

# APPENDIX A: Overall Breakdown

	Never		Rarely		Sometimes		Often		Always		Positive Responses		Overall Average		Difference	Section Average		Difference
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016		2014	2016	
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																		
I have support to pursue my research opportunities.	3.72%	3.56%	9.30%	11.23%	18.39%	25.21%	29.75%	29.59%	17.77%	23.84%	47.52%	53.43%	3.62	3.63	0.01			
I have input regarding my teaching opportunities and assignments.	3.93%	2.77%	7.64%	9.70%	16.53%	18.28%	22.93%	31.30%	24.79%	32.96%	47.73%	64.26%	3.75	3.86	0.11	3.62	3.53	-0.09
I am encouraged to participate in mentoring activities.	8.68%	7.16%	11.16%	9.14%	20.66%	19.75%	22.31%	30.12%	24.79%	29.38%	47.11%	59.50%	3.50	3.69	0.19			
I am encouraged to engage in extension opportunities.**		21.02%		14.33%		15.61%		14.33%		19.43%		33.76%		2.96				
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																		
1 I know what is expected of me at work.	0.26%	0.31%	2.71%	1.76%	7.73%	9.50%	37.10%	37.50%	51.59%	50.41%	88.69%	87.91%	4.38	4.37	-0.01			
2 I receive the information I need to perform my job.	0.72%	0.52%	4.45%	3.46%	13.82%	17.25%	49.28%	49.69%	31.06%	28.51%	80.35%	78.20%	4.06	4.03	-0.03	4.15	4.12	-0.03
3 I have the resources and training to do my job effectively.*	0.77%	0.57%	6.45%	4.24%	16.07%	19.73%	45.65%	44.58%	30.55%	30.37%	76.20%	74.95%	3.99	4.00	0.01			
4 I have the technology I need to do my job efficiently.	0.82%	0.31%	4.04%	3.36%	12.85%	18.90%	42.94%	41.32%	38.59%	35.54%	81.53%	76.86%	4.15	4.09	-0.06			
<b>SECTION 2: Do employees feel they are valued?</b>																		
5 I am recognized for doing a good job.	4.67%	3.84%	15.82%	13.91%	29.53%	27.56%	31.69%	35.96%	17.00%	17.38%	48.69%	53.34%	3.41	3.50	0.09			
6 My supervisor values me and the work I do.	3.49%	3.06%	10.53%	7.94%	19.21%	18.16%	29.58%	31.76%	34.77%	36.53%	64.36%	68.29%	3.84	3.93	0.09	3.49	3.56	0.07
7 I feel encouraged to have a good balance between work and personal life.	10.48%	5.55%	14.43%	11.36%	19.93%	22.89%	27.79%	29.89%	23.57%	26.78%	51.36%	56.67%	3.41	3.63	0.22			
8 I feel appropriately compensated for my level of position.**		9.86%		18.68%		29.68%		25.43%		14.63%		40.06%		3.17				
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																		
9 I am encouraged to develop myself professionally.	7.93%	5.20%	13.34%	12.32%	25.97%	25.74%	29.37%	29.95%	21.74%	25.22%	51.11%	55.17%	3.44	3.59	0.14			
10 I am encouraged to provide input on decisions impacting my work.	5.82%	4.42%	13.60%	11.49%	23.24%	24.34%	33.54%	33.39%	22.62%	25.12%	56.16%	58.51%	3.54	3.64	0.10			
11 I am encouraged to come up with better ways of doing things.	6.65%	4.21%	11.70%	10.50%	24.57%	22.20%	31.01%	33.39%	24.78%	28.03%	55.80%	61.42%	3.56	3.72	0.15	3.52	3.68	0.16
12 I am given opportunities to be innovative or creative.**		3.59%		9.46%		25.33%		35.78%		24.54%		60.32%		3.69				
13 I am given opportunities to be collaborative.**		2.44%		8.06%		25.43%		35.47%		27.09%		62.56%		3.78				
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																		
14 A spirit of cooperation and teamwork exists between me and my co-workers.	2.22%	2.15%	8.06%	6.86%	19.38%	20.72%	41.60%	40.61%	27.80%	28.73%	69.41%	69.34%	3.85	3.88	0.02			
15 Knowledge and information sharing is practiced between me and my co-workers.	2.02%	1.88%	9.61%	7.48%	19.28%	22.40%	43.26%	39.82%	24.86%	27.32%	68.11%	67.14%	3.80	3.84	0.04			
16 Those around me are committed to doing quality work.	0.72%	0.73%	4.03%	2.83%	14.52%	17.74%	42.53%	42.49%	36.28%	35.11%	78.81%	77.60%	4.12	4.10	-0.02	3.92	4.00	0.08
17 I have positive interactions with my co-workers.**		0.16%		1.83%		10.78%		53.01%		33.39%		86.40%		4.19				
18 I enjoy the work climate that exists between my co-workers and me.**		0.99%		4.87%		17.27%		45.53%		30.30%		75.83%		4.00				
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																		
19 My supervisor gives me ongoing feedback to help me improve my performance.*	7.91%	6.56%	18.08%	14.64%	27.84%	25.97%	26.25%	29.85%	17.82%	20.99%	44.07%	50.84%	3.29	3.45	0.16			
20 My supervisor encourages a positive work climate.**		5.19%		8.71%		15.63%		29.43%		38.93%		68.36%		3.90		N/A	3.88	N/A
21 My supervisor promotes open communication and feedback.**		5.09%		8.13%		17.42%		28.49%		39.14%		67.63%		3.90				
22 My supervisor treats me with dignity and respect.**		2.94%		4.72%		10.86%		22.19%		57.24%		79.43%		4.29				
<b>SECTION 6: Do employees feel connected to their department?</b>																		
23 Clear reporting structures are established within my department.	3.74%	3.06%	9.67%	8.90%	18.88%	18.81%	36.19%	33.51%	28.97%	32.93%	65.16%	66.44%	3.79	3.87	0.08			
24 I receive clear information about changes being made within my department.	5.36%	3.79%	19.76%	15.96%	27.04%	30.19%	30.79%	30.03%	15.70%	17.97%	46.49%	48.00%	3.32	3.43	0.11			
25 I know how my department measures success.	9.31%	6.38%	16.28%	13.54%	27.35%	29.08%	28.29%	30.56%	16.02%	17.81%	44.31%	48.37%	3.26	3.41	0.15	3.69	3.79	0.10
26 I know how my work contributes to the success of my department.	3.69%	2.95%	8.42%	6.43%	19.92%	19.44%	34.84%	35.83%	31.98%	33.67%	66.82%	69.50%	3.84	3.92	0.08			
27 My department demonstrates support for a diverse workforce.	2.76%	2.63%	6.97%	4.74%	15.08%	14.91%	31.15%	30.45%	36.97%	39.67%	68.12%	70.12%	4.00	4.08	0.08			
28 I enjoy being part of my department.	2.39%	1.90%	7.18%	5.32%	17.58%	19.39%	35.88%	35.30%	35.05%	35.77%	70.93%	71.07%	3.96	4.00	0.04			
Rate the extent to which your department approached the following to advance the University Mission:**																		
29 Accountability		2.06%		6.77%		16.91%		33.35%		34.14%		67.49%		3.97				
30 Innovation		2.06%		7.45%		22.25%		36.47%		26.37%		62.84%		3.82				
31 Creativity		2.17%		8.03%		23.10%		34.83%		26.32%		61.15%		3.80		N/A	3.83	N/A
32 Openness		3.86%		10.89%		23.15%		31.29%		25.74%		57.03%		3.68				
33 Collaboration		2.11%		7.08%		20.72%		34.78%		30.39%		65.17%		3.89				
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																		
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	4.34%	3.92%	9.15%	10.43%	21.96%	21.88%	29.06%	32.79%	27.13%	26.27%	56.19%	59.06%	3.71	3.70	-0.01			
35 I receive clear information about changes being made within my college/area.	5.96%	4.24%	20.39%	16.42%	32.88%	35.49%	27.65%	30.30%	11.19%	11.60%	38.84%	41.90%	3.18	3.29	0.11			
36 I receive clear information about changes being made within WSU.	4.39%	2.70%	18.09%	14.25%	40.36%	39.19%	28.49%	32.31%	7.16%	9.80%	35.65%	42.11%	3.16	3.33	0.17	3.59	3.65	0.06
37 I enjoy being part of Washington State University.	1.20%	1.01%	5.12%	4.24%	16.57%	17.06%	37.95%	39.72%	37.74%	36.71%	75.69%	76.43%	4.07	4.08	0.01			
38 Overall, I am satisfied at work	1.46%	2.54%	7.06%	6.36%	20.91%	20.82%	45.64%	46.19%	23.58%	24.05%	69.21%	70.24%	3.84	3.86	0.02			
<b>Employee Resource: Are employees aware of WSU resources or have concerns in the workplace.**</b>																		
I am comfortable with utilizing University resources.**		1.65%		9.26%		24.11%		36.08%		23.74%		59.82%		3.75				
My supervisor encourages me to use the University resources available to me.**		9.42%		12.24%		19.48%		22.94%		24.85%		47.79%		3.47		N/A	3.75	N/A
I have concerns regarding work climate.**		19.11%		36.93%		23.79%		9.53%		6.92%		56.04%		3.54				
I feel comfortable bringing work climate concerns to my supervisor.**		7.93%		8.30%		18.20%		23.42%		36.93%		60.35%		3.77				

# APPENDIX B.1: Breakdown by Gender

	OVERALL Average		Female		Male		Not-Disclosed		Other	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
<b>% of Respondents</b>			57.7%	60.4%	36.3%	32.9%	6.0%	6.6%	0.0%	0.2%
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>3.77</b>	<b>3.85</b>	<b>3.75</b>	<b>3.82</b>	<b>3.21</b>	<b>3.49</b>		<b>4.35</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>										
1 I know what is expected of me at work.	4.38	4.37	4.43	4.40	4.40	4.39	3.94	4.11		5.00
2 I receive the information I need to perform my job.	4.06	4.03	4.12	4.07	4.08	4.04	3.51	3.73		4.33
3 I have the resources and training to do my job effectively.*	3.99	4.00	4.07	4.04	3.96	4.03	3.56	3.69		5.00
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.20	4.15	4.15	4.05	3.78	3.82		4.67
<b>SECTION 2: Do employees feel they are valued?</b>										
5 I am recognized for doing a good job.	3.41	3.50	3.50	3.54	3.42	3.55	2.82	3.06		4.00
6 My supervisor values me and the work I do.	3.84	3.93	3.89	3.94	3.90	4.00	3.20	3.59		4.67
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.53	3.72	3.41	3.59	2.58	3.19		4.33
8 I feel appropriately compensated for my level of position. **		3.17		3.19		3.18		2.98		4.00
<b>SECTION 3: Do employees feel they provide individual contributions?</b>										
9 I am encouraged to develop myself professionally.	3.44	3.59	3.51	3.62	3.44	3.61	3.05	3.24		3.67
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.58	3.67	3.62	3.68	2.92	3.31		4.00
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.65	3.77	3.56	3.72	3.03	3.37		4.33
12 I am given opportunities to be innovative or creative. **		3.69		3.70		3.77		3.36		4.67
13 I am given opportunities to be collaborative. **		3.78		3.83		3.78		3.46		4.33
<b>SECTION 4: Do employees feel connected to their co-workers?</b>										
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.91	3.93	3.87	3.87	3.42	3.53		4.67
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.85	3.87	3.84	3.86	3.29	3.54		4.00
16 Those around me are committed to doing quality work.	4.12	4.10	4.18	4.15	4.09	4.05	3.82	3.88		4.33
17 I have positive interactions with my co-workers. **		4.19		4.23		4.15		4.01		4.33
18 I enjoy the work climate that exists between my co-workers and me. **		4.00		4.04		4.01		3.74		4.67
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>										
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.33	3.50	3.35	3.43	2.73	3.17		4.00
20 My supervisor encourages a positive work climate. **		3.90		3.94		3.91		3.58		5.00
21 My supervisor promotes open communication and feedback. **		3.90		3.92		3.92		3.62		4.67
22 My supervisor treats me with dignity and respect. **		4.29		4.29		4.35		4.02		5.00
<b>SECTION 6: Do employees feel connected to their department?</b>										
23 Clear reporting structures are established within my department.	3.79	3.87	3.85	3.92	3.79	3.84	3.36	3.56		5.00
24 I receive clear information about changes being made within my department.	3.32	3.43	3.33	3.45	3.41	3.49	2.84	3.08		3.67
25 I know how my department measures success.	3.26	3.41	3.31	3.43	3.30	3.43	2.80	3.11		4.00
26 I know how my work contributes to the success of my department.	3.84	3.92	3.86	3.94	3.92	3.97	3.35	3.56		4.33
27 My department demonstrates support for a diverse workforce.	4.00	4.08	4.02	4.10	4.06	4.11	3.52	3.82		4.50
28 I enjoy being part of my department.	3.96	4.00	4.01	4.05	3.99	3.99	3.38	3.61		4.67
Rate the extent to which your department approached the following to advance the University Mission: **										
29 Accountability		3.97		4.03		3.94		3.66		4.33
30 Innovation		3.82		3.88		3.80		3.45		4.33
31 Creativity		3.80		3.85		3.77		3.45		4.33
32 Openness		3.68		3.73		3.67		3.27		4.33
33 Collaboration		3.89		3.95		3.85		3.56		4.00
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>										
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	3.77	3.74	3.76	3.72	3.06	3.34		4.00
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.21	3.32	3.26	3.31	2.62	2.99		3.67
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.21	3.38	3.17	3.30	2.72	2.99		3.67
37 I enjoy being part of Washington State University.	4.07	4.08	4.15	4.13	4.06	4.07	3.50	3.73		4.67
38 Overall, I am satisfied at work	3.84	3.86	3.89	3.91	3.86	3.87	3.35	3.41		4.00
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>										
I am comfortable with utilizing University resources.**		3.75		3.78		3.79		3.27		3.67
My supervisor encourages me to use the University resources available to me. **		3.47		3.51		3.48		2.98		3.33
I have concerns regarding work climate.**		3.54		3.58		3.55		3.09		4.67
I feel comfortable bringing work climate concerns to my supervisor.**		3.77		3.77		3.90		3.14		5.00

# 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	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
	% of Respondents		0.3%	0.1%	20.0%	22.8%	18.1%	19.0%	27.6%	23.4%	24.3%	23.1%	2.1%	3.4%	7.6%	8.2%
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>3.87</b>	<b>4.18</b>	<b>3.88</b>	<b>3.93</b>	<b>3.72</b>	<b>3.85</b>	<b>3.74</b>	<b>3.84</b>	<b>3.74</b>	<b>3.73</b>	<b>3.82</b>	<b>4.02</b>	<b>3.30</b>	<b>3.50</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																
1 I know what is expected of me at work.	4.38	4.37	4.83	4.00	4.44	4.37	4.29	4.38	4.43	4.40	4.45	4.37	4.58	4.73	4.02	4.17
2 I receive the information I need to perform my job.	4.06	4.03	4.17	4.00	4.18	4.09	3.99	4.07	4.11	4.06	4.08	4.01	4.34	4.17	3.67	3.76
3 I have the resources and training to do my job effectively. *	3.99	4.00	4.17	4.00	4.14	4.05	3.89	3.99	4.01	4.01	4.06	4.02	4.10	4.34	3.69	3.79
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.17	3.00	4.22	4.13	4.09	4.09	4.18	4.14	4.21	4.12	4.21	4.22	3.96	3.84
<b>SECTION 2: Do employees feel they are valued?</b>																
5 I am recognized for doing a good job.	3.41	3.50	3.50	5.00	3.64	3.73	3.41	3.51	3.41	3.50	3.48	3.42	3.50	3.86	2.88	3.07
6 My supervisor values me and the work I do.	3.84	3.93	4.00	5.00	4.08	4.19	3.92	3.99	3.87	3.95	3.84	3.76	3.92	4.10	3.18	3.55
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	4.20	5.00	3.72	3.97	3.51	3.70	3.39	3.58	3.39	3.46	3.34	3.80	2.72	3.22
8 I feel appropriately compensated for my level of position. **	-	3.17	-	4.00	-	3.30	-	3.16	-	3.19	-	3.08	-	3.36	-	2.95
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																
9 I am encouraged to develop myself professionally.	3.44	3.59	3.33	5.00	3.78	3.90	3.48	3.66	3.41	3.59	3.37	3.35	3.50	3.86	3.04	3.19
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.50	5.00	3.80	3.89	3.59	3.72	3.53	3.71	3.54	3.40	3.82	3.61	2.88	3.34
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.83	4.00	3.86	3.94	3.62	3.84	3.55	3.75	3.53	3.54	3.67	3.67	2.99	3.34
12 I am given opportunities to be innovative or creative. **	-	3.69	-	4.00	-	3.79	-	3.75	-	3.73	-	3.61	-	3.98	-	3.37
13 I am given opportunities to be collaborative. **	-	3.78	-	4.00	-	3.98	-	3.82	-	3.82	-	3.62	-	3.98	-	3.48
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	4.00	4.03	3.98	3.82	3.86	3.87	3.89	3.82	3.87	4.08	4.19	3.57	3.57
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.67	4.00	4.01	3.98	3.76	3.86	3.80	3.79	3.79	3.81	3.92	4.16	3.50	3.57
16 Those around me are committed to doing quality work.	4.12	4.10	3.83	5.00	4.09	4.07	4.11	4.05	4.14	4.15	4.22	4.15	4.31	4.34	3.88	3.90
17 I have positive interactions with my co-workers. **	-	4.19	-	4.00	-	4.19	-	4.19	-	4.21	-	4.20	-	4.35	-	4.04
18 I enjoy the work climate that exists between my co-workers and me. **	-	4.00	-	4.00	-	4.03	-	3.97	-	4.03	-	4.06	-	4.19	-	3.77
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>																
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.80	3.00	3.54	3.62	3.34	3.56	3.31	3.50	3.27	3.28	3.11	3.40	2.74	3.13
20 My supervisor encourages a positive work climate. **	-	3.90	-	5.00	-	4.07	-	3.99	-	3.92	-	3.76	-	4.05	-	3.57
21 My supervisor promotes open communication and feedback. **	-	3.90	-	4.00	-	4.09	-	3.99	-	3.93	-	3.74	-	3.94	-	3.58
22 My supervisor treats me with dignity and respect. **	-	4.29	-	5.00	-	4.52	-	4.35	-	4.28	-	4.11	-	4.44	-	3.99
<b>SECTION 6: Do employees feel connected to their department?</b>																
23 Clear reporting structures are established within my department.	3.79	3.87	3.83	3.00	3.84	3.91	3.74	3.91	3.84	3.91	3.81	3.85	3.97	3.94	3.54	3.60
24 I receive clear information about changes being made within my department.	3.32	3.43	3.50	4.00	3.44	3.47	3.28	3.49	3.36	3.53	3.35	3.36	3.51	3.65	2.97	3.09
25 I know how my department measures success.	3.26	3.41	2.83	4.00	3.34	3.45	3.25	3.41	3.28	3.47	3.34	3.39	3.50	3.78	2.91	3.06
26 I know how my work contributes to the success of my department.	3.84	3.92	4.17	5.00	3.97	4.03	3.85	3.91	3.83	3.93	3.91	3.91	3.92	4.29	3.40	3.59
27 My department demonstrates support for a diverse workforce.	4.00	4.08	4.17	5.00	4.09	4.05	4.00	4.15	4.00	4.09	4.05	4.10	4.08	4.39	3.70	3.81
28 I enjoy being part of my department.	3.96	4.00	3.67	4.00	4.11	4.08	3.95	4.04	4.01	4.07	3.96	3.94	4.08	4.15	3.51	3.64
Rate the extent to which your department approached the following to advance the University Mission: **																
29 Accountability	-	3.97	-	4.00	-	4.05	-	3.96	-	3.97	-	3.98	-	4.18	-	3.71
30 Innovation	-	3.82	-	4.00	-	3.85	-	3.88	-	3.85	-	3.79	-	4.10	-	3.49
31 Creativity	-	3.80	-	5.00	-	3.86	-	3.85	-	3.84	-	3.72	-	4.05	-	3.46
32 Openness	-	3.68	-	4.00	-	3.89	-	3.74	-	3.64	-	3.56	-	3.86	-	3.27
33 Collaboration	-	3.89	-	4.00	-	4.07	-	3.95	-	3.88	-	3.75	-	4.11	-	3.53
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	4.17	3.00	3.92	3.82	3.72	3.73	3.76	3.76	3.73	3.63	3.63	3.93	3.12	3.33
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.67	4.00	3.41	3.37	3.22	3.35	3.18	3.32	3.15	3.22	3.15	3.56	2.75	2.98
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.33	4.00	3.28	3.42	3.16	3.40	3.17	3.34	3.18	3.22	3.05	3.67	2.90	3.06
37 I enjoy being part of Washington State University.	4.07	4.08	4.50	4.00	4.21	4.20	4.13	4.16	4.13	4.12	4.07	3.96	4.05	4.25	3.53	3.78
38 Overall, I am satisfied at work	3.84	3.86	4.00	4.00	3.96	3.94	3.80	3.91	3.88	3.91	3.88	3.78	4.10	4.16	3.37	3.49
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																
I am comfortable with utilizing University resources.**	-	3.75	-	4.00	-	3.86	-	3.80	-	3.78	-	3.66	-	4.15	-	3.30
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	4.00	-	3.67	-	3.61	-	3.49	-	3.26	-	3.70	-	2.96
I have concerns regarding work climate.**	-	3.54	-	4.00	-	3.82	-	3.59	-	3.50	-	3.37	-	3.67	-	3.14
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	4.00	-	3.93	-	3.83	-	3.80	-	3.72	-	3.88	-	3.21

# 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		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
<b>% of Respondents</b>			1.1%	1.0%	3.2%	3.6%	0.9%	0.9%	2.6%	2.2%	0.4%	0.3%	79.1%	79.6%	2.2%	2.0%	10.6%	10.4%	
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>3.58</b>	<b>3.53</b>	<b>3.96</b>	<b>3.99</b>	<b>3.82</b>	<b>3.89</b>	<b>4.03</b>	<b>3.88</b>	<b>3.52</b>	<b>3.55</b>	<b>3.76</b>	<b>3.84</b>	<b>3.77</b>	<b>3.92</b>	<b>3.40</b>	<b>3.53</b>	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																			
1 I know what is expected of me at work.	4.38	4.37	4.20	4.12	4.73	4.40	4.44	4.25	4.53	4.49	4.50	4.50	4.41	4.40	4.48	4.45	4.10	4.16	
2 I receive the information I need to perform my job.	4.06	4.03	3.95	3.72	4.31	4.16	4.19	4.25	4.40	4.22	3.63	4.00	4.10	4.06	4.08	4.16	3.70	3.78	
3 I have the resources and training to do my job effectively.*	3.99	4.00	4.10	4.17	4.25	4.04	4.13	4.06	4.40	4.13	3.88	3.80	4.02	4.04	3.93	4.05	3.69	3.77	
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.15	4.39	4.19	4.10	4.31	4.19	4.39	4.29	4.25	4.20	4.18	4.13	4.23	3.97	3.92	3.84	
<b>SECTION 2: Do employees feel they are valued?</b>																			
5 I am recognized for doing a good job.	3.41	3.50	3.30	3.39	3.67	3.80	3.13	3.94	3.83	3.40	3.00	3.33	3.47	3.54	3.44	3.61	3.02	3.17	
6 My supervisor values me and the work I do.	3.84	3.93	3.50	3.53	3.91	4.09	3.87	4.00	4.15	3.89	3.43	3.80	3.90	3.97	3.84	4.08	3.48	3.66	
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.15	3.35	3.61	3.84	3.80	3.79	3.80	3.56	3.13	3.50	3.48	3.68	3.18	3.97	2.88	3.25	
8 I feel appropriately compensated for my level of position.**	-	3.17	-	2.76	-	3.41	-	3.25	-	2.92	-	2.80	-	3.21	-	2.97	-	2.90	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																			
9 I am encouraged to develop myself professionally.	3.44	3.59	2.90	3.28	3.76	4.06	3.44	3.38	3.98	3.62	3.13	3.17	3.47	3.62	3.54	3.71	3.21	3.28	
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.35	3.06	3.71	3.99	3.69	3.75	3.98	3.85	3.38	3.33	3.59	3.67	3.48	3.66	3.15	3.37	
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.35	3.06	3.74	3.99	3.94	3.88	4.04	3.97	3.38	3.17	3.60	3.76	3.46	3.68	3.25	3.41	
12 I am given opportunities to be innovative or creative.**	-	3.69	-	3.28	-	4.03	-	3.69	-	3.87	-	3.33	-	3.71	-	4.00	-	3.41	
13 I am given opportunities to be collaborative.**	-	3.78	-	3.44	-	4.03	-	4.13	-	3.95	-	3.67	-	3.80	-	3.97	-	3.51	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																			
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.75	3.72	4.24	3.97	4.19	4.00	4.08	4.03	3.50	3.50	3.87	3.91	3.79	4.11	3.62	3.57	
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.60	3.76	4.17	3.97	4.00	3.94	4.00	4.10	3.50	3.67	3.83	3.87	3.82	3.97	3.56	3.57	
16 Those around me are committed to doing quality work.	4.12	4.10	3.90	3.83	4.21	4.16	4.31	4.38	4.10	4.18	4.00	3.40	4.15	4.12	4.32	4.14	3.94	3.94	
17 I have positive interactions with my co-workers.**	-	4.19	-	4.00	-	4.32	-	4.25	-	4.33	-	4.00	-	4.21	-	4.16	-	4.00	
18 I enjoy the work climate that exists between my co-workers and me.**	-	4.00	-	3.83	-	4.15	-	4.25	-	4.05	-	3.80	-	4.03	-	4.03	-	3.79	
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																			
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	2.85	3.18	3.64	3.85	3.31	3.88	3.78	3.39	2.75	3.33	3.32	3.46	3.32	3.69	2.99	3.23	
20 My supervisor encourages a positive work climate.**	-	3.90	-	3.39	-	4.10	-	4.00	-	3.97	-	3.80	-	3.93	-	4.14	-	3.63	
21 My supervisor promotes open communication and feedback.**	-	3.90	-	3.28	-	4.10	-	4.06	-	4.08	-	3.50	-	3.92	-	4.14	-	3.67	
22 My supervisor treats me with dignity and respect.**	-	4.29	-	3.75	-	4.51	-	4.19	-	4.60	-	3.60	-	4.32	-	4.31	-	4.03	
<b>SECTION 6: Do employees feel connected to their department?</b>																			
23 Clear reporting structures are established within my department.	3.79	3.87	3.95	3.50	4.00	4.01	3.88	3.63	3.94	4.00	3.38	3.20	3.82	3.90	4.10	3.95	3.44	3.65	
24 I receive clear information about changes being made within my department.	3.32	3.43	3.25	3.00	3.76	3.91	3.40	3.19	3.55	3.50	3.38	3.17	3.34	3.47	3.58	3.49	3.02	3.08	
25 I know how my department measures success.	3.26	3.41	3.05	3.18	3.49	3.61	2.93	3.31	3.48	3.22	3.38	3.17	3.30	3.46	3.38	3.38	2.95	3.07	
26 I know how my work contributes to the success of my department.	3.84	3.92	3.65	3.83	3.95	4.01	3.88	4.06	4.10	3.63	3.75	4.00	3.88	3.96	4.05	4.14	3.46	3.65	
27 My department demonstrates support for a diverse workforce.	4.00	4.08	4.11	3.50	3.98	3.88	3.33	3.81	3.94	4.00	3.50	3.50	4.05	4.13	4.11	4.22	3.77	3.84	
28 I enjoy being part of my department.	3.96	4.00	3.95	3.67	4.08	4.18	4.25	3.94	4.24	4.08	3.75	3.75	4.00	4.03	3.95	4.24	3.63	3.71	
Rate the extent to which your department approached the following to advance the University Mission:**																			
29 Accountability	-	3.97	-	3.81	-	4.08	-	4.13	-	4.11	-	3.60	-	4.00	-	4.11	-	3.68	
30 Innovation	-	3.82	-	3.53	-	3.89	-	3.73	-	3.84	-	3.60	-	3.87	-	3.81	-	3.50	
31 Creativity	-	3.80	-	3.41	-	3.88	-	3.80	-	3.82	-	3.40	-	3.84	-	3.84	-	3.45	
32 Openness	-	3.68	-	3.29	-	3.84	-	3.47	-	3.79	-	3.33	-	3.73	-	3.84	-	3.26	
33 Collaboration	-	3.89	-	3.71	-	4.01	-	3.88	-	3.95	-	3.67	-	3.92	-	3.97	-	3.58	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																			
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	3.50	3.24	3.98	4.02	3.93	4.27	4.15	3.78	4.00	3.67	3.74	3.72	3.79	3.74	3.38	3.45	
35 I receive clear information about changes being made within my college/area.	3.18	3.29	2.80	3.06	3.71	3.64	3.44	3.31	3.65	3.14	3.00	3.17	3.21	3.32	3.18	3.45	2.79	2.97	
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.00	3.28	3.68	3.55	3.44	3.63	3.49	3.32	3.13	3.00	3.19	3.36	3.15	3.39	2.77	3.02	
37 I enjoy being part of Washington State University.	4.07	4.08	4.30	4.00	4.22	4.16	4.31	4.38	4.52	4.17	3.75	3.83	4.11	4.11	4.13	4.39	3.71	3.78	
38 Overall, I am satisfied at work	3.84	3.86	3.90	3.72	4.02	3.99	3.94	3.94	4.24	4.02	3.63	3.50	3.87	3.89	3.85	4.11	3.51	3.55	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace.**</b>																			
I am comfortable with utilizing University resources.**	-	3.75	-	3.65	-	3.91	-	4.07	-	3.76	-	3.80	-	3.78	-	3.92	-	3.35	
My supervisor encourages me to use the University resources available to me.**	-	3.47	-	2.94	-	3.92	-	3.80	-	3.43	-	3.33	-	3.49	-	3.71	-	3.07	
I have concerns regarding work climate.**	-	3.54	-	3.11	-	3.51	-	3.50	-	3.89	-	3.00	-	3.58	-	3.58	-	3.21	
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.00	-	3.92	-	3.44	-	3.89	-	3.67	-	3.83	-	4.00	-	3.33	

# APPENDIX B.4: Breakdown by Employee Type

	Average		Faculty		AP		CS	
	2014	2016	2014	2016	2014	2016	2014	2016
<b>% of Respondents</b>			<b>24.7%</b>	<b>23.9%</b>	<b>36.0%</b>	<b>40.0%</b>	<b>39.3%</b>	<b>36.1%</b>
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>3.60</b>	<b>3.75</b>	<b>3.82</b>	<b>3.85</b>	<b>3.70</b>	<b>3.80</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>								
1 I know what is expected of me at work.	4.38	4.37	4.19	4.33	4.41	4.32	4.46	4.44
2 I receive the information I need to perform my job.	4.06	4.03	3.92	4.04	4.12	3.98	4.10	4.08
3 I have the resources and training to do my job effectively.*	3.99	4.00	3.67	3.98	4.07	3.96	4.13	4.07
4 I have the technology I need to do my job efficiently.	4.15	4.09	3.85	3.95	4.27	4.10	4.23	4.17
<b>SECTION 2: Do employees feel they are valued?</b>								
5 I am recognized for doing a good job.	3.41	3.50	3.30	3.44	3.49	3.49	3.41	3.55
6 My supervisor values me and the work I do.	3.84	3.93	3.66	3.84	3.95	3.95	3.85	3.98
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	2.97	3.19	3.57	3.70	3.55	3.84
8 I feel appropriately compensated for my level of position. **	-	3.17	-	3.04	-	3.28	-	3.12
<b>SECTION 3: Do employees feel they provide individual contributions?</b>								
9 I am encouraged to develop myself professionally.	3.44	3.59	3.58	3.69	3.53	3.59	3.29	3.52
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.49	3.59	3.73	3.77	3.41	3.53
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.44	3.56	3.79	3.89	3.43	3.63
12 I am given opportunities to be innovative or creative. **	-	3.69	-	3.77	-	3.81	-	3.50
13 I am given opportunities to be collaborative. **	-	3.78	-	3.84	-	3.93	-	3.57
<b>SECTION 4: Do employees feel connected to their co-workers?</b>								
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.71	3.73	3.97	3.94	3.84	3.91
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.68	3.72	3.89	3.89	3.80	3.86
16 Those around me are committed to doing quality work.	4.12	4.10	4.11	4.11	4.22	4.12	4.03	4.06
17 I have positive interactions with my co-workers. **	-	4.19	-	4.12	-	4.20	-	4.21
18 I enjoy the work climate that exists between my co-workers and me. **	-	4.00	-	3.95	-	4.03	-	4.01
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>								
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.17	3.39	3.35	3.44	3.31	3.50
20 My supervisor encourages a positive work climate. **	-	3.90	-	3.82	-	3.95	-	3.90
21 My supervisor promotes open communication and feedback. **	-	3.90	-	3.81	-	3.95	-	3.90
22 My supervisor treats me with dignity and respect. **	-	4.29	-	4.28	-	4.33	-	4.24
<b>SECTION 6: Do employees feel connected to their department?</b>								
23 Clear reporting structures are established within my department.	3.79	3.87	3.68	3.71	3.94	3.91	3.72	3.93
24 I receive clear information about changes being made within my department.	3.32	3.43	3.45	3.52	3.39	3.42	3.19	3.39
25 I know how my department measures success.	3.26	3.41	3.44	3.55	3.29	3.36	3.14	3.37
26 I know how my work contributes to the success of my department.	3.84	3.92	3.64	3.74	3.97	4.01	3.85	3.95
27 My department demonstrates support for a diverse workforce.	4.00	4.08	3.88	3.97	4.14	4.17	3.95	4.06
28 I enjoy being part of my department.	3.96	4.00	3.86	3.91	4.07	4.06	3.93	4.00
Rate the extent to which your department approached the following to advance the University Mission: **								
29 Accountability	-	3.97	-	3.86	-	4.00	-	4.02
30 Innovation	-	3.82	-	3.82	-	3.90	-	3.74
31 Creativity	-	3.80	-	3.78	-	3.88	-	3.71
32 Openness	-	3.68	-	3.67	-	3.70	-	3.65
33 Collaboration	-	3.89	-	3.87	-	3.96	-	3.81
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>								
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	3.48	3.57	3.86	3.77	3.72	3.72
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.18	3.32	3.24	3.29	3.13	3.27
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.10	3.29	3.20	3.35	3.17	3.33
37 I enjoy being part of Washington State University.	4.07	4.08	3.84	3.91	4.16	4.13	4.15	4.14
38 Overall, I am satisfied at work	3.84	3.86	3.80	3.80	3.91	3.88	3.81	3.87
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>								
I am comfortable with utilizing University resources.**	-	3.75	-	3.75	-	3.81	-	3.67
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	3.37	-	3.52	-	3.47
I have concerns regarding work climate.**	-	3.54	-	3.55	-	3.55	-	3.51
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.77	-	3.83	-	3.70

# APPENDIX B.5: Breakdown by Years of Service

	Average		> 1yr		1-5 yrs		5-10 yrs		10-15 yrs		15-20 yrs		20+ yrs		Not Disclosed	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
	% of Respondents		10.86%	10.55%	22.88%	31.05%	21.71%	16.01%	14.69%	13.87%	9.69%	10.49%	20.17%	18.04%		
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>4.11</b>	<b>4.02</b>	<b>3.78</b>	<b>3.89</b>	<b>3.65</b>	<b>3.75</b>	<b>3.62</b>	<b>3.71</b>	<b>3.66</b>	<b>3.74</b>	<b>3.65</b>	<b>3.76</b>	<b>3.53</b>	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																
1 I know what is expected of me at work.	4.38	4.37	4.45	4.26	4.38	4.40	4.33	4.37	4.37	4.36	4.38	4.44	4.43	4.37	-	4.22
2 I receive the information I need to perform my job.	4.06	4.03	4.20	4.06	4.10	4.06	4.02	3.99	4.01	4.01	4.04	4.03	4.07	4.06	-	3.75
3 I have the resources and training to do my job effectively.*	3.99	4.00	4.21	3.97	4.04	4.05	3.92	3.98	3.91	3.97	3.95	3.94	3.99	4.06	-	3.88
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.28	4.20	4.14	4.08	4.11	4.10	4.14	4.00	4.20	4.13	4.14	4.10	-	3.97
<b>SECTION 2: Do employees feel they are valued?</b>																
5 I am recognized for doing a good job.	3.41	3.50	3.93	3.81	3.48	3.60	3.33	3.40	3.28	3.39	3.36	3.39	3.32	3.46	-	3.13
6 My supervisor values me and the work I do.	3.84	3.93	4.32	4.14	3.89	4.07	3.86	3.87	3.71	3.83	3.79	3.82	3.68	3.82	-	3.62
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.98	4.02	3.51	3.81	3.43	3.54	3.16	3.43	3.35	3.49	3.20	3.45	-	3.40
8 I feel appropriately compensated for my level of position. **	-	3.17	-	3.61	-	3.16	-	3.07	-	2.98	-	3.13	-	3.17	-	3.21
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																
9 I am encouraged to develop myself professionally.	3.44	3.59	4.01	3.93	3.59	3.77	3.40	3.53	3.30	3.44	3.25	3.30	3.24	3.46	-	3.12
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.98	3.95	3.63	3.78	3.43	3.61	3.44	3.46	3.46	3.47	3.48	3.54	-	3.30
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	4.03	4.02	3.65	3.86	3.45	3.64	3.47	3.55	3.42	3.61	3.50	3.61	-	3.35
12 I am given opportunities to be innovative or creative. **	-	3.69	-	3.88	-	3.73	-	3.65	-	3.57	-	3.63	-	3.71	-	3.47
13 I am given opportunities to be collaborative. **	-	3.78	-	4.02	-	3.87	-	3.72	-	3.67	-	3.70	-	3.71	-	3.40
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	4.18	4.07	3.99	3.93	3.74	3.79	3.73	3.78	3.82	3.82	3.80	3.89	-	3.59
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	4.13	4.08	3.92	3.89	3.69	3.77	3.67	3.76	3.77	3.82	3.76	3.78	-	3.65
16 Those around me are committed to doing quality work.	4.12	4.10	4.38	4.34	4.14	4.10	4.05	3.98	4.01	4.04	4.11	4.05	4.13	4.11	-	4.05
17 I have positive interactions with my co-workers. **	-	4.19	-	4.29	-	4.23	-	4.11	-	4.19	-	4.14	-	4.16	-	4.07
18 I enjoy the work climate that exists between my co-workers and me. **	-	4.00	-	4.17	-	4.04	-	3.93	-	3.94	-	3.93	-	4.02	-	3.81
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>																
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.82	3.71	3.40	3.54	3.26	3.38	3.16	3.37	3.14	3.35	3.08	3.37	-	3.03
20 My supervisor encourages a positive work climate. **	-	3.90	-	4.09	-	4.04	-	3.77	-	3.79	-	3.80	-	3.85	-	3.55
21 My supervisor promotes open communication and feedback. **	-	3.90	-	4.14	-	4.05	-	3.81	-	3.75	-	3.76	-	3.81	-	3.55
22 My supervisor treats me with dignity and respect. **	-	4.29	-	4.54	-	4.41	-	4.21	-	4.22	-	4.12	-	4.15	-	4.11
<b>SECTION 6: Do employees feel connected to their department?</b>																
23 Clear reporting structures are established within my department.	3.79	3.87	4.18	3.87	3.77	3.93	3.65	3.77	3.73	3.88	3.73	3.83	3.83	3.89	-	3.59
24 I receive clear information about changes being made within my department.	3.32	3.43	3.87	3.59	3.34	3.53	3.22	3.35	3.20	3.33	3.28	3.43	3.24	3.37	-	3.07
25 I know how my department measures success.	3.26	3.41	3.65	3.51	3.27	3.46	3.14	3.33	3.14	3.31	3.30	3.40	3.25	3.43	-	3.34
26 I know how my work contributes to the success of my department.	3.84	3.92	4.15	4.09	3.86	3.95	3.71	3.88	3.77	3.82	3.83	3.94	3.82	3.91	-	3.57
27 My department demonstrates support for a diverse workforce.	4.00	4.08	4.36	4.29	3.99	4.15	3.95	3.99	3.91	4.02	3.91	3.98	3.99	4.06	-	3.62
28 I enjoy being part of my department.	3.96	4.00	4.40	4.23	4.03	4.10	3.87	3.89	3.84	3.91	3.92	3.95	3.86	3.91	-	3.78
Rate the extent to which your department approached the following to advance the University Mission: **																
29 Accountability	-	3.97	-	4.17	-	4.01	-	3.99	-	3.80	-	3.96	-	3.96	-	3.64
30 Innovation	-	3.82	-	3.99	-	3.84	-	3.81	-	3.73	-	3.77	-	3.82	-	3.43
31 Creativity	-	3.80	-	4.05	-	3.80	-	3.80	-	3.63	-	3.76	-	3.81	-	3.32
32 Openness	-	3.68	-	4.04	-	3.80	-	3.59	-	3.45	-	3.65	-	3.56	-	3.09
33 Collaboration	-	3.89	-	4.15	-	4.00	-	3.85	-	3.72	-	3.81	-	3.77	-	3.55
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	4.14	3.84	3.80	3.79	3.65	3.67	3.62	3.60	3.54	3.62	3.65	3.65	-	3.65
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.79	3.55	3.23	3.39	3.12	3.20	3.08	3.19	3.08	3.21	3.03	3.20	-	3.00
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.62	3.59	3.25	3.43	3.10	3.23	3.11	3.25	2.98	3.14	3.02	3.27	-	3.05
37 I enjoy being part of Washington State University.	4.07	4.08	4.51	4.28	4.16	4.20	4.02	4.03	3.95	4.00	4.02	3.98	3.95	3.94	-	3.84
38 Overall, I am satisfied at work	3.84	3.86	4.25	4.13	3.88	3.93	3.74	3.77	3.74	3.83	3.83	3.81	3.76	3.74	-	3.44
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																
I am comfortable with utilizing University resources.**	-	3.75	-	3.92	-	3.83	-	3.70	-	3.65	-	3.64	-	3.68	-	3.56
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	3.82	-	3.60	-	3.35	-	3.37	-	3.32	-	3.32	-	2.25
I have concerns regarding work climate.**	-	3.54	-	3.99	-	3.75	-	3.46	-	3.32	-	3.28	-	3.31	-	3.36
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.97	-	3.88	-	3.72	-	3.60	-	3.70	-	3.71	-	3.00

# APPENDIX B.6: Breakdown by Location

	Overall		Pullman		Spokane		Tri-Cities		Vancouver		Extension		Downtown Seattle		Everett		Other		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
<b>% of Respondents</b>			<b>69.82%</b>	<b>68.63%</b>	<b>10.20%</b>	<b>9.53%</b>	<b>3.95%</b>	<b>4.18%</b>	<b>4.97%</b>	<b>6.37%</b>	<b>6.41%</b>	<b>5.14%</b>	<b>0.75%</b>	<b>1.12%</b>			<b>0.37%</b>	<b>3.90%</b>	<b>4.66%</b>
<b>Overall Average for statements 1-38</b>	<b>3.72</b>	<b>3.81</b>	<b>3.71</b>	<b>3.79</b>	<b>3.83</b>	<b>4.01</b>	<b>3.61</b>	<b>3.66</b>	<b>3.75</b>	<b>3.87</b>	<b>3.74</b>	<b>3.77</b>	<b>3.95</b>	<b>3.91</b>			<b>3.57</b>	<b>3.74</b>	<b>3.76</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																			
1 I know what is expected of me at work.	4.38	4.37	4.40	4.38	4.36	4.45	4.29	4.35	4.40	4.34	4.30	4.33	4.14	4.24	-	3.57	4.46	4.27	
2 I receive the information I need to perform my job.	4.06	4.03	4.09	4.04	4.04	4.09	3.95	3.87	3.97	4.12	4.03	4.01	4.07	3.86	-	3.29	4.01	3.94	
3 I have the resources and training to do my job effectively.*	3.99	4.00	4.02	4.02	4.07	4.10	3.93	3.88	3.83	4.05	3.83	3.85	4.07	3.86	-	3.43	4.03	3.95	
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.15	4.09	4.29	4.20	4.16	3.94	4.02	4.13	4.09	4.12	4.36	3.90	-	4.00	4.16	4.03	
<b>SECTION 2: Do employees feel they are valued?</b>																			
5 I am recognized for doing a good job.	3.41	3.50	3.41	3.49	3.57	3.78	3.11	3.25	3.41	3.50	3.43	3.43	3.71	3.86	-	3.43	3.56	3.34	
6 My supervisor values me and the work I do.	3.84	3.93	3.86	3.90	3.94	4.20	3.69	3.80	3.85	4.01	3.80	3.91	4.14	4.33	-	3.71	3.90	3.85	
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.42	3.62	3.48	3.93	3.07	3.19	3.44	3.61	3.35	3.59	3.46	4.24	-	3.00	3.68	3.60	
8 I feel appropriately compensated for my level of position.**	-	3.17	-	3.23	-	3.24	-	3.24	-	2.84	-	2.96	-	2.90	-	3.29	-	3.18	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																			
9 I am encouraged to develop myself professionally.	3.44	3.59	3.42	3.55	3.59	3.90	3.39	3.47	3.55	3.73	3.64	3.58	3.46	4.00	-	3.29	3.46	3.35	
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.54	3.60	3.62	3.84	3.32	3.39	3.69	3.76	3.66	3.76	3.79	3.90	-	3.71	3.44	3.60	
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.56	3.72	3.71	3.99	3.41	3.45	3.46	3.76	3.80	3.60	3.43	3.86	-	3.57	3.54	3.50	
12 I am given opportunities to be innovative or creative.**	-	3.69	-	3.65	-	3.88	-	3.72	-	3.64	-	3.80	-	3.95	-	3.57	-	3.77	
13 I am given opportunities to be collaborative.**	-	3.78	-	3.74	-	4.00	-	3.72	-	3.83	-	3.86	-	4.14	-	3.71	-	3.69	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																			
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	3.87	3.89	4.06	4.00	3.73	3.87	3.84	4.00	3.90	4.14	4.05	-	3.57	3.89	3.78	
15 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	3.83	3.89	4.06	3.95	3.73	3.79	3.82	3.84	3.82	3.93	4.00	-	3.29	3.79	3.80	
16 Those around me are committed to doing quality work.	4.12	4.10	4.07	4.04	4.21	4.26	4.28	4.13	4.22	4.12	4.24	4.14	4.23	4.43	-	4.43	4.28	4.23	
17 I have positive interactions with my co-workers.**	-	4.19	-	4.17	-	4.37	-	4.05	-	4.13	-	4.17	-	4.33	-	4.29	-	4.17	
18 I enjoy the work climate that exists between my co-workers and me.**	-	4.00	-	3.99	-	4.16	-	3.92	-	4.05	-	3.97	-	4.00	-	4.00	-	4.01	
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																			
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.29	3.42	3.42	3.78	3.15	3.05	3.16	3.47	3.43	3.53	3.21	3.76	-	3.00	3.31	3.32	
20 My supervisor encourages a positive work climate.**	-	3.90	-	3.87	-	4.09	-	3.72	-	4.09	-	3.95	-	4.00	-	3.29	-	3.87	
21 My supervisor promotes open communication and feedback.**	-	3.90	-	3.85	-	4.20	-	3.68	-	4.01	-	3.98	-	4.29	-	3.14	-	3.89	
22 My supervisor treats me with dignity and respect.**	-	4.29	-	4.24	-	4.51	-	4.25	-	4.35	-	4.35	-	4.43	-	3.71	-	4.37	
<b>SECTION 6: Do employees feel connected to their department?</b>																			
23 Clear reporting structures are established within my department.	3.79	3.87	3.80	3.92	3.92	3.90	3.60	3.49	3.89	3.94	3.62	3.56	4.14	3.62	-	3.71	3.71	3.78	
24 I receive clear information about changes being made within my department.	3.32	3.43	3.30	3.43	3.47	3.54	3.11	3.22	3.56	3.70	3.36	3.28	3.71	3.14	-	3.00	3.21	3.37	
25 I know how my department measures success.	3.26	3.41	3.23	3.39	3.46	3.50	3.11	3.26	3.45	3.56	3.31	3.40	3.64	3.43	-	3.14	3.17	3.46	
26 I know how my work contributes to the success of my department.	3.84	3.92	3.85	3.92	3.88	4.11	3.76	3.86	3.95	4.08	3.64	3.73	4.36	4.10	-	3.29	3.85	3.72	
27 My department demonstrates support for a diverse workforce.	4.00	4.08	3.99	4.06	4.12	4.25	3.72	4.07	4.30	4.21	3.86	3.96	4.31	4.05	-	4.50	4.00	3.94	
28 I enjoy being part of my department.	3.96	4.00	3.93	3.95	4.14	4.25	3.81	3.97	4.05	4.13	4.04	3.99	4.43	4.19	-	3.86	4.00	4.02	
Rate the extent to which your department approached the following to advance the University Mission:**																			
29 Accountability	-	3.97	-	3.95	-	4.17	-	3.73	-	4.06	-	3.94	-	4.14	-	4.00	-	4.02	
30 Innovation	-	3.82	-	3.79	-	4.08	-	3.87	-	3.75	-	3.83	-	4.00	-	3.57	-	3.79	
31 Creativity	-	3.80	-	3.77	-	4.04	-	3.81	-	3.68	-	3.82	-	4.00	-	3.86	-	3.72	
32 Openness	-	3.68	-	3.65	-	3.85	-	3.45	-	3.89	-	3.69	-	3.76	-	3.14	-	3.63	
33 Collaboration	-	3.89	-	3.86	-	4.03	-	3.75	-	3.97	-	3.95	-	3.95	-	3.57	-	3.86	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																			
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	3.71	3.74	3.84	3.92	3.59	3.38	3.60	3.79	3.80	3.26	3.80	3.67	-	3.29	3.75	3.62	
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.17	3.29	3.30	3.43	2.92	3.04	3.33	3.54	3.25	3.15	3.79	3.19	-	3.14	3.11	3.25	
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.14	3.31	3.31	3.50	2.97	3.20	3.13	3.50	3.18	3.26	3.71	3.14	-	3.29	3.26	3.34	
37 I enjoy being part of Washington State University.	4.07	4.08	4.05	4.06	4.29	4.39	4.15	3.91	3.94	4.18	4.10	3.96	4.43	3.90	-	4.29	4.11	4.08	
38 Overall, I am satisfied at work	3.84	3.86	3.80	3.82	4.06	4.15	3.85	3.80	3.76	3.94	3.95	3.83	4.00	3.86	-	3.86	3.89	3.85	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace.**</b>																			
I am comfortable with utilizing University resources.**	-	3.75	-	3.75	-	3.99	-	3.67	-	3.68	-	3.69	-	3.48	-	3.86	-	3.49	
My supervisor encourages me to use the University resources available to me.**	-	3.47	-	3.48	-	3.67	-	3.40	-	3.46	-	3.31	-	3.53	-	3.43	-	2.97	
I have concerns regarding work climate.**	-	3.54	-	3.50	-	3.67	-	3.31	-	3.68	-	3.59	-	3.67	-	3.14	-	3.79	
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.73	-	3.94	-	3.80	-	3.92	-	3.81	-	3.76	-	3.29	-	3.80	

# APPENDIX C.1: Breakdown by Areas

	Overall Average		Academic Outreach & Innovation*		Agricultural, Human & Natural Resource Sciences, College of		CAHRS- Extension		Alumni Relations and University Communications*		Arts and Sciences, College of		Athletics		Business, Carson College of		Communication, Edward R. Murrow College of		Economic Development and Public Affairs **		Education, College of		Engineering & Architecture, Volland College of		Enrollment		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
# of Respondents	1891	1958	14	30	198	247	109	61	36	36	137	185	26	33	25	51	24	25	-	9	51	45	43	52	36	43	
Overall Average for statements 1-38	3.72	3.81	3.66	3.72	3.75	3.80	3.79	3.82	3.75	3.71	3.54	3.61	3.93	3.94	3.76	3.77	3.61	3.77	-	4.10	3.83	3.96	3.91	3.86	3.83	4.13	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																											
1 I know what is expected of me at work.	4.38	4.37	4.57	4.27	4.44	4.34	4.32	4.23	4.33	4.25	4.20	4.34	4.54	4.58	4.40	4.39	4.21	4.28	-	4.67	4.35	4.55	4.47	4.37	4.61	4.51	
2 I receive the information I need to perform my job.	4.06	4.03	3.93	4.00	4.16	3.96	4.09	3.92	4.03	3.97	3.99	3.99	4.27	4.24	3.88	4.04	3.92	3.92	-	4.25	4.06	4.27	4.21	3.98	4.17	4.26	
3 I have the resources and training to do my job effectively.*	3.99	4.00	3.79	4.00	4.02	3.99	3.88	3.87	4.03	3.89	3.51	3.93	4.12	4.42	3.80	3.86	4.04	3.68	-	4.22	3.94	4.16	4.14	3.84	4.19	4.02	
4 I have the technology I need to do my job efficiently.	4.15	4.09	4.14	4.27	4.18	4.10	4.17	4.03	4.31	4.11	3.64	3.88	4.15	4.30	3.76	4.10	4.33	3.72	-	3.89	3.96	4.43	4.30	3.88	4.26	4.26	
<b>SECTION 2: Do employees feel they are valued?</b>																											
5 I am recognized for doing a good job.	3.41	3.50	3.31	3.55	3.52	3.46	3.49	3.45	3.50	3.29	3.28	3.37	3.69	3.52	3.56	3.46	3.33	3.60	-	3.63	3.73	3.69	3.69	3.68	3.54	3.88	
6 My supervisor values me and the work I do.	3.84	3.93	3.77	3.77	3.92	3.90	3.93	3.82	4.06	3.80	3.60	3.83	3.92	4.30	4.04	3.96	3.74	3.92	-	3.88	4.02	4.11	4.07	3.94	3.86	4.26	
7 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.29	3.72	3.47	3.54	3.42	3.49	3.86	3.86	2.70	3.26	3.88	3.97	3.40	3.42	3.50	3.70	-	3.75	3.36	3.38	3.63	3.35	3.37	4.00	
8 I feel appropriately compensated for my level of position.**	-	3.17	-	3.07	-	3.12	-	2.98	-	3.25	-	2.72	-	2.82	-	2.92	-	3.52	-	3.00	-	3.24	-	3.67	-	3.47	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																											
9 I am encouraged to develop myself professionally.	3.44	3.59	3.07	3.40	3.58	3.58	3.65	3.82	3.33	3.08	3.49	3.39	3.35	3.58	3.60	3.62	3.54	3.36	-	3.78	3.73	3.73	3.74	3.56	3.39	3.79	
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.29	3.70	3.67	3.72	3.67	3.80	3.78	3.36	3.39	3.37	3.81	3.84	3.84	3.55	3.38	3.67	-	3.75	3.78	3.82	3.79	3.69	3.66	4.12	
11 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.57	4.03	3.73	3.69	3.77	3.73	3.67	3.50	3.21	3.44	3.81	4.03	3.75	3.61	3.17	3.44	-	4.13	3.61	3.78	3.84	3.76	3.72	4.12	
12 I am given opportunities to be innovative or creative. **	-	3.69	-	3.83	-	3.82	-	3.89	-	3.50	-	3.47	-	3.94	-	3.73	-	3.56	-	4.00	-	3.77	-	3.84	-	3.90	
13 I am given opportunities to be collaborative. **	-	3.78	-	3.77	-	3.85	-	4.07	-	3.81	-	3.48	-	3.94	-	3.59	-	3.64	-	4.44	-	4.00	-	3.88	-	4.02	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																											
14 A spirit of cooperation and teamwork exists between my co-workers and me.	3.85	3.88	3.79	3.60	3.95	3.93	4.04	3.97	3.94	3.83	3.49	3.60	4.00	3.97	4.00	3.63	3.79	4.04	-	4.22	3.92	3.71	4.07	3.90	4.00	4.19	
15 Knowledge and information sharing is practiced between my co-workers and me.	3.80	3.84	3.64	3.60	3.90	3.91	3.89	3.93	3.78	3.67	3.51	3.54	3.96	3.88	3.68	3.49	3.71	4.00	-	4.33	3.76	3.71	3.88	3.80	4.08	4.10	
16 Those around me are committed to doing quality work.	4.12	4.10	3.71	3.80	4.22	4.12	4.34	4.18	4.11	4.08	4.21	3.98	4.27	3.97	4.24	3.98	4.38	4.16	-	4.67	4.24	4.16	4.30	4.20	4.17	4.17	
17 I have positive interactions with my co-workers. **	-	4.19	-	4.10	-	4.13	-	4.33	-	4.08	-	3.99	-	4.15	-	4.12	-	4.20	-	4.56	-	4.22	-	4.24	-	4.31	
18 I enjoy the work climate that exists between my co-workers and me. **	-	4.00	-	3.83	-	4.02	-	4.07	-	3.78	-	3.78	-	4.06	-	3.84	-	4.08	-	4.11	-	4.02	-	4.12	-	4.12	
<b>SECTION 5: Do employees feel satisfied with their supervisor? **</b>																											
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.29	3.45	3.14	3.41	3.35	3.54	3.49	3.58	3.33	3.31	3.03	3.18	3.36	3.67	3.38	3.39	3.08	3.48	-	3.33	3.61	3.77	3.40	3.35	3.06	3.84	
20 My supervisor encourages a positive work climate. **	-	3.90	-	3.77	-	3.95	-	3.86	-	3.77	-	3.72	-	4.36	-	4.14	-	4.00	-	3.89	-	3.93	-	3.88	-	4.26	
21 My supervisor promotes open communication and feedback. **	-	3.90	-	3.87	-	3.94	-	4.00	-	3.66	-	3.64	-	4.24	-	4.02	-	3.84	-	4.11	-	4.05	-	3.84	-	4.31	
22 My supervisor treats me with dignity and respect. **	-	4.29	-	4.20	-	4.31	-	4.28	-	4.14	-	4.21	-	4.64	-	4.39	-	4.16	-	4.33	-	4.36	-	4.29	-	4.57	
<b>SECTION 6: Do employees feel connected to their department?</b>																											
23 Clear reporting structures are established within my department.	3.79	3.87	3.79	3.70	3.76	3.72	3.68	3.62	3.58	3.77	3.69	3.62	4.28	3.82	3.92	3.74	3.79	3.75	-	3.78	3.74	4.23	3.81	3.96	4.00	4.47	
24 I receive clear information about changes being made within my department.	3.32	3.43	3.29	3.13	3.29	3.31	3.41	3.36	3.33	3.42	3.63	3.27	3.35	3.34	3.48	3.48	3.04	3.38	-	3.67	3.64	3.75	3.52	3.67	3.32	3.95	
25 I know how my department measures success.	3.26	3.41	3.29	3.17	3.24	3.38	3.42	3.44	3.11	3.11	3.65	3.32	3.60	3.55	3.40	3.54	2.96	3.25	-	3.89	3.45	3.60	3.51	3.49	3.29	3.95	
26 I know how my work contributes to the success of my department.	3.84	3.92	3.86	3.80	3.73	3.79	3.74	3.74	3.89	3.92	3.77	3.87	4.16	4.33	3.84	4.00	3.75	3.88	-	4.25	3.82	3.98	4.12	3.80	3.89	4.31	
27 My department demonstrates support for a diverse workforce.	4.00	4.08	4.08	3.66	3.98	4.08	3.93	3.97	4.03	4.06	3.86	3.86	4.19	4.03	4.13	4.14	3.79	3.96	-	4.43	4.10	4.19	4.27	4.13	4.00	4.50	
28 I enjoy being part of my department.	3.96	4.00	3.79	3.83	3.95	3.96	4.13	4.16	4.06	3.74	3.80	3.66	4.27	4.24	3.96	4.00	3.74	4.04	-	4.71	4.04	4.18	4.21	4.08	4.06	4.31	
Rate the extent to which your department approaches the following to advance the University Mission: **																											
29 Accountability	-	3.97	-	3.75	-	3.90	-	4.10	-	3.78	-	3.77	-	4.09	-	3.92	-	4.38	-	4.86	-	4.18	-	3.94	-	4.32	
30 Innovation	-	3.82	-	3.86	-	3.83	-	3.92	-	3.82	-	3.67	-	3.70	-	3.83	-	3.65	-	4.57	-	4.03	-	4.06	-	4.23	
31 Creativity	-	3.80	-	3.79	-	3.83	-	3.93	-	4.06	-	3.71	-	3.91	-	3.79	-	3.61	-	4.43	-	3.92	-	3.92	-	4.13	
32 Openness	-	3.68	-	3.52	-	3.67	-	3.66	-	3.58	-	3.53	-	3.63	-	3.59	-	3.74	-	4.43	-	3.90	-	3.77	-	4.20	
33 Collaboration	-	3.89	-	3.59	-	3.87	-	4.03	-	3.75	-	3.71	-	3.88	-	3.73	-	3.88	-	4.43	-	4.08	-	4.00	-	4.29	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																											
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.71	3.70	3.92	3.79	3.56	3.57	3.83	3.39	3.64	3.38	3.25	3.60	3.96	3.65	3.56	3.67	3.38	3.36	-	4.25	3.89	3.77	3.92	3.63	3.94	4.35	
35 I receive clear information about changes being made within my college/area.	3.18	3.29	3.21	3.10	3.14	3.28	3.29	3.18	3.28	3.36	3.19	3.06	3.32	3.30	3.28	3.41	3.00	3.08	-	3.50	3.47	3.69	3.26	3.43	3.31	3.72	
36 I receive clear information about changes being made within WSU.	3.16	3.33	3.43	3.27	3.17	3.33	3.19	3.22	3.11	3.42	3.06	3.11	3.31	3.47	2.96	3.33	3.13	3.13	-	3.38	3.27	3.77	3.19	3.39	3.34	3.35	
37 I enjoy being part of Washington State University.	4.07	4.08	4.07	4.07	3.99	3.97	4.15	4.03	3.86	4.06	3.69	3.63	4.46	4.42	4.12	4.20	4.04	4.16	-	4.25	4.06	4.20	4.36	4.30	4.60	4.33	
38 Overall, I am satisfied at work.	3.84	3.86	3.71	3.83	3.89	3.80	3.93	3.93	3.83	3.67	3.69	3.58	4.31	4.06	3.96	3.80	3.58	3.92	-	4.13	4.08	4.09	4.14	3.92	3.97	4.14	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																											
I am comfortable with utilizing University resources.**	-	3.75	-	3.57	-	3.75	-	3.67	-	3.79	-	3.62	-	3.63	-	3.90	-	3.29	-	3.29	-	4.05	-	3.90	-	4.14	
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	3.48	-	3.40	-	3.29	-	3.56	-	3.25	-	3.34	-	3.50	-	3.05	-	3.50	-	3.59	-	3.40	-	3.93	
I have concerns regarding work climate.**	-	3.54	-	3.28	-	3.47	-	3.64	-	3.40	-	3.39	-	3.79	-	3.61	-	3.56	-	4.25	-	3.52	-	3.54	-	3.98	
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.75	-	3.82	-	3.67	-	3.66	-	3.70	-	3.91	-	4.02	-	3.80	-								



# APPENDIX C.1: Breakdown by Areas (cont.)

	Overall Average		Finance and Administration, *Now also including Public Services		F&A: Facilities Services		F&A: Financial Services		Graduate School		Information Technology Or Enterprise Systems *		International Programs		Libraries		Medical Sciences, Elson S. Floyd College of *		Nursing, College of		Pharmacy, College of		President, Office of		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
# of Respondents	1891	1958	59	83	129	85	32	15	9	11	41	65	12	19	42	40	10	24	39	58	33	32	14	42	
Overall Average for statements 1-38	3.72	3.81	3.93	3.83	3.59	3.63	3.43	4.03	4.23	4.26	3.56	3.71	3.37	3.79	3.71	4.04	3.86	3.91	3.84	4.04	3.88	3.97	4.01	4.02	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																									
1	4.38	4.37	4.42	4.29	4.49	4.28	4.45	4.67	4.78	5.00	4.29	4.20	4.33	4.47	4.33	4.51	4.10	4.38	4.21	4.59	4.42	4.44	4.36	4.46	4.60
2	4.06	4.03	4.29	4.02	3.96	3.93	3.93	4.27	4.67	4.45	3.98	3.94	4.08	4.05	4.17	4.21	4.00	3.83	4.05	4.24	3.91	4.25	4.36	4.23	4.23
3	3.99	4.00	4.29	3.89	3.91	4.02	3.97	4.00	4.56	4.64	3.85	3.75	3.92	3.95	3.98	4.13	4.10	3.96	4.13	4.07	3.91	4.10	4.43	4.28	4.28
4	4.15	4.09	4.27	3.89	4.02	3.92	3.75	4.20	4.78	4.55	4.20	4.14	3.50	3.95	4.07	4.18	4.40	4.08	4.26	4.17	4.18	4.28	4.43	4.20	4.20
<b>SECTION 2: Do employees feel they are valued?</b>																									
5	3.41	3.50	3.66	3.60	3.20	3.31	3.21	3.93	3.78	3.91	3.41	3.43	3.25	3.63	3.33	3.83	3.20	3.74	3.58	3.79	3.74	3.88	3.64	3.62	3.90
6	3.84	3.93	3.86	4.05	3.81	3.80	3.38	4.13	3.89	4.36	3.90	3.98	3.33	3.95	3.68	4.23	4.10	4.38	3.95	4.25	3.91	4.22	4.31	3.90	3.90
7	3.41	3.63	3.61	3.95	3.24	3.63	3.24	3.86	3.89	4.10	3.64	3.64	3.00	3.53	3.50	4.00	3.40	4.00	3.41	3.86	3.48	3.81	3.85	3.79	3.79
8	-	3.17	-	3.21	-	3.24	-	3.50	-	3.64	-	3.22	-	3.00	-	3.93	-	3.46	-	3.00	-	3.07	-	3.61	3.61
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																									
9	3.44	3.59	3.79	3.65	3.17	3.29	3.11	4.20	3.78	4.00	3.49	3.63	3.33	3.84	3.51	4.13	3.70	3.65	3.51	3.93	3.59	3.66	3.64	3.51	3.71
10	3.54	3.64	3.56	3.67	3.38	3.43	3.03	4.27	4.22	4.09	3.56	3.45	3.00	3.58	3.43	3.85	3.90	3.50	3.69	3.88	3.67	3.94	3.50	3.64	3.88
11	3.56	3.72	3.76	3.83	3.22	3.60	3.17	4.20	4.22	4.09	3.55	3.57	3.17	3.74	3.33	3.97	3.70	3.83	3.74	3.98	3.91	3.94	3.64	3.88	3.88
12	-	3.69	-	3.60	-	3.42	-	3.80	-	4.18	-	3.45	-	3.74	-	4.00	-	3.75	-	3.95	-	4.03	-	3.45	3.45
13	-	3.78	-	3.67	-	3.48	-	4.13	-	4.18	-	3.69	-	4.16	-	4.03	-	3.92	-	4.07	-	3.97	-	3.90	3.90
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																									
14	3.85	3.88	4.00	3.98	3.74	3.77	3.57	4.27	4.33	4.18	3.71	4.08	3.75	4.11	3.88	3.97	4.30	4.04	4.00	3.98	3.97	4.03	3.93	3.98	3.98
15	3.80	3.84	4.03	4.06	3.66	3.77	3.45	4.13	4.22	4.09	3.54	3.88	3.67	4.05	3.68	3.90	4.30	3.88	3.90	4.02	3.97	4.16	4.00	3.95	3.95
16	4.12	4.10	4.14	4.07	3.91	3.90	3.93	3.87	4.33	4.09	3.88	4.02	3.67	4.37	4.00	4.35	4.70	4.33	4.33	4.40	4.33	4.22	4.31	4.35	4.35
17	-	4.19	-	4.30	-	4.11	-	4.40	-	4.36	-	4.22	-	4.16	-	4.30	-	4.38	-	4.48	-	4.34	-	4.41	4.41
18	-	4.00	-	4.12	-	3.86	-	4.27	-	4.27	-	4.09	-	4.16	-	4.13	-	4.25	-	4.26	-	4.19	-	4.26	4.26
<b>SECTION 5: Do employees feel satisfied with their supervisor? **</b>																									
19	3.29	3.45	3.61	3.39	3.21	3.21	3.07	3.73	3.89	4.00	3.27	3.38	3.17	3.42	2.98	3.77	3.44	3.48	3.29	3.86	3.55	3.81	3.86	3.54	3.54
20	-	3.90	-	3.80	-	3.69	-	4.20	-	4.27	-	3.95	-	3.74	-	4.13	-	4.30	-	4.18	-	4.10	-	4.05	4.05
21	-	3.90	-	3.77	-	3.71	-	4.07	-	4.55	-	3.91	-	3.58	-	3.97	-	4.39	-	4.22	-	4.23	-	3.97	3.97
22	-	4.29	-	4.27	-	3.98	-	4.13	-	4.64	-	4.34	-	4.21	-	4.61	-	4.65	-	4.50	-	4.65	-	4.33	4.33
<b>SECTION 6: Do employees feel connected to their department?</b>																									
23	3.79	3.87	4.10	4.10	3.62	3.58	3.45	4.00	4.56	4.55	3.68	3.69	3.17	3.95	4.00	4.18	3.30	3.39	3.77	3.96	3.84	3.93	4.08	4.44	4.44
24	3.32	3.43	3.81	3.64	3.09	3.27	2.97	3.33	4.44	4.36	2.76	3.20	2.75	3.42	3.51	3.69	3.40	3.25	3.44	3.53	3.33	3.47	3.67	4.10	4.10
25	3.26	3.41	3.58	3.48	2.91	3.12	2.70	3.40	3.78	4.09	2.66	3.06	2.92	3.58	3.29	3.74	3.20	3.13	3.46	3.59	3.55	3.48	3.31	3.64	3.64
26	3.84	3.92	4.05	4.02	3.76	3.80	3.57	4.13	4.44	4.45	3.59	3.65	3.42	3.74	3.79	4.24	4.00	4.08	3.77	4.07	4.15	4.07	4.15	4.13	4.13
27	4.00	4.08	4.12	4.10	3.70	3.82	3.39	3.93	4.75	4.64	3.93	3.83	3.58	3.95	4.03	4.39	4.20	4.30	3.95	4.18	4.13	4.00	4.54	4.29	4.29
28	3.96	4.00	4.07	4.00	3.80	3.78	3.46	4.20	4.11	4.36	3.66	3.94	3.67	3.95	3.90	4.26	4.20	4.21	4.21	4.34	4.21	4.21	4.21	4.36	4.23
Rate the extent to which your department approaches the following to advance the University Mission: **																									
29	-	3.97	-	4.04	-	3.77	-	3.93	-	4.18	-	3.58	-	3.89	-	4.14	-	4.05	-	4.22	-	4.00	-	4.48	4.48
30	-	3.82	-	3.49	-	3.35	-	4.20	-	4.09	-	3.74	-	3.74	-	3.92	-	4.04	-	4.04	-	4.11	-	3.68	3.68
31	-	3.80	-	3.45	-	3.33	-	4.13	-	4.09	-	3.53	-	3.63	-	3.87	-	4.04	-	3.89	-	4.00	-	3.78	3.78
32	-	3.68	-	3.70	-	3.35	-	3.60	-	4.18	-	3.47	-	3.32	-	4.05	-	3.55	-	3.88	-	3.74	-	4.03	4.03
33	-	3.89	-	3.91	-	3.45	-	3.93	-	4.18	-	3.69	-	4.00	-	4.32	-	4.00	-	4.14	-	3.86	-	4.15	4.15
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																									
34	3.71	3.70	3.93	3.77	3.73	3.51	3.48	4.14	4.11	4.55	3.44	3.57	3.08	3.95	3.85	3.97	3.90	3.67	4.03	4.05	3.94	3.77	4.00	3.97	3.97
35	3.18	3.29	3.64	3.30	3.13	3.07	2.79	3.47	3.89	4.36	2.71	3.05	2.50	2.95	3.40	3.38	3.50	3.14	3.31	3.45	3.36	3.19	3.67	3.79	3.79
36	3.16	3.33	3.46	3.37	3.02	3.18	3.07	3.67	3.67	3.64	2.93	3.09	2.75	3.00	3.33	3.30	3.20	3.22	3.44	3.68	3.44	3.35	3.54	3.85	3.85
37	4.07	4.08	4.34	4.14	4.16	4.20	4.00	4.67	4.56	4.36	3.90	4.12	3.67	3.84	3.88	4.13	4.30	4.33	4.33	4.50	4.36	4.25	4.50	4.43	4.43
38	3.84	3.86	3.93	3.87	3.80	3.84	3.64	4.33	4.11	4.27	3.49	3.86	3.50	3.74	3.81	3.98	4.00	4.08	4.21	4.28	4.06	4.13	4.21	4.10	4.10
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																									
I am comfortable with utilizing University resources.**	-	3.75	-	3.68	-	3.58	-	3.57	-	4.09	-	3.49	-	4.05	-	3.95	-	4.00	-	3.93	-	4.17	-	4.24	4.24
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	3.43	-	3.42	-	3.29	-	3.75	-	3.38	-	3.39	-	4.00	-	3.84	-	3.67	-	3.79	-	4.08	4.08
I have concerns regarding work climate.**	-	3.54	-	3.81	-	3.28	-	3.40	-	4.10	-	3.43	-	3.26	-	3.47	-	3.61	-	3.82	-	3.90	-	3.90	3.90
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.57	-	3.54	-	3.77	-	4.60	-	3.73	-	3.53	-	3.89	-	3.90	-	3.98	-	3.97	-	4.17	4.17

# APPENDIX C.1: Breakdown by Areas (cont.)

	Overall Average		Provost & Executive Vice President		Research, Office of		Student Affairs and Administrative Services/Auxiliary Support*		University Advancement and External Affairs*		University Development		Veterinary Medicine, College of		WSU Bverett**		WSU Spokane		WSU Tri-Cities		WSU Vancouver		Not Disclosed	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
# of Respondents	1891	1958	35	46	18	41	106	163	11	26	26	11	107	126	-	4	48	47	33	45	30	49	271	112
Overall Average for statements 1-38	3.72	3.81	3.85	3.98	3.51	4.12	3.72	3.79	4.11	3.65	3.77	4.16	3.86	3.75	-	3.20	3.94	4.04	3.67	3.58	3.98	3.92	3.54	3.51
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																								
1	4.38	4.37	4.42	4.24	4.13	4.68	4.31	4.40	4.30	4.19	4.12	4.36	4.50	4.40	-	3.25	4.54	4.45	4.41	4.24	4.63	4.21	4.32	4.20
2	4.06	4.03	4.08	4.09	3.81	4.22	3.98	4.03	4.40	4.04	4.23	4.36	4.29	4.11	-	3.00	4.21	4.17	4.03	3.71	4.20	4.00	3.97	3.70
3	3.99	4.00	4.31	4.11	3.75	4.22	4.10	4.03	4.30	3.96	4.08	4.09	4.27	4.17	-	3.25	4.17	4.26	4.15	3.82	3.97	4.12	3.87	3.81
4	4.15	4.09	4.42	4.26	4.38	4.15	4.31	4.27	4.45	4.04	4.15	3.73	4.24	4.10	-	4.25	4.38	4.28	4.30	3.86	4.23	4.18	4.06	4.01
<b>SECTION 2: Do employees feel they are valued?</b>																								
5	3.41	3.50	3.50	3.63	3.13	3.78	3.25	3.26	3.64	3.35	3.58	3.73	3.60	3.54	-	2.75	3.72	3.80	3.18	3.27	3.50	3.55	3.19	3.05
6	3.84	3.93	3.96	4.04	3.75	4.20	3.79	3.73	3.91	3.58	3.92	4.18	4.07	3.83	-	3.00	4.13	4.24	3.88	3.74	4.23	4.08	3.61	3.58
7	3.41	3.63	3.58	3.98	3.00	3.90	3.65	3.66	4.09	3.68	3.56	4.45	3.56	3.59	-	2.25	3.81	4.04	3.44	3.19	3.77	3.78	3.14	3.30
8	-	3.17	-	3.35	-	3.20	-	3.21	-	3.16	-	3.64	-	3.26	-	3.00	-	3.32	-	2.80	-	2.98	-	3.22
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																								
9	3.44	3.59	3.65	3.78	3.53	3.95	3.27	3.53	3.73	3.44	3.92	4.30	3.47	3.52	-	3.00	3.85	3.98	3.55	3.50	3.60	3.78	3.18	3.07
10	3.54	3.64	3.50	3.67	3.27	4.08	3.50	3.59	3.73	3.27	3.68	4.00	3.80	3.60	-	3.25	3.83	3.83	3.34	3.36	3.77	3.96	3.27	3.22
11	3.56	3.72	3.62	3.91	3.27	4.15	3.44	3.70	3.82	3.65	3.80	4.18	3.78	3.59	-	3.50	3.88	3.98	3.34	3.52	3.57	3.83	3.37	3.29
12	-	3.69	-	3.84	-	4.12	-	3.66	-	3.69	-	3.55	-	3.54	-	3.00	-	3.77	-	3.64	-	3.76	-	3.39
13	-	3.78	-	3.96	-	4.18	-	3.74	-	3.58	-	4.40	-	3.63	-	3.00	-	4.06	-	3.71	-	3.83	-	3.36
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																								
14	3.85	3.88	4.00	4.04	3.38	4.12	3.74	3.82	4.64	3.85	3.65	4.36	4.05	3.85	-	3.00	3.69	4.15	4.21	3.60	3.97	3.86	3.64	3.63
15	3.80	3.84	3.73	4.02	3.63	4.27	3.83	3.77	4.18	3.65	3.77	4.55	4.04	3.82	-	2.75	3.88	4.02	4.12	3.69	3.97	3.80	3.64	3.67
16	4.12	4.10	4.46	4.26	3.60	4.22	3.75	3.96	4.82	4.04	4.04	4.45	4.21	4.01	-	4.50	3.81	4.17	4.24	3.98	4.23	4.25	4.00	4.05
17	-	4.19	-	4.30	-	4.37	-	4.15	-	4.19	-	4.45	-	4.10	-	4.25	-	4.34	-	3.98	-	4.14	-	4.07
18	-	4.00	-	4.17	-	4.32	-	3.94	-	4.04	-	4.18	-	3.90	-	4.00	-	4.11	-	3.76	-	4.08	-	3.77
<b>SECTION 5: Do employees feel satisfied with their supervisor? **</b>																								
19	3.29	3.45	3.08	3.48	3.06	3.80	3.36	3.40	3.45	3.15	3.44	3.82	3.42	3.22	-	2.25	3.68	3.96	3.48	3.16	3.73	3.47	3.05	3.13
20	-	3.90	-	4.11	-	4.28	-	3.70	-	3.65	-	4.36	-	3.75	-	2.75	-	4.04	-	3.71	-	4.18	-	3.51
21	-	3.90	-	4.11	-	4.34	-	3.75	-	3.77	-	4.45	-	3.77	-	2.50	-	4.20	-	3.72	-	4.16	-	3.51
22	-	4.29	-	4.54	-	4.49	-	4.09	-	4.04	-	4.45	-	4.17	-	3.00	-	4.50	-	4.14	-	4.51	-	4.04
<b>SECTION 6: Do employees feel connected to their department?</b>																								
23	3.79	3.87	4.08	4.20	3.80	4.18	3.92	4.04	4.09	4.00	3.68	4.09	3.76	3.89	-	3.00	4.10	4.06	3.48	3.52	4.23	3.89	3.74	3.60
24	3.32	3.43	3.31	3.65	2.88	3.73	3.21	3.43	3.82	3.15	3.40	4.00	3.35	3.34	-	2.25	3.65	3.67	2.85	3.02	3.87	3.74	3.24	3.00
25	3.26	3.41	3.23	3.67	2.87	3.83	3.21	3.39	3.82	3.12	3.44	3.91	3.33	3.31	-	2.50	3.50	3.60	3.21	3.12	3.73	3.51	3.10	3.15
26	3.84	3.92	4.31	4.04	3.69	4.41	3.85	3.99	4.36	3.69	4.08	4.18	3.89	3.78	-	2.75	4.02	4.11	3.64	3.82	4.33	3.94	3.70	3.68
27	4.00	4.08	4.16	4.26	3.69	4.26	4.13	4.25	4.10	3.84	4.16	4.27	4.12	4.09	-	4.50	4.30	4.33	3.64	3.88	4.67	4.40	3.89	3.60
28	3.96	4.00	4.27	4.20	3.80	4.20	4.05	4.00	4.55	3.60	3.60	4.55	4.12	4.02	-	3.50	4.10	4.13	3.88	3.86	4.27	4.08	3.73	3.68
29	-	3.97	-	4.38	-	4.38	-	3.89	-	3.96	-	4.82	-	3.88	-	4.00	-	4.30	-	3.56	-	4.02	-	3.83
30	-	3.82	-	4.07	-	4.28	-	3.77	-	3.88	-	3.91	-	3.83	-	3.00	-	4.16	-	3.78	-	3.85	-	3.49
31	-	3.80	-	3.96	-	4.18	-	3.80	-	3.88	-	3.82	-	3.73	-	3.50	-	4.16	-	3.80	-	3.83	-	3.44
32	-	3.68	-	3.96	-	4.10	-	3.69	-	3.42	-	4.09	-	3.59	-	3.00	-	3.93	-	3.20	-	4.02	-	3.10
33	-	3.89	-	4.13	-	4.33	-	3.90	-	3.58	-	4.27	-	3.83	-	3.00	-	4.02	-	3.63	-	4.08	-	3.61
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																								
34	3.71	3.70	3.96	3.91	3.40	4.00	3.80	3.88	4.33	3.32	3.76	3.82	3.87	3.64	-	3.50	3.94	3.81	3.63	3.20	4.03	3.79	3.54	3.51
35	3.18	3.29	2.88	3.53	2.94	3.74	3.27	3.32	3.70	2.81	3.46	3.73	3.35	3.20	-	2.75	3.46	3.62	2.76	2.89	3.63	3.61	2.93	2.88
36	3.16	3.33	3.15	3.38	3.19	3.70	3.12	3.37	3.55	3.12	3.27	3.82	3.19	3.21	-	3.25	3.38	3.52	2.88	3.05	3.30	3.61	3.04	3.00
37	4.07	4.08	4.27	4.17	4.00	4.34	4.24	4.11	4.64	3.85	3.96	4.40	4.18	3.98	-	4.00	4.40	4.24	4.15	3.82	4.23	4.10	3.79	3.87
38	3.84	3.86	4.20	3.98	3.80	4.00	3.81	3.83	4.27	3.50	3.54	4.18	3.99	3.78	-	3.50	4.15	4.09	3.94	3.64	3.83	3.86	3.57	3.39
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																								
I am comfortable with utilizing University resources.**	-	3.75	-	4.00	-	3.84	-	3.74	-	3.42	-	3.73	-	3.63	-	4.00	-	3.80	-	3.68	-	3.53	-	3.52
My supervisor encourages me to use the University resources available to me. **	-	3.47	-	3.93	-	3.89	-	3.46	-	3.25	-	4.09	-	3.32	-	3.00	-	3.57	-	3.28	-	3.37	-	2.76
I have concerns regarding work climate.**	-	3.54	-	3.89	-	3.95	-	3.49	-	3.23	-	3.91	-	3.41	-	2.75	-	3.57	-	3.00	-	3.73	-	3.21
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	4.13	-	4.22	-	3.58	-	3.38	-	4.30	-	3.60	-	2.75	-	3.96	-	3.63	-	4.02	-	3.12

# APPENDIX C.2: Breakdown by Areas (Faculty)

	Overall Average (Faculty)		Agricultural, Human & Natural Resource Sciences, College of		CAHNS: Extension		Arts and Sciences, College of		Business, Carson College of		Communication, Edward R. Murrow College of		Education, College of		Engineering & Architecture, Volland College of		Graduate School		International Programs		Libraries		Medical Sciences, College of		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
# of Respondents	472	467	71	98	36	23	70	94	11	23	2	4	32	24	12	26	-	-	5	6	18	15	6	8	
Overall Average for Faculty	3.57	3.73	3.56	3.80	3.78	3.70	3.50	3.39	3.75	3.79	2.16	3.90	3.69	3.88	4.23	3.83	-	4.61	3.39	3.53	3.64	4.18	4.10	3.93	
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																									
I have support to pursue my research opportunities.	3.56	3.63	3.77	3.78	3.65	3.75	2.67	3.25	2.73	3.31	4.00	-	3.79	3.84	4.73	3.61	-	5.00	4.00	3.00	3.94	4.27	4.33	4.02	
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.56	3.85	3.47	3.40	3.57	3.76	3.82	3.91	1.50	4.00	3.94	4.35	4.33	3.57	-	5.00	3.60	3.67	4.11	4.30	3.83	4.01	
I am encouraged to participate in mentoring activities.	3.40	3.68	3.48	3.80	3.36	3.53	3.16	3.48	2.55	3.67	1.00	3.50	3.77	3.95	4.70	3.43	-	4.50	3.40	2.67	3.36	3.64	3.50	3.50	
I am encouraged to engage in extension opportunities.**	-	2.96	-	3.82	-	4.41	-	2.16	-	3.08	-	1.50	-	2.50	-	2.50	-	-	-	2.00	-	2.29	-	2.26	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																									
1 I know what is expected of me at work.	4.18	4.33	4.24	4.32	4.19	4.00	4.20	4.30	4.64	4.39	3.50	4.75	4.16	4.42	4.67	4.38	-	5.00	4.20	4.17	4.24	4.60	4.17	4.39	
2 I receive the information I need to perform my job.	3.89	4.04	3.89	3.98	3.94	3.74	3.99	4.04	4.27	4.22	3.00	4.00	3.84	4.21	4.58	4.12	-	4.50	4.00	4.00	4.06	4.47	4.50	4.23	
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.62	3.96	3.61	3.70	3.51	3.82	4.09	3.96	3.00	3.75	3.63	4.08	3.83	3.96	-	5.00	3.80	4.00	3.65	4.27	4.33	4.14	
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.77	4.01	3.97	3.74	3.64	3.62	3.91	4.13	4.00	3.75	3.72	4.22	4.25	3.92	-	4.00	3.00	3.67	3.81	4.07	4.50	3.85	
<b>SECTION 2: Do employees feel they are valued?</b>																									
5 I am recognized for doing a good job.	3.25	3.44	3.20	3.48	3.51	3.35	3.28	3.15	3.45	3.39	1.00	3.75	3.56	3.63	4.00	3.64	-	4.00	3.60	3.50	3.41	4.07	3.83	3.72	
6 My supervisor values me and the work I do.	3.60	3.84	3.55	3.84	3.92	3.86	3.60	3.60	4.00	4.00	1.00	4.25	3.88	4.00	4.36	4.04	-	4.50	3.60	3.50	3.75	4.47	4.17	4.00	
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.09	3.29	3.06	3.09	2.70	2.76	3.18	3.18	1.50	4.00	3.03	3.00	3.42	3.15	-	4.00	2.60	2.83	3.41	3.93	3.33	3.32	
8 I feel appropriately compensated for my level of position.**	-	3.04	-	3.15	-	3.00	-	2.39	-	3.09	-	3.75	-	3.13	-	3.73	-	5.00	-	2.83	-	3.73	-	3.82	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																									
9 I am encouraged to develop myself professionally.	3.48	3.69	3.57	3.73	4.00	3.91	3.49	3.35	3.45	3.61	1.00	3.75	3.88	3.79	4.25	3.60	-	5.00	3.60	4.00	3.82	4.67	3.83	4.07	
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.57	3.68	3.67	3.91	3.39	3.16	3.82	3.39	2.00	4.25	3.66	3.67	4.25	3.65	-	5.00	2.80	3.17	3.47	4.27	4.17	3.79	
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.56	3.59	3.78	3.68	3.21	3.14	3.40	3.35	1.00	4.25	3.47	3.63	4.33	3.76	-	4.50	3.00	3.33	3.24	4.40	3.83	3.72	
12 I am given opportunities to be innovative or creative.**	-	3.77	-	4.07	-	3.96	-	3.30	-	3.74	-	4.50	-	3.78	-	4.00	-	4.50	-	3.50	-	4.40	-	4.10	
13 I am given opportunities to be collaborative.**	-	3.84	-	3.91	-	4.17	-	3.32	-	3.48	-	3.75	-	4.05	-	3.96	-	4.00	-	4.17	-	4.47	-	4.15	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																									
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.80	3.83	4.11	3.61	3.49	3.25	4.00	3.65	1.50	3.75	3.75	3.71	4.58	3.85	-	4.50	4.20	4.50	3.75	4.29	4.50	4.23	
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.80	3.85	3.89	3.48	3.51	3.32	3.82	3.48	2.00	3.75	3.59	3.75	4.33	3.69	-	4.50	4.00	4.17	3.50	4.20	4.50	4.08	
16 Those around me are committed to doing quality work.	4.14	4.11	4.06	4.10	4.11	3.82	4.21	3.80	4.45	4.09	4.50	4.00	4.16	4.21	4.58	4.24	-	4.50	3.60	4.83	3.87	4.53	4.67	4.32	
17 I have positive interactions with my co-workers.**	-	4.12	-	4.08	-	4.17	-	3.84	-	4.13	-	4.00	-	4.21	-	4.23	-	4.50	-	4.50	-	4.33	-	4.39	
18 I enjoy the work climate that exists between my co-workers and me.**	-	3.95	-	3.98	-	3.83	-	3.54	-	4.00	-	4.00	-	3.96	-	4.12	-	4.50	-	4.67	-	4.43	-	4.43	
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																									
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	3.15	3.56	3.51	3.48	3.03	3.08	3.27	3.48	1.00	3.75	3.53	3.58	3.55	3.38	-	3.50	3.40	2.67	2.69	3.80	4.20	3.38	
20 My supervisor encourages a positive work climate.**	-	3.82	-	3.94	-	3.90	-	3.45	-	4.17	-	4.00	-	3.96	-	3.85	-	4.50	-	2.83	-	4.47	-	3.91	
21 My supervisor promotes open communication and feedback.**	-	3.81	-	3.97	-	3.90	-	3.33	-	4.17	-	4.25	-	4.13	-	3.81	-	5.00	-	2.83	-	4.27	-	3.98	
22 My supervisor treats me with dignity and respect.**	-	4.28	-	4.26	-	4.30	-	4.05	-	4.52	-	4.50	-	4.38	-	4.31	-	5.00	-	3.33	-	5.00	-	4.41	
<b>SECTION 6: Do employees feel connected to their department?</b>																									
23 Clear reporting structures are established within my department.	3.59	3.71	3.70	3.73	3.94	3.61	3.69	3.52	4.09	3.91	2.00	3.75	3.52	4.04	4.25	3.92	-	4.50	3.00	3.67	3.76	4.21	3.67	3.82	
24 I receive clear information about changes being made within my department.	3.40	3.52	3.25	3.47	3.69	3.32	3.63	3.42	4.00	3.45	3.00	3.50	3.55	3.78	4.27	3.85	-	5.00	3.00	3.33	3.41	4.07	3.67	3.76	
25 I know how my department measures success.	3.32	3.55	3.35	3.60	3.69	3.50	3.65	3.34	3.64	3.77	2.00	3.25	3.44	3.79	4.00	3.73	-	5.00	3.40	3.50	3.24	3.86	3.83	3.79	
26 I know how my work contributes to the success of my department.	3.63	3.74	3.49	3.70	3.68	3.43	3.77	3.62	3.73	4.09	2.00	3.75	3.47	3.92	4.33	3.65	-	5.00	3.20	3.50	3.76	4.29	4.17	3.94	
27 My department demonstrates support for a diverse workforce.	3.90	3.97	3.70	3.98	4.00	3.87	3.86	3.55	4.50	4.14	1.00	4.00	3.81	4.13	4.64	4.08	-	5.00	3.80	4.00	3.75	4.46	4.50	4.23	
28 I enjoy being part of my department.	3.81	3.91	3.64	3.84	4.23	3.83	3.80	3.37	4.18	4.23	1.50	4.25	3.77	4.13	4.42	4.15	-	5.00	4.00	3.83	3.88	4.60	4.50	4.28	
Rate the extent to which your department approached the following to advance the University Mission:**																									
29 Accountability	-	3.86	-	4.02	-	4.00	-	3.48	-	3.90	-	4.25	-	4.05	-	3.80	-	4.50	-	3.50	-	4.20	-	4.00	
30 Innovation	-	3.82	-	3.86	-	3.73	-	3.48	-	3.76	-	4.25	-	4.00	-	4.15	-	4.50	-	3.83	-	4.00	-	4.12	
31 Creativity	-	3.78	-	3.85	-	3.76	-	3.49	-	3.76	-	4.25	-	3.86	-	3.96	-	4.50	-	3.67	-	4.07	-	4.05	
32 Openness	-	3.67	-	3.76	-	3.45	-	3.27	-	3.76	-	3.50	-	3.88	-	3.80	-	4.50	-	2.83	-	4.33	-	3.87	
33 Collaboration	-	3.87	-	4.00	-	3.90	-	3.43	-	3.86	-	3.75	-	3.91	-	4.04	-	4.50	-	4.17	-	4.47	-	4.29	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																									
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	3.32	3.43	3.85	3.27	3.25	3.36	3.27	3.77	1.50	4.00	3.89	3.75	4.33	3.63	-	5.00	2.60	3.67	3.82	4.36	4.17	3.89	
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.01	3.38	3.51	3.14	3.19	3.01	3.45	3.57	3.00	3.25	3.50	3.79	3.67	3.65	-	5.00	2.40	2.67	3.35	3.47	3.67	3.46	
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.07	3.39	3.33	3.05	3.06	3.03	2.91	3.35	3.00	3.25	3.22	3.79	3.25	3.46	-	3.50	2.20	2.33	3.41	3.13	3.33	3.05	
37 I enjoy being part of Washington State University.	3.88	3.91	3.73	3.89	4.17	3.90	3.69	3.31	4.27	4.39	3.00	5.00	3.94	4.13	4.25	4.32	-	4.50	3.60	3.50	3.71	4.27	4.67	4.08	
38 Overall, I am satisfied at work	3.80	3.80	3.69	3.81	4.00	3.74	3.69	3.35	4.18	3.96	2.00	4.50	3.91	4.08	4.42	3.96	-	5.00	3.40	3.83	3.71	4.20	4.50	4.09	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace.**</b>																									
I am comfortable with utilizing University resources.**	-	3.75	-	3.70	-	3.57	-	3.49	-	3.87	-	3.75	-	4.00	-	3.92	-	4.50	-	4.17	-	4.29	-	4.22	
My supervisor encourages me to use the University resources available to me.**	-	3.37	-	3.30	-	2.95	-	3.01	-	3.63	-	3.75	-	3.76	-	3.26	-	4.00	-	2.83	-	4.25	-	3.59	
I have concerns regarding work climate.**	-	3.55	-	3.54	-	3.73	-	3.30	-	3.95	-	3.75	-	3.48	-	3.46	-	4.00	-	2.50	-	3.79	-	3.44	
I feel comfortable bringing work climate concerns to my supervisor.**	-</																								

# APPENDIX C.2: Breakdown by Areas (Faculty) cont.

	Overall Average (Faculty)		Nursing, College of		Pharmacy, College of		Provost & Executive Vice President		Research, Office of		Student Affairs		Veterinary Medicine, College of		WSU Spokane		WSU Tri-Cities		WSU Vancouver		Not Disclosed	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
# of Respondents	472	467	17	32	18	14	4	4	-	6	4	6	25	-	4	2	2	8	4	11	131	25
Overall Average for Faculty	3.57	3.73	3.76	4.07	3.58	4.05	3.53	4.30	-	4.35	3.24	3.21	3.72	3.63	4.11	3.35	3.25	3.62	3.84	3.40	3.46	3.53
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																						
I have support to pursue my research opportunities.	3.56	3.63	4.10	3.90	3.40	4.00	3.00	4.00	-	4.17	1.67	2.25	3.85	3.52	4.00	3.00	3.50	3.24	3.00	3.00	3.43	3.25
I have input regarding my teaching opportunities and assignments.	3.55	3.86	4.06	3.97	3.40	4.09	3.00	5.00	-	5.00	3.50	2.75	3.63	3.73	4.00	-	3.00	3.66	4.00	4.13	3.56	3.50
I am encouraged to participate in mentoring activities.	3.40	3.68	3.82	4.07	3.35	4.31	3.33	4.50	-	4.33	3.00	3.50	3.79	3.52	4.33	4.00	3.00	3.68	3.50	3.38	3.59	3.00
I am encouraged to engage in extension opportunities.**	-	2.96	-	2.40	-	3.20	-	3.00	-	3.67	-	4.00	-	1.94	-	-	-	3.20	-	2.33	-	2.00
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																						
1 I know what is expected of me at work.	4.18	4.33	3.94	4.59	4.29	4.50	4.00	3.75	-	4.50	4.25	4.17	4.28	4.19	4.67	3.00	4.00	4.13	4.25	4.10	4.03	4.39
2 I receive the information I need to perform my job.	3.89	4.04	3.82	4.31	3.82	4.21	4.00	4.25	-	4.67	3.75	3.67	3.92	4.11	4.33	3.00	3.50	3.87	4.00	3.90	3.63	3.59
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.88	4.16	3.71	4.14	3.60	3.75	-	4.50	3.00	4.00	4.12	4.07	4.00	4.50	3.50	3.96	4.25	3.73	3.48	4.21
4 I have the technology I need to do my job efficiently.	3.90	3.95	4.06	4.03	3.88	4.50	4.80	4.50	-	4.17	3.50	4.00	4.08	4.00	4.33	5.00	3.00	4.01	4.00	4.09	3.90	4.05
<b>SECTION 2: Do employees feel they are valued?</b>																						
5 I am recognized for doing a good job.	3.25	3.44	3.50	3.91	3.44	3.79	3.20	4.00	-	4.40	2.00	2.50	3.52	3.50	3.67	2.50	3.50	3.20	4.00	2.64	3.15	2.75
6 My supervisor values me and the work I do.	3.60	3.84	3.88	4.35	3.59	4.31	4.20	4.25	-	4.67	2.67	2.50	3.96	3.63	4.33	2.50	3.50	3.47	4.00	3.18	3.41	3.00
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.00	3.78	3.06	3.64	3.20	4.00	-	4.33	2.50	3.21	3.00	3.67	3.50	3.00	3.21	3.25	3.44	2.63	2.93	2.93
8 I feel appropriately compensated for my level of position.**	-	3.04	-	3.00	-	3.36	-	3.50	-	3.50	-	2.67	-	3.32	-	4.00	-	3.37	-	1.91	-	3.13
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																						
9 I am encouraged to develop myself professionally.	3.48	3.69	3.88	4.09	3.59	3.79	3.40	5.00	-	4.20	3.00	3.17	3.44	3.64	4.00	3.00	3.00	3.43	4.00	3.09	3.28	3.14
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.76	4.06	3.24	3.86	3.00	4.25	-	4.33	3.00	3.33	3.56	3.46	4.00	2.50	3.00	4.40	4.25	3.20	3.23	3.67
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.59	4.22	3.41	3.86	4.00	4.25	-	4.50	2.00	3.00	3.60	3.39	4.00	3.50	3.00	3.47	4.00	2.90	3.36	3.36
12 I am given opportunities to be innovative or creative. **	-	3.77	-	4.16	-	4.36	-	4.75	-	4.50	-	3.00	-	3.54	-	2.50	-	3.38	-	3.36	-	3.75
13 I am given opportunities to be collaborative. **	-	3.84	-	4.31	-	4.36	-	4.50	-	4.50	-	3.17	-	3.75	-	4.50	-	3.98	-	3.30	-	3.77
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																						
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.71	4.09	3.59	4.00	3.40	4.25	-	4.17	3.50	3.83	3.96	3.86	4.00	4.50	4.00	3.98	3.50	3.27	3.57	3.83
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.71	4.13	3.71	4.21	3.00	4.25	-	4.33	4.00	3.83	4.00	3.68	4.33	4.50	4.50	4.15	3.50	3.27	3.51	4.00
16 Those around me are committed to doing quality work.	4.14	4.11	4.41	4.41	4.24	4.21	4.40	4.75	-	4.83	4.00	3.67	4.16	4.25	4.33	4.50	3.50	4.16	4.00	4.40	4.02	4.31
17 I have positive interactions with my co-workers. **	-	4.12	-	4.47	-	4.50	-	4.75	-	4.67	-	4.33	-	4.07	-	4.50	-	4.39	-	3.82	-	4.08
18 I enjoy the work climate that exists between my co-workers and me. **	-	3.95	-	4.28	-	4.43	-	4.25	-	4.67	-	4.17	-	3.89	-	4.50	-	4.31	-	3.64	-	4.00
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>																						
19 My supervisor gives me ongoing feedback to help me improve my performance. *	3.08	3.39	3.19	4.09	3.18	3.69	3.00	3.75	-	4.00	1.75	1.83	3.25	3.11	3.67	2.50	3.00	2.89	3.50	2.82	3.89	2.73
20 My supervisor encourages a positive work climate. **	-	3.82	-	4.19	-	4.00	-	4.25	-	4.60	-	2.33	-	3.57	-	2.00	-	3.13	-	3.73	-	3.69
21 My supervisor promotes open communication and feedback. **	-	3.81	-	4.38	-	3.92	-	4.25	-	4.67	-	2.00	-	3.61	-	3.00	-	3.32	-	3.82	-	3.46
22 My supervisor treats me with dignity and respect. **	-	4.28	-	4.63	-	4.77	-	5.00	-	4.67	-	2.60	-	4.14	-	3.50	-	3.73	-	4.18	-	4.00
<b>SECTION 6: Do employees feel connected to their department?</b>																						
23 Clear reporting structures are established within my department.	3.59	3.71	3.53	4.16	3.35	3.83	4.20	4.00	-	4.40	4.50	3.60	3.64	3.56	3.33	2.00	2.50	3.44	3.75	3.20	3.66	3.27
24 I receive clear information about changes being made within my department.	3.40	3.52	3.53	3.63	3.06	3.83	2.60	4.25	-	4.60	4.00	3.17	3.36	3.39	3.33	2.50	3.00	3.42	3.50	3.30	3.24	3.00
25 I know how my department measures success.	3.32	3.55	3.35	3.69	3.24	3.77	2.60	3.75	-	4.20	2.75	2.67	3.58	3.63	4.33	2.00	3.00	3.27	3.50	2.82	3.13	3.64
26 I know how my work contributes to the success of my department.	3.63	3.74	3.53	4.06	3.88	4.31	4.20	4.75	-	4.33	3.00	3.50	3.54	3.39	4.67	3.50	3.00	3.62	4.50	3.09	3.54	3.36
27 My department demonstrates support for a diverse workforce.	3.90	3.97	4.06	4.20	4.19	4.36	4.00	4.25	-	4.50	4.50	3.67	4.12	4.04	4.67	4.50	3.00	4.12	4.50	4.13	3.76	3.56
28 I enjoy being part of my department.	3.81	3.91	4.12	4.50	3.94	4.25	4.00	4.75	-	4.40	3.75	3.17	4.04	3.89	4.33	3.50	3.00	3.76	4.25	3.73	3.64	3.90
Rate the extent to which your department approached the following to advance the University Mission: **																						
29 Accountability	-	3.86	-	4.23	-	4.22	-	4.50	-	4.60	-	3.17	-	3.63	-	3.50	-	3.72	-	3.67	-	3.50
30 Innovation	-	3.82	-	4.13	-	4.27	-	4.75	-	4.67	-	3.33	-	3.74	-	3.50	-	3.81	-	3.50	-	3.75
31 Creativity	-	3.78	-	3.97	-	4.18	-	4.75	-	4.17	-	3.33	-	3.74	-	3.50	-	3.69	-	3.56	-	3.75
32 Openness	-	3.67	-	4.06	-	4.00	-	4.75	-	4.50	-	3.00	-	3.52	-	3.00	-	3.50	-	3.78	-	3.38
33 Collaboration	-	3.87	-	4.23	-	4.09	-	4.75	-	4.50	-	3.33	-	3.78	-	3.50	-	3.78	-	3.80	-	3.75
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																						
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	3.60	4.10	3.60	3.83	3.40	4.25	-	3.80	2.75	3.00	3.45	3.81	5.00	2.00	3.50	3.48	3.75	3.10	3.36	3.67
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.41	3.50	3.00	3.23	2.60	4.25	-	4.20	3.00	3.00	3.24	3.18	3.33	3.00	3.00	3.24	3.00	3.18	2.86	3.33
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.47	3.66	3.19	3.38	3.00	4.25	-	3.83	3.50	3.33	2.88	3.29	3.33	3.00	3.00	3.27	3.00	3.18	2.88	3.22
37 I enjoy being part of Washington State University.	3.88	3.91	4.18	4.59	4.06	4.36	3.80	4.50	-	4.00	4.00	3.50	3.96	3.89	4.33	3.00	3.00	3.71	4.50	3.64	3.62	3.75
38 Overall, I am satisfied at work	3.80	3.80	4.29	4.38	3.82	4.29	4.00	4.25	-	3.67	4.00	3.33	4.04	3.64	4.33	3.50	3.50	3.75	4.25	3.55	3.49	3.75
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																						
I am comfortable with utilizing University resources.**	-	3.75	-	4.09	-	4.31	-	4.00	-	3.75	-	3.00	-	3.76	-	2.50	-	3.25	-	3.18	-	4.25
My supervisor encourages me to use the University resources available to me. **	-	3.37	-	3.81	-	4.27	-	4.33	-	4.00	-	2.50	-	3.52	-	2.00	-	3.01	-	2.67	-	2.75
I have concerns regarding work climate.**	-	3.55	-	4.03	-	4.31	-	4.00	-	4.40	-	3.00	-	3.30	-	4.00	-	3.67	-	3.91	-	3.67
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	4.32	-	4.08	-	3.75	-	4.33	-	2.00	-	3.40	-	2.00	-	2.93	-	3.89	-	3.00

# APPENDIX D.1: Breakdown by Gender (Faculty)

	OVERALL Average		Female		Male		Not-Disclosed	
	2014	2016	2014	2016	2014	2016	2014	2016
<b>% of Respondents</b>			<b>46.3%</b>	<b>49.3%</b>	<b>41.6%</b>	<b>39.6%</b>	<b>12.1%</b>	<b>11.1%</b>
<b>Faculty Response Average</b>	<b>3.57</b>	<b>3.73</b>	<b>3.61</b>	<b>3.74</b>	<b>3.70</b>	<b>3.77</b>	<b>3.28</b>	<b>3.42</b>
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>								
I have support to pursue my research opportunities.	3.56	3.63	3.60	3.54	3.74	3.79	3.15	3.24
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.79	3.91	3.86	3.92	3.43	3.28
I am encouraged to participate in mentoring activities.	3.40	3.68	3.48	3.70	3.58	3.74	3.33	3.26
I am encouraged to engage in extension opportunities.**	-	2.96	-	2.98	-	3.02	-	2.44
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>								
1 I know what is expected of me at work.	4.18	4.33	4.19	4.28	4.28	4.46	4.00	4.04
2 I receive the information I need to perform my job.	3.89	4.04	3.94	4.10	4.01	4.05	3.60	3.61
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.63	3.96	3.78	4.04	3.48	3.80
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.72	3.95	4.04	4.01	3.72	3.75
<b>SECTION 2: Do employees feel they are valued?</b>								
5 I am recognized for doing a good job.	3.25	3.44	3.38	3.51	3.40	3.51	2.70	2.73
6 My supervisor values me and the work I do.	3.60	3.84	3.66	3.91	3.83	3.92	3.15	3.05
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.01	3.31	3.12	3.16	2.26	2.64
8 I feel appropriately compensated for my level of position. **	-	3.04	-	2.96	-	3.17	-	2.86
<b>SECTION 3: Do employees feel they provide individual contributions?</b>								
9 I am encouraged to develop myself professionally.	3.48	3.69	3.63	3.71	3.63	3.75	3.23	3.28
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.51	3.64	3.63	3.58	2.96	3.37
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.48	3.63	3.51	3.57	3.04	3.15
12 I am given opportunities to be innovative or creative. **	-	3.77	-	3.79	-	3.85	-	3.37
13 I am given opportunities to be collaborative. **	-	3.84	-	3.92	-	3.83	-	3.48
<b>SECTION 4: Do employees feel connected to their co-workers?</b>								
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.75	3.80	3.76	3.69	3.38	3.56
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.75	3.77	3.71	3.71	3.30	3.56
16 Those around me are committed to doing quality work.	4.14	4.11	4.21	4.15	4.08	4.07	3.92	4.03
17 I have positive interactions with my co-workers. **	-	4.12	-	4.19	-	4.04	-	4.05
18 I enjoy the work climate that exists between my co-workers and me. **	-	3.95	-	3.99	-	3.91	-	3.88
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>								
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	3.20	3.49	3.27	3.35	2.78	3.00
20 My supervisor encourages a positive work climate. **	-	3.82	-	3.83	-	3.86	-	3.51
21 My supervisor promotes open communication and feedback. **	-	3.81	-	3.84	-	3.84	-	3.59
22 My supervisor treats me with dignity and respect. **	-	4.28	-	4.28	-	4.37	-	3.90
<b>SECTION 6: Do employees feel connected to their department?</b>								
23 Clear reporting structures are established within my department.	3.59	3.71	3.67	3.69	3.75	3.77	3.59	3.54
24 I receive clear information about changes being made within my department.	3.40	3.52	3.41	3.50	3.57	3.61	3.28	3.17
25 I know how my department measures success.	3.32	3.55	3.41	3.46	3.57	3.66	3.14	3.49
26 I know how my work contributes to the success of my department.	3.63	3.74	3.57	3.70	3.79	3.87	3.40	3.31
27 My department demonstrates support for a diverse workforce.	3.90	3.97	3.85	3.91	4.04	4.05	3.43	3.91
28 I enjoy being part of my department.	3.81	3.91	3.85	3.91	3.93	3.95	3.66	3.65
Rate the extent to which your department approached the following to advance the University Mission: **								
29 Accountability	-	3.86	-	3.88	-	3.88	-	3.57
30 Innovation	-	3.82	-	3.80	-	3.86	-	3.69
31 Creativity	-	3.78	-	3.75	-	3.84	-	3.69
32 Openness	-	3.67	-	3.61	-	3.74	-	3.60
33 Collaboration	-	3.87	-	3.88	-	3.91	-	3.62
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>								
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	3.49	3.59	3.59	3.63	3.03	3.09
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.18	3.32	3.26	3.37	2.96	3.06
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.15	3.32	3.13	3.34	2.82	2.86
37 I enjoy being part of Washington State University.	3.88	3.91	3.86	3.92	3.93	3.98	3.45	3.47
38 Overall, I am satisfied at work	3.80	3.80	3.78	3.82	3.88	3.87	3.62	3.30
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>								
I am comfortable with utilizing University resources.**	-	3.75	-	3.77	-	3.78	-	3.38
My supervisor encourages me to use the University resources available to me. **	-	3.37	-	3.39	-	3.43	-	2.75
I have concerns regarding work climate.**	-	3.55	-	3.59	-	3.58	-	3.14
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.75	-	3.90	-	3.00

# APPENDIX D.2: Breakdown by Age (Faculty)

	Overall Average		22 to 35		36 to 45		46 to 55		56 to 65		Over 65		Not-Disclosed	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
	% of Respondents		11.9%	13.7%	18.6%	19.7%	25.2%	21.8%	23.9%	23.8%	4.0%	7.1%	14.2%	13.9%
<b>Faculty Response Average</b>	<b>3.57</b>	<b>3.73</b>	<b>3.76</b>	<b>3.94</b>	<b>3.75</b>	<b>3.76</b>	<b>3.60</b>	<b>3.69</b>	<b>3.60</b>	<b>3.72</b>	<b>3.68</b>	<b>3.88</b>	<b>3.32</b>	<b>3.41</b>
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>														
I have support to pursue my research opportunities.	3.56	3.63	4.11	4.00	3.79	3.65	3.55	3.65	3.49	3.50	3.38	4.00	3.29	3.11
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.49	4.00	3.77	3.73	3.99	3.99	3.78	3.94	4.00	3.96	3.54	3.44
I am encouraged to participate in mentoring activities.	3.40	3.68	3.26	3.92	3.55	3.41	3.46	3.74	3.63	3.89	4.07	3.58	3.33	3.32
I am encouraged to engage in extension opportunities.**	-	2.96	-	3.58	-	2.66	-	2.82	-	3.11	-	2.90	-	2.69
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>														
1 I know what is expected of me at work.	4.18	4.33	4.34	4.25	4.16	4.42	4.15	4.32	4.31	4.28	4.47	4.79	3.98	4.14
2 I receive the information I need to perform my job.	3.89	4.04	4.00	4.13	3.92	4.16	3.91	4.07	3.99	4.00	4.42	4.15	3.68	3.69
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.91	4.17	3.73	3.99	3.50	3.86	3.70	3.88	4.16	4.33	3.55	3.95
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.89	3.97	3.78	3.99	3.72	3.90	3.92	3.94	4.32	4.33	3.91	3.77
<b>SECTION 2: Do employees feel they are valued?</b>														
5 I am recognized for doing a good job.	3.25	3.44	3.53	3.80	3.59	3.45	3.33	3.52	3.34	3.35	3.26	3.70	2.67	2.87
6 My supervisor values me and the work I do.	3.60	3.84	4.00	4.23	3.92	3.91	3.75	3.87	3.57	3.83	3.74	3.90	3.05	3.15
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.36	3.69	3.36	3.45	2.93	3.08	2.87	2.96	2.89	3.29	2.33	2.77
8 I feel appropriately compensated for my level of position. **	-	3.04	-	3.48	-	3.08	-	2.89	-	2.98	-	3.24	-	2.71
<b>SECTION 3: Do employees feel they provide individual contributions?</b>														
9 I am encouraged to develop myself professionally.	3.48	3.69	3.85	4.02	3.84	3.82	3.53	3.65	3.45	3.57	3.68	3.88	3.30	3.27
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.62	3.97	3.75	3.77	3.52	3.61	3.50	3.38	3.63	3.42	2.92	3.33
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.71	3.89	3.68	3.70	3.40	3.56	3.41	3.54	3.37	3.42	3.02	3.09
12 I am given opportunities to be innovative or creative. **	-	3.77	-	3.95	-	3.75	-	3.72	-	3.86	-	4.00	-	3.38
13 I am given opportunities to be collaborative. **	-	3.84	-	4.14	-	3.83	-	3.85	-	3.84	-	3.94	-	3.46
<b>SECTION 4: Do employees feel connected to their co-workers?</b>														
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.89	3.98	3.91	3.79	3.66	3.59	3.63	3.70	3.74	4.03	3.50	3.49
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.82	4.06	3.86	3.77	3.66	3.52	3.60	3.67	3.53	4.06	3.53	3.55
16 Those around me are committed to doing quality work.	4.14	4.11	3.91	4.21	4.21	4.10	4.12	4.07	4.22	4.10	4.37	4.40	3.95	3.92
17 I have positive interactions with my co-workers. **	-	4.12	-	4.29	-	4.20	-	4.04	-	4.09	-	4.19	-	3.94
18 I enjoy the work climate that exists between my co-workers and me. **	-	3.95	-	4.18	-	3.96	-	3.89	-	3.94	-	4.03	-	3.74
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>														
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	3.54	3.71	3.49	3.55	3.18	3.42	3.03	3.29	2.78	3.16	2.79	3.02
20 My supervisor encourages a positive work climate. **	-	3.82	-	4.05	-	3.90	-	3.73	-	3.85	-	3.90	-	3.44
21 My supervisor promotes open communication and feedback. **	-	3.81	-	4.18	-	3.86	-	3.69	-	3.87	-	3.63	-	3.53
22 My supervisor treats me with dignity and respect. **	-	4.28	-	4.59	-	4.35	-	4.22	-	4.30	-	4.37	-	3.85
<b>SECTION 6: Do employees feel connected to their department?</b>														
23 Clear reporting structures are established within my department.	3.59	3.71	3.75	3.58	3.61	3.73	3.68	3.66	3.77	3.89	3.84	3.75	3.58	3.49
24 I receive clear information about changes being made within my department.	3.40	3.52	3.61	3.50	3.47	3.56	3.47	3.57	3.42	3.56	3.63	3.59	3.31	3.24
25 I know how my department measures success.	3.32	3.55	3.41	3.40	3.45	3.49	3.48	3.65	3.57	3.61	3.37	3.63	3.23	3.42
26 I know how my work contributes to the success of my department.	3.63	3.74	3.67	3.73	3.59	3.66	3.64	3.74	3.79	3.85	3.74	4.26	3.41	3.32
27 My department demonstrates support for a diverse workforce.	3.90	3.97	3.98	3.90	4.06	4.06	3.80	3.77	3.92	4.02	3.88	4.50	3.63	3.86
28 I enjoy being part of my department.	3.81	3.91	4.13	4.15	4.03	3.96	3.81	3.85	3.84	3.94	3.58	4.00	3.62	3.49
Rate the extent to which your department approached the following to advance the University Mission: **														
29 Accountability	-	3.86	-	4.00	-	3.91	-	3.79	-	3.87	-	3.97	-	3.61
30 Innovation	-	3.82	-	3.96	-	3.85	-	3.73	-	3.80	-	4.00	-	3.65
31 Creativity	-	3.78	-	4.07	-	3.78	-	3.73	-	3.70	-	3.97	-	3.59
32 Openness	-	3.67	-	3.93	-	3.67	-	3.49	-	3.73	-	3.75	-	3.49
33 Collaboration	-	3.87	-	4.05	-	3.89	-	3.85	-	3.85	-	4.06	-	3.58
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>														
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	3.78	3.72	3.69	3.53	3.52	3.66	3.42	3.63	3.33	3.72	3.09	2.98
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.43	3.39	3.36	3.31	3.20	3.33	3.10	3.34	3.00	3.48	2.95	3.04
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.20	3.40	3.26	3.32	3.17	3.24	2.99	3.24	2.95	3.70	2.92	3.04
37 I enjoy being part of Washington State University.	3.88	3.91	4.00	4.17	4.13	3.99	3.80	3.86	3.82	3.84	3.79	4.15	3.43	3.53
38 Overall, I am satisfied at work	3.80	3.80	4.02	4.05	3.95	3.86	3.76	3.76	3.77	3.76	4.00	4.03	3.48	3.38
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>														
I am comfortable with utilizing University resources.**	-	3.75	-	3.87	-	3.77	-	3.75	-	3.68	-	4.06	-	3.43
My supervisor encourages me to use the University resources available to me. **	-	3.37	-	3.69	-	3.41	-	3.32	-	3.26	-	3.75	-	2.85
I have concerns regarding work climate.**	-	3.55	-	3.85	-	3.69	-	3.50	-	3.50	-	3.50	-	3.15
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	4.02	-	3.79	-	3.66	-	3.94	-	3.63	-	3.24

# APPENDIX D.3: Breakdown by Ethnicity / Race (Faculty)

	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	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
<b>% of Respondents</b>			1.1%	1.0%	3.2%	3.6%	0.9%	0.9%	2.6%	2.2%	0.4%	0.3%	79.1%	79.6%	2.2%	2.0%	10.6%	10.4%
<b>Faculty Response Average</b>	3.57	3.73	2.67	2.73	3.79	3.91	3.71	-	4.08	3.61	2.71	-	3.66	3.77	3.50	3.60	3.31	3.49
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																		
I have support to pursue my research opportunities.	3.56	3.63	2.00	3.00	4.00	4.00	4.25	-	4.07	3.50	2.50	-	3.67	3.66	2.75	2.86	3.27	3.38
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.25	-	3.05	3.74	3.33	-	4.08	4.50	3.00	-	3.92	3.96	3.56	3.40	3.47	3.40
I am encouraged to participate in mentoring activities.	3.40	3.68	2.00	-	3.21	3.50	2.75	-	3.69	3.80	1.50	-	3.62	3.75	4.29	3.55	3.18	3.43
I am encouraged to engage in extension opportunities.**	-	2.96	-	3.00	-	3.12	-	-	-	2.25	-	-	-	3.00	-	2.71	-	2.71
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																		
1 I know what is expected of me at work.	4.18	4.33	3.75	3.50	4.64	4.50	4.50	-	4.67	4.29	4.00	-	4.21	4.36	3.89	4.00	3.96	4.17
2 I receive the information I need to perform my job.	3.89	4.04	3.25	2.50	4.18	4.26	4.25	-	4.40	4.29	2.00	-	3.97	4.07	3.89	4.18	3.65	3.74
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.00	5.00	4.04	4.12	3.75	-	4.27	3.71	4.00	-	3.67	4.01	3.33	3.50	3.52	3.86
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.00	5.00	4.00	4.18	4.00	-	4.20	4.14	4.50	-	3.83	3.98	3.67	3.36	3.89	3.77
<b>SECTION 2: Do employees feel they are valued?</b>																		
5 I am recognized for doing a good job.	3.25	3.44	2.25	1.50	3.73	3.85	2.75	-	3.86	3.14	2.00	-	3.42	3.50	3.11	3.18	2.72	3.08
6 My supervisor values me and the work I do.	3.60	3.84	2.25	2.50	3.81	3.97	3.00	-	4.00	3.71	3.00	-	3.78	3.92	3.33	3.80	3.25	3.38
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	2.00	2.50	3.22	3.68	4.00	-	3.60	2.57	1.50	-	3.09	3.24	2.00	3.10	2.33	2.81
8 I feel appropriately compensated for my level of position.**	-	3.04	-	2.50	-	3.44	-	-	-	2.43	-	-	-	3.07	-	2.64	-	2.82
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																		
9 I am encouraged to develop myself professionally.	3.48	3.69	1.50	3.50	3.59	4.18	3.75	-	4.20	4.00	2.00	-	3.69	3.71	3.78	3.45	3.11	3.32
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	2.00	2.50	3.48	3.91	4.00	-	3.93	3.71	2.00	-	3.60	3.61	3.33	3.26	3.07	3.38
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	1.75	2.50	3.41	3.94	3.75	-	4.13	3.43	2.50	-	3.53	3.62	3.50	3.50	2.99	3.14
12 I am given opportunities to be innovative or creative.**	-	3.77	-	2.50	-	3.97	-	-	-	4.14	-	-	-	3.82	-	3.55	-	3.48
13 I am given opportunities to be collaborative.**	-	3.84	-	3.50	-	3.97	-	-	-	3.86	-	-	-	3.89	-	3.73	-	3.57
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																		
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.00	3.00	4.11	3.91	3.50	-	4.27	3.57	1.50	-	3.72	3.76	3.56	3.55	3.51	3.58
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.00	3.50	4.07	3.97	3.25	-	3.87	3.86	2.00	-	3.69	3.74	3.33	3.73	3.59	3.52
16 Those around me are committed to doing quality work.	4.14	4.11	3.75	2.50	4.07	4.15	4.50	-	4.20	3.86	3.50	-	4.17	4.14	4.11	3.91	3.93	4.05
17 I have positive interactions with my co-workers.**	-	4.12	-	3.50	-	4.29	-	-	-	4.00	-	-	-	4.14	-	4.00	-	3.97
18 I enjoy the work climate that exists between my co-workers and me.**	-	3.95	-	2.50	-	4.06	-	-	-	3.57	-	-	-	3.99	-	3.82	-	3.78
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																		
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	1.25	2.50	3.48	3.88	3.25	-	3.80	3.43	3.00	-	3.22	3.38	3.00	3.70	2.92	3.13
20 My supervisor encourages a positive work climate.**	-	3.82	-	3.00	-	4.03	-	-	-	3.71	-	-	-	3.84	-	3.90	-	3.61
21 My supervisor promotes open communication and feedback.**	-	3.81	-	2.50	-	3.97	-	-	-	3.71	-	-	-	3.84	-	4.10	-	3.58
22 My supervisor treats me with dignity and respect.**	-	4.28	-	4.00	-	4.44	-	-	-	4.57	-	-	-	4.33	-	4.09	-	3.95
<b>SECTION 6: Do employees feel connected to their department?</b>																		
23 Clear reporting structures are established within my department.	3.59	3.71	3.50	1.50	3.96	3.94	4.00	-	4.27	3.43	2.50	-	3.69	3.75	4.11	3.55	3.50	3.49
24 I receive clear information about changes being made within my department.	3.40	3.52	3.00	1.50	3.82	4.00	4.00	-	3.93	3.57	3.00	-	3.44	3.54	3.89	3.64	3.26	3.22
25 I know how my department measures success.	3.32	3.55	2.00	1.50	3.50	3.76	3.50	-	3.86	3.14	3.50	-	3.49	3.58	3.56	3.09	3.23	3.42
26 I know how my work contributes to the success of my department.	3.63	3.74	2.75	3.00	3.93	3.94	4.00	-	4.00	3.29	3.00	-	3.65	3.77	4.00	4.00	3.41	3.48
27 My department demonstrates support for a diverse workforce.	3.90	3.97	3.67	2.50	3.74	3.69	3.25	-	4.07	3.83	3.00	-	3.94	4.03	3.78	3.70	3.73	3.89
28 I enjoy being part of my department.	3.81	3.91	3.25	3.00	3.93	4.00	4.00	-	4.33	3.71	2.50	-	3.91	3.94	3.67	3.91	3.61	3.70
Rate the extent to which your department approached the following to advance the University Mission:**																		
29 Accountability	-	3.86	-	3.00	-	3.91	-	-	-	3.67	-	-	-	3.90	-	4.00	-	3.62
30 Innovation	-	3.82	-	2.00	-	3.79	-	-	-	3.71	-	-	-	3.86	-	3.60	-	3.70
31 Creativity	-	3.78	-	2.00	-	3.68	-	-	-	3.71	-	-	-	3.84	-	3.55	-	3.67
32 Openness	-	3.67	-	2.00	-	3.62	-	-	-	4.14	-	-	-	3.69	-	3.70	-	3.54
33 Collaboration	-	3.87	-	2.50	-	4.00	-	-	-	4.14	-	-	-	3.89	-	3.91	-	3.70
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																		
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	1.75	2.50	3.86	3.79	3.75	-	4.17	2.80	3.50	-	3.55	3.63	3.17	3.70	3.02	3.18
35 I receive clear information about changes being made within my college/area.	3.14	3.32	1.75	1.50	3.62	3.71	3.75	-	3.87	2.83	2.50	-	3.20	3.34	3.33	3.18	2.90	3.09
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.00	1.50	3.73	3.56	3.25	-	3.53	2.67	2.50	-	3.11	3.34	3.11	3.36	2.74	2.98
37 I enjoy being part of Washington State University.	3.88	3.91	3.25	3.50	4.07	4.00	4.00	-	4.53	3.57	2.50	-	3.89	3.96	3.56	3.82	3.51	3.65
38 Overall, I am satisfied at work	3.80	3.80	3.75	3.00	3.89	3.88	3.75	-	4.33	3.57	3.00	-	3.84	3.85	3.44	3.73	3.57	3.58
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace.**</b>																		
I am comfortable with utilizing University resources.**	-	3.75	-	3.00	-	3.94	-	-	-	2.83	-	-	-	3.78	-	3.80	-	3.56
My supervisor encourages me to use the University resources available to me.**	-	3.37	-	2.50	-	4.00	-	-	-	2.83	-	-	-	3.38	-	3.40	-	2.90
I have concerns regarding work climate.**	-	3.55	-	2.00	-	3.35	-	-	-	3.57	-	-	-	3.62	-	3.73	-	3.29
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.00	-	3.73	-	-	-	3.67	-	-	-	3.83	-	3.90	-	3.39

# APPENDIX D.4: Breakdown by Years of Service (Faculty)

	Average		> 1yr		1-5 yrs		5-10 yrs		10-15 yrs		15-20 yrs		20+ yrs		Not Disclosed		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
<b>% of Respondents</b>			<b>11.7%</b>	<b>11.1%</b>	<b>21.6%</b>	<b>24.0%</b>	<b>19.9%</b>	<b>15.4%</b>	<b>15.3%</b>	<b>16.3%</b>	<b>10.2%</b>	<b>13.1%</b>	<b>16.7%</b>	<b>15.8%</b>	<b>2.5%</b>	<b>4.3%</b>	
<b>Faculty Response Average</b>	<b>3.57</b>	<b>3.73</b>	<b>3.95</b>	<b>4.02</b>	<b>3.70</b>	<b>3.85</b>	<b>3.55</b>	<b>3.52</b>	<b>3.59</b>	<b>3.63</b>	<b>3.54</b>	<b>3.68</b>	<b>3.43</b>	<b>3.70</b>	<b>3.35</b>	<b>3.62</b>	
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																	
I have support to pursue my research opportunities.	3.56	3.63	4.15	4.11	3.65	3.75	3.54	3.33	3.52	3.45	3.50	3.60	3.42	3.69	3.57	3.00	
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.62	4.00	3.69	3.97	3.82	3.78	3.95	3.66	3.89	3.93	3.68	3.88	3.56	3.00	
I am encouraged to participate in mentoring activities.	3.40	3.68	3.79	3.80	3.13	3.84	3.63	3.20	3.59	3.65	3.64	3.80	3.44	3.83	3.44	3.00	
I am encouraged to engage in extension opportunities.**	-	2.96	-	3.70	-	3.03	-	2.44	-	2.49	-	3.14	-	3.20	-	3.00	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																	
1 I know what is expected of me at work.	4.18	4.33	4.49	4.23	4.11	4.31	4.17	4.34	4.14	4.39	4.15	4.40	4.27	4.27	4.20	4.43	
2 I receive the information I need to perform my job.	3.89	4.04	4.11	4.13	3.93	4.11	3.88	4.01	3.89	4.07	3.91	4.03	3.91	3.96	4.00	3.46	
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.80	4.12	3.84	4.06	3.73	3.96	3.47	3.91	3.50	3.88	3.61	3.89	3.70	4.20	
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.78	4.15	3.89	4.06	3.88	3.87	3.82	3.71	3.88	4.00	3.84	3.89	3.90	4.13	
<b>SECTION 2: Do employees feel they are valued?</b>																	
5 I am recognized for doing a good job.	3.25	3.44	3.80	3.77	3.43	3.54	3.24	3.20	3.35	3.49	3.23	3.38	3.03	3.42	2.50	2.75	
6 My supervisor values me and the work I do.	3.60	3.84	4.15	4.10	3.77	4.03	3.69	3.75	3.76	3.74	3.41	3.78	3.31	3.73	3.20	3.00	
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.45	3.78	3.23	3.39	2.96	3.01	2.85	2.99	2.85	3.20	2.51	2.86	2.67	3.00	
8 I feel appropriately compensated for my level of position. **	-	3.04	-	3.41	-	3.14	-	2.92	-	2.59	-	3.20	-	3.04	-	3.08	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																	
9 I am encouraged to develop myself professionally.	3.48	3.69	4.09	4.04	3.72	3.93	3.43	3.27	3.62	3.61	3.36	3.59	3.29	3.71	3.89	3.20	
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.81	4.12	3.58	3.77	3.46	3.39	3.49	3.41	3.38	3.38	3.30	3.47	3.33	3.75	
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.91	4.18	3.64	3.79	3.30	3.24	3.44	3.42	3.25	3.44	3.19	3.35	3.00	3.55	
12 I am given opportunities to be innovative or creative. **	-	3.77	-	4.08	-	3.85	-	3.51	-	3.60	-	3.75	-	3.88	-	3.83	
13 I am given opportunities to be collaborative. **	-	3.84	-	4.21	-	3.86	-	3.47	-	3.79	-	3.85	-	3.97	-	3.91	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																	
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	4.00	4.12	4.02	3.89	3.61	3.46	3.61	3.64	3.60	3.63	3.49	3.64	2.75	3.89	
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.93	4.16	3.94	3.88	3.62	3.50	3.53	3.55	3.56	3.66	3.54	3.59	3.00	4.11	
16 Those around me are committed to doing quality work.	4.14	4.11	4.18	4.36	4.18	4.17	4.01	3.83	4.12	4.12	4.23	4.07	4.09	4.07	4.00	4.50	
17 I have positive interactions with my co-workers. **	-	4.12	-	4.31	-	4.26	-	3.89	-	4.15	-	3.97	-	4.08	-	4.20	
18 I enjoy the work climate that exists between my co-workers and me. **	-	3.95	-	4.30	-	4.04	-	3.78	-	3.87	-	3.77	-	3.93	-	4.10	
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>																	
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	3.68	3.73	3.35	3.56	3.16	3.16	3.20	3.45	2.91	3.37	2.73	3.14	3.30	2.75	
20 My supervisor encourages a positive work climate. **	-	3.82	-	4.04	-	4.06	-	3.59	-	3.55	-	3.72	-	3.89	-	3.70	
21 My supervisor promotes open communication and feedback. **	-	3.81	-	4.16	-	4.08	-	3.58	-	3.59	-	3.62	-	3.84	-	3.50	
22 My supervisor treats me with dignity and respect. **	-	4.28	-	4.53	-	4.47	-	4.11	-	4.12	-	4.20	-	4.25	-	4.11	
<b>SECTION 6: Do employees feel connected to their department?</b>																	
23 Clear reporting structures are established within my department.	3.59	3.71	3.96	3.81	3.61	3.70	3.54	3.52	3.85	3.76	3.68	3.77	3.67	3.75	3.88	3.50	
24 I receive clear information about changes being made within my department.	3.40	3.52	3.94	3.71	3.51	3.59	3.29	3.33	3.40	3.51	3.52	3.48	3.31	3.59	3.25	3.00	
25 I know how my department measures success.	3.32	3.55	3.72	3.60	3.45	3.58	3.32	3.24	3.24	3.55	3.68	3.48	3.51	3.80	3.25	3.63	
26 I know how my work contributes to the success of my department.	3.63	3.74	3.94	3.92	3.57	3.68	3.53	3.58	3.61	3.82	3.75	3.67	3.62	3.88	3.75	3.38	
27 My department demonstrates support for a diverse workforce.	3.90	3.97	4.29	4.23	3.92	4.09	3.90	3.72	3.81	3.97	3.93	3.86	3.71	3.97	2.88	3.83	
28 I enjoy being part of my department.	3.81	3.91	4.43	4.24	4.08	4.10	3.79	3.69	3.68	3.83	3.75	3.83	3.55	3.78	3.43	3.71	
Rate the extent to which your department approached the following to advance the University Mission: **																	
29 Accountability	-	3.86	-	3.95	-	3.97	-	3.77	-	3.74	-	3.88	-	3.84	-	3.60	
30 Innovation	-	3.82	-	4.06	-	3.94	-	3.60	-	3.70	-	3.80	-	3.81	-	4.00	
31 Creativity	-	3.78	-	4.18	-	3.90	-	3.68	-	3.47	-	3.74	-	3.78	-	4.00	
32 Openness	-	3.67	-	4.06	-	3.83	-	3.52	-	3.46	-	3.58	-	3.60	-	3.40	
33 Collaboration	-	3.87	-	4.15	-	4.00	-	3.68	-	3.76	-	3.78	-	3.88	-	3.80	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																	
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	4.00	3.86	3.65	3.66	3.24	3.41	3.64	3.58	3.17	3.57	3.33	3.32	3.00	4.40	
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.71	3.47	3.32	3.38	3.03	3.19	3.27	3.32	3.13	3.23	2.86	3.29	3.00	3.60	
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.35	3.45	3.27	3.43	3.04	3.14	3.27	3.23	2.88	3.17	2.81	3.26	2.88	3.60	
37 I enjoy being part of Washington State University.	3.88	3.91	4.34	4.37	4.09	4.06	3.76	3.75	3.77	3.79	3.67	3.81	3.53	3.76	3.13	3.80	
38 Overall, I am satisfied at work	3.80	3.80	4.22	4.15	4.01	3.91	3.68	3.61	3.74	3.83	3.73	3.76	3.55	3.60	3.25	3.80	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace. **</b>																	
I am comfortable with utilizing University resources.**	-	3.75	-	4.04	-	3.74	-	3.58	-	3.83	-	3.68	-	3.67	-	4.33	
My supervisor encourages me to use the University resources available to me. **	-	3.37	-	3.75	-	3.64	-	2.97	-	3.30	-	3.16	-	3.31	-	3.00	
I have concerns regarding work climate.**	-	3.55	-	4.08	-	3.76	-	3.46	-	3.31	-	3.22	-	3.46	-	4.00	
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	4.17	-	3.94	-	3.62	-	3.40	-	3.70	-	3.81	-	3.00	



# APPENDIX D.5: Breakdown by Location (Faculty)

	Overall		Pullman		Spokane		Tri-Cities		Vancouver		Extension		Downtown Seattle		Everett		Other		
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	
% of Respondents	3.58	3.75	69.82%	68.63%	10.20%	9.53%	3.95%	4.18%	4.97%	6.37%	6.41%	5.14%	0.75%	1.12%	0.37%	3.90%	4.66%	3.76	
Faculty Response Average	3.58	3.75	3.60	3.72	3.75	3.94	3.44	3.63	3.41	3.75	3.70	3.80	3.85	3.28	4.18	3.55	4.66%	3.76	
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																			
I have support to pursue my research opportunities.	3.56	3.63	3.64	3.57	3.76	3.89	3.32	3.73	3.19	3.50	3.75	3.93	3.50	1.00	-	4.50	3.40	3.15	
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.78	3.83	3.84	3.93	3.30	4.08	4.12	4.26	3.58	3.19	3.00	2.00	-	4.00	3.50	3.85	
I am encouraged to participate in mentoring activities.	3.40	3.68	3.51	3.70	3.63	4.18	3.23	3.31	3.42	3.76	3.40	3.65	3.60	2.00	-	3.50	3.60	2.71	
I am encouraged to engage in extension opportunities.**	-	2.96	-	2.74	-	2.81	-	2.25	-	2.62	-	4.32	-	2.00	-	5.00	-	2.33	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																			
1 I know what is expected of me at work.	4.18	4.33	4.26	4.33	4.19	4.43	3.96	4.44	4.06	4.30	4.07	4.31	4.20	3.00	-	4.00	4.33	4.22	
2 I receive the information I need to perform my job.	3.89	4.04	3.97	4.06	4.01	3.98	3.63	3.94	3.69	4.23	3.79	4.08	4.00	3.00	-	3.50	4.24	3.84	
3 I have the resources and training to do my job effectively.*	3.68	3.98	3.66	3.98	3.90	4.04	3.63	3.97	3.51	4.00	3.50	3.88	4.00	3.50	-	4.00	3.81	4.06	
4 I have the technology I need to do my job efficiently.	3.90	3.95	3.77	3.87	4.09	4.12	4.04	4.06	3.71	4.00	3.86	4.00	4.40	4.00	-	3.50	4.00	4.09	
<b>SECTION 2: Do employees feel they are valued?</b>																			
5 I am recognized for doing a good job.	3.25	3.44	3.31	3.48	3.49	3.71	2.91	3.06	3.14	3.32	3.34	3.49	3.80	3.50	-	4.50	3.19	3.10	
6 My supervisor values me and the work I do.	3.60	3.84	3.72	3.80	3.81	4.06	3.35	3.83	3.24	3.86	3.67	3.94	4.00	3.00	-	5.00	3.52	3.57	
7 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	2.96	3.13	3.10	3.63	2.70	2.96	2.79	3.00	2.98	3.28	2.75	4.00	-	4.00	3.10	3.17	
8 I feel appropriately compensated for my level of position.**	-	3.04	-	3.11	-	3.33	-	2.56	-	2.59	-	3.04	-	2.50	-	4.00	-	3.03	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																			
9 I am encouraged to develop myself professionally.	3.48	3.69	3.54	3.68	3.68	3.96	3.43	3.47	3.51	3.68	3.90	3.83	3.75	3.50	-	4.50	3.47	3.25	
10 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.46	3.55	3.63	3.61	3.21	3.32	3.53	3.60	3.60	3.83	3.60	3.00	-	4.50	3.50	3.80	
11 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.40	3.57	3.53	3.84	3.22	3.10	3.29	3.53	3.76	3.61	3.40	3.00	-	3.50	3.55	3.52	
12 I am given opportunities to be innovative or creative.**	-	3.77	-	3.72	-	3.92	-	3.73	-	3.66	-	4.00	-	3.00	-	4.50	-	3.83	
13 I am given opportunities to be collaborative.**	-	3.84	-	3.82	-	4.06	-	3.68	-	3.74	-	3.98	-	3.50	-	4.50	-	3.79	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																			
14 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.69	3.70	3.81	3.94	3.58	3.66	3.38	3.66	4.10	3.81	4.20	3.00	-	4.50	3.47	3.77	
15 Knowledge and information sharing is practiced between me and my co-workers.	3.73	3.72	3.68	3.67	3.87	4.04	3.58	3.69	3.29	3.66	3.88	3.71	4.00	3.00	-	4.00	3.37	3.85	
16 Those around me are committed to doing quality work.	4.14	4.11	4.06	4.04	4.29	4.12	4.25	4.21	4.09	4.21	4.14	4.09	4.20	4.50	-	4.50	4.18	4.46	
17 I have positive interactions with my co-workers.**	-	4.12	-	4.07	-	4.37	-	4.19	-	4.02	-	4.13	-	4.50	-	4.50	-	4.11	
18 I enjoy the work climate that exists between my co-workers and me.**	-	3.95	-	3.88	-	4.20	-	4.00	-	3.93	-	3.96	-	3.50	-	4.00	-	4.07	
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																			
19 My supervisor gives me ongoing feedback to help me improve my performance.*	3.08	3.39	3.23	3.37	3.28	3.71	2.58	2.94	2.71	3.34	3.38	3.59	3.40	2.50	-	4.50	3.15	3.23	
20 My supervisor encourages a positive work climate.**	-	3.82	-	3.72	-	3.92	-	3.70	-	4.07	-	4.09	-	2.50	-	4.50	-	3.86	
21 My supervisor promotes open communication and feedback.**	-	3.81	-	3.70	-	3.98	-	3.66	-	4.00	-	4.05	-	3.50	-	4.50	-	4.00	
22 My supervisor treats me with dignity and respect.**	-	4.28	-	4.19	-	4.45	-	4.36	-	4.39	-	4.42	-	3.00	-	5.00	-	4.37	
<b>SECTION 6: Do employees feel connected to their department?</b>																			
23 Clear reporting structures are established within my department.	3.59	3.71	3.74	3.76	3.67	3.67	3.50	3.24	3.44	3.74	3.88	3.70	3.80	3.00	-	4.50	3.42	3.75	
24 I receive clear information about changes being made within my department.	3.40	3.52	3.53	3.59	3.44	3.57	3.35	3.14	3.21	3.53	3.60	3.40	3.80	3.00	-	4.00	2.84	3.36	
25 I know how my department measures success.	3.32	3.55	3.52	3.60	3.49	3.47	3.09	3.23	3.24	3.48	3.52	3.72	3.60	2.50	-	4.00	3.00	3.44	
26 I know how my work contributes to the success of my department.	3.63	3.74	3.65	3.74	3.80	4.10	3.39	3.55	3.57	3.84	3.44	3.54	3.80	3.50	-	4.00	3.79	3.44	
27 My department demonstrates support for a diverse workforce.	3.90	3.97	3.87	3.90	4.15	4.17	3.68	4.16	3.90	4.15	3.89	3.84	4.25	3.50	-	4.50	3.17	3.91	
28 I enjoy being part of my department.	3.81	3.91	3.79	3.82	4.13	4.18	3.70	4.11	3.68	4.02	4.02	3.89	4.60	3.50	-	4.50	3.82	3.88	
<b>Rate the extent to which your department approached the following to advance the University Mission:**</b>																			
29 Accountability	-	3.86	-	3.80	-	4.02	-	3.76	-	3.95	-	3.93	-	3.50	-	4.00	-	3.95	
30 Innovation	-	3.82	-	3.75	-	4.04	-	3.88	-	3.72	-	3.93	-	3.50	-	4.50	-	4.00	
31 Creativity	-	3.78	-	3.73	-	3.94	-	3.84	-	3.63	-	3.95	-	3.50	-	4.50	-	3.85	
32 Openness	-	3.67	-	3.61	-	3.83	-	3.62	-	3.80	-	3.66	-	3.50	-	3.50	-	3.74	
33 Collaboration	-	3.87	-	3.82	-	4.04	-	3.72	-	3.88	-	4.05	-	3.50	-	4.50	-	3.90	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																			
34 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.51	3.57	3.45	3.62	3.71	3.80	3.29	3.14	3.17	3.63	3.63	3.17	3.33	3.00	-	3.00	3.60	3.85	
35 I receive clear information about changes being made within my college/area.	3.14	3.32	3.17	3.35	3.24	3.35	3.04	2.87	2.94	3.36	3.38	3.26	3.80	3.00	-	3.50	3.33	3.55	
36 I receive clear information about changes being made within WSU.	3.08	3.29	3.07	3.26	3.24	3.47	3.00	3.17	2.91	3.30	3.21	3.28	3.60	2.50	-	3.00	3.22	3.52	
37 I enjoy being part of Washington State University.	3.88	3.91	3.77	3.80	4.13	4.37	4.09	3.97	3.54	3.93	4.00	4.00	4.20	3.50	-	4.50	3.61	3.91	
38 Overall, I am satisfied at work	3.80	3.80	3.73	3.72	4.04	4.14	3.87	3.93	3.63	3.77	3.90	3.87	3.80	3.00	-	4.50	4.00	3.78	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace.**</b>																			
I am comfortable with utilizing University resources.**	-	3.75	-	3.73	-	4.04	-	3.96	-	3.60	-	3.67	-	3.00	-	4.00	-	3.52	
My supervisor encourages me to use the University resources available to me.**	-	3.37	-	3.40	-	3.62	-	3.54	-	3.32	-	3.16	-	1.50	-	4.50	-	2.82	
I have concerns regarding work climate.**	-	3.55	-	3.40	-	3.88	-	3.57	-	3.70	-	3.73	-	2.50	-	4.00	-	4.00	
I feel comfortable bringing work climate concerns to my supervisor.**	-	3.77	-	3.66	-	3.87	-	4.04	-	4.00	-	3.84	-	2.50	-	4.50	-	3.82	