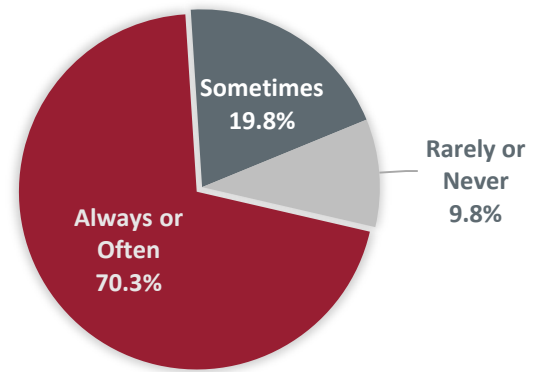


For the 2018 Employee Engagement Survey (EES) there were 303 respondents in 2018 compared to 185 respondents in 2016 who identified their department within the College of Arts and Sciences. For 2018, the survey was sent to 658 active employees within the College of Arts and Sciences resulting in a 45.9% response rate. The response average for statements 1-39 was 3.65 for 2018 compared to 3.61 in 2016 resulting in an increase in the overall response average from 2016. For 2018 66.3% identified themselves as Faculty, 18.2% identified as Administrative Professional and 15.5% identified themselves as Civil Service.

As explained in the 2018 EES Results Report, responses were measured using a 5-option Likert scale with “Never” equaling 1 and “Always” equaling 5 to determine the frequency in which employees identified with the statements.

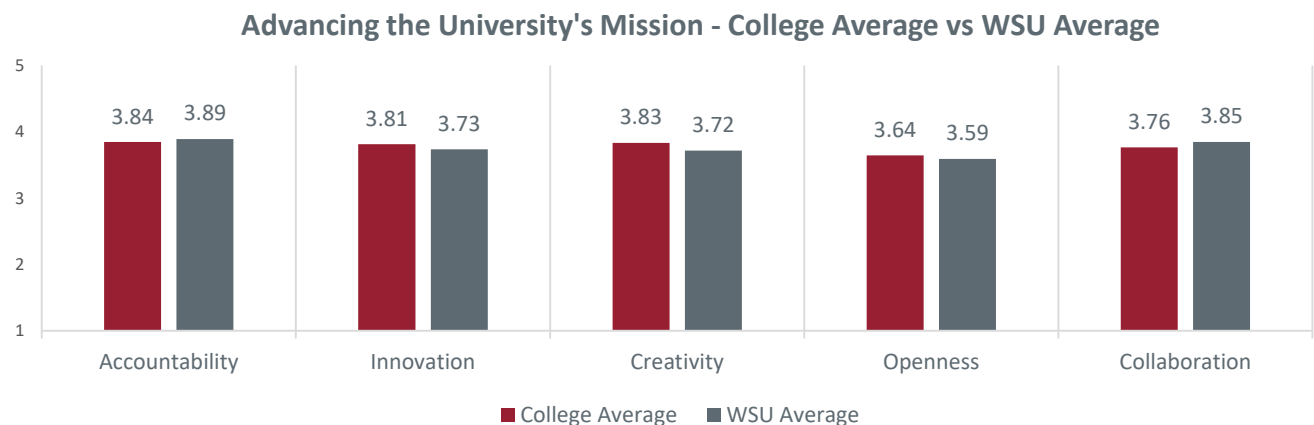
For the 2018 survey, 70.3% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.54 from 3.58 for 2016. A breakdown of response averages can be found at the end of this report on page 4.



ENJOY BEING PART OF THEIR DEPARTMENT

### ADVANCING THE UNIVERSITY’S MISSION:

The survey asked respondents to identify the extent to which their department approached advancement of the University’s mission, specifically as it related to the University goals of accountability, innovation, creativity, openness, and collaboration. This graph demonstrates the response average within the College of Arts and Sciences compared to the overall WSU average:



### HIGHEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I know what is expected of me at work.	4.20	4.34	4.34	4.35
I have the training to do my job effectively.*	3.51	3.93	4.25	4.10
My supervisor treats me with dignity and respect.	-	4.21	4.24	4.27
Those around me are committed to doing quality work.	4.21	3.98	4.08	4.10

*\*Updated for 2018; \*\*New for 2018*

### LOWEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I utilize wellbeing programs and resources available to employees.	-	-	2.38	2.49
I feel appropriately compensated for my level of position.	-	2.72	2.63	3.05
My department fosters a culture of health and wellness.	-	-	2.66	3.27
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	2.66	3.28

*\*Updated for 2018; \*\*New for 2018*

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

Statements	College Average 2014	College Average 2016	College Average 2018	Change
I have the training to do my job effectively.*	3.51	3.93	4.25	0.32
I receive clear information about changes being made within my department.	3.63	3.27	3.53	0.27
I enjoy being part of my department.	3.80	3.66	3.86	0.20
I know how my department measures success.	3.65	3.32	3.50	0.18
I am comfortable with utilizing University resources.	-	3.62	3.21	-0.41
My supervisor encourages me to use the University resources available to me.	-	3.25	2.89	-0.36
I feel comfortable bringing work climate concerns to my supervisor.	-	3.70	3.45	-0.26
I feel encouraged to have a good balance between work and personal life.	2.70	3.26	3.08	-0.18
I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.25	3.60	3.42	-0.18

*\*Updated for 2018; \*\*New for 2018*

### ACTION ITEMS:

In reviewing the lowest college response averages and the statements with negative change from 2016 to 2018 in the College of Arts and Sciences, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- *Provide employees with resources regarding employee wellness and encourage the use of WSU employee wellness programs.*
- *Ensure supervisors are familiar with resources and provide employees with resources as appropriate and encourage the use of University resources.*
- *Identify positions with inappropriate compensation.*
- *Identify ways to encourage work/life balance for employees.*
- *Evaluate how input is solicited and taken into consideration.*

## ACTION ITEMS (CONTINUED):

- *Provide employees with internal and external resources for workplace climate concerns and encourage the reporting of concerns.*

## EMPLOYEE FEEDBACK:

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

- *I get a lot of support, though, from the larger Tri-Cities community and from my students.*
- *The chair or Vancouver CAS director--works very hard and are efficient and competent.*
- *My supervisor Anna Chow is FANTASTIC! I've been a member of four departments over my 20 year career in higher education, and Anna is the best chair I've ever had. She conducts herself extremely well in all aspects, and I feel valued and well supported as a member of her team. We all have a great working relationship in my advising program, and I think this is due to Anna's leadership.*
- *My direct supervisor this year is the Director of the School of the Environment. In my 4 + years he is the 4th director. He is outstanding.*
- *I REALLY appreciate how the new president posts update letters with actual information, particularly about the budget.*
- *Communications:*
  - *Communication both within the campus and between campuses needs improvement;*
  - *Previously, communication of changes across school was deficient, but the has recently, after many years, we have been assigned a director, and things have improved dramatically;*
  - *There is a lack of communication, or otherwise, unprofessional communication from the Vice Chancellor of Academic Affairs office;*
  - *Lack of communication between the administration and faculty.*
- *Classifications vs job duties performed varies and payment is not uniform across campus for that job classification.*
- *Compensation:*
  - *Higher pay for Civil service;*
  - *Upper admin salaries are enormously high; Administrators at this institution are paid exorbitant salaries (and there are FAR too many of them) staff and faculty salaries are well below those at our peer institutions;*
  - *WSU has no apparent policies for determining salaries;*
  - *The amount of money taken out of my paycheck each month for life and health insurance leaves me little to live on;*
  - *Senior faculty should be rewarded with the higher salaries they deserve;*
  - *Faculty of all ranks carry very heavy teaching loads, but are underpaid;*
  - *Disparities in compensation at WSU are deplorable in comparison to other R1 universities;*
  - *How can adjuncts who have taught for WSUV over a period of five years or more improve their salary options;*
  - *We should be able to have the option to have our 9-month salary spread over 12 months;*
  - *I do not have any recourse to get a raise other than applying for another job.*
- *There is great deal of fear among employees regarding their continued employment, support for their research, and availability of summer employment.*
- *The loss of Performing Arts has contributed to general anxiety regarding whether our contributions are recognized by the university.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *Discourage the sexist, racist, and anti-intellectual attitudes still so prevalent among a big portion of the student body.*
- *Each year i feel less and less valued by wsu. persistent budget cuts play a major role here.*
- *As a non-tenure track faculty member, I feel that my academic research, publishing, and conference presentations are not encouraged or supported the way that these activities were when I was a graduate student.*
- *Employee Expectations:*
  - *Expectations for non-tenure track faculty are not clear and/or change frequently, and there is concern that there is too much potential for exploitation of these faculty;*
  - *There are inconsistencies between department/college expectations and non-Pullman campus expectations;*
  - *Discrepancy between Pullman expectations for teaching/research/service and Tri-Cities' expectations for teaching/service.*
- *It is not clear that the university is adequately invested in the career progression and retention of faculty outside the tenure track.*
- *There is an overall climate of workaholism in my department specifically and in the university as a whole.*
- *Employee Input:*
  - *The Provost refuses to listen to the voices of actual academic advisors;*
  - *Many decisions that negatively affect me and my coworkers are initially presented to us as discussions for which the administration would like feedback. Then, when feedback on the issue is provided, we are told that the decision has already been made.*
  - *Faculty input is nonexistent.*
- *Higher administration performance needs to be addressed as well as climate comes from top to bottom at WSU.*
- *The Tri-Cities campus has a number of inefficient practices that inhibit me from doing my job effectively. It's not clear to whom I should go with these concerns.*
- *The building I work in has been having some air quality problems. Some of the offices, specifically mine, will frequently have cigarette smoke from outside pumped into the room through the air vents.*
- *Transparency of the Dean's Office decisions concerning employees.*
- *Non-Pullman campus life is difficult. We are always competing with faculty who have more support for research and greater respect for research than faculty at branch campuses. We have ecological issues that intersect with university mission to provide us with less solicitude for core mission of the university.*
- *The overwhelming (and growing) level of bureaucratic overhead involved with doing research or just about anything on campus is become a big problem. We do not need more programs, we need to scale back the number of hoops we must jump through just to do our jobs!*
- *Tenure or promotion processes remain opaque.*
- *"Policies" do not go through the proper channels, nor do faculty become aware of "policies" in a timely manner.*
- *I have not had a substantive conversation about my career at WSU in the entire time I have worked here. Being located away from the campus in Pullman and not being tenure track, it remains unclear to me the roles of the academic director on campus and my chair in Pullman as to what their roles are regarding my professional development.*
- *Pullman is so isolated geographically, it is not easy to participate in conferences and workshops held in big cities during a semester.*
- *We are consistently asked to do more with less and I have to say it is quite discouraging.*
- *WSU needs to get its spending under control.*
- *No paths for promotion unless you are one of the "privileged".*
- *No accountability for chancellors at branch campuses.*
- *The significant expenditures at the top administrative levels while squeezing every dollar out of the lower level staff and faculty lowers morale and does not serve students well.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *University Mission:*
  - *WSU needs to completely re-prioritize to focus on its basic mission: instruction and research;*
  - *I find it interesting that there is this "Drive for 25" and yet, it seems that this is really only relevant to very niche areas of research;*
  - *It seems there are multiple research areas being neglected and support not received;*
  - *The shrinkage by number of tenure-track hires in my college and department threatens the future of our research and teaching mission;*
  - *It's embarrassing to be connected to WSU, given its priorities to advance football to the detriment of education. The administration has its priorities in the wrong place.*
- *Continued spending on athletics and cutting instructional financial support makes it clear that WSU does not value their teaching faculty, despite the fact that teaching faculty bring in the bulk of tuition dollars that keep the university afloat.*
- *I am currently concerned about the budget cuts targeting NTT clinical faculty in particular,*
- *I do not feel valued by WSU or the College.*
- *There is very limited administrative support, particularly in managing finances/expenditures for grants and the like, and ensuring timely reimbursement of travel and grant expenses, as well as a lack of good communication.*
- *I am dismayed by the proportion of WSU resources that continues to feed the administration, when the rest of us are continually asked to do more with less.*
- *We have hit rock bottom with respect to systemic divestment from the academic mission, with the disregard for the needs of students, staff, and faculty, with the lack of communication, ... and a culture of disrespect and disregard.*
- *I feel that there is no clear research direction for the university and that issues are being dealt with on an ad hoc basis that is hurting potential future research.*
- *Administrators at this institution are completely out of touch with staff and faculty.*
- *Weak leadership at the college and chair or director level has always been a serious problem at WSU in the time I have been here. I have personally witnessed a dozen or so situations where lack of clear leadership and lack of accountability directly led to good people being hurt.*
- *As a non-tenure track faculty member, I do not feel valued or supported in any way by my College or the University in general.*
- *I do not consider the economic goals, or the strategies for growth, of the university compatible to those of a higher education model but rather those of a business or corporate model.*
- *WSU creates a highly hostile environment for anyone who happens to hold political views which are unpopular at the moment and uses oppressive pseudomoralisms to repress expression of such views.*
- *WSU and the College of Arts and Sciences are not open to innovation or even hearing about forward-looking ideas.*
- *There are some radical activists in our department who police other faculty and create a repressive and accusatory environment.*
- *As an adjunct, I feel isolated from departmental activities, campus-wide policies and changes, and colleagues.*
- *On the Tri-Cities campus, I have an Academic Director and a Vice Chancellor for Academic Affairs is toxic and hostile, particularly to NTT and women faculty.*
- *Administrative leadership in the Office of Academic Affairs promotes a culture of hostility and toxicity in which I do not feel supported as an employee and in which I feel threatened for attempting to do my job and do it well.*
- *Oversimplifying, upper level administration does not really respect faculty.*
- *The racial climate in the department, college, and university is smothering. As a person of color, I feel marginalized for my race. I know that many other faculty of color feel the same way. Administration seems absolutely clueless about making us feel welcome or safe.*
- *The university needs to address differences in how women are treated and valued compared to their male colleagues.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College Average			WSU Average
		2014	2016	2018	2018
<b>Statement 1-39 Overall Average</b>		<b>3.79</b>	<b>3.82</b>	<b>3.78</b>	<b>3.76</b>
1	I know what is expected of me at work.	4.20	4.34	4.34	4.35
2	I receive the information I need to perform my job.	3.99	3.99	4.00	4.02
3	I have the training to do my job effectively.*	3.51	3.93	4.25	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.46	3.75
5	I have the technology I need to do my job efficiently.	3.64	3.88	3.75	3.96
6	I am recognized for doing a good job.	3.28	3.37	3.33	3.45
7	My supervisor values me and the work I do.	3.60	3.83	3.79	3.91
8	I feel encouraged to have a good balance between work and personal life.	2.70	3.26	3.08	3.59
9	I feel appropriately compensated for my level of position.	-	2.72	2.63	3.05
10	I am encouraged to develop myself professionally.	3.49	3.39	3.46	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.39	3.37	3.49	3.61
12	I am encouraged to come up with better ways of doing things.	3.21	3.44	3.45	3.66
13	I am given opportunities to be innovative or creative.	-	3.47	3.58	3.66
14	I am given opportunities to be collaborative.	-	3.48	3.56	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	3.49	3.60	3.59	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.51	3.54	3.66	3.79
17	Those around me are committed to doing quality work.	4.21	3.98	4.08	4.10
18	I have positive interactions with my co-workers.	-	3.99	4.03	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	3.78	3.82	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.03	3.18	3.30	3.43
21	My supervisor encourages a positive work climate.	-	3.72	3.81	3.88
22	My supervisor promotes open communication and feedback.	-	3.64	3.76	3.83
23	My supervisor treats me with dignity and respect.	-	4.21	4.24	4.27
24	Clear reporting structures are established within my department.	3.69	3.62	3.76	3.80
25	I receive clear information about changes being made within my department.	3.63	3.27	3.53	3.37
26	I know how my department measures success.	3.65	3.32	3.50	3.35
27	I know how my work contributes to the success of my department.	3.77	3.87	3.84	3.87
28	My department demonstrates support for a diverse workforce.	3.86	3.86	3.95	4.00
29	I enjoy being part of my department.	3.80	3.66	3.86	3.96
<b>Rate the extent to which your department approached the following to advance the University Mission:</b>					
30	Accountability	-	3.77	3.84	3.89
31	Innovation	-	3.67	3.81	3.73
32	Creativity	-	3.71	3.83	3.72
33	Openness	-	3.53	3.64	3.59
34	Collaboration	-	3.71	3.76	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.25	3.60	3.42	3.65
36	I receive clear information about changes being made within my college or area.	3.19	3.06	3.07	3.22
37	I receive clear information about changes being made within WSU.	3.06	3.11	2.97	3.22
38	I enjoy being part of Washington State University.	3.69	3.63	3.50	3.93
39	Overall, I am satisfied at work.	3.69	3.58	3.54	3.76
	I am comfortable with utilizing University resources.	-	3.62	3.21	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.25	2.89	3.67
	I have concerns regarding work climate.	-	3.39	3.29	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.70	3.45	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.38	2.49
	My department fosters a culture of health and wellness.**	-	-	2.66	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	2.66	3.28

\*Updated for 2018; \*\*New for 2018