

2021 Employee Climate Survey

College of Business

Results dissemination and workshop

Assessment Group for Diversity Issues

Facilitated by Shannon L. Archibeque-Engle, PhD, and Nozipho Becker, PhD

For more information and full results: <https://inclusiveexcellence.colostate.edu/data/employee-climate-survey/>



Colorado State University

2021 Employee Climate Survey

THANK YOU

- Institutional Research, Planning, and Effectiveness partnership
- Office for Inclusive Excellence staff
- President, Vice Presidents, and Deans
 - Messages, incentives, and support were critical to success
 - 2018 request for College and Division level reports
- YOU

2021 Employee Climate Survey

Office for Inclusive Excellence Assessment Team for Diversity Issues

Claude Jailet, Facilities Management

Kirsten Slaughter-Rice, Administrative Professional Council

Sue Doe, Faculty Council

Meg Skeehan, Classified Personnel Council

Valerie Lewis, Health Network

Kari Dockendorff, School of Education, Assistant Professor

Rickey Frierson, Warner College of Natural Resources

Andrew Norton, Faculty Council

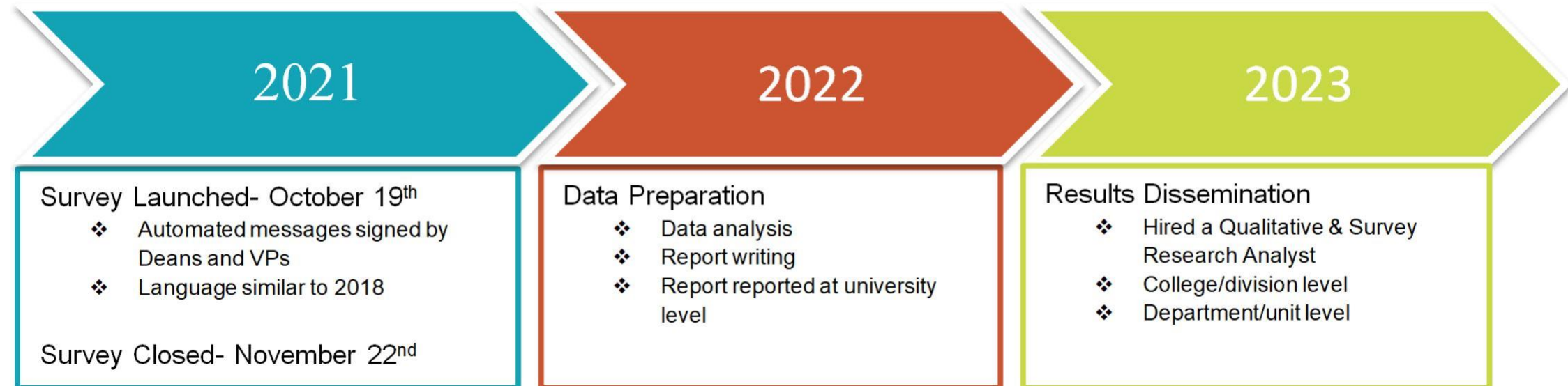
Elizabeth Williams, Communication Studies, Associate Professor

Heather Novak, Institutional Research, Planning, and Effectiveness

Shannon Archibeque-Engle, Office for Inclusive Excellence, Chair

2021 Employee Climate Survey

- Purpose is to assess the current employee climate
- Language similar to 2018
- 2018-2021 comparison is priority
- Emphasis on disaggregated data
- Cross tabs by gender, racial minoritized status, and employee type
- College/Division level reports posted
 - Department/unit level reports available by request
- Survey Timeline



2021 Employee Climate Survey

- Results
 - Tool
- Provide an overall picture of employment experiences and perceptions
- Further CSU's commitment to institutional accountability
- Be actionable and incite dialogue
 - Inform policies, initiatives, and opportunities that will provide an equitable and exceptional work environment
 - Previous actions: supervisory training, professional development opportunities, unit level Diversity Strategic Plans
- Provide benchmark for longitudinal data collection and comparison

Organizational Themes

Work Culture

- My department/unit promotes a work environment where all employees feel included
- My department/unit treats all employees equitably
- My department/unit is open and transparent in communication
- My department/unit values employee input in major department/unit decisions
- My department/unit promotes respect for cultural differences
- My department/unit understands the value of diversity
- My department/unit communicates the importance of valuing diversity
- I feel valued as an employee
- I feel a strong sense of belonging to CSU
- I feel a strong sense of belonging to my division/college
- I feel a strong sense of belonging to my department/unit
- I would recommend CSU as a place of employment
- I would recommend my department/unit as a place of employment

Organizational Themes

Climate

- Recruit's employees from a diverse set of backgrounds
- Improves the campus climate for all employees
- Retains diverse employees
- Creates a supportive environment for employees from diverse backgrounds
- Encourages discussions related to diversity
- Provides employees with a positive work experience
- Climate has become consistently more inclusive of all employees

Organizational Themes

Leadership Accountability

- Leadership adequately addresses inappropriate behavior
- Leadership holds employees accountable for inappropriate behavior
- Leadership holds employees accountable for poor performance in the workplace
- Leadership acts ethically and honestly in the workplace
- Leadership addresses issues of inequity
- Leadership holds all employees to the same standards

Organizational Themes

Respect

- My department/unit is treated with respect by other units within my college/division
- My college/division is treated with respect by CSU
- The people I interact with treat each other with respect
- There is respect for religious differences in my department/unit
- There is respect for liberal perspectives in my department/unit
- There is respect for conservative perspectives in my department/unit

Organizational Themes

Favoritism plays a role in who gets:

- Recognized within my department/unit
- Resources in my department/unit
- Professional development opportunities
- Promoted in my department/unit
- Hired in my department/unit

Organizational Themes

Communications:

- Communications are effective
- Communications are timely
- Communications are relevant
- Communications are informative
- Communications are motivating
- Communications are honest
- Communications are accessible

Demographic Questions

- Expanded our demographic questions for the 2021 survey to include follow up questions regarding race/ethnicity and gender identity
- These questions are helping to inform the work done by the disaggregating race/ethnicity committee
- Intersectionality report forthcoming
- Added a question on identifying as a person with a disability
- Added a question about identifying in the LGBTQIA+ community

Data Collection

- Administered via Qualtrix in Fall 2021 to all CSU employees
- Embedded data included employment type, college/division, department/unit; anonymous
- Survey available in Spanish and English (both web-based and paper hard copy)
- <15 minutes to complete
- Results are reported in aggregate and no identifying information reported; confidential

Sample Weighting

- Weighting was used to ensure that sample demographics align with known population parameters.
- Gender, racially minoritized status, college/division, and employment type were used to weight the overall results.
- College/division reports were weighted by racially minoritized status, gender, and employment type as needed.
- For comparison purposes, 2018 results were also weighted in the 2021 report.

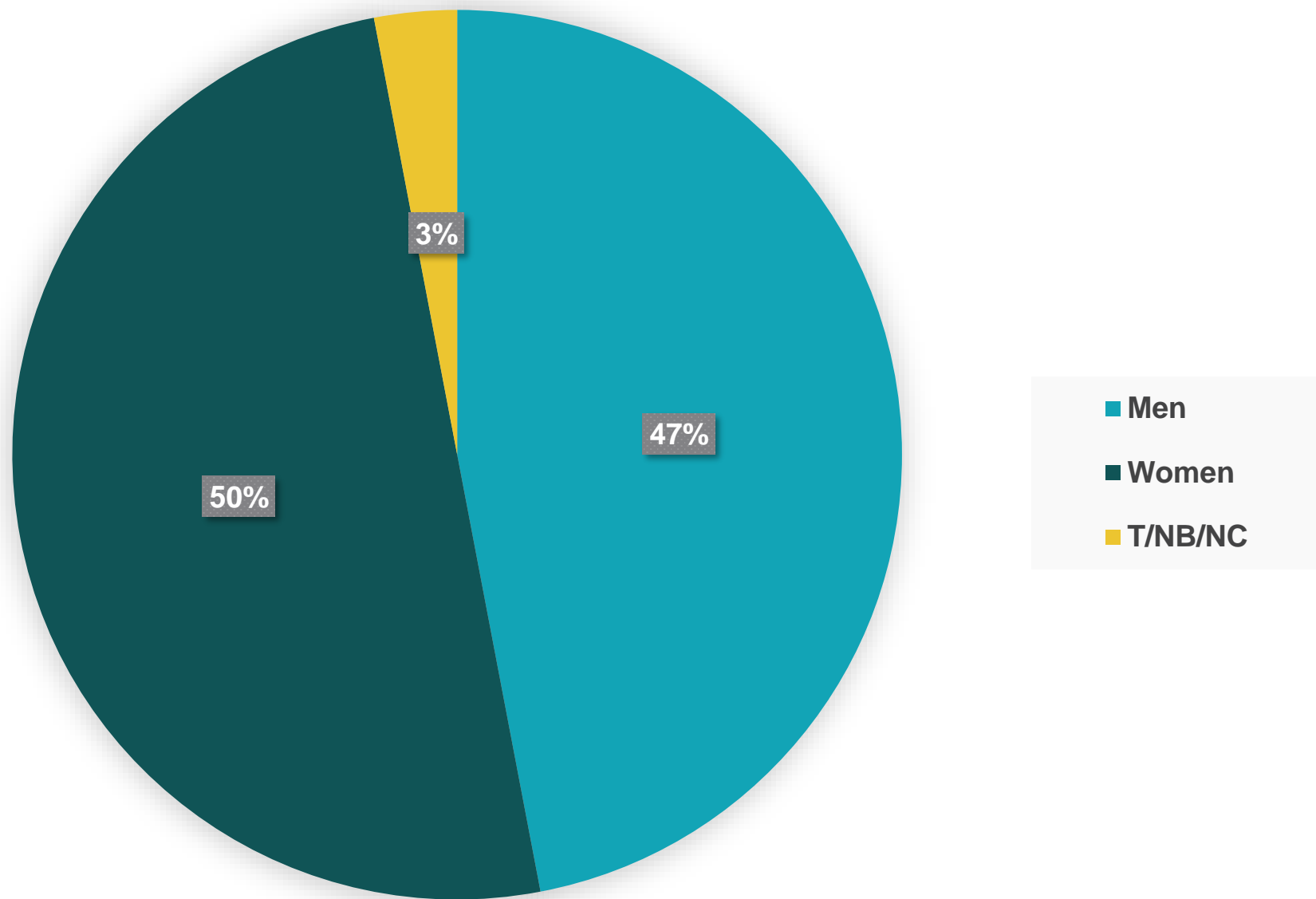
Reporting Standards

- Questions on organizational themes were in a 5 point-likert scale- **strongly disagree, disagree, neither agree nor disagree, agree, strongly agree.**
- Summarize organizational themes with a percent agreement.
- Reports include the response distribution per item as well as cross tabs by gender, employee type, and racially minoritized status at the overall level and the college/division level.
- Department level reports are available by request.
- Reports show weighted sample size...n's.
- Statistical tests are provided in the data tables, today's presentation focuses on average percentage agreement across organizational themes.

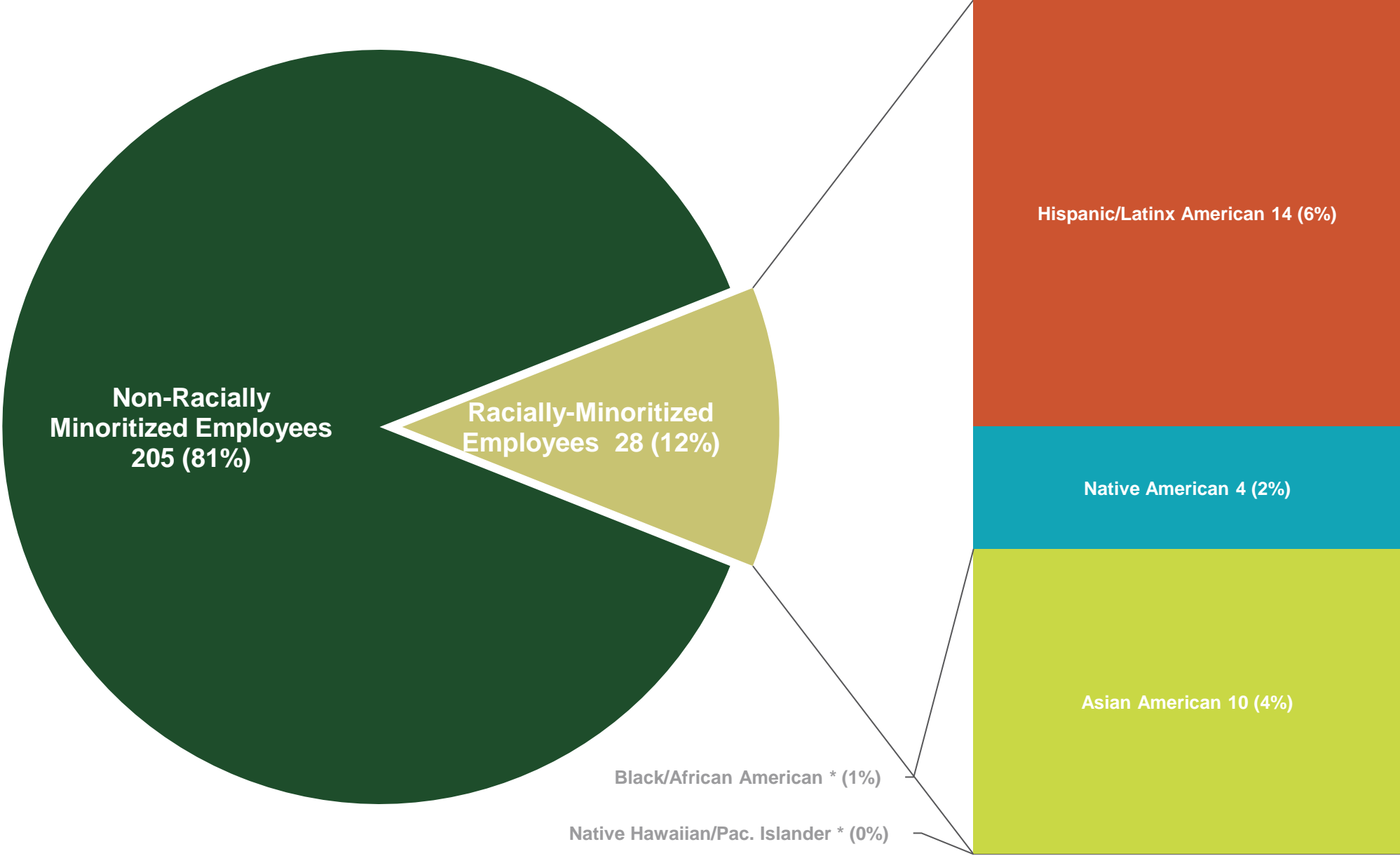
Response Rates by College/Division

College/Division	Sent	Completed	Response Rate
CSU Overall	7911	3457	44%
Center for Environmental Management of Military Lands	518	94	18%
Central Administration	126	55	44%
College of Agricultural Sciences	403	156	39%
College of Business	282	99	35%
College of Health and Human Sciences	463	166	36%
College of Liberal Arts	677	263	39%
College of Natural Sciences	516	142	28%
College of Veterinary Medicine and Biomedical Sciences	1085	438	40%
Colorado State Forest Service	122	39	33%
Division of Athletics	120	50	42%
Division of Engagement and Extension	300	152	51%
Division of Enrollment and Access	153	98	64%
Division of Equity, Equal Opportunity, and Title IX	15	8	53%
Division of International Programs	42	30	71%
Division of Student Affairs	896	402	45%
Division of the Vice President for Research	192	84	44%
Division of University Operations	685	503	73%
Graduate School	19	13	68%
Information Technology	113	61	54%
University Libraries	70	46	67%
University Advancement	140	88	63%
University Marketing and Communications	58	30	52%
Walter Scott, Jr. College of Engineering	568	305	54%
Warner College of Natural Resources	348	132	38%

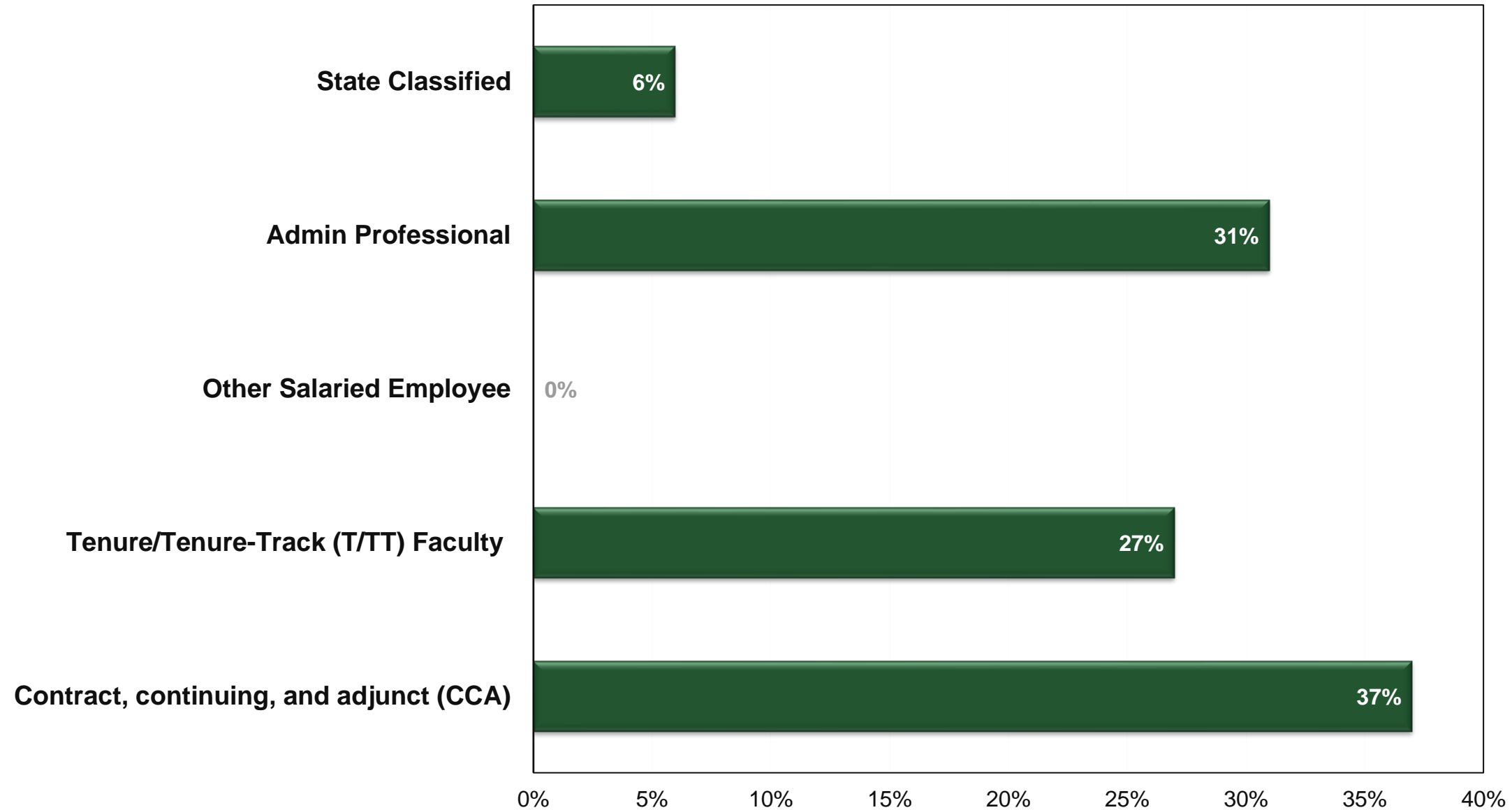
College of Business Demographics by Gender



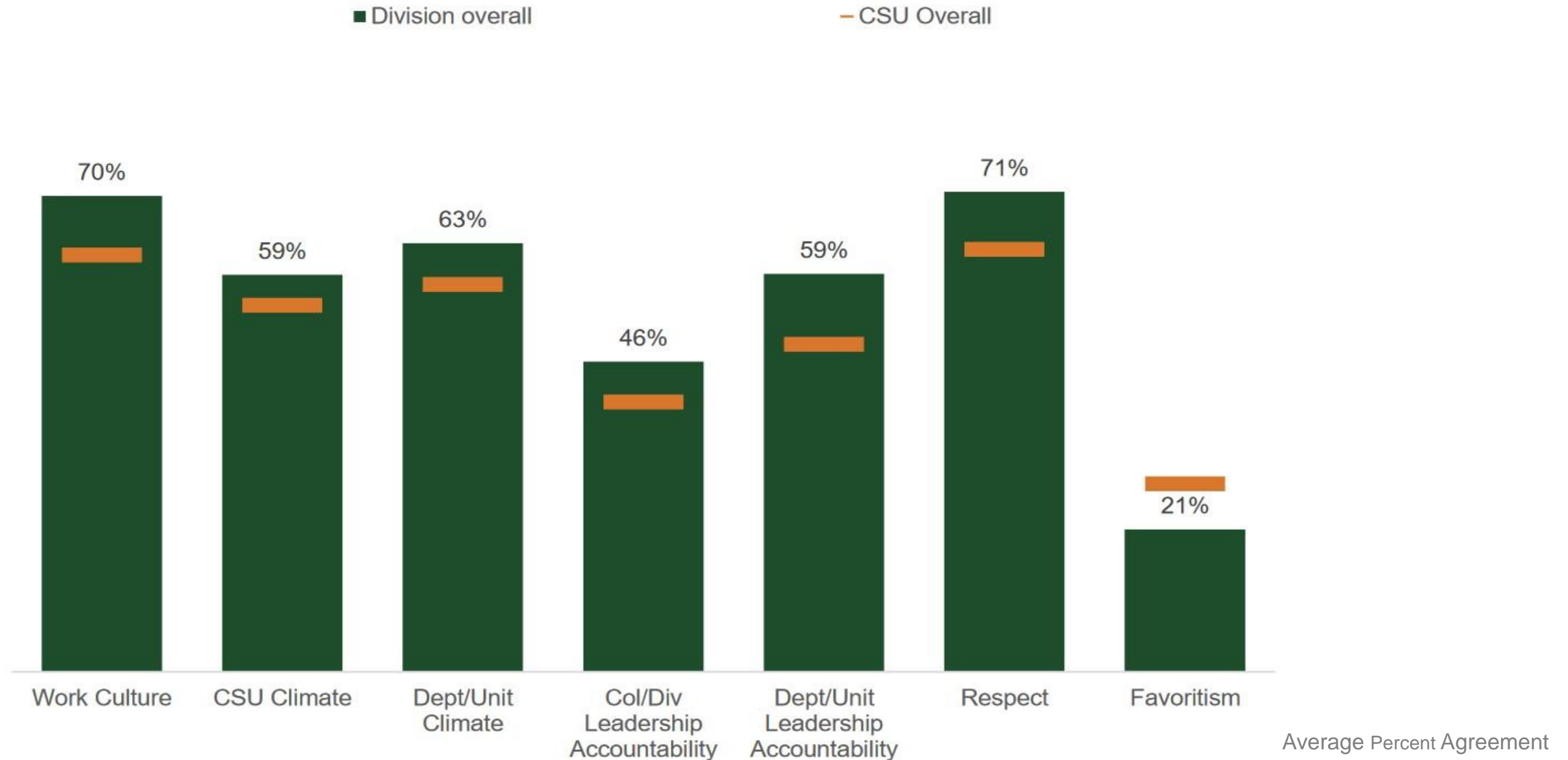
Demographics by Racially Minoritized Status



Demographics by Employee Type

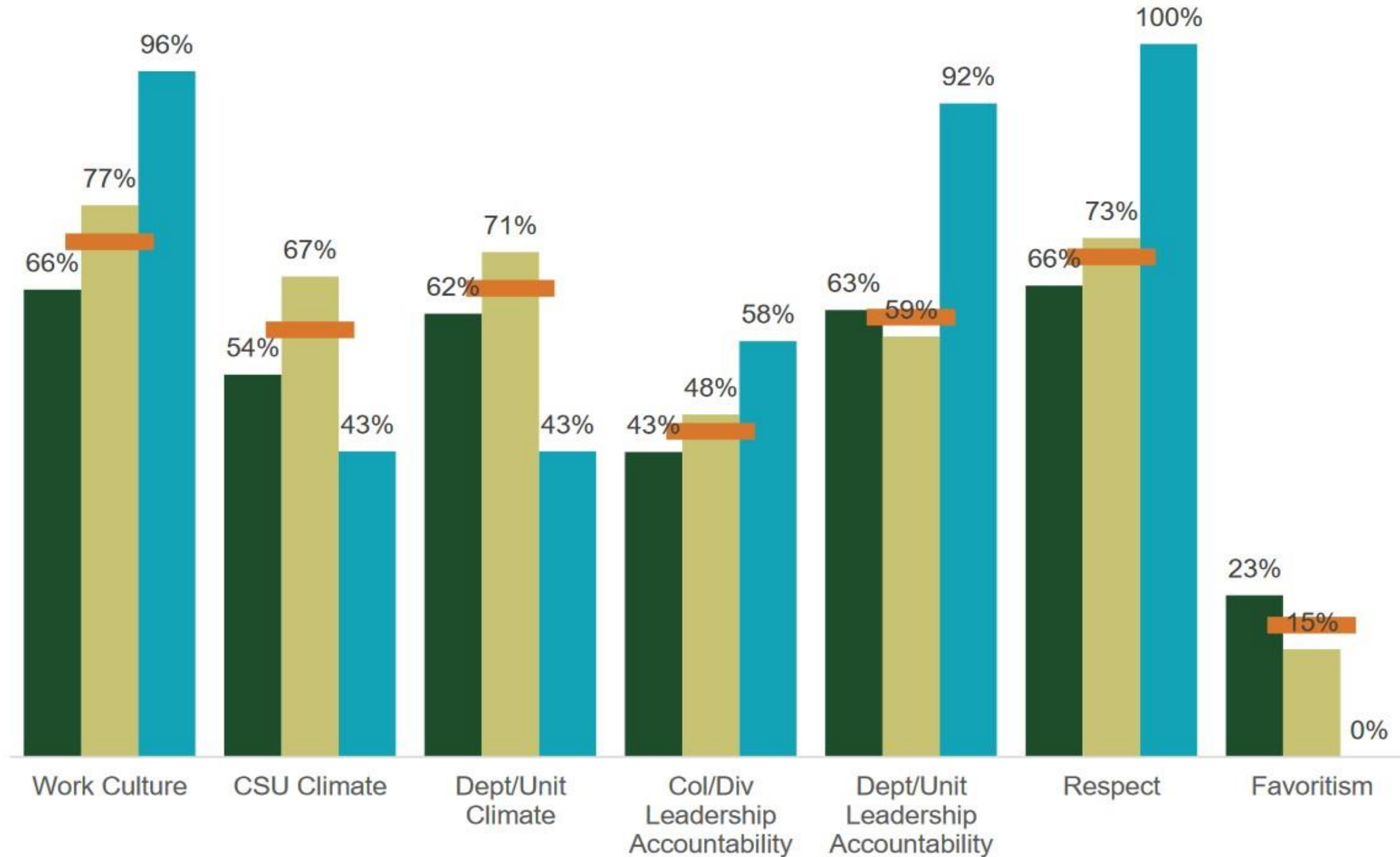


Organizational Themes



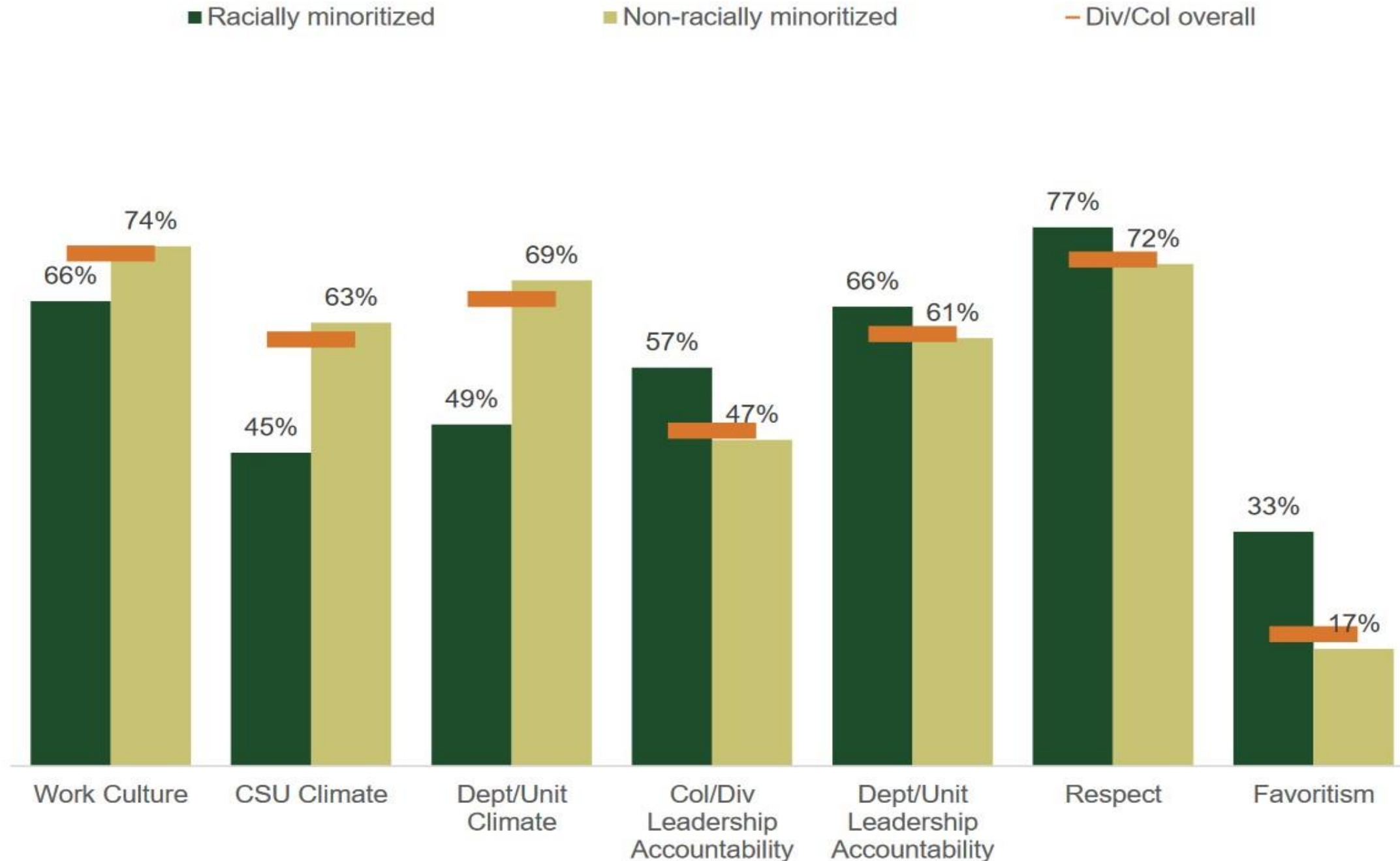
Themes by Gender

■ Man ■ Woman ■ T/NB/NC — Div/Col overall



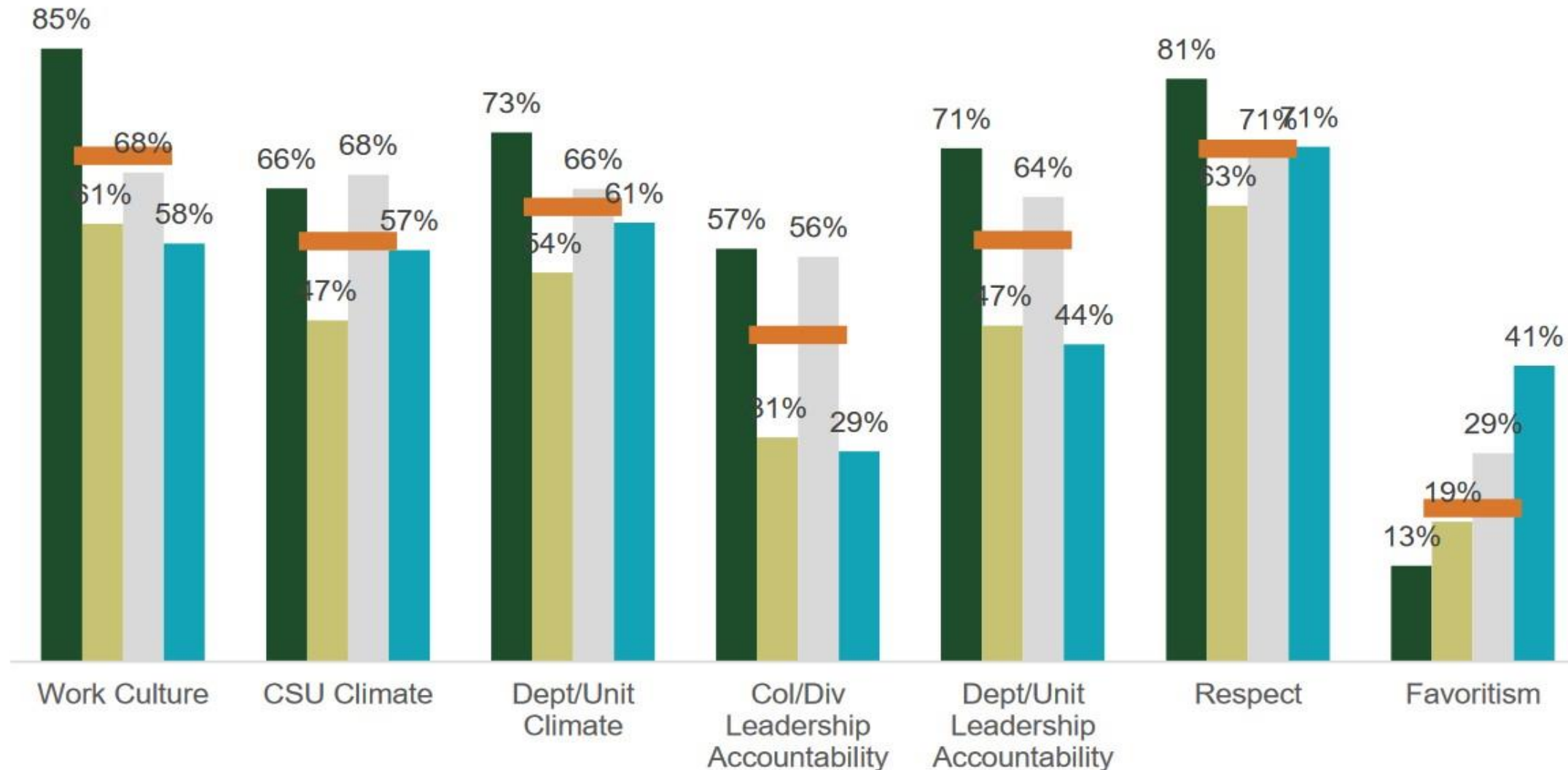
Average Percent Agreement

Themes by Racially Minoritized Status



Themes by Employee Type

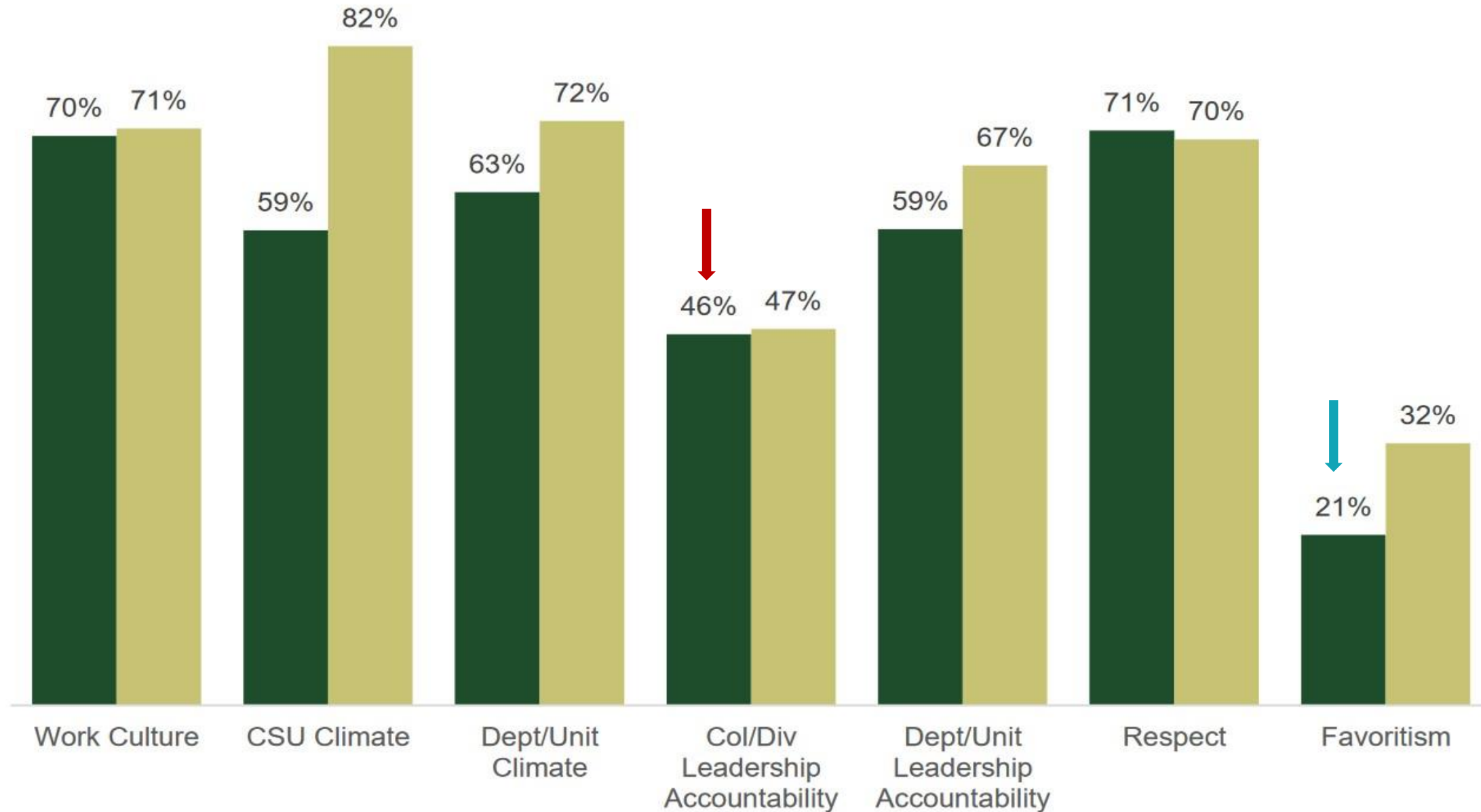
■ Admin Professional ■ CCAF Faculty ■ T or TT Faculty ■ State Classified — Div/Col overall



Average Percent Agreement

Themes Compared Over Time

■ 2021 ■ 2018



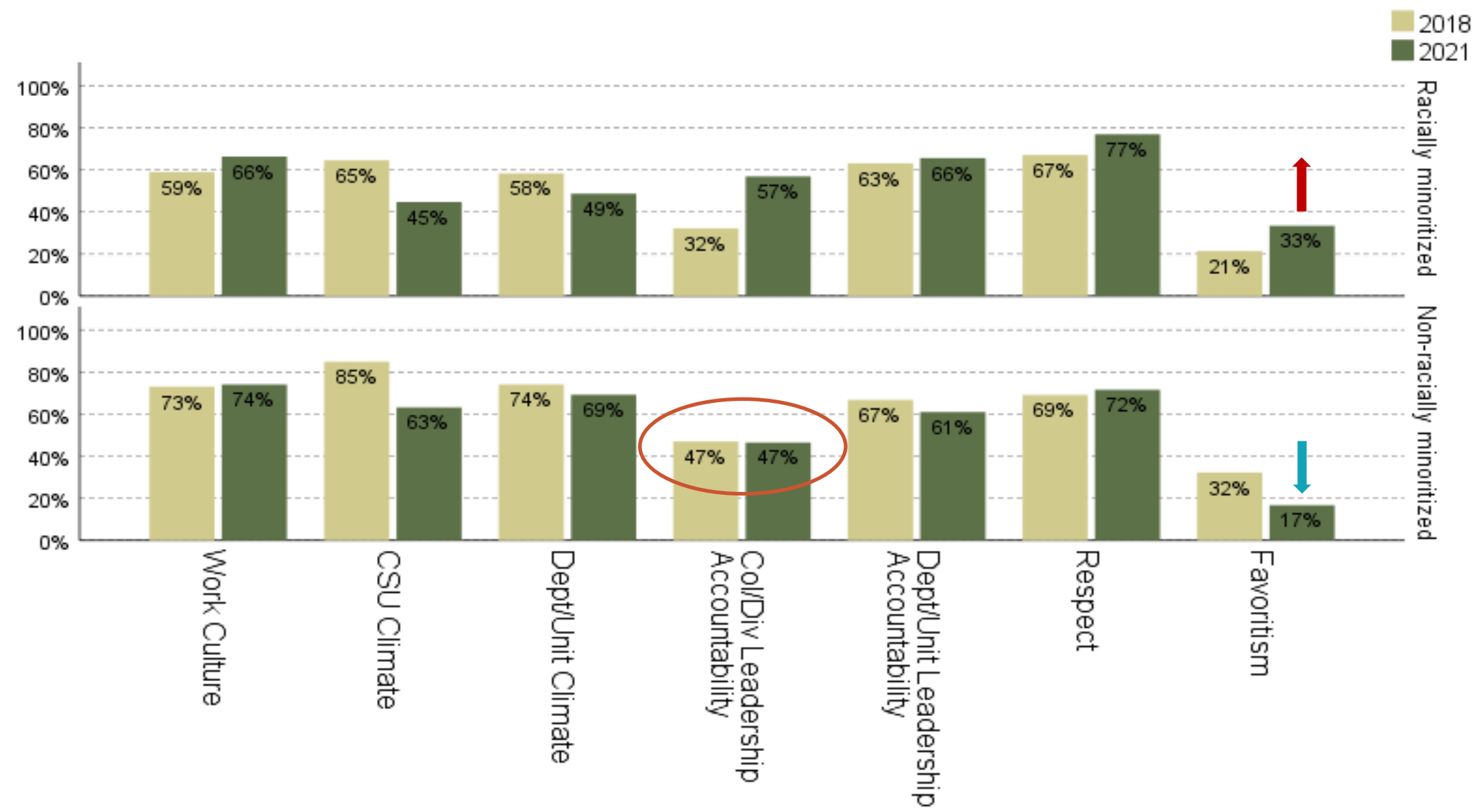
Average Percent Agreement

Themes Over Time by Gender



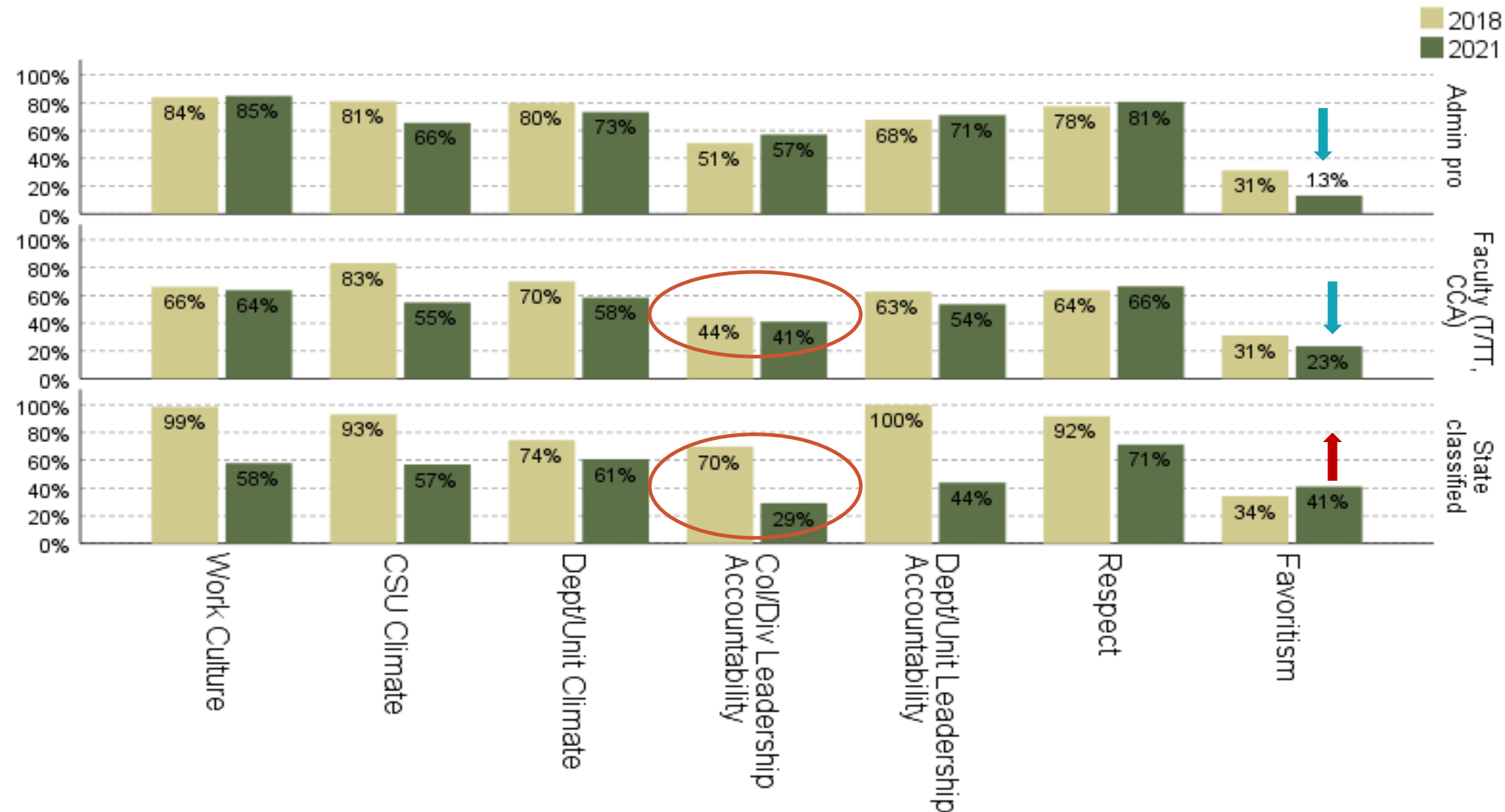
Average Percent Agreement

Themes Over Time by Racially Minoritized Status



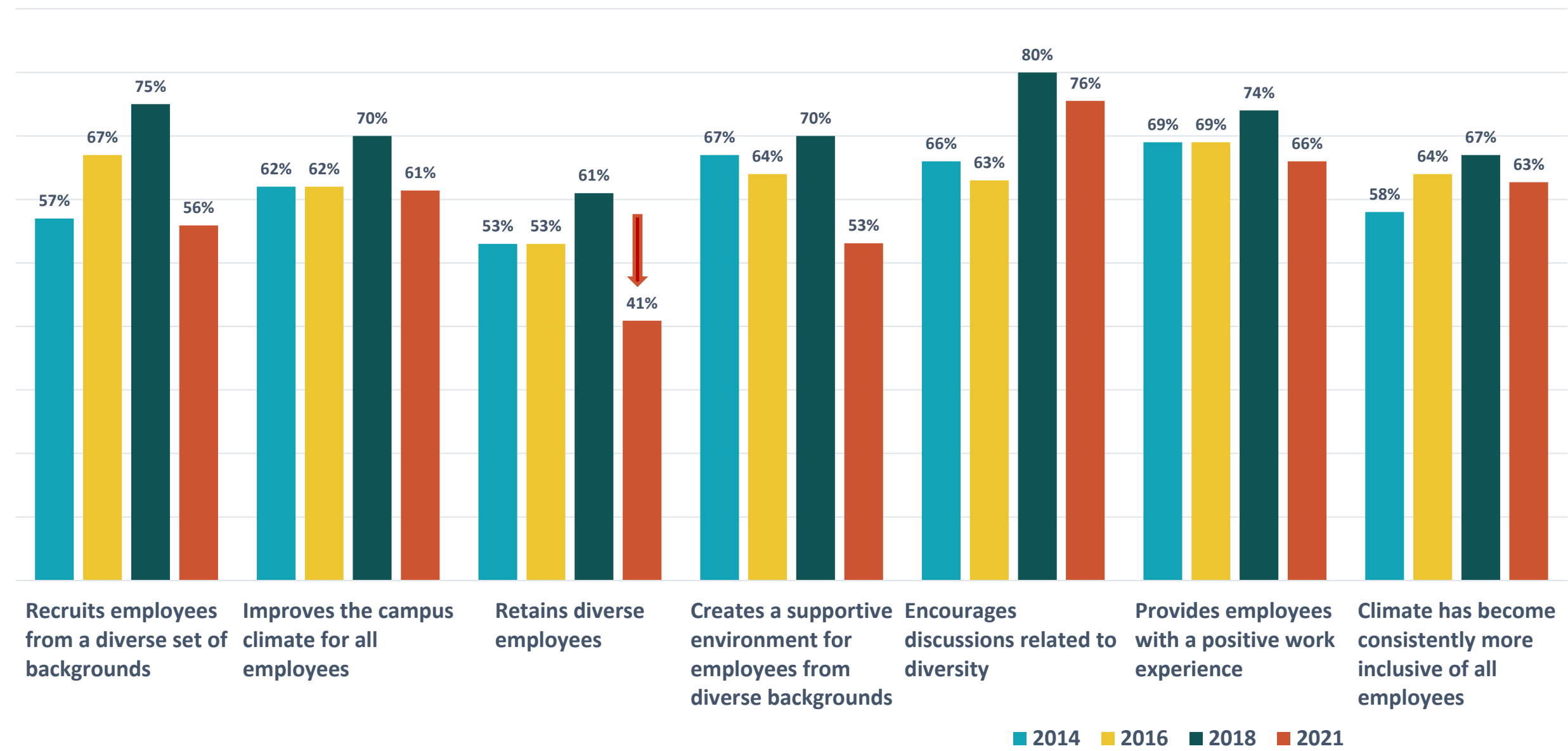
Average Percent Agreement

Themes Over Time by Employee Type



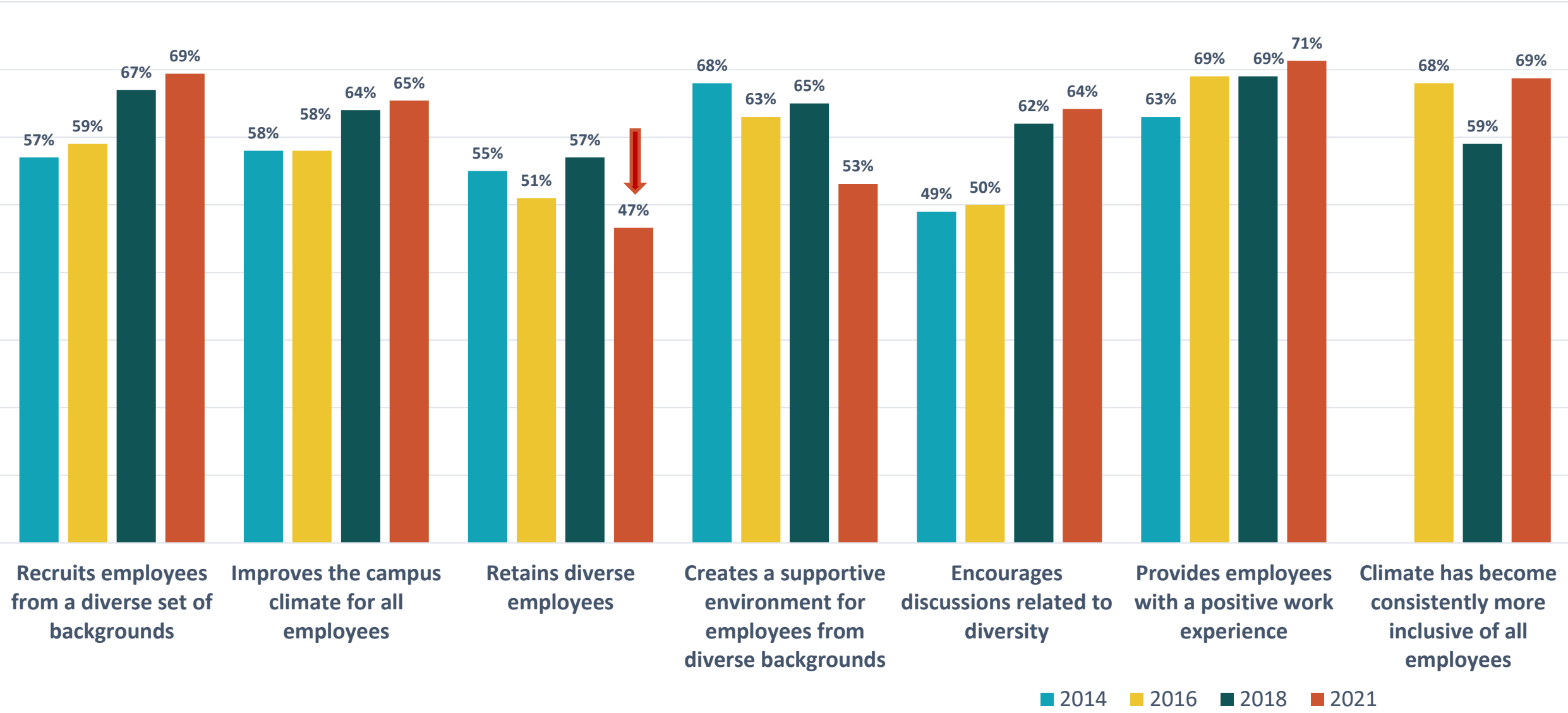
Average Percent Agreement

CSU Perceptions Over Time



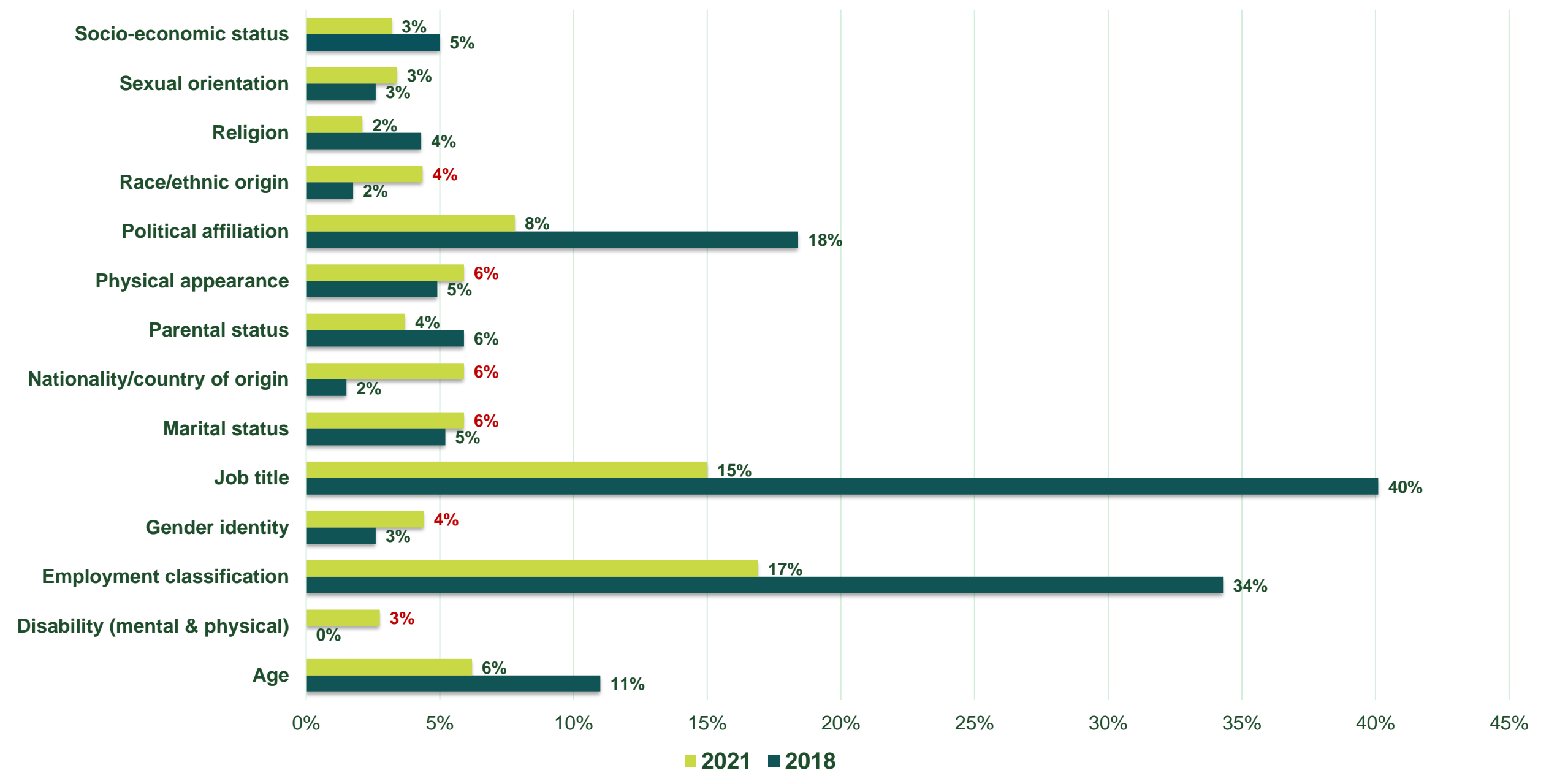
Average Percent Agreement

College of Business Perceptions Over Time



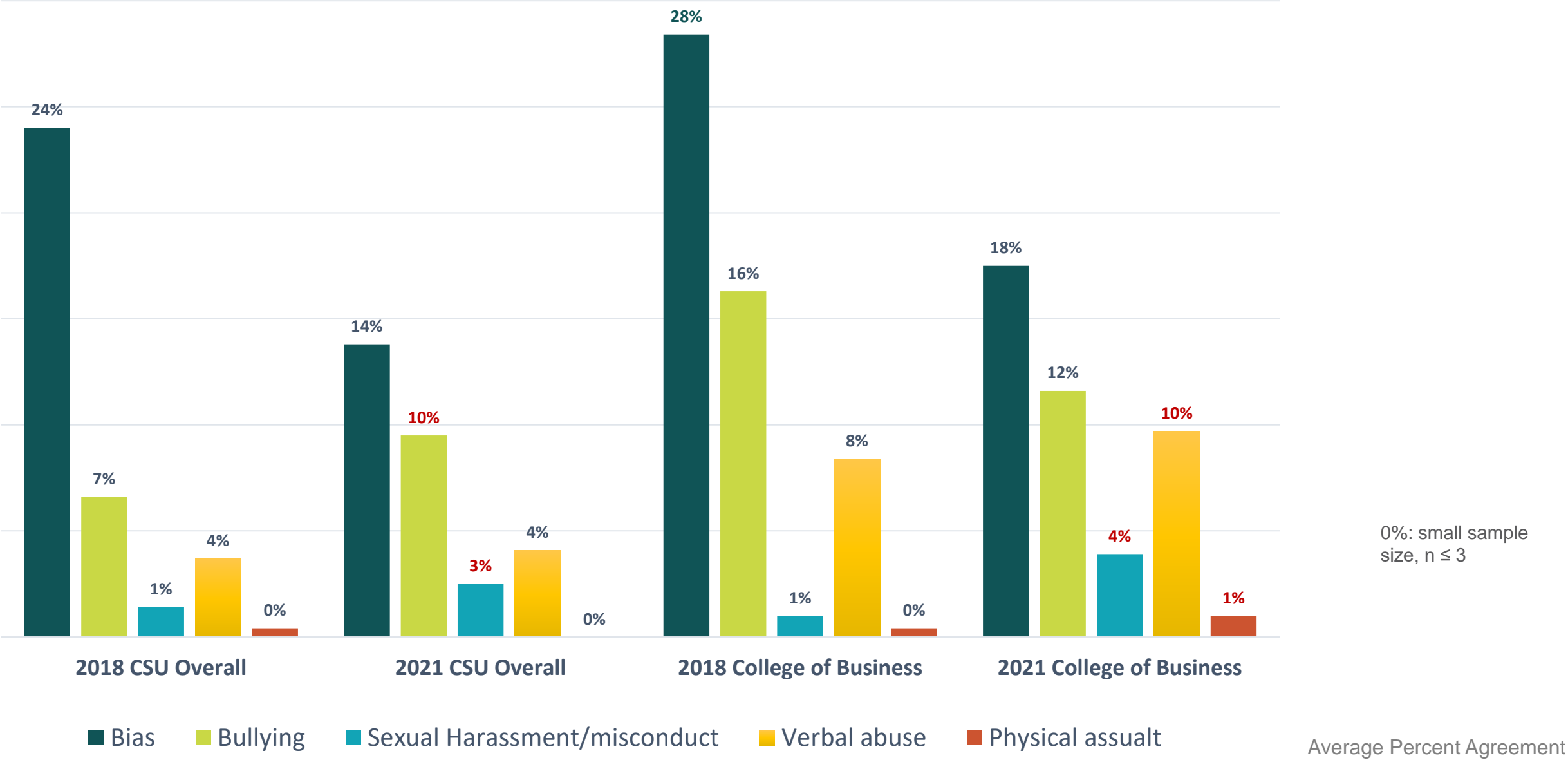
Average Percent Agreement

Reported Discriminatory Attitudes Over Time



Average Percent Agreement

Harassment/Other Problematic Behaviors Over Time



Key Findings for College of Business

- Compared to CSU overall, the college of Business had higher average percentage agreements across all organizational themes in 2021. Rates were the lowest regarding college/division leadership accountability, with proportions of less than 50%.
- Compared to college/division overall, men reported lower percentage agreements for nearly all organizational themes (except for department/unit accountability). Transgender/non-binary/nonconforming employees reported positive agreements regarding work culture, respect, and department/unit leadership. Women had less desirable results regarding department/unit leadership accountability.
- Compared to college/division overall, non-racially minoritized employees, contract/continuing/adjunct faculty (CCAF), and state classified employees had the lowest percentage agreements for leadership accountability. CCAF and state classified employees were significantly impacted, with less desirable rates in nearly all themes. Regarding favoritism, both state classified staff and T/TT faculty reported rates that were significantly higher than college/division overall (less desirable).
- While there was a decrease in reported discriminatory attitudes in many of the themes in 2021, we found less desirable percentage agreements regarding race/ethnicity, nationality/country of origin, gender identity, physical appearance, and mental/physical disability, as there was an increase in reported discriminatory attitudes around these five themes in the college of Business.
- In addition, reported themes showed an increase in harassment and other problematic behaviors in the college in 2021 compared to 2018. The rates were highest for problematic behaviors related to sexual harassment/misconduct, followed by verbal abuse and physical assault.

Additional Information

Please visit the [Office for Inclusive Excellence](#) (OIE) website and review the following reports:

- Overall CSU report
- College/Division Report

Visit the [Office of Institutional Research, Planning, and Effectiveness](#) (IR) and review detailed CSU Employee Data for additional information.

Please visit the following websites and explore a variety of resources and training opportunities (FREE) available to support faculty and staff across CSU:

[DEI training](#) opportunities (OIE)

[Faculty Success](#) (Office of the Provost, OIE, IR)

[Faculty Institute for Inclusive Excellence](#) (OIE)

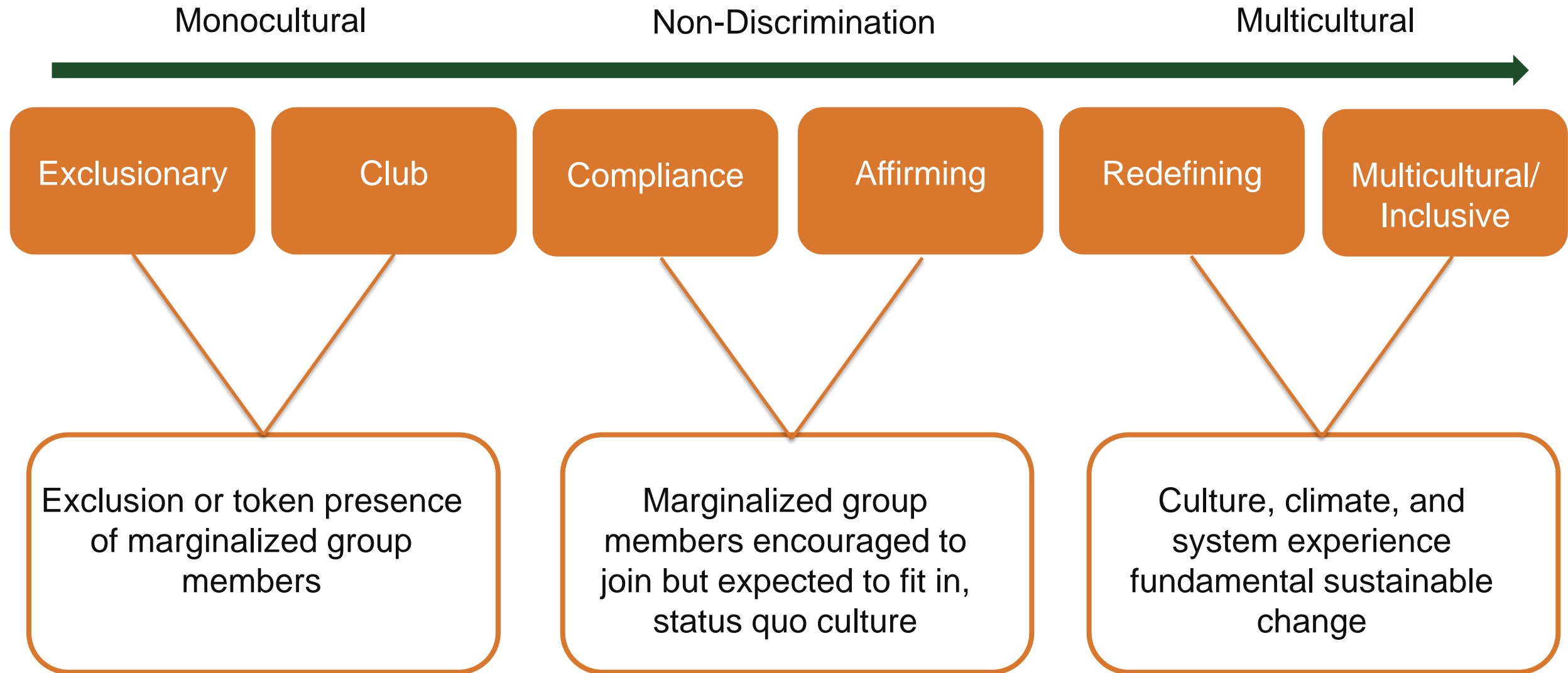
[Chairs & Heads Institute for Inclusive Excellence](#) (Office of the Provost, OIE, IR)

A Multicultural Organization

Jackson, Hardiman, and Holvino

1. Clear commitment to creating an inclusive organization
2. Seeks, develops, and values the contributions and talents of all members
3. Includes all members as active participants in decisions that shape the organization
4. Employees reflect diverse social and cultural groups throughout all levels of the organization; and demonstrate the multicultural competencies to serve the increasingly diverse student populations
5. Acts on its commitment to eliminate all forms of exclusion/discrimination within the organization, including racism, sexism, heterosexism, ageism, classism, ableism, religious oppression, etc.
6. Follows through on broader social and environmental responsibilities

Multicultural Organization Development Continuum



A close-up photograph of several bright yellow flower petals, likely from a sunflower, arranged in a fan-like pattern against a warm, orange-yellow background. The petals are long and pointed, with visible veins.

What do you notice?

What suggestions do you have for using this data at the university and college/division levels?

How do you see yourself individually or as a team using the ECS results to create an inclusive work environment?

- Small Groups
- 15-20 minutes
- Name, pronouns
- Be prepared to share out



Thank you



Colorado State University