

# Employee Climate Survey 2021

## Walter Scott Jr. College of Engineering

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*
Walter Scott Jr. College of Engineering	568	3	20	305	54.0%
Atmospheric Science	82	0	4	47	57.3%
Chemical and Biological Engineering	29	0	1	15	51.7%
Civil and Environmental Engineering	80	2	1	33	42.3%
Cooperative Institute for Research in the Atmosphere (CIRA)	162	0	8	66	40.7%
Electrical and Computer Engineering	57	0	2	17	29.8%
Mechanical Engineering	79	1	1	69	88.5%
Office of Dean	53	0	3	40	75.5%
School of Biomedical Engineering	6	0	0	3	50.0%
Systems Engineering	20	0	0	13	65.0%
Unknown	0	0	0	2	.

\* 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**

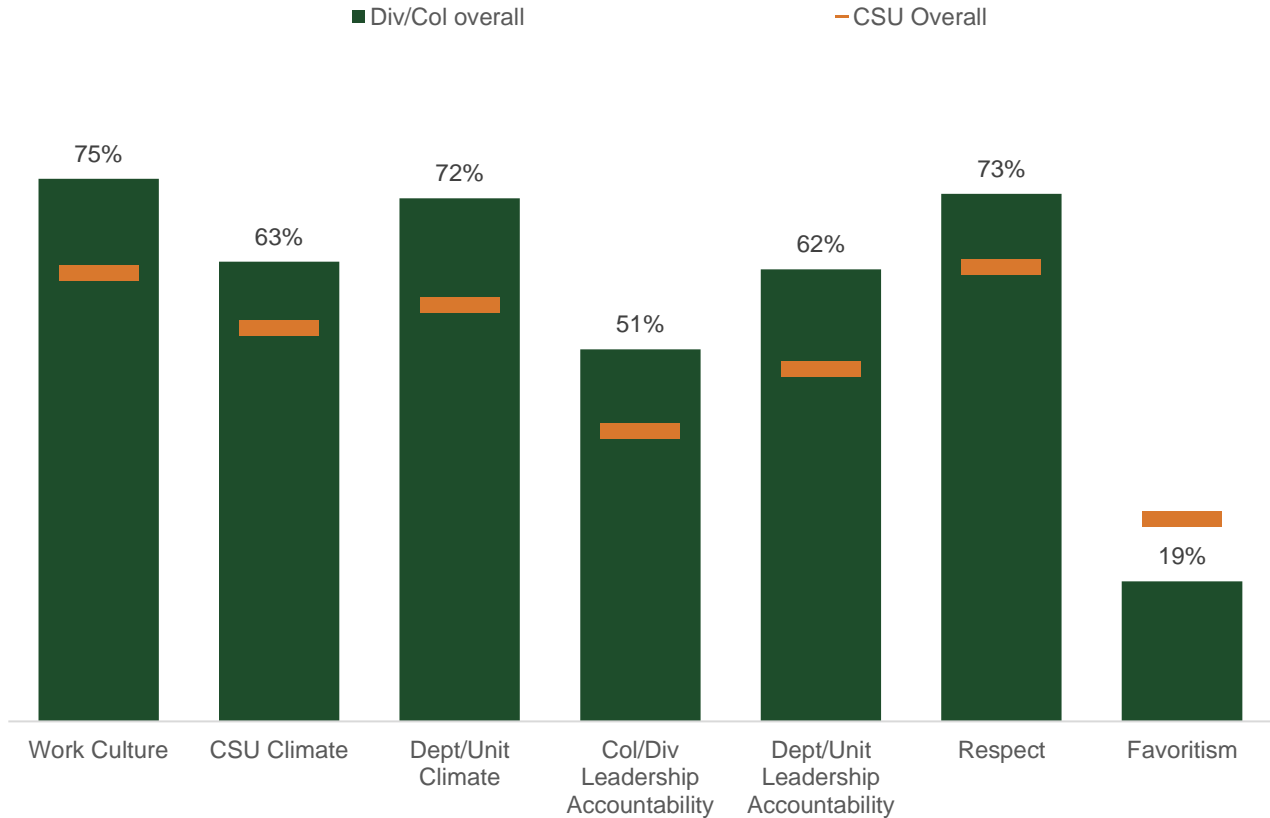
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	65%	55%	64%
	Woman	35%	43%	34%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	2%	2%
Racially minoritized status	Racially minoritized	15%	18%	16%
	Non-racially minoritized	85%	82%	84%
Employee type	Admin Professional	62%	58%	61%
	Contract, continuing, and adjunct (CCA)	7%	8%	8%
	Tenure or Tenure-track (T/TT)	20%	26%	21%
	Faculty			
	State Classified	4%	4%	4%
	Other Salaried Employee	7%	4%	7%

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

## Frequencies of Results

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

**Figure 1: Organizational Themes**



**Table 3: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit promotes a work environment where all employees feel included	3.5%	6.5%	10.9%	43.3%	35.9%	100.0% 567
My department/unit treats all employees equitably	2.9%	10.9%	12.4%	38.1%	35.6%	100.0% 566
My department/unit is open and transparent in communication	1.6%	8.2%	16.0%	44.7%	29.6%	100.0% 567
My department/unit values employee input in major department/unit decisions	2.7%	9.4%	17.7%	42.4%	27.8%	100.0% 567
My department/unit promotes respect for cultural differences	0.5%	4.6%	13.6%	40.8%	40.5%	100.0% 565
My department/unit understands the value of diversity	1.1%	5.6%	11.4%	42.3%	39.5%	100.0% 567
My department/unit communicates the importance of valuing diversity	1.2%	6.5%	13.8%	40.8%	37.7%	100.0% 567
I feel valued as an employee	4.1%	7.0%	14.9%	33.9%	40.1%	100.0% 567
I feel a strong sense of belonging to CSU	4.1%	10.0%	25.4%	34.1%	26.5%	100.0% 567
I feel a strong sense of belonging to my division/college	3.6%	9.7%	25.3%	36.4%	25.1%	100.0% 567
I feel a strong sense of belonging to my department/unit	2.6%	7.4%	14.4%	38.8%	36.8%	100.0% 567
I would recommend CSU as a place of employment	2.2%	4.1%	13.3%	45.1%	35.3%	100.0% 567
I would recommend my department/unit as a place of employment	2.9%	6.5%	10.4%	31.8%	48.4%	100.0% 567

**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?	86.5%	13.5%	100.0% 567

**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	1.7%	8.0%	7.9%	37.2%	45.2%	100.0% 489
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	36.8%	37.7%	13.7%	8.1%	3.7%	100.0% 487
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.2%	21.7%	24.4%	39.8%	11.0%	100.0% 487

*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	0.5%	7.1%	21.5%	44.4%	26.6%	100.0% 561
My college/division is treated with respect by CSU	0.6%	5.9%	21.4%	45.3%	26.8%	100.0% 561
The people I interact with treat each other with respect	0.3%	3.3%	8.1%	41.5%	46.8%	100.0% 562
There is respect for religious differences in my department/unit	0.3%	4.4%	25.5%	41.6%	28.3%	100.0% 563
There is respect for liberal perspectives in my department/unit	0.0%	1.4%	17.8%	43.1%	37.7%	100.0% 563
There is respect for conservative perspectives in my department/unit	5.3%	7.1%	34.4%	32.3%	20.9%	100.0% 561

**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	19.2%	31.3%	22.1%	20.4%	7.1%	100.0%559
Resources in my department/unit	20.7%	34.4%	23.3%	14.9%	6.7%	100.0%559
Professional development opportunities	22.0%	36.7%	27.7%	10.1%	3.5%	100.0%559
Promoted in my department/unit	21.4%	36.3%	25.1%	11.5%	5.7%	100.0%557
Hired in my department/unit	22.0%	33.0%	27.6%	13.1%	4.3%	100.0%559

**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	2.8%	9.5%	37.3%	33.7%	16.8%	100.0%551
Leadership holds employees accountable for inappropriate behavior	2.5%	8.1%	45.4%	29.6%	14.5%	100.0%551
Leadership holds employees accountable for poor performance in the workplace	3.9%	12.1%	45.8%	27.4%	10.8%	100.0%550
Leadership acts ethically and honestly in the workplace	1.2%	2.5%	25.8%	46.0%	24.5%	100.0%553
Leadership addresses issues of inequity	2.6%	6.4%	40.3%	31.0%	19.7%	100.0%551
Leadership holds all employees to the same standards	5.2%	12.9%	30.5%	32.3%	19.1%	100.0%552

**Table 9: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	0.7%	9.4%	28.5%	38.4%	23.0%	100.0%551
Leadership holds employees accountable for inappropriate behavior	0.6%	9.4%	36.9%	35.3%	17.8%	100.0%549
Leadership holds employees accountable for poor performance in the workplace	1.8%	11.5%	35.5%	37.0%	14.1%	100.0%550
Leadership acts ethically and honestly in the workplace	1.2%	2.5%	25.8%	46.0%	24.5%	100.0%553
Leadership addresses issues of inequity	1.7%	8.0%	30.2%	38.1%	22.1%	100.0%551
Leadership holds all employees to the same standards	3.4%	12.6%	20.3%	39.6%	24.2%	100.0%553

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	1.4%	6.0%	32.9%	42.7%	16.9%	100.0%552
Improves the campus climate for all employees	4.6%	8.3%	28.8%	43.5%	14.9%	100.0%551
Retains diverse employees	2.8%	8.1%	41.1%	33.5%	14.6%	100.0%550
Creates a supportive environment for employees from diverse backgrounds	2.4%	5.4%	30.8%	43.5%	17.8%	100.0%552
Encourages discussions related to diversity	1.2%	3.4%	15.6%	42.6%	37.2%	100.0%552
Provides employees with a positive work experience	2.0%	6.2%	19.9%	51.1%	20.9%	100.0%550
Climate has become consistently more inclusive of all employees	3.0%	6.7%	27.9%	43.7%	18.6%	100.0%550

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

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	1.6%	9.3%	17.8%	46.0%	25.2%	100.0%554
Improves the campus climate for all employees	1.5%	7.4%	21.9%	44.4%	24.8%	100.0%554
Retains diverse employees	1.9%	9.0%	26.8%	41.4%	20.9%	100.0%553
Creates a supportive environment for employees from diverse backgrounds	2.4%	5.4%	30.8%	43.5%	17.8%	100.0%552
Encourages discussions related to diversity	1.1%	6.2%	12.4%	43.2%	37.1%	100.0%552
Provides employees with a positive work experience	3.0%	3.8%	11.3%	43.9%	38.1%	100.0%554
Climate has become consistently more inclusive of all employees	2.4%	6.3%	21.3%	43.1%	26.9%	100.0%550

**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	4.1%	12.2%	24.0%	46.7%	12.9%	100.0%546
Communications are timely	1.9%	6.1%	21.6%	52.2%	18.2%	100.0%534
Communications are relevant	3.2%	14.2%	24.8%	43.0%	14.7%	100.0%540
Communications are informative	3.1%	9.7%	24.7%	48.8%	13.7%	100.0%545
Communications are motivating	9.4%	15.7%	36.8%	24.8%	13.3%	100.0%540
Communications are honest	4.6%	8.2%	25.4%	39.6%	22.2%	100.0%542
Communications are accessible	0.0%	2.9%	20.6%	52.8%	23.7%	100.0%540

**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	1.8%	7.6%	21.8%	53.1%	15.7%	100.0%546
Communications are timely	0.8%	6.5%	20.5%	52.6%	19.6%	100.0%540
Communications are relevant	0.8%	7.3%	25.9%	49.4%	16.6%	100.0%540
Communications are informative	0.9%	4.1%	26.6%	51.8%	16.6%	100.0%543
Communications are motivating	4.1%	9.7%	42.8%	30.7%	12.7%	100.0%539
Communications are honest	1.3%	5.6%	24.8%	45.1%	23.1%	100.0%540
Communications are accessible	0.0%	2.6%	22.8%	51.1%	23.5%	100.0%538

**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	1.1%	6.7%	11.3%	51.4%	29.5%	100.0%544
Communications are timely	0.2%	4.4%	12.1%	55.7%	27.6%	100.0%539
Communications are relevant	0.0%	3.7%	14.4%	54.2%	27.6%	100.0%536
Communications are informative	0.0%	2.6%	15.8%	58.7%	22.9%	100.0%535
Communications are motivating	1.9%	8.0%	37.1%	33.7%	19.3%	100.0%539
Communications are honest	0.3%	2.6%	17.8%	47.6%	31.8%	100.0%540
Communications are accessible	0.0%	1.8%	18.3%	52.8%	27.1%	100.0%538

# Employee Climate Survey 2021

**Table 15: Communicated Feedback**

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct   Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	54.6%	30.2%	15.2%	100.0% 546

**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	1.1%	2.3%	8.6%	36.2%	51.7%	100.0% 451
My representation in shared governance (CPC, APC, or Faculty Council)	1.5%	5.3%	64.1%	19.5%	9.6%	100.0% 430
My service on committees	1.8%	2.8%	49.1%	29.9%	16.3%	100.0% 438
Annual review process	2.4%	3.8%	17.6%	45.1%	31.1%	100.0% 449
Input collection through anonymous surveys	2.4%	7.1%	51.5%	26.6%	12.3%	100.0% 448

*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	6.0%	8.8%	45.3%	28.8%	11.1%	100.0% 448
My division/college	2.5%	6.7%	29.3%	39.8%	21.7%	100.0% 448
My department/unit	1.6%	3.0%	14.0%	41.1%	40.3%	100.0% 450

*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	7.2%	41	3.1%	18	3.9%	22
Physical appearance	3.3%	19	1.9%	11	1.4%	8
Physical disability	3.7%	21	2.3%	13	2.5%	14
Mental disability	4.7%	27	3.2%	18	2.4%	14
Employment classification	12.9%	73	11.0%	63	8.0%	45
Gender identity	8.4%	48	6.4%	37	5.5%	31
Job title	13.4%	76	12.8%	73	9.7%	55
Parental status	2.3%	13	1.8%	10	1.9%	11
Religion	5.9%	34	1.8%	10	2.0%	11
Political affiliation	13.0%	74	6.6%	38	6.6%	37
Sexual orientation	4.8%	28	4.4%	25	2.6%	15
Socio-economic status	4.6%	26	3.6%	21	3.8%	21
Ethnic origin	6.9%	39	4.4%	25	3.8%	21
Veteran status	0.8%	4	1.2%	7	1.1%	6
Race or color	8.6%	49	6.2%	35	5.0%	28
Marital status	1.6%	9	2.3%	13	2.5%	14
Nationality/country of origin	5.2%	30	4.3%	25	4.3%	25
None/no response	66.2%	376	75.9%	431	78.4%	445

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

**Table 19: Other Potential Problems**

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.1%	23	2.1%	12	1.1%	6
Bullying	5.5%	31	5.5%	31	5.6%	32
Bias	13.3%	76	11.7%	66	13.0%	74
Physical assault	0.9%	5	0.3%	*	0.0%	*
Sexual misconduct	2.1%	12	0.6%	3	0.3%	*
Verbal abuse	3.5%	20	3.3%	19	2.6%	15
None/no response	81.1%	460	84.9%	482	85.5%	485

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	0.3%	*
Cisgender	13.8%	74
Trans / Transgender	0.3%	*
Non-binary / Gender Queer / Gender Non-Conforming	1.4%	7
Man	59.1%	318
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	32.2%	173
Prefer not to disclose	5.2%	28
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	47.8%	244		25.2%	129		85.0%	435	
1	9.8%	50		7.1%	36		7.8%	40	
2	3.7%	19		3.5%	18		2.4%	12	
3	4.5%	23		2.9%	15		3.3%	17	
4	8.7%	45		10.4%	53		1.1%	6	
5	9.7%	49		19.3%	99		0.3%	*	
6 Very	15.9%	81		31.6%	162		0.0%	*	
Total	100.0%	512	2.09	100.0%	512	3.51	100.0%	512	.29

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

**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	0.8%	4
Asian (can include Middle Eastern and North African)	9.1%	49
Black or African American (can include Middle Eastern and North African)	1.6%	9
Hispanic or Latinx	4.0%	22
Native Hawaiian or Other Pacific Islander	0.0%	*
White	78.3%	420
Prefer not to disclose	8.0%	43
The race/ethnicity I most closely align with is not listed (please specify)	0.3%	*

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

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

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	13.1%	*
Caribbean	52.3%	5
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	13.1%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	21.5%	*
Southern Africa (i.e., South Africa)	0.0%	*
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

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

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

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

<b>You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.</b>	<b>Pct</b>	<b>Pop</b>
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	100.0%	*
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			55.5%	11
Caribbean			5.8%	*
Puerto Rican			0.0%	*
Cuban			0.0%	*
Central American			0.0%	*
South American			19.9%	4
Prefer not to disclose			9.4%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)			0.0%	*
Spanish or Portuguese			9.4%	*

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)			4.8%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)			34.3%	17
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)			60.9%	30
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)			2.5%	*
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?	8.8%	84.8%	6.4%	100.0%   538

**Table 29: LGBTQIA+**

	Yes	No	Unsure	Prefer not to respond	Total (Pct   Pop)
Do you identify in the LGBTQIA+ community?	6.3%	86.4%	0.7%	6.6%	100.0%   536

**Table 30: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I receive the necessary tools and resources I need to be successful in my job	1.4%	7.2%	12.6%	42.6%	36.1%	100.0% 539
My supervisor provides the guidance and support I need to be successful in my job	2.8%	5.8%	10.4%	32.3%	48.7%	100.0% 538
My supervisor supports opportunities for my professional development and career advancement	2.1%	3.6%	9.5%	31.9%	53.0%	100.0% 538
My colleagues/coworkers support one another	0.4%	4.2%	11.2%	34.9%	49.2%	100.0% 539
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	0.9%	5.7%	34.4%	28.6%	30.5%	100.0% 517

**Table 31: Department/Unit**

	Pct	Pop
Atmospheric Science	15.7%	89
Chemical and Biological Engineering	4.9%	28
Civil and Environmental Engineering	9.5%	54
Cooperative Institute for Research in the Atmosphere (CIRA)	24.2%	137
Electrical and Computer Engineering	5.0%	28
Mechanical Engineering	23.5%	133
Office of Dean	12.3%	70
School of Biomedical Engineering	0.8%	5
Systems Engineering	3.4%	20
Unknown	0.7%	4
Total	100.0%	568

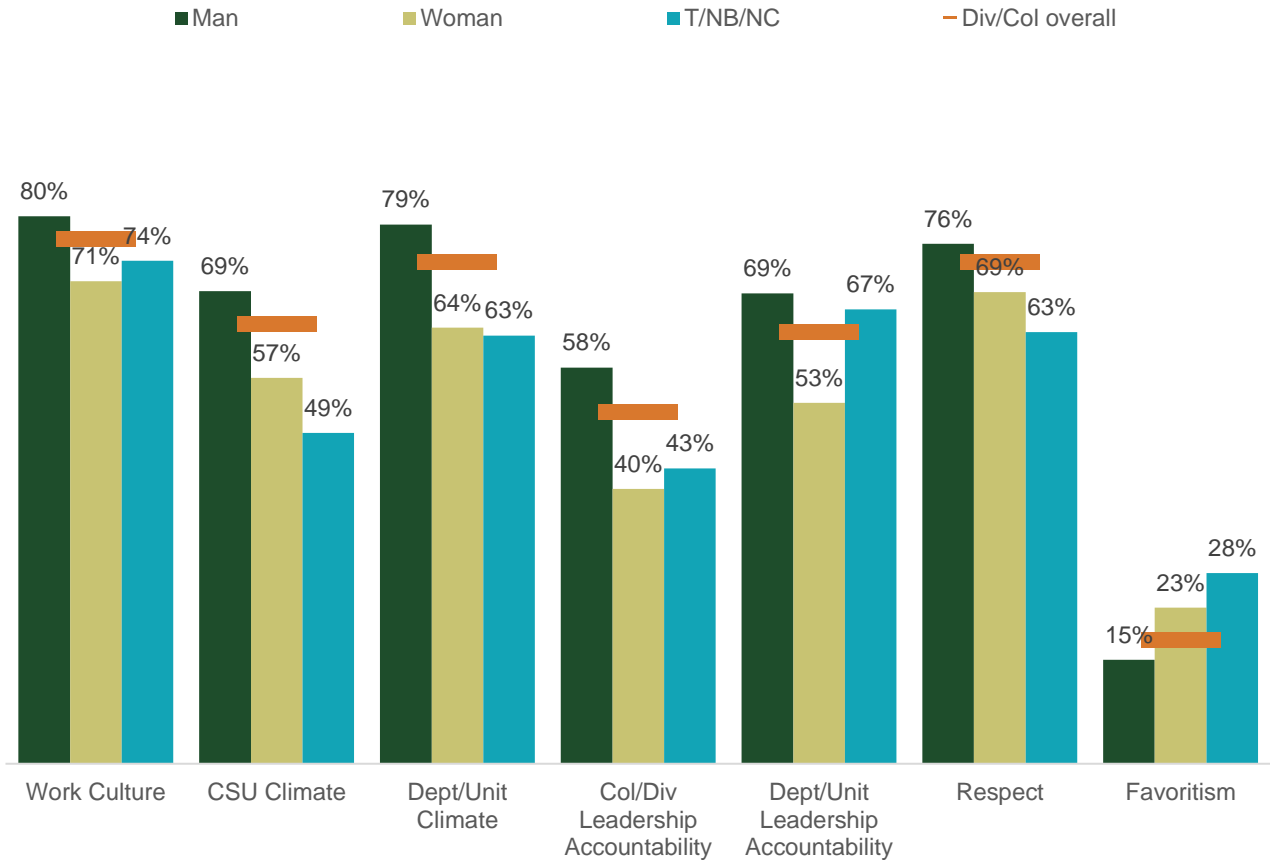
**Table 32: Employee Type**

	Pct	Pop
Admin Professional	60.7%	341
CCAF Faculty	8.0%	45
Other Salaried Employee	6.8%	38
State Classified	3.8%	21
T or TT Faculty	20.8%	117
Total	100.0%	562

## Comparisons by Gender

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

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



**Table 33: 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	80.4%	318	70.8%	168	73.8%		977.0%	495
	B							
My department/unit promotes a work environment where all employees feel included	85.9%	318	76.8%	170	80.0%		982.7%	498
	B							
My department/unit treats all employees equitably	81.0%	318	64.5%	169	80.0%		975.4%	497
	B							
My department/unit is open and transparent in communication	78.0%	318	74.0%	170	80.0%		976.7%	498
My department/unit values employee input in major department/unit decisions	76.5%	318	67.6%	170	80.0%		973.5%	498
My department/unit promotes respect for cultural differences	87.1%	318	76.0%	169	60.0%		982.8%	496
	B							
My department/unit understands the value of diversity	86.0%	318	76.7%	170	80.0%		982.7%	498
	B							
My department/unit communicates the importance of valuing diversity	84.1%	318	71.4%	170	60.0%		979.3%	498
	B							
I feel valued as an employee	78.0%	318	71.0%	170	80.0%		975.6%	498
I feel a strong sense of belonging to CSU	66.1%	318	58.5%	170	80.0%		963.7%	498
I feel a strong sense of belonging to my division/college	66.8%	318	58.9%	170	60.0%		964.0%	498
I feel a strong sense of belonging to my department/unit	80.5%	318	76.3%	170	60.0%		978.7%	498
I would recommend CSU as a place of employment	87.4%	318	73.8%	170	80.0%		982.6%	498
	B							
I would recommend my department/unit as a place of employment	87.4%	318	77.6%	170	80.0%		983.9%	498
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 34: 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	85.9%	273	86.0%	147	80.0%	7	85.8%	427
No, I did not have a review	14.1%	45	14.0%	24	20.0%	*	14.2%	71
Total	100.0%	318	100.0%	170	100.0%	9	100.0%	498

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

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

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

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

**Table 35: 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	80.7%	271	75.3%	147	75.0%	7	78.7%	425
I am satisfied with the effort my supervisor put into my most recent performance review	87.6%	273	81.1%	147	75.0%	7	85.1%	427
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	8.9%	271	12.4%	147	0.0%	7	10.0%	425
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	54.6%	271	44.7%	147	50.0%	7	51.1%	425

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

1,2,3

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

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

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

**Table 36: 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	76.3%	316	69.2%	169	63.3%	7	973.7%	494
My department/unit is treated with respect by other units within my college/division	75.4%	318	68.7%	170	80.0%	7	973.2%	498
My college/division is treated with respect by CSU	74.1%	318	73.8%	170	60.0%	7	973.8%	498
The people I interact with treat each other with respect	94.5%	318	81.3%	169	80.0%	7	989.7%	496
There is respect for religious differences in my department/unit	75.5%	318	64.6%	170	40.0%	7	971.1%	498
There is respect for liberal perspectives in my department/unit	83.8%	318	75.2%	170	80.0%	7	980.8%	498
There is respect for conservative perspectives in my department/unit	55.2%	316	49.6%	170	40.0%	7	953.0%	496

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 37: 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	15.3%	316	22.9%	170	28.0%	9	18.1%	496
Recognized within my department/unit	22.6%	316	30.7%	170	40.0%	9	25.7%	496
Resources in my department/unit	17.5%	316	23.2%	170	40.0%	9	19.9%	496
Professional development opportunities	10.2%	316	18.2%	170	20.0%	9	13.1%	496
Promoted in my department/unit	12.8%	316	23.9%	170	20.0%	9	16.7%	496
Hired in my department/unit	13.2%	316	18.5%	170	20.0%	9	15.2%	496

Percent "Agree" or "Strongly agree"

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

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

**Table 38: Leadership Accountability: 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	58.2%	310	40.3%	169	43.3%	9	51.7%	488
Leadership adequately addresses inappropriate behavior	56.9%	313	41.0%	171	40.0%	9	51.1%	494
Leadership holds employees accountable for inappropriate behavior	49.1%	313	33.7%	171	40.0%	9	43.6%	494
Leadership holds employees accountable for poor performance in the workplace	46.2%	313	25.4%	170	40.0%	9	38.9%	493
Leadership acts ethically and honestly in the workplace	75.4%	313	64.7%	171	60.0%	9	71.4%	494
Leadership addresses issues of inequity	59.0%	310	36.5%	171	20.0%	9	50.4%	491
Leadership holds all employees to the same standards	60.1%	313	38.7%	170	60.0%	9	52.7%	492

Percent "Agree" or "Strongly agree"

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

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

**Table 39: 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	69.0%	308	53.0%	170	66.7%	9	63.4%	488
	B							
Leadership adequately addresses inappropriate behavior	69.1%	313	53.9%	171	60.0%	9	63.7%	494
	B							
Leadership holds employees accountable for inappropriate behavior	59.5%	311	42.6%	171	60.0%	9	53.6%	492
	B							
Leadership holds employees accountable for poor performance in the workplace	58.1%	311	40.6%	170	60.0%	9	52.0%	491
	B							
Leadership acts ethically and honestly in the workplace	75.4%	313	64.7%	171	60.0%	9	71.4%	494
	B							
Leadership addresses issues of inequity	68.6%	310	47.4%	171	60.0%	9	61.0%	491
	B							
Leadership holds all employees to the same standards	71.3%	313	53.8%	171	80.0%	9	65.4%	494
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 40: Climate: 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	69.4%	312	56.7%	171	48.6%	9	64.5%	493
	B							
Recruits employees from a diverse set of backgrounds	64.8%	314	49.8%	171	40.0%	9	59.1%	494
	B							
Improves the campus climate for all employees	66.1%	314	53.2%	171	60.0%	9	61.5%	495
	B							
Retains diverse employees	55.0%	312	37.9%	171	40.0%	9	48.8%	493
	B							
Creates a supportive environment for employees from diverse backgrounds	67.0%	314	56.5%	171	60.0%	9	63.3%	494
Encourages discussions related to diversity	81.7%	314	79.5%	171	60.0%	9	80.5%	494
Provides employees with a positive work experience	80.8%	312	64.5%	171	40.0%	9	74.4%	493
	B C							
Climate has become consistently more inclusive of all employees	69.5%	312	55.2%	171	40.0%	9	64.0%	493
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 41: 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	79.2%	309	64.0%	170	62.9%	9	73.6%	488
	B							
Recruits employees from a diverse set of backgrounds	78.9%	316	62.2%	171	40.0%	9	72.4%	496
	B C							
Improves the campus climate for all employees	77.2%	316	63.1%	171	80.0%	9	72.4%	496
	B							
Retains diverse employees	68.3%	316	51.8%	170	60.0%	9	62.5%	495
	B							
Creates a supportive environment for employees from diverse backgrounds	67.0%	314	56.5%	171	60.0%	9	63.3%	494
Encourages discussions related to diversity	85.2%	314	75.7%	171	60.0%	9	81.4%	494
	B							
Provides employees with a positive work experience	87.3%	316	79.1%	171	80.0%	9	84.4%	496
Climate has become consistently more inclusive of all employees	78.4%	312	59.3%	171	60.0%	9	71.4%	493
	B							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 42: Communications: 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	62.4%	297	65.0%	169	57.1%	9	63.2%	475
Communications are effective	63.9%	314	59.8%	169	60.0%	9	62.4%	492
Communications are timely	71.8%	302	71.1%	169	60.0%	9	71.3%	480
Communications are relevant	57.0%	308	63.0%	169	60.0%	9	59.2%	486
Communications are informative	61.1%	312	71.9%	169	80.0%	9	65.2%	491
Communications are motivating	37.1%	308	46.4%	169	40.0%	9	40.4%	486
Communications are honest	64.9%	308	64.6%	169	20.0%	9	63.9%	486
	C		C					
Communications are accessible	76.8%	308	78.2%	169	80.0%	9	77.4%	486

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 43: Communications: 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	66.9%	306	67.9%	168	68.6%	967	3.3%	483
Communications are effective	71.3%	314	67.7%	169	80.0%	970	2.2%	492
Communications are timely	74.7%	308	69.3%	169	60.0%	972	5.5%	486
Communications are relevant	65.7%	308	70.4%	169	60.0%	967	2.2%	486
Communications are informative	68.0%	310	73.9%	169	80.0%	970	3.3%	489
Communications are motivating	43.3%	308	47.9%	168	60.0%	945	2.2%	485
Communications are honest	69.1%	306	69.8%	169	60.0%	969	2.2%	484
Communications are accessible	75.8%	306	76.3%	169	80.0%	976	1.1%	484

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 44: 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	78.0%	300	76.8%	164	74.3%	977	5.5%	473
Communications are effective	84.0%	313	80.1%	168	80.0%	982	6.6%	490
Communications are timely	85.9%	308	81.1%	168	60.0%	983	7.7%	485
Communications are relevant	83.1%	308	81.6%	165	80.0%	982	5.5%	482
Communications are informative	81.5%	304	83.7%	168	80.0%	982	3.3%	481
Communications are motivating	52.5%	308	56.0%	168	60.0%	953	8.8%	485
Communications are honest	79.5%	308	79.8%	168	80.0%	979	6.6%	485
Communications are accessible	80.7%	308	78.7%	167	80.0%	980	0.0%	484

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 45: 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	63.0%	198	41.9%	71	60.0%	6	55.7%	274
Maybe, I can provide feedback in limited situations	23.6%	74	42.7%	72	20.0%	*	30.1%	148
No, I don't have an opportunity to provide feedback	13.5%	42	15.3%	26	20.0%	*	14.2%	70
Total	100.0%	314	100.0%	168	100.0%	9	100.0%	492

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

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

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

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

**Table 46: 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	56.3%	250	56.6%	131	45.0%	7	56.2%	389
One on one conversations with my supervisor	89.4%	265	89.3%	141	75.0%	7	89.1%	413
My representation in shared governance (CPC, APC, or Faculty Council)	32.7%	250	29.2%	135	25.0%	7	31.4%	393
My service on committees	45.5%	251	45.7%	140	25.0%	7	45.2%	399
Annual review process	76.2%	265	80.2%	137	50.0%	7	77.1%	410
Input collection through anonymous surveys	39.7%	265	39.8%	136	50.0%	7	39.9%	409

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 47: 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	64.8%	261	57.7%	137	58.3%	7	62.3%	405
CSU overall	45.5%	263	37.4%	138	50.0%	7	42.8%	409
My division/college	65.9%	264	57.5%	138	50.0%	7	62.8%	409
My department/unit	83.4%	265	79.5%	138	75.0%	7	82.0%	411

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 48: 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	4.3%	14	7.3%	12	20.0%	*	5.6%	28
Physical appearance	1.6%	5	5.7%	10	20.0%	*	3.4%	17
Physical disability	2.2%	7	3.7%	6	40.0%	4	3.4%	17
Mental disability	2.9%	9	5.9%	10	20.0%	*	4.2%	21
Employment classification	7.8%	25	20.7%	35	20.0%	*	12.4%	62
Gender identity	7.7%	25	3.7%	6	60.0%	6	7.3%	36
Job title	10.9%	35	14.2%	24	40.0%	4	12.6%	63
Parental status	0.5%	*	4.5%	8	0.0%	*	1.9%	9
Religion	3.7%	12	6.2%	11	20.0%	*	4.9%	24
Political affiliation	10.9%	35	12.0%	21	0.0%	*	11.1%	55
Sexual orientation	5.0%	16	3.6%	6	20.0%	*	4.8%	24
Socio-economic status	1.8%	6	6.3%	11	60.0%	6	4.5%	22
Ethnic origin	6.2%	20	6.1%	10	40.0%	4	6.8%	34
Veteran status	0.8%	*	0.0%	*	20.0%	*	0.9%	4
Race or color	7.3%	23	6.4%	11	20.0%	*	7.2%	36
Marital status	2.4%	8	0.9%	*	0.0%	*	1.9%	9
Nationality/country of origin	4.9%	15	6.1%	10	20.0%	*	5.6%	28
None/no response	72.3%	230	67.7%	116	20.0%	*	69.7%	348

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: 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	1.8%	6	4.7%	8	20.0%	*	3.1%	16
Physical appearance	1.3%	4	1.6%	*	20.0%	*	1.8%	9
Physical disability	2.0%	6	1.6%	*	20.0%	*	2.2%	11
Mental disability	1.8%	6	4.0%	7	20.0%	*	2.9%	15
Employment classification	7.1%	23	16.8%	29	20.0%	*	10.7%	53
Gender identity	5.3%	17	4.9%	8	40.0%	4	5.8%	29
Job title	9.8%	31	14.5%	25	20.0%	*	11.6%	58
Parental status	0.8%	*	3.3%	6	0.0%	*	1.6%	8
Religion	1.5%	5	0.9%	*	20.0%	*	1.7%	8
Political affiliation	5.9%	19	5.6%	10	0.0%	*	5.7%	28
Sexual orientation	4.5%	14	3.0%	5	20.0%	*	4.3%	21
Socio-economic status	1.3%	4	5.3%	9	40.0%	4	3.4%	17
Ethnic origin	2.6%	8	4.1%	7	40.0%	4	3.8%	19
Veteran status	1.6%	5	0.0%	*	20.0%	*	1.4%	7
Race or color	4.7%	15	5.4%	9	20.0%	*	5.2%	26
Marital status	2.4%	8	1.9%	3	0.0%	*	2.2%	11
Nationality/country of origin	4.3%	14	4.1%	7	20.0%	*	4.5%	23
None/no response	81.9%	261	73.2%	125	60.0%	6	78.5%	392

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: 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	4.2%	13	2.8%	5	20.0%	*	4.0%	20
Physical appearance	1.3%	4	1.1%	*	20.0%	*	1.6%	8
Physical disability	1.3%	4	2.5%	4	20.0%	*	2.1%	10
Mental disability	1.8%	6	2.5%	4	20.0%	*	2.4%	12
Employment classification	5.7%	18	11.5%	20	20.0%	*	8.0%	40
Gender identity	3.7%	12	7.0%	12	40.0%	4	5.5%	28
Job title	8.5%	27	8.9%	15	20.0%	*	8.8%	44
Parental status	0.8%	*	2.5%	4	0.0%	*	1.4%	7
Religion	2.2%	7	2.4%	4	0.0%	*	2.2%	11
Political affiliation	6.4%	20	4.4%	8	0.0%	*	5.6%	28
Sexual orientation	2.5%	8	1.8%	3	20.0%	*	2.6%	13
Socio-economic status	1.3%	4	4.6%	8	20.0%	*	2.8%	14
Ethnic origin	2.6%	8	3.2%	5	20.0%	*	3.2%	16
Veteran status	0.8%	*	0.0%	*	20.0%	*	0.9%	4
Race or color	4.3%	14	4.1%	7	0.0%	*	4.2%	21
Marital status	3.0%	9	1.9%	3	0.0%	*	2.5%	13
Nationality/country of origin	4.3%	14	4.1%	7	0.0%	*	4.2%	21
None/no response	82.7%	263	75.8%	130	60.0%	6	79.9%	399

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: 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	3.0%	10	4.5%	8	40.0%	4	4.2%	21
Bullying	3.3%	11	7.7%	13	20.0%	*	5.1%	26
Bias	11.4%	36	15.3%	26	0.0%	*	12.5%	63
Physical assault	0.0%	*	1.9%	3	0.0%	*	0.6%	3
Sexual misconduct	0.8%	*	4.5%	8	0.0%	*	2.1%	10
Verbal abuse	3.2%	10	3.4%	6	0.0%	*	3.2%	16
None/no response	83.7%	266	80.5%	138	60.0%	6	82.2%	410

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

Statistical significance not tested.

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

**Table 52: 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	0.8%	*	3.4%	6	20.0%	*	2.0%	10
Bullying	4.9%	16	6.9%	12	20.0%	*	5.9%	29
Bias	8.0%	25	18.5%	32	20.0%	*	11.8%	59
Physical assault	0.0%	*	0.9%	*	0.0%	*	0.3%	*
Sexual misconduct	0.0%	*	0.9%	*	20.0%	*	0.7%	3
Verbal abuse	2.8%	9	3.7%	6	0.0%	*	3.1%	15
None/no response	86.9%	277	79.6%	136	80.0%	7	84.3%	421

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

Statistical significance not tested.

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

**Table 53: 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	0.8%	*	0.9%	*	20.0%	*	1.2%	6
Bullying	4.7%	15	5.6%	10	20.0%	*	5.3%	26
Bias	9.7%	31	18.5%	32	20.0%	*	12.9%	64
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	20.0%	*	0.4%	*
Verbal abuse	1.6%	5	4.5%	8	20.0%	*	2.9%	15
None/no response	89.0%	283	78.8%	135	80.0%	7	85.3%	426

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

Statistical significance not tested.

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

**Table 54: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I receive the necessary tools and resources I need to be successful in my job	40.6%	308	37.2%	170	21.6%	93	39.1%	487
My supervisor provides the guidance and support I need to be successful in my job	53.3%	308	46.6%	168	60.8%	95	51.1%	486
My supervisor supports opportunities for my professional development and career advancement	54.9%	308	54.9%	168	60.8%	95	55.0%	486
My colleagues/coworkers support one another	56.6%	308	44.4%	170	60.8%	95	52.4%	487
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	31.3%	295	27.6%	163	40.8%	93	30.2%	467

Percent "Agree" or "Strongly agree"

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

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

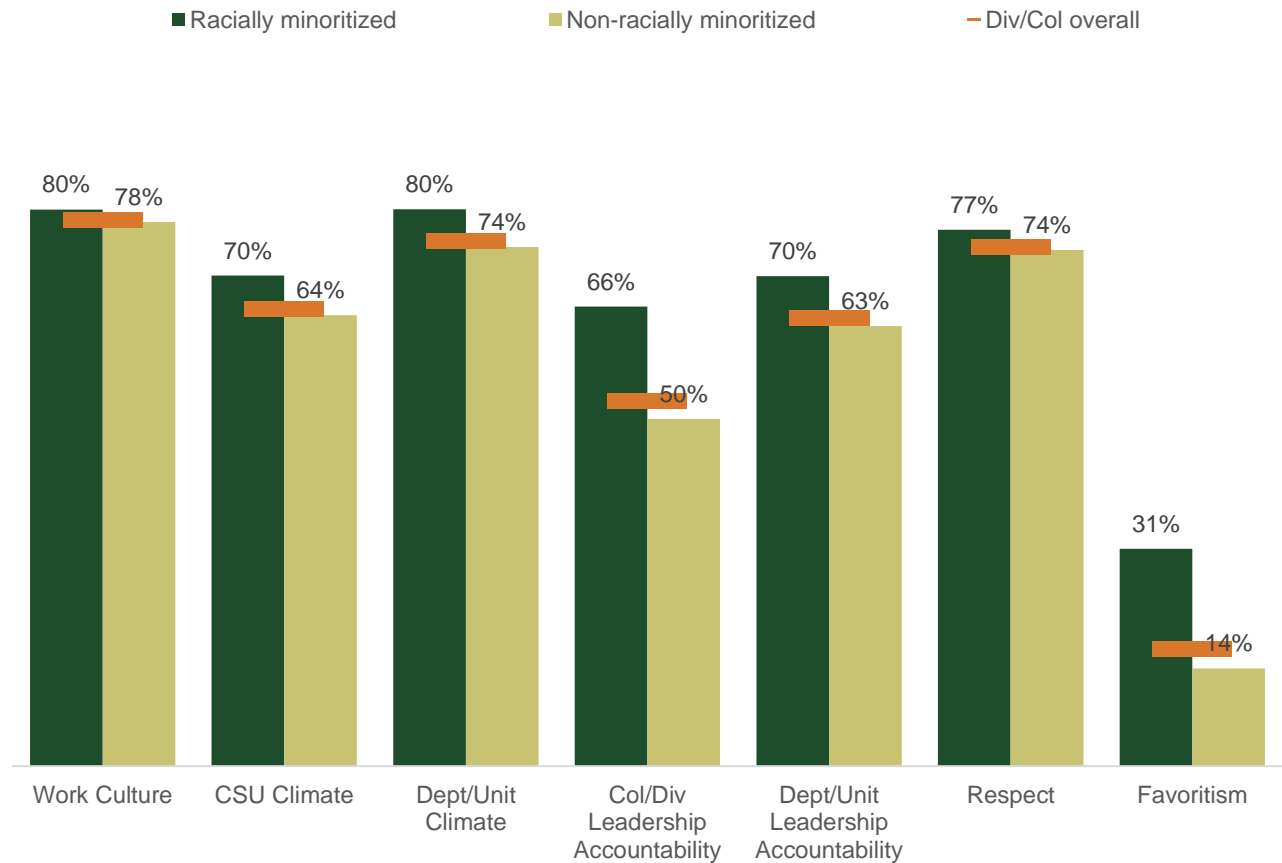
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

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

## Comparisons by Racially Minoritized Status

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

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



**Table 55: 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	79.6%	81	77.8%	409	78.1%	490
My department/unit promotes a work environment where all employees feel included	81.3%	81	85.4%	411	84.8%	492
My department/unit treats all employees equitably	83.3%	81	75.7%	410	77.0%	491
My department/unit is open and transparent in communication	79.8%	81	77.5%	411	77.9%	492
My department/unit values employee input in major department/unit decisions	69.1%	81	74.0%	411	73.2%	492
My department/unit promotes respect for cultural differences	82.7%	81	84.4%	410	84.1%	491
My department/unit understands the value of diversity	86.7%	81	84.4%	411	84.8%	492
My department/unit communicates the importance of valuing diversity	76.4%	81	81.8%	411	80.9%	492
I feel valued as an employee	77.1%	81	78.1%	411	78.0%	492
I feel a strong sense of belonging to CSU	76.5%	81	61.6%	411	64.1%	492
	B					
I feel a strong sense of belonging to my division/college	65.5%	81	62.8%	411	63.2%	492
I feel a strong sense of belonging to my department/unit	84.6%	81	79.0%	411	79.9%	492
I would recommend CSU as a place of employment	89.3%	81	82.9%	411	83.9%	492
I would recommend my department/unit as a place of employment	82.8%	81	84.8%	411	84.5%	492

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 56: 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	62.4%	51	89.8%	369	85.3%	420
			A			
No, I did not have a review	37.6%	31	10.2%	42	14.7%	73
	B					
Total	100.0%	81	100.0%	411	100.0%	492

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

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

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

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

**Table 57: 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	74.7%	51	80.3%	369	79.6%	420
I am satisfied with the effort my supervisor put into my most recent performance review	73.1%	51	88.0%	369	86.2%	420
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	19.7%	51	7.3%	369	8.8%	420
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	51.0%	51	52.9%	369	52.7%	420

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

*Percent "Agree" or "Strongly agree"*

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

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

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

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

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

**Table 58: 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	76.7%	79	73.9%	410	74.3%	489
My department/unit is treated with respect by other units within my college/division	85.9%	81	70.8%	411	73.3%	492
My college/division is treated with respect by CSU	88.2%	81	71.9%	411	74.6%	492
The people I interact with treat each other with respect	91.7%	81	89.6%	410	90.0%	491
There is respect for religious differences in my department/unit	67.3%	81	72.9%	411	71.9%	492
There is respect for liberal perspectives in my department/unit	71.9%	81	84.1%	411	82.1%	492
There is respect for conservative perspectives in my department/unit	57.7%	79	52.8%	411	53.6%	490

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 59: 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	31.1% B	79	14.0%	411	16.7%	490
Recognized within my department/unit	42.2% B	79	20.6%	411	24.1%	490
Resources in my department/unit	34.9% B	79	14.6%	411	17.8%	490
Professional development opportunities	23.8% B	79	9.9%	411	12.2%	490
Promoted in my department/unit	26.8% B	79	13.7%	411	15.8%	490
Hired in my department/unit	27.8% B	79	11.1%	411	13.8%	490

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 60: 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	65.7% B	78	49.7%	405	52.2%	483
Leadership adequately addresses inappropriate behavior	61.2%	79	50.0%	410	51.8%	490
Leadership holds employees accountable for inappropriate behavior	58.8% B	79	41.5%	410	44.3%	490
Leadership holds employees accountable for poor performance in the workplace	54.3% B	78	36.5%	409	39.3%	487
Leadership acts ethically and honestly in the workplace	86.8% B	79	69.5%	410	72.3%	490
Leadership addresses issues of inequity	63.1% B	79	48.8%	408	51.2%	487
Leadership holds all employees to the same standards	73.9% B	79	49.1%	409	53.1%	488

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 61: 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	70.1%	79	63.0%	407	64.1%	486
Leadership adequately addresses inappropriate behavior	69.5%	79	62.2%	410	63.4%	490
Leadership holds employees accountable for inappropriate behavior	55.6%	79	53.5%	410	53.8%	490
Leadership holds employees accountable for poor performance in the workplace	56.0%	79	51.5%	409	52.2%	489
Leadership acts ethically and honestly in the workplace	86.8% B	79	69.5%	410	72.3%	490
Leadership addresses issues of inequity	73.0% B	79	60.1%	408	62.2%	487
Leadership holds all employees to the same standards	79.9% B	79	64.1%	410	66.7%	490

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 62: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	70.2%	79	64.5%	409	65.4%	489
Recruits employees from a diverse set of backgrounds	60.1%	79	59.7%	409	59.8%	489
Improves the campus climate for all employees	79.1% B	79	58.2%	412	61.6%	491
Retains diverse employees	56.9%	79	48.5%	409	49.9%	489
Creates a supportive environment for employees from diverse backgrounds	68.0%	79	62.7%	409	63.6%	489
Encourages discussions related to diversity	78.6%	81	82.1%	409	81.5%	491
Provides employees with a positive work experience	85.2% B	79	74.3%	409	76.1%	489
Climate has become consistently more inclusive of all employees	63.7%	79	65.5%	409	65.2%	489

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 63: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	79.7%	79	74.2%	405	75.1%	485
Recruits employees from a diverse set of backgrounds	77.2%	81	72.9%	409	73.6%	491
Improves the campus climate for all employees	85.0%	81	70.4%	409	72.8%	491
	B					
Retains diverse employees	68.7%	81	63.9%	408	64.7%	489
Creates a supportive environment for employees from diverse backgrounds	68.0%	79	62.7%	409	63.6%	489
Encourages discussions related to diversity	86.5%	81	82.5%	409	83.2%	491
Provides employees with a positive work experience	90.7%	81	85.2%	409	86.1%	491
Climate has become consistently more inclusive of all employees	72.8%	79	73.2%	409	73.1%	489

Percent "Agree" or "Strongly agree"

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

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

**Table 64: Communications: 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	78.7%	79	60.3%	394	63.4%	474
	B					
Communications are effective	75.5%	81	59.7%	406	62.4%	487
	B					
Communications are timely	76.4%	79	71.5%	397	72.3%	476
Communications are relevant	85.4%	79	55.0%	403	60.0%	482
	B					
Communications are informative	81.2%	81	61.6%	406	64.9%	487
	B					
Communications are motivating	71.4%	81	33.4%	403	39.8%	484
	B					
Communications are honest	72.9%	79	62.8%	403	64.4%	482
Communications are accessible	89.7%	79	76.1%	403	78.4%	482
	B					

Percent "Agree" or "Strongly agree"

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

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

**Table 65: 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	83.1% B	79	64.2% B	401	67.3% B	481
Communications are effective	84.5% B	81	67.9% B	406	70.7% B	487
Communications are timely	82.7% B	79	70.3% B	403	72.3% B	482
Communications are relevant	85.5% B	79	63.8% B	403	67.3% B	482
Communications are informative	84.7% B	79	67.2% B	406	70.0% B	485
Communications are motivating	75.5% B	79	38.5% B	404	44.6% B	483
Communications are honest	83.8% B	79	67.1% B	403	69.8% B	482
Communications are accessible	85.4% B	79	74.6% B	403	76.4% B	482

Percent "Agree" or "Strongly agree"

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

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

**Table 66: 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	87.9% B	75	76.6% B	395	78.4% B	471
Communications are effective	87.8% B	80	82.3% B	404	83.2% B	484
Communications are timely	89.5% B	79	83.4% B	401	84.4% B	481
Communications are relevant	92.2% B	77	81.9% B	401	83.6% B	478
Communications are informative	91.9% B	78	82.1% B	399	83.7% B	477
Communications are motivating	80.8% B	79	49.3% B	404	54.4% B	483
Communications are honest	86.6% B	79	79.9% B	401	81.0% B	481
Communications are accessible	90.5% B	79	79.1% B	400	81.0% B	480

Percent "Agree" or "Strongly agree"

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

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

**Table 67: 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	53.4%	43	58.3%	236	57.5%	279
Maybe, I can provide feedback in limited situations	23.1%	19	31.4%	127	30.0%	146
No, I don't have an opportunity to provide feedback	23.6%	19	10.2%	41	12.5%	61
	B					
Total	100.0%	81	100.0%	405	100.0%	486

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

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

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

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

**Table 68: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	58.8%	54	55.4%	340	55.9%	395
One on one conversations with my supervisor	87.2%	58	89.5%	359	89.2%	417
My representation in shared governance (CPC, APC, or Faculty Council)	31.2%	57	30.7%	343	30.8%	400
My service on committees	52.8%	59	44.3%	349	45.6%	408
Annual review process	77.8%	59	76.3%	356	76.5%	416
Input collection through anonymous surveys	50.4%	58	38.1%	356	39.8%	415

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 69: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	72.0%	59	60.2%	353	61.9%	413
	B					
CSU overall	55.0%	59	40.1%	355	42.3%	414
	B					
My division/college	77.6%	59	59.5%	357	62.1%	417
	B					
My department/unit	83.5%	59	82.0%	357	82.2%	417

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 70: 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	6.9%	6	6.8%	28	6.8%	33
Physical appearance	8.9%	7	2.8%	11	3.8%	19
Physical disability	11.2%	9	2.4%	10	3.8%	19
Mental disability	7.4%	6	3.7%	15	4.3%	21
Employment classification	12.4%	10	13.5%	56	13.3%	66
Gender identity	12.9%	11	7.2%	30	8.1%	40
Job title	9.4%	8	13.9%	57	13.1%	65
Parental status	3.7%	*	2.5%	10	2.7%	13
Religion	4.6%	4	5.0%	21	4.9%	24
Political affiliation	2.3%	*	13.0%	53	11.2%	55
Sexual orientation	6.0%	5	4.6%	19	4.8%	24
Socio-economic status	8.3%	7	4.2%	17	4.9%	24
Ethnic origin	13.5%	11	6.0%	25	7.2%	36
Veteran status	2.3%	*	0.6%	*	0.9%	4
Race or color	13.5%	11	6.5%	27	7.7%	38
Marital status	0.0%	*	2.3%	9	1.9%	9
Nationality/country of origin	6.6%	5	5.0%	21	5.2%	26
None/no response	73.1%	59	66.4%	274	67.5%	333

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: 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	2.3%	*	3.4%	14	3.2%	16
Physical appearance	6.0%	5	1.4%	6	2.1%	11
Physical disability	6.0%	5	1.9%	8	2.6%	13
Mental disability	7.4%	6	2.5%	10	3.3%	16
Employment classification	8.9%	7	11.6%	48	11.2%	55
Gender identity	14.4%	12	5.1%	21	6.7%	33
Job title	8.9%	7	13.7%	56	12.9%	64
Parental status	2.3%	*	2.0%	8	2.0%	10
Religion	2.3%	*	1.6%	6	1.7%	8
Political affiliation	2.3%	*	6.9%	28	6.1%	30
Sexual orientation	6.0%	5	4.4%	18	4.7%	23
Socio-economic status	8.3%	7	3.4%	14	4.2%	21
Ethnic origin	12.0%	10	3.2%	13	4.6%	23
Veteran status	2.3%	*	1.2%	5	1.4%	7
Race or color	13.5%	11	4.6%	19	6.1%	30
Marital status	0.0%	*	2.7%	11	2.2%	11
Nationality/country of origin	6.6%	5	4.2%	17	4.6%	23
None/no response	78.9%	64	75.5%	311	76.0%	375

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: 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	3.8%	3	4.1%	17	4.1%	20
Physical appearance	4.6%	4	1.0%	4	1.6%	8
Physical disability	6.0%	5	1.8%	7	2.5%	12
Mental disability	6.0%	5	2.2%	9	2.8%	14
Employment classification	6.9%	6	8.7%	36	8.4%	42
Gender identity	9.2%	7	4.9%	20	5.6%	28
Job title	6.9%	6	10.7%	44	10.1%	50
Parental status	3.2%	*	1.5%	6	1.8%	9
Religion	0.0%	*	2.7%	11	2.3%	11
Political affiliation	2.3%	*	6.8%	28	6.0%	30
Sexual orientation	3.7%	*	2.4%	10	2.6%	13
Socio-economic status	4.6%	4	2.9%	12	3.2%	16
Ethnic origin	7.4%	6	2.8%	12	3.6%	18
Veteran status	2.3%	*	0.6%	*	0.9%	4
Race or color	7.5%	6	4.0%	17	4.6%	23
Marital status	0.0%	*	3.1%	13	2.6%	13
Nationality/country of origin	4.3%	3	4.2%	17	4.2%	21
None/no response	83.3%	68	77.7%	320	78.6%	388

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

Statistical significance not tested.

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

**Table 73: Other Potential Problems: 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	6.0%	5	3.5%	14	3.9%	19
Bullying	8.9%	7	4.4%	18	5.2%	26
Bias	15.5%	13	13.0%	54	13.4%	66
Physical assault	0.0%	*	0.8%	3	0.6%	3
Sexual misconduct	1.4%	*	1.8%	7	1.7%	8
Verbal abuse	5.2%	4	3.3%	14	3.6%	18
None/no response	79.9%	65	81.5%	336	81.2%	401

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

Statistical significance not tested.

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

**Table 74: 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	6.0%	5	1.7%	7	2.4%	12
Bullying	11.8%	10	5.2%	21	6.3%	31
Bias	16.4%	13	11.5%	47	12.3%	61
Physical assault	0.0%	*	0.4%	*	0.3%	*
Sexual misconduct	2.3%	*	0.4%	*	0.7%	3
Verbal abuse	2.3%	*	3.7%	15	3.5%	17
None/no response	82.1%	67	84.1%	346	83.7%	413

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

Statistical significance not tested.

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

**Table 75: 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	2.3%	*	1.0%	4	1.2%	6
Bullying	9.9%	8	4.0%	16	5.0%	25
Bias	20.6%	17	10.7%	44	12.3%	61
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	2.3%	*	0.0%	*	0.4%	*
Verbal abuse	3.8%	3	2.8%	12	3.0%	15
None/no response	79.4%	65	87.2%	359	85.9%	424

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

Statistical significance not tested.

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

**Table 76: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
I receive the necessary tools and resources I need to be successful in my job	56.6% B	81	35.6%	400	39.1%	482
My supervisor provides the guidance and support I need to be successful in my job	70.8% B	81	49.1%	399	52.8%	480
My supervisor supports opportunities for my professional development and career advancement	66.5% B	81	54.8%	399	56.8%	480
My colleagues/coworkers support one another	46.6%	81	54.8%	400	53.4%	482
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	38.2%	78	29.1%	381	30.7%	460

Percent "Agree" or "Strongly agree"

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

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

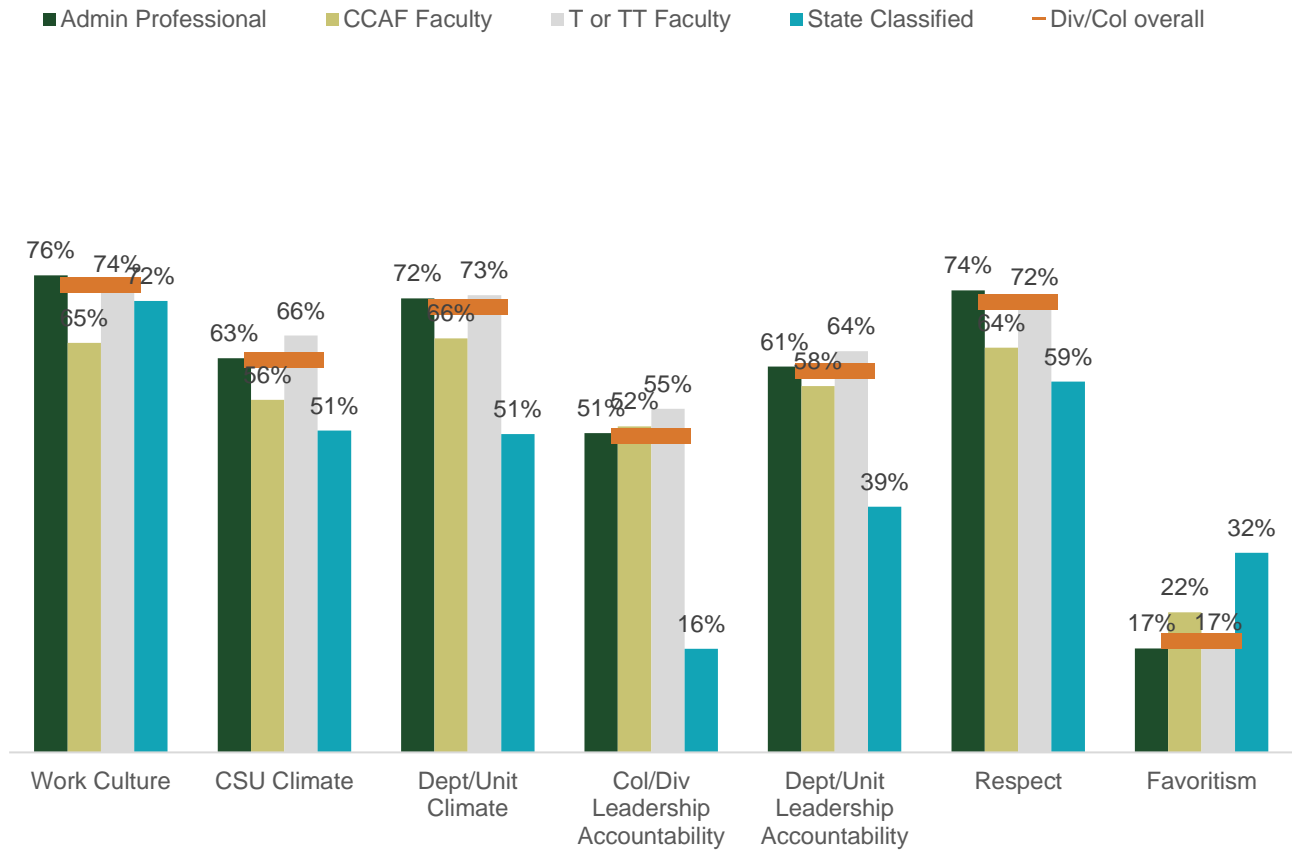
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

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

## Comparisons by Employee Type

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

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



**Table 77: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	76.0%	340	73.9%	115	65.3%	45	71.9%	21	74.4%	521
My department/unit promotes a work environment where all employees feel included	82.7%	341	74.9%	116	59.7%	45	83.6%	21	79.1%	523
My department/unit treats all employees equitably	75.4%	341	70.7%	115	69.8%	45	52.8%	21	73.0%	522
My department/unit is open and transparent in communication	76.2%	341	72.0%	116	61.8%	45	75.9%	21	74.0%	523
My department/unit values employee input in major department/unit decisions	68.0%	341	75.2%	116	73.9%	45	68.2%	21	70.1%	523
My department/unit promotes respect for cultural differences	82.2%	340	75.1%	116	80.0%	45	91.3%	21	80.8%	522
My department/unit understands the value of diversity	83.8%	341	76.0%	116	72.2%	45	91.3%	21	81.4%	523
My department/unit communicates the importance of valuing diversity	77.0%	341	77.0%	116	84.9%	45	83.6%	21	78.0%	523
I feel valued as an employee	77.5%	341	75.3%	116	53.6%	45	60.5%	21	74.3%	523
I feel a strong sense of belonging to CSU	58.2%	341	69.5%	116	52.7%	45	62.5%	21	60.4%	523
I feel a strong sense of belonging to my division/college	62.2%	341	70.4%	116	49.8%	45	52.8%	21	62.6%	523
I feel a strong sense of belonging to my department/unit	78.2%	341	73.7%	116	54.7%	45	75.9%	21	75.1%	523
I would recommend CSU as a place of employment	83.3%	341	75.3%	116	63.5%	45	75.9%	21	79.5%	523
I would recommend my department/unit as a place of employment	84.2%	341	75.4%	116	71.7%	45	60.5%	21	80.2%	523

Percent "Agree" or "Strongly agree"

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

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

**Table 78: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	91.3%	311	97.7%	113	87.1%	39	100.0% <sup>1</sup>	21	92.7%	485
No, I did not have a review	8.7%	30	2.3%	*	12.9%	6	0.0% <sup>1</sup>	*	7.3%	38
Total	100.0%	341	100.0%	116	100.0%	45	100.0%	21	100.0%	523

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

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

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

**Table 79: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	78.5%	308	78.4%	113	74.9%	39	73.3%	21	78.0%	481
I am satisfied with the effort my supervisor put into my most recent performance review	87.1%	309	77.4%	113	71.0%	39	83.6%	21	83.4%	483
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	7.0%	308	15.8%	113	29.0%	39	22.1%	21	11.5%	481
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	48.5%	308	58.0%	113	53.9%	39	36.4%	21	50.6%	481

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

1,2,3

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

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

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

**Table 80: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	73.6%	334	71.8%	116	64.5%	45	59.1%	21	71.8%	516
My department/unit is treated with respect by other units within my college/division	69.0%	337	72.6%	116	80.8%	45	52.8%	21	70.1%	519
My college/division is treated with respect by CSU	75.5%	337	63.7%	116	72.2%	45	45.1%	21	71.4%	519
The people I interact with treat each other with respect	89.1%	336	87.2%	116	83.8%	45	75.9%	21	87.6%	518
There is respect for religious differences in my department/unit	69.6%	337	75.4%	116	51.1%	45	60.5%	21	68.9%	519
There is respect for liberal perspectives in my department/unit	83.6%	337	80.3%	116	61.3%	45	68.2%	21	80.3%	519
There is respect for conservative perspectives in my department/unit	54.4%	335	51.6%	116	37.7%	45	51.8%	21	52.2%	517

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 81: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	16.6%	334	16.8%	116	22.3%	45	31.8%	21	17.8%	516
Recognized within my department/unit	23.0%	334	24.6%	116	36.2%	45	39.5%	21	25.2%	516
Resources in my department/unit	16.8%	334	19.1%	116	24.1%	45	39.5%	21	18.9%	516
Professional development opportunities	12.2%	334	7.0%	116	12.1%	45	24.1%	21	11.5%	516
Promoted in my department/unit	17.1%	334	12.2%	116	24.1%	45	31.8%	21	17.2%	516
Hired in my department/unit	13.7%	334	21.2%	116	15.1%	45	24.1%	21	15.9%	516

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 82: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	50.8%	324	54.7%	112	51.9%	45	16.5%	21	50.3%	502
	D		D		D					
Leadership adequately addresses inappropriate behavior	49.5%	330	51.4%	113	51.9%	45	23.1%	21	49.0%	509
Leadership holds employees accountable for inappropriate behavior	44.7%	330	41.9%	113	60.1%	45	0.0%	21	43.6%	509
	D		D		D					
Leadership holds employees accountable for poor performance in the workplace	39.3%	328	40.5%	112	32.7%	45	0.0%	21	37.3%	507
	D		D							
Leadership acts ethically and honestly in the workplace	72.0%	330	78.4%	113	60.0%	45	37.5%	21	70.9%	509
	D		D		D					
Leadership addresses issues of inequity	48.5%	327	55.4%	113	60.0%	45	15.4%	21	49.7%	507
	D		D		D					
Leadership holds all employees to the same standards	49.1%	328	60.0%	113	46.8%	45	23.1%	21	50.3%	508
			D							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 83: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	61.5%	325	63.9%	112	58.4%	45	39.2%	21	60.8%	504
	D		D							
Leadership adequately addresses inappropriate behavior	60.7%	330	61.9%	113	58.0%	45	36.4%	21	59.7%	509
Leadership holds employees accountable for inappropriate behavior	53.6%	328	49.9%	113	58.0%	45	28.7%	21	52.1%	508
Leadership holds employees accountable for poor performance in the workplace	52.1%	328	52.7%	112	43.8%	45	21.0%	21	50.2%	507
	D		D							
Leadership acts ethically and honestly in the workplace	72.0%	330	78.4%	113	60.0%	45	37.5%	21	70.9%	509
	D		D							
Leadership addresses issues of inequity	57.7%	327	63.3%	113	60.8%	45	36.4%	21	58.4%	507
Leadership holds all employees to the same standards	59.7%	330	71.5%	113	56.7%	45	51.8%	21	61.7%	509

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 84: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	62.8%	325	66.4%	115	56.2%	45	51.3%	21	62.5%	507
Recruits employees from a diverse set of backgrounds	58.2%	327	60.0%	115	65.1%	45	54.9%	21	59.1%	508
Improves the campus climate for all employees	57.6%	328	62.0%	115	50.6%	45	39.5%	21	57.2%	509
Retains diverse employees	47.3%	325	53.7%	115	37.0%	45	30.7%	21	47.2%	507
Creates a supportive environment for employees from diverse backgrounds	59.6%	327	63.4%	115	56.9%	45	54.9%	21	60.0%	508
Encourages discussions related to diversity	77.7%	327	87.3%	115	69.8%	45	92.3%	21	79.8%	509
Provides employees with a positive work experience	75.5%	325	67.9%	115	57.8%	45	47.2%	21	71.0%	507
	D									
Climate has become consistently more inclusive of all employees	63.3%	325	70.4%	115	56.0%	45	39.5%	21	63.2%	507
			D							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 85: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	72.3%	321	72.9%	115	66.0%	45	50.7%	21	70.9%	503
	D		D							
Recruits employees from a diverse set of backgrounds	71.5%	329	68.3%	115	69.8%	45	45.1%	21	69.5%	510
Improves the campus climate for all employees	70.0%	329	68.5%	115	69.6%	45	31.8%	21	68.0%	510
	D		D		D					
Retains diverse employees	64.9%	328	60.7%	115	51.7%	45	15.4%	21	60.7%	509
	D		D		D					
Creates a supportive environment for employees from diverse backgrounds	59.6%	327	63.4%	115	56.9%	45	54.9%	21	60.0%	508
Encourages discussions related to diversity	74.9%	327	89.5%	115	75.9%	45	100.0%	21	79.4%	509
			A				A			
Provides employees with a positive work experience	84.4%	329	78.6%	115	70.6%	45	75.9%	21	81.5%	510
Climate has become consistently more inclusive of all employees	71.6%	325	75.0%	115	59.7%	45	39.5%	21	70.0%	507
	D		D							

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 86: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	60.9%	318	58.1%	112	52.2%	44	50.8%	21	59.0%	496
Communications are effective	61.0%	329	55.0%	112	50.6%	44	44.1%	21	58.1%	506
Communications are timely	72.6%	323	71.2%	112	56.5%	44	44.1%	21	69.7%	500
	D									
Communications are relevant	56.0%	323	53.5%	112	50.1%	44	51.8%	21	54.7%	500
Communications are informative	64.5%	327	58.8%	112	41.2%	44	51.8%	21	60.7%	505
	C									
Communications are motivating	33.0%	323	34.3%	112	44.3%	44	44.1%	21	34.7%	500
Communications are honest	62.6%	323	57.2%	112	58.3%	44	52.8%	21	60.6%	500
Communications are accessible	77.7%	323	76.6%	112	64.6%	44	67.2%	21	75.9%	500

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 87: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	65.7%	319	64.7%	112	61.9%	44	52.7%	21	64.6%	497
Communications are effective	69.7%	329	65.0%	112	64.6%	44	52.8%	21	67.5%	506
Communications are timely	71.6%	323	74.3%	112	69.7%	44	60.5%	21	71.6%	500
Communications are relevant	64.9%	323	62.8%	112	58.6%	44	60.5%	21	63.7%	500
Communications are informative	68.6%	325	69.0%	112	58.6%	44	52.8%	21	67.1%	503
Communications are motivating	40.7%	322	38.9%	112	49.3%	44	28.7%	21	40.5%	499
Communications are honest	68.8%	321	66.6%	112	68.0%	44	52.8%	21	67.5%	498
Communications are accessible	75.1%	321	76.6%	112	64.6%	44	60.5%	21	73.9%	498

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 88: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	76.3%	314	77.8%	110	70.2%	44	63.7%	21	75.5%	489
Communications are effective	80.6%	328	79.6%	111	75.1%	44	68.2%	21	79.4%	504
Communications are timely	82.9%	321	84.3%	112	76.0%	44	68.2%	21	82.0%	499
Communications are relevant	80.9%	321	82.4%	112	75.1%	44	75.9%	21	80.5%	499
Communications are informative	81.9%	319	82.6%	111	70.0%	44	60.5%	21	80.1%	495
Communications are motivating	48.5%	322	56.7%	112	51.3%	44	44.1%	21	50.4%	499
Communications are honest	80.3%	321	78.0%	112	73.1%	44	60.5%	21	78.3%	499
Communications are accessible	80.3%	321	83.1%	111	70.9%	44	68.2%	21	79.6%	498

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 89: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	(A)		(B)		(C)		(D)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	53.1%	174	64.9%	73	54.4%	24	32.3%	6	55.0%	278
Maybe, I can provide feedback in limited situations	31.6%	103	24.4%	28	26.4%	12	58.3%	11	30.5%	154
No, I don't have an opportunity to provide feedback	15.4%	50	10.7%	12	19.2%	9	9.5%	*	14.4%	73
Total	100.0%	328	100.0%	113	100.0%	45	100.0%	20	100.0%	506

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

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

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

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

**Table 90: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	54.0%	254	56.5%	95	55.9%	32	50.1%	17	54.6%	398
One on one conversations with my supervisor	88.6%	271	83.0%	99	86.1%	36	90.8%	18	87.2%	424
My representation in shared governance (CPC, APC, or Faculty Council)	29.2%	256	29.7%	95	29.7%	35	16.0%	18	28.8%	404
My service on committees	33.2%	259	76.9% A D	98	63.0% A	36	35.6%	18	46.4%	412
Annual review process	78.7%	273	68.7%	97	70.3%	35	90.8%	18	76.2%	423
Input collection through anonymous surveys	42.2% B	273	23.0%	97	39.9%	35	29.6%	17	37.1%	422

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 91: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	61.3%	267	56.6%	98	57.1%	36	46.4%	16	59.2%	418
CSU overall	43.5% D	270	30.8%	98	30.9%	36	10.1%	16	38.1%	421
My division/college	60.1%	271	63.0%	98	55.4%	36	49.4%	16	60.0%	422
My department/unit	81.2%	271	75.9%	98	85.1%	36	81.6%	18	80.3%	424

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 92: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	6.4%	22	4.2%	5	7.1%	3	23.1%	5	6.6%	35
Physical appearance	3.6%	12	2.4%	*	7.9%	4	0.0%	*	3.5%	19
Physical disability	4.0%	14	6.3%	7	0.0%	*	0.0%	*	4.0%	21
Mental disability	5.0%	17	5.6%	7	7.1%	3	0.0%	*	5.1%	27
Employment classification	12.4%	42	13.8%	16	15.1%	7	37.5%	8	14.0%	73
Gender identity	6.1%	21	14.1%	16	5.0%	*	0.0%	*	7.5%	40
Job title	10.0%	34	11.6%	14	34.9%	16	29.8%	6	13.3%	70
Parental status	2.8%	9	3.1%	4	0.0%	*	0.0%	*	2.5%	13
Religion	6.0%	21	6.7%	8	8.3%	4	7.7%	*	6.4%	34
Political affiliation	12.6%	43	11.8%	14	30.2%	14	7.7%	*	13.7%	72
Sexual orientation	4.2%	14	4.2%	5	5.0%	*	0.0%	*	4.1%	21
Socio-economic status	5.6%	19	2.8%	3	0.0%	*	7.7%	*	4.6%	24
Ethnic origin	8.3%	28	8.1%	9	0.0%	*	7.7%	*	7.5%	39
Veteran status	1.3%	4	0.0%	*	0.0%	*	0.0%	*	0.8%	4
Race or color	9.3%	32	12.9%	15	5.0%	*	0.0%	*	9.4%	49
Marital status	0.5%	*	1.4%	*	0.0%	*	0.0%	*	0.6%	3
Nationality/country of origin	5.4%	18	8.2%	10	0.0%	*	7.7%	*	5.6%	30
None/no response	71.1%	242	57.7%	67	52.7%	24	39.5%	8	65.2%	342

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

Statistical significance not tested.

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

**Table 93: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.7%	9	2.8%	3	0.0%	*	23.1%	5	3.4%	18
Physical appearance	2.6%	9	1.4%	*	0.0%	*	0.0%	*	2.0%	11
Physical disability	2.6%	9	1.4%	*	5.0%	*	0.0%	*	2.4%	13
Mental disability	4.4%	15	2.8%	3	0.0%	*	0.0%	*	3.5%	18
Employment classification	7.8%	27	14.5%	17	21.2%	10	45.1%	10	12.0%	63
Gender identity	5.4%	18	10.4%	12	0.0%	*	0.0%	*	5.8%	30
Job title	9.6%	33	9.5%	11	26.1%	12	52.8%	11	12.7%	67
Parental status	2.7%	9	0.8%	*	0.0%	*	0.0%	*	1.9%	10
Religion	1.0%	3	5.8%	7	0.0%	*	0.0%	*	1.9%	10
Political affiliation	4.6%	16	8.8%	10	18.2%	8	7.7%	*	6.8%	36
Sexual orientation	3.1%	11	5.3%	6	5.0%	*	0.0%	*	3.6%	19
Socio-economic status	4.6%	16	1.4%	*	0.0%	*	15.4%	3	3.9%	21
Ethnic origin	5.3%	18	4.4%	5	0.0%	*	7.7%	*	4.7%	25
Veteran status	2.0%	7	0.0%	*	0.0%	*	0.0%	*	1.3%	7
Race or color	6.5%	22	10.1%	12	0.0%	*	7.7%	*	6.8%	35
Marital status	1.0%	3	1.4%	*	0.0%	*	7.7%	*	1.3%	7
Nationality/country of origin	4.4%	15	6.8%	8	0.0%	*	7.7%	*	4.7%	25
None/no response	79.9%	272	69.5%	81	73.9%	33	39.5%	8	75.4%	395

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

Statistical significance not tested.

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

**Table 94: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	3.0%	10	5.2%	6	5.0%	*	15.4%	3	4.2%	22
Physical appearance	1.6%	6	2.0%	*	0.0%	*	0.0%	*	1.5%	8
Physical disability	3.6%	12	1.4%	*	0.0%	*	0.0%	*	2.7%	14
Mental disability	3.1%	11	2.8%	3	0.0%	*	0.0%	*	2.6%	14
Employment classification	7.7%	26	10.1%	12	12.1%	5	7.7%	*	8.6%	45
Gender identity	5.3%	18	11.4%	13	0.0%	*	0.0%	*	6.0%	31
Job title	7.6%	26	8.7%	10	22.0%	10	15.4%	3	9.4%	49
Parental status	2.3%	8	2.3%	*	0.0%	*	0.0%	*	2.0%	11
Religion	0.9%	3	5.1%	6	5.0%	*	0.0%	*	2.1%	11
Political affiliation	3.7%	13	11.1%	13	18.2%	8	7.7%	*	6.7%	35
Sexual orientation	1.6%	6	6.1%	7	5.0%	*	0.0%	*	2.8%	15
Socio-economic status	4.3%	15	3.0%	4	0.0%	*	15.4%	3	4.1%	21
Ethnic origin	4.3%	15	4.4%	5	0.0%	*	7.7%	*	4.1%	21
Veteran status	1.8%	6	0.0%	*	0.0%	*	0.0%	*	1.2%	6
Race or color	4.9%	17	9.9%	12	0.0%	*	0.0%	*	5.4%	28
Marital status	1.0%	3	2.8%	3	0.0%	*	7.7%	*	1.6%	8
Nationality/country of origin	4.4%	15	6.8%	8	0.0%	*	7.7%	*	4.7%	25
None/no response	81.0%	276	71.8%	84	73.9%	33	76.9%	16	78.2%	410

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

Statistical significance not tested.

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

**Table 95: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.2%	14	4.2%	5	5.0%	*	7.7%	*	4.4%	23
Bullying	6.0%	20	4.9%	6	0.0%	*	23.1%	5	5.9%	31
Bias	14.0%	48	15.5%	18	7.9%	4	28.7%	6	14.4%	76
Physical assault	0.5%	*	1.6%	*	0.0%	*	7.7%	*	1.0%	5
Sexual misconduct	2.5%	9	1.6%	*	0.0%	*	7.7%	*	2.3%	12
Verbal abuse	3.3%	11	4.0%	5	5.0%	*	7.7%	*	3.8%	20
None/no response	80.7%	275	77.7%	91	82.2%	37	63.6%	14	79.5%	417

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

Statistical significance not tested.

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

**Table 96: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.5%	12	0.0%	*	0.0%	*	0.0%	*	2.3%	12
Bullying	6.1%	21	4.5%	5	0.0%	*	23.1%	5	5.9%	31
Bias	10.8%	37	19.9%	23	0.0%	*	30.7%	7	12.7%	66
Physical assault	0.5%	*	0.0%	*	0.0%	*	0.0%	*	0.3%	*
Sexual misconduct	1.0%	3	0.0%	*	0.0%	*	0.0%	*	0.6%	3
Verbal abuse	3.4%	12	3.0%	4	5.0%	*	7.7%	*	3.6%	19
None/no response	85.0%	290	79.1%	92	95.0%	43	61.6%	13	83.6%	438

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

Statistical significance not tested.

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

**Table 97: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Admin Pro		T/TT Fac		CCA Fac		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.7%	6	0.0%	*	0.0%	*	0.0%	*	1.1%	6
Bullying	4.2%	14	9.9%	12	5.0%	*	0.0%	*	5.4%	28
Bias	12.1%	41	20.0%	23	5.0%	*	15.4%	3	13.4%	70
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.5%	*	0.0%	*	0.0%	*	0.0%	*	0.4%	*
Verbal abuse	2.8%	10	2.4%	*	5.0%	*	0.0%	*	2.8%	15
None/no response	85.8%	293	78.6%	92	95.0%	43	84.6%	18	85.0%	445

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

Statistical significance not tested.

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

**Table 98: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	Admin Pro (A)		T/TT Fac (B)		CCA Fac (C)		SC (D)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I receive the necessary tools and resources I need to be successful in my job	38.1%	318	27.5%	113	26.8%	45	24.9%	21	34.1%	497
My supervisor provides the guidance and support I need to be successful in my job	52.1%	318	37.4%	113	36.7%	44	39.9%	21	46.9%	496
My supervisor supports opportunities for my professional development and career advancement	60.7%	317	39.3%	113	38.6%	45	47.3%	21	53.2%	496
My colleagues/coworkers support one another	52.1%	318	45.4%	113	50.4%	45	24.9%	21	49.3%	497
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	26.7%	299	40.5%	110	35.7%	45	31.6%	21	30.9%	475

Percent "Agree" or "Strongly agree"

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

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

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

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

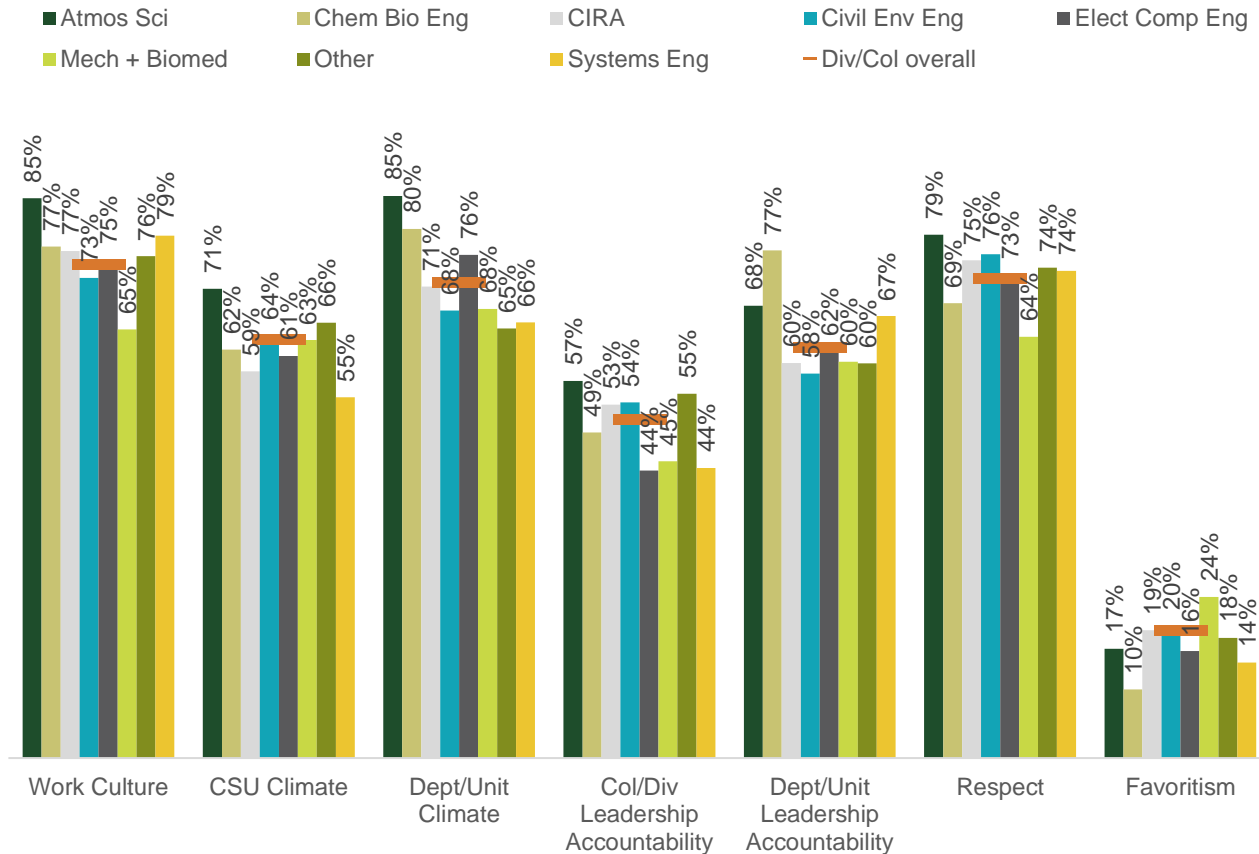
## Comparisons by Department/Unit

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

**Table 99: Department Grouping**

		Pct	Pop
Atmos Sci	Atmospheric Science	15.7%	89
Chem Bio Eng	Chemical and Biological Engineering	4.9%	28
CIRA	Cooperative Institute for Research in the Atmosphere	24.2%	137
Civil Env Eng	Civil and Environmental Engineering	9.5%	54
Elect Comp Eng	Electrical and Computer Engineering	5.0%	28
Mech + Biomed	Mechanical Engineering	23.5%	133
	School of Biomedical Engineering	0.8%	5
Other	Office of Dean	12.3%	70
	Unknown	0.7%	4
Systems Eng	Systems Engineering	3.4%	20

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



Employee Climate Survey 2021

**Table 100: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	84.7%	88	77.4%	28	76.7%	137	72.7%	53	75.4%	28	64.9%	137	75.9%	73	79.1%	20	74.7%	564
	F				F													
My department/unit promotes a work environment where all employees feel included	88.2%	89	90.8%	28	83.2%	137	71.1%	53	68.9%	28	71.8%	138	79.7%	73	80.9%	20	79.2%	567
My department/unit treats all employees equitably	84.4%	88	79.9%	28	79.3%	137	73.4%	53	69.7%	28	67.2%	138	64.8%	73	64.6%	20	73.8%	566
My department/unit is open and transparent in communication	86.3%	89	78.2%	28	70.1%	137	75.0%	53	75.5%	28	69.0%	138	70.0%	73	91.6%	20	74.2%	567
My department/unit values employee input in major department/unit decisions	75.2%	89	52.1%	28	65.5%	137	79.6%	53	81.0%	28	64.9%	138	73.3%	73	90.5%	20	70.2%	567
My department/unit promotes respect for cultural differences	93.0%	89	100.0%	28	82.3%	137	71.3%	53	86.8%	28	72.3%	137	79.4%	73	82.6%	20	81.3%	565
	D F		D F															
My department/unit understands the value of diversity	96.2%	89	90.6%	28	79.3%	137	68.2%	53	82.5%	28	75.8%	138	84.0%	73	92.1%	20	81.8%	567
	C D F																	
My department/unit communicates the importance of valuing diversity	95.1%	89	89.8%	28	72.2%	137	66.1%	53	75.9%	28	75.6%	138	79.7%	73	84.2%	20	78.5%	567
	C D F																	
I feel valued as an employee	86.2%	89	60.3%	28	82.4%	137	70.7%	53	87.9%	28	57.2%	138	77.5%	73	72.5%	20	74.0%	567
	F				F				F				F					
I feel a strong sense of belonging to CSU	56.8%	89	55.9%	28	61.7%	137	68.9%	53	65.7%	28	52.3%	138	73.0%	73	58.5%	20	60.6%	567
I feel a strong sense of belonging to my division/college	68.8%	89	65.1%	28	64.9%	137	62.8%	53	59.9%	28	43.5%	138	77.2%	73	64.6%	20	61.5%	567
	F				F								F					
I feel a strong sense of belonging to my department/unit	87.7%	89	81.4%	28	82.4%	137	76.2%	53	68.9%	28	59.7%	138	77.2%	73	80.9%	20	75.7%	567
	F				F													
I would recommend CSU as a place of employment	88.4%	89	76.5%	28	87.7%	137	80.6%	53	82.5%	28	69.0%	138	80.9%	73	74.2%	20	80.5%	567
	F				F													
I would recommend my department/unit as a place of employment	94.1%	89	85.7%	28	86.5%	137	81.1%	53	75.5%	28	68.4%	138	70.5%	73	90.5%	20	80.3%	567
	F G				F													

Percent "Agree" or "Strongly agree"

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

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

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

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

# Employee Climate Survey 2021

**Table 101: Performance Review in Last Year**

Did you have a performance review in the last year?	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	17.9%	16	26.1%	7	7.6%	10	17.6%	9	13.3%	4	14.5%	20	9.3%	7	13.4%	*	13.5%	76
Yes, I had a review	82.1%	73	73.9%	21	92.4%	127	82.4%	44	86.7%	24	85.5%	118	90.7%	67	86.6%	17	86.5%	491
Total	100.0%	89	100.0%	28	100.0%	137	100.0%	53	100.0%	28	100.0%	138	100.0%	73	100.0%	20	100.0%	567

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<sup>a,b</sup>

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

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

**Table 102: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	83.2%	71	81.2%	21	79.8%	125	76.6%	44	77.4%	24	69.5%	118	80.5%	67	84.7%	17	77.7%	487
	F				F								F					
I am satisfied with the effort my supervisor put into my most recent performance review	96.0%	71	88.7%	21	89.1%	127	68.0%	44	84.8%	24	71.2%	118	77.2%	67	100.0%	17	82.4%	489
	D F				D F													
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	71	5.9%	21	6.3%	125	13.4%	44	6.3%	24	23.8%	118	12.1%	67	27.9%	17	11.8%	487
											A C				A			
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	53.6%	71	54.9%	21	50.4%	125	61.7%	44	47.5%	24	37.4%	118	64.3%	67	54.1%	17	50.8%	487
													F					

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

Percent "Agree" or "Strongly agree"

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

\*Reverse coded when included in overall rating

1,2,3

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

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

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

**Table 103: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	79.2%	86	68.9%	28	75.3%	136	76.3%	53	73.2%	28	63.8%	134	74.2%	73	73.7%	20	72.6%	558
	F				F													
My department/unit is treated with respect by other units within my college/division	76.3%	86	68.4%	28	69.2%	137	86.2%	53	49.8%	28	65.6%	136	77.2%	73	65.8%	20	70.9%	561
							E											
My college/division is treated with respect by CSU	77.6%	86	67.4%	28	75.7%	137	77.9%	53	60.7%	28	64.9%	136	75.2%	73	67.3%	20	72.1%	561
The people I interact with treat each other with respect	93.8%	86	94.1%	28	89.7%	136	85.8%	53	81.8%	28	83.5%	138	89.6%	73	90.5%	20	88.3%	562
There is respect for religious differences in my department/unit	82.3%	86	83.8%	28	69.4%	137	72.3%	53	82.1%	28	58.6%	138	64.8%	73	72.5%	20	69.8%	563
	F																	
There is respect for liberal perspectives in my department/unit	96.2%	86	54.4%	28	79.6%	137	69.4%	53	93.4%	28	78.1%	138	82.6%	73	82.1%	20	80.7%	563
	B C D				B				B				B					
There is respect for conservative perspectives in my department/unit	49.0%	86	45.0%	28	65.4%	137	66.0%	53	71.2%	28	33.3%	136	56.0%	73	64.2%	20	53.2%	561
	F				F		F		F				F					

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 104: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Favoritism plays a role in who gets:																		
FAVORITISM OVERALL	16.6%	86	10.4%	28	19.3%	137	20.1%	51	16.2%	28	24.4%	134	18.2%	73	14.5%	20	19.3%	557
Recognized within my department/unit	22.0%	86	10.7%	28	27.4%	137	25.5%	51	33.1%	28	33.6%	136	30.5%	73	17.9%	20	27.5%	559
Resources in my department/unit	16.5%	86	15.1%	28	21.2%	137	21.8%	51	29.1%	28	28.3%	136	17.7%	73	13.4%	20	21.6%	559
Professional development opportunities	20.1%	86	10.7%	28	13.1%	137	18.8%	51	5.5%	28	14.0%	136	11.0%	73	0.0%	20	13.7%	559
Promoted in my department/unit	11.1%	86	10.7%	28	19.7%	137	18.0%	51	6.6%	28	22.6%	134	18.4%	73	8.4%	20	17.2%	557
Hired in my department/unit	13.1%	86	4.8%	28	15.3%	137	16.5%	51	6.6%	28	27.5%	136	13.5%	73	32.5%	20	17.4%	559

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 105: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	57.1%	86	49.3%	27	53.5%	134	53.8%	52	43.5%	26	44.9%	132	55.1%	69	43.9%	18	51.2%	544
Leadership adequately addresses inappropriate behavior	51.7%	86	52.9%	28	54.3%	135	49.6%	52	33.8%	26	46.6%	132	52.1%	73	59.5%	18	50.4%	551
Leadership holds employees accountable for inappropriate behavior	46.3%	86	47.8%	28	47.3%	135	38.1%	52	39.2%	26	40.0%	132	50.2%	73	32.6%	18	44.1%	551
Leadership holds employees accountable for poor performance in the workplace	37.7%	86	33.2%	27	43.3%	135	50.9%	52	35.1%	26	33.5%	134	34.8%	72	25.1%	18	38.2%	550
Leadership acts ethically and honestly in the workplace	82.1%	86	61.9%	28	73.6%	135	78.0%	52	67.6%	26	56.9%	134	73.9%	73	73.5%	18	70.4%	553
Leadership addresses issues of inequity	63.4%	86	43.8%	28	45.0%	135	49.4%	52	46.3%	26	48.7%	134	57.4%	71	43.4%	18	50.7%	551
Leadership holds all employees to the same standards	61.2%	86	54.0%	28	54.4%	134	57.0%	52	39.2%	26	41.2%	134	57.9%	73	29.4%	18	51.4%	552

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 106: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	68.4%	86	76.8%	27	59.8%	134	58.2%	52	61.6%	26	60.0%	132	59.8%	71	66.9%	18	62.2%	546
Leadership adequately addresses inappropriate behavior	63.6%	86	84.0%	28	55.5%	135	54.5%	52	63.0%	26	63.2%	132	59.0%	73	74.9%	18	61.4%	551
Leadership holds employees accountable for inappropriate behavior	53.5%	86	74.6%	28	50.5%	134	46.1%	52	46.3%	26	54.9%	132	52.2%	73	57.1%	18	53.1%	549
Leadership holds employees accountable for poor performance in the workplace	49.7%	86	60.7%	27	52.2%	134	51.6%	52	61.3%	26	55.2%	134	38.5%	73	41.0%	18	51.1%	550
Leadership acts ethically and honestly in the workplace	82.1%	86	61.9%	28	73.6%	135	78.0%	52	67.6%	26	56.9%	134	73.9%	73	73.5%	18	70.4%	553
Leadership addresses issues of inequity	73.6%	86	73.1%	28	54.0%	135	49.4%	52	62.5%	26	57.6%	134	60.7%	71	66.8%	18	60.1%	551
Leadership holds all employees to the same standards	76.2%	86	79.0%	28	62.9%	135	65.0%	52	61.7%	26	57.0%	134	57.9%	73	61.4%	18	63.7%	553

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 107: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	71.0%	86	61.8%	28	58.5%	131	64.0%	52	60.9%	26	63.3%	132	65.9%	73	54.6%	20	63.3%	548
Recruits employees from a diverse set of backgrounds	61.9%	86	58.2%	28	52.7%	133	66.6%	52	70.0%	26	60.8%	134	65.5%	73	37.6%	20	59.7%	552
Improves the campus climate for all employees	60.8%	86	64.8%	28	50.0%	134	61.7%	52	43.8%	26	65.3%	132	62.4%	73	43.2%	20	58.3%	551
Retains diverse employees	54.4%	86	49.3%	28	47.7%	131	50.6%	52	57.1%	26	45.5%	134	40.1%	73	49.3%	20	48.1%	550
Creates a supportive environment for employees from diverse backgrounds	70.8%	86	54.9%	28	51.8%	133	60.7%	52	57.1%	26	65.5%	134	66.7%	73	53.4%	20	61.4%	552
Encourages discussions related to diversity	94.5%	86	71.0%	28	67.8%	131	70.8%	52	88.3%	26	80.5%	136	89.2%	73	82.6%	20	79.9%	552
Provides employees with a positive work experience	78.2%	86	75.5%	28	74.7%	131	77.7%	52	55.5%	26	63.2%	134	79.3%	73	61.8%	20	72.0%	550
Climate has become consistently more inclusive of all employees	76.5%	86	59.2%	28	63.9%	131	60.0%	52	54.3%	26	58.4%	134	58.0%	73	54.4%	20	62.3%	550

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 108: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	85.1% F G	86	80.1% F G	28	71.3% F G	131	67.7% F G	52	76.2% F G	26	68.0% F G	133	65.0% F G	71	65.9% F G	20	72.0% F G	546
Recruits employees from a diverse set of backgrounds	75.2% G	86	78.0% G	28	76.7% G	133	71.9% G	52	93.8% G	26	67.3% G	136	56.3% G	73	59.0% G	20	71.3% G	554
Improves the campus climate for all employees	84.5% C	86	79.9% C	28	63.8% C	135	64.9% C	52	61.3% C	26	70.5% C	136	62.9% C	71	60.1% C	20	69.2% C	554
Retains diverse employees	79.5% F G	86	68.7% F G	28	68.0% F G	133	58.1% F G	52	63.8% F G	26	55.6% F G	135	48.9% F G	73	46.0% F G	20	62.3% F G	553
Creates a supportive environment for employees from diverse backgrounds	70.8% C D	86	54.9% C D	28	51.8% C D	133	60.7% C D	52	57.1% C D	26	65.5% C D	134	66.7% C D	73	53.4% C D	20	61.4% C D	552
Encourages discussions related to diversity	95.6% C D	86	90.6% C D	28	68.1% C D	131	64.3% C D	52	92.9% C D	26	81.5% C D	136	84.5% C D	73	82.6% C D	20	80.3% C D	552
Provides employees with a positive work experience	94.8% F	86	83.4% F	28	80.1% F	133	81.0% F	52	80.0% F	26	73.3% F	136	84.8% F	73	90.5% F	20	82.0% F	554
Climate has become consistently more inclusive of all employees	84.6% G	86	84.7% G	28	70.4% G	131	64.3% G	52	67.6% G	26	66.1% G	134	60.4% G	73	64.4% G	20	70.0% G	550

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 109: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	74.7%	76	56.4%	28	67.5%	127	69.4%	51	51.4%	24	49.3%	132	56.8%	73	65.9%	18	61.3%	529
Communications are effective	F				F		F											
Communications are timely	70.1%	85	54.5%	28	67.4%	133	59.3%	51	55.2%	24	54.9%	134	45.2%	73	63.2%	18	59.7%	546
Communications are relevant	G																	
Communications are informative	92.5%	76	48.5%	28	76.5%	131	72.8%	51	52.5%	24	64.0%	132	60.5%	73	71.8%	18	70.4%	534
Communications are motivating	B E F G																	
Communications are honest	67.6%	82	54.5%	28	61.8%	131	66.3%	51	53.4%	24	37.3%	132	69.5%	73	72.4%	18	57.7%	540
Communications are accessible	F				F		F						F					
Communications are effective	75.1%	85	54.5%	28	69.2%	131	75.0%	51	59.7%	24	44.9%	134	60.8%	73	72.4%	18	62.5%	545
Communications are timely	F				F		F											
Communications are relevant	38.7%	85	49.5%	28	44.5%	127	50.0%	51	38.6%	24	23.9%	134	37.1%	73	47.3%	18	38.1%	540
Communications are informative					F		F											
Communications are motivating	69.4%	82	62.8%	28	71.7%	131	74.4%	51	34.6%	24	50.5%	134	56.4%	73	61.9%	18	61.8%	542
Communications are honest	E				E F		E											
Communications are accessible	85.5%	82	70.7%	28	80.5%	131	87.8%	51	65.5%	24	71.2%	132	68.1%	73	72.4%	18	76.5%	540

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 110: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	80.2%	82	75.8%	82	67.5%	128	66.7%	51	52.4%	24	52.6%	132	70.6%	73	73.3%	18	66.0%	537
	E F				F								F					
Communications are effective	86.7%	85	79.9%	82	67.3%	133	59.4%	51	56.1%	24	59.1%	134	73.9%	73	71.8%	18	68.7%	546
	D F																	
Communications are timely	87.5%	82	79.9%	82	70.5%	131	66.4%	51	62.8%	24	64.7%	132	73.9%	73	80.4%	18	72.2%	540
	F																	
Communications are relevant	83.0%	82	79.9%	82	67.7%	131	65.7%	51	55.2%	24	44.7%	132	81.8%	73	63.2%	18	66.0%	540
	F		F		F								F					
Communications are informative	84.1%	85	79.9%	82	69.1%	131	68.3%	51	53.4%	24	49.0%	132	81.8%	73	81.0%	18	68.4%	543
	F		F		F								F					
Communications are motivating	49.4%	85	64.1%	82	46.5%	128	48.4%	51	27.9%	24	28.6%	132	46.9%	73	63.2%	18	43.4%	539
			F															
Communications are honest	82.4%	82	67.5%	82	73.5%	129	79.6%	51	46.2%	24	53.2%	134	67.1%	73	81.0%	18	68.2%	540
	E F				F		F											
Communications are accessible	87.4%	82	79.9%	82	75.6%	129	79.1%	51	65.1%	24	68.4%	132	68.8%	73	72.4%	18	74.7%	538

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 111: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	89.7% F	76	77.6%		2876.1%	129	81.8%	48	75.5%	23	68.1%	132	75.0%	72	88.2%	187	76.9%	527
Communications are effective	100.0% C F G	85	83.4%		2875.4%	133	81.0%	51	79.7%	23	76.4%	134	73.9%	72	90.8%	188	80.9%	544
Communications are timely	98.1% C F G	82	77.5%		2880.9%	131	87.5%	51	87.0%	24	77.8%	132	77.0%	72	90.8%	188	83.3%	539
Communications are relevant	95.4% C F	82	79.9%		2877.7%	131	88.6%	48	87.0%	24	70.5%	132	84.8%	72	100.0%	188	81.8%	536
Communications are informative	97.2% C F	79	79.9%		2878.2%	131	91.7% F	51	72.2%	23	67.5%	132	88.5% F	72	100.0% F	188	81.6%	535
Communications are motivating	60.1% F	85	70.0% F		2853.4%	129	57.5%	51	59.7%	24	37.4%	132	57.6%	72	63.2%	185	52.9%	539
Communications are honest	91.9% F	82	73.1%		2885.0%	131	88.6% F	51	68.7%	24	66.5%	134	72.7%	72	100.0% F	187	79.3%	540
Communications are accessible	85.4%	81	79.9%		2881.3%	131	84.1%	51	80.3%	24	79.8%	132	70.6%	72	72.4%	187	79.9%	538

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 112: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	62.9%	54	38.6%	11	51.9%	69	47.3%	25	61.9%	15	55.2%	72	58.0%	42	54.0%	11	54.6%	298
Maybe, I can provide feedback in limited situations	31.1%	27	21.8%	6	29.6%	39	34.3%	18	17.5%	4	30.7%	40	32.1%	23	35.8%	7	30.2%	165
No, I don't have an opportunity to provide feedback	6.0% A F G	5	39.6% A F G	11	18.4%	24	18.4%	10	20.6%	5	14.1%	19	9.9%	7	10.1%	*	15.2%	83
Total	100.0%	86	100.0%	28	100.0%	133	100.0%	52	100.0%	24	100.0%	131	100.0%	72	100.0%	20	100.0%	546

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.<sup>1,2</sup>

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

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

Employee Climate Survey 2021

**Table 113: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	65.5%	74	66.8%	15	50.7%	105	56.3%	41	59.9%	18	47.7%	101	58.7%	55	52.3%	15	55.2%	424
	C F																	
One on one conversations with my supervisor	96.8%	78	92.0%	17	84.6%	108	83.1%	43	90.4%	19	85.7%	109	87.8%	59	89.4%	18	87.9%	451
My representation in shared governance (CPC, APC, or Faculty Council)	37.2%	74	47.1%	17	21.6%	105	31.4%	41	30.1%	18	25.4%	101	33.0%	57	23.9%	18	29.1%	430
My service on committees	54.2%	75	69.8%	17	25.6%	105	54.3%	42	61.6%	19	45.5%	104	47.2%	58	78.8%	18	46.3%	438
	C		C				C								C			
Annual review process	88.4%	77	83.0%	15	84.9%	108	70.8%	42	84.2%	19	59.0%	109	79.4%	61	61.9%	18	76.2%	449
	F				F													
Input collection through anonymous surveys	53.7%	77	30.2%	17	36.4%	108	37.0%	42	27.7%	19	28.5%	109	52.2%	61	32.1%	15	38.9%	448
	F																	

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

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 114: Feedback Valued**

When I give feedback it is valued by:	Atmos Sci (A)		Chem Bio Eng (B)		CIRA (C)		Civil Env Eng (D)		Elect Comp Eng (E)		Mech + Biomed (F)		Other (G)		Systems Eng (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	74.1%	78	57.3%	17	62.4%	107	57.3%	42	48.4%	19	51.2%	109	62.7%	55	69.4%	18	60.7%	444
	F																	
CSU overall	48.6%	78	37.9%	17	46.5%	108	43.0%	42	18.2%	19	35.3%	109	36.7%	57	18.7%	18	39.9%	448
My division/college	77.0%	78	57.5%	17	62.0%	107	54.8%	42	43.6%	19	44.8%	109	74.3%	59	89.4%	18	61.5%	448
	F												F		F			
My department/unit	96.8%	78	76.4%	17	78.3%	108	74.1%	42	83.6%	19	73.5%	109	82.1%	59	100.0%	18	81.5%	450
	C F																	

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

Percent "Agree" or "Strongly agree"

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

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

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

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

Employee Climate Survey 2021

**Table 115: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	9.0%	8	5.9%	*	2.7%	4	8.2%	4	11.3%	3	5.8%	8	9.7%	7	24.8%	5	7.2%	41
Physical appearance	0.0%	*	4.3%	*	0.8%	*	3.4%	*	5.5%	*	3.9%	5	8.3%	6	6.9%	*	3.3%	19
Physical disability	1.8%	*	3.5%	*	0.8%	*	3.4%	*	4.3%	*	4.2%	6	8.7%	6	9.5%	*	3.7%	21
Mental disability	1.8%	*	5.9%	*	2.2%	*	3.4%	*	0.0%	*	7.8%	11	6.2%	5	16.4%	3	4.7%	27
Employment classification	6.3%	6	18.4%	5	2.2%	*	13.2%	7	11.3%	3	23.7%	33	18.8%	14	13.1%	*	12.9%	73
Gender identity	16.5%	15	0.0%	*	1.4%	*	9.6%	5	10.9%	3	11.5%	16	9.2%	7	0.0%	*	8.4%	48
Job title	10.7%	10	19.9%	6	3.5%	5	15.1%	8	11.3%	3	21.6%	30	14.5%	11	21.5%	4	13.4%	76
Parental status	5.8%	5	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.6%	5	4.1%	*	0.0%	*	2.3%	13
Religion	10.5%	9	3.5%	*	0.0%	*	10.6%	6	0.0%	*	6.4%	9	7.2%	5	17.9%	3	5.9%	34
Political affiliation	15.1%	13	5.9%	*	3.2%	4	14.1%	8	6.6%	*	23.0%	32	13.5%	10	16.4%	3	13.0%	74
Sexual orientation	6.9%	6	0.0%	*	1.4%	*	3.4%	*	0.0%	*	7.6%	11	9.7%	7	0.0%	*	4.8%	28
Socio-economic status	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	10.4%	14	8.7%	6	16.8%	3	4.6%	26
Ethnic origin	9.4%	8	0.0%	*	0.8%	*	6.5%	4	4.3%	*	7.8%	11	17.3%	13	8.4%	*	6.9%	39
Veteran status	0.0%	*	0.0%	*	0.0%	*	8.2%	4	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.8%	4
Race or color	6.5%	6	4.3%	*	5.4%	7	1.3%	*	4.3%	*	14.4%	20	17.3%	13	0.0%	*	8.6%	49
Marital status	6.9%	6	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	*	2.1%	*	0.0%	*	1.6%	9
Nationality/country of origin	4.7%	4	5.9%	*	2.7%	4	0.0%	*	4.3%	*	9.2%	13	6.2%	5	8.4%	*	5.2%	30
None/no response	59.0%	53	62.0%	17	91.4%	126	65.3%	35	61.1%	17	51.8%	72	62.9%	46	51.1%	106	66.2%	376

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

Statistical significance not tested.

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

Employee Climate Survey 2021

**Table 116: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	3.2%	4	3.4%	*	5.8%	*	2.4%	3	4.3%	3	16.3%	3	3.1%	18
Physical appearance	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	3.0%	4	6.2%	5	0.0%	*	1.9%	11
Physical disability	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	4.7%	6	6.2%	5	0.0%	*	2.3%	13
Mental disability	0.0%	*	5.9%	*	2.2%	*	3.4%	*	0.0%	*	4.2%	6	8.3%	6	0.0%	*	3.2%	18
Employment classification	3.5%	3	10.7%	*	2.2%	*	9.9%	5	11.3%	3	22.7%	31	12.6%	9	22.5%	4	11.0%	63
Gender identity	6.9%	6	9.9%	*	0.0%	*	8.4%	5	10.9%	3	8.5%	12	11.3%	8	0.0%	*	6.4%	37
Job title	10.7%	10	16.6%	5	5.4%	7	10.0%	5	11.6%	3	17.3%	24	15.2%	11	38.8%	8	12.8%	73
Parental status	1.1%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.1%	6	4.6%	3	0.0%	*	1.8%	10
Religion	0.0%	*	0.0%	*	0.0%	*	5.9%	3	0.0%	*	2.4%	3	2.5%	*	9.5%	*	1.8%	10
Political affiliation	4.6%	4	5.9%	*	1.4%	*	5.9%	3	0.0%	*	14.5%	20	6.7%	5	9.5%	*	6.6%	38
Sexual orientation	6.9%	6	5.5%	*	0.0%	*	5.3%	*	0.0%	*	8.3%	11	4.1%	*	0.0%	*	4.4%	25
Socio-economic status	0.0%	*	5.9%	*	0.0%	*	3.4%	*	0.0%	*	6.6%	9	8.7%	6	8.4%	*	3.6%	21
Ethnic origin	2.9%	*	0.0%	*	0.8%	*	3.4%	*	0.0%	*	6.7%	9	11.3%	8	8.4%	*	4.4%	25
Veteran status	0.0%	*	0.0%	*	1.9%	*	8.2%	4	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.2%	7
Race or color	0.0%	*	10.2%	*	4.0%	6	3.6%	*	0.0%	*	11.1%	15	11.3%	8	7.9%	*	6.2%	35
Marital status	6.9%	6	0.0%	*	1.4%	*	0.0%	*	0.0%	*	1.2%	*	4.3%	3	0.0%	*	2.3%	13
Nationality/country of origin	2.9%	*	5.9%	*	2.7%	4	2.2%	*	0.0%	*	6.7%	9	6.2%	5	8.4%	*	4.3%	25
None/no response	80.7%	72	73.5%	20	91.4%	126	76.9%	42	72.0%	20	64.5%	89	70.5%	52	51.7%	10	75.9%	431

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

Statistical significance not tested.

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

Employee Climate Survey 2021

**Table 117: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	5.1%	7	3.4%	*	4.3%	*	5.2%	7	4.3%	3	8.4%	*	3.9%	22
Physical appearance	0.8%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	3.0%	4	1.5%	*	0.0%	*	1.4%	8
Physical disability	0.0%	*	0.0%	*	1.4%	*	3.4%	*	0.0%	*	4.2%	6	6.2%	5	0.0%	*	2.5%	14
Mental disability	0.0%	*	5.9%	*	0.0%	*	3.4%	*	0.0%	*	4.2%	6	6.2%	5	0.0%	*	2.4%	14
Employment classification	6.0%	5	4.8%	*	6.3%	9	8.1%	4	0.0%	*	16.2%	22	4.3%	3	0.0%	*	8.0%	45
Gender identity	1.1%	*	0.0%	*	3.4%	5	13.3%	7	6.6%	*	7.4%	10	6.6%	5	7.9%	*	5.5%	31
Job title	13.2%	12	10.7%	*	6.5%	9	5.3%	*	0.0%	*	15.9%	22	6.9%	5	8.4%	*	9.7%	55
Parental status	1.1%	*	0.0%	*	1.4%	*	3.2%	*	0.0%	*	3.0%	4	2.5%	*	0.0%	*	1.9%	11
Religion	0.0%	*	0.0%	*	0.0%	*	7.7%	4	0.0%	*	4.0%	6	2.1%	*	0.0%	*	2.0%	11
Political affiliation	4.6%	4	5.9%	*	1.4%	*	7.7%	4	0.0%	*	15.7%	22	2.5%	*	9.5%	*	6.6%	37
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	7.1%	4	0.0%	*	7.2%	10	1.5%	*	0.0%	*	2.6%	15
Socio-economic status	0.0%	*	5.9%	*	2.7%	4	3.4%	*	0.0%	*	6.6%	9	4.6%	3	8.4%	*	3.8%	21
Ethnic origin	2.9%	*	0.0%	*	2.2%	*	3.4%	*	0.0%	*	6.7%	9	4.1%	*	8.4%	*	3.8%	21
Veteran status	0.0%	*	0.0%	*	3.2%	4	3.4%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.1%	6
Race or color	1.1%	*	0.0%	*	4.0%	6	3.6%	*	0.0%	*	11.1%	15	6.2%	5	0.0%	*	5.0%	28
Marital status	6.9%	6	0.0%	*	1.4%	*	0.0%	*	0.0%	*	2.4%	3	4.3%	3	0.0%	*	2.5%	14
Nationality/country of origin	2.9%	*	5.9%	*	4.0%	6	2.2%	*	0.0%	*	6.7%	9	3.7%	*	8.4%	*	4.3%	25
None/no response	77.1%	69	83.4%	23	83.2%	114	81.6%	44	89.1%	25	69.0%	95	81.9%	60	74.2%	147	78.4%	445

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

Statistical significance not tested.

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

**Table 118: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	1.8%	*	0.0%	*	1.4%	*	3.4%	*	0.0%	*	7.1%	10	8.4%	6	8.4%	*	4.1%	23
Bullying	2.8%	*	15.1%	4	1.4%	*	8.2%	4	10.1%	*	2.5%	4	13.5%	10	9.5%	*	5.5%	31
Bias	13.2%	12	0.0%	*	4.1%	6	13.6%	7	16.7%	5	15.8%	22	23.2%	17	37.7%	7	13.3%	76
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.3%	3	9.5%	*	0.9%	5
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.6%	*	4.3%	6	5.9%	4	0.0%	*	2.1%	12
Verbal abuse	0.0%	*	9.2%	*	0.0%	*	0.0%	*	10.9%	3	4.7%	6	10.5%	8	0.0%	*	3.5%	20
None/no response	83.9%	75	84.9%	24	94.6%	130	82.9%	45	76.7%	22	76.9%	106	68.7%	50	44.3%	9	81.1%	460

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

Statistical significance not tested.

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

Employee Climate Survey 2021

**Table 119: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	3.4%	*	5.5%	*	3.0%	4	6.2%	5	0.0%	*	2.1%	12
Bullying	0.0%	*	5.9%	*	0.0%	*	10.4%	6	14.4%	4	5.3%	7	16.8%	12	0.0%	*	5.5%	31
Bias	8.2%	7	11.4%	3	4.1%	6	21.4%	12	23.0%	6	13.3%	18	14.6%	11	16.3%	3	11.7%	66
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.1%	*	0.0%	*	0.3%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	0.0%	*	2.1%	*	0.0%	*	0.6%	3
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	4.7%	*	12.1%	3	5.8%	8	6.7%	5	0.0%	*	3.3%	19
None/no response	91.8%	82	88.6%	25	95.9%	132	73.8%	40	61.5%	17	81.4%	112	78.4%	58	83.7%	16	84.9%	482

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

Statistical significance not tested.

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

**Table 120: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Atmos Sci		Chem Bio Eng		CIRA		Civil Env Eng		Elect Comp Eng		Mech + Biomed		Other		Systems Eng		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	1.9%	*	2.1%	*	0.0%	*	1.1%	6
Bullying	0.0%	*	0.0%	*	4.7%	6	8.7%	5	4.3%	*	9.5%	13	8.8%	6	0.0%	*	5.6%	32
Bias	11.8%	11	0.0%	*	10.4%	14	17.6%	10	10.9%	3	15.7%	22	15.6%	11	16.3%	3	13.0%	74
Physical assault	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	3.4%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.3%	*
Verbal abuse	0.0%	*	0.0%	*	3.4%	5	3.4%	*	4.3%	*	3.9%	5	2.1%	*	0.0%	*	2.6%	15
None/no response	88.2%	79	100.0%	28	87.4%	120	79.4%	43	89.1%	25	81.3%	112	84.4%	62	83.7%	16	85.5%	485

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

Statistical significance not tested.

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

Employee Climate Survey 2021

**Table 121: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	Atmos Sci (A)		Chem Bio Eng (B)		Civil Env Eng (C)		CIRA (D)		Elect Comp Eng (E)		Systems Eng (F)		Mech + Biomed (G)		Other (H)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
I receive the necessary tools and resources I need to be successful in my job	53.8% F G	81	42.3%	28	31.3%	52	39.7%	126	31.7%	24	10.7%	20	29.5%	134	44.5%	73	37.8%	539
My supervisor provides the guidance and support I need to be successful in my job	72.6% C D G H	81	59.5%	28	35.1%	51	47.3%	126	40.6%	24	46.2%	20	46.9%	134	46.2%	73	50.0%	538
My supervisor supports opportunities for my professional development and career advancement	68.2% C G	81	65.0%	28	32.3%	52	61.0% C	126	61.2%	24	46.7%	20	45.0%	134	55.6%	72	54.3%	538
My colleagues/coworkers support one another	65.5% H	81	48.4%	28	45.2%	52	59.4%	126	32.1%	24	39.5%	20	47.5%	134	38.4%	73	50.6%	539
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	23.8%	73	36.6%	28	32.9%	52	33.5%	121	50.6%	24	54.6%	20	30.1%	129	23.7%	70	31.7%	517

Percent "Agree" or "Strongly agree"

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

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

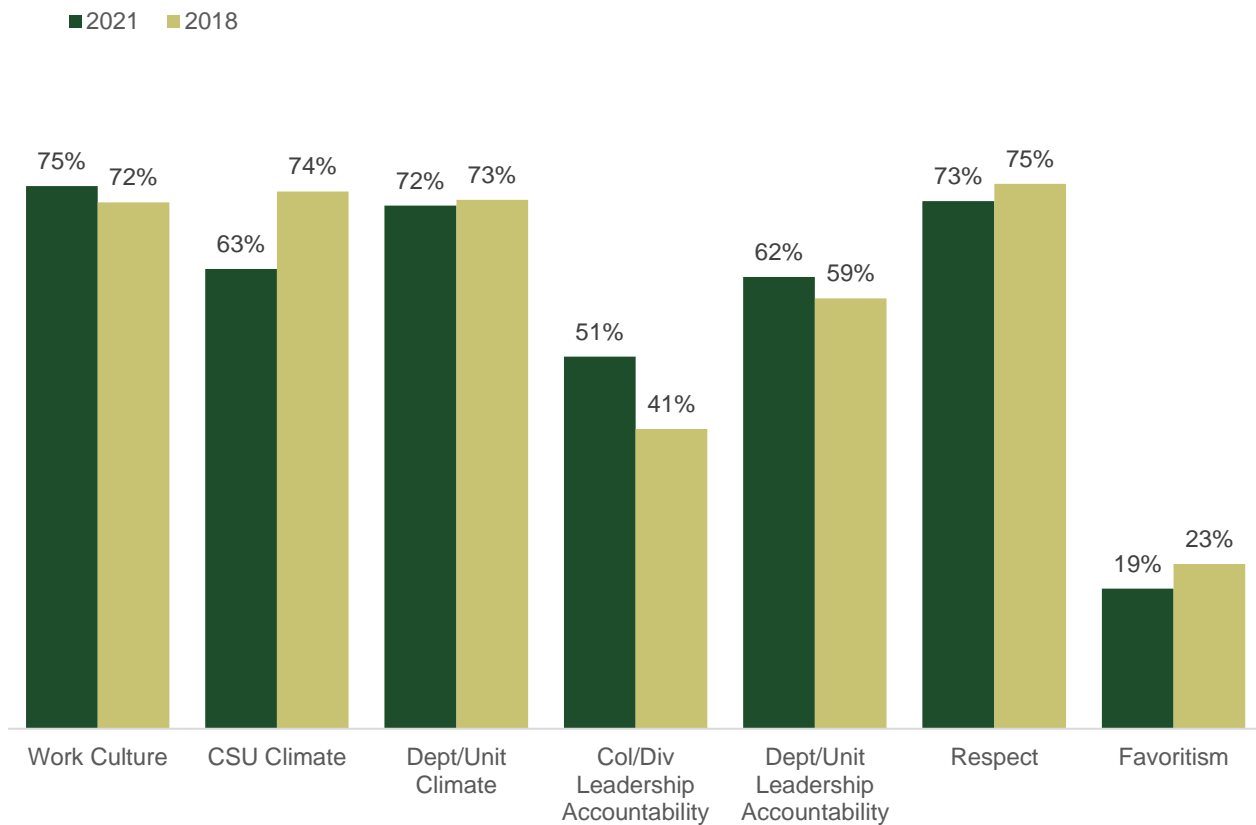
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

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

## Comparisons by Year

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

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



**Table 122: 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
<b>WORK CULTURE OVERALL</b>	72.4%	443	74.7%	564
My department/unit promotes a work environment where all employees feel included	70.8%	543	79.2%	567
			A	
My department/unit treats all employees equitably	67.9%	531	73.8%	566
			A	
My department/unit is open and transparent in communication	66.0%	546	74.2%	567
			A	
My department/unit values employee input in major department/unit decisions	63.7%	547	70.2%	567
			A	
My department/unit promotes respect for cultural differences	77.9%	534	81.3%	565
My department/unit understands the value of diversity	81.2%	544	81.8%	567
My department/unit communicates the importance of valuing diversity	70.1%	541	78.5%	567
			A	
I feel valued as an employee	70.6%	552	74.0%	567
I feel a strong sense of belonging to CSU	62.4%	553	60.6%	567
I feel a strong sense of belonging to my division/college	46.4%	553	61.5%	567
			A	
I feel a strong sense of belonging to my department/unit	74.6%	553	75.7%	567
I would recommend CSU as a place of employment	82.5%	514	80.5%	567
I would recommend my department/unit as a place of employment	75.6%	507	80.3%	567

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 123: Performance Review in Last Year**

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	94.7%	489	86.5%	491
	B			
No, I did not have a review	5.3%	27	13.5%	76
			A	

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

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

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

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

**Table 124: 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	88.5%	501	77.7%	487
I am satisfied with the effort my supervisor put into my most recent performance review	B 77.9%	519	82.4%	489
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	23.0%	538	B 11.8%	487
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	50.8%	487

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

*Percent "Agree" or "Strongly agree"*

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

*\*Reverse coded when included in overall rating*

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

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

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

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

**Table 125: 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	75.0%	391	72.6%	558
My department/unit is treated with respect by other units within my college/division	67.9%	496	70.9%	561
My college/division is treated with respect by CSU	81.9%	482	72.1%	561
The people I interact with treat each other with respect	B 81.0%	560	88.3%	A 562
There is respect for religious differences in my department/unit	75.0%	467	69.8%	563
There is respect for liberal perspectives in my department/unit	84.3%	509	80.7%	563
There is respect for conservative perspectives in my department/unit	59.1%	485	53.2%	561

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 126: 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	22.7%	445	19.3%	557
Recognized within my department/unit	32.6%	483	27.5%	559
Resources in my department/unit	23.1%	478	21.6%	559
Professional development opportunities	15.8%	471	13.7%	559
Promoted in my department/unit	23.3%	469	17.2%	557
Hired in my department/unit	B 21.4%	469	17.4%	559

*Percent "Agree" or "Strongly agree"*

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

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

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

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

**Table 127: 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	41.3%	274	51.2% A	544
Leadership adequately addresses inappropriate behavior	39.9%	366	50.4% A	551
Leadership holds employees accountable for inappropriate behavior	40.3%	339	44.1%	551
Leadership holds employees accountable for poor performance in the workplace	32.1%	329	38.2%	550
Leadership acts ethically and honestly in the workplace	68.8%	412	70.4%	553
Leadership addresses issues of inequity	51.4%	363	50.7%	551
Leadership holds all employees to the same standards	46.1%	408	51.4%	552

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 128: 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	59.2%	341	62.2%	546
Leadership adequately addresses inappropriate behavior	61.2%	417	61.4%	551
Leadership holds employees accountable for inappropriate behavior	51.7%	393	53.1%	549
Leadership holds employees accountable for poor performance in the workplace	55.0%	414	51.1%	550
Leadership acts ethically and honestly in the workplace	68.8%	412	70.4%	553
Leadership addresses issues of inequity	62.1%	430	60.1%	551
Leadership holds all employees to the same standards	62.5%	490	63.7%	553

Percent "Agree" or "Strongly agree"

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

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

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

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

**Table 129: 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	73.9%	323	63.3%	548
	B			
Recruits employees from a diverse set of backgrounds	78.7%	447	59.7%	552
	B			
Improves the campus climate for all employees	71.5%	456	58.3%	551
	B			
Retains diverse employees	69.1%	416	48.1%	550
	B			
Creates a supportive environment for employees from diverse backgrounds	73.3%	439	61.4%	552
	B			
Encourages discussions related to diversity	77.2%	449	79.9%	552
Provides employees with a positive work experience	75.2%	489	72.0%	550
Climate has become consistently more inclusive of all employees	69.3%	414	62.3%	550
	B			

Percent "Agree" or "Strongly agree"

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

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

**Table 130: 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	72.8%	381	72.0%	546
Recruits employees from a diverse set of backgrounds	77.4%	501	71.3%	554
	B			
Improves the campus climate for all employees	75.3%	491	69.2%	554
	B			
Retains diverse employees	68.9%	477	62.3%	553
	B			
Creates a supportive environment for employees from diverse backgrounds	73.3%	439	61.4%	552
	B			
Encourages discussions related to diversity	68.5%	462	80.3%	552
			A	
Provides employees with a positive work experience	76.6%	516	82.0%	554
			A	
Climate has become consistently more inclusive of all employees	67.9%	435	70.0%	550

Percent "Agree" or "Strongly agree"

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

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

**Table 131: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	14.2%	58	3.9%	22
Physical appearance	6.8%	28	1.4%	8
Physical disability*	3.0%	12	2.5%	14
Mental disability	NA	NA	2.4%	14
Employment classification	30.2%	122	8.0%	45
Gender identity	9.6%	39	5.5%	31
Job title	35.5%	144	9.7%	55
Parental status	3.9%	16	1.9%	11
Religion	9.2%	37	2.0%	11
Political affiliation	17.9%	72	6.6%	37
Sexual orientation	1.9%	8	2.6%	15
Socio-economic status	2.6%	11	3.8%	21
Ethnic origin	6.5%	26	3.8%	21
Veteran status	0.9%	4	1.1%	6
Race or color	7.3%	30	5.0%	28
Marital status	2.9%	12	2.5%	14
Nationality/country of origin	5.0%	20	4.3%	25
None/no response	38.3%	155	78.4%	445

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

Statistical significance not tested.

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

**Table 132: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.5%	19	4.1%	23
Bullying	11.3%	63	5.5%	31
Bias	21.9%	122	13.3%	76
Physical assault	0.0%	*	0.9%	5
Sexual misconduct	1.4%	8	2.1%	12
Verbal abuse	3.7%	21	3.5%	20
None/no response	74.8%	417	81.1%	460

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

Statistical significance not tested.

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

**Table 133: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.6%	9	2.1%	12
Bullying	14.1%	79	5.5%	31
Bias	17.5%	97	11.7%	66
Physical assault	0.0%	*	0.3%	*
Sexual misconduct	0.0%	*	0.6%	3
Verbal abuse	4.5%	25	3.3%	19
None/no response	76.9%	428	84.9%	482

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

Statistical significance not tested.

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

**Table 134: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	1.4%	8	1.1%	6
Bullying	11.0%	61	5.6%	32
Bias	17.3%	96	13.0%	74
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.3%	*
Verbal abuse	7.0%	39	2.6%	15
None/no response	76.5%	426	85.5%	485

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

Statistical significance not tested.

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

**Table 135: WSCOE Experiences over Past 12 Months**

Thinking about your experiences over the past 12 months in the Walter Scott College of Engineering, please indicate your level of agreement with the following statements:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
I receive the necessary tools and resources I need to be successful in my job	29.4%	543	37.8%	539
My supervisor provides the guidance and support I need to be successful in my job	39.5%	515	50.0%	538
My supervisor supports opportunities for my professional development and career advancement	NA		*54.3%	538
My colleagues/coworkers support one another	33.1%	543	50.6%	539
CCA (contract, continuing, and adjunct) faculty are valued and treated with respect in my department/unit	16.2%	361	31.7%	517

Percent "Agree" or "Strongly agree"

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

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

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

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

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