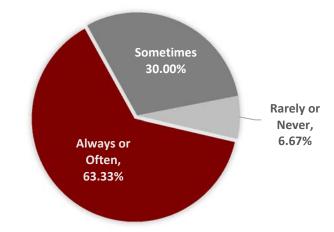
## **ACADEMIC OUTREACH & INNOVATION**

For the 2016 Employee Engagement Survey (EES) there were 30 respondents in 2016 compared to 14 respondents in 2014 who identified their department within Academic Outreach & Innovation. Within Academic Outreach & Innovation, the response average for statements 1-38 was 3.72, resulting in a 1.64% increase in the overall response average from 2014.

As explained in the 2016 EES Results Report, responses were measured using a 5-option Likert scale with "Never" equaling 1 and "Always" equaling 5 to determine the frequency in which employees identified with the statements.

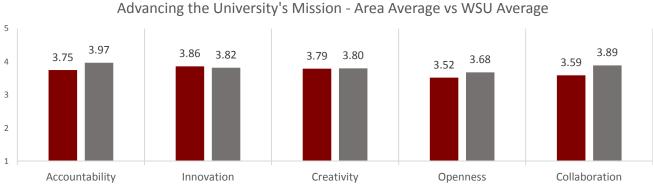
For the 2016 survey, 63.33% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 38), increased from 3.71 in 2014 to 3.83 for 2016. A breakdown of response averages can be found at the end of this report on page 4.



**ENIOY BFING PART OF THEIR DEPARTMENT** 

### ADVANCING THE UNIVERSITY'S MISSION:

For 2016, the survey asked respondents to identify the extent to which their department approached advancement of the University's mission, specifically as it related to the University goals of accountability, innovation, creativity, openness, and collaboration. This graph demonstrates the response average within Academic Outreach & Innovation compared to the overall WSU average:



■ Area Average ■ WSU Average

# HIGHEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	WSU Average 2016
I know what is expected of me at work.	4.57	4.27	4.37
I have the technology I need to do my job efficiently.	4.14	4.27	4.09
My supervisor treats me with dignity and respect. **	-	4.20	4.29
I have positive interactions with my co-workers. **	-	4.10	4.19

\*Updated for 2016; \*\*New for 2016

### LOWEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	WSU Average 2016
I feel appropriately compensated for my level of position. **	-	3.07	3.17
I receive clear information about changes being made within my college or area.	3.21	3.10	3.29
I receive clear information about changes being made within my department.	3.29	3.13	3.43
I know how my department measures success.	3.29	3.17	3.41

\*Updated for 2016; \*\*New for 2016

# SIGNIFICANT AREA RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	Area Average 2014	Area Average 2016	Change
I am encouraged to come up with better ways of doing things.*	3.57	4.03	+0.46
I feel encouraged to have a good balance between my work and personal life.	3.29	3.72	+0.43
I am encouraged to provide input on decisions impacting my work.	3.29	3.70	+0.41
I am encouraged to develop myself professionally.	3.07	3.40	+0.33
I know what is expected of me at work.	4.57	4.27	-0.30
My department demonstrates support for a diverse workforce.	4.08	3.66	-0.42

\*Updated for 2016; \*\*New for 2016

### **UNIVERSITY RESOURCES:**

Based on feedback, the 2016 survey added additional statements regarding workplace concerns and employee awareness of WSU resources, specifically those resources related to Workplace Violence, Bullying, State Ethics, Discrimination, Sexual Harassment and Sexual Misconduct. This graph demonstrates the percentage of employees who identified awareness of the following University policies within Academic Outreach & Innovation:

Policy Prohibiting Discrimination, Sexual Harassment, and Sexual Misconduct			86.67%
Workplace Violence		83.	33%
Washington State University Ethics, Conflict of Interest, and Technology Transfer	73.33%		
Bullying Prevention and Reporting	73.33%		

### **EMPLOYEE FEEDBACK:**

At the end of the survey, employees were given the opportunity to provide feedback regarding subjects not addressed in the survey. The following feedback, specifically related to employee perceptions of the workplace, is a synopsis of comments provided by respondents who identified themselves within Academic Outreach & Innovation:

- Inconsistent treatment of staff
- Pay increase needed for classified staff employees
- Workplace climate concerns, specifically regarding bullying, nepotism, discrimination, and sexual harassment

#### **ACTION ITEMS:**

In reviewing the lowest area response averages and the statements with negative change from 2014 to 2016 in Academic Outreach & Innovation, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Evaluate work climate and encourage employees to communicate concerns
- Identify positions with inappropriate compensation
- Identify ways to support a diversified workforce
- Improve the area's approach to the University's mission of openness
- Improve communication efforts regarding changes at the department and area levels
- Improve communication regarding the WSU policies concerning Bullying Prevention and Reporting, and WSU Ethics, Conflict of Interest, and Technology Transfer, and provide employees with resources as appropriate
- Improve communication regarding work expectations

# RESPONSE AVERAGE BREAKDOWN:

# of Respondents   14   30   1891   1998   1998   1998     1998   1998   1998     1998   1998     1998			Area Average		WSU Average	
SECTION 1: Do employees feel they have what is needed to do their job?			2014	2016		
SECTION 1: Do employees feel they have what is needed to do their job?		# of Respondents	14	30	1891	1958
1   Iknow what is expected of me at work.		Overall Average	3.66	3.72	3.72	3.81
2   Ireceive the information I need to perform my job.   3.93   4.00   4.06   4.03   3.94   4.00   4.06   4.03   3.94   4.00	SEC	TION 1: Do employees feel they have what is needed to do their job?				
1   Nave the resources and training to do my job effectively.	1	I know what is expected of me at work.	4.57	4.27	4.38	4.37
A lawe the technology I need to do my job efficiently.	2	I receive the information I need to perform my job.	3.93	4.00	4.06	4.03
	3	I have the resources and training to do my job effectively.*	3.79	4.00	3.99	4.00
Section   Sect			4.14	4.27	4.15	4.09
6 My supervisor values me and the work I do. 7 I feel encouraged to have a good balance between work and personal life. 3.29 3.72 3.41 3.63 8 I feel encouraged to have a good balance between work and personal life. 9 I am encouraged to covery on the provide individual contributions?  SECTION 3: Do employees feel they provide individual contributions?  10 I am encouraged to develop myself professionally. 11 I am encouraged to provide input on decisions impacting my work. 12 I am given opportunities to be innovative or creative. ** 13 I am given opportunities to be innovative or creative. ** 14 I am given opportunities to be innovative or creative. ** 15 Knowledge and Information sharing is practiced between my co-workers and me. 16 Those around me are committed to doing quality work. 17 I have positive interactions with my co-workers. 18 I lenjoy the work climate that exists between my co-workers and me. 19 My supervisor gives me ongoing feedback to help me improve my performance. ** 19 My supervisor gives me ongoing feedback to help me improve my performance. ** 20 My supervisor gives me ongoing feedback to help me improve my performance. ** 21 My supervisor gives me ongoing feedback to help me improve my performance. ** 22 Clear reporting structures are established with in my department. 23 Clear reporting structures are established within my department. 24 I receive clear information about changes being made within my department. 25 I know how my work contributes to the success of my department. 26 I know how my my department measures success. 27 Opponents of the microbial provision of a diverse workforce. 28 I enjoy being part of my department approaches the following to advance the University Mission: ** 29 Opponents of the certain of a diverse workforce. 30 Opponents of the certain of a diverse workforce. 31 Opponents of the certain of a diverse workforce. 32 Opponents of the certain formation about changes being made within my college or area. 32 Opponents of the certain formation about changes being mad	SEC					
Teleal encouraged to have a good balance between work and personal life.   3.29   3.72   3.41   3.63						
Record   Test   Record   Rec		, ,				
SECTION 3: Do employees feel they provide individual contributions?						
9   Iam encouraged to develop myself professionally.   3.07   3.40   3.45   3.64   3.59   1   Iam encouraged to provide input on decisions impacting my work.   3.29   3.70   3.54   3.64   3.66   3.72   3.66   3.72   3.66   3.72   3.66   3.72   3.66   3.72   3.67   3.68   3.72   3.68   3.72   3.69   3.66   3.72   3.78   3.69   3.77   3.78   3.69   3.77   3.78   3.69   3.77   3.78   3.69   3.77   3.78   3.69   3.77   3.78   3.69   3.77   3.78   3.60   3.85   3.88   3			-	3.07	-	3.17
1 am encouraged to provide input on decisions impacting my work.   3.29   3.70   3.54   3.64   3.62   1 am encouraged to come up with better ways of doing things.   3.57   4.03   3.56   3.72   1 am given opportunities to be innovative or creative. **   - 3.87   - 3.83   - 3.69   3.78   3.79   3.60   3.85   3.88   3.84   3.60   3.80   3.84   3.80   3.80   3.80   3.80   3.80   3.80   3.80   3.80   3.80					-	
11   Iam encouraged to come up with better ways of doing things.   3.57   4.03   3.56   3.72     12   Iam given opportunities to be innovative or creative.**   - 3.87   - 3.77   - 3.78     13   Iam given opportunities to be collaborative. **   - 3.77   - 3.78     14   A spirit of cooperation and teamwork exists between my co-workers and me.   3.79   3.60   3.85   3.88     15   Knowledge and information sharing is practiced between my co-workers and me.   3.64   3.60   3.80   3.84     16   Those around me are committed to doing quality work.   3.71   3.80   4.12   4.10   - 4.19     18   Lenjoy the work climate that exists between my co-workers and me. **   - 3.83   - 4.00   - 4.19     18   Lenjoy the work climate that exists between my co-workers and me. **   - 3.83   - 4.00   - 4.19     18   Lenjoy the work climate that exists between my co-workers and me. **   - 3.87   - 3.90     19   My supervisor gives me ongoing feedback to help me improve my performance.*   3.14   3.41   3.29   3.45     20   My supervisor gives me ongoing feedback to help me improve my performance.*   3.17   3.80   3.90     21   My supervisor promotes open communication and feedback.**   - 3.87   - 3.90     22   My supervisor treats me with dignity and respect. **   - 4.20   - 4.29     23   Clear reporting structures are established within my department.   3.79   3.70   3.79   3.87     24   I receive clear information about changes being made within my department.   3.29   3.17   3.26   3.41     26   I know how my work contributes to the success of my department.   3.86   3.80   3.84   3.92     27   My department measures success.   3.29   3.17   3.26   3.41     28   I enjoy being part of my department.   3.79   3.83   3.96   4.00    Rate the extent to which your department approaches the following to advance the University Mission: **  29   Accountability   - 3.79   3.80						
12   Iam given opportunities to be innovative or creative.**						
1 am given opportunities to be collaborative. **   SECTION 4: Do employees feel connected to their co-workers?   14		· · · · · · · · · · · · · · · · · · ·				
A spirit of cooperation and teamwork exists between my co-workers and me.   3.79   3.60   3.85   3.88		<del>-</del> ···				
14 A spirit of cooperation and teamwork exists between my co-workers and me.       3.79       3.60       3.85       3.88         15 Knowledge and information sharing is practiced between my co-workers and me.       3.64       3.60       3.80       3.84         16 Those around me are committed to doing quality work.       3.71       3.80       4.12       4.10         17 I have positive interactions with my co-workers.****       -       4.10       -       4.19         18 I enjoy the work climate that exists between my co-workers and me. ***       -       3.83       -       4.00         SECTION 5: Do employees feel satisfied with their supervisor? **       **       **       3.74       3.80       3.45         20 My supervisor gives me engoing feedback to help me improve my performance.*       3.14       3.41       3.29       3.45         20 My supervisor promotes open communication and feedback.**       -       3.87       -       3.90         21 My supervisor treats me with dignity and respect. **       -       4.20       -       4.29         SECTION 6: Do employees feel connected to their department?       **       -       3.79       3.79       3.87         24 I receive clear information about changes being made within my department.       3.29       3.17       3.26       3.41         25 I know ho			-	3.//	-	3.78
15   Knowledge and information sharing is practiced between my co-workers and me.   3.64   3.60   3.80   3.84   16   Those around me are committed to doing quality work.   3.71   3.80   4.12   4.10   1   1   1   1   1   1   1   1   1			2.70	2.60	2.05	2.00
16 Those around me are committed to doing quality work. 17 I have positive interactions with my co-workers. ** 18 I enjoy the work climate that exists between my co-workers and me. ** 19 My supervisor gives me ongoing feedback to help me improve my performance.* 19 My supervisor gives me ongoing feedback to help me improve my performance.* 19 My supervisor promotes open communication and feedback. ** 19 My supervisor promotes open communication and feedback. ** 10 My supervisor promotes open communication and feedback. ** 11 My supervisor treats me with dignity and respect. ** 12 Clear reporting structures are established within my department. 13 Clear reporting structures are established within my department. 14 I receive clear information about changes being made within my department. 15 I know how my department measures success. 16 I know how my work contributes to the success of my department. 17 My department demonstrates support for a diverse workforce. 18 I enjoy being part of my department. 19 My department demonstrates support for a diverse workforce. 20 My department the which your department. 21 Creativity 22 My department demonstrates support for a diverse workforce. 23 Creativity 24 I receive clear information about changes being made within my department. 25 I know how my department. 26 I know how my work contributes to the success of my department. 27 My department demonstrates support for a diverse workforce. 28 I enjoy being part of my department. 29 Accountability 20 Accountability 21 Accountability 22 Accountability 23 Accountability 24 Accountability 25 Accountability 26 Accountability 27 Accountability 28 Accountability 29 Accountability 30 Accountability 31 Accountability 32 Accountability 32 Accountability 33 Accountability 34 Accountability 35 Accountability 36 Accountability 37 Accountability 38 Accountability 39 Accountability 30 Accountability 30 Accountability 30 Accountability 31 Accountability 32 Accountability 33 Accountability 34 Accountability 35 Accountability 36 Accountability						
17   I have positive interactions with my co-workers.***   18   I enjoy the work climate that exists between my co-workers and me. ***   2		- · · · · · · · · · · · · · · · · · · ·				
18 I enjoy the work climate that exists between my co-workers and me. **  SECTION 5: Do employees feel satisfied with their supervisor? **  19 My supervisor gives me ongoing feedback to help me improve my performance.*  3.14 3.41 3.29 3.45  20 My supervisor promotes open communication and feedback. **  2. 3.77 - 3.90  21 My supervisor promotes open communication and feedback. **  2. 4.20 - 4.29  SECTION 6: Do employees feel connected to their department?  23 Clear reporting structures are established within my department.  24 I receive clear information about changes being made within my department.  25 I know how my department measures success.  3.29 3.17 3.26 3.41  26 I know how my work contributes to the success of my department.  3.86 3.80 3.84 3.92  27 My department demonstrates support for a diverse workforce.  4.08 3.66 4.00 4.08  28 I enjoy being part of my department approaches the following to advance the University Mission: **  29 Accountability - 3.79 3.80  Rate the extent to which your department approaches the following to advance the University Mission: **  29 Accountability - 3.79 - 3.80  30 Innovation - 3.86 - 3.82  31 Creativity - 3.79 - 3.80  32 Openness - 3.52 - 3.68  33 Creativity - 3.79 - 3.80  35 Increcive clear information about changes being made within my college or area.  3 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  1 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3 I receive clear information about changes being made within my college or area.  3 I receive clear information about changes being made within WSU.  3 A3 3.27 3.16 3.33  3 I enjoy being part of Washington State University.  4 Or 4.07 4.07 4.07 4.07 4.07 4.07 4.07 4.07					4.12	
SECTION 5: Do employees feel satisfied with their supervisor? **  19 My supervisor gives me ongoing feedback to help me improve my performance.* 3.14 3.41 3.29 3.45  20 My supervisor promotes open communication and feedback. ** - 3.87 - 3.90  21 My supervisor promotes open communication and feedback. ** - 4.20 - 4.29  22 My supervisor treats me with dignity and respect. ** - 4.20 - 4.29  23 Clear reporting structures are established within my department?  23 Clear reporting structures are established within my department. 3.79 3.70 3.79 3.87  24 I receive clear information about changes being made within my department. 3.29 3.13 3.32 3.43  25 I know how my department measures success. 3.29 3.17 3.26 3.41  26 I know how my work contributes to the success of my department. 3.86 3.80 3.84 3.92  27 My department demonstrates support for a diverse workforce. 4.08 3.66 4.00 4.08  28 I enjoy being part of my department. 3.79 3.83 3.96 4.00  Rate the extent to which your department approaches the following to advance the University Mission: **  29 Accountability - 3.75 - 3.97  30 Innovation - 3.86 - 3.82  31 Creativity - 3.79 - 3.80  32 Openness - 3.52 - 3.68  33 Collaboration - 3.59 - 3.89  SECTION 7: Do employees feel connected to WSU as a whole?  1 am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  1 am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3 I receive clear information about changes being made within my college or area. 3.21 3.10 3.18 3.29  36 I receive clear information about changes being made within my college or area. 3.21 3.10 3.18 3.29  37 I enjoy being part of Washington State University. 4.07 4.07 4.07 4.07 4.08  38 Overall, I am satisfied at work. 3.71 3.83 3.84 3.86  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  I am comfortable with utilizing University resources					-	
19   My supervisor gives me ongoing feedback to help me improve my performance.*   3.14   3.41   3.29   3.45     20   My supervisor encourages a positive work climate. **   - 3.77   - 3.90     21   My supervisor promotes open communication and feedback. **   - 3.87   - 3.90     22   My supervisor treats me with dignity and respect. **   - 4.20   - 4.29     23   Clear reporting structures are established within my department.   3.79   3.70   3.79   3.87     23   Clear reporting structures are established within my department.   3.29   3.13   3.32   3.43     25   I know how my department measures success.   3.29   3.17   3.26   3.41     26   I know how my department measures success.   3.29   3.17   3.26   3.41     26   I know how my work contributes to the success of my department.   3.86   3.80   3.84   3.92     27   My department demonstrates support for a diverse workforce.   4.08   3.66   4.00   4.08     28   I enjoy being part of my department approaches the following to advance the University Mission: **    29   Accountability   - 3.75   - 3.97     30   Innovation   - 3.86   - 3.82     31   Accountability   - 3.75   - 3.97     32   Openness   - 3.52   - 3.68     33   Creativity   - 3.79   - 3.80     32   Openness   - 3.52   - 3.68     33   Collaboration   - 3.59   - 3.89     35   I receive clear information about changes being made within my college or area.   3.21   3.10   3.18   3.29     36   I receive clear information about changes being made within my college or area.   3.21   3.10   3.18   3.29     37   I enjoy being part of Washington State University.   4.07   4.07   4.07   4.07   4.07   4.07     4.07   4.07   4.07   4.07   4.08     38   Overall, I am satisfied at work.   3.75   3.75     4   My supervisor encourages me to use the University resources available to me. **   3.57   3.58    EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **   1 am comfortable with utilizing University resources. **   3.57   3.58    EMPLOYEE RESOURCES: Are employees			-	3.83	-	4.00
My supervisor encourages a positive work climate. **			2 1 /	2.41	2.20	2.45
21 My supervisor promotes open communication and feedback.**  22 My supervisor treats me with dignity and respect. **  23 Clear reporting structures are established within my department.  23 Clear reporting structures are established within my department.  24 I receive clear information about changes being made within my department.  25 I know how my department measures success.  26 I know how my department measures success of my department.  27 My department demonstrates support for a diverse workforce.  28 I enjoy being part of my department.  29 Accountability  Accountability  Accountability  Accountability  Creativity  Openness  Collaboration  Creativity  Accountability  Creativity  Accountability  Accountability  Creativity  Accountability  Creativity  Accountability  Accountability			5.14		3.29	
22 My supervisor treats me with dignity and respect. **  SECTION 6: Do employees feel connected to their department?  3. Clear reporting structures are established within my department. 3.79 3.70 3.79 3.87  4. I receive clear information about changes being made within my department. 3.29 3.13 3.32 3.43  25 I know how my department measures success. 3.29 3.17 3.26 3.41  26 I know how my work contributes to the success of my department. 3.86 3.80 3.84 3.92  27 My department demonstrates support for a diverse workforce. 4.08 3.66 4.00 4.08  28 I enjoy being part of my department.  Accountability - 3.75 - 3.97  3.90 Accountability - 3.75 - 3.97  3.91 Innovation - 3.86 - 3.82  31 Creativity - 3.79 - 3.80  32 Openness - 3.52 - 3.68  33 Collaboration - 3.59 - 3.89  SECTION 7: Do employees feel connected to WSU as a whole?  I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3 I receive clear information about changes being made within my college or area. 3 1 receive clear information about changes being made within WSU. 3.71 3.83 3.84 3.86  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace?**  I am comfortable with utilizing University resources. **  I am comfortable with utilizing University resources available to me. **  I am comfortable with utilizing University resources available to me. **  I have concerns regarding work climate. **		· · · · · · · · · · · · · · · · · · ·	-		_	
SECTION 6: Do employees feel connected to their department?   23   Clear reporting structures are established within my department.   3.79   3.70   3.79   3.87     24   I receive clear information about changes being made within my department.   3.29   3.13   3.32   3.43     25   I know how my department measures success.   3.29   3.17   3.26   3.41     26   I know how my work contributes to the success of my department.   3.86   3.80   3.84   3.92     27   My department demonstrates support for a diverse workforce.   4.08   3.66   4.00   4.08     28   I enjoy being part of my department.   3.79   3.83   3.96   4.00     Rate the extent to which your department approaches the following to advance the University Mission: **   29			_		_	
23   Clear reporting structures are established within my department.   3.79   3.70   3.79   3.87     1   receive clear information about changes being made within my department.   3.29   3.13   3.32   3.43     25   I know how my department measures success.   3.29   3.17   3.26   3.41     26   I know how my work contributes to the success of my department.   3.86   3.80   3.84   3.92     27   My department demonstrates support for a diverse workforce.   4.08   3.66   4.00   4.08     28   I enjoy being part of my department.   3.79   3.83   3.96   4.00     Rate the extent to which your department approaches the following to advance the University Mission: **    29				4.20	_	4.23
1   1   1   1   1   1   1   1   1   1			3 79	3.70	3 79	3 87
25 I know how my department measures success. 26 I know how my work contributes to the success of my department. 27 My department demonstrates support for a diverse workforce. 28 I enjoy being part of my department. 29 Accountability 20 Accountability 3.79 3.83 3.96 4.00  Rate the extent to which your department approaches the following to advance the University Mission: **  29 Accountability 3.75 3.86 3.80 3.87 3.97 3.97 3.80 3.80 3.80 3.80 3.80 3.80 3.80 3.80						
26 I know how my work contributes to the success of my department.  27 My department demonstrates support for a diverse workforce.  28 I enjoy being part of my department.  29 Accountability  29 Accountability  3.75  3.86  3.80  3.80  3.80  4.00  Rate the extent to which your department approaches the following to advance the University Mission: **  29 Accountability  3.75  3.86  3.87  3.80  3						
27 My department demonstrates support for a diverse workforce.  28 I enjoy being part of my department.  29 Accountability - 3.75 - 3.97 30 Innovation - 3.86 - 3.82 31 Creativity - 3.79 - 3.80 32 Openness - 3.52 - 3.68 33 Collaboration - 3.89 - 3.89  SECTION 7: Do employees feel connected to WSU as a whole?  SECTION 7: Do employees feel connected to WSU as a whole?  1 am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3 I receive clear information about changes being made within my college or area.  3 I receive clear information about changes being made within WSU.  3 Ad3 3.27 3.16 3.33 37 I enjoy being part of my department.  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  I have concerns regarding work climate. **  - 3.48 - 3.47  I have concerns regarding work climate. **  - 3.28 - 3.54						
Rate the extent to which your department approaches the following to advance the University Mission: **  29		, ,				
Rate the extent to which your department approaches the following to advance the University Mission: **  29						
Accountability - 3.75 - 3.97  30		renjer seme parter my department	0.75	3.00	0.50	
Accountability - 3.75 - 3.97  30	Rate	e the extent to which your department approaches the following to advance the Unive	rsity Missior	າ: **		
Innovation   3.86   - 3.82     31		, , , , , , ,	•		_	3.97
Creativity - 3.79 - 3.80  Openness - 3.52 - 3.68  Collaboration - 3.59 - 3.89  SECTION 7: Do employees feel connected to WSU as a whole?  I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  I receive clear information about changes being made within my college or area.  I receive clear information about changes being made within WSU.  I receive clear information about changes being made within WSU.  I enjoy being part of Washington State University.  Overall, I am satisfied at work.  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  I am comfortable with utilizing University resources available to me. **  I have concerns regarding work climate. **  - 3.28  - 3.54					_	
Openness - 3.52 - 3.68 Collaboration - 3.59 - 3.89  SECTION 7: Do employees feel connected to WSU as a whole?  I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  I receive clear information about changes being made within my college or area.  I receive clear information about changes being made within WSU.  I renceive clear information about changes being made within WSU.  I enjoy being part of Washington State University.  Overall, I am satisfied at work.  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  I am comfortable with utilizing University resources available to me. **  I have concerns regarding work climate. **  Openness  - 3.52  - 3.68  3.79  3.71  3.70  3.71  3.70  3.71  3.70  3.71  3.71  3.72  3.73  3.75  3.75  My supervisor encourages me to use the University resources available to me. **  - 3.48  - 3.47  I have concerns regarding work climate. **		Creativity	-		_	
SECTION 7: Do employees feel connected to WSU as a whole?  I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3.92 3.79 3.70 3.70 3.70 3.70 3.70 3.70 3.70 3.70		Openness	-		-	
I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*  3.92 3.79 3.70 3.70 3.70 3.70 3.70 3.70 3.70 3.70			-		-	3.89
University constituents or colleagues.*  3.79  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.71  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.70  3.81  3.22  3.10  3.18  3.29  3.61  3.33  3.71  3.83  3.27  3.16  3.33  3.71  3.83  3.84  3.86  3.86  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  I am comfortable with utilizing University resources available to me. **  I have concerns regarding work climate. **  -  3.28  -  3.70  3.70  3.70  3.70  3.83  3.27  3.16  3.33  3.84  3.86  3.86  3.87  4.07  4.07  4.07  4.08  3.86  3.86  4.07  4.07  4.07  4.08  3.86  3.86  4.07  4.07  4.08  3.86  4.07  4.07  4.08  3.86  4.07  3.83  3.84  3.86  4.07  3.75  Ay supervisor encourages me to use the University resources available to me. **  -  3.48  -  3.47  3.54	SEC	TION 7: Do employees feel connected to WSU as a whole?				
University constituents or colleagues.*  35   I receive clear information about changes being made within my college or area.   3.21   3.10   3.18   3.29   36   I receive clear information about changes being made within WSU.   3.43   3.27   3.16   3.33   37   I enjoy being part of Washington State University.   4.07   4.07   4.07   4.08   38   Overall, I am satisfied at work.   3.71   3.83   3.84   3.86    EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **   -   3.57   -   3.75   My supervisor encourages me to use the University resources available to me. **   -   3.48   -   3.47   I have concerns regarding work climate. **   -   3.28   -   3.54	24	I am encouraged to improve work processes to benefit students and other	2.02	2.70	2.71	2.70
36 I receive clear information about changes being made within WSU. 3.43 3.27 3.16 3.33 37 I enjoy being part of Washington State University. 4.07 4.07 4.07 4.08 38 Overall, I am satisfied at work.  3.71 3.83 3.84 3.86  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  Ny supervisor encourages me to use the University resources available to me. **  I have concerns regarding work climate. **  - 3.28 - 3.54	34	University constituents or colleagues.*	3.92	3.79	3.71	3.70
37   Lenjoy being part of Washington State University. 38   Overall, I am satisfied at work.  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  Ny supervisor encourages me to use the University resources available to me. **  I have concerns regarding work climate. **  4.07   4.07   4.07   4.08   3.88   3.86   3.89   3.80   3.75   3.75   3.75   3.75   3.75   3.75   3.75   3.75   3.76   3.77   3.77   3.78   3.77   3.78   3.79   3.79   3.79   3.70   3.70   3.71   3.82   3.75	35		3.21	3.10	3.18	3.29
38 Overall, I am satisfied at work.  EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **  I am comfortable with utilizing University resources. **  My supervisor encourages me to use the University resources available to me. **  I have concerns regarding work climate. **  3.83 3.84 3.86  3.85  - 3.75  3.75  3.48  - 3.47  3.54	36	I receive clear information about changes being made within WSU.	3.43	3.27	3.16	3.33
EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **I am comfortable with utilizing University resources. **-3.57-3.75My supervisor encourages me to use the University resources available to me. **-3.48-3.47I have concerns regarding work climate. **-3.28-3.54	37	· · · · · · · · · · · · · · · · · · ·	4.07	4.07	4.07	4.08
I am comfortable with utilizing University resources. **  My supervisor encourages me to use the University resources available to me. **  I have concerns regarding work climate. **  - 3.57  3.75  3.48  - 3.47  3.54					3.84	3.86
My supervisor encourages me to use the University resources available to me. ** - 3.48 - 3.47  I have concerns regarding work climate. ** - 3.28 - 3.54	EMI		ns in the wo	rkplace? **		
I have concerns regarding work climate. ** - 3.28 - 3.54			-		-	
			-		-	
I feel comfortable bringing work climate concerns to my supervisor. ** - 3.75 - 3.77			-		-	
		I feel comfortable bringing work climate concerns to my supervisor. **	-	3.75	-	3.77

\*Updated for 2016; \*\*New for 2016