

Employee Climate Survey 2021

University Advancement

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*
University Advancement	140	0	12	88	62.9%

* 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

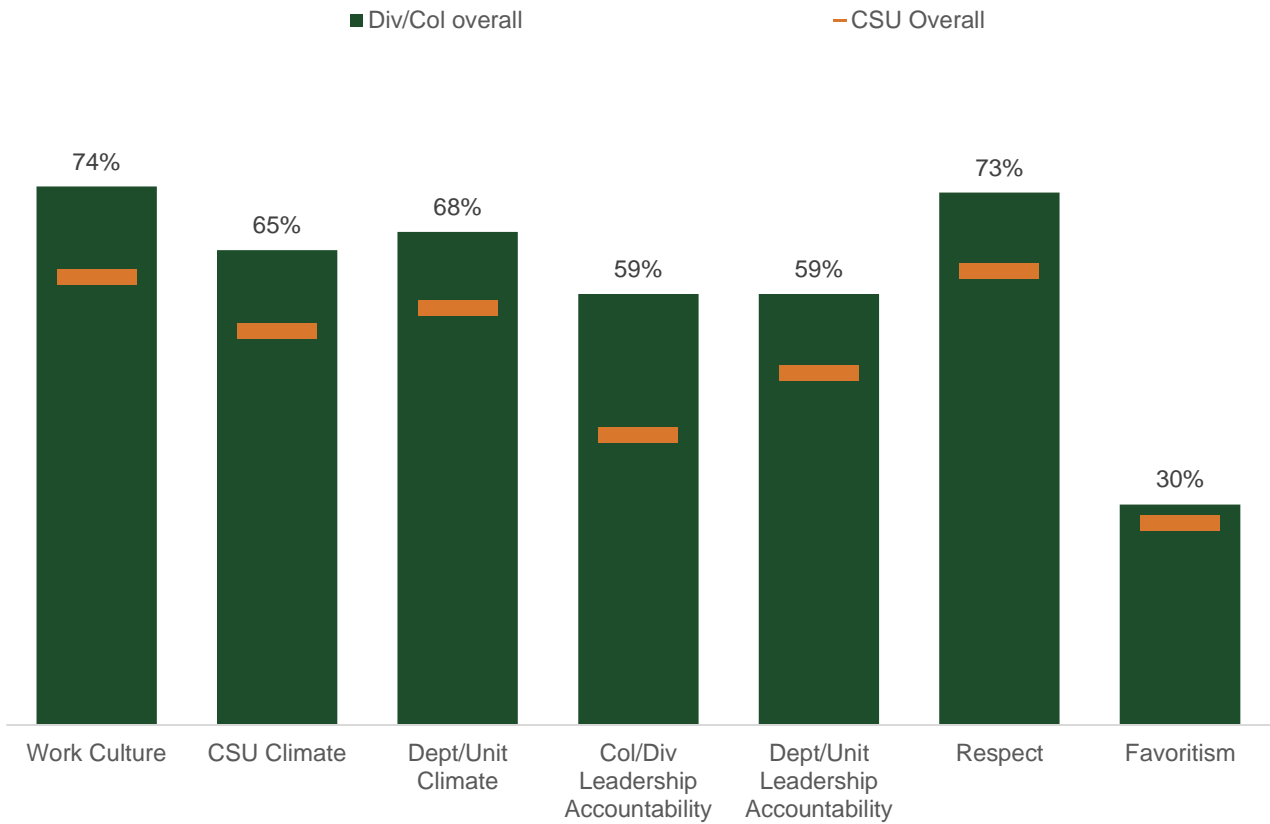
	Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	30%	29%
	Woman	70%	68%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	3%
Racially minoritized status	Racially minoritized	12%	12%
	Non-racially minoritized	88%	88%
Employee type	Admin Professional	100%	100%
	Contract, continuing, and adjunct (CCA)	0%	0%
	Tenure or Tenure-track (T/TT) Faculty	0%	0%
	State Classified	0%	0%
	Other Salaried Employee	0%	0%

Results are not weighted.

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	2.3%	13.6%	6.8%	44.3%	33.0%	100.0% 140
My department/unit treats all employees equitably	3.4%	17.0%	17.0%	40.9%	21.6%	100.0% 140
My department/unit is open and transparent in communication	2.3%	6.8%	18.2%	42.0%	30.7%	100.0% 140
My department/unit values employee input in major department/unit decisions	8.0%	11.4%	12.5%	47.7%	20.5%	100.0% 140
My department/unit promotes respect for cultural differences	2.3%	3.4%	9.1%	50.0%	35.2%	100.0% 140
My department/unit understands the value of diversity	2.3%	3.4%	11.4%	38.6%	44.3%	100.0% 140
My department/unit communicates the importance of valuing diversity	1.1%	4.5%	13.6%	35.2%	45.5%	100.0% 140
I feel valued as an employee	5.7%	14.8%	9.1%	39.8%	30.7%	100.0% 140
I feel a strong sense of belonging to CSU	3.4%	10.3%	18.4%	41.4%	26.4%	100.0% 138
I feel a strong sense of belonging to my division/college	3.4%	19.5%	14.9%	33.3%	28.7%	100.0% 138
I feel a strong sense of belonging to my department/unit	4.5%	14.8%	5.7%	33.0%	42.0%	100.0% 140
I would recommend CSU as a place of employment	1.1%	3.4%	13.6%	48.9%	33.0%	100.0% 140
I would recommend my department/unit as a place of employment	2.3%	10.2%	8.0%	42.0%	37.5%	100.0% 140

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?	87.5%	12.5%	100.0% 140

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	0.0%	8.0%	6.7%	34.7%	50.7%	100.0% 119
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	36.0%	40.0%	9.3%	12.0%	2.7%	100.0% 119
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	6.7%	14.7%	21.3%	42.7%	14.7%	100.0% 119

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

Table 6: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
My department/unit is treated with respect by other units within my college/division	0.0%	14.0%	18.6%	47.7%	19.8%	100.0% 137
My college/division is treated with respect by CSU	1.2%	7.0%	16.3%	60.5%	15.1%	100.0% 137
The people I interact with treat each other with respect	0.0%	2.3%	7.0%	57.0%	33.7%	100.0% 137
There is respect for religious differences in my department/unit	1.2%	9.3%	20.9%	43.0%	25.6%	100.0% 137
There is respect for liberal perspectives in my department/unit	1.2%	2.3%	10.5%	44.2%	41.9%	100.0% 137
There is respect for conservative perspectives in my department/unit	16.3%	17.4%	15.1%	39.5%	11.6%	100.0% 137

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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	14.1%	31.8%	10.6%	29.4%	14.1%	100.0% 135
Resources in my department/unit	16.5%	34.1%	16.5%	24.7%	8.2%	100.0% 135
Professional development opportunities	22.4%	40.0%	17.6%	12.9%	7.1%	100.0% 135
Promoted in my department/unit	12.9%	32.9%	20.0%	14.1%	20.0%	100.0% 135
Hired in my department/unit	20.0%	38.8%	20.0%	11.8%	9.4%	100.0% 135

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	2.3%	4.7%	26.7%	52.3%	14.0%	100.0% 137
Leadership holds employees accountable for inappropriate behavior	2.3%	8.1%	26.7%	47.7%	15.1%	100.0% 137
Leadership holds employees accountable for poor performance in the workplace	4.7%	14.0%	29.1%	39.5%	12.8%	100.0% 137
Leadership acts ethically and honestly in the workplace	3.5%	4.7%	20.0%	48.2%	23.5%	100.0% 135
Leadership addresses issues of inequity	3.5%	10.5%	30.2%	40.7%	15.1%	100.0% 137
Leadership holds all employees to the same standards	7.1%	25.9%	17.6%	37.6%	11.8%	100.0% 135

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	2.3%	4.7%	26.7%	52.3%	14.0%	100.0% 137
Leadership holds employees accountable for inappropriate behavior	2.3%	8.1%	26.7%	47.7%	15.1%	100.0% 137
Leadership holds employees accountable for poor performance in the workplace	4.7%	14.0%	29.1%	39.5%	12.8%	100.0% 137
Leadership acts ethically and honestly in the workplace	3.5%	4.7%	20.0%	48.2%	23.5%	100.0% 135
Leadership addresses issues of inequity	3.5%	10.5%	30.2%	40.7%	15.1%	100.0% 137
Leadership holds all employees to the same standards	7.1%	25.9%	17.6%	37.6%	11.8%	100.0% 135

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	3.6%	6.0%	28.6%	45.2%	16.7%	100.0% 134
Improves the campus climate for all employees	4.8%	8.4%	20.5%	50.6%	15.7%	100.0% 132
Retains diverse employees	1.2%	12.0%	45.8%	33.7%	7.2%	100.0% 132
Creates a supportive environment for employees from diverse backgrounds	1.2%	8.3%	27.4%	51.2%	11.9%	100.0% 134
Encourages discussions related to diversity	0.0%	2.4%	3.6%	47.6%	46.4%	100.0% 134
Provides employees with a positive work experience	2.4%	4.8%	25.0%	50.0%	17.9%	100.0% 134
Climate has become consistently more inclusive of all employees	2.4%	9.5%	21.4%	41.7%	25.0%	100.0% 134

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Table 11: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Recruits employees from a diverse set of backgrounds	2.4%	12.0%	30.1%	37.3%	18.1%	100.0% 132
Improves the campus climate for all employees	2.4%	10.8%	16.9%	44.6%	25.3%	100.0% 132
Retains diverse employees	3.6%	14.5%	43.4%	30.1%	8.4%	100.0% 132
Creates a supportive environment for employees from diverse backgrounds	1.2%	8.3%	27.4%	51.2%	11.9%	100.0% 134
Encourages discussions related to diversity	0.0%	6.0%	2.4%	34.5%	57.1%	100.0% 134
Provides employees with a positive work experience	3.6%	8.3%	13.1%	48.8%	26.2%	100.0% 134
Climate has become consistently more inclusive of all employees	3.6%	9.6%	16.9%	43.4%	26.5%	100.0% 132

Table 12: Communications: CSU Overall

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
Communications are effective	4.8%	10.7%	19.0%	56.0%	9.5%	100.0% 134
Communications are timely	1.2%	8.3%	20.2%	57.1%	13.1%	100.0% 134
Communications are relevant	3.6%	10.7%	21.4%	53.6%	10.7%	100.0% 134
Communications are informative	1.2%	8.3%	16.7%	60.7%	13.1%	100.0% 134
Communications are motivating	6.0%	14.3%	39.3%	31.0%	9.5%	100.0% 134
Communications are honest	0.0%	10.7%	25.0%	51.2%	13.1%	100.0% 134
Communications are accessible	1.2%	1.2%	14.3%	63.1%	20.2%	100.0% 134

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	1.2%	4.8%	7.1%	56.0%	31.0%	100.0% 134
Communications are timely	0.0%	4.8%	8.4%	61.4%	25.3%	100.0% 132
Communications are relevant	0.0%	3.6%	17.9%	54.8%	23.8%	100.0% 134
Communications are informative	0.0%	4.8%	15.5%	56.0%	23.8%	100.0% 134
Communications are motivating	2.4%	9.5%	33.3%	34.5%	20.2%	100.0% 134
Communications are honest	1.2%	8.3%	22.6%	46.4%	21.4%	100.0% 134
Communications are accessible	1.2%	1.2%	15.5%	57.1%	25.0%	100.0% 134

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	1.2%	4.8%	7.1%	56.0%	31.0%	100.0% 134
Communications are timely	0.0%	4.8%	8.4%	61.4%	25.3%	100.0% 132
Communications are relevant	0.0%	3.6%	17.9%	54.8%	23.8%	100.0% 134
Communications are informative	0.0%	4.8%	15.5%	56.0%	23.8%	100.0% 134
Communications are motivating	2.4%	9.5%	33.3%	34.5%	20.2%	100.0% 134
Communications are honest	1.2%	8.3%	22.6%	46.4%	21.4%	100.0% 134
Communications are accessible	1.2%	1.2%	15.5%	57.1%	25.0%	100.0% 134

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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?	43.4%	47.0%	9.6%	100.0% 132

Table 16: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct Pop)
One on one conversations with my supervisor	0.0%	9.5%	12.2%	27.0%	51.4%	100.0% 118
My representation in shared governance (CPC, APC, or Faculty Council)	2.7%	4.1%	79.5%	8.2%	5.5%	100.0% 116
My service on committees	2.7%	4.1%	45.2%	35.6%	12.3%	100.0% 116
Annual review process	2.7%	6.8%	25.7%	40.5%	24.3%	100.0% 118
Input collection through anonymous surveys	4.1%	2.7%	32.4%	40.5%	20.3%	100.0% 118

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	2.7%	12.2%	50.0%	21.6%	13.5%	100.0% 118
My division/college	4.1%	10.8%	20.3%	41.9%	23.0%	100.0% 118
My department/unit	4.1%	10.8%	20.3%	41.9%	23.0%	100.0% 118

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	11.4%	16	12.5%	17	12.5%	17
Physical appearance	2.3%	3	10.2%	14	10.2%	14
Physical disability	4.5%	6	4.5%	6	4.5%	6
Mental disability	3.4%	5	4.5%	6	4.5%	6
Employment classification	15.9%	22	11.4%	16	11.4%	16
Gender identity	9.1%	13	4.5%	6	4.5%	6
Job title	19.3%	27	21.6%	30	21.6%	30
Parental status	3.4%	5	4.5%	6	4.5%	6
Religion	10.2%	14	6.8%	10	6.8%	10
Political affiliation	27.3%	38	18.2%	25	18.2%	25
Sexual orientation	3.4%	5	2.3%	3	2.3%	3
Socio-economic status	2.3%	3	5.7%	8	5.7%	8
Ethnic origin	3.4%	5	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.1%	*	1.1%	*
Race or color	6.8%	10	3.4%	5	3.4%	5
Marital status	2.3%	3	5.7%	8	5.7%	8
Nationality/country of origin	3.4%	5	1.1%	*	1.1%	*
None/no response	52.3%	73	60.2%	84	60.2%	84

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

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

Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.4%	5	1.1%	*	1.1%	*
Bullying	8.0%	11	11.4%	16	11.4%	16
Bias	22.7%	32	21.6%	30	21.6%	30
Physical assault	1.1%	*	0.0%	*	0.0%	*
Sexual misconduct	4.5%	6	0.0%	*	0.0%	*
Verbal abuse	3.4%	5	5.7%	8	5.7%	8
None/no response	69.3%	97	73.9%	103	73.9%	103

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	23.8%	30
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	2.5%	3
Man	26.3%	33
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	63.8%	81
Prefer not to disclose	5.0%	6
The gender I most closely align with is not listed (please specify)	0.0%	*

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

* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	16.7%	21		53.8%	67		84.6%	105	
1	3.8%	5		9.0%	11		7.7%	10	
2	6.4%	8		6.4%	8		0.0%	*	
3	3.8%	5		5.1%	6		6.4%	8	
4	14.1%	17		7.7%	10		1.3%	*	
5	12.8%	16		5.1%	6		0.0%	*	
6 Very	42.3%	52		12.8%	16		0.0%	*	
Total	100.0%	124	4.03	100.0%	124	1.71	100.0%	124	.32

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	0.0%	*
Asian (can include Middle Eastern and North African)	0.0%	*
Black or African American (can include Middle Eastern and North African)	2.5%	3
Hispanic or Latinx	7.4%	10
Native Hawaiian or Other Pacific Islander	0.0%	*
White	87.7%	113
Prefer not to disclose	6.2%	8
The race/ethnicity I most closely align with is not listed (please specify)	1.2%	*

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	50.0%	*
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	50.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

Table 24: Native American or Alaska Native or First Nations

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

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

Categories coded from write-in responses.

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

Table 25: Hispanic or Latinx

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	100.0%	10
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	0.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

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

Table 26: Asian

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

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

* Values reported for items with n >= 3.

Table 27: Hawaiian/Pacific Islander

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

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

* Values reported for items with n >= 3.

Table 28: Disability

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	9.9%	85.2%	4.9%	100.0% 129

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	7.4%	86.4%	2.5%	3.7%	100.0% 129

Table 30: Department/Unit

	Pct	Pop
University Advancement	100.0%	140
Total	100.0%	140

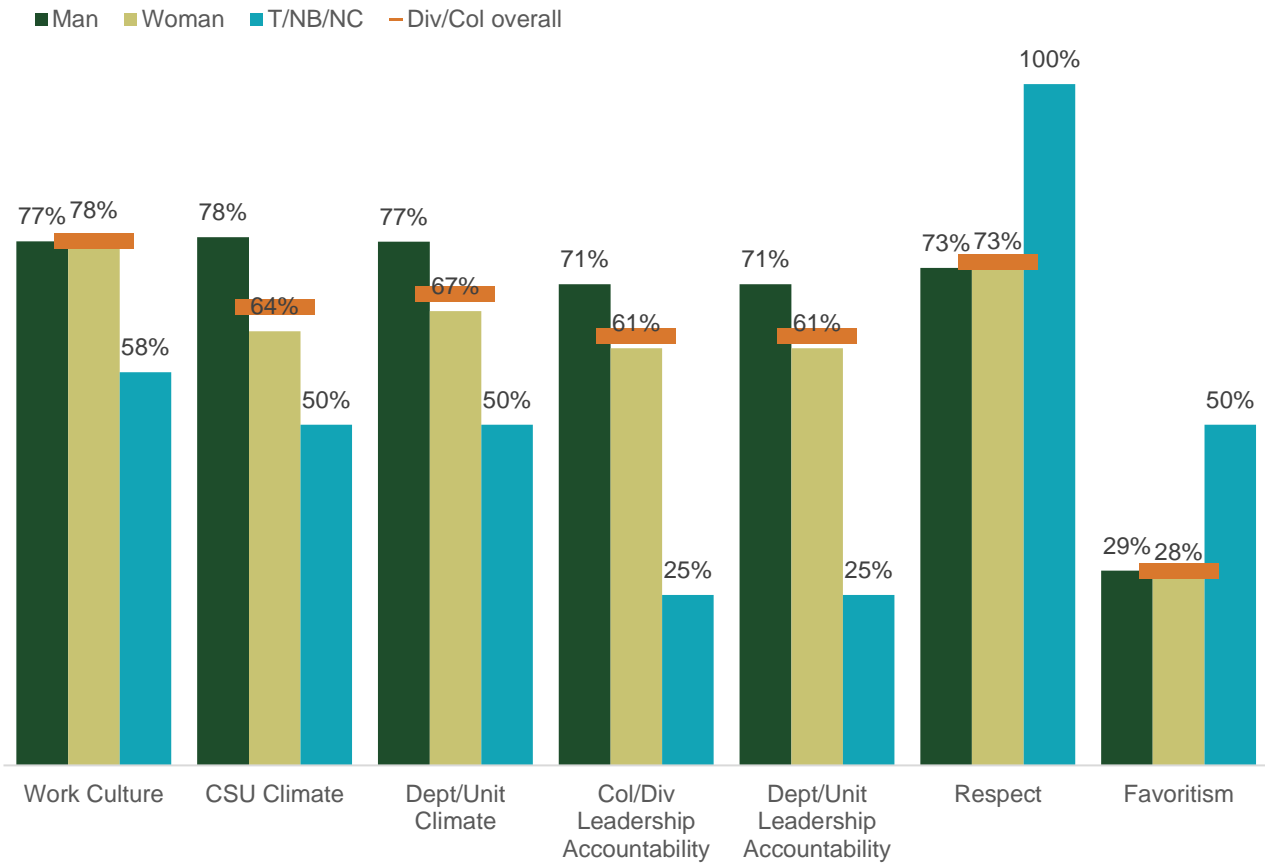
Table 31: Employee Type

	Pct	Pop
Admin Professional	100.0%	140
Total	100.0%	140

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



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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	76.9%	3377.9%	78	57.7%	377.0%	115		
My department/unit promotes a work environment where all employees feel included	81.0%	3382.0%	80	100.0%	382.2%	116		
My department/unit treats all employees equitably	66.7%	3368.0%	80	50.0%	367.1%	116		
My department/unit is open and transparent in communication	71.4%	3378.0%	80	50.0%	375.3%	116		
My department/unit values employee input in major department/unit decisions	76.2%	3370.0%	80	100.0%	372.6%	116		
My department/unit promotes respect for cultural differences	85.7%	3388.0%	80	100.0%	387.7%	116		
My department/unit understands the value of diversity	85.7%	3386.0%	80	50.0%	384.9%	116		
My department/unit communicates the importance of valuing diversity	81.0%	3382.0%	80	50.0%	380.8%	116		
I feel valued as an employee	71.4%	3376.0%	80	50.0%	374.0%	116		
I feel a strong sense of belonging to CSU	66.7%	3375.5%	78	0.0%	370.8%	115		
	C		C					
I feel a strong sense of belonging to my division/college	66.7%	3365.3%	78	50.0%	365.3%	115		
I feel a strong sense of belonging to my department/unit	81.0%	3378.0%	80	50.0%	378.1%	116		
I would recommend CSU as a place of employment	85.7%	3384.0%	80	50.0%	383.6%	116		
I would recommend my department/unit as a place of employment	81.0%	3384.0%	80	50.0%	382.2%	116		

Percent "Agree" or "Strongly agree"

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

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

Table 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	95.2%	32	88.0%	70	0.0% ^a	*	87.7%	102
No, I did not have a review	4.8%	*	12.0%	10	100.0% ^a	3	12.3%	14
Total	100.0%	33	100.0%	80	100.0%	3	100.0%	116

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.^{b,c}

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

Table 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
	PERFORMANCE REVIEW OVERALL	83.3%	32	79.5%	70	.		* 80.7%
I am satisfied with the effort my supervisor put into my most recent performance review	90.0%	32	88.6%	70	.		* 89.1%	102
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	10.0%	32	11.4%	70	.		* 10.9%	102
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	60.0%	32	50.0%	70	.		* 53.1%	102

Asked only of those respondents who had a performance review in the last year.
 Percent "Agree" or "Strongly agree"
 The reported population reflects the number of respondents who answered the survey item.
 *Reverse coded when included in overall rating
 * Values reported for items with n >= 3.^{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 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	73.0%	33	73.3%	80	100.0%	374	374.0%
My department/unit is treated with respect by other units within my college/division	61.9%	33	66.0%	80	100.0%	365	365.8%	116
My college/division is treated with respect by CSU	76.2%	33	80.0%	80	100.0%	379	379.5%	116
The people I interact with treat each other with respect	95.2%	33	90.0%	80	100.0%	391	391.8%	116
There is respect for religious differences in my department/unit	71.4%	33	70.0%	80	100.0%	371	371.2%	116
There is respect for liberal perspectives in my department/unit	90.5%	33	82.0%	80	100.0%	384	384.9%	116
There is respect for conservative perspectives in my department/unit	42.9%	33	52.0%	80	100.0%	350	350.7%	116

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 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	28.6%	33	27.6%	80	50.0%	328	328.5%
Recognized within my department/unit	47.6%	33	40.0%	80	50.0%	342	342.5%	116
Resources in my department/unit	28.6%	33	30.0%	80	50.0%	330	330.1%	116
Professional development opportunities	19.0%	33	20.0%	80	50.0%	320	320.5%	116
Promoted in my department/unit	28.6%	33	32.0%	80	50.0%	331	331.5%	116
Hired in my department/unit	19.0%	33	16.0%	80	50.0%	317	317.8%	116

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	70.6%	33	61.2%	78	25.0%	3	63.0%	115
Leadership adequately addresses inappropriate behavior	85.7%	33	66.0%	80	50.0%	3	71.2%	116
Leadership holds employees accountable for inappropriate behavior	81.0%	33	60.0%	80	50.0%	3	65.8%	116
Leadership holds employees accountable for poor performance in the workplace	66.7%	33	50.0%	80	50.0%	3	54.8%	116
Leadership acts ethically and honestly in the workplace	66.7%	33	81.6%	78	0.0%	3	75.0%	115
Leadership addresses issues of inequity	66.7%	33	60.0%	80	0.0%	3	60.3%	116
Leadership holds all employees to the same standards	57.1%	33	54.0%	80	0.0%	3	53.4%	116

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	70.6%	33	61.2%	78	25.0%	3	63.0%	115
Leadership adequately addresses inappropriate behavior	85.7%	33	66.0%	80	50.0%	3	71.2%	116
Leadership holds employees accountable for inappropriate behavior	81.0%	33	60.0%	80	50.0%	3	65.8%	116
Leadership holds employees accountable for poor performance in the workplace	66.7%	33	50.0%	80	50.0%	3	54.8%	116
Leadership acts ethically and honestly in the workplace	66.7%	33	81.6%	78	0.0%	3	75.0%	115
Leadership addresses issues of inequity	66.7%	33	60.0%	80	0.0%	3	60.3%	116
Leadership holds all employees to the same standards	57.1%	33	54.0%	80	0.0%	3	53.4%	116

Percent "Agree" or "Strongly agree"

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

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

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Table 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	77.6%	33	63.7%	80	50.0%	3	67.3%
Recruits employees from a diverse set of backgrounds	71.4%	33	56.0%	80	50.0%	3	60.3%	116
Improves the campus climate for all employees	76.2%	33	68.0%	80	50.0%	3	69.9%	116
Retains diverse employees	66.7%	33	30.0%	80	50.0%	3	41.1%	116
	B							
Creates a supportive environment for employees from diverse backgrounds	81.0%	33	56.0%	80	50.0%	3	63.0%	116
	B							
Encourages discussions related to diversity	100.0%	33	96.0%	80	50.0%	3	95.9%	116
	C		C					
Provides employees with a positive work experience	76.2%	33	68.0%	80	50.0%	3	69.9%	116
Climate has become consistently more inclusive of all employees	71.4%	33	72.0%	80	50.0%	3	71.2%	116

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	76.9%	33	66.7%	76	50.0%	3	69.2%
Recruits employees from a diverse set of backgrounds	76.2%	33	44.9%	78	50.0%	3	54.2%	115
	B							
Improves the campus climate for all employees	76.2%	33	72.0%	80	50.0%	3	72.6%	116
Retains diverse employees	57.1%	33	30.0%	80	0.0%	3	37.0%	116
	B							
Creates a supportive environment for employees from diverse backgrounds	81.0%	33	56.0%	80	50.0%	3	63.0%	116
	B							
Encourages discussions related to diversity	100.0%	33	92.0%	80	50.0%	3	93.2%	116
	C		C					
Provides employees with a positive work experience	71.4%	33	80.0%	80	100.0%	3	78.1%	116
Climate has become consistently more inclusive of all employees	76.2%	33	75.5%	78	50.0%	3	75.0%	115

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	59.9%	3370.9%	80	64.3%	367.5%	116		
Communications are effective	61.9%	3372.0%	80	50.0%	368.5%	116		
Communications are timely	66.7%	3374.0%	80	100.0%	372.6%	116		
Communications are relevant	47.6%	3372.0%	80	50.0%	364.4%	116		
Communications are informative	57.1%	3382.0%	80	100.0%	375.3%	116		
Communications are motivating	33.3%	3344.0%	80	50.0%	341.1%	116		
Communications are honest	61.9%	3370.0%	80	50.0%	367.1%	116		
Communications are accessible	90.5%	3382.0%	80	50.0%	383.6%	116		

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	74.1%	3379.1%	80	85.7%	377.9%	116		
Communications are effective	81.0%	3390.0%	80	100.0%	387.7%	116		
Communications are timely	90.5%	3386.0%	80	100.0%	387.7%	116		
Communications are relevant	66.7%	3384.0%	80	100.0%	379.5%	116		
Communications are informative	66.7%	3386.0%	80	100.0%	380.8%	116		
Communications are motivating	52.4%	3356.0%	80	100.0%	356.2%	116		
Communications are honest	66.7%	3374.0%	80	50.0%	371.2%	116		
Communications are accessible	95.2%	3378.0%	80	50.0%	382.2%	116		

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 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	74.1%	3379.1%	80	85.7%	377.9%	116		
Communications are effective	81.0%	3390.0%	80	100.0%	387.7%	116		
Communications are timely	90.5%	3386.0%	80	100.0%	387.7%	116		
Communications are relevant	66.7%	3384.0%	80	100.0%	379.5%	116		
Communications are informative	66.7%	3386.0%	80	100.0%	380.8%	116		
Communications are motivating	52.4%	3356.0%	80	100.0%	356.2%	116		
Communications are honest	66.7%	3374.0%	80	50.0%	371.2%	116		
Communications are accessible	95.2%	3378.0%	80	50.0%	382.2%	116		

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.

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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	47.6%	16	42.0%	33	50.0%	*	43.8%	51
Maybe, I can provide feedback in limited situations	33.3%	11	50.0%	40	50.0%	*	45.2%	52
No, I don't have an opportunity to provide feedback	19.0%	6	8.0%	6	0.0% ^a	*	11.0%	13
Total	100.0%	33	100.0%	80	100.0%	3	100.0%	116

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.^{b,c}

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

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

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

Table 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	55.0%	25	54.8%	73	20.0%	3	53.8%	102
One on one conversations with my supervisor	82.4%	27	82.6%	73	100.0%	3	83.1%	103
My representation in shared governance (CPC, APC, or Faculty Council)	12.5%	25	15.2%	73	0.0%	3	14.1%	102
My service on committees	56.3%	25	47.8%	73	0.0%	3	48.4%	102
Annual review process	76.5%	27	65.2%	73	0.0%	3	66.2%	103
Input collection through anonymous surveys	52.9%	27	63.0%	73	0.0%	3	58.5%	103

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	56.9%	27	61.6%	73	0.0%	3	58.5%	103
CSU overall	41.2%	27	37.0%	73	0.0%	3	36.9%	103
My division/college	64.7%	27	73.9%	73	0.0%	3	69.2%	103
My department/unit	64.7%	27	73.9%	73	0.0%	3	69.2%	103

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

Percent "Agree" or "Strongly agree"

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

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

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

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

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Table 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	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical appearance	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Physical disability	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Mental disability	0.0%	*	4.0%	3	50.0%	*	4.1%	5
Employment classification	14.3%	5	18.0%	14	0.0%	*	16.4%	19
Gender identity	4.8%	*	8.0%	6	100.0%	3	9.6%	11
Job title	38.1%	13	10.0%	8	0.0%	*	17.8%	21
Parental status	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Religion	9.5%	3	12.0%	10	0.0%	*	11.0%	13
Political affiliation	38.1%	13	24.0%	19	0.0%	*	27.4%	32
Sexual orientation	0.0%	*	4.0%	3	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Ethnic origin	4.8%	*	2.0%	*	50.0%	*	4.1%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	10.0%	8	50.0%	*	8.2%	10
Marital status	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Nationality/country of origin	0.0%	*	4.0%	3	50.0%	*	4.1%	5
None/no response	38.1%	13	60.0%	48	0.0%	*	52.1%	60

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	19.0%	6	10.0%	8	0.0%	*	12.3%	14
Physical appearance	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Mental disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Employment classification	19.0%	6	12.0%	10	0.0%	*	13.7%	16
Gender identity	9.5%	3	4.0%	3	0.0%	*	5.5%	6
Job title	28.6%	10	18.0%	14	50.0%	*	21.9%	25
Parental status	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Religion	9.5%	3	8.0%	6	0.0%	*	8.2%	10
Political affiliation	28.6%	10	16.0%	13	0.0%	*	19.2%	22
Sexual orientation	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	8.0%	6	0.0%	*	6.8%	8
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Race or color	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Marital status	9.5%	3	6.0%	5	0.0%	*	6.8%	8
Nationality/country of origin	4.8%	*	0.0%	*	0.0%	*	1.4%	*
None/no response	47.6%	16	62.0%	49	50.0%	*	57.5%	67

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	19.0%	6	10.0%	8	0.0%	*	12.3%	14
Physical appearance	14.3%	5	8.0%	6	0.0%	*	9.6%	11
Physical disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Mental disability	4.8%	*	6.0%	5	0.0%	*	5.5%	6
Employment classification	19.0%	6	12.0%	10	0.0%	*	13.7%	16
Gender identity	9.5%	3	4.0%	3	0.0%	*	5.5%	6
Job title	28.6%	10	18.0%	14	50.0%	*	21.9%	25
Parental status	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Religion	9.5%	3	8.0%	6	0.0%	*	8.2%	10
Political affiliation	28.6%	10	16.0%	13	0.0%	*	19.2%	22
Sexual orientation	4.8%	*	2.0%	*	0.0%	*	2.7%	3
Socio-economic status	4.8%	*	8.0%	6	0.0%	*	6.8%	8
Ethnic origin	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Veteran status	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Race or color	0.0%	*	6.0%	5	0.0%	*	4.1%	5
Marital status	9.5%	3	6.0%	5	0.0%	*	6.8%	8
Nationality/country of origin	4.8%	*	0.0%	*	0.0%	*	1.4%	*
None/no response	47.6%	16	62.0%	49	50.0%	*	57.5%	67

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	4.8%	*	4.0%	3	0.0%	*	4.1%	5
Bullying	9.5%	3	8.0%	6	0.0%	*	8.2%	10
Bias	28.6%	10	18.0%	14	100.0%	3	23.3%	27
Physical assault	0.0%	*	2.0%	*	0.0%	*	1.4%	*
Sexual misconduct	0.0%	*	8.0%	6	0.0%	*	5.5%	6
Verbal abuse	4.8%	*	4.0%	3	0.0%	*	4.1%	5
None/no response	61.9%	21	74.0%	59	0.0%	*	68.5%	80

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 51: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Bullying	14.3%	5	10.0%	8	0.0%	*	11.0%	13
Bias	23.8%	8	24.0%	19	50.0%	*	24.7%	29
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.5%	3	4.0%	3	0.0%	*	5.5%	6
None/no response	71.4%	24	74.0%	59	50.0%	*	72.6%	84

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	4.8%	*	0.0%	*	0.0%	*	1.4%	*
Bullying	14.3%	5	10.0%	8	0.0%	*	11.0%	13
Bias	23.8%	8	24.0%	19	50.0%	*	24.7%	29
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	9.5%	3	4.0%	3	0.0%	*	5.5%	6
None/no response	71.4%	24	74.0%	59	50.0%	*	72.6%	84

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

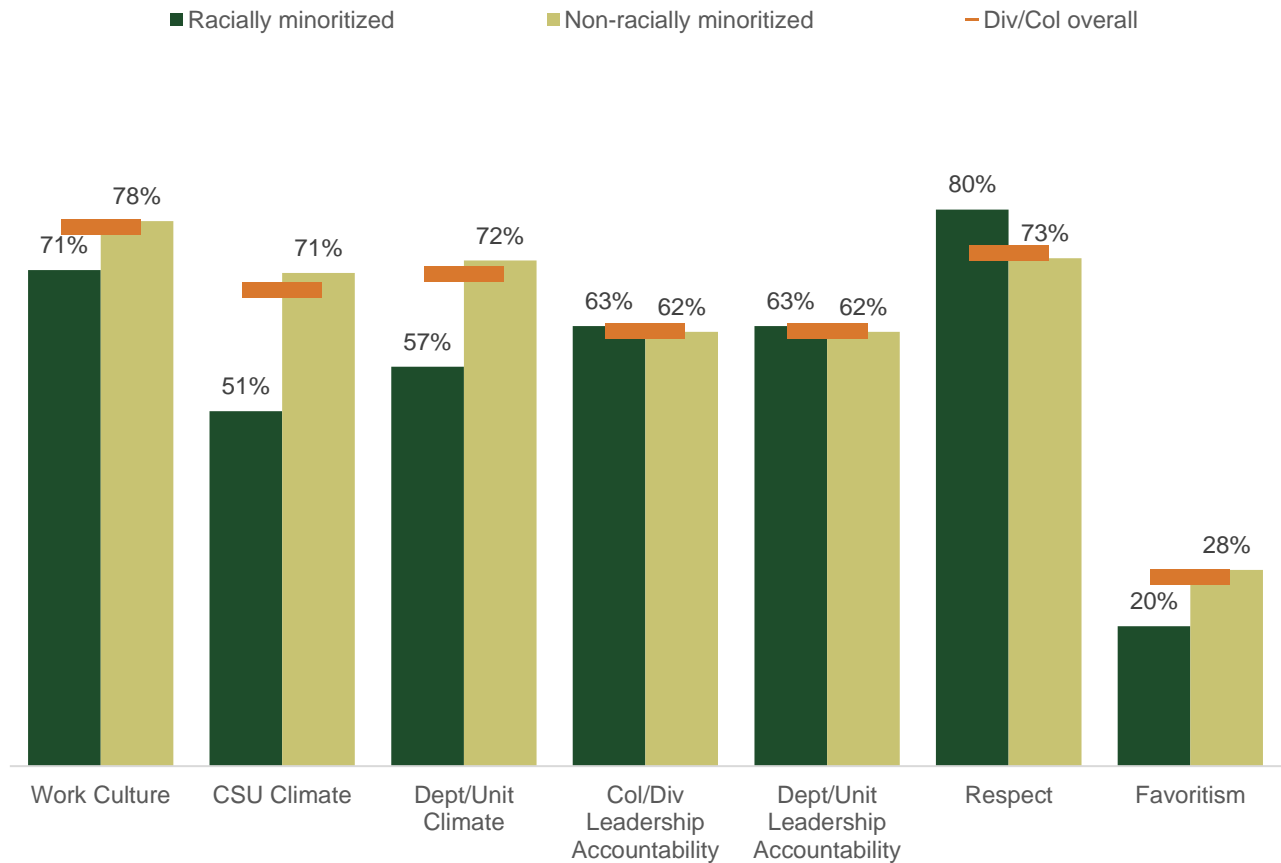
Statistical significance not tested.

** 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



Employee Climate Survey 2021

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	70.9%	14	78.0%	105	77.1%	119
My department/unit promotes a work environment where all employees feel included	77.8%	14	80.6%	107	80.3%	121
My department/unit treats all employees equitably	77.8%	14	65.7%	107	67.1%	121
My department/unit is open and transparent in communication	77.8%	14	76.1%	107	76.3%	121
My department/unit values employee input in major department/unit decisions	77.8%	14	68.7%	107	69.7%	121
My department/unit promotes respect for cultural differences	88.9%	14	88.1%	107	88.2%	121
My department/unit understands the value of diversity	66.7%	14	88.1%	107	85.5%	121
My department/unit communicates the importance of valuing diversity	66.7%	14	83.6%	107	81.6%	121
I feel valued as an employee	77.8%	14	74.6%	107	75.0%	121
I feel a strong sense of belonging to CSU	55.6%	14	72.7%	105	70.7%	119
I feel a strong sense of belonging to my division/college	55.6%	14	66.7%	105	65.3%	119
I feel a strong sense of belonging to my department/unit	77.8%	14	79.1%	107	78.9%	121
I would recommend CSU as a place of employment	55.6%	14	89.6%	107	85.5%	121
I would recommend my department/unit as a place of employment	66.7%	14	83.6%	107	81.6%	121

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	66.7%	10	89.6%	95	86.8%	105
No, I did not have a review	33.3%	5	10.4%	11	13.2%	16
Total	100.0%	14	100.0%	107	100.0%	121

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	72.2%	10	83.3%	95	82.3%
I am satisfied with the effort my supervisor put into my most recent performance review	66.7%	10	93.3%	95	90.9%	105
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	16.7%	10	10.0%	95	10.6%	105
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	10	56.7%	95	56.1%	105

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}

- 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 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	79.6%	14	72.6%	107	73.5%
My department/unit is treated with respect by other units within my college/division	77.8%	14	62.7%	107	64.5%	121
My college/division is treated with respect by CSU	88.9%	14	76.1%	107	77.6%	121
The people I interact with treat each other with respect	88.9%	14	89.6%	107	89.5%	121
There is respect for religious differences in my department/unit	77.8%	14	71.6%	107	72.4%	121
There is respect for liberal perspectives in my department/unit	77.8%	14	86.6%	107	85.5%	121
There is respect for conservative perspectives in my department/unit	66.7%	14	49.3%	107	51.3%	121

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 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	20.0%	14	28.1%	107	27.1%
Recognized within my department/unit	33.3%	14	41.8%	107	40.8%	121
Resources in my department/unit	22.2%	14	29.9%	107	28.9%	121
Professional development opportunities	11.1%	14	17.9%	107	17.1%	121
Promoted in my department/unit	22.2%	14	31.3%	107	30.3%	121
Hired in my department/unit	11.1%	14	19.4%	107	18.4%	121

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 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	63.0%	14	62.1%	105	62.2%
Leadership adequately addresses inappropriate behavior	66.7%	14	70.1%	107	69.7%	121
Leadership holds employees accountable for inappropriate behavior	66.7%	14	64.2%	107	64.5%	121
Leadership holds employees accountable for poor performance in the workplace	55.6%	14	53.7%	107	53.9%	121
Leadership acts ethically and honestly in the workplace	66.7%	14	72.7%	105	72.0%	119
Leadership addresses issues of inequity	55.6%	14	62.7%	107	61.8%	121
Leadership holds all employees to the same standards	66.7%	14	52.2%	107	53.9%	121

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 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	63.0%	14	62.1%	105	62.2%
Leadership adequately addresses inappropriate behavior	66.7%	14	70.1%	107	69.7%	121
Leadership holds employees accountable for inappropriate behavior	66.7%	14	64.2%	107	64.5%	121
Leadership holds employees accountable for poor performance in the workplace	55.6%	14	53.7%	107	53.9%	121
Leadership acts ethically and honestly in the workplace	66.7%	14	72.7%	105	72.0%	119
Leadership addresses issues of inequity	55.6%	14	62.7%	107	61.8%	121
Leadership holds all employees to the same standards	66.7%	14	52.2%	107	53.9%	121

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.

Employee Climate Survey 2021

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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	50.8%	14	70.6%	105	68.2%	119
Recruits employees from a diverse set of backgrounds	44.4%	14	64.2%	107	61.8%	121
Improves the campus climate for all employees	44.4%	14	73.1%	107	69.7%	121
Retains diverse employees	33.3%	14	43.9%	105	42.7%	119
Creates a supportive environment for employees from diverse backgrounds	44.4%	14	67.2%	107	64.5%	121
Encourages discussions related to diversity	77.8%	14	98.5%	107	96.1%	121
Provides employees with a positive work experience	55.6%	14	74.6%	107	72.4%	121
Climate has become consistently more inclusive of all employees	55.6%	14	74.6%	107	72.4%	121

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		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	57.1%	14	72.3%	102	70.5%	116
Recruits employees from a diverse set of backgrounds	44.4%	14	57.6%	105	56.0%	119
Improves the campus climate for all employees	55.6%	14	76.1%	107	73.7%	121
Retains diverse employees	22.2%	14	40.9%	105	38.7%	119
Creates a supportive environment for employees from diverse backgrounds	44.4%	14	67.2%	107	64.5%	121
Encourages discussions related to diversity	66.7%	14	97.0%	107	93.4%	121
Provides employees with a positive work experience	77.8%	14	79.1%	107	78.9%	121
Climate has become consistently more inclusive of all employees	66.7%	14	75.8%	105	74.7%	119

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	65.1%	14	68.7%	107	68.2%	121
Communications are effective	66.7%	14	67.2%	107	67.1%	121
Communications are timely	77.8%	14	71.6%	107	72.4%	121
Communications are relevant	55.6%	14	67.2%	107	65.8%	121
Communications are informative	77.8%	14	76.1%	107	76.3%	121
Communications are motivating	33.3%	14	43.3%	107	42.1%	121
Communications are honest	66.7%	14	68.7%	107	68.4%	121
Communications are accessible	77.8%	14	86.6%	107	85.5%	121

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 63: Communications: Division/College

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	79.4%	14	77.7%	105	77.9%	119
Communications are effective	88.9%	14	86.6%	107	86.8%	121
Communications are timely	88.9%	14	87.9%	105	88.0%	119
Communications are relevant	88.9%	14	77.6%	107	78.9%	121
Communications are informative	88.9%	14	79.1%	107	80.3%	121
Communications are motivating	44.4%	14	56.7%	107	55.3%	121
Communications are honest	77.8%	14	70.1%	107	71.1%	121
Communications are accessible	77.8%	14	85.1%	107	84.2%	121

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 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	79.4%	14	77.7%	105	77.9%	119
Communications are effective	88.9%	14	86.6%	107	86.8%	121
Communications are timely	88.9%	14	87.9%	105	88.0%	119
Communications are relevant	88.9%	14	77.6%	107	78.9%	121
Communications are informative	88.9%	14	79.1%	107	80.3%	121
Communications are motivating	44.4%	14	56.7%	107	55.3%	121
Communications are honest	77.8%	14	70.1%	107	71.1%	121
Communications are accessible	77.8%	14	85.1%	107	84.2%	121

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 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	44.4%	6	46.3%	49	46.1%
Maybe, I can provide feedback in limited situations	55.6%	8	43.3%	46	44.7%	54
No, I don't have an opportunity to provide feedback	0.0% ^a	*	10.4%	11	9.2%	11
Total	100.0%	14	100.0%	107	100.0%	121

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^{b,c}

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

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

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

Table 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	53.3%	14	53.2%	94	53.2%	108
One on one conversations with my supervisor	55.6%	14	85.0% A	95	81.2%	110
My representation in shared governance (CPC, APC, or Faculty Council)	22.2%	14	11.9%	94	13.2%	108
My service on committees	55.6%	14	45.8%	94	47.1%	108
Annual review process	66.7%	14	66.7%	95	66.7%	110
Input collection through anonymous surveys	66.7%	14	58.3%	95	59.4%	110

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	63.0%	14	57.2%	95	58.0%	110
CSU overall	55.6%	14	35.0%	95	37.7%	110
My division/college	66.7%	14	68.3%	95	68.1%	110
My department/unit	66.7%	14	68.3%	95	68.1%	110

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.

Employee Climate Survey 2021

Table 68: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	11.9%	13	10.5%	13
Physical appearance	0.0%	*	3.0%	3	2.6%	3
Physical disability	11.1%	*	3.0%	3	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	0.0%	*	17.9%	19	15.8%	19
Gender identity	11.1%	*	9.0%	10	9.2%	11
Job title	22.2%	3	17.9%	19	18.4%	22
Parental status	11.1%	*	3.0%	3	3.9%	5
Religion	0.0%	*	11.9%	13	10.5%	13
Political affiliation	22.2%	3	26.9%	29	26.3%	32
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	0.0%	*	3.0%	3	2.6%	3
Ethnic origin	22.2%	3	1.5%	*	3.9%	5
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	22.2%	3	4.5%	5	6.6%	8
Marital status	11.1%	*	1.5%	*	2.6%	3
Nationality/country of origin	22.2%	3	1.5%	*	3.9%	5
None/no response	44.4%	6	53.7%	57	52.6%	64

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 69: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	22.2%	3	11.9%	13	13.2%	16
Physical appearance	11.1%	*	11.9%	13	11.8%	14
Physical disability	0.0%	*	4.5%	5	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	11.1%	*	11.9%	13	11.8%	14
Gender identity	11.1%	*	4.5%	5	5.3%	6
Job title	22.2%	3	22.4%	24	22.4%	27
Parental status	22.2%	3	3.0%	3	5.3%	6
Religion	0.0%	*	9.0%	10	7.9%	10
Political affiliation	22.2%	3	17.9%	19	18.4%	22
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	11.1%	*	4.5%	5	5.3%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	11.1%	*	1.5%	*	2.6%	3
Marital status	22.2%	3	4.5%	5	6.6%	8
Nationality/country of origin	0.0%	*	1.5%	*	1.3%	*
None/no response	66.7%	10	58.2%	62	59.2%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 70: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	22.2%	3	11.9%	13	13.2%	16
Physical appearance	11.1%	*	11.9%	13	11.8%	14
Physical disability	0.0%	*	4.5%	5	3.9%	5
Mental disability	11.1%	*	3.0%	3	3.9%	5
Employment classification	11.1%	*	11.9%	13	11.8%	14
Gender identity	11.1%	*	4.5%	5	5.3%	6
Job title	22.2%	3	22.4%	24	22.4%	27
Parental status	22.2%	3	3.0%	3	5.3%	6
Religion	0.0%	*	9.0%	10	7.9%	10
Political affiliation	22.2%	3	17.9%	19	18.4%	22
Sexual orientation	0.0%	*	3.0%	3	2.6%	3
Socio-economic status	11.1%	*	4.5%	5	5.3%	6
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	1.5%	*	1.3%	*
Race or color	11.1%	*	1.5%	*	2.6%	3
Marital status	22.2%	3	4.5%	5	6.6%	8
Nationality/country of origin	0.0%	*	1.5%	*	1.3%	*
None/no response	66.7%	10	58.2%	62	59.2%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 71: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	11.1%	*	3.0%	3	3.9%	5
Bullying	0.0%	*	9.0%	10	7.9%	10
Bias	33.3%	5	17.9%	19	19.7%	24
Physical assault	0.0%	*	1.5%	*	1.3%	*
Sexual misconduct	11.1%	*	4.5%	5	5.3%	6
Verbal abuse	0.0%	*	4.5%	5	3.9%	5
None/no response	66.7%	10	71.6%	76	71.1%	86

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 72: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.5%	*	1.3%	*
Bullying	11.1%	*	10.4%	11	10.5%	13
Bias	22.2%	3	20.9%	22	21.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	7.5%	8	6.6%	8
None/no response	77.8%	11	73.1%	78	73.7%	89

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 73: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.5%	*	1.3%	*
Bullying	11.1%	*	10.4%	11	10.5%	13
Bias	22.2%	3	20.9%	22	21.1%	25
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	7.5%	8	6.6%	8
None/no response	77.8%	11	73.1%	78	73.7%	89

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.

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.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	77.5%	94	74.1%	138
My department/unit promotes a work environment where all employees feel included	74.9%	98	77.3%	140
My department/unit treats all employees equitably	71.6%	98	62.5%	140
My department/unit is open and transparent in communication	68.1%	98	72.7%	140
My department/unit values employee input in major department/unit decisions	69.6%	98	68.2%	140
My department/unit promotes respect for cultural differences	84.8%	96	85.2%	140
My department/unit understands the value of diversity	88.5%	98	83.0%	140
My department/unit communicates the importance of valuing diversity	84.9%	96	80.7%	140
I feel valued as an employee	75.2%	98	70.5%	140
I feel a strong sense of belonging to CSU	76.7%	98	67.8%	138
I feel a strong sense of belonging to my division/college	54.4%	98	62.1%	138
I feel a strong sense of belonging to my department/unit	84.9%	98	75.0%	140
I would recommend CSU as a place of employment	88.2%	98	81.8%	140
I would recommend my department/unit as a place of employment	75.5%	98	79.5%	140

Percent "Agree" or "Strongly agree"

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

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

Table 75: 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	100.0% ^a	94	87.5%	122
No, I did not have a review	0.0% ^a	*	12.5%	17

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

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

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

Table 76: 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	93.0%	92	80.9%	119
I am satisfied with the effort my supervisor put into my most recent performance review	86.2%	94	85.3%	119
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	28.7%	96	14.7%	119
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	57.3%	119

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 77: 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	70.5%	86	73.3%	137
My department/unit is treated with respect by other units within my college/division	47.3%	98	67.4%	137
My college/division is treated with respect by CSU	86.9%	98	75.6%	137
The people I interact with treat each other with respect	84.9%	98	90.7%	137
There is respect for religious differences in my department/unit	64.5%	88	68.6%	137
There is respect for liberal perspectives in my department/unit	84.7%	94	86.0%	137
There is respect for conservative perspectives in my department/unit	45.7%	94	51.2%	137

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 78: 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	18.2%	96	30.4%	135
Recognized within my department/unit	25.1%	98	43.5%	135
Resources in my department/unit	19.2%	98	32.9%	135
Professional development opportunities	15.2%	96	20.0%	135
Promoted in my department/unit	23.2%	96	34.1%	135
Hired in my department/unit	13.3%	98	21.2%	135

Percent "Agree" or "Strongly agree"

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

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

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

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

Table 79: 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	48.6%	81	59.3%	134
Leadership adequately addresses inappropriate behavior	52.8%	90	66.3%	137
Leadership holds employees accountable for inappropriate behavior	57.5%	87	62.8%	137
Leadership holds employees accountable for poor performance in the workplace	55.5%	87	52.3%	137
Leadership acts ethically and honestly in the workplace	43.5%	98	71.8%	135
Leadership addresses issues of inequity	50.6%	89	55.8%	137
Leadership holds all employees to the same standards	34.8%	96	49.4%	135

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 80: 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	78.3%	87	59.3%	134
Leadership adequately addresses inappropriate behavior	76.7%	94	66.3%	137
Leadership holds employees accountable for inappropriate behavior	78.0%	91	62.8%	137
Leadership holds employees accountable for poor performance in the workplace	78.0%	91	52.3%	137
Leadership acts ethically and honestly in the workplace	43.5%	98	71.8%	135
Leadership addresses issues of inequity	70.3%	92	55.8%	137
Leadership holds all employees to the same standards	79.2%	96	49.4%	135

Percent "Agree" or "Strongly agree"

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

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

Table 81: 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	81.0%	78	65.3%	130
	B			
Recruits employees from a diverse set of backgrounds	85.7%	90	61.9%	134
	B			
Improves the campus climate for all employees	84.6%	96	66.3%	132
	B			
Retains diverse employees	59.7%	90	41.0%	132
	B			
Creates a supportive environment for employees from diverse backgrounds	80.2%	92	63.1%	134
	B			
Encourages discussions related to diversity	92.6%	96	94.0%	134
Provides employees with a positive work experience	88.5%	98	67.9%	134
	B			
Climate has become consistently more inclusive of all employees	70.5%	94	66.7%	134

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 82: 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	69.3%	90	67.9%	127
Recruits employees from a diverse set of backgrounds	73.9%	96	55.4%	132
	B			
Improves the campus climate for all employees	73.2%	96	69.9%	132
Retains diverse employees	44.3%	98	38.6%	132
Creates a supportive environment for employees from diverse backgrounds	80.2%	92	63.1%	134
	B			
Encourages discussions related to diversity	71.4%	96	91.7%	134
			A	
Provides employees with a positive work experience	81.1%	98	75.0%	134
Climate has become consistently more inclusive of all employees	68.5%	98	69.9%	132

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 83: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	36.8%	31	12.5%	17
Physical appearance	19.8%	17	10.2%	14
Physical disability*	2.4%	*	4.5%	6
Mental disability	NA	NA	4.5%	6
Employment classification	23.7%	20	11.4%	16
Gender identity	2.1%	*	4.5%	6
Job title	30.3%	25	21.6%	30
Parental status	6.5%	5	4.5%	6
Religion	10.7%	9	6.8%	10
Political affiliation	28.5%	24	18.2%	25
Sexual orientation	2.1%	*	2.3%	3
Socio-economic status	13.3%	11	5.7%	8
Ethnic origin	NA	NA	NA	NA
Veteran status	NA	NA	1.1%	*
Race or color	2.1%	*	3.4%	5
Marital status	4.4%	4	5.7%	8
Nationality/country of origin	NA	NA	1.1%	*
None/no response	47.9%	40	60.2%	84

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

Statistical significance not tested.

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

* Values reported for items with n >= 3.

Table 84: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	2.0%	*	3.4%	5
Bullying	16.8%	16	8.0%	11
Bias	32.2%	31	22.7%	32
Physical assault	0.0%	*	1.1%	*
Sexual misconduct	0.0%	*	4.5%	6
Verbal abuse	3.6%	3	3.4%	5
None/no response	66.0%	64	69.3%	97

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 85: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.1%	*
Bullying	15.3%	15	11.4%	16
Bias	34.2%	33	21.6%	30
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	1.8%	*	0.0%	*
Verbal abuse	1.8%	*	5.7%	8
None/no response	64.0%	62	73.9%	103

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 86: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	1.1%	*
Bullying	7.7%	7	11.4%	16
Bias	7.4%	7	21.6%	30
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	1.8%	*	5.7%	8
None/no response	88.8%	87	73.9%	103

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

Statistical significance not tested.

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