

Employee Climate Survey 2021

Student Affairs

The 2021 CSU Employee Climate Survey is a component of a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The 2021 is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee. The 2021 instrument focuses on employment themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review.

Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted N). On many of the survey items, respondents could choose a non-evaluative response such as "Don't know," "NA" or "Prefer not to disclose." These responses, along with missing data, have been excluded from all analyses. Subgroup comparisons by gender, minoritized status, and employment type are based on the proportion of respondents who "strongly agree" or "agree" with each item and statistically significant differences ($p < .05$) between subgroup members are noted within the tables. Additionally, an overall index score representing the average percent agree (e.g., Work Culture Overall) appears within each table. For example, the Work Culture theme includes 13 individual survey items. If an employee selected "agree" or "strongly agree" to 9 out of the 13 items, their Work Culture index score would equal 69%. An employee must have answered all survey items within a theme in order for an index score to be calculated. An overall index score represents the average of the individual index scores or all employees included in the group or category.

Table 1 displays the total number of employees contacted for the survey, the number of employees that responded, and the response rate.

Table 1: Response Rates by Department/Unit

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
Student Affairs	896	3	29	402	45.0%
ASCSU	1	0	0	0	0.0%
Academic Advancement Center	9	0	0	4	44.4%
Adult Learners and Veterans Services	2	1	0	0	0.0%
Asian/Pacific American Cultural Center	3	0	0	3	100.0%
Black/African American Cultural Center	2	0	0	1	50.0%
Bookstore	19	0	1	16	84.2%
Campus Recreation	31	0	0	14	45.2%
Career Center	22	0	1	14	63.6%
Collaborative for Student Achievement	47	1	3	24	52.2%
Conference & Event Services	8	0	1	5	62.5%
EI Centro	2	0	0	2	100.0%
HDS Administration	24	0	1	14	58.3%
HDS Technology Services	13	0	0	10	76.9%
Health Network Counseling	49	1	3	19	39.6%
Health Network Medical	141	0	5	53	37.6%
Housing and Dining Facilities	168	0	2	64	38.1%
LSC Dining Services	21	0	1	10	47.6%
Lory Student Center	46	0	2	27	58.7%
Mountain Campus	3	0	0	0	0.0%
Native American Cultural Center	3	0	0	0	0.0%
Off-Campus Life	3	0	0	2	66.7%
Orientation & Transition Programs	7	0	2	4	57.1%
Pride Resource Center	3	0	0	3	100.0%
RamCard Office	2	0	0	1	50.0%
Residential Dining	147	0	0	36	24.5%

Table 1: Response Rates by Department/Unit

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
Student Case Management and Referral Coordination	7	0	1	6	85.7%
Student Disability Center	8	0	2	3	37.5%
Student Leadership, Involvement & Community Engagement	11	0	0	8	72.7%
Student Legal Services	3	0	0	1	33.3%
Student Resolution Center	12	0	0	6	50.0%
Student-Athlete Support Services	7	0	0	7	100.0%
Support & Safety Assessment	6	0	0	4	66.7%
University Housing	36	0	1	22	61.1%
Vice President for Student Affairs	22	0	3	12	54.5%
Women & Gender Advocacy Center	8	0	0	4	50.0%
Unknown	0	0	0	3	.

* Response rate = Completed / (Sent - Bounce)

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

Table 2: 2021 Employee Climate Survey Weighting Results

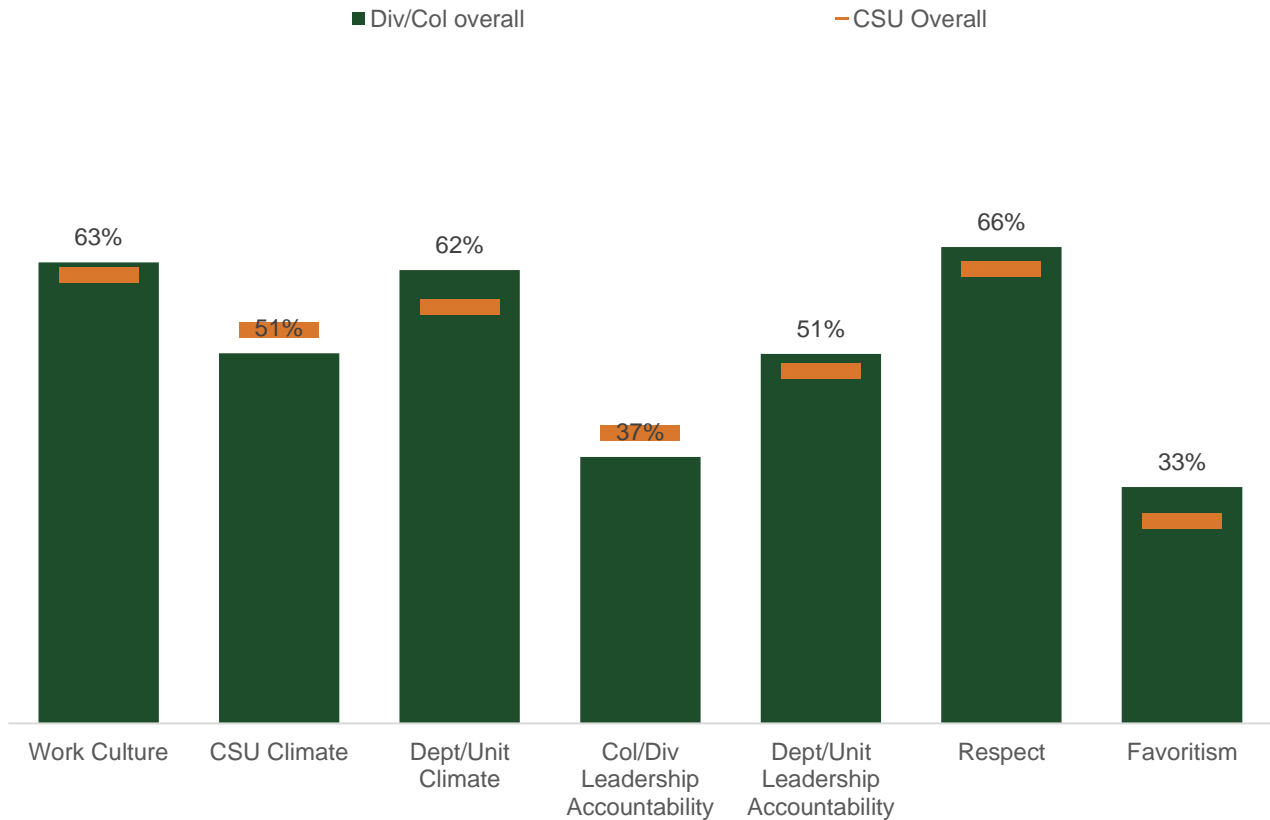
	Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender			
Man	41%	39%	39%
Woman	59%	55%	55%
Trans, nonbinary, nonconforming (T/NB/NC)	.	6%	6%
Racially minoritized status			
Racially minoritized	28%	26%	29%
Non-racially minoritized	72%	74%	71%
Employee type			
Admin Professional	43%	56%	48%
Contract, continuing, and adjunct (CCA)	0%	0%	0%
Tenure or Tenure-track (T/TT) Faculty	0%	0%	0%
State Classified	56%	43%	52%
Other Salaried Employee	1%	0%	0%

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

Frequencies of Results

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

Figure 1: Organizational Themes



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Table 3: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit promotes a work environment where all employees feel included	5.9%	12.7%	11.5%	43.7%	26.1%	100.0% 893
My department/unit treats all employees equitably	8.3%	20.2%	16.5%	33.8%	21.1%	100.0% 893
My department/unit is open and transparent in communication	7.5%	18.2%	14.8%	35.3%	24.3%	100.0% 886
My department/unit values employee input in major department/unit decisions	8.9%	19.1%	17.9%	30.2%	24.0%	100.0% 892
My department/unit promotes respect for cultural differences	2.6%	5.5%	9.5%	41.0%	41.4%	100.0% 888
My department/unit understands the value of diversity	2.3%	4.5%	12.9%	38.2%	42.2%	100.0% 891
My department/unit communicates the importance of valuing diversity	1.6%	5.2%	13.6%	36.7%	42.9%	100.0% 891
I feel valued as an employee	12.0%	13.8%	14.9%	33.3%	26.1%	100.0% 891
I feel a strong sense of belonging to CSU	10.4%	15.6%	23.1%	33.2%	17.7%	100.0% 891
I feel a strong sense of belonging to my division/college	11.6%	13.3%	27.2%	28.4%	19.5%	100.0% 888
I feel a strong sense of belonging to my department/unit	7.5%	13.1%	16.1%	33.3%	29.9%	100.0% 893
I would recommend CSU as a place of employment	6.4%	9.8%	23.7%	39.9%	20.2%	100.0% 893
I would recommend my department/unit as a place of employment	8.6%	11.9%	17.6%	31.7%	30.1%	100.0% 893

Table 4: Performance Review in Last Year

	Yes, I had a review	No, I did not have a review	Total (Pct Pop)
Did you have a performance review in the last year?	91.7%	8.3%	100.0% 892

Table 5: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	4.1%	5.1%	10.4%	39.3%	41.2%	100.0% 816
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	30.8%	33.8%	15.4%	11.6%	8.5%	100.0% 816
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	2.2%	13.4%	17.4%	46.1%	20.8%	100.0% 816

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

Table 6: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit is treated with respect by other units within my college/division	6.7%	8.8%	21.3%	45.5%	17.7%	100.0% 884
My college/division is treated with respect by CSU	6.8%	14.1%	23.3%	40.6%	15.2%	100.0% 884
The people I interact with treat each other with respect	1.9%	7.1%	12.1%	53.8%	25.0%	100.0% 881
There is respect for religious differences in my department/unit	2.8%	4.2%	20.4%	43.6%	29.0%	100.0% 884
There is respect for liberal perspectives in my department/unit	1.4%	2.3%	15.5%	45.0%	35.9%	100.0% 884
There is respect for conservative perspectives in my department/unit	12.2%	14.8%	30.8%	30.0%	12.2%	100.0% 884

Table 7: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recognized within my department/unit	14.8%	25.0%	18.7%	26.4%	15.0%	100.0%874
Resources in my department/unit	16.9%	27.5%	25.8%	19.1%	10.7%	100.0%874
Professional development opportunities	21.0%	34.0%	22.9%	14.1%	8.0%	100.0%874
Promoted in my department/unit	16.3%	23.4%	21.6%	22.9%	15.9%	100.0%874
Hired in my department/unit	18.4%	27.0%	23.9%	18.0%	12.6%	100.0%874

Table 8: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	9.7%	12.8%	42.1%	27.1%	8.2%	100.0%860
Leadership holds employees accountable for inappropriate behavior	8.8%	13.9%	44.9%	24.1%	8.3%	100.0%857
Leadership holds employees accountable for poor performance in the workplace	11.1%	18.3%	44.8%	19.2%	6.7%	100.0%855
Leadership acts ethically and honestly in the workplace	6.5%	10.8%	27.9%	39.7%	15.1%	100.0%855
Leadership addresses issues of inequity	8.6%	15.2%	35.4%	28.5%	12.3%	100.0%852
Leadership holds all employees to the same standards	15.2%	19.6%	35.7%	21.7%	7.9%	100.0%852

Table 9: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Leadership adequately addresses inappropriate behavior	6.9%	11.7%	26.5%	39.7%	15.1%	100.0%861
Leadership holds employees accountable for inappropriate behavior	7.3%	11.5%	32.6%	35.0%	13.5%	100.0%856
Leadership holds employees accountable for poor performance in the workplace	11.9%	16.7%	30.8%	30.8%	9.8%	100.0%860
Leadership acts ethically and honestly in the workplace	6.5%	10.8%	27.9%	39.7%	15.1%	100.0%855
Leadership addresses issues of inequity	7.6%	12.2%	27.0%	35.4%	17.9%	100.0%857
Leadership holds all employees to the same standards	14.7%	23.3%	22.2%	27.0%	12.8%	100.0%863

Table 10: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	5.6%	13.3%	23.2%	42.4%	15.6%	100.0%860
Improves the campus climate for all employees	10.2%	17.0%	28.5%	33.7%	10.6%	100.0%861
Retains diverse employees	12.0%	20.1%	32.0%	26.5%	9.4%	100.0%859
Creates a supportive environment for employees from diverse backgrounds	8.9%	13.2%	30.1%	35.5%	12.3%	100.0%859
Encourages discussions related to diversity	4.8%	5.3%	19.7%	47.7%	22.5%	100.0%859
Provides employees with a positive work experience	7.4%	13.9%	29.0%	37.6%	12.1%	100.0%856
Climate has become consistently more inclusive of all employees	7.2%	11.6%	30.5%	37.2%	13.4%	100.0%859

Table 11: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	3.1%	8.7%	18.2%	49.8%	20.2%	100.0%857
Improves the campus climate for all employees	8.7%	10.6%	24.0%	41.2%	15.6%	100.0%857
Retains diverse employees	8.2%	15.1%	28.4%	35.5%	12.8%	100.0%857
Creates a supportive environment for employees from diverse backgrounds	8.9%	13.2%	30.1%	35.5%	12.3%	100.0%859
Encourages discussions related to diversity	4.2%	4.9%	14.4%	42.1%	34.5%	100.0%854
Provides employees with a positive work experience	8.8%	12.3%	19.3%	38.2%	21.4%	100.0%853
Climate has become consistently more inclusive of all employees	6.1%	10.0%	23.4%	42.0%	18.5%	100.0%859

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	9.6%	20.8%	22.9%	36.5%	10.1%	100.0%849
Communications are timely	9.0%	15.3%	23.6%	41.3%	10.8%	100.0%850
Communications are relevant	7.6%	16.6%	26.2%	40.9%	8.7%	100.0%847
Communications are informative	5.7%	12.4%	25.7%	44.9%	11.3%	100.0%845
Communications are motivating	13.1%	22.0%	31.6%	27.3%	6.1%	100.0%850
Communications are honest	11.2%	13.1%	33.0%	34.6%	8.2%	100.0%851
Communications are accessible	4.5%	7.1%	22.1%	50.9%	15.5%	100.0%848

Table 13: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	6.9%	18.3%	22.9%	40.9%	11.0%	100.0%846
Communications are timely	6.1%	15.1%	25.9%	42.1%	10.8%	100.0%848
Communications are relevant	6.1%	14.6%	25.8%	44.0%	9.5%	100.0%848
Communications are informative	5.8%	9.6%	26.8%	45.6%	12.2%	100.0%844
Communications are motivating	12.1%	16.3%	36.9%	28.4%	6.3%	100.0%845
Communications are honest	8.4%	8.5%	31.8%	39.4%	11.8%	100.0%846
Communications are accessible	4.0%	7.2%	23.9%	49.8%	15.0%	100.0%845

Table 14: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	10.2%	10.7%	17.2%	42.2%	19.7%	100.0%851
Communications are timely	9.5%	10.8%	17.4%	44.3%	17.9%	100.0%853
Communications are relevant	6.0%	7.6%	15.4%	49.8%	21.1%	100.0%847
Communications are informative	4.9%	7.4%	18.9%	50.4%	18.4%	100.0%838
Communications are motivating	10.2%	13.5%	32.0%	30.8%	13.6%	100.0%842
Communications are honest	8.0%	6.9%	21.9%	42.0%	21.2%	100.0%849
Communications are accessible	4.5%	7.2%	19.2%	50.0%	19.2%	100.0%846

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Table 15: Communicated Feedback

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	46.7%	42.3%	11.0%	100.0% 845

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	2.6%	4.6%	11.2%	39.5%	42.2%	100.0% 737
My representation in shared governance (CPC, APC, or Faculty Council)	4.1%	7.3%	65.1%	17.4%	6.0%	100.0% 731
My service on committees	3.8%	7.0%	45.0%	35.2%	9.1%	100.0% 728
Annual review process	2.6%	9.0%	20.9%	46.3%	21.3%	100.0% 734
Input collection through anonymous surveys	6.9%	9.0%	40.7%	31.5%	11.9%	100.0% 732

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

Table 17: Feedback Valued

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
CSU overall	11.8%	17.7%	42.2%	21.8%	6.4%	100.0% 730
My division/college	9.9%	10.9%	36.9%	32.1%	10.2%	100.0% 730
My department/unit	6.8%	10.7%	16.7%	40.2%	25.6%	100.0% 737

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

Table 18: Discriminatory Attitudes

Please indicate if discriminatory attitudes are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	17.0%	153	11.7%	105	14.5%	130
Physical appearance	10.3%	92	7.7%	69	6.6%	59
Physical disability	12.9%	116	9.5%	85	8.9%	80
Mental disability	12.5%	112	7.9%	71	9.5%	85
Employment classification	29.9%	268	20.2%	181	18.5%	165
Gender identity	18.6%	166	9.5%	85	8.8%	78
Job title	21.0%	189	19.7%	177	17.8%	160
Parental status	9.8%	88	7.6%	68	7.0%	62
Religion	13.6%	121	7.1%	64	6.5%	58
Political affiliation	21.7%	194	14.7%	131	13.0%	116
Sexual orientation	13.8%	124	6.3%	56	4.3%	39
Socio-economic status	18.8%	169	12.5%	112	8.5%	76
Ethnic origin	14.7%	132	6.4%	57	4.6%	41
Veteran status	4.4%	39	3.5%	31	1.6%	14
Race or color	24.6%	220	11.3%	101	9.3%	84
Marital status	4.7%	42	5.0%	45	3.1%	28
Nationality/country of origin	13.0%	116	5.2%	46	3.7%	33
None/no response	47.3%	424	61.6%	552	60.0%	537

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	16.6%	149	6.2%	56	1.6%	14
Bullying	14.6%	131	9.3%	83	10.9%	98
Bias	33.1%	297	17.4%	156	20.5%	184
Physical assault	5.0%	45	1.5%	14	0.6%	5
Sexual misconduct	13.5%	121	3.9%	35	1.6%	14
Verbal abuse	13.5%	121	6.1%	54	9.3%	83
None/no response	61.4%	550	79.9%	715	72.5%	650

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

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.3%	*
Cisgender	27.0%	222
Trans / Transgender	0.5%	4
Non-binary / Gender Queer / Gender Non-Conforming	4.9%	40
Man	34.5%	282
Trans Man / Masculine	0.3%	*
Trans Woman / Feminine	0.3%	*
Two Spirit	0.3%	*
Woman	48.6%	398
Prefer not to disclose	5.7%	47
The gender I most closely align with is not listed (please specify)	0.3%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	25.3%	195		34.3%	264		72.4%	558	
1	5.6%	43		13.6%	104		10.0%	77	
2	8.5%	66		5.5%	43		8.0%	61	
3	7.1%	55		6.7%	51		4.2%	32	
4	13.2%	102		10.0%	77		2.9%	22	
5	15.6%	120		13.1%	101		1.0%	8	
6 Very	24.7%	190		16.9%	130		1.6%	12	
Total	100.0%	770	3.23	100.0%	770	2.51	100.0%	770	.65

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	2.3%	19
Asian (can include Middle Eastern and North African)	4.8%	39
Black or African American (can include Middle Eastern and North African)	4.7%	39
Hispanic or Latinx	15.9%	131
Native Hawaiian or Other Pacific Islander	0.4%	3
White	72.0%	592
Prefer not to disclose	8.7%	72
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 23: Black or African American

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	89.4%	33
Caribbean	5.2%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	14.3%	5
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	15.0%	6
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 24: Native American or Alaska Native or First Nations

You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.	Pct	Pop
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	31.4%	3
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	37.3%	4
Unknown/not disclosed	31.4%	3

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	57.5%	72
Caribbean	0.0%	*
Puerto Rican	8.5%	11
Cuban	4.2%	5
Central American	5.8%	7
South American	0.0%	*
Prefer not to disclose	10.1%	13
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	12.8%	16
Spanish or Portuguese	4.1%	5

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

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

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	8.4%	3
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	21.1%	8
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	4.9%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	65.6%	26
West Asians/Middle East (i.e., Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 27: Hawaiian/Pacific Islander

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

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

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

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	16.9%	75.1%	8.1%	100.0% 824

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	19.4%	71.7%	1.7%	7.2%	100.0% 824

Table 30: Department/Unit

	Pct	Pop
Academic Advancement Center	0.9%	8
Asian/Pacific American Cultural Center	0.7%	6
Black/African American Cultural Center	0.2%	*
Bookstore	4.1%	37
Campus Recreation	3.5%	31
Career Center	3.3%	30
Collaborative for Student Achievement	5.3%	47
Conference & Event Services	1.2%	10
EI Centro	0.4%	4
HDS Administration	3.4%	31
HDS Technology Services	2.0%	18
Health Network Counseling	4.3%	38
Health Network Medical	12.9%	116
Housing and Dining Facilities	19.2%	172
LSC Dining Services	2.6%	23
Lory Student Center	6.9%	61
Off-Campus Life	0.6%	5
Orientation & Transition Programs	0.8%	7
Pride Resource Center	0.7%	6
RamCard Office	0.4%	3
Residential Dining	9.8%	88
Student Case Management and Referral Coordination	1.3%	11
Student Disability Center	0.6%	5
Student Leadership, Involvement & Community Engagement	1.8%	16
Student Legal Services	0.3%	*
Student Resolution Center	1.3%	12
Student-Athlete Support Services	1.5%	13
Support & Safety Assessment	0.9%	8
University Housing	5.1%	46
Vice President for Student Affairs	2.6%	23
Women & Gender Advocacy Center	0.9%	8
Unknown	0.8%	7
Total	100.0%	896

* Values reported for items with n >= 3.

Table 31: Employee Type

	Pct	Pop
Admin Professional	47.6%	423
Other Salaried Employee	0.3%	*
State Classified	52.2%	464
Total	100.0%	889

* Values reported for items with n >= 3.

Comparisons by Gender

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

Figure 2: Organizational Themes Compared by Gender

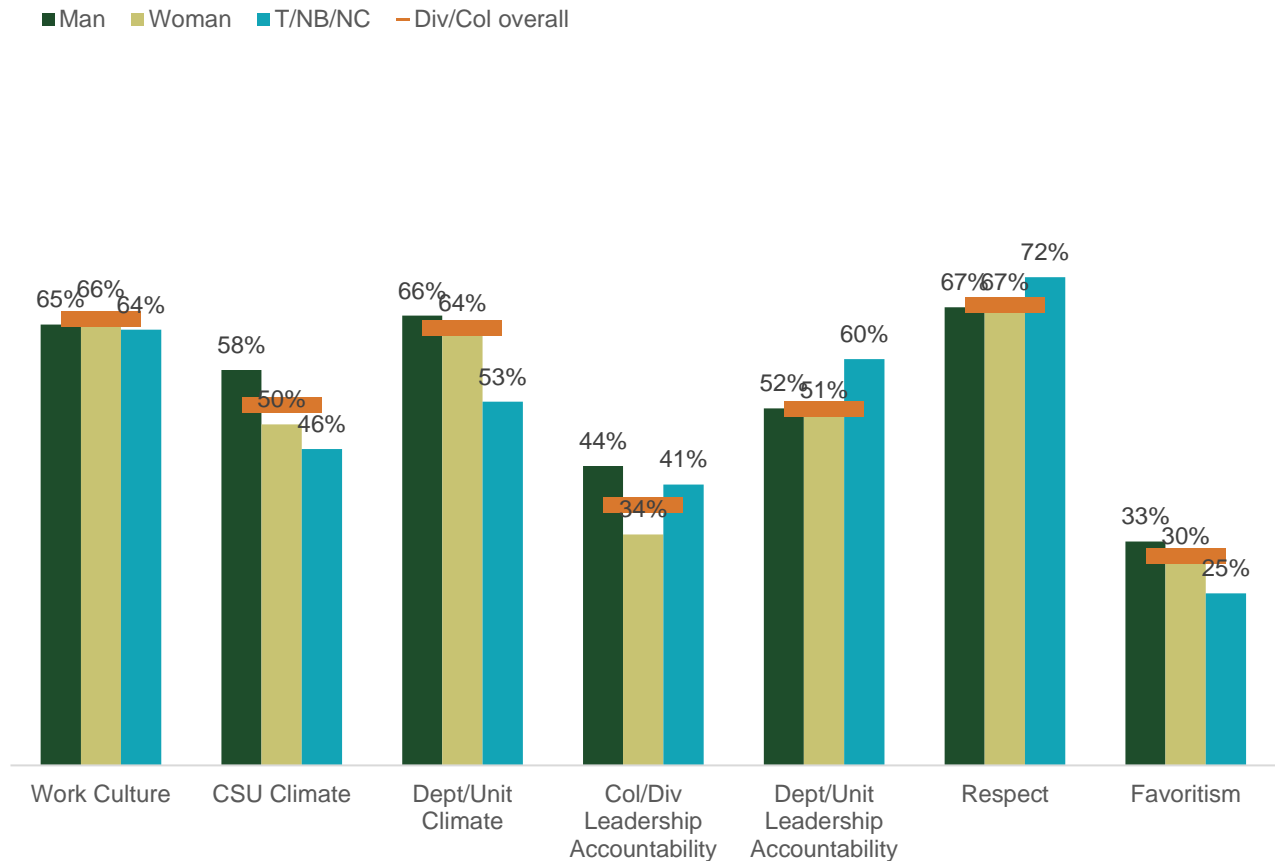


Table 32: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	64.7%	269	66.2%	383	64.0%	436	65.5%	694
My department/unit promotes a work environment where all employees feel included	72.8%	278	72.8%	391	75.0%	457	73.0%	714
My department/unit treats all employees equitably	61.1%	278	56.3%	391	45.0%	455	57.5%	714
My department/unit is open and transparent in communication	61.2%	276	60.1%	389	68.4%	436	61.1%	707
My department/unit values employee input in major department/unit decisions	53.0%	278	56.7%	390	55.0%	455	55.2%	713
My department/unit promotes respect for cultural differences	88.0%	274	83.9%	390	90.0%	458	85.9%	709
My department/unit understands the value of diversity	85.8%	275	80.8%	391	80.0%	458	82.7%	712
My department/unit communicates the importance of valuing diversity	79.4%	275	82.3%	391	90.0%	458	81.6%	712
I feel valued as an employee	58.3%	275	63.2%	391	60.0%	456	61.1%	712
I feel a strong sense of belonging to CSU	47.4%	275	58.0%	391	40.0%	455	52.7%	712
I feel a strong sense of belonging to my division/college	46.6%	275	51.7%	389	55.0%	454	49.9%	709
I feel a strong sense of belonging to my department/unit	64.2%	278	68.0%	391	60.0%	456	66.0%	714
I would recommend CSU as a place of employment	59.1%	278	60.9%	391	55.0%	455	59.8%	714
I would recommend my department/unit as a place of employment	65.4%	278	62.7%	391	70.0%	456	64.2%	714

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 33: Performance Review in Last Year

	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?								
Yes, I had a review	94.8%	263	94.0%	366	90.0%	40	94.0%	670
No, I did not have a review	5.2%	15	6.0%	23	10.0%	4	6.0%	42
Total	100.0%	278	100.0%	390	100.0%	45	100.0%	713

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 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	82.9%	263	84.7%	366	79.6%	40	83.7%	670
I am satisfied with the effort my supervisor put into my most recent performance review	79.7%	263	83.4%	366	88.9%	40	82.3%	670
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	24.1%	263	17.4%	366	11.1%	40	19.7%	670
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	69.1%	263	70.7%	366	50.0%	40	68.8%	670

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 35: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	67.2%	274	67.3%	391	71.7%	456	67.5%	710
My department/unit is treated with respect by other units within my college/division	62.7%	278	68.1%	391	55.0%	456	65.2%	714
My college/division is treated with respect by CSU	51.2%	278	61.2%	391	60.0%	455	57.2%	714
The people I interact with treat each other with respect	81.4%	274	80.1%	391	95.0%	458	81.6%	710
There is respect for religious differences in my department/unit	81.8%	278	72.1%	391	75.0%	457	6.1%	714
There is respect for liberal perspectives in my department/unit	80.5%	278	80.9%	391	90.0%	458	1.3%	714
There is respect for conservative perspectives in my department/unit	46.3%	278	41.3%	391	55.0%	454	4.1%	714

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 36: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	32.9%	270	30.0%	391	25.3%	433	30.8%	704
Recognized within my department/unit	42.1%	270	39.0%	391	31.6%	433	39.8%	704
Resources in my department/unit	26.7%	270	29.8%	391	15.8%	432	27.7%	704
Professional development opportunities	21.0%	270	18.8%	391	21.1%	431	19.8%	704
Promoted in my department/unit	40.9%	270	35.4%	391	36.8%	433	37.6%	704
Hired in my department/unit	33.7%	270	26.9%	391	21.1%	432	29.1%	704

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	44.0%	269	33.9%	379	41.2%	43	38.3%	691
	B							
Leadership adequately addresses inappropriate behavior	42.0%	273	31.8%	390	42.1%	43	36.4%	705
	B							
Leadership holds employees accountable for inappropriate behavior	40.7%	273	28.6%	387	36.8%	43	33.8%	702
	B							
Leadership holds employees accountable for poor performance in the workplace	32.9%	273	22.0%	385	31.6%	43	26.8%	701
	B							
Leadership acts ethically and honestly in the workplace	58.6%	273	57.5%	385	47.4%	43	57.3%	701
Leadership addresses issues of inequity	48.6%	273	38.2%	383	47.4%	43	42.8%	698
	B							
Leadership holds all employees to the same standards	39.7%	269	23.6%	385	42.1%	43	30.9%	697
	B				B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 38: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	52.4%	270	51.4%	387	59.6%	43	52.3%	700
Leadership adequately addresses inappropriate behavior	56.9%	273	55.3%	391	57.9%	43	56.1%	707
Leadership holds employees accountable for inappropriate behavior	54.4%	270	48.0%	391	52.6%	43	50.7%	704
Leadership holds employees accountable for poor performance in the workplace	40.2%	273	39.5%	390	57.9%	43	40.9%	705
Leadership acts ethically and honestly in the workplace	58.6%	273	57.5%	385	47.4%	43	57.3%	701
Leadership addresses issues of inequity	53.6%	273	53.6%	387	70.0%	45	54.6%	704
Leadership holds all employees to the same standards	41.8%	273	39.2%	391	55.0%	45	41.2%	709

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 39: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	58.1%	271	50.1%	388	46.4%	45	52.9%	704
	B							
Recruits employees from a diverse set of backgrounds	65.1%	273	59.2%	390	55.0%	45	61.2%	707
Improves the campus climate for all employees	48.9%	273	45.1%	391	30.0%	45	45.6%	709
Retains diverse employees	46.0%	273	33.6%	391	30.0%	45	38.2%	709
	B							
Creates a supportive environment for employees from diverse backgrounds	61.5%	273	43.2%	391	40.0%	45	50.0%	709
	B C							
Encourages discussions related to diversity	74.3%	273	70.8%	391	65.0%	45	71.8%	709
Provides employees with a positive work experience	54.8%	271	49.8%	390	50.0%	45	51.7%	706
Climate has become consistently more inclusive of all employees	56.8%	273	48.8%	391	55.0%	45	52.2%	709

Percent "Agree" or "Strongly agree"

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

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

Table 40: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	66.0%	264	64.2%	385	53.4%	43	64.2%	692
Recruits employees from a diverse set of backgrounds	74.1%	273	72.4%	391	68.4%	43	72.8%	707
Improves the campus climate for all employees	57.5%	273	60.5%	390	36.8%	43	57.9%	705
	C		C					
Retains diverse employees	56.9%	271	48.2%	391	26.3%	43	50.2%	705
	C		C					
Creates a supportive environment for employees from diverse backgrounds	61.5%	273	43.2%	391	40.0%	45	50.0%	709
	B C							
Encourages discussions related to diversity	74.4%	267	80.7%	391	78.9%	43	78.2%	701
Provides employees with a positive work experience	59.1%	271	64.0%	387	52.6%	43	61.4%	701
Climate has become consistently more inclusive of all employees	60.9%	273	61.7%	391	57.9%	43	61.1%	707

Percent "Agree" or "Strongly agree"

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

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

Table 41: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	51.2%	275	52.3%	378	45.2%	405	51.5%	694
Communications are effective	49.9%	275	49.1%	390	44.4%	404	49.1%	705
Communications are timely	59.5%	275	52.6%	391	61.1%	405	55.8%	707
Communications are relevant	46.0%	275	56.9%	390	50.0%	405	52.2%	705
			A					
Communications are informative	52.8%	275	62.6%	384	63.2%	435	58.8%	702
			A					
Communications are motivating	32.0%	275	35.9%	389	31.6%	433	34.1%	707
Communications are honest	45.3%	275	47.7%	390	21.1%	434	45.2%	708
	C		C					
Communications are accessible	72.9%	275	63.7%	389	57.9%	436	66.9%	707
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 42: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	51.8%	275	56.1%	381	42.9%	405	53.7%	697
Communications are effective	54.2%	275	52.9%	387	38.9%	405	52.6%	703
Communications are timely	55.5%	275	53.6%	389	44.4%	405	53.8%	704
Communications are relevant	45.9%	275	62.3%	389	44.4%	405	54.9%	704
			A					
Communications are informative	46.0%	275	67.6%	385	50.0%	405	58.1%	701
			A					
Communications are motivating	33.7%	275	38.5%	386	33.3%	403	36.3%	702
Communications are honest	55.2%	275	52.5%	387	38.9%	405	52.7%	703
Communications are accessible	72.2%	275	63.9%	389	50.0%	406	66.4%	704
	C							

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 43: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	64.0%	268	66.6%	381	66.4%	38	65.6%	687
Communications are effective	64.3%	275	63.2%	390	63.2%	43	63.6%	708
Communications are timely	66.8%	275	62.9%	391	68.4%	43	64.7%	709
Communications are relevant	70.0%	275	74.8%	390	73.7%	43	72.8%	708
Communications are informative	61.7%	271	75.3%	384	72.2%	40	69.8%	695
			A					
Communications are motivating	40.9%	272	49.6%	389	58.8%	38	46.7%	699
Communications are honest	64.1%	275	67.0%	390	55.6%	40	65.2%	705
Communications are accessible	75.1%	275	70.8%	391	55.6%	40	71.6%	707
	C							

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	50.2%	138	44.5%	174	35.3%	13	46.2%	326
Maybe, I can provide feedback in limited situations	39.0%	107	43.3%	170	58.8%	22	42.5%	299
No, I don't have an opportunity to provide feedback	10.8%	30	12.1%	48	5.9%	*	11.3%	79
Total	100.0%	275	100.0%	391	100.0%	38	100.0%	704

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

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

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

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

Table 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.8%	237	53.6%	335	38.7%	34	53.6%	606
	C		C					
One on one conversations with my supervisor	88.5%	243	83.7%	339	81.2%	36	85.4%	618
My representation in shared governance (CPC, APC, or Faculty Council)	32.3%	239	20.6%	337	6.3%	36	24.3%	613
	B C							
My service on committees	44.9%	239	45.9%	337	20.0%	34	44.1%	610
	C		C					
Annual review process	72.9%	243	70.1%	337	50.0%	36	70.0%	615
	C		C					
Input collection through anonymous surveys	42.1%	241	48.2%	337	43.7%	36	45.5%	613

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 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	53.0%	243	43.6%	335	37.5%	36	47.0%	614
CSU overall	41.7% B	243	23.3%	335	12.5%	36	29.9%	614
My division/college	48.7% B C	243	38.2%	335	43.8%	36	42.7%	614
My department/unit	68.7% B	243	69.3%	339	56.2%	36	68.3%	618

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	15.8%	44	16.3%	64	25.0%	11	16.7%	119
Physical appearance	9.7%	27	11.5%	45	25.0%	11	11.6%	83
Physical disability	9.7%	27	14.0%	55	30.0%	13	13.4%	95
Mental disability	8.7%	24	13.3%	52	30.0%	13	12.5%	90
Employment classification	22.3%	62	36.6%	143	30.0%	13	30.6%	219
Gender identity	12.2%	34	19.5%	76	40.0%	18	17.9%	128
Job title	21.1%	59	18.8%	74	30.0%	13	20.4%	146
Parental status	7.2%	20	11.1%	43	20.0%	9	10.1%	72
Religion	13.5%	37	11.7%	46	20.0%	9	12.9%	92
Political affiliation	26.1%	73	20.2%	79	15.0%	7	22.2%	159
Sexual orientation	13.3%	37	11.8%	46	30.0%	13	13.5%	97
Socio-economic status	12.6%	35	21.6%	85	45.0%	20	19.6%	140
Ethnic origin	9.4%	26	16.1%	63	30.0%	13	14.4%	103
Veteran status	6.1%	17	3.9%	15	15.0%	7	5.5%	39
Race or color	17.8%	50	25.8%	101	55.0%	25	24.6%	175
Marital status	4.4%	12	5.4%	21	10.0%	4	5.3%	38
Nationality/country of origin	11.1%	31	13.8%	54	25.0%	11	13.5%	96
None/no response	48.9%	136	45.0%	176	25.0%	11	45.3%	323

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

Statistical significance not tested.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.5%	29	10.7%	42	15.0%	7	10.9%	78
Physical appearance	8.0%	22	8.5%	33	10.0%	4	8.4%	60
Physical disability	8.4%	23	10.5%	41	25.0%	11	10.6%	76
Mental disability	6.6%	18	7.6%	30	20.0%	9	8.0%	57
Employment classification	17.1%	47	24.3%	95	20.0%	9	21.2%	151
Gender identity	7.2%	20	8.0%	32	30.0%	13	9.1%	65
Job title	21.1%	59	18.7%	73	35.0%	16	20.7%	148
Parental status	5.6%	16	7.8%	30	15.0%	7	7.4%	53
Religion	7.7%	21	6.2%	24	10.0%	4	7.0%	50
Political affiliation	17.7%	49	15.8%	62	10.0%	4	16.2%	116
Sexual orientation	8.0%	22	3.5%	14	10.0%	4	5.7%	40
Socio-economic status	11.1%	31	10.4%	41	30.0%	13	11.9%	85
Ethnic origin	5.9%	16	5.3%	21	20.0%	9	6.4%	46
Veteran status	4.6%	13	3.5%	14	5.0%	*	4.0%	29
Race or color	9.6%	27	9.3%	37	40.0%	18	11.4%	81
Marital status	5.2%	14	5.5%	21	5.0%	*	5.3%	38
Nationality/country of origin	6.9%	19	3.5%	14	20.0%	9	5.8%	42
None/no response	63.8%	177	60.3%	236	50.0%	22	61.0%	436

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.6%	30	18.2%	71	10.0%	4	14.7%	105
Physical appearance	6.6%	18	6.4%	25	15.0%	7	7.0%	50
Physical disability	6.5%	18	10.0%	39	30.0%	13	9.9%	71
Mental disability	7.3%	20	10.9%	43	30.0%	13	10.7%	77
Employment classification	16.4%	46	21.5%	84	10.0%	4	18.8%	134
Gender identity	6.1%	17	8.2%	32	30.0%	13	8.8%	63
Job title	19.8%	55	17.6%	69	30.0%	13	19.2%	137
Parental status	3.3%	9	10.2%	40	10.0%	4	7.5%	53
Religion	5.1%	14	6.7%	26	10.0%	4	6.3%	45
Political affiliation	14.4%	40	13.1%	51	15.0%	7	13.8%	98
Sexual orientation	5.0%	14	3.5%	14	5.0%	*	4.2%	30
Socio-economic status	7.3%	20	9.2%	36	25.0%	11	9.4%	67
Ethnic origin	4.7%	13	4.2%	17	10.0%	4	4.8%	34
Veteran status	1.0%	*	3.0%	12	0.0%	*	2.0%	14
Race or color	7.2%	20	8.2%	32	30.0%	13	9.2%	66
Marital status	2.9%	8	4.5%	18	5.0%	*	3.9%	28
Nationality/country of origin	5.5%	15	3.4%	13	10.0%	4	4.6%	33
None/no response	58.7%	163	56.1%	220	60.0%	27	57.3%	410

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	15.1%	42	17.6%	69	25.0%	11	17.1%	122
Bullying	14.1%	39	13.7%	53	25.0%	11	14.5%	104
Bias	28.2%	78	34.6%	135	50.0%	22	33.1%	236
Physical assault	2.8%	8	5.4%	21	15.0%	7	5.0%	36
Sexual misconduct	11.5%	32	15.2%	59	25.0%	11	14.4%	103
Verbal abuse	12.6%	35	11.7%	46	30.0%	13	13.2%	94
None/no response	61.3%	170	60.3%	236	50.0%	22	60.0%	429

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

Statistical significance not tested.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.2%	9	9.1%	36	5.0%	*	6.6%	47
Bullying	8.3%	23	9.6%	38	15.0%	7	9.5%	68
Bias	15.0%	42	16.6%	65	50.0%	22	18.1%	129
Physical assault	2.1%	6	1.4%	6	0.0%	*	1.6%	11
Sexual misconduct	3.1%	9	4.5%	18	5.0%	*	4.0%	28
Verbal abuse	6.2%	17	5.5%	21	15.0%	7	6.3%	45
None/no response	82.9%	230	79.8%	312	50.0%	22	79.1%	565

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 52: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.9%	5	1.6%	6	0.0%	*	1.6%	12
Bullying	10.2%	28	11.5%	45	10.0%	4	10.9%	78
Bias	17.4%	48	21.5%	84	40.0%	18	21.0%	150
Physical assault	1.1%	3	0.0%	*	0.0%	*	0.4%	3
Sexual misconduct	3.1%	9	0.9%	4	0.0%	*	1.7%	12
Verbal abuse	10.2%	28	8.9%	35	15.0%	7	9.8%	70
None/no response	71.9%	200	72.6%	284	55.0%	25	71.2%	509

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Racially Minoritized Status

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

Figure 3: Organizational Themes Compared by Racially Minoritized Status

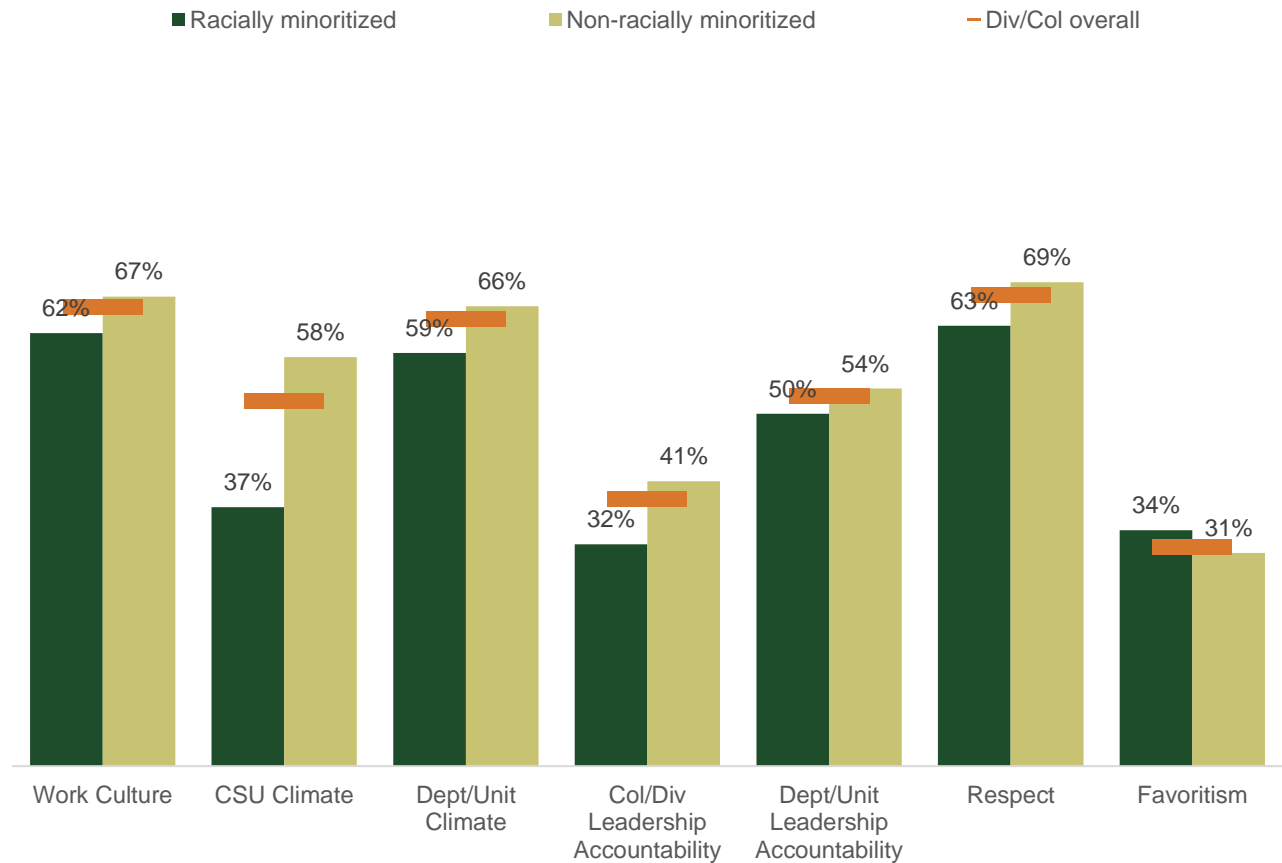


Table 53: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	62.0%	214	67.2%	521	65.7%	735
My department/unit promotes a work environment where all employees feel included	70.4%	214	73.7%	536	72.8%	750
My department/unit treats all employees equitably	61.8%	214	55.7%	536	57.4%	750
My department/unit is open and transparent in communication	65.1%	214	60.1%	531	61.5%	745
My department/unit values employee input in major department/unit decisions	61.0%	214	55.4%	535	57.0%	748
My department/unit promotes respect for cultural differences	79.5%	214	86.9%	533	84.8%	747
My department/unit understands the value of diversity	69.8%	214	88.1%	534	82.9%	747
My department/unit communicates the importance of valuing diversity	76.4%	214	84.6%	534	82.2%	747
I feel valued as an employee	56.3%	214	62.7%	534	60.9%	747
I feel a strong sense of belonging to CSU	46.1%	214	54.8%	534	52.3%	747
I feel a strong sense of belonging to my division/college	50.1%	214	48.2%	531	48.7%	745
I feel a strong sense of belonging to my department/unit	59.4%	214	67.6%	536	65.2%	750
I would recommend CSU as a place of employment	51.6%	214	66.2%	536	62.0%	750
I would recommend my department/unit as a place of employment	57.7%	214	66.7%	536	64.1%	750

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 54: Performance Review in Last Year

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	88.3%	189	94.2%	504	92.5%	692
No, I did not have a review	11.7%	25	5.8%	31	7.5%	56
Total	100.0%	214	100.0%	535	100.0%	748

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 55: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	87.0% B	189	83.3%	504	84.3%	692
I am satisfied with the effort my supervisor put into my most recent performance review	85.1%	189	82.0%	504	82.9%	692
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.7%	189	19.9%	504	19.1%	692
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	75.9% B	189	68.0%	504	70.1%	692

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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

Table 56: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	63.0%	214	69.2% A	535	67.4%	748
My department/unit is treated with respect by other units within my college/division	63.5%	214	65.2%	536	64.7%	750
My college/division is treated with respect by CSU	53.2%	214	58.7%	536	57.2%	750
The people I interact with treat each other with respect	80.9%	214	81.9%	535	81.6%	748
There is respect for religious differences in my department/unit	69.6%	214	78.2% A	536	75.7%	750
There is respect for liberal perspectives in my department/unit	71.9%	214	85.9% A	536	81.9%	750
There is respect for conservative perspectives in my department/unit	39.0%	214	45.3%	536	43.5%	750

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 57: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	33.7%	212	30.5%	528	31.4%	740
Recognized within my department/unit	40.0%	212	40.3%	528	40.2%	740
Resources in my department/unit	32.1%	212	27.9%	528	29.1%	740
Professional development opportunities	24.3%	212	18.4%	528	20.1%	740
Promoted in my department/unit	38.5%	212	38.1%	528	38.2%	740
Hired in my department/unit	33.8%	212	27.8%	528	29.5%	740

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: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	31.7%	208	40.8% A	519	38.2%	727
Leadership adequately addresses inappropriate behavior	31.1%	212	39.0% A	529	36.7%	741
Leadership holds employees accountable for inappropriate behavior	28.7%	212	35.7% A	526	33.7%	738
Leadership holds employees accountable for poor performance in the workplace	20.2%	212	29.3% A	525	26.7%	736
Leadership acts ethically and honestly in the workplace	47.2%	212	61.3% A	525	57.3%	736
Leadership addresses issues of inequity	34.8%	212	45.7% A	522	42.6%	734
Leadership holds all employees to the same standards	27.5%	208	31.9%	525	30.7%	733

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 59: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	50.4%	212	54.0%	522	53.0%	733
Leadership adequately addresses inappropriate behavior	56.6%	212	58.0%	531	57.6%	742
Leadership holds employees accountable for inappropriate behavior	49.0%	212	52.4%	526	51.5%	738
Leadership holds employees accountable for poor performance in the workplace	41.5%	212	41.7%	529	41.6%	741
Leadership acts ethically and honestly in the workplace	47.2%	212	61.3% A	525	57.3%	736
Leadership addresses issues of inequity	51.0%	214	57.1%	526	55.3%	740
Leadership holds all employees to the same standards	44.5%	214	39.2%	531	40.7%	745

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	37.1%	214	58.5% A	526	52.3%	740
Recruits employees from a diverse set of backgrounds	43.5%	214	66.8% A	529	60.1%	743
Improves the campus climate for all employees	29.3%	214	52.1% A	531	45.5%	745
Retains diverse employees	24.2%	214	42.5% A	531	37.2%	745
Creates a supportive environment for employees from diverse backgrounds	32.9%	214	56.1% A	531	49.4%	745
Encourages discussions related to diversity	51.7%	214	78.8% A	531	71.0%	745
Provides employees with a positive work experience	40.6%	214	55.7% A	528	51.3%	741
Climate has become consistently more inclusive of all employees	37.3%	214	57.7% A	531	51.8%	745

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	59.1%	206	65.8%	523	63.9%	730
Recruits employees from a diverse set of backgrounds	69.2%	212	72.7%	531	71.7%	742
Improves the campus climate for all employees	51.4%	212	60.8%	529	58.1%	741
Retains diverse employees	40.0%	210	53.4%	531	49.6%	741
Creates a supportive environment for employees from diverse backgrounds	32.9%	214	56.1%	531	49.4%	745
Encourages discussions related to diversity	70.2%	208	81.2%	531	78.1%	739
Provides employees with a positive work experience	61.6%	212	61.0%	525	61.2%	736
Climate has become consistently more inclusive of all employees	55.3%	212	63.6%	531	61.2%	742

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 62: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	41.6%	206	54.8%	521	51.1%	727
Communications are effective	34.2%	212	53.9%	530	48.3%	741
Communications are timely	37.6%	212	62.2%	531	55.2%	743
Communications are relevant	45.6%	209	54.9%	530	52.3%	739
Communications are informative	52.1%	211	59.6%	527	57.4%	737
Communications are motivating	23.3%	214	37.9%	529	33.7%	742
Communications are honest	32.9%	214	48.8%	530	44.2%	743
Communications are accessible	61.3%	214	69.7%	529	67.3%	742

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	47.6%	208	56.3% A	524	53.9%	732
Communications are effective	42.0%	212	57.5% A	527	53.1%	738
Communications are timely	41.4%	212	60.7% A	529	55.2%	740
Communications are relevant	48.6%	212	58.3% A	529	55.5%	740
Communications are informative	51.4%	208	61.5% A	529	58.6%	737
Communications are motivating	35.8%	212	35.3%	526	35.5%	737
Communications are honest	46.7%	212	54.5%	527	52.3%	738
Communications are accessible	63.0%	212	67.4%	529	66.2%	740

Percent "Agree" or "Strongly agree"

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

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

Table 64: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	62.6%	205	66.2%	515	65.2%	720
Communications are effective	59.0%	214	65.4%	530	63.6%	743
Communications are timely	61.7%	214	66.7%	531	65.2%	745
Communications are relevant	64.1%	214	76.1% A	530	72.6%	743
Communications are informative	65.8%	208	71.4%	523	69.8%	731
Communications are motivating	50.2%	208	44.3%	526	46.0%	735
Communications are honest	59.2%	212	66.6%	530	64.5%	741
Communications are accessible	67.8%	212	71.6%	529	70.5%	741

Percent "Agree" or "Strongly agree"

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

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

Table 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	45.5%	94	47.4%	252	46.9%	346
Maybe, I can provide feedback in limited situations	39.3%	81	43.6%	232	42.4%	313
No, I don't have an opportunity to provide feedback	15.2%	31	9.0%	48	10.8%	79
	B					
Total	100.0%	206	100.0%	532	100.0%	738

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 66: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	58.4%	165	51.9%	475	53.5%	639
	B					
One on one conversations with my supervisor	83.3%	170	85.8%	481	85.2%	652
My representation in shared governance (CPC, APC, or Faculty Council)	31.6%	166	21.5%	480	24.1%	646
	B					
My service on committees	56.3%	168	40.8%	475	44.9%	643
	B					
Annual review process	74.6%	170	68.6%	479	70.2%	649
Input collection through anonymous surveys	48.2%	168	43.3%	479	44.6%	647

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	46.5%	168	45.8%	477	46.0%	645
CSU overall	28.0%	168	28.6%	477	28.5%	645
My division/college	42.2%	168	42.9%	477	42.7%	645
My department/unit	69.7%	170	65.8%	481	66.8%	652

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	22.9%	49	15.6%	84	17.7%	133
Physical appearance	15.2%	33	10.7%	57	12.0%	90
Physical disability	20.4%	44	11.3%	61	13.9%	104
Mental disability	23.1%	49	10.4%	56	14.0%	105
Employment classification	38.0%	81	29.4%	158	31.9%	239
Gender identity	29.3%	63	16.0%	86	19.8%	148
Job title	22.9%	49	21.4%	115	21.9%	164
Parental status	10.8%	23	9.2%	49	9.6%	72
Religion	20.6%	44	10.7%	57	13.5%	101
Political affiliation	29.2%	63	17.1%	91	20.5%	154
Sexual orientation	20.6%	44	11.9%	64	14.4%	108
Socio-economic status	26.5%	57	17.6%	94	20.1%	151
Ethnic origin	19.1%	41	13.2%	71	14.9%	112
Veteran status	5.4%	12	5.1%	28	5.2%	39
Race or color	36.6%	78	20.6%	111	25.2%	189
Marital status	6.0%	13	4.2%	23	4.7%	36
Nationality/country of origin	16.1%	34	12.8%	68	13.7%	103
None/no response	36.2%	78	47.9%	257	44.6%	334

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

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	17.6%	38	9.5%	51	11.8%	89
Physical appearance	16.0%	34	5.7%	30	8.6%	65
Physical disability	17.7%	38	7.5%	40	10.4%	78
Mental disability	11.6%	25	7.3%	39	8.5%	64
Employment classification	24.8%	53	20.0%	108	21.4%	160
Gender identity	14.0%	30	8.2%	44	9.8%	74
Job title	25.5%	54	19.9%	107	21.5%	161
Parental status	10.2%	22	5.8%	31	7.0%	53
Religion	12.4%	26	4.9%	26	7.0%	52
Political affiliation	19.4%	41	13.4%	72	15.1%	113
Sexual orientation	9.2%	20	4.7%	25	6.0%	45
Socio-economic status	19.8%	42	10.5%	56	13.1%	99
Ethnic origin	11.1%	24	5.4%	29	7.0%	53
Veteran status	5.3%	11	3.7%	20	4.1%	31
Race or color	18.9%	40	9.7%	52	12.3%	92
Marital status	8.3%	18	3.8%	20	5.1%	38
Nationality/country of origin	6.6%	14	5.1%	28	5.6%	42
None/no response	52.1%	111	62.1%	333	59.3%	444

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

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.4%	31	15.1%	81	14.9%	112
Physical appearance	13.0%	28	5.5%	29	7.6%	57
Physical disability	10.3%	22	9.1%	49	9.4%	71
Mental disability	12.9%	28	10.0%	53	10.8%	81
Employment classification	19.9%	42	19.6%	105	19.7%	148
Gender identity	11.0%	23	8.6%	46	9.3%	69
Job title	20.3%	43	18.8%	101	19.2%	144
Parental status	8.0%	17	6.8%	36	7.1%	53
Religion	9.8%	21	5.3%	28	6.6%	49
Political affiliation	14.4%	31	13.0%	70	13.4%	100
Sexual orientation	4.0%	9	4.0%	21	4.0%	30
Socio-economic status	10.3%	22	8.4%	45	9.0%	67
Ethnic origin	10.5%	22	2.6%	14	4.8%	36
Veteran status	0.0%	*	2.7%	14	1.9%	14
Race or color	15.5%	33	8.1%	44	10.2%	77
Marital status	3.0%	6	3.6%	19	3.4%	26
Nationality/country of origin	3.9%	8	4.2%	23	4.1%	31
None/no response	55.5%	119	58.4%	313	57.6%	432

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	25.0%	53	14.1%	75	17.2%	129
Bullying	19.5%	42	12.8%	69	14.7%	111
Bias	47.4%	101	28.9%	155	34.2%	256
Physical assault	6.4%	14	4.5%	24	5.1%	38
Sexual misconduct	19.9%	43	12.0%	64	14.3%	107
Verbal abuse	19.1%	41	11.6%	62	13.7%	103
None/no response	45.6%	98	64.7%	347	59.2%	444

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

Statistical significance not tested.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	8.0%	17	5.1%	28	6.0%	45
Bullying	15.1%	32	7.4%	40	9.6%	72
Bias	27.6%	59	14.7%	79	18.4%	138
Physical assault	3.0%	6	0.5%	*	1.2%	9
Sexual misconduct	5.8%	12	2.6%	14	3.5%	26
Verbal abuse	10.1%	22	4.4%	24	6.0%	45
None/no response	68.5%	146	83.1%	446	78.9%	592

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.9%	*	1.8%	10	1.6%	12
Bullying	8.0%	17	12.6%	67	11.3%	85
Bias	26.0%	56	19.8%	106	21.5%	162
Physical assault	1.5%	3	0.0%	*	0.4%	3
Sexual misconduct	2.4%	5	1.3%	7	1.6%	12
Verbal abuse	8.1%	17	10.7%	57	9.9%	74
None/no response	71.1%	152	71.1%	381	71.1%	533

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

Statistical significance not tested.

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

Comparisons by Employee Type

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

Figure 4: Organizational Themes Compared by Employee Type

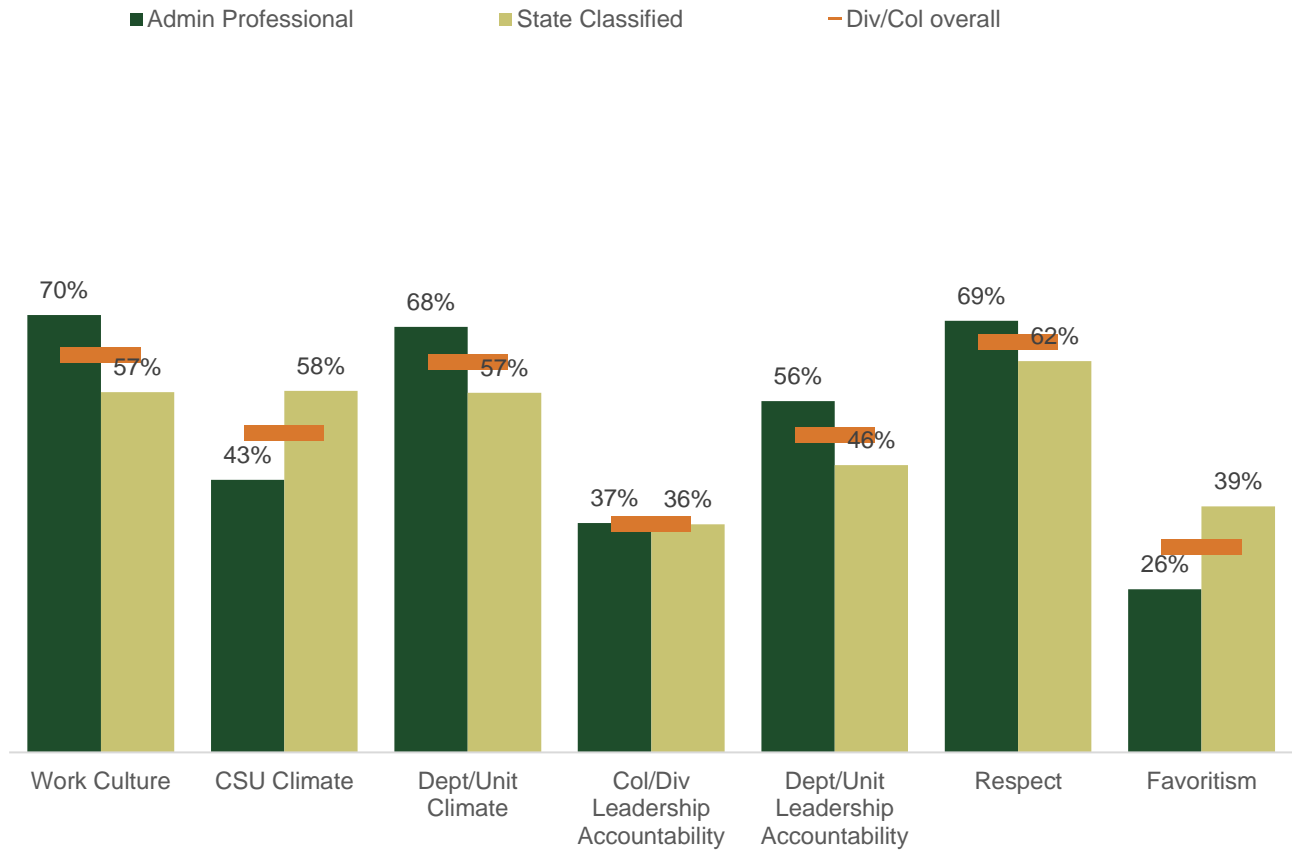


Table 74: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	69.7%	416	57.4%	449	63.3%	865
	B					
My department/unit promotes a work environment where all employees feel included	79.2%	423	60.7%	462	69.5%	884
	B					
My department/unit treats all employees equitably	61.9%	423	48.2%	462	54.8%	884
	B					
My department/unit is open and transparent in communication	68.6%	423	50.9%	454	59.4%	877
	B					
My department/unit values employee input in major department/unit decisions	66.2%	421	42.7%	462	53.9%	883
	B					
My department/unit promotes respect for cultural differences	87.6%	417	77.4%	462	82.2%	879
	B					
My department/unit understands the value of diversity	86.9%	423	73.9%	459	80.2%	882
	B					
My department/unit communicates the importance of valuing diversity	88.4%	423	71.0%	459	79.3%	882
	B					
I feel valued as an employee	65.9%	423	53.1%	459	59.2%	882
	B					
I feel a strong sense of belonging to CSU	50.0%	423	51.4%	459	50.7%	882
I feel a strong sense of belonging to my division/college	50.2%	423	45.8%	456	47.9%	879
I feel a strong sense of belonging to my department/unit	67.9%	423	58.8%	462	63.2%	884
	B					
I would recommend CSU as a place of employment	61.4%	423	59.1%	462	60.2%	884
I would recommend my department/unit as a place of employment	69.4%	423	55.1%	462	62.0%	884
	B					

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 75: Performance Review in Last Year

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	88.6%	371	94.9%	440	91.9%	811
			A			
No, I did not have a review	11.4%	48	5.1%	24	8.1%	72
	B					
Total	100.0%	419	100.0%	464	100.0%	883

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 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	82.8%	371	82.1%	438	82.4%	809
I am satisfied with the effort my supervisor put into my most recent performance review	85.7%	371	75.8%	438	80.3%	809
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	12.3%	371	26.9%	438	20.2%	809
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	62.6%	371	70.6%	438	67.0%	809

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

1,2,3

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

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

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

Table 77: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	68.7%	412	62.3%	459	65.4%	872
My department/unit is treated with respect by other units within my college/division	67.9%	416	59.3%	459	63.4%	876
My college/division is treated with respect by CSU	54.8%	416	56.4%	459	55.6%	876
The people I interact with treat each other with respect	82.7%	412	74.8%	459	78.5%	872
There is respect for religious differences in my department/unit	77.4%	416	67.7%	459	72.3%	876
There is respect for liberal perspectives in my department/unit	90.0%	416	72.2%	459	80.6%	876
There is respect for conservative perspectives in my department/unit	39.9%	416	43.7%	459	41.9%	876

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	26.0%	416	39.2%	449	32.8%	865
Recognized within my department/unit	36.3%	416	47.2%	449	41.9%	865
Resources in my department/unit	24.7%	416	35.0%	449	30.1%	865
Professional development opportunities	14.7%	416	29.4%	449	22.3%	865
Promoted in my department/unit	29.6%	416	47.5%	449	38.9%	865
Hired in my department/unit	24.8%	416	36.7%	449	31.0%	865

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 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	36.5%	403	36.3%	434	36.4%	837
Leadership adequately addresses inappropriate behavior	35.0%	408	35.3%	443	35.2%	851
Leadership holds employees accountable for inappropriate behavior	30.2%	408	34.1%	440	32.2%	848
Leadership holds employees accountable for poor performance in the workplace	24.2%	406	26.4%	440	25.4%	846
Leadership acts ethically and honestly in the workplace	57.3%	406	52.6%	440	54.9%	846
Leadership addresses issues of inequity	41.1%	406	39.9%	437	40.5%	843
Leadership holds all employees to the same standards	29.8%	406	28.9%	437	29.3%	843

Percent "Agree" or "Strongly agree"

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

- 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 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	56.0%	406	45.7%	435	50.7%	841
	B					
Leadership adequately addresses inappropriate behavior	57.9%	409	51.6%	443	54.6%	852
Leadership holds employees accountable for inappropriate behavior	50.5%	407	47.1%	440	48.8%	847
Leadership holds employees accountable for poor performance in the workplace	44.5%	408	35.7%	443	39.9%	851
	B					
Leadership acts ethically and honestly in the workplace	57.3%	406	52.6%	440	54.9%	846
Leadership addresses issues of inequity	62.1%	408	44.7%	440	53.1%	848
	B					
Leadership holds all employees to the same standards	45.2%	409	34.6%	445	39.7%	854
	B					

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 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	43.4%	402	57.6%	443	50.9%	845
			A			
Recruits employees from a diverse set of backgrounds	47.4%	408	66.8%	443	57.5%	851
			A			
Improves the campus climate for all employees	37.7%	409	50.3%	443	44.3%	852
			A			
Retains diverse employees	21.8%	407	49.1%	443	36.0%	850
			A			
Creates a supportive environment for employees from diverse backgrounds	36.2%	407	58.9%	443	48.0%	850
			A			
Encourages discussions related to diversity	70.6%	407	69.7%	443	70.1%	850
Provides employees with a positive work experience	45.0%	404	54.0%	443	49.7%	847
			A			
Climate has become consistently more inclusive of all employees	46.1%	407	54.3%	443	50.4%	850
			A			

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 82: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	67.8%	398	57.3%	435	62.3%	833
	B					
Recruits employees from a diverse set of backgrounds	68.2%	407	71.0%	441	69.7%	848
Improves the campus climate for all employees	65.6%	408	48.7%	441	56.8%	848
	B					
Retains diverse employees	45.6%	408	50.8%	441	48.3%	848
Creates a supportive environment for employees from diverse backgrounds	36.2%	407	58.9%	443	48.0%	850
			A			
Encourages discussions related to diversity	90.2%	407	63.4%	437	76.3%	845
	B					
Provides employees with a positive work experience	69.5%	406	50.2%	438	59.5%	844
	B					
Climate has become consistently more inclusive of all employees	68.0%	409	52.6%	441	60.0%	850
	B					

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 83: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	42.3%	401	56.3%	425	49.5%	826
			A			
Communications are effective	36.0%	403	56.1%	439	46.5%	842
			A			
Communications are timely	43.6%	405	59.9%	439	52.1%	844
			A			
Communications are relevant	44.4%	401	54.1%	439	49.5%	840
			A			
Communications are informative	51.3%	403	60.6%	435	56.1%	838
			A			
Communications are motivating	25.7%	405	40.4%	438	33.4%	843
			A			
Communications are honest	33.2%	403	51.8%	441	42.9%	844
			A			
Communications are accessible	61.0%	405	71.3%	436	66.3%	841
			A			

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 84: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	51.6%	403	53.0%	428	52.3%	831
Communications are effective	50.6%	403	52.3%	436	51.5%	839
Communications are timely	49.1%	405	55.8%	436	52.6%	841
Communications are relevant	53.6%	405	52.7%	436	53.1%	841
Communications are informative	61.1%	405	54.0%	433	57.5%	838
	B					
Communications are motivating	34.5%	405	34.3%	433	34.4%	838
Communications are honest	51.8%	403	50.5%	436	51.1%	839
Communications are accessible	61.3%	405	68.1%	434	64.8%	839
			A			

Percent "Agree" or "Strongly agree"

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

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

Table 85: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	70.7%	397	56.9%	417	63.6%	815
	B					
Communications are effective	72.4%	403	51.6%	441	61.5%	844
	B					
Communications are timely	70.1%	405	54.5%	441	61.9%	846
	B					
Communications are relevant	77.5%	401	64.5%	439	70.7%	840
	B					
Communications are informative	76.9%	402	60.9%	430	68.6%	832
	B					
Communications are motivating	51.3%	405	37.5%	431	44.2%	836
	B					
Communications are honest	73.4%	403	53.2%	439	62.9%	842
	B					
Communications are accessible	71.1%	403	67.3%	436	69.2%	839

Percent "Agree" or "Strongly agree"

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

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

Table 86: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	48.5%	195	44.3%	193	46.3%	388
Maybe, I can provide feedback in limited situations	41.2%	166	44.0%	192	42.6%	358
No, I don't have an opportunity to provide feedback	10.4%	42	11.7%	51	11.1%	93
Total	100.0%	403	100.0%	436	100.0%	839

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 87: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	51.5%	349	52.2%	375	51.8%	724
One on one conversations with my supervisor	81.0%	359	82.4%	378	81.7%	737
My representation in shared governance (CPC, APC, or Faculty Council)	20.2%	353	26.5%	378	23.5%	731
My service on committees	51.6%	353	37.4%	375	44.3%	728
Annual review process	66.8%	359	68.2%	375	67.6%	734
Input collection through anonymous surveys	40.3%	357	46.2%	375	43.4%	732

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 88: Feedback Valued

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	49.9%	355	41.2%	375	45.4%	730
CSU overall	24.2%	355	32.0%	375	28.2%	730
My division/college	46.1%	355	38.8%	375	42.3%	730
My department/unit	79.2%	359	53.1%	378	65.8%	737

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	22.4%	95	12.5%	58	17.2%	153
Physical appearance	14.7%	62	6.5%	30	10.4%	92
Physical disability	22.3%	94	4.1%	19	12.8%	113
Mental disability	21.9%	93	3.7%	17	12.4%	110
Employment classification	38.8%	164	22.0%	102	30.0%	266
Gender identity	30.0%	127	7.0%	32	18.0%	160
Job title	29.1%	123	14.1%	66	21.3%	189
Parental status	15.7%	66	4.6%	22	9.9%	88
Religion	18.1%	77	9.7%	45	13.7%	121
Political affiliation	25.6%	108	18.0%	84	21.7%	192
Sexual orientation	21.5%	91	7.0%	33	13.9%	124
Socio-economic status	27.1%	114	11.7%	54	19.0%	169
Ethnic origin	24.7%	105	5.9%	27	14.9%	132
Veteran status	6.7%	28	2.4%	11	4.4%	39
Race or color	34.9%	148	14.7%	68	24.3%	216
Marital status	6.8%	29	3.0%	14	4.8%	42
Nationality/country of origin	19.1%	81	7.7%	36	13.1%	116
None/no response	36.9%	156	57.3%	266	47.6%	422

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

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.1%	56	10.6%	49	11.8%	105
Physical appearance	8.2%	35	7.4%	34	7.8%	69
Physical disability	13.4%	56	6.1%	28	9.5%	85
Mental disability	10.2%	43	5.9%	27	8.0%	71
Employment classification	23.1%	98	17.9%	83	20.4%	181
Gender identity	13.6%	58	5.4%	25	9.3%	83
Job title	25.7%	109	14.7%	68	19.9%	177
Parental status	10.2%	43	5.4%	25	7.7%	68
Religion	7.4%	31	6.9%	32	7.2%	64
Political affiliation	17.5%	74	12.4%	58	14.8%	131
Sexual orientation	8.5%	36	4.3%	20	6.3%	56
Socio-economic status	17.5%	74	8.2%	38	12.6%	112
Ethnic origin	9.4%	40	3.7%	17	6.4%	57
Veteran status	4.0%	17	3.1%	14	3.5%	31
Race or color	15.2%	64	7.5%	35	11.2%	99
Marital status	5.9%	25	4.3%	20	5.1%	45
Nationality/country of origin	6.4%	27	4.1%	19	5.2%	46
None/no response	52.5%	222	69.7%	323	61.5%	545

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

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.6%	40	19.2%	89	14.6%	130
Physical appearance	4.1%	17	9.1%	42	6.7%	59
Physical disability	7.2%	30	10.1%	47	8.7%	77
Mental disability	9.1%	39	10.1%	47	9.6%	85
Employment classification	15.8%	67	21.2%	99	18.7%	165
Gender identity	10.3%	43	7.1%	33	8.6%	76
Job title	16.2%	69	19.2%	89	17.8%	158
Parental status	6.7%	28	7.3%	34	7.0%	62
Religion	5.0%	21	8.0%	37	6.6%	58
Political affiliation	11.2%	47	14.8%	69	13.1%	116
Sexual orientation	3.5%	15	5.2%	24	4.4%	39
Socio-economic status	9.4%	40	7.4%	34	8.4%	74
Ethnic origin	4.7%	20	4.5%	21	4.6%	41
Veteran status	0.8%	3	2.4%	11	1.6%	14
Race or color	9.4%	40	8.9%	41	9.2%	81
Marital status	3.8%	16	2.6%	12	3.2%	28
Nationality/country of origin	4.4%	19	3.1%	14	3.7%	33
None/no response	62.9%	266	57.1%	265	59.8%	531

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

Table 92: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	30.2%	128	4.6%	21	16.8%	149
Bullying	21.1%	89	8.9%	41	14.7%	131
Bias	47.2%	199	20.4%	95	33.2%	294
Physical assault	8.0%	34	2.4%	11	5.0%	45
Sexual misconduct	22.6%	96	5.4%	25	13.6%	121
Verbal abuse	21.1%	89	6.8%	32	13.6%	121
None/no response	49.3%	208	72.1%	335	61.2%	543

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

Table 93: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.2%	39	3.6%	17	6.3%	56
Bullying	10.3%	44	8.5%	40	9.4%	83
Bias	22.4%	95	12.2%	57	17.1%	151
Physical assault	1.1%	4	2.0%	9	1.5%	14
Sexual misconduct	4.8%	21	3.1%	15	4.0%	35
Verbal abuse	6.3%	27	6.0%	28	6.1%	54
None/no response	75.3%	318	84.6%	392	80.2%	711

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

Table 94: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.4%	6	1.7%	8	1.6%	14
Bullying	4.6%	19	16.5%	76	10.8%	96
Bias	15.6%	66	24.4%	113	20.2%	179
Physical assault	0.5%	*	0.7%	3	0.6%	5
Sexual misconduct	1.4%	6	1.8%	9	1.6%	14
Verbal abuse	4.5%	19	13.9%	64	9.4%	83
None/no response	80.6%	341	65.6%	304	72.8%	645

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

Statistical significance not tested.

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

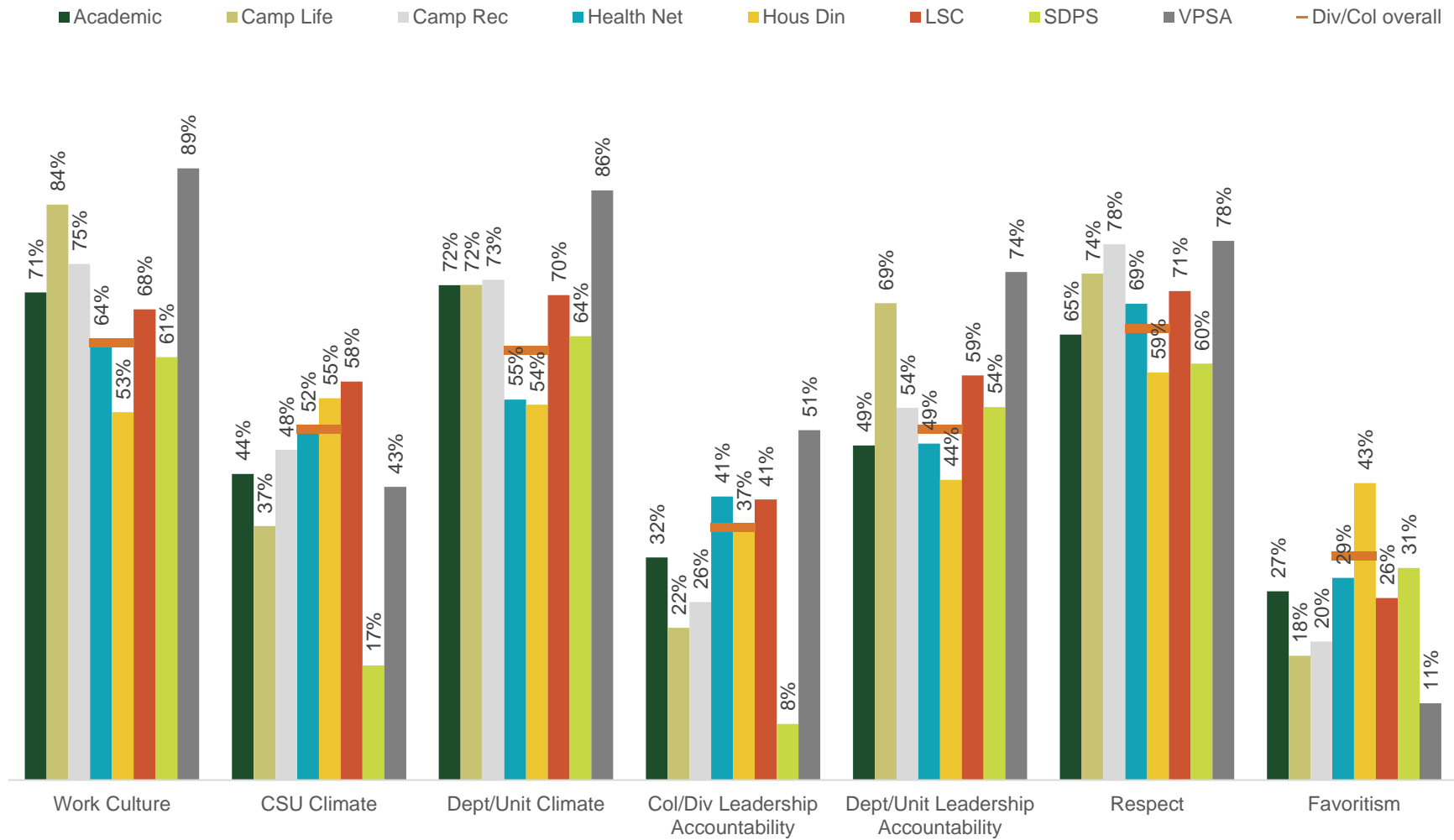
Comparisons by Department/Unit

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

Table 95: Department Grouping

		Pct
Academic	Academic Advancement Center	0.9%
	Career Center	3.3%
	Collaborative for Student Achievement	5.3%
	Orientation & Transition Programs	0.8%
Camp Life	Off-Campus Life	0.6%
	Student Case Management and Referral Coordination	1.3%
	Student Legal Services	0.3%
	Student Resolution Center	1.3%
Camp Rec	Campus Recreation	3.5%
	Health Network Counseling	4.3%
Health Net	Health Network Medical	12.9%
	Hous Din	1.2%
Hous Din	Conference & Event Services	1.2%
	HDS Administration	3.4%
	HDS Technology Services	2.0%
	Housing and Dining Facilities	19.2%
	RamCard Office	0.4%
	Residential Dining	9.8%
	University Housing	5.1%
LSC	Bookstore	4.1%
	Lory Student Center	6.9%
	LSC Dining Services	2.6%
	Student Leadership, Involvement & Community Engagement	1.8%
SDPS	Asian/Pacific American Cultural Center	0.7%
	Black/African American Cultural Center	0.2%
	El Centro	0.4%
	Pride Resource Center	0.7%
VPSA	Student Disability Center	0.6%
	Women & Gender Advocacy Center	0.9%
	Student-Athlete Support Services	1.5%
	Support & Safety Assessment	0.9%
	Unknown	0.8%
	Vice President for Student Affairs	2.6%

Figure 5: Organizational Themes Compared by Department/Unit



Employee Climate Survey 2021

Table 96: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPASA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	70.8%	93	83.5%	30	74.9%	31	64.0%	149	53.4%	357	68.3%	133	61.4%	31	88.8%	49	63.4%	874
	E		E		E		E		E		E				D E F G			
My department/unit promotes a work environment where all employees feel included	80.9%	93	94.5%	30	85.8%	31	65.7%	154	59.7%	366	75.6%	137	74.1%	31	92.3%	51	69.9%	893
	E		D E								E				D E			
My department/unit treats all employees equitably	61.7%	93	81.6%	30	61.4%	31	56.6%	154	43.3%	366	59.9%	137	62.3%	31	84.1%	51	55.0%	893
	E		E								E				D E			
My department/unit is open and transparent in communication	67.5%	93	94.5%	30	64.7%	31	59.6%	154	46.5%	359	69.8%	137	66.7%	31	81.5%	51	59.6%	886
	E		D E								E				E			
My department/unit values employee input in major department/unit decisions	75.4%	93	83.4%	30	64.9%	31	54.1%	152	38.8%	366	56.1%	137	60.5%	31	92.3%	51	54.1%	892
	D E		E				E				E				D E F			
My department/unit promotes respect for cultural differences	84.1%	93	94.5%	30	85.8%	31	85.9%	154	74.0%	364	91.2%	136	85.5%	31	95.4%	49	82.4%	888
							E				E				E			
My department/unit understands the value of diversity	90.9%	93	100.0%	30	85.8%	31	75.5%	154	74.0%	366	83.2%	135	86.6%	31	95.6%	51	80.4%	891
	E		D E												D E			
My department/unit communicates the importance of valuing diversity	89.5%	93	94.5%	30	85.8%	31	80.0%	154	72.3%	366	77.8%	135	86.6%	31	100.0%	51	79.6%	891
	E														E F			
I feel valued as an employee	74.7%	93	89.0%	30	80.5%	31	63.2%	154	44.5%	366	66.0%	135	43.3%	31	88.6%	51	59.4%	891
	E G		E G		E		E				E				D E G			
I feel a strong sense of belonging to CSU	46.0%	93	63.4%	30	52.7%	31	48.2%	154	46.4%	366	56.8%	135	38.9%	31	84.2%	51	50.9%	891
															A D E F G			
I feel a strong sense of belonging to my division/college	49.4%	93	63.2%	30	70.2%	31	44.8%	151	42.7%	366	49.0%	135	38.7%	31	71.9%	51	47.9%	888
															D E			
I feel a strong sense of belonging to my department/unit	74.4%	93	89.0%	30	80.5%	31	63.1%	154	50.1%	366	69.6%	137	61.3%	31	96.7%	51	63.3%	893
	E		E		E						E				D E F G			
I would recommend CSU as a place of employment	50.3%	93	65.9%	30	75.3%	31	65.2%	154	55.1%	366	69.5%	137	32.5%	31	77.0%	51	60.1%	893
					G		G				G				A G			
I would recommend my department/unit as a place of employment	75.5%	93	72.4%	30	80.5%	31	64.3%	154	49.6%	366	64.9%	137	61.3%	31	92.3%	51	61.8%	893
	E				E		E				E				D E F			

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.

Employee Climate Survey 2021

Table 97: Performance Review in Last Year

	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Did you have a performance review in the last year?																		
No, I did not have a review	6.6%	6	0.0% ¹	*	12.2%	4	9.6%	15	6.8%	25	6.9%	10	35.4%	10	8.8%	4	8.3%	74
Yes, I had a review	93.4%	86	100.0% ¹	30	87.8%	28	90.4%	137	93.2%	343	93.1%	128	64.6%	19	91.2%	47	91.7%	818
Total	100.0%	93	100.0%	30	100.0%	31	100.0%	152	100.0%	368	100.0%	137	100.0%	29	100.0%	51	100.0%	892

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

Significance level for upper case letters (A, B, C): .05* Values reported for items with $n \geq 3$.^{2,3}

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

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

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

Table 98: Performance Review

	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Please indicate your level of agreement with the following statements about your most recent performance review.																		
PERFORMANCE REVIEW OVERALL	83.8%	86	87.8%	30	87.9%	28	81.9%	137	81.6%	341	80.0%	128	80.5%	19	89.6%	47	82.5%	816
I am satisfied with the effort my supervisor put into my most recent performance review	88.5%	86	100.0%	30	79.8%	28	81.7%	137	75.0%	341	78.5%	128	79.6%	19	95.9%	47	80.5%	816
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	6.8%	86	11.0%	30	0.0%	28	24.6%	137	26.6%	341	17.0%	128	41.0%	19	0.0%	47	20.0%	816
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	62.9%	86	63.3%	30	83.8%	28	63.9%	137	69.7%	341	61.5%	128	62.0%	19	72.9%	47	67.0%	816

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.

Employee Climate Survey 2021

Table 99: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	64.7%	93	73.5%	30	77.7%	31	69.2%	145	59.2%	362	71.0%	137	60.5%	31	78.3%	51	65.5%	881
					E		E				E				E			
My department/unit is treated with respect by other units within my college/division	69.8%	93	66.1%	30	87.8%	31	62.2%	145	58.7%	366	66.8%	137	36.8%	31	76.6%	51	63.3%	884
	G				E G						G				G			
My college/division is treated with respect by CSU	53.4%	93	53.1%	30	50.7%	31	61.8%	145	54.8%	366	62.3%	137	12.6%	31	64.0%	51	55.8%	884
	G		G				G		G		G				G			
The people I interact with treat each other with respect	81.4%	93	87.1%	30	92.9%	31	85.8%	145	68.6%	362	86.9%	137	83.0%	31	87.9%	51	78.8%	881
					E		E				E				E			
There is respect for religious differences in my department/unit	69.8%	93	87.1%	30	87.8%	31	72.5%	145	66.7%	366	75.0%	137	86.3%	31	86.8%	51	72.6%	884
There is respect for liberal perspectives in my department/unit	89.5%	93	100.0%	30	92.9%	31	83.6%	145	70.0%	366	84.0%	137	93.6%	31	100.0%	51	80.8%	884
	E		E		E		E				E		E		E			
There is respect for conservative perspectives in my department/unit	24.2%	93	47.7%	30	54.5%	31	49.1%	145	36.9%	366	50.9%	137	50.5%	31	54.3%	51	42.2%	884
							A				A				A			

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.

Employee Climate Survey 2021

Table 100: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	27.4%	93	18.0%	30	20.1%	31	29.3%	145	43.1%	356	26.4%	137	30.8%	31	11.1%	51	32.5%	874
									A B C D F H									
Recognized within my department/unit	32.9%	93	16.6%	30	24.7%	31	38.5%	145	53.5%	356	39.3%	137	38.5%	31	14.8%	51	41.5%	874
									A B C D H									
Resources in my department/unit	21.1%	93	16.6%	30	28.3%	31	28.8%	145	38.8%	356	23.3%	137	31.3%	31	10.8%	51	29.8%	874
									A F H									
Professional development opportunities	17.1%	93	9.1%	30	7.1%	31	23.1%	145	31.2%	356	14.3%	137	14.5%	31	7.7%	51	22.1%	874
									C F H									
Promoted in my department/unit	33.6%	93	24.0%	30	28.0%	31	30.6%	145	50.0%	356	36.4%	137	38.5%	31	14.7%	51	38.7%	874
									D H									
Hired in my department/unit	32.5%	93	24.0%	30	12.4%	31	25.7%	145	42.2%	356	18.8%	137	31.3%	31	7.7%	51	30.6%	874
	H								C D F H									

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.

Employee Climate Survey 2021

Table 101: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	32.3%	89	22.1%	30	25.8%	31	41.2%	135	37.2%	347	40.7%	132	8.1%	31	50.8%	51	36.7%	846
	G						G		G		G				B G			
Leadership adequately addresses inappropriate behavior	28.6%	90	16.6%	30	15.9%	31	38.2%	137	37.4%	354	41.7%	135	10.6%	31	46.4%	51	35.3%	860
											G				G			
Leadership holds employees accountable for inappropriate behavior	22.7%	90	16.6%	30	14.2%	31	32.7%	137	35.5%	354	39.1%	132	10.6%	31	43.7%	51	32.4%	857
															G			
Leadership holds employees accountable for poor performance in the workplace	21.7%	90	11.0%	30	7.1%	31	35.8%	137	24.5%	353	28.2%	132	6.2%	31	43.1%	51	25.9%	855
							C G								B C G			
Leadership acts ethically and honestly in the workplace	55.7%	90	36.8%	30	56.1%	31	60.7%	135	55.5%	354	55.4%	132	16.0%	31	64.6%	51	54.8%	855
	G				G		G		G		G				G			
Leadership addresses issues of inequity	41.2%	89	29.5%	30	38.8%	31	44.9%	137	39.7%	351	43.8%	132	5.4%	31	59.4%	51	40.8%	852
	G						G		G		G				G			
Leadership holds all employees to the same standards	21.1%	90	22.1%	30	22.9%	31	32.9%	135	28.7%	351	37.3%	132	0.0%	31	47.7%	51	29.5%	852
							G		G		G				A G			

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.

Employee Climate Survey 2021

Table 102: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	48.6%	90	69.2%	30	54.0%	31	48.9%	137	43.6%	344	58.8%	135	54.2%	31	73.7%	51	50.9%	850
Leadership adequately addresses inappropriate behavior	44.7%	90	61.6%	30	49.0%	31	50.6%	138	50.8%	354	67.2%	135	65.7%	31	72.9%	51	54.9%	861
Leadership holds employees accountable for inappropriate behavior	44.3%	90	70.7%	30	49.0%	31	39.6%	138	44.5%	349	61.4%	135	54.1%	31	56.5%	51	48.5%	856
Leadership holds employees accountable for poor performance in the workplace	36.9%	90	61.6%	30	22.9%	31	43.6%	137	32.8%	354	47.2%	135	47.8%	31	69.0%	51	40.5%	860
Leadership acts ethically and honestly in the workplace	55.7%	90	36.8%	30	56.1%	31	60.7%	135	55.5%	354	55.4%	132	16.0%	31	64.6%	51	54.8%	855
Leadership addresses issues of inequity	60.6%	90	63.4%	30	75.3%	31	49.4%	137	45.7%	351	54.6%	135	54.3%	31	79.8%	51	53.3%	857
Leadership holds all employees to the same standards	36.6%	90	76.2%	30	42.1%	31	35.9%	138	29.5%	356	50.9%	135	43.5%	31	73.1%	51	39.8%	863

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.

Employee Climate Survey 2021

Table 103: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VP SA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	44.4%	90	36.9%	30	47.9%	29	51.5%	138	55.4%	349	57.8%	135	16.7%	31	42.6%	51	50.9%	854
	G				G		G		G		G				G			
Recruits employees from a diverse set of backgrounds	58.3%	90	44.0%	30	21.2%	31	48.6%	138	69.9%	353	57.9%	135	31.5%	31	47.1%	51	58.0%	860
	C								C D G H		C							
Improves the campus climate for all employees	34.4%	90	11.0%	30	43.9%	31	53.6%	138	47.0%	354	52.7%	135	5.4%	31	39.4%	51	44.3%	861
							B G		B G		B G							
Retains diverse employees	22.9%	90	16.4%	30	17.1%	29	27.3%	138	47.2%	354	43.1%	135	7.2%	31	24.7%	51	35.9%	859
									A B C D		A G							
									G H									
Creates a supportive environment for employees from diverse backgrounds	29.5%	90	29.3%	30	40.1%	29	45.4%	138	59.2%	354	51.9%	135	11.6%	31	33.8%	51	47.8%	859
							G		A B G H		A G							
Encourages discussions related to diversity	72.6%	90	73.1%	30	90.5%	29	78.5%	138	67.6%	354	73.2%	135	31.3%	31	63.8%	51	70.2%	859
	G		G		G		G		G		G				G			
Provides employees with a positive work experience	46.4%	90	47.6%	30	66.3%	29	59.1%	138	46.0%	351	58.8%	135	11.6%	31	46.4%	51	49.7%	856
	G				G		G		G		G							
Climate has become consistently more inclusive of all employees	46.9%	90	36.6%	30	51.3%	29	48.2%	138	51.4%	354	67.2%	135	18.0%	31	42.7%	51	50.7%	859
									G		D E G							

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.

Employee Climate Survey 2021

Table 104: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VP SA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	71.8%	877	71.9%	307	72.6%	315	55.3%	138	54.5%	343	70.4%	130	64.4%	31	85.6%	516	62.4%	842
	D E										D E				D E			
Recruits employees from a diverse set of backgrounds	74.4%	905	52.2%	306	68.2%	314	45.9%	138	75.6%	352	70.4%	132	82.2%	31	92.3%	517	70.0%	857
	D								D		D		D		B D			
Improves the campus climate for all employees	64.0%	897	79.8%	308	80.5%	315	55.9%	138	42.3%	352	70.1%	135	55.1%	31	83.6%	515	56.8%	857
	E		E		E						E				D E			
Retains diverse employees	39.7%	886	65.0%	304	49.3%	313	30.9%	138	45.8%	352	66.0%	135	55.9%	31	65.9%	514	48.3%	857
			D								A D E				D			
Creates a supportive environment for employees from diverse backgrounds	29.5%	902	29.3%	304	40.1%	294	45.4%	138	59.2%	354	51.9%	135	11.6%	31	33.8%	514	47.8%	859
							G		A B G		A G							
Encourages discussions related to diversity	96.0%	909	92.6%	308	85.8%	318	85.2%	138	62.5%	347	77.1%	135	80.2%	31	95.6%	517	76.6%	854
	E F		E				E				E				E			
Provides employees with a positive work experience	76.8%	908	71.1%	307	71.9%	315	59.1%	138	43.7%	349	66.6%	132	61.3%	31	96.7%	515	59.6%	853
	E		E		E		E				E				D E F G			
Climate has become consistently more inclusive of all employees	76.3%	906	65.0%	308	78.8%	315	58.0%	138	46.4%	352	75.4%	135	47.9%	31	84.7%	516	60.5%	859
	E				D E G						E				D E G			

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 105: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	41.4%	90	26.9%	29	40.4%	29	54.2%	126	52.6%	344	59.4%	135	18.4%	29	41.4%	51	49.6%	833
Communications are effective	25.8%	90	17.5%	29	21.0%	31	61.8%	132	52.1%	350	54.3%	135	20.9%	31	34.7%	51	46.6%	849
Communications are timely	41.7%	90	24.0%	30	34.9%	31	58.4%	132	56.1%	350	63.7%	135	26.1%	31	40.6%	51	52.2%	850
Communications are relevant	47.4%	90	32.9%	29	42.0%	31	55.9%	132	50.4%	350	58.7%	135	13.6%	29	42.5%	51	49.6%	847
Communications are informative	60.6%	90	31.0%	29	49.0%	31	57.4%	129	59.4%	349	62.1%	135	20.9%	31	48.2%	51	56.2%	845
Communications are motivating	30.3%	90	25.7%	30	17.6%	31	40.3%	132	33.4%	349	42.4%	135	7.2%	31	27.2%	51	33.4%	850
Communications are honest	30.1%	90	11.7%	29	24.3%	31	47.4%	132	46.4%	352	57.2%	135	11.8%	31	38.7%	51	42.8%	851
Communications are accessible	53.8%	90	56.7%	30	79.2%	29	68.3%	129	69.5%	352	77.7%	135	19.8%	31	58.2%	51	66.3%	848

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.

Employee Climate Survey 2021

Table 106: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	51.7%	90	41.3%	29	54.5%	29	54.5%	132	50.5%	344	59.3%	132	20.7%	31	70.7%	51	52.6%	838
	G				G		G		G		G				B E G			
Communications are effective	44.2%	90	34.9%	29	45.7%	31	52.6%	132	51.6%	350	62.9%	132	19.8%	31	70.1%	51	51.9%	846
							G		G		G				G			
Communications are timely	43.8%	90	38.5%	30	49.1%	31	52.6%	132	53.1%	350	64.2%	132	13.4%	31	74.0%	51	52.9%	848
							G		G		G				A B G			
Communications are relevant	61.0%	90	55.0%	30	54.5%	31	57.4%	132	50.0%	350	52.6%	132	19.1%	31	76.3%	51	53.5%	848
	G						G		G		G				E G			
Communications are informative	64.3%	90	53.3%	30	64.9%	31	60.9%	132	53.1%	346	60.1%	132	30.6%	31	78.8%	51	57.8%	844
	G														E G			
Communications are motivating	43.1%	90	36.6%	30	24.7%	31	35.1%	132	31.5%	347	35.0%	132	13.4%	31	57.3%	51	34.7%	845
															E G			
Communications are honest	49.5%	90	29.0%	29	41.9%	31	58.8%	132	46.3%	350	61.5%	132	23.4%	31	77.1%	51	51.2%	846
							G				B G				A B C			
															E G			
Communications are accessible	55.7%	90	56.7%	30	79.2%	29	64.0%	132	65.8%	350	78.5%	132	25.2%	31	61.4%	51	64.8%	845
					G		G		G		A G				G			

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.

Employee Climate Survey 2021

Table 107: Communications: Department/Unit

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	70.7%	90	79.7%	29	84.7%	23	62.5%	129	52.5%	336	74.5%	132	58.8%	31	87.3%	51	63.9%	821
	E		E		E						E				D E G			
Communications are effective	71.0%	90	86.3%	29	64.9%	31	63.6%	132	47.2%	352	71.8%	135	66.9%	31	96.7%	51	61.8%	851
	E		E				E				E				A D E F			
Communications are timely	70.1%	90	81.6%	30	75.3%	31	61.4%	132	47.6%	352	77.5%	135	60.5%	31	92.3%	51	62.2%	853
	E		E		E						E				D E			
Communications are relevant	83.0%	90	80.5%	29	86.8%	29	69.2%	132	59.5%	350	81.9%	135	60.5%	31	95.6%	51	70.9%	847
	E				E						E				D E G			
Communications are informative	78.2%	90	88.3%	29	85.0%	30	68.7%	129	58.3%	346	77.8%	132	54.1%	31	89.7%	51	68.8%	838
	E		E								E				E G			
Communications are motivating	60.2%	90	57.6%	30	45.6%	31	43.2%	132	31.2%	342	55.3%	135	42.2%	31	71.3%	51	44.4%	842
	E										E				D E			
Communications are honest	72.7%	90	80.5%	29	71.6%	31	66.7%	132	48.4%	350	72.4%	135	66.9%	31	96.7%	51	63.2%	849
	E		E				E				E				D E F			
Communications are accessible	59.7%	90	76.2%	30	83.4%	27	67.4%	132	66.5%	350	81.6%	135	60.3%	31	69.0%	51	69.1%	846
											A E							

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 108: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VPSA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	39.9%	36	47.8%	14	54.3%	17	46.6%	61	43.9%	153	53.2%	69	29.6%	9	66.8%	34	46.7%	395
															G			
Maybe, I can provide feedback in limited situations	43.2%	39	36.1%	11	38.6%	12	42.4%	56	43.6%	152	41.8%	55	58.8%	18	28.8%	15	42.3%	358
No, I don't have an opportunity to provide feedback	16.9%	15	16.2%	5	7.1%	*	11.0%	15	12.4%	43	5.1%	7	11.6%	4	4.4%	*	11.0%	93
Total	100.0%	90	100.0%	30	100.0%	31	100.0%	132	100.0%	349	100.0%	131	100.0%	31	100.0%	51	100.0%	845

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.^{1,2}

- 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.

Employee Climate Survey 2021

Table 109: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VP SA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.9%	73	47.7%	25	55.5%	29	52.0%	111	52.8%	304	48.3%	117	32.5%	27	62.4%	38	51.8%	724
	G								G						G			
One on one conversations with my supervisor	89.6%	75	71.4%	25	86.6%	29	73.8%	115	84.1%	304	79.6%	124	69.4%	27	89.4%	38	81.7%	737
My representation in shared governance (CPC, APC, or Faculty Council)	13.2%	75	13.2%	25	21.0%	29	17.3%	113	31.7%	304	19.7%	120	0.0%	27	33.7%	38	23.5%	731
									A D G						G			
My service on committees	55.1%	73	45.1%	25	49.0%	29	55.0%	111	39.8%	304	36.8%	121	43.1%	27	47.7%	38	44.3%	728
Annual review process	68.7%	75	71.4%	25	75.6%	29	73.3%	115	62.2%	304	68.8%	121	49.9%	27	91.1%	38	67.6%	734
															E G			
Input collection through anonymous surveys	50.0%	75	37.3%	25	45.3%	29	44.1%	115	46.2%	304	39.8%	119	0.0%	27	50.0%	38	43.4%	732
	G				G		G		G		G				G			

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 110: Feedback Valued

When I give feedback it is valued by:	Academic (A)		Camp Life (B)		Camp Rec (C)		Health Net (D)		Hous Din (E)		LSC (F)		SDPS (G)		VP SA (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	43.7%	75	59.1%	24	44.0%	29	52.4%	115	40.3%	301	46.2%	121	34.7%	27	66.7%	38	45.4%	730
															A E G			
CSU overall	12.9%	75	32.8%	24	17.1%	29	36.3%	115	29.7%	301	32.7%	121	0.0%	27	34.5%	38	28.2%	730
							A G		G		G							
My division/college	37.0%	75	61.0%	24	32.1%	29	53.7%	115	38.2%	301	38.8%	121	27.4%	27	70.0%	38	42.3%	730
															A C E F G			
My department/unit	81.2%	75	78.0%	25	82.9%	29	67.1%	115	53.4%	304	67.8%	124	76.6%	27	95.6%	38	65.8%	737
	E				E										D E F			

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 111: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	30.1%	28	34.1%	10	7.1%	*	9.0%	14	13.0%	48	19.7%	27	32.5%	10	26.4%	13	17.0%	153
Physical appearance	18.2%	17	9.1%	*	5.1%	*	10.7%	17	6.4%	23	8.4%	12	31.7%	10	18.5%	9	10.3%	92
Physical disability	23.0%	21	14.0%	4	0.0%	*	11.2%	17	5.2%	19	13.1%	18	45.1%	14	42.2%	22	12.9%	116
Mental disability	18.7%	17	12.1%	4	5.3%	*	10.1%	16	6.0%	22	9.2%	13	65.0%	20	37.1%	19	12.5%	112
Employment classification	44.1%	41	45.0%	14	43.5%	14	28.5%	44	18.6%	69	31.0%	43	51.5%	16	57.0%	29	29.9%	268
Gender identity	23.1%	21	37.8%	11	5.1%	*	20.6%	32	7.9%	29	17.8%	24	69.5%	22	48.5%	25	18.6%	166
Job title	34.8%	32	26.7%	8	19.3%	6	15.2%	23	15.4%	57	21.5%	30	53.1%	16	31.4%	16	21.0%	189
Parental status	22.5%	21	17.6%	5	20.9%	7	7.6%	12	2.7%	10	8.9%	12	33.5%	10	21.6%	11	9.8%	88
Religion	29.2%	27	6.6%	*	0.0%	*	12.1%	19	9.8%	36	13.6%	19	13.4%	4	29.3%	15	13.6%	121
Political affiliation	36.3%	34	14.7%	4	17.6%	6	12.3%	19	19.6%	72	26.1%	36	18.6%	6	35.0%	18	21.7%	194
Sexual orientation	22.0%	20	17.6%	5	10.4%	3	14.7%	23	6.0%	22	14.0%	19	57.7%	18	24.9%	13	13.8%	124
Socio-economic status	35.0%	32	32.3%	10	0.0%	*	14.8%	23	12.5%	46	21.5%	30	55.7%	17	21.6%	11	18.8%	169
Ethnic origin	17.3%	16	28.6%	9	5.3%	*	20.3%	31	7.2%	26	13.2%	18	45.1%	14	30.8%	16	14.7%	132
Veteran status	4.0%	4	0.0%	*	0.0%	*	5.0%	8	2.2%	8	6.2%	9	18.6%	6	10.2%	5	4.4%	39
Race or color	36.3%	34	43.3%	13	26.0%	8	24.3%	37	14.3%	53	22.6%	31	71.1%	22	43.5%	22	24.6%	220
Marital status	8.1%	8	6.6%	*	0.0%	*	6.9%	11	2.1%	8	5.0%	7	13.4%	4	6.9%	4	4.7%	42
Nationality/country of origin	14.1%	13	27.6%	8	0.0%	*	16.7%	26	6.2%	23	11.5%	16	51.5%	16	28.3%	14	13.0%	116
None/no response	19.0%	18	21.9%	7	42.2%	13	55.2%	85	57.4%	211	52.4%	72	11.8%	4	28.3%	14	47.3%	424

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 112: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	21.4%	20	21.2%	6	5.1%	*	5.1%	8	12.3%	45	9.8%	13	18.8%	6	8.8%	4	11.7%	105
Physical appearance	8.2%	8	15.7%	5	7.1%	*	5.0%	8	7.6%	28	7.9%	11	18.0%	6	4.4%	*	7.7%	69
Physical disability	14.6%	14	6.6%	*	0.0%	*	7.5%	12	8.6%	32	8.7%	12	31.7%	10	8.3%	4	9.5%	85
Mental disability	8.2%	8	5.5%	*	7.1%	*	6.5%	10	7.1%	26	4.6%	6	39.7%	12	8.3%	4	7.9%	71
Employment classification	20.1%	19	26.7%	8	22.9%	7	18.7%	29	18.1%	67	24.7%	34	32.5%	10	14.1%	7	20.2%	181
Gender identity	8.8%	8	6.6%	*	5.3%	*	10.5%	16	7.6%	28	8.3%	11	45.9%	14	7.0%	4	9.5%	85
Job title	22.2%	20	26.7%	8	12.2%	4	12.3%	19	18.0%	66	21.3%	29	52.3%	16	26.7%	14	19.7%	177
Parental status	13.0%	12	11.0%	3	15.6%	5	5.1%	8	5.2%	19	7.7%	11	19.8%	6	8.8%	4	7.6%	68
Religion	8.8%	8	0.0%	*	0.0%	*	6.9%	11	7.1%	26	11.0%	15	6.2%	*	3.8%	*	7.1%	64
Political affiliation	27.5%	25	14.7%	4	0.0%	*	9.1%	14	13.4%	49	18.2%	25	11.4%	4	19.2%	10	14.7%	131
Sexual orientation	8.4%	8	6.6%	*	0.0%	*	6.1%	9	4.8%	18	4.7%	6	27.9%	9	8.1%	4	6.3%	56
Socio-economic status	17.5%	16	23.1%	7	0.0%	*	11.2%	17	9.6%	35	11.5%	16	44.9%	14	12.5%	6	12.5%	112
Ethnic origin	2.4%	*	19.5%	6	0.0%	*	8.0%	12	5.6%	21	5.7%	8	20.7%	6	3.8%	*	6.4%	57
Veteran status	1.8%	*	0.0%	*	0.0%	*	2.5%	4	3.8%	14	2.8%	4	11.4%	4	7.7%	4	3.5%	31
Race or color	10.0%	9	19.5%	6	0.0%	*	11.9%	18	9.1%	33	10.4%	14	46.7%	14	11.4%	6	11.3%	101
Marital status	6.0%	6	12.1%	4	0.0%	*	3.6%	6	4.5%	17	3.6%	5	6.2%	*	12.5%	6	5.0%	45
Nationality/country of origin	2.4%	*	0.0%	*	0.0%	*	8.0%	12	5.4%	20	4.2%	6	12.6%	4	3.8%	*	5.2%	46
None/no response	48.5%	45	54.8%	17	54.5%	17	69.7%	107	66.3%	244	61.7%	85	23.6%	7	58.9%	30	61.6%	552

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 113: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	15.0%	14	11.0%	3	7.1%	*	10.5%	16	20.2%	74	13.0%	18	6.4%	*	0.0%	*	14.5%	130
Physical appearance	4.0%	4	0.0%	*	0.0%	*	5.0%	8	11.1%	41	5.0%	7	0.0%	*	0.0%	*	6.6%	59
Physical disability	8.3%	8	0.0%	*	7.1%	*	9.0%	14	12.3%	45	6.1%	8	7.2%	*	0.0%	*	8.9%	80
Mental disability	8.2%	8	11.0%	3	5.3%	*	8.0%	12	14.1%	52	3.2%	4	7.2%	*	3.9%	*	9.5%	85
Employment classification	15.3%	14	0.0%	*	22.9%	7	15.1%	23	23.3%	86	21.8%	30	5.2%	*	6.6%	3	18.5%	165
Gender identity	6.1%	6	0.0%	*	10.4%	3	10.4%	16	11.2%	41	5.7%	8	14.5%	4	0.0%	*	8.8%	78
Job title	10.3%	10	0.0%	*	24.7%	8	18.4%	28	24.4%	90	11.7%	16	20.7%	6	3.3%	*	17.8%	160
Parental status	8.5%	8	11.0%	3	10.4%	3	7.9%	12	6.5%	24	6.9%	9	7.2%	*	0.0%	*	7.0%	62
Religion	9.3%	9	0.0%	*	0.0%	*	6.5%	10	8.3%	31	6.5%	9	0.0%	*	0.0%	*	6.5%	58
Political affiliation	22.2%	21	0.0%	*	0.0%	*	7.6%	12	16.2%	59	13.7%	19	5.2%	*	7.8%	4	13.0%	116
Sexual orientation	4.2%	4	0.0%	*	0.0%	*	7.5%	12	5.2%	19	1.6%	*	7.2%	*	0.0%	*	4.3%	39
Socio-economic status	12.6%	12	0.0%	*	7.1%	*	10.8%	17	9.8%	36	4.5%	6	11.6%	4	0.0%	*	8.5%	76
Ethnic origin	2.4%	*	7.4%	*	0.0%	*	5.0%	8	5.3%	19	3.6%	5	13.4%	4	0.0%	*	4.6%	41
Veteran status	1.8%	*	0.0%	*	0.0%	*	1.1%	*	3.0%	11	0.0%	*	0.0%	*	0.0%	*	1.6%	14
Race or color	8.5%	8	7.4%	*	0.0%	*	11.9%	18	11.3%	42	6.9%	9	13.4%	4	0.0%	*	9.3%	84
Marital status	6.0%	6	5.5%	*	0.0%	*	3.6%	6	4.1%	15	0.0%	*	0.0%	*	0.0%	*	3.1%	28
Nationality/country of origin	2.4%	*	0.0%	*	0.0%	*	5.0%	8	5.3%	19	1.2%	*	6.2%	*	0.0%	*	3.7%	33
None/no response	56.5%	52	81.6%	25	52.5%	17	62.9%	97	53.8%	198	64.1%	88	55.3%	17	85.7%	44	60.0%	537

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 114: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	16.6%	15	24.0%	7	10.4%	3	18.7%	29	4.2%	15	22.2%	31	71.1%	22	52.0%	27	16.6%	149
Bullying	13.3%	12	25.0%	8	0.0%	*	15.0%	23	9.2%	34	14.6%	20	39.7%	12	42.4%	22	14.6%	131
Bias	52.7%	49	58.1%	18	45.5%	14	27.9%	43	18.8%	69	37.0%	51	65.7%	20	64.1%	33	33.1%	297
Physical assault	4.6%	4	5.5%	*	0.0%	*	8.2%	13	1.5%	6	6.5%	9	32.5%	10	3.2%	*	5.0%	45
Sexual misconduct	12.1%	11	11.0%	3	10.4%	3	16.5%	25	5.3%	20	18.3%	25	58.5%	18	28.2%	14	13.5%	121
Verbal abuse	8.7%	8	30.5%	9	5.1%	*	16.4%	25	5.4%	20	17.9%	25	51.3%	16	32.6%	17	13.5%	121
None/no response	41.6%	39	41.9%	13	49.3%	16	68.3%	105	72.9%	268	61.1%	84	28.9%	9	32.6%	17	61.4%	550

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Employee Climate Survey 2021

Table 115: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.8%	4	0.0%	*	0.0%	*	4.7%	7	4.3%	16	9.4%	13	19.1%	6	18.6%	9	6.2%	56
Bullying	8.7%	8	14.0%	4	0.0%	*	6.8%	11	9.1%	34	5.1%	7	32.5%	10	19.2%	10	9.3%	83
Bias	22.8%	21	14.0%	4	17.6%	6	13.7%	21	11.8%	44	23.4%	32	39.7%	12	31.3%	16	17.4%	156
Physical assault	2.4%	*	0.0%	*	0.0%	*	0.0%	*	2.5%	9	0.0%	*	7.2%	*	0.0%	*	1.5%	14
Sexual misconduct	2.4%	*	0.0%	*	0.0%	*	2.5%	4	4.0%	15	3.1%	4	13.7%	4	11.6%	6	3.9%	35
Verbal abuse	4.8%	4	7.4%	*	0.0%	*	4.0%	6	6.2%	23	6.5%	9	25.2%	8	3.9%	*	6.1%	54
None/no response	72.6%	67	86.0%	26	82.4%	26	85.2%	131	84.2%	310	75.0%	103	60.3%	19	65.5%	33	79.9%	715

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 116: Other Potential Problems: Department

Please indicate if any of the following are currently problematic.	Academic		Camp Life		Camp Rec		Health Net		Hous Din		LSC		SDPS		VPSA		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	1.1%	*	2.2%	8	1.4%	*	7.2%	*	0.0%	*	1.6%	14
Bullying	4.2%	4	5.5%	*	7.1%	*	7.2%	11	17.9%	66	5.7%	8	5.4%	*	7.7%	4	10.9%	98
Bias	20.5%	19	7.4%	*	17.6%	6	24.2%	37	22.9%	84	22.8%	31	0.0%	*	8.1%	4	20.5%	184
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.9%	3	0.0%	*	7.2%	*	0.0%	*	0.6%	5
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	1.1%	*	2.3%	9	1.4%	*	7.2%	*	0.0%	*	1.6%	14
Verbal abuse	2.4%	*	7.4%	*	7.1%	*	5.7%	9	15.6%	58	5.9%	8	7.2%	*	0.0%	*	9.3%	83
None/no response	79.5%	74	87.1%	26	75.3%	24	73.0%	112	66.2%	244	71.3%	98	87.4%	27	88.6%	45	72.5%	650

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Comparisons by Year

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

Figure 6: Organizational Themes Compared by Year

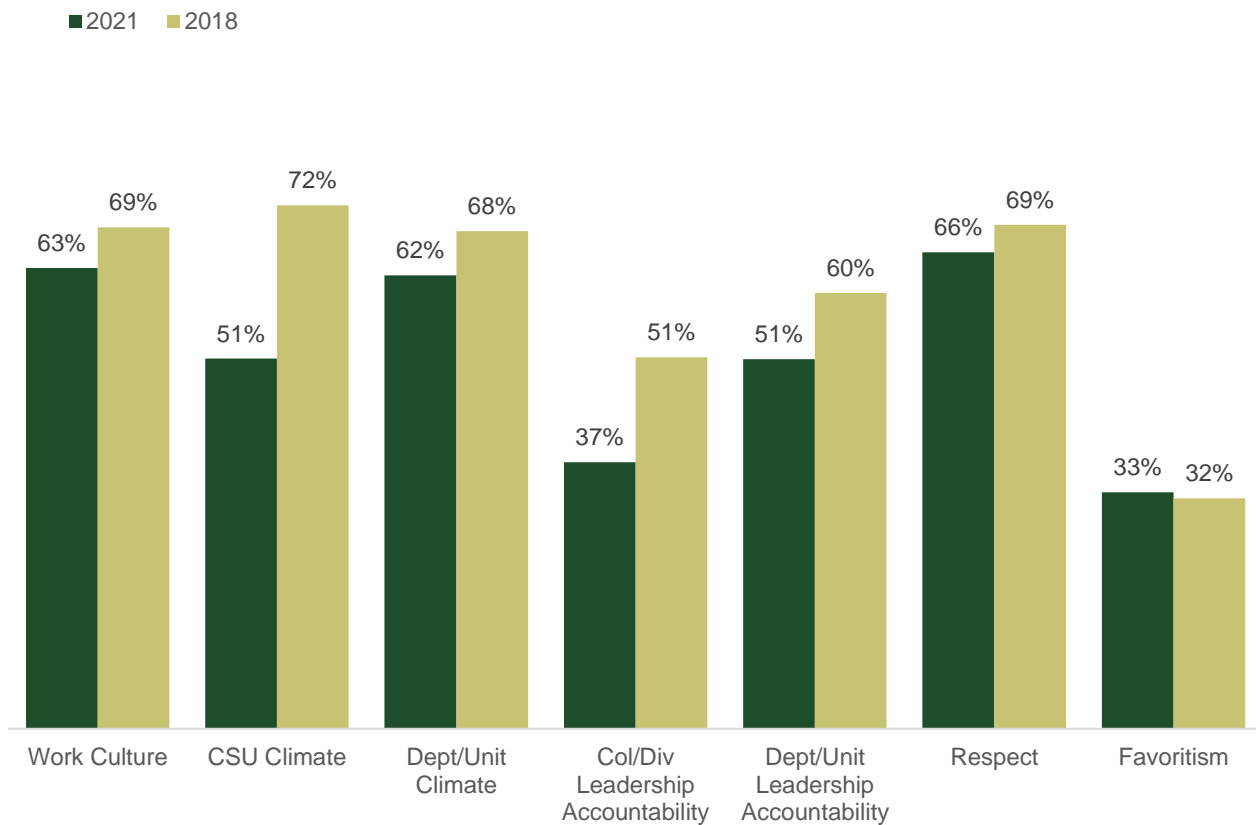


Table 117: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	69.0%	807	63.4%	874
	B			
My department/unit promotes a work environment where all employees feel included	3.7%	903	3.7%	893
My department/unit treats all employees equitably	3.5%	899	3.4%	893
My department/unit is open and transparent in communication	3.4%	902	3.5%	886
My department/unit values employee input in major department/unit decisions	3.4%	898	3.4%	892
My department/unit promotes respect for cultural differences	4.2%	897	4.1%	888
My department/unit understands the value of diversity	4.3%	905	4.1%	891
	B			
My department/unit communicates the importance of valuing diversity	4.2%	901	4.1%	891
I feel valued as an employee	3.7%	898	3.5%	891
	B			
I feel a strong sense of belonging to CSU	3.7%	897	3.3%	891
	B			
I feel a strong sense of belonging to my division/college	3.5%	899	3.3%	888
	B			
I feel a strong sense of belonging to my department/unit	3.9%	901	3.7%	893
	B			
I would recommend CSU as a place of employment	4.1%	848	3.6%	893
	B			
I would recommend my department/unit as a place of employment	3.9%	854	3.6%	893
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 118: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	94.9%	808	91.7%	818
	B			
No, I did not have a review	5.1%	43	8.3%	74
			A	

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

Significance level for upper case letters (A, B, C): .05^{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 119: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	86.7%	843	82.5%	816
	B			
I am satisfied with the effort my supervisor put into my most recent performance review	4.0%	858	4.1%	816
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	2.7%	886	2.3%	816
	B			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	3.7%	816

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

Percent "Agree" or "Strongly agree"

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

**Reverse coded when included in overall rating*

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

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

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

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

Table 120: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	69.4%	786	65.5%	881
	B			
My department/unit is treated with respect by other units within my college/division	3.6%	887	3.6%	884
My college/division is treated with respect by CSU	3.8%	870	3.4%	884
	B			
The people I interact with treat each other with respect	3.9%	895	3.9%	881
There is respect for religious differences in my department/unit	3.9%	841	3.9%	884
There is respect for liberal perspectives in my department/unit	4.2%	874	4.1%	884
There is respect for conservative perspectives in my department/unit	3.3%	853	3.2%	884
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 121: Favoritism

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	31.7%	812	32.5%	874
Recognized within my department/unit	3.0%	866	3.0%	874
Resources in my department/unit	2.7%	864	2.8%	874
			A	
Professional development opportunities	2.6%	862	2.5%	874
Promoted in my department/unit	3.0%	831	3.0%	874
Hired in my department/unit	2.9%	831	2.8%	874

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 122: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	51.1%	637	36.7%	846
	B			
Leadership adequately addresses inappropriate behavior	3.4%	715	3.1%	860
	B			
Leadership holds employees accountable for inappropriate behavior	3.3%	714	3.1%	857
	B			
Leadership holds employees accountable for poor performance in the workplace	3.1%	689	2.9%	855
	B			
Leadership acts ethically and honestly in the workplace	3.8%	787	3.5%	855
	B			
Leadership addresses issues of inequity	3.5%	774	3.2%	852
	B			
Leadership holds all employees to the same standards	3.1%	737	2.9%	852
	B			

Percent "Agree" or "Strongly agree"

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

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

Table 123: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	60.0%	746	50.9%	850
	B			
Leadership adequately addresses inappropriate behavior	3.5%	831	3.4%	861
Leadership holds employees accountable for inappropriate behavior	3.4%	828	3.4%	856
Leadership holds employees accountable for poor performance in the workplace	3.2%	821	3.1%	860
Leadership acts ethically and honestly in the workplace	3.8%	787	3.5%	855
	B			
Leadership addresses issues of inequity	3.5%	835	3.4%	857
Leadership holds all employees to the same standards	3.2%	863	3.0%	863
	B			

Percent "Agree" or "Strongly agree"

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

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

Table 124: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	72.0%	667	50.9%	854
	B			
Recruits employees from a diverse set of backgrounds	3.9%	816	3.5%	860
	B			
Improves the campus climate for all employees	3.8%	808	3.2%	861
	B			
Retains diverse employees	3.7%	754	3.0%	859
	B			
Creates a supportive environment for employees from diverse backgrounds	3.8%	779	3.3%	859
	B			
Encourages discussions related to diversity	4.1%	839	3.8%	859
	B			
Provides employees with a positive work experience	3.8%	815	3.3%	856
	B			
Climate has become consistently more inclusive of all employees	3.7%	773	3.4%	859
	B			

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 125: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	68.5%	738	62.4%	842
	B			
Recruits employees from a diverse set of backgrounds	3.8%	851	3.8%	857
Improves the campus climate for all employees	3.7%	845	3.4%	857
	B			
Retains diverse employees	3.7%	811	3.3%	857
	B			
Creates a supportive environment for employees from diverse backgrounds	3.8%	779	3.3%	859
	B			
Encourages discussions related to diversity	3.9%	854	4.0%	854
Provides employees with a positive work experience	3.7%	854	3.5%	853
	B			
Climate has become consistently more inclusive of all employees	3.7%	820	3.6%	859

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 126: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	22.7%	160	14.5%	130
Physical appearance	14.1%	100	6.6%	59
Physical disability*	8.6%	60	8.9%	80
Mental disability	NA	NA	9.5%	85
Employment classification	32.0%	226	18.5%	165
Gender identity	10.8%	76	8.8%	78
Job title	32.6%	229	17.8%	160
Parental status	8.7%	61	7.0%	62
Religion	11.1%	78	6.5%	58
Political affiliation	26.8%	189	13.0%	116
Sexual orientation	4.3%	30	4.3%	39
Socio-economic status	7.9%	56	8.5%	76
Ethnic origin	8.5%	60	4.6%	41
Veteran status	1.7%	12	1.6%	14
Race or color	8.8%	62	9.3%	84
Marital status	5.1%	36	3.1%	28
Nationality/country of origin	5.6%	39	3.7%	33
None/no response	33.0%	233	60.0%	537

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 127: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	7.9%	70	16.6%	149
Bullying	17.0%	150	14.6%	131
Bias	35.6%	315	33.1%	297
Physical assault	0.1%	*	5.0%	45
Sexual misconduct	3.1%	27	13.5%	121
Verbal abuse	6.9%	61	13.5%	121
None/no response	56.0%	495	61.4%	550

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 128: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.0%	27	6.2%	56
Bullying	12.3%	109	9.3%	83
Bias	27.2%	240	17.4%	156
Physical assault	0.0%	*	1.5%	14
Sexual misconduct	1.1%	10	3.9%	35
Verbal abuse	5.5%	49	6.1%	54
None/no response	65.2%	577	79.9%	715

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 129: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.1%	10	1.6%	14
Bullying	13.8%	122	10.9%	98
Bias	23.2%	205	20.5%	184
Physical assault	0.0%	*	0.6%	5
Sexual misconduct	1.0%	9	1.6%	14
Verbal abuse	7.2%	63	9.3%	83
None/no response	69.6%	616	72.5%	650

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

Statistical significance not tested.

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