EXECUTIVE SUMMARY

The WSU Employee Engagement Survey is a method for the university to gather feedback from employees to identify strengths and weaknesses of the workplace and evaluate overall perceptions of the work environment.

In line with 2014-2019 WSU Strategic Plan, and in an effort to improve institutional effectiveness, the first institution-wide Employee Engagement Survey was sent to all active faculty, administrative professional and civil service employees in April, 2014.

The intent of the survey is to identify, evaluate, and monitor key indicators contributing to an engaged workforce. Results from this year's survey will serve as a baseline and be compared to future surveys to measure progress and determine how effective improvement efforts are in the long term.

In addition to the survey results provided within this report, in May 2014, HRS released preliminary survey data which contained an overall response breakdown for each item. The preliminary report is available on the HRS website: *www.hrs.wsu/Employee Engagement Survey Summary.com*

SURVEY OVERVIEW

ABOUT THE SURVEY:

HRS collaborated with WSU senior leadership as well as incorporated researched data to compile a survey designed to answer the following key questions related to employee engagement:

Section 1	Do employees know and have what they need to do their jobs?
Section 2	Do employees feel they are valued?
Section 3	Do employees feel they provide individual contributions?
Section 4	Do employees feel connected to their co-workers?
Section 5	Do employees feel connected to their department?
Section 6	Do employees feel connected to WSU as a whole?
Faculty Specific	Do faculty feel they provide contributions within their faculty appointments

The 2014 survey utilized QuestionPro, an online survey software provider to conduct and analyze the online survey. Each section within the survey contained 3-6 statements in which employees could provide a response. A total of 25 statements were available for administrative professional and civil service employees and a total of 28 statements for faculty.

The survey measured responses using a 5-option Likert scale to determine the frequency in which employees identified with the statements. Specifically, respondents were asked to choose between the following: *Never*; *Infrequently*; *Occasionally*; *Frequently*; *Always*. The items were scored 1-5, with "Never" equaling 1 and "Always" equaling 5.

WHO PARTICIPATED:

The survey was sent to 6,289 faculty, administrative professional, and civil service employees on active appointments and was completed by 1,891 employees, resulting in a 30.2% response rate. Employees with WSU email addresses received an email with instructions on how to complete the survey online, and employees without a WSU email address were mailed a hard copy of the survey and a postage-paid return envelope, to their mailing address on record.

Overall, 69% of respondents indicated they are frequently or always satisfied at work, 28% of respondents indicated they are occasionally or infrequently satisfied with work, and 3% of respondents indicated they are never satisfied with work. The overall response average for section 1-6 was 3.72; while the overall response average for the faculty specific section was 3.63. Below is the overall response average breakdown for each section.   Detailed results are found in Appendix A.

Section	Overarching Question	Average	Difference
Section 1	Do employees know and have what they need to do their jobs?	4.15	0.43
Section 2	Do employees feel they are valued?	3.49	-0.23
Section 3	Do employees feel they provide individual contributions?	3.52	-0.2
Section 4	Do employees feel connected to their co-workers?	3.92	0.2
Section 5	Do employees feel connected to their department?	3.69	-0.03
Section 6	Do employees feel connected to WSU as a whole?	3.84	0.12
Faculty Specific	Do faculty feel they provide contributions within their appointments?	3.63	N/A

POSITIVE RESPONSES:

In looking at the overall data for survey, over 70% of those who responded indicated positive responses of frequently or always to the seven statements listed below.

Do you feel you have what is needed to do your job?
>   88.7% know what is expected of them at work.
>   81.5% have the technology needed to do their jobs efficiently.
>   80.3% receive the information they need to perform their job.
>   76.2% have the resources needed to do their job efficiently.

Do you feel connected to your co-workers?
>   78.8% feel those around them are committed to doing quality work.

Do you feel connected to your department?
>   70.9% enjoy being part of their department.

Do you feel connected to WSU?
>   75.7% enjoy being part of WSU.

AREAS FOR IMPROVEMENT / EVALUATION:

Less than 50% of respondents indicated positive responses to the nine statements listed below.

Do you feel you provide contributions within your faculty appointment?
>   47.5% have support to pursue their research opportunities.
>   47.7% have input regarding teaching opportunities and assignments.
>   47.1% are encouraged to participate in mentoring activities.

Do you know and feel you are valued?
   48.7% are recognized for doing a good job.
   44.1% feel their supervisor gives ongoing feedback to help improve performance.

Do you feel connected to your department?
   46.5% receive information about changes made within their department.
   44.3% know how their department measures success.

Do you feel connected to WSU?
   38.8% receive information about changes made within their college/area.
   35.7% receive information about changes made within WSU.

ACTION ITEMS:

In reviewing the overall survey data, WSU should focus on initiatives to improve employee engagement and perceptions of the workplace, including but not limited to:

   Encouraging faculty to provide contributions within their faculty appointments. (Statements 26 -28)
   *Provide employees with on-going feedback and recognition. (Statements 5 & 7)*
   Improve communication efforts regarding changes at all levels of the university. (Statements 16, 22, & 23)
   Provide communication to employees on how success is measured. (Statement 17)

DEMOGRAPHIC SPECIFIC INFORMATION

BREAKDOWN BY FEMALE / MALE:

Overall, 58% identified themselves as female, 36% identified themselves as male, and 6% chose to not self –identify. For statements 1-25, those who identified themselves as female indicated a slightly higher average response of 3.77 compared to those identified themselves as male, 3.75.

Not-Disclosed, 3.21
Male, 3.75
Female, 3.77
WSU 3.72
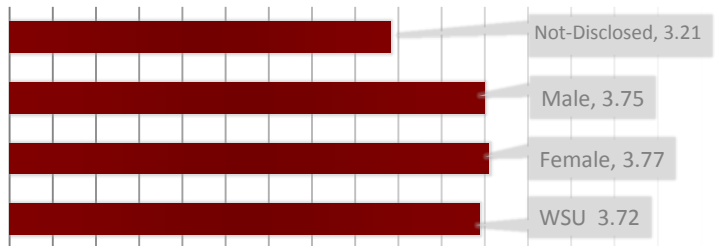
Statements 1-25 Average by Female / Male

Faculty Specific Average by Female / Male

Not-Disclosed, 3.07
Male, 3.73
Female, 3.63
WSU 3.63

For the faculty specific statements, those identified as male indicated a higher average response of 3.73 compared to females, 3.63. The detailed breakdown by each statement can be found in Appendix B.1.
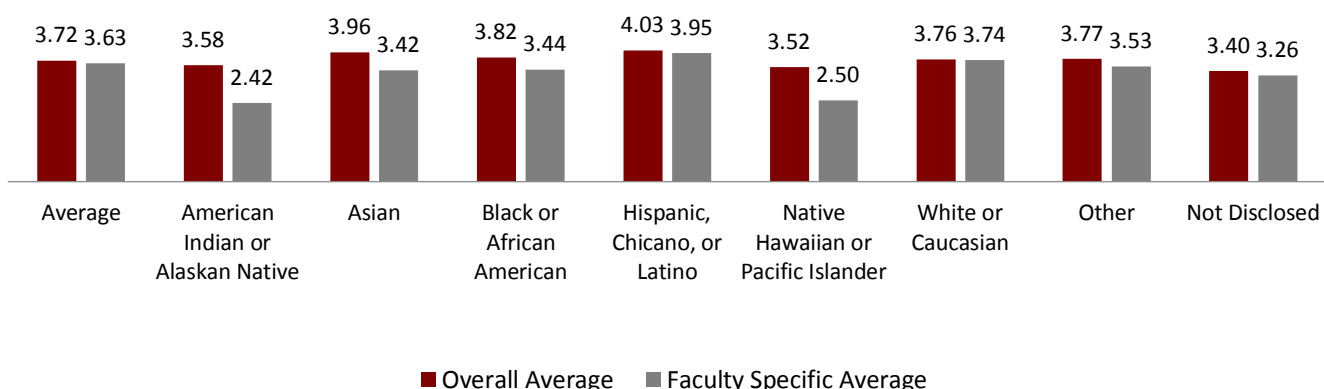
BREAKDOWN BY AGE:

The majority of respondents, slightly less than 52%, identified themselves as between the ages of 46-65, with a response average for statements 1-25 of 3.74. Respondents who identified themselves between the ages of 22-35, indicated the highest response average for statements 1-25 of 3.88. For the faculty specific data, those over the age of 65 indicated the highest response average of 3.82. There were no responses to faculty specific statements from employees between the ages of 18-21. The detailed data can be found in Appendix B.2.

	Average	18 to 21	22 to 35	36 to 45	46 to 55	56 to 65	Over 65	Not-Disclosed
Overall Average	3.72	3.87	3.88	3.72	3.74	3.74	3.82	3.30
Faculty Specific Average	3.63		3.62	3.70	3.67	3.64	3.82	3.37

■ Overall Average   ■ Faculty Specific Average
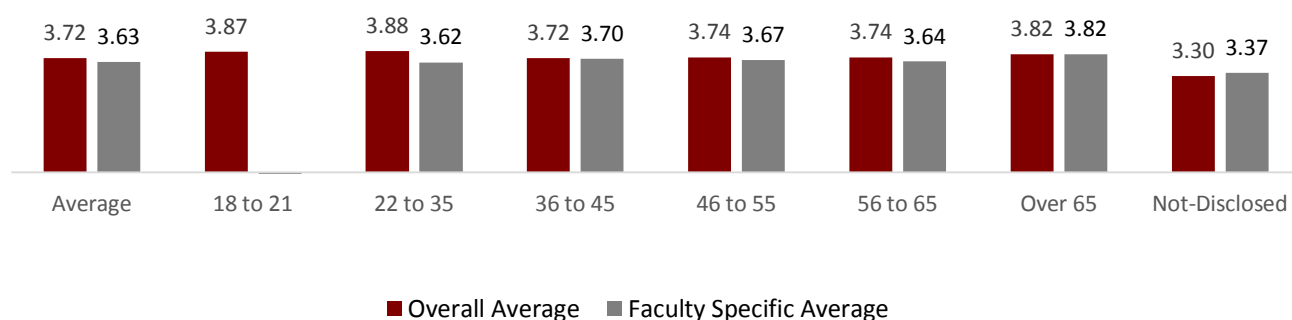
BREAKDOWN BY ETHNICITY / RACE:

The majority of respondents, 79%, identified themselves as white or Caucasian, with an overall response average of 3.76. Respondents, who identified themselves Hispanic, Chicano or Latino, indicated the highest response average for statements 1-25 as well as the highest response average for the faculty specific statements. The detailed data can be found in Appendix B.3.

	Average	American Indian or Alaskan Native	Asian	Black or African American	Hispanic, Chicano, or Latino	Native Hawaiian or Pacific Islander	White or Caucasian	Other	Not Disclosed
Overall Average	3.72	3.58	3.96	3.82	4.03	3.52	3.76	3.77	3.40
Faculty Specific Average	3.63	2.42	3.42	3.44	3.95	2.50	3.74	3.53	3.26

■ Overall Average   ■ Faculty Specific Average

BREAKDOWN BY EMPLOYEE TYPE:

Civil service (CS) employees made up the majority of respondents at 39.3%; administrative professional employees (AP) at 36%, while 24.7% indicated they were Faculty. AP employees had the highest response average for statements 1-25 of 3.82 and rated individual statements in line with the overall averages across WSU. Faculty had the lowest overall average of 3.60. The detailed breakdown can be found in Appendix B.4.

BREAKDOWN BY NUMBER OF YEARS EMPLOYED BY WSU:

Individuals employed at WSU 1-5 years made up the highest percentage of respondents at 22.5%, however had the lowest response average for the faculty specific statements. Respondents employed for less than one year had the response average for statements 1-25 as well as with the faculty specific statements. Detailed breakdown can be found in Appendix B.5.
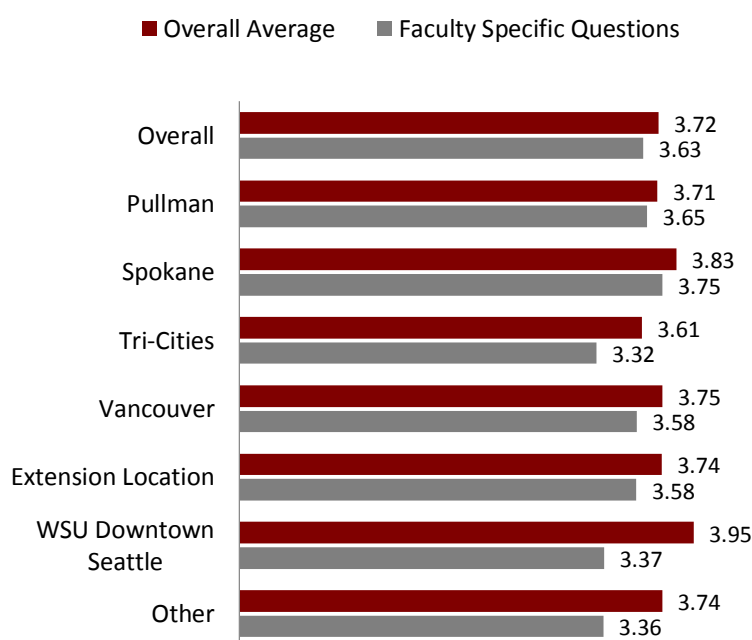

	Overall	Less than 1 year	1 to 5 years	5 to 10 years	10 to 15 years	15 to 20 years	20+ years
Overall Average	3.72	4.11	3.78	3.65	3.62	3.66	3.65
Faculty Specific Average	3.63	3.87	3.49	3.66	3.69	3.68	3.52
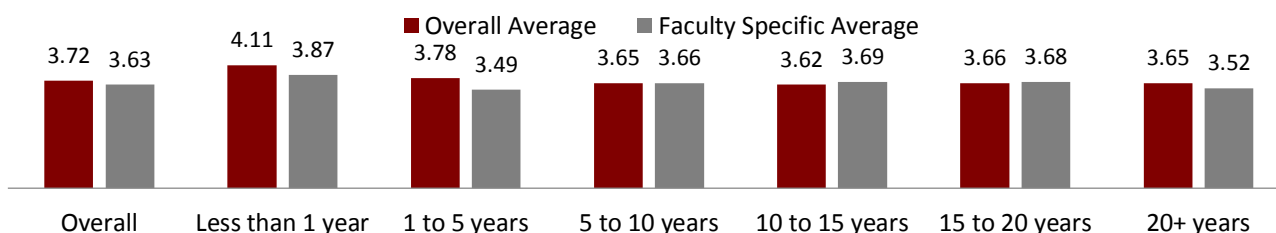
BREAKDOWN BY WSU LOCATION / CAMPUS:

Employees located on the Pullman campus made up the majority of respondents, with 69.8%. Overall, the respondents located in Tri-Cities indicated the lowest averages for statements 1-25 of 3.61, and the faculty specific statements, 3.32. The respondents located in Spokane indicated the second highest average for statements 1-25 of 3.83, and the highest for the faculty specific statements 3.75. Those located at WSU Downtown Seattle, had the highest average for statements 1-25 of 3.95, however they made up less than 1% of the total respondents. Detailed breakdown can be found in Appendix B.6.

	Overall Average	Faculty Specific Questions
Overall	3.72	3.63
Pullman	3.71	3.65
Spokane	3.83	3.75
Tri-Cities	3.61	3.32
Vancouver	3.75	3.58
Extension Location	3.74	3.58
WSU Downtown Seattle	3.95	3.37
Other	3.74	3.36

BREAKDOWN BY AREA:

Respondents who identified themselves within the area of International Programs had the lowest response average, for statements 1-25 of 3.37, while respondents who identified themselves within the Graduate School had the highest response average for statements 1-25 of 4.23.

Faculty respondents who identified themselves within the Voiland College of Engineering and Architecture had the highest response average of 4.59, for faulty specific statements. Those who identified themselves within the Murrow College of Communication had the lowest response average of 2.17. Detailed breakdown can be found in Appendix C.

At the end of the survey, employees were given the opportunity to provide comments regarding subjects not addressed in the survey.   A total of 477 respondents, approximately 25% of those who completed the survey, provided feedback which was valuable in assessing employee engagement.

Multiple respondents provided feedback on more than one subject resulting in 551 comments; 142 comments were regarding the survey and 408 comments provided feedback on a number of areas for improvement.

EMPLOYEE FEEDBACK:

Input on Subjects and/or questions:
Respondents identified a number of subjects not addressed within the survey which they felt were important for assessing employee engagement:

- Compensation, including salary and benefits
- Workplace behavior of supervisors, such as favoritism, respect, bullying, harassment
- Workplace environment, such as culture, hostile work place, sense of community, and office space/facilities
- Workplace conflict, including conflict resolution with supervisors and co-workers, and if concerns are addressed
- Identifying intrinsic motivators for employees
- Identifying employee development and advancement opportunities
- Technology, such as Zzusis, and electronic processes
- Type of leadership within department/campus etc.
- Faculty specific questions regarding extension, student engagement, and interdisciplinary efforts

Additional Feedback:
While the majority of comments identified areas for improvement or concern, there were a number of positive responses regarding specific supervisors and those within leadership roles who foster an environment of collaboration and recognition. Additionally, there were also a number of responses showing appreciation for conducting the survey and soliciting feedback from faculty and staff.

AREAS FOR IMPROVEMENT:

Respondents provided specific feedback on a number of areas for improvement or evaluation throughout the university. Based on responses, comments were evaluated and the following themes were identified:

Communication:
- Communication between coworkers
- Institutional communication regarding changes
- Interdepartmental communication regarding decisions and changes
- Open/transparent communication
- Using technology to communicate

Compensation:
- Difference across campuses
- No salary increase for CS, only a lump sum
- Lack of cost of living (COL) increases
- Pay inequities between employee types & those doing similar duties
- Faculty salary inequities

Employee Appreciation:
- Those in leadership, university administration don't understand or appreciate day to day work
- Lack of appreciation for taking on additional tasks/duties/responsibilities

Employee Expectations:
- Employees types have different expectations
- Evaluations & expectations not always based on job descriptions
- Supervisors have different expectations for favorite employees
- Supervisors don't hold poor performers to the same expectations as others
- Supervisors should be evaluated & held to the same expectations as employees
- Faculty expectations are not consistently applied

Employee Input:
- Input not encouraged or solicited from administrators
- Input may be solicited but not used

Employee Orientation:
- Orientation needed within departments for new employee to familiarize them with departmental offices, technology, & policies
- Orientation/mentors needed for faculty
- Orientation needed at the campus level

Employee Resources:
- Common gathering places at regional campuses
- Employee leave and flexible work schedule options
- Work/Life balance
- Concerns with customer service and resources provided within service units including Facility Services, Human Resource Services, Internal Audit, and Parking Services

Organizational Structure:
- Organizational changes done quickly
- Clarification of roles & reporting lines within departments, colleges/areas, regional campuses
- Top-down structure and decision making

Policies and Procedures:
- Not informed when changes occur
- Those making policy changes don't solicit feedback
- Enforcement of policies and procedures
- Outdated policies/procedures

Professional Growth/Employee Development:
- Training needed for supervisors & managers
- Individuals not given the same opportunities as others
- Lack of internal growth options
- Lack of support for professional growth & development

Resources:
- Individuals are overworked; departments have lost staffing
- Lack of funding for resources
- Inequity in issuing funding
- Out of date or lack of effective technology

Work Environment:
- Lack of support & recognition from those within administrative roles
- Bullying, intimidation, harassment, hostile behavior from co-workers, supervisors, and administrators
- No unity, cohesiveness, collaboration within teams, throughout departments, and across campuses
- Discrimination taking place need to be addressed
- Lack of leadership through the university
- Poor supervisory behavior, including belittling, favoritism, intimidation

APPENDIX A: Overall Breakdown

	Never	Infrequently	Occasionally	Frequently	Always	Positive Responses	Overall Average	Section Average
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.72%	9.30%	18.39%	29.75%	17.77%	47.52%	3.62	
I have input regarding my teaching opportunities and assignments.	3.93%	7.64%	16.53%	22.93%	24.79%	47.73%	3.75	3.62
I am encouraged to participate in mentoring activities.	8.68%	11.16%	20.66%	22.31%	24.79%	47.11%	3.50	
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	0.26%	2.71%	7.73%	37.10%	51.59%	88.69%	4.38	
2 I receive the information I need to perform my job.	0.72%	4.45%	13.82%	49.28%	31.06%	80.35%	4.06	
3 I have the resources I need to do my job effectively.	0.77%	6.45%	16.07%	45.65%	30.55%	76.20%	3.99	4.15
4 I have the technology I need to do my job efficiently.	0.82%	4.04%	12.85%	42.94%	38.59%	81.53%	4.15	
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	4.67%	15.82%	29.53%	31.69%	17.00%	48.69%	3.41	
6 My supervisor values me and the work I do.	3.49%	10.53%	19.21%	29.58%	34.77%	64.36%	3.84	3.49
7 My supervisor gives me ongoing feedback to help me improve my performance.	7.91%	18.08%	27.84%	26.25%	17.82%	44.07%	3.29	
8 I feel encouraged to have a good balance between work and personal life.	10.48%	14.43%	19.93%	27.79%	23.57%	51.36%	3.41	
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	7.93%	13.34%	25.97%	29.37%	21.74%	51.11%	3.44	
10 I am encouraged to provide input on decisions impacting my work.	5.82%	13.60%	23.24%	33.54%	22.62%	56.16%	3.54	3.52
11 I am encouraged to come up with better ways of doing things.	6.65%	11.70%	24.57%	31.01%	24.78%	55.80%	3.56	
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	2.22%	8.06%	19.38%	41.60%	27.80%	69.41%	3.85	
13 Knowledge and information sharing is practiced between me and my co-workers.	2.02%	9.61%	19.28%	43.26%	24.86%	68.11%	3.80	3.92
14 Those around me are committed to doing quality work.	0.72%	4.03%	14.52%	42.53%	36.28%	78.81%	4.12	
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.74%	9.67%	18.88%	36.19%	28.97%	65.16%	3.79	
16 I receive clear information about changes being made within my department.	5.36%	19.76%	27.04%	30.79%	15.70%	46.49%	3.32	
17 I know how my department measures success.	9.31%	16.28%	27.35%	28.29%	16.02%	44.31%	3.26	3.69
18 I know how my work contributes to the success of my department.	3.69%	8.42%	19.92%	34.84%	31.98%	66.82%	3.84	
19 My department demonstrates support for a diverse workforce.	2.76%	6.97%	15.08%	31.15%	36.97%	68.12%	4.00	
20 I enjoy being part of my department.	2.39%	7.18%	17.58%	35.88%	35.05%	70.93%	3.96	
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	4.34%	9.15%	21.96%	29.06%	27.13%	56.19%	3.71	
22 I receive clear information about changes being made within my college/area.	5.96%	20.39%	32.88%	27.65%	11.19%	38.84%	3.18	
23 I receive clear information about changes being made within WSU.	4.39%	18.09%	40.36%	28.49%	7.16%	35.65%	3.16	3.84
24 I enjoy being part of Washington State University.	1.20%	5.12%	16.57%	37.95%	37.74%	75.69%	4.07	
25 Overall, I am satisfied at work	1.46%	7.06%	20.91%	45.64%	23.58%	69.21%	3.84	

APPENDIX B.1: Breakdown by Female / Male

	OVERALL Average	Female	Male	Not-Disclosed
# of Respondents		57.7%	36.3%	6.0%
Overall Average for statements 1-25	3.72	3.77	3.75	3.21
Faculty Specific Response Average	3.62	3.63	3.73	3.07

	OVERALL Average	Female	Male	Not-Disclosed
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?				
I have support to pursue my research opportunities.	3.62	3.60	3.74	2.83
I have input regarding my teaching opportunities and assignments.	3.75	3.79	3.86	3.19
I am encouraged to participate in mentoring activities.	3.50	3.49	3.58	3.18
SECTION 1: Do employees know and have what they need to do their job?				
1 I know what is expected of me at work.	4.38	4.43	4.40	3.94
2 I receive the information I need to perform my job.	4.06	4.12	4.08	3.51
3 I have the resources I need to do my job effectively.	3.99	4.07	3.96	3.56
4 I have the technology I need to do my job efficiently.	4.15	4.20	4.15	3.78
SECTION 2: Do employees feel they are valued?				
5 I am recognized for doing a good job.	3.41	3.50	3.42	2.82
6 My supervisor values me and the work I do.	3.84	3.89	3.90	3.20
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.33	3.35	2.73
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.53	3.41	2.58
SECTION 3: Do employees feel they provide individual contributions?				
9 I am encouraged to develop myself professionally.	3.44	3.51	3.44	3.05
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.58	3.62	2.92
11 I am encouraged to come up with better ways of doing things.	3.56	3.65	3.56	3.03
SECTION 4: Do employees feel connected to their co-workers?				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.91	3.87	3.42
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.85	3.84	3.29
14 Those around me are committed to doing quality work.	4.12	4.18	4.09	3.82
SECTION 5: Do employees feel connected to their department?				
15 Clear reporting structures are established within my department.	3.79	3.85	3.79	3.36
16 I receive clear information about changes being made within my department.	3.32	3.33	3.41	2.84
17 I know how my department measures success.	3.26	3.31	3.30	2.80
18 I know how my work contributes to the success of my department.	3.84	3.86	3.92	3.35
19 My department demonstrates support for a diverse workforce.	4.00	4.02	4.06	3.52
20 I enjoy being part of my department.	3.96	4.01	3.99	3.38
SECTION 6: Do employees feel connected to WSU as a whole?				
21 I am encouraged to improve work processes to benefit customers.	3.71	3.77	3.76	3.06
22 I receive clear information about changes being made within my college/area.	3.18	3.21	3.26	2.62
23 I receive clear information about changes being made within WSU.	3.16	3.21	3.17	2.72
24 I enjoy being part of Washington State University.	4.07	4.15	4.06	3.50
25 Overall, I am satisfied at work	3.84	3.89	3.86	3.35

APPENDIX B.2: Breakdown by Age

	Overall Average	18 to 21	22 to 35	36 to 45	46 to 55	56 to 65	Over 65	Not-Disclosed
# of Respondents		0.3%	20.0%	18.1%	27.6%	24.3%	2.1%	7.6%
Overall Average for statements 1-25	3.72	3.87	3.88	3.72	3.74	3.74	3.82	3.30
Faculty Specific Response Average	3.62	0.00	3.62	3.70	3.67	3.64	3.82	3.37
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.62	0.00	4.11	3.79	3.55	3.50	3.38	3.25
I have input regarding my teaching opportunities and assignments.	3.75	0.00	3.49	3.77	3.99	3.78	4.00	3.51
I am encouraged to participate in mentoring activities.	3.50	0.00	3.26	3.55	3.48	3.63	4.07	3.34
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	4.38	4.83	4.44	4.29	4.43	4.45	4.58	4.02
2 I receive the information I need to perform my job.	4.06	4.17	4.18	3.99	4.11	4.08	4.34	3.67
3 I have the resources I need to do my job effectively.	3.99	4.17	4.14	3.89	4.01	4.06	4.10	3.69
4 I have the technology I need to do my job efficiently.	4.15	4.17	4.22	4.09	4.18	4.21	4.21	3.96
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	3.41	3.50	3.64	3.41	3.41	3.48	3.50	2.88
6 My supervisor values me and the work I do.	3.84	4.00	4.08	3.92	3.87	3.84	3.92	3.18
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.80	3.54	3.34	3.31	3.27	3.11	2.74
8 I feel encouraged to have a good balance between work and personal life.	3.41	4.20	3.72	3.51	3.39	3.39	3.34	2.72
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	3.44	3.33	3.78	3.48	3.41	3.37	3.50	3.04
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.50	3.80	3.59	3.53	3.54	3.82	2.88
11 I am encouraged to come up with better ways of doing things.	3.56	3.83	3.86	3.62	3.55	3.53	3.67	2.99
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.83	4.03	3.82	3.87	3.82	4.08	3.57
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.67	4.01	3.76	3.80	3.79	3.92	3.50
14 Those around me are committed to doing quality work.	4.12	3.83	4.09	4.11	4.14	4.22	4.31	3.88
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.79	3.83	3.84	3.74	3.84	3.81	3.97	3.54
16 I receive clear information about changes being made within my department.	3.32	3.50	3.44	3.28	3.36	3.35	3.51	2.97
17 I know how my department measures success.	3.26	2.83	3.34	3.25	3.28	3.34	3.50	2.91
18 I know how my work contributes to the success of my department.	3.84	4.17	3.97	3.85	3.83	3.91	3.92	3.40
19 My department demonstrates support for a diverse workforce.	4.00	4.17	4.09	4.00	4.00	4.05	4.08	3.70
20 I enjoy being part of my department.	3.96	3.67	4.11	3.95	4.01	3.96	4.08	3.51
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	3.71	4.17	3.92	3.72	3.76	3.73	3.63	3.12
22 I receive clear information about changes being made within my college/area.	3.18	3.67	3.41	3.22	3.18	3.15	3.15	2.75
23 I receive clear information about changes being made within WSU.	3.16	3.33	3.28	3.16	3.17	3.18	3.05	2.90
24 I enjoy being part of Washington State University.	4.07	4.50	4.21	4.13	4.13	4.07	4.05	3.53
25 Overall, I am satisfied at work	3.84	4.00	3.96	3.80	3.88	3.88	4.10	3.37

APPENDIX B.3: Breakdown by Ethnicity / Race

	Overall Average	American Indian or Alaskan Native	Asian	Black or African American	Hispanic, Chicano, or Latino	Native Hawaiian or Pacific Islander	White or Caucasian	Other	Not Disclosed
# of Respondents		1.1%	3.2%	0.9%	2.6%	0.4%	79.1%	2.2%	10.6%
Overall Average for statements 1-25	3.72	3.58	3.96	3.82	4.03	3.52	3.76	3.77	3.40
Faculty Specific Response Average	3.62	2.42	3.42	3.44	3.95	2.50	3.74	3.53	3.26
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?									
I have support to pursue my research opportunities.	3.62	2.00	4.00	4.25	4.07	2.50	3.67	2.75	3.21
I have input regarding my teaching opportunities and assignments.	3.75	3.25	3.05	3.33	4.08	3.00	3.92	3.56	3.43
I am encouraged to participate in mentoring activities.	3.50	2.00	3.21	2.75	3.69	2.00	3.62	4.29	3.16
SECTION 1: Do employees know and have what they need to do their job?									
1 I know what is expected of me at work.	4.38	4.20	4.73	4.44	4.53	4.50	4.41	4.48	4.10
2 I receive the information I need to perform my job.	4.06	3.95	4.31	4.19	4.40	3.63	4.10	4.08	3.70
3 I have the resources I need to do my job effectively.	3.99	4.10	4.25	4.13	4.40	3.88	4.02	3.93	3.69
4 I have the technology I need to do my job efficiently.	4.15	4.15	4.19	4.31	4.39	4.25	4.18	4.23	3.92
SECTION 2: Do employees feel they are valued?									
5 I am recognized for doing a good job.	3.41	3.30	3.67	3.13	3.83	3.00	3.47	3.44	3.02
6 My supervisor values me and the work I do.	3.84	3.50	3.91	3.87	4.15	3.43	3.90	3.84	3.48
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	2.85	3.64	3.31	3.78	2.75	3.32	3.32	2.99
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.15	3.61	3.80	3.80	3.13	3.48	3.18	2.88
SECTION 3: Do employees feel they provide individual contributions?									
9 I am encouraged to develop myself professionally.	3.44	2.90	3.76	3.44	3.98	3.13	3.47	3.54	3.21
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.35	3.71	3.69	3.98	3.38	3.59	3.48	3.15
11 I am encouraged to come up with better ways of doing things.	3.56	3.35	3.74	3.94	4.04	3.38	3.60	3.46	3.25
SECTION 4: Do employees feel connected to their co-workers?									
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.75	4.24	4.19	4.08	3.50	3.87	3.79	3.62
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.60	4.17	4.00	4.00	3.50	3.83	3.82	3.56
14 Those around me are committed to doing quality work.	4.12	3.90	4.21	4.31	4.10	4.00	4.15	4.32	3.94
SECTION 5: Do employees feel connected to their department?									
15 Clear reporting structures are established within my department.	3.79	3.95	4.00	3.88	3.94	3.38	3.82	4.10	3.44
16 I receive clear information about changes being made within my department.	3.32	3.25	3.76	3.40	3.55	3.38	3.34	3.58	3.02
17 I know how my department measures success.	3.26	3.05	3.49	2.93	3.48	3.38	3.30	3.38	2.95
18 I know how my work contributes to the success of my department.	3.84	3.65	3.95	3.88	4.10	3.75	3.88	4.05	3.46
19 My department demonstrates support for a diverse workforce.	4.00	4.11	3.98	3.33	3.94	3.50	4.05	4.11	3.77
20 I enjoy being part of my department.	3.96	3.95	4.08	4.25	4.24	3.75	4.00	3.95	3.63
SECTION 6: Do employees feel connected to WSU as a whole?									
21 I am encouraged to improve work processes to benefit customers.	3.71	3.50	3.98	3.93	4.15	4.00	3.74	3.79	3.38
22 I receive clear information about changes being made within my college/area.	3.18	2.80	3.71	3.44	3.65	3.00	3.21	3.18	2.79
23 I receive clear information about changes being made within WSU.	3.16	3.00	3.68	3.44	3.49	3.13	3.19	3.15	2.77
24 I enjoy being part of Washington State University.	4.07	4.30	4.22	4.31	4.52	3.75	4.11	4.13	3.71
25 Overall, I am satisfied at work	3.84	3.90	4.02	3.94	4.24	3.63	3.87	3.85	3.51

APPENDIX B.4: Breakdown by Employee Type

	Average	Faculty	AP	CS
# of Respondents		**24.7%**	**36.0%**	**39.3%**
Overall Average for statements 1-25	**3.72**	**3.60**	**3.82**	**3.70**
Faculty Specific Response Average	**3.62**	**3.62**	**N/A**	**N/A**
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?				
I have support to pursue my research opportunities.	3.62	3.62	N/A	N/A
I have input regarding my teaching opportunities and assignments.	3.75	3.75	N/A	N/A
I am encouraged to participate in mentoring activities.	3.50	3.50	N/A	N/A
SECTION 1: Do employees know and have what they need to do their job?				
1 I know what is expected of me at work.	4.38	4.19	4.41	4.46
2 I receive the information I need to perform my job.	4.06	3.92	4.12	4.10
3 I have the resources I need to do my job effectively.	3.99	3.67	4.07	4.13
4 I have the technology I need to do my job efficiently.	4.15	3.85	4.27	4.23
SECTION 2: Do employees feel they are valued?				
5 I am recognized for doing a good job.	3.41	3.30	3.49	3.41
6 My supervisor values me and the work I do.	3.84	3.66	3.95	3.85
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.17	3.35	3.31
8 I feel encouraged to have a good balance between work and personal life.	3.41	2.97	3.57	3.55
SECTION 3: Do employees feel they provide individual contributions?				
9 I am encouraged to develop myself professionally.	3.44	3.58	3.53	3.29
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.49	3.73	3.41
11 I am encouraged to come up with better ways of doing things.	3.56	3.44	3.79	3.43
SECTION 4: Do employees feel connected to their co-workers?				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.71	3.97	3.84
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.68	3.89	3.80
14 Those around me are committed to doing quality work.	4.12	4.11	4.22	4.03
SECTION 5: Do employees feel connected to their department?				
15 Clear reporting structures are established within my department.	3.79	3.68	3.94	3.72
16 I receive clear information about changes being made within my department.	3.32	3.45	3.39	3.19
17 I know how my department measures success.	3.26	3.44	3.29	3.14
18 I know how my work contributes to the success of my department.	3.84	3.64	3.97	3.85
19 My department demonstrates support for a diverse workforce.	4.00	3.88	4.14	3.95
20 I enjoy being part of my department.	3.96	3.86	4.07	3.93
SECTION 6: Do employees feel connected to WSU as a whole?				
21 I am encouraged to improve work processes to benefit customers.	3.71	3.48	3.86	3.72
22 I receive clear information about changes being made within my college/area.	3.18	3.18	3.24	3.13
23 I receive clear information about changes being made within WSU.	3.16	3.10	3.20	3.17
24 I enjoy being part of Washington State University.	4.07	3.84	4.16	4.15
25 Overall, I am satisfied at work	3.84	3.80	3.91	3.81

APPENDIX B.5: Breakdown by Years of Service

	Average	> 1yr	1-5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	20+ yrs
# of Respondents		10.9%	22.9%	21.7%	14.7%	9.7%	20.2%
Overall Average for statements 1-25	3.72	4.11	3.78	3.65	3.62	3.66	3.65
Faculty Specific Response Average	3.62	3.87	3.49	3.66	3.69	3.68	3.52
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?							
I have support to pursue my research opportunities.	3.62	4.15	3.65	3.54	3.52	3.50	3.43
I have input regarding my teaching opportunities and assignments.	3.75	3.63	3.69	3.82	3.95	3.89	3.69
I am encouraged to participate in mentoring activities.	3.50	3.82	3.13	3.63	3.59	3.64	3.45
SECTION 1: Do employees know and have what they need to do their job?							
1 I know what is expected of me at work.	4.38	4.45	4.38	4.33	4.37	4.38	4.43
2 I receive the information I need to perform my job.	4.06	4.20	4.10	4.02	4.01	4.04	4.07
3 I have the resources I need to do my job effectively.	3.99	4.21	4.04	3.92	3.91	3.95	3.99
4 I have the technology I need to do my job efficiently.	4.15	4.28	4.14	4.11	4.14	4.20	4.14
SECTION 2: Do employees feel they are valued?							
5 I am recognized for doing a good job.	3.41	3.93	3.48	3.33	3.28	3.36	3.32
6 My supervisor values me and the work I do.	3.84	4.32	3.89	3.86	3.71	3.79	3.68
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.82	3.40	3.26	3.16	3.14	3.08
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.98	3.51	3.43	3.16	3.35	3.20
SECTION 3: Do employees feel they provide individual contributions?							
9 I am encouraged to develop myself professionally.	3.44	4.01	3.59	3.40	3.30	3.25	3.24
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.98	3.63	3.43	3.44	3.46	3.48
11 I am encouraged to come up with better ways of doing things.	3.56	4.03	3.65	3.45	3.47	3.42	3.50
SECTION 4: Do employees feel connected to their co-workers?							
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	4.18	3.99	3.74	3.73	3.82	3.80
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	4.13	3.92	3.69	3.67	3.77	3.76
14 Those around me are committed to doing quality work.	4.12	4.38	4.14	4.05	4.01	4.11	4.13
SECTION 5: Do employees feel connected to their department?							
15 Clear reporting structures are established within my department.	3.79	4.18	3.77	3.65	3.73	3.73	3.83
16 I receive clear information about changes being made within my department.	3.32	3.87	3.34	3.22	3.20	3.28	3.24
17 I know how my department measures success.	3.26	3.65	3.27	3.14	3.14	3.30	3.25
18 I know how my work contributes to the success of my department.	3.84	4.15	3.86	3.71	3.77	3.83	3.82
19 My department demonstrates support for a diverse workforce.	4.00	4.36	3.99	3.95	3.91	3.91	3.99
20 I enjoy being part of my department.	3.96	4.40	4.03	3.87	3.84	3.92	3.86
SECTION 6: Do employees feel connected to WSU as a whole?							
21 I am encouraged to improve work processes to benefit customers.	3.71	4.14	3.80	3.65	3.62	3.54	3.65
22 I receive clear information about changes being made within my college/area.	3.18	3.79	3.23	3.12	3.08	3.08	3.03
23 I receive clear information about changes being made within WSU.	3.16	3.62	3.25	3.10	3.11	2.98	3.02
24 I enjoy being part of Washington State University.	4.07	4.51	4.16	4.02	3.95	4.02	3.95
25 Overall, I am satisfied at work	3.84	4.25	3.88	3.74	3.74	3.83	3.76

APPENDIX B.6: Breakdown by Location

	Overall	Pullman	Spokane	Tri-Cities	Vancouver	Extension	Downtown Seattle	Other
# of Respondents		69.8%	10.2%	4.0%	5.0%	6.4%	0.7%	3.9%
Overall Average for statements 1-25	3.72	3.71	3.83	3.61	3.75	3.74	3.95	3.74
Faculty Specific Response Average	3.62	3.65	3.75	3.32	3.58	3.58	3.37	3.36
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.62	3.64	3.76	3.32	3.19	3.75	3.50	3.33
I have input regarding my teaching opportunities and assignments.	3.75	3.78	3.84	3.33	4.12	3.58	3.00	3.25
I am encouraged to participate in mentoring activities.	3.50	3.52	3.63	3.30	3.42	3.40	3.60	3.50
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	4.38	4.40	4.36	4.29	4.40	4.30	4.14	4.46
2 I receive the information I need to perform my job.	4.06	4.09	4.04	3.95	3.97	4.03	4.07	4.01
3 I have the resources I need to do my job effectively.	3.99	4.02	4.07	3.93	3.83	3.83	4.07	4.03
4 I have the technology I need to do my job efficiently.	4.15	4.15	4.29	4.16	4.02	4.09	4.36	4.16
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	3.41	3.41	3.57	3.11	3.41	3.43	3.71	3.56
6 My supervisor values me and the work I do.	3.84	3.86	3.94	3.69	3.85	3.80	4.14	3.90
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.29	3.42	3.15	3.16	3.43	3.21	3.31
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.42	3.48	3.07	3.44	3.35	3.46	3.68
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	3.44	3.42	3.59	3.39	3.55	3.64	3.46	3.46
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.54	3.62	3.32	3.69	3.66	3.79	3.44
11 I am encouraged to come up with better ways of doing things.	3.56	3.56	3.71	3.41	3.46	3.80	3.43	3.54
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.83	3.89	4.00	3.87	4.00	4.14	3.89
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.79	3.89	3.95	3.79	3.84	3.93	3.79
14 Those around me are committed to doing quality work.	4.12	4.07	4.21	4.28	4.22	4.24	4.43	4.28
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.79	3.80	3.92	3.60	3.89	3.62	4.14	3.71
16 I receive clear information about changes being made within my department.	3.32	3.30	3.47	3.11	3.56	3.36	3.71	3.21
17 I know how my department measures success.	3.26	3.23	3.46	3.11	3.45	3.31	3.64	3.17
18 I know how my work contributes to the success of my department.	3.84	3.85	3.88	3.76	3.95	3.64	4.36	3.85
19 My department demonstrates support for a diverse workforce.	4.00	3.99	4.12	3.72	4.30	3.86	4.31	4.00
20 I enjoy being part of my department.	3.96	3.93	4.14	3.81	4.05	4.04	4.43	4.00
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	3.71	3.71	3.84	3.59	3.60	3.80	3.80	3.75
22 I receive clear information about changes being made within my college/area.	3.18	3.17	3.30	2.92	3.33	3.25	3.79	3.11
23 I receive clear information about changes being made within WSU.	3.16	3.14	3.31	2.97	3.13	3.18	3.71	3.26
24 I enjoy being part of Washington State University.	4.07	4.05	4.29	4.15	3.94	4.10	4.43	4.11
25 Overall, I am satisfied at work	3.84	3.80	4.06	3.85	3.76	3.95	4.00	3.89

APPENDIX C: Breakdown by Areas

	Overall Average	Advancement and External Affairs	Agricultural, Human & Natural Resource Sciences, College of	CAHNRS: Agricultural Research Center	CAHNRS: Extension	Arts and Sciences, College of	Athletics	Business, Carson College of	Communication, Edward R. Murrow College of	Education, College of	Engineering & Architecture, Voiland College of	Enrollment	Finance and Administration	F&A: Facilities Services	F&A: Financial Services	F&A: Public Service	Global Campus	Graduate School	Information Technology	International Programs
# of Respondents		11	149	49	109	137	26	25	24	51	43	36	15	129	32	44	14	9	41	12
Overall Average for statements 1-25	3.72	4.11	3.75	3.75	3.79	3.54	3.93	3.76	3.61	3.83	3.91	3.83	4.04	3.59	3.43	3.90	3.66	4.23	3.56	3.37
Faculty Specific Response Average	3.63	*	3.60	3.52	3.49	3.13	*	3.03	2.17	3.83	4.59	*	*	*	*	*	*	*	*	3.67
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?																				
I have support to pursue my research opportunities.	3.61	*	3.73	4.00	3.65	2.67	*	2.73	4.00	3.79	4.73	*	*	*	*	*	*	*	*	4.00
I have input regarding my teaching opportunities and assignments.	3.77	*	3.59	3.00	3.47	3.57	*	3.82	1.50	3.94	4.33	*	*	*	*	*	*	*	*	3.60
I am encouraged to participate in mentoring activities.	3.50	*	3.46	3.56	3.36	3.16	*	2.55	1.00	3.77	4.70	*	*	*	*	*	*	*	*	3.40
SECTION 1: Do employees know and have what they need to do their job?																				
1 I know what is expected of me at work.	4.39	4.30	4.41	4.54	4.32	4.20	4.54	4.40	4.21	4.35	4.47	4.61	4.57	4.49	4.45	4.36	4.57	4.78	4.29	4.33
2 I receive the information I need to perform my job.	4.07	4.40	4.18	4.12	4.09	3.99	4.27	3.88	3.92	4.06	4.21	4.17	4.36	3.96	3.93	4.27	3.93	4.67	3.98	4.08
3 I have the resources I need to do my job effectively.	4.00	4.30	4.01	4.04	3.88	3.51	4.12	3.80	4.04	3.94	4.14	4.19	4.29	3.91	3.97	4.27	3.79	4.56	3.85	3.92
4 I have the technology I need to do my job efficiently.	4.16	4.45	4.17	4.19	4.17	3.64	4.15	3.76	4.33	3.96	4.30	4.26	4.14	4.02	3.75	4.32	4.14	4.78	4.20	3.50
SECTION 2: Do employees feel they are valued?																				
5 I am recognized for doing a good job.	3.42	3.64	3.50	3.58	3.49	3.28	3.69	3.56	3.33	3.73	3.69	3.54	3.57	3.20	3.21	3.67	3.31	3.78	3.41	3.25
6 My supervisor values me and the work I do.	3.85	3.91	3.93	3.92	3.93	3.60	3.92	4.04	3.74	4.02	4.07	3.86	3.93	3.81	3.38	3.84	3.77	3.89	3.90	3.33
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.35	3.35	3.49	3.03	3.36	3.38	3.08	3.61	3.40	3.06	3.71	3.21	3.07	3.57	3.14	3.89	3.27	3.17
8 I feel encouraged to have a good balance between work and personal life.	3.42	4.09	3.42	3.60	3.42	2.70	3.88	3.40	3.50	3.36	3.63	3.37	4.00	3.24	3.24	3.72	3.29	3.89	3.64	3.00
SECTION 3: Do employees feel they provide individual contributions?																				
9 I am encouraged to develop myself professionally.	3.45	3.73	3.56	3.65	3.65	3.49	3.35	3.60	3.54	3.73	3.74	3.39	4.07	3.17	3.11	3.39	3.07	3.78	3.49	3.33
10 I am encouraged to provide input on decisions impacting my work.	3.55	3.73	3.68	3.65	3.67	3.39	3.81	3.84	3.38	3.78	3.79	3.66	3.86	3.38	3.03	3.73	3.29	4.22	3.56	3.00
11 I am encouraged to come up with better ways of doing things.	3.57	3.82	3.77	3.59	3.77	3.21	3.81	3.75	3.17	3.61	3.84	3.72	4.07	3.22	3.17	3.55	3.57	4.22	3.55	3.17
SECTION 4: Do employees feel connected to their co-workers?																				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.86	4.64	3.99	3.84	4.04	3.49	4.00	4.00	3.79	3.92	4.07	4.00	4.29	3.74	3.57	3.91	3.79	4.33	3.71	3.75
13 Knowledge and information sharing is practiced between me and my co-workers.	3.81	4.18	3.95	3.76	3.89	3.51	3.96	3.68	3.71	3.76	3.88	4.08	4.07	3.66	3.45	3.64	3.64	4.22	3.54	3.67
14 Those around me are committed to doing quality work.	4.12	4.82	4.26	4.10	4.34	4.21	4.27	4.24	4.38	4.24	4.30	4.17	4.50	3.91	3.93	4.05	3.71	4.33	3.88	3.67
SECTION 5: Do employees feel connected to their department?																				
15 Clear reporting structures are established within my department.	3.79	4.09	3.76	3.75	3.68	3.69	4.28	3.92	3.79	3.74	3.81	4.00	4.21	3.62	3.45	4.07	3.79	4.56	3.68	3.17
16 I receive clear information about changes being made within my department.	3.33	3.82	3.29	3.27	3.41	3.63	3.35	3.48	3.04	3.64	3.52	3.32	3.71	3.09	2.97	3.82	3.29	4.44	2.76	2.75
17 I know how my department measures success.	3.27	3.82	3.28	3.10	3.42	3.65	3.60	3.40	2.96	3.45	3.51	3.29	3.50	2.91	2.70	3.59	3.29	3.78	2.66	2.92
18 I know how my work contributes to the success of my department.	3.84	4.36	3.71	3.79	3.74	3.77	4.16	3.84	3.75	3.82	4.12	3.89	4.07	3.76	3.57	4.05	3.86	4.44	3.59	3.42
19 My department demonstrates support for a diverse workforce.	4.00	4.10	3.97	4.00	3.93	3.86	4.19	4.13	3.79	4.10	4.27	4.00	4.38	3.70	3.39	4.02	4.08	4.75	3.93	3.58
20 I enjoy being part of my department.	3.96	4.55	3.95	3.98	4.13	3.80	4.27	3.96	3.74	4.04	4.21	4.06	4.50	3.90	3.46	3.93	3.79	4.11	3.66	3.67
SECTION 6: Do employees feel connected to WSU as a whole?																				
21 I am encouraged to improve work processes to benefit customers.	3.72	4.33	3.50	3.73	3.83	3.25	3.96	3.56	3.38	3.89	3.92	3.94	4.21	3.73	3.48	3.84	3.92	4.11	3.44	3.08
22 I receive clear information about changes being made within my college/area.	3.18	3.70	3.15	3.10	3.29	3.19	3.32	3.28	3.00	3.47	3.26	3.31	3.38	3.13	2.79	3.69	3.21	3.89	2.71	2.50
23 I receive clear information about changes being made within WSU.	3.16	3.55	3.16	3.18	3.19	3.06	3.31	2.96	3.13	3.27	3.19	3.34	3.14	3.02	3.07	3.55	3.43	3.67	2.93	2.75
24 I enjoy being part of Washington State University.	4.08	4.64	3.99	4.00	4.15	3.69	4.46	4.12	4.04	4.06	4.36	4.60	4.29	4.16	4.00	4.36	4.07	4.56	3.90	3.67
25 Overall, I am satisfied at work	3.84	4.27	3.89	3.92	3.93	3.69	4.31	3.96	3.58	4.08	4.14	3.97	4.21	3.80	3.64	3.84	3.71	4.11	3.49	3.50

Not data or not enough data to provide average response

APPENDIX C: Breakdown by Areas (cont.)

	Overall Average	Libraries	Medical Sciences, College of	Nursing, College of	Office of the President	Office of Research	Provost & Executive Vice President	Pharmacy, College of	Student Affairs	University Development	University Relations	Veterinary Medicine, College of	WSU Spokane	WSU Tri-Cities	WSU Vancouver	Not Disclosed Pullman	Not Disclosed Spokane	Not Disclosed Tri Cities	Not Disclosed Vancouver
# of Respondents		42	10	39	14	18	35	33	106	26	36	107	48	33	30	271	46	17	21
Overall Average for statements 1-25	3.72	3.71	3.86	3.84	4.01	3.51	3.85	3.88	3.72	3.77	3.75	3.86	3.94	3.67	3.98	3.54	3.76	3.46	3.52
Faculty Specific Response Average	3.63	3.8033	3.89	3.99	*	*	2.89	3.38	3.00	*	*	3.7577	4.11	3.1667	3.5	3.6	3.68	2.78	4.0367
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?																			
I have support to pursue my research opportunities.	3.61	3.94	4.33	4.10	*	*	2.67	3.40	2.00	*	*	3.85	4	3.5	3	3.44	3.60	3.00	3.67
I have input regarding my teaching opportunities and assignments.	3.77	4.11	3.83	4.06	*	*	3	3.40	4.00	*	*	3.6316	4	3	4	3.88	3.80	2.33	4.22
I am encouraged to participate in mentoring activities.	3.50	3.36	3.50	3.82	*	*	3	3.35	3.00	*	*	3.7917	4.33	3	3.5	3.48	3.65	3.00	4.22
SECTION 1: Do employees know and have what they need to do their job?																			
1 I know what is expected of me at work.	4.39	4.33	4.10	4.21	4.36	4.13	4.42	4.42	4.31	4.12	4.33	4.50	4.54	4.41	4.63	4.32	4.36	4.21	4.19
2 I receive the information I need to perform my job.	4.07	4.17	4.00	4.05	4.36	3.81	4.08	3.91	3.98	4.23	4.03	4.29	4.21	4.03	4.20	3.97	4.04	3.79	3.57
3 I have the resources I need to do my job effectively.	4.00	3.98	4.10	4.13	4.43	3.75	4.31	3.91	4.10	4.08	4.03	4.27	4.17	4.15	3.97	3.87	3.89	3.68	3.71
4 I have the technology I need to do my job efficiently.	4.16	4.07	4.40	4.26	4.43	4.38	4.42	4.18	4.31	4.15	4.31	4.24	4.38	4.30	4.23	4.06	4.17	3.89	4.29
SECTION 2: Do employees feel they are valued?																			
5 I am recognized for doing a good job.	3.42	3.33	3.20	3.58	3.64	3.13	3.50	3.74	3.25	3.58	3.50	3.60	3.72	3.18	3.50	3.19	3.41	2.94	2.95
6 My supervisor values me and the work I do.	3.85	3.68	4.10	3.95	4.31	3.75	3.96	3.91	3.79	3.92	4.06	4.07	4.13	3.88	4.23	3.61	3.80	3.72	3.40
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	2.98	3.44	3.29	3.86	3.06	3.08	3.55	3.36	3.44	3.33	3.42	3.68	3.48	3.73	3.05	3.40	2.94	2.70
8 I feel encouraged to have a good balance between work and personal life.	3.42	3.50	3.40	3.41	3.85	3.00	3.58	3.48	3.65	3.56	3.86	3.56	3.81	3.44	3.77	3.14	3.33	2.56	2.90
SECTION 3: Do employees feel they provide individual contributions?																			
9 I am encouraged to develop myself professionally.	3.45	3.51	3.70	3.51	3.64	3.53	3.65	3.59	3.27	3.92	3.33	3.47	3.85	3.55	3.60	3.18	3.48	3.00	3.48
10 I am encouraged to provide input on decisions impacting my work.	3.55	3.43	3.90	3.69	3.50	3.27	3.50	3.67	3.50	3.68	3.78	3.80	3.83	3.34	3.77	3.27	3.41	3.11	3.37
11 I am encouraged to come up with better ways of doing things.	3.57	3.33	3.70	3.74	3.64	3.27	3.62	3.91	3.44	3.80	3.67	3.78	3.88	3.34	3.57	3.37	3.64	3.56	3.32
SECTION 4: Do employees feel connected to their co-workers?																			
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.86	3.88	4.30	4.00	3.93	3.38	4.00	3.97	3.74	3.65	3.94	4.05	3.69	4.21	3.97	3.64	3.87	3.89	3.90
13 Knowledge and information sharing is practiced between me and my co-workers.	3.81	3.68	4.30	3.90	4.00	3.63	3.73	3.97	3.83	3.77	3.78	4.04	3.88	4.12	3.97	3.64	3.82	3.83	3.60
14 Those around me are committed to doing quality work.	4.12	4.00	4.70	4.33	4.31	3.60	4.46	4.33	3.75	4.04	4.11	4.21	3.81	4.24	4.23	4.00	4.31	4.22	4.20
SECTION 5: Do employees feel connected to their department?																			
15 Clear reporting structures are established within my department.	3.79	4.00	3.30	3.77	4.08	3.80	4.08	3.84	3.92	3.68	3.58	3.76	4.10	3.48	4.23	3.74	4.08	3.59	3.79
16 I receive clear information about changes being made within my department.	3.33	3.51	3.40	3.44	3.67	2.88	3.31	3.33	3.21	3.40	3.33	3.35	3.65	2.85	3.87	3.24	3.52	2.89	3.53
17 I know how my department measures success.	3.27	3.29	3.20	3.46	3.31	2.87	3.23	3.55	3.21	3.44	3.11	3.33	3.50	3.21	3.73	3.10	3.45	2.78	3.26
18 I know how my work contributes to the success of my department.	3.84	3.79	4.00	3.77	4.15	3.69	4.31	4.15	3.85	4.08	3.89	3.89	4.02	3.64	4.33	3.70	3.77	3.94	3.43
19 My department demonstrates support for a diverse workforce.	4.00	4.03	4.20	3.95	4.54	3.69	4.16	4.13	4.13	4.16	4.03	4.12	4.30	3.64	4.67	3.89	4.19	3.76	4.00
20 I enjoy being part of my department.	3.96	3.90	4.20	4.21	4.36	3.80	4.27	4.21	4.05	3.60	4.06	4.12	4.10	3.88	4.27	3.73	4.02	3.72	3.80
SECTION 6: Do employees feel connected to WSU as a whole?																			
21 I am encouraged to improve work processes to benefit customers.	3.72	3.85	3.90	4.03	4.00	3.40	3.96	3.94	3.80	3.76	3.64	3.87	3.94	3.63	4.03	3.54	3.66	3.61	3.50
22 I receive clear information about changes being made within my college/area.	3.18	3.40	3.50	3.31	3.67	2.94	2.88	3.36	3.27	3.46	3.28	3.35	3.46	2.76	3.63	2.93	3.12	2.71	3.21
23 I receive clear information about changes being made within WSU.	3.16	3.33	3.20	3.44	3.54	3.19	3.15	3.44	3.12	3.27	3.11	3.19	3.38	2.88	3.30	3.04	3.33	2.65	3.00
24 I enjoy being part of Washington State University.	4.08	3.88	4.30	4.33	4.50	4.00	4.27	4.36	4.24	3.96	3.86	4.18	4.40	4.15	4.23	3.79	4.12	3.94	3.52
25 Overall, I am satisfied at work	3.84	3.81	4.00	4.21	4.21	3.80	4.20	4.06	3.81	3.54	3.83	3.99	4.15	3.94	3.83	3.57	3.88	3.65	3.43

Not data or not enough data to provide average response