20.4%	222	22.4%	1,022	22.0%	1,244
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	69.5%	222	64.4%	1,022	65.3%	1,244

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

a,b,c

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

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

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

Table 54: 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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	59.8%	244	60.9%	1,061	60.7%	1,305
My department/unit is treated with respect by other units within my college/division	59.7%	244	56.4%	1,071	57.0%	1,315
My college/division is treated with respect by CSU	62.9%	244	55.5%	1,069	56.9%	1,313
The people I interact with treat each other with respect	75.7%	244	77.4%	1,068	77.1%	1,312
There is respect for religious differences in my department/unit	58.8%	244	60.9%	1,067	60.5%	1,311
There is respect for liberal perspectives in my department/unit	57.3%	244	69.2%	1,067	67.0%	1,311
There is respect for conservative perspectives in my department/unit	44.1%	244	45.9%	1,065	45.5%	1,309

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 55: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
FAVORITISM OVERALL	36.6% B	236	30.0%	1,045	31.2%	1,281
Recognized within my department/unit	40.9%	236	38.1%	1,053	38.6%	1,289
Resources in my department/unit	35.3% B	236	27.8%	1,052	29.1%	1,288
Professional development opportunities	31.2% B	237	23.8%	1,052	25.2%	1,289
Promoted in my department/unit	41.5% B	237	34.6%	1,049	35.9%	1,287
Hired in my department/unit	34.7% B	237	25.5%	1,051	27.2%	1,288

Percent "Agree" or "Strongly agree"

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

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

Table 56: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	37.6%	231	41.1%	1,040	40.5%	1,271
Leadership adequately addresses inappropriate behavior	41.4%	242	40.6%	1,055	40.7%	1,297
Leadership holds employees accountable for inappropriate behavior	37.5%	242	38.3%	1,051	38.1%	1,293
Leadership holds employees accountable for poor performance in the workplace	27.9%	240	30.8%	1,049	30.3%	1,289
Leadership acts ethically and honestly in the workplace	54.5%	240	58.7%	1,051	57.9%	1,291
Leadership addresses issues of inequity	32.9%	239	42.6% A	1,046	40.8%	1,285
Leadership holds all employees to the same standards	32.4%	237	35.2%	1,046	34.7%	1,283

Percent "Agree" or "Strongly agree"

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

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

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Table 57: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	47.1%	234	49.2%	1,021	48.8%	1,255
Leadership adequately addresses inappropriate behavior	52.7%	242	53.0%	1,053	53.0%	1,295
Leadership holds employees accountable for inappropriate behavior	48.2%	242	49.1%	1,054	48.9%	1,296
Leadership holds employees accountable for poor performance in the workplace	39.6%	239	39.2%	1,055	39.3%	1,293
Leadership acts ethically and honestly in the workplace	54.5%	240	58.7%	1,051	57.9%	1,291
Leadership addresses issues of inequity	40.5%	244	47.1%	1,046	45.8%	1,290
Leadership holds all employees to the same standards	41.8%	242	41.3%	1,053	41.4%	1,295

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 58: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	53.5%	238	60.8%	1,040	59.5%	1,277
Recruits employees from a diverse set of backgrounds	58.0%	244	70.9%	1,061	68.5%	1,305
Improves the campus climate for all employees	49.5%	242	55.0%	1,056	54.0%	1,299
Retains diverse employees	40.8%	241	52.4%	1,061	50.3%	1,302
Creates a supportive environment for employees from diverse backgrounds	52.0%	244	63.7%	1,054	61.5%	1,298
Encourages discussions related to diversity	66.1%	244	71.3%	1,053	70.3%	1,297
Provides employees with a positive work experience	55.1%	242	56.2%	1,056	56.0%	1,298
Climate has become consistently more inclusive of all employees	49.4%	242	56.6%	1,054	55.2%	1,297

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 59: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT CLIMATE OVERALL	55.2%	232	58.1%	1,028	57.5%	1,261
Recruits employees from a diverse set of backgrounds	64.0%	242	67.3%	1,060	66.7%	1,302
Improves the campus climate for all employees	47.6%	242	55.5%	1,047	54.0%	1,289
Retains diverse employees	41.7%	242	52.7%	1,058	50.6%	1,300
Creates a supportive environment for employees from diverse backgrounds	52.0%	244	63.7%	1,054	61.5%	1,298
Encourages discussions related to diversity	58.9%	237	59.1%	1,055	59.1%	1,292
Provides employees with a positive work experience	60.7%	237	56.0%	1,053	56.9%	1,290
Climate has become consistently more inclusive of all employees	49.5%	240	52.6%	1,054	52.0%	1,295

Percent "Agree" or "Strongly agree"

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

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

Table 60: 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		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
CSU COMMUNICATIONS OVERALL	57.2%	231	59.0%	1,038	58.7%	1,269
Communications are effective	56.2%	240	61.1%	1,058	60.2%	1,298
Communications are timely	60.6%	240	64.9%	1,055	64.1%	1,295
Communications are relevant	56.4%	240	59.6%	1,054	59.0%	1,294
Communications are informative	64.3%	239	64.9%	1,054	64.8%	1,293
Communications are motivating	39.4%	241	40.9%	1,054	40.6%	1,294
Communications are honest	48.1%	240	53.0%	1,058	52.1%	1,297
Communications are accessible	70.5%	241	68.7%	1,051	69.0%	1,292

Percent "Agree" or "Strongly agree"

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

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

Table 61: 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		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
COLLEGE/DIVISION COMMUNICATIONS OVERALL	52.0%	231	56.8%	1,023	55.9%	1,254
Communications are effective	49.4%	239	56.9% A	1,046	55.5%	1,285
Communications are timely	52.3%	240	60.4% A	1,046	58.9%	1,286
Communications are relevant	49.8%	240	60.3% A	1,041	58.3%	1,281
Communications are informative	58.2%	237	61.0%	1,041	60.4%	1,278
Communications are motivating	34.9%	239	37.2%	1,041	36.7%	1,279
Communications are honest	47.1%	236	54.1%	1,051	52.8%	1,286
Communications are accessible	67.0%	239	65.5%	1,045	65.8%	1,284

Percent "Agree" or "Strongly agree"

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

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

Table 62: Communications: 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		Non-racially minoritized		Overall	
	(A)		(B)		Pct	Pop
	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	57.5%	231	61.2%	1,025	60.5%	1,256
Communications are effective	55.7%	242	59.8%	1,056	59.0%	1,299
Communications are timely	58.1%	242	60.6%	1,055	60.1%	1,297
Communications are relevant	57.2%	242	69.8% A	1,050	67.4%	1,293
Communications are informative	61.9%	237	66.7%	1,047	65.8%	1,284
Communications are motivating	40.7%	237	41.8%	1,048	41.6%	1,285
Communications are honest	49.7%	239	59.8% A	1,055	58.0%	1,294
Communications are accessible	69.5%	239	66.4%	1,055	67.0%	1,294

Percent "Agree" or "Strongly agree"

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

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

Table 63: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.6%	104	40.5%	428	41.1%	532
Maybe, I can provide feedback in limited situations	33.9%	81	40.5%	429	39.3%	509
No, I don't have an opportunity to provide feedback	22.5%	54	19.0%	201	19.6%	254
Total	100.0%	239	100.0%	1,057	100.0%	1,296

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

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

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

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

Table 64: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.4%	178	50.3%	846	51.0%	1,024
One on one conversations with my supervisor	80.8%	181	80.0%	856	80.2%	1,037
My representation in shared governance (CPC, APC, or Faculty Council)	35.5% B	182	25.1%	852	26.9%	1,034
My service on committees	39.6%	182	33.5%	854	34.6%	1,036
Annual review process	65.7%	182	69.1%	852	68.5%	1,035
Input collection through anonymous surveys	53.4% B	180	45.0%	849	46.5%	1,029

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 65: Feedback Valued

When I give feedback it is valued by:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	44.6%	182	44.9%	835	44.9%	1,017
CSU overall	34.2%	182	33.8%	847	33.9%	1,030
My division/college	40.8%	182	41.6%	843	41.5%	1,025
My department/unit	58.6%	182	60.8%	847	60.4%	1,029

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 66: 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	13.9%	34	8.9%	96	9.8%	129
Physical appearance	9.2%	22	5.2%	56	5.9%	78
Physical disability	4.3%	11	5.5%	59	5.3%	70
Mental disability	6.3%	15	5.7%	61	5.8%	76
Employment classification	21.8%	53	20.4%	219	20.7%	272
Gender identity	7.2%	18	6.5%	70	6.6%	87
Job title	12.2%	30	14.2%	152	13.8%	181
Parental status	4.5%	11	4.7%	51	4.7%	62
Religion	8.4%	20	7.5%	80	7.6%	100
Political affiliation	15.8%	38	14.2%	152	14.5%	191
Sexual orientation	8.5%	21	4.5%	49	5.3%	69
Socio-economic status	12.6%	31	8.3%	89	9.1%	119
Ethnic origin	10.1%	25	5.0%	54	6.0%	78
Veteran status	1.9%	5	2.9%	31	2.7%	36
Race or color	17.1%	42	7.8%	83	9.5%	125
Marital status	4.3%	10	2.5%	27	2.8%	37
Nationality/country of origin	9.6%	23	5.7%	61	6.4%	84
None/no response	57.7%	141	63.2%	677	62.2%	817

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 67: 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	11.0%	27	8.8%	94	9.2%	121
Physical appearance	9.6%	24	4.1%	43	5.1%	67
Physical disability	7.6%	19	4.6%	49	5.1%	67
Mental disability	5.7%	14	4.8%	51	5.0%	65
Employment classification	15.4%	38	19.1%	204	18.4%	242
Gender identity	7.4%	18	3.8%	41	4.5%	59
Job title	11.7%	28	14.8%	158	14.2%	187
Parental status	7.7%	19	4.8%	51	5.3%	70
Religion	7.0%	17	3.9%	42	4.5%	59
Political affiliation	11.6%	28	10.3%	111	10.6%	139
Sexual orientation	7.5%	18	2.7%	29	3.6%	48
Socio-economic status	9.9%	24	7.0%	75	7.6%	99
Ethnic origin	8.7%	21	2.8%	30	3.9%	51
Veteran status	3.2%	8	2.9%	31	2.9%	39
Race or color	8.7%	21	4.5%	48	5.3%	70
Marital status	6.4%	16	2.3%	24	3.0%	40
Nationality/country of origin	6.7%	16	2.7%	29	3.4%	45
None/no response	71.8%	175	69.0%	739	69.5%	914

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 68: 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	16.0%	39	14.2%	152	14.5%	191
Physical appearance	11.9%	29	5.4%	58	6.6%	87
Physical disability	9.0%	22	6.1%	65	6.6%	87
Mental disability	10.4%	25	7.1%	77	7.8%	102
Employment classification	21.5%	52	21.4%	229	21.4%	281
Gender identity	9.1%	22	4.5%	48	5.3%	70
Job title	20.1%	49	19.3%	206	19.4%	255
Parental status	7.2%	17	6.0%	64	6.2%	82
Religion	8.6%	21	5.0%	53	5.6%	74
Political affiliation	8.7%	21	12.4%	133	11.7%	154
Sexual orientation	5.2%	13	4.1%	43	4.3%	56
Socio-economic status	10.7%	26	5.8%	63	6.7%	89
Ethnic origin	11.7%	28	2.1%	23	3.9%	51
Veteran status	1.2%	3	2.6%	28	2.4%	31
Race or color	12.9%	32	5.2%	56	6.6%	87
Marital status	4.3%	11	2.0%	21	2.4%	32
Nationality/country of origin	7.8%	19	3.3%	35	4.2%	55
None/no response	61.3%	150	59.1%	633	59.5%	782

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 69: 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	5.8%	14	4.3%	46	4.6%	60
Bullying	10.3%	25	8.5%	91	8.8%	116
Bias	23.7%	58	16.1%	172	17.5%	230
Physical assault	3.8%	9	1.6%	17	2.0%	27
Sexual misconduct	6.2%	15	3.3%	35	3.8%	50
Verbal abuse	5.6%	14	4.8%	51	4.9%	65
None/no response	69.1%	169	79.1%	848	77.3%	1,016

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 70: 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	3.8%	9	3.0%	32	3.1%	41
Bullying	13.4%	33	7.9%	85	8.9%	117
Bias	18.3%	45	14.8%	158	15.4%	203
Physical assault	4.5%	11	0.7%	7	1.4%	18
Sexual misconduct	4.5%	11	1.5%	16	2.0%	27
Verbal abuse	8.7%	21	5.0%	54	5.7%	75
None/no response	78.5%	191	82.0%	878	81.3%	1,069

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 71: 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	1.9%	5	1.3%	14	1.4%	19
Bullying	13.3%	32	10.2%	109	10.8%	142
Bias	25.2%	61	19.7%	211	20.7%	272
Physical assault	2.5%	6	0.3%	3	0.7%	9
Sexual misconduct	3.2%	8	1.1%	11	1.5%	19
Verbal abuse	12.2%	30	8.6%	92	9.3%	122
None/no response	69.1%	169	75.3%	807	74.2%	975

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

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 4: Organizational Themes Compared by Year

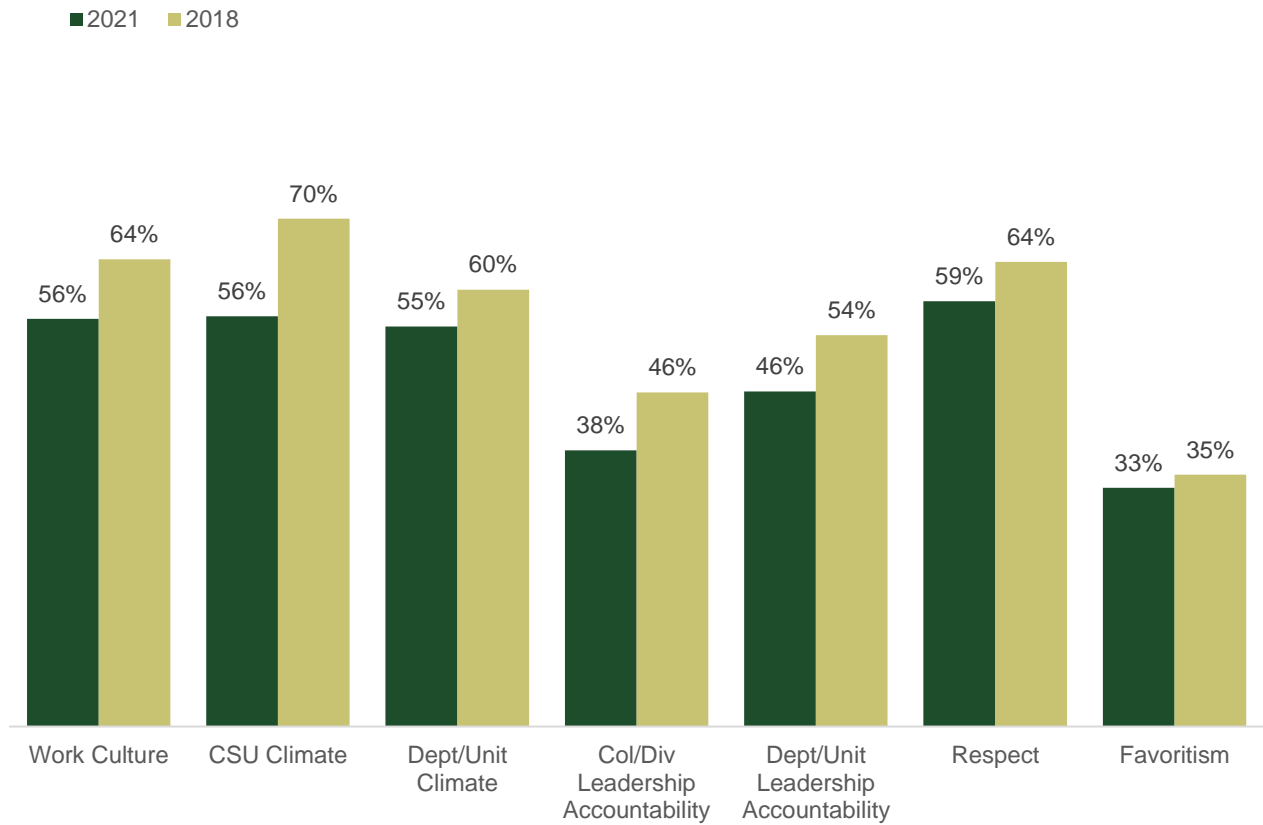


Table 72: Work Culture

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	64.3% B	1,507	56.1%	1,561
My department/unit promotes a work environment where all employees feel included	61.2%	1,677	62.5%	1,599
My department/unit treats all employees equitably	55.7% B	1,671	50.8%	1,593
My department/unit is open and transparent in communication	52.2%	1,674	52.3%	1,586
My department/unit values employee input in major department/unit decisions	49.3%	1,668	46.2%	1,592
My department/unit promotes respect for cultural differences	74.0% B	1,653	70.8%	1,590
My department/unit understands the value of diversity	77.9% B	1,643	68.4%	1,587
My department/unit communicates the importance of valuing diversity	66.5%	1,636	64.1%	1,591
I feel valued as an employee	60.7% B	1,679	53.3%	1,590
I feel a strong sense of belonging to CSU	59.1% B	1,667	45.8%	1,591
I feel a strong sense of belonging to my division/college	53.1% B	1,665	44.5%	1,587
I feel a strong sense of belonging to my department/unit	68.0% B	1,671	59.0%	1,593
I would recommend CSU as a place of employment	76.3% B	1,620	55.7%	1,594
I would recommend my department/unit as a place of employment	65.8% B	1,640	55.2%	1,591

Percent "Agree" or "Strongly agree"

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

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

Table 73: 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	95.8% B	1,534	94.1%	1,501
No, I did not have a review	4.2%	68	5.9% A	94

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

Significance level for upper case letters (A, B, C): .05^{1,2}

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 74: 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	85.5%	1,574	78.8%	1,489
I am satisfied with the effort my supervisor put into my most recent performance review	71.4%	1,604	73.8%	1,491
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	34.9%	1,635	22.7%	1,489
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	62.8%	1,489

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

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

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

Table 75: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.0%	1,387	58.6%	1,564
My department/unit is treated with respect by other units within my college/division	57.3%	1,615	55.2%	1,578
My college/division is treated with respect by CSU	61.7%	1,566	54.1%	1,576
The people I interact with treat each other with respect	75.6%	1,673	74.2%	1,573
There is respect for religious differences in my department/unit	67.2%	1,505	58.8%	1,574
There is respect for liberal perspectives in my department/unit	69.8%	1,578	65.5%	1,573
There is respect for conservative perspectives in my department/unit	54.6%	1,561	43.2%	1,571

Percent "Agree" or "Strongly agree"

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

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

Table 76: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	34.7%	1,499	32.9%	1,536
Recognized within my department/unit	41.5%	1,595	40.5%	1,546
Resources in my department/unit	31.4%	1,578	30.6%	1,545
Professional development opportunities	29.4%	1,598	27.3%	1,546
Promoted in my department/unit	40.6%	1,567	37.6%	1,543
Hired in my department/unit	31.5%	1,554	28.4%	1,544

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 77: 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	46.0%	1,182	38.0%	1,490
Leadership adequately addresses inappropriate behavior	51.0%	1,331	38.7%	1,524
Leadership holds employees accountable for inappropriate behavior	48.6%	1,325	35.8%	1,516
Leadership holds employees accountable for poor performance in the workplace	40.8%	1,330	29.0%	1,515
Leadership acts ethically and honestly in the workplace	63.4%	1,452	53.2%	1,520
Leadership addresses issues of inequity	43.9%	1,343	38.4%	1,511
Leadership holds all employees to the same standards	40.7%	1,396	32.1%	1,508

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: 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	53.9% B	1,347	46.1%	1,463
Leadership adequately addresses inappropriate behavior	56.7% B	1,525	49.9%	1,520
Leadership holds employees accountable for inappropriate behavior	55.8% B	1,506	45.9%	1,518
Leadership holds employees accountable for poor performance in the workplace	50.5% B	1,546	37.8%	1,518
Leadership acts ethically and honestly in the workplace	63.4% B	1,452	53.2%	1,520
Leadership addresses issues of inequity	49.8% B	1,493	43.2%	1,508
Leadership holds all employees to the same standards	47.4% B	1,615	39.3%	1,518

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 79: 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	69.9% B	1,196	56.4%	1,486
Recruits employees from a diverse set of backgrounds	82.0% B	1,513	65.2%	1,521
Improves the campus climate for all employees	65.3% B	1,518	50.2%	1,514
Retains diverse employees	71.7% B	1,389	48.1%	1,515
Creates a supportive environment for employees from diverse backgrounds	71.8% B	1,466	58.2%	1,511
Encourages discussions related to diversity	74.1% B	1,526	67.4%	1,510
Provides employees with a positive work experience	66.5% B	1,535	52.8%	1,511
Climate has become consistently more inclusive of all employees	62.2% B	1,423	52.5%	1,506

Percent "Agree" or "Strongly agree"

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

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

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

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

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Table 80: 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	60.1%	1,307	55.1%	1,468
Recruits employees from a diverse set of backgrounds	70.0% B	1,598	64.9%	1,518
Improves the campus climate for all employees	58.5% B	1,573	50.7%	1,504
Retains diverse employees	63.3% B	1,530	48.2%	1,513
Creates a supportive environment for employees from diverse backgrounds	71.8% B	1,466	58.2%	1,511
Encourages discussions related to diversity	55.5%	1,558	57.2%	1,505
Provides employees with a positive work experience	59.4% B	1,643	53.7%	1,503
Climate has become consistently more inclusive of all employees	54.8% B	1,502	50.0%	1,502

Percent "Agree" or "Strongly agree"

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

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

Table 81: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	19.5%	268	13.3%	214
Physical appearance	12.1%	166	6.0%	96
Physical disability*	4.6%	64	6.1%	97
Mental disability	NA	NA	6.7%	108
Employment classification	33.3%	457	19.9%	319
Gender identity	6.8%	93	5.0%	81
Job title	31.8%	437	17.9%	287
Parental status	6.7%	92	6.1%	97
Religion	7.9%	109	6.0%	96
Political affiliation	20.3%	279	11.6%	187
Sexual orientation	4.5%	62	4.3%	68
Socio-economic status	6.9%	95	6.1%	98
Ethnic origin	5.9%	81	3.5%	56
Veteran status	1.6%	22	2.0%	33
Race or color	5.4%	75	6.2%	100
Marital status	4.9%	68	2.2%	36
Nationality/country of origin	3.8%	52	3.6%	57
None/no response	39.7%	545	62.5%	1,003

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)".

Table 82: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.4%	58	4.7%	75
Bullying	14.3%	241	9.0%	144
Bias	28.6%	480	17.7%	284
Physical assault	1.1%	18	2.1%	33
Sexual misconduct	2.4%	40	3.5%	56
Verbal abuse	7.9%	133	5.3%	85
None/no response	63.6%	1,068	77.5%	1,243

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 83: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.6%	27	2.8%	45
Bullying	11.4%	192	8.6%	138
Bias	24.8%	417	15.1%	242
Physical assault	0.8%	13	1.3%	21
Sexual misconduct	1.5%	26	1.9%	31
Verbal abuse	6.8%	114	5.7%	92
None/no response	69.4%	1,165	81.9%	1,315

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*

Table 84: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.2%	20	1.6%	25
Bullying	13.2%	222	10.9%	175
Bias	23.3%	391	20.3%	326
Physical assault	0.6%	9	0.7%	11
Sexual misconduct	0.8%	14	1.3%	20
Verbal abuse	9.4%	158	8.6%	138
None/no response	69.8%	1,172	75.0%	1,203

*Total may exceed 100% as respondents could select more than one option.
Statistical significance not tested.*