

Faculty and Staff Employee Engagement Survey | 2023 |

DETAILED RESULTS

Prepared July 2023 by:



WASHINGTON STATE UNIVERSITY
Human Resource Services

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EXECUTIVE SUMMARY

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

In line with the WSU Strategic Plan 2014–2019, and in an effort to improve institutional effectiveness, the first institution-wide EES was conducted in April 2014 to serve as a baseline in measuring progress and determining how effective improvement efforts are over time. The 2023 EES was sent to all active faculty, administrative professional, and classified staff employees in April 2023. Results from the 2023 survey will be used to continue to identify areas of improvement and assist in developing strategies to enhance the workplace and advance the University's mission and values.

The number of Likert scale questions in the 2023 Employee Engagement Survey increased from 39 statements to 70 statements. This should be taken into consideration as reviewing overall responses averages year over year.

For the 2023 Employee Engagement Survey Vice Presidents, Chancellors, and Deans will be asked to meet with their team to review results, then submit a written action plan to the Chief Human Resource Officer (CHRO). The action plan should address any concerns identified specific to their area/campus/college. Human Resource Services (HRS) will follow up with each area once per quarter to assess progress and identify any resources and support that may be needed to achieve the desired results.

In addition to the survey results provided within this report, HRS released preliminary survey data which contained an overall response breakdown for each statement. The preliminary report is available on the HRS website: hrs.wsu.edu/employee-engagement-survey/.

SURVEY OVERVIEW

ABOUT THE SURVEY

For the 2023 EES, statements were added and/or modified based on employee feedback received from the 2018 survey comments, as well as input provided by senior leadership. The 2023 survey was designed to answer the following key questions:

Section 1**	Do you have what is needed to do your job?
Section 2**	Do employees feel they are valued?
Section 3	Do employees feel they provide individual contributions?
Section 4	Do employees feel connected to their co-workers?
Section 5**	Do employees feel satisfied with their supervisor?
Section 6	Do employees feel connected to their department?
Section 7**	Do employees feel their departments embrace the University's values?
Section 8* **	Do employees feel connected to their college/area?
Section 9**	Do employees feel connected to their campus?
Section 10* **	Do employees feel connected to WSU as a whole?
Resources* **	Are employees aware of resources to address workplace concerns?
Faculty* **	Questions for employees who identified themselves as faculty.

**Updated for 2023 **Questions added for 2023*

HRS continued to utilize the Qualtrics online survey tool to conduct the survey as well as compile the data for analysis and comparison between 2014, 2016, 2018, and 2023. A total of 70 statements were available for administrative professional and classified staff employees and a total of 76 statements were available for faculty. For 2023, there were various statements added to the survey regarding employee’s experience with the college/area, the campus, and the WSU system; these statements were added to address recommendations made in the 2018 survey.

The EES measured the responses using a 5-option Likert scale to determine the frequency in which employees identified with the statements. Specifically, respondents were asked to choose between the following: *Never; Rarely; Sometimes; Often; Always*. The statements were scored 1–5, with “Never” equaling 1 and “Always” equaling 5, with the exception of the statement “*I have concerns regarding work climate,*” which was scored in reverse. The statements were analyzed to identify the response average overall, the response average for each section, and the response average for each individual statement.

WHO PARTICIPATED

HRS sent the EES on March 29, 2023, to 7,015 faculty, administrative professional, and classified staff employees on active appointments. Employees received an email with instructions on how to complete the survey online to their WSU email address. Employees were offered the option to receive a hard copy of the survey to complete, however HRS did not receive any requests for a hard copy survey. The EES closed on April 12, 2023, with responses received by 2,791 employees, resulting in a 40% response rate. The overall response rate decreased by 4% from the 2018 response rate, not wholly unexpected given the period of time in between surveys and the continued institutional recovery necessary due to the impact of the pandemic.

OVERALL SURVEY RESULTS

Overall, 62.9% of respondents indicated they are often or always satisfied at work, 22.9% indicated they are sometimes satisfied with work, and 5% are rarely or never satisfied with work., with the remainder of respondents not providing a response to this statement. The overall response average for sections 1–10 and the Resources section was 3.73, an increase from the average overall score of 3.64 in 2018.

The largest area of increase from 2018 to 2023 is employees feeling they have the resources to address workplace concerns with an increase to 3.46 in 2023 from 3.06 in 2018. This is closely followed by a large increase in the scores for employees feeling connected to their college or area. This increased to 3.60 in 2023 from 3.22 in 2018. In 2023, two sections scored above a 4.00 core for the first time. Employees feeling connected to their supervisor received an overall score of 4.08, a 0.22 increase in score. Employees feeling connected to their co-workers received an overall score of 4.13, a 0.15 increase in score.

No areas had score changes of 0.25 or greater in 2023. The section with the largest decrease in score is the section assessing employees feeling connected to WSU as a whole. This section received an overall score of 3.40, a 0.24 decline from 2018. The overall lowest scoring section for 2023 is the section assessing employees feeling connected to their campus with an overall average score of 3.32, closely followed by the section assessing employees feeling valued with an overall average score of 3.35, a decline of 0.12 from 2018.

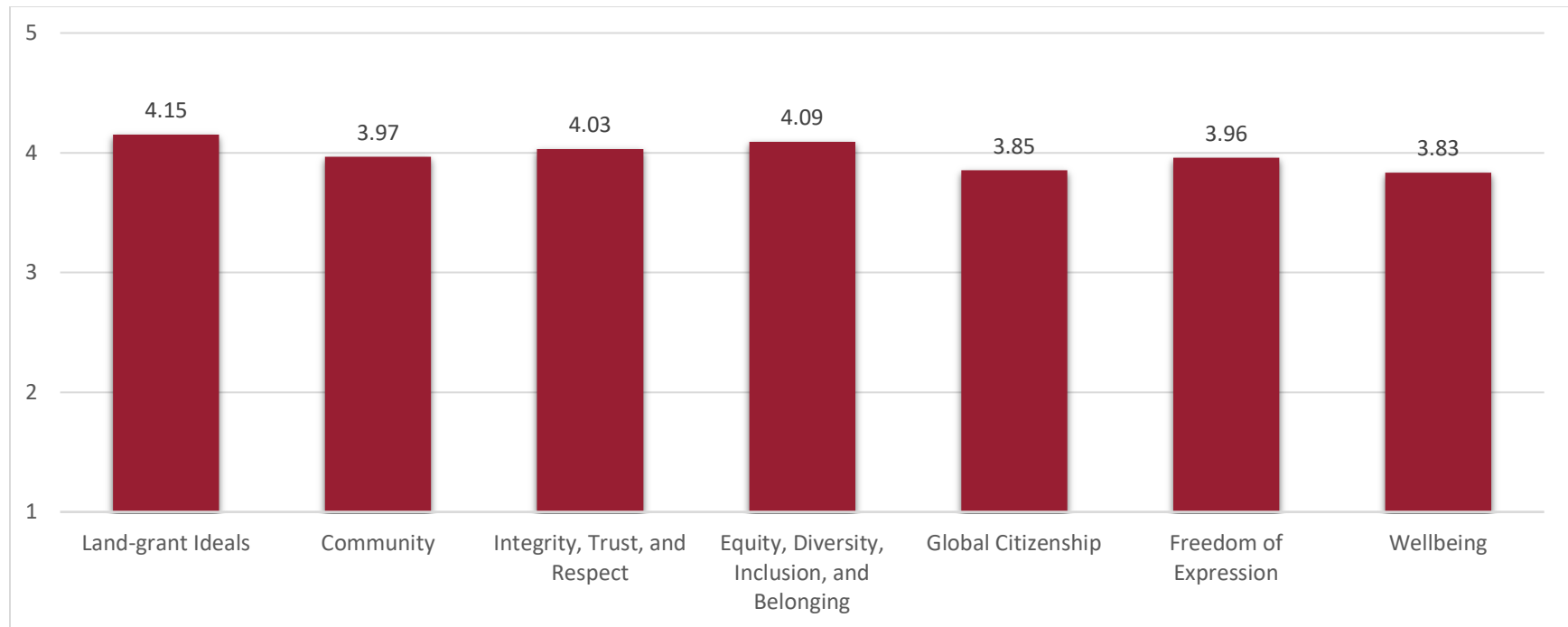
Below is the overall response average breakdown comparison for each section.

Section	Overarching Question	2014 Average	2016 Average	2018 Average	2023 Average	Change from 2018
Section 1**	Do you have what is needed to do your job?	4.15	4.12	4.04	3.98	-0.06
Section 2**	Do employees feel they are valued?	3.49	3.56	3.50	3.35	-0.12
Section 3	Do employees feel they provide individual contributions?	3.52	3.68	3.66	3.77	0.12
Section 4	Do employees feel connected to their co-workers?	3.92	4.00	3.97	4.13	0.15
Section 5**	Do employees feel satisfied with their supervisor?	N/A	3.88	3.85	4.08	0.22
Section 6	Do employees feel connected to their department?	3.69	3.79	3.73	3.83	0.11
Section 7**	Do employees feel their departments embrace the University's values?	N/A	3.83	3.76	3.98	-
Section 8* **	Do employees feel connected to their college/area?	3.59	3.65	3.55	3.60	0.38
Section 9**	Do employees feel connected to their campus?	N/A	3.63	3.62	3.32	-
Section 10* **	Do employees feel connected to WSU as a whole?				3.40	-0.24
Resources* **	Are employees aware of resources to address workplace concerns?				3.46	0.40

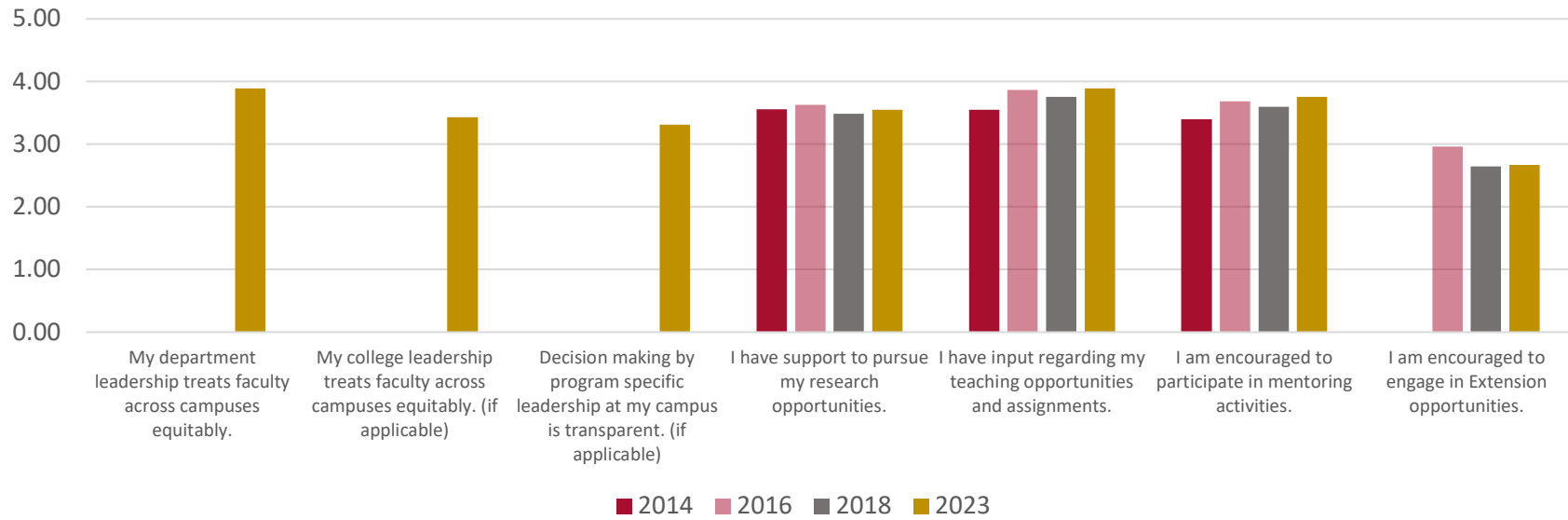
*Updated for 2023 **Questions added for 2023

ADVANCING THE UNIVERSITY'S VALUES

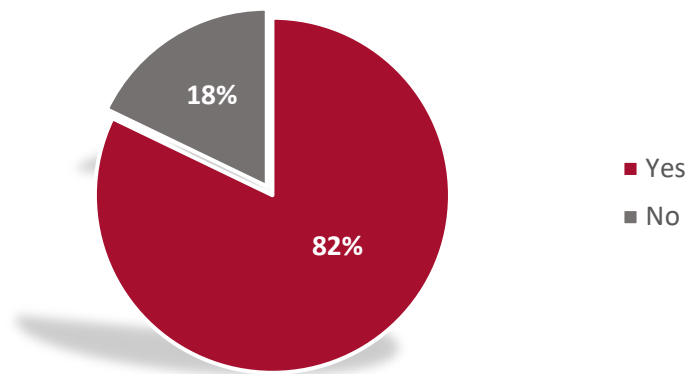
The 2023 survey asked respondents to identify the extent to which their department embraces the University's values, specifically as it related to Land-grant ideals, Community, Integrity Trust and Respect, Equity Diversity Inclusion and Belonging, Global citizenship, Freedom of expression, and Wellbeing.



FACULTY SPECIFIC QUESTIONS



I understand the Tenure and promotion process.



POSITIVE RESPONSES

In looking at the overall data for the 2023 survey, over 80% of those who responded indicated positive responses of often or always to the eight (8) statements listed below. The ninth response is a question that is asked in the negative and scored 18% which would reverse to 82% positively.

Do you feel you have what is needed to do your job?

89% indicated they often or always know what is expected of them at work.

80% indicated they often or always receive the information they need to perform their job.

83% indicated they often or always have access to system-wide training and development events.

Do you enjoy the work climate that exists between you and your co-workers?

82% indicated they often or always experience that those around them are committed to doing quality work.

89% indicated they often or always have positive interactions with their co-workers.

80% indicated they often or always enjoy the work climate that exists between them and their co-workers.

Do you feel satisfied with your supervisor?

87% indicated they often or always feel their supervisor treats them with dignity and respect.

81% indicated they often or always feel their supervisor treats them equitably.

Are you aware of WSU resources or have concerns in the workplace?

18% indicated they rarely or never have concerns regarding work climate. *

AREAS FOR IMPROVEMENT/EVALUATION

Less than 33% of respondents indicated positive responses of often or always to the eight (8) statements listed below.

Do you feel you are valued?

28% indicated they are often or always valued by WSU system leadership for the work they do.

30% indicated they are often or always compensated appropriately for their level of position.

Do you feel connected to your WSU campus?

32% indicated they often or always feel heard by campus leadership.

31% indicated they often or always experience transparent communication regarding decisions made by campus leadership.

Do you feel connected to WSU as a whole?

26% indicated they often or always feel heard by WSU system leadership.

26% indicated they often or always experience transparent communication regarding decisions made by WSU system leadership.

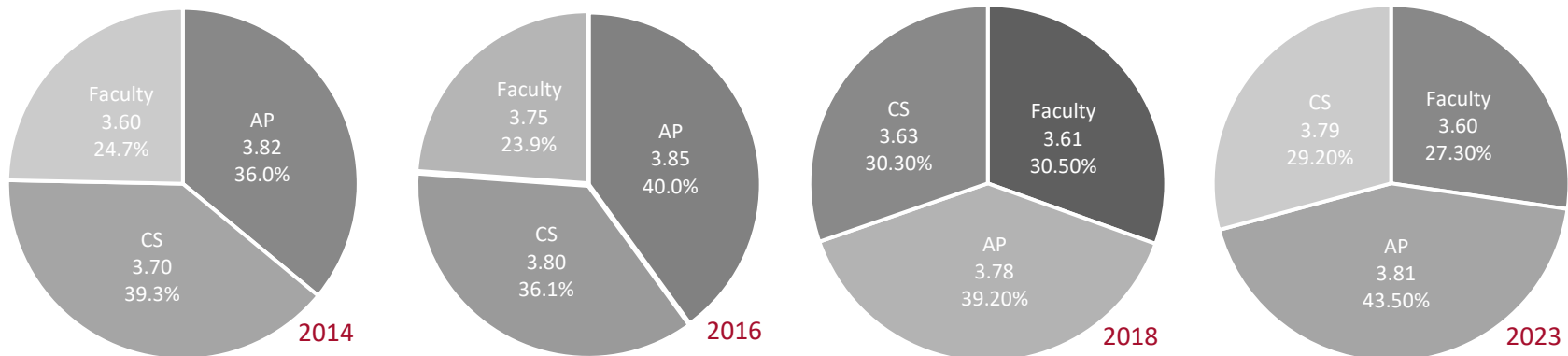
Are you aware of WSU resources or have concerns in the workplace?

20% indicated they often or always utilize wellbeing programs and resources available to employees.

DEMOGRAPHIC SPECIFIC INFORMATION

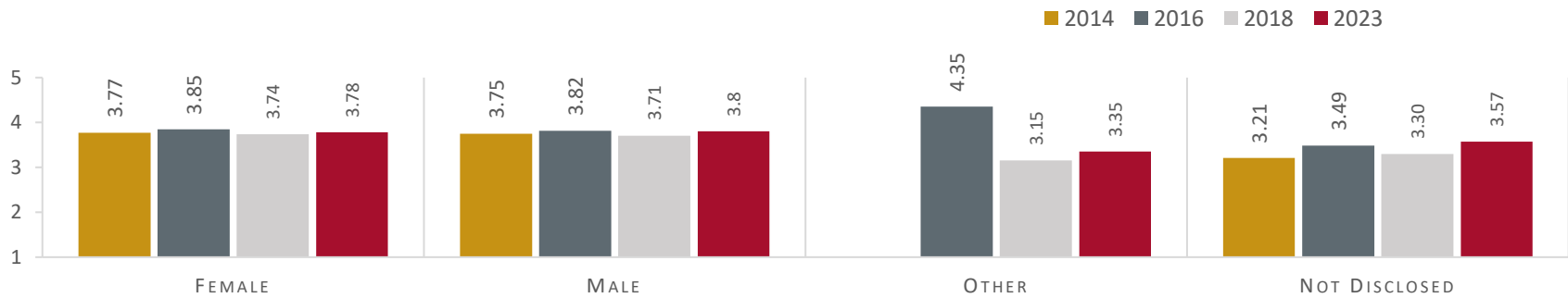
BREAKDOWN BY EMPLOYEE TYPE

In 2023, Administrative Professional (AP) employees were the largest group of respondents at 43.5%, Classified Staff (CS) employees made up 29.2%, while 27.3% indicated they were Faculty. AP employees had the highest response average for Likert measured statements of 3.78. The detailed breakdown can be found in [Appendix B.4](#).

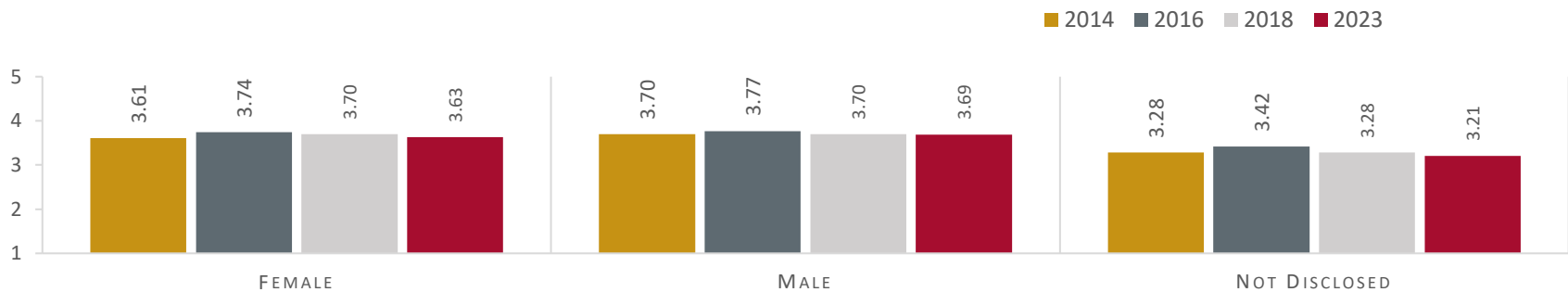


BREAKDOWN BY GENDER

For the 2023 survey, 58.0% identified themselves as female, 35.1% identified themselves as male, 5.6% chose to not self-identify, and 1.3 % identified as other. For Likert measured statements, those who identified themselves as male indicated a slightly higher average response of 3.80 compared to those who identified themselves as female, 3.78. Response rates for those who identify as other is lower at 3.35.

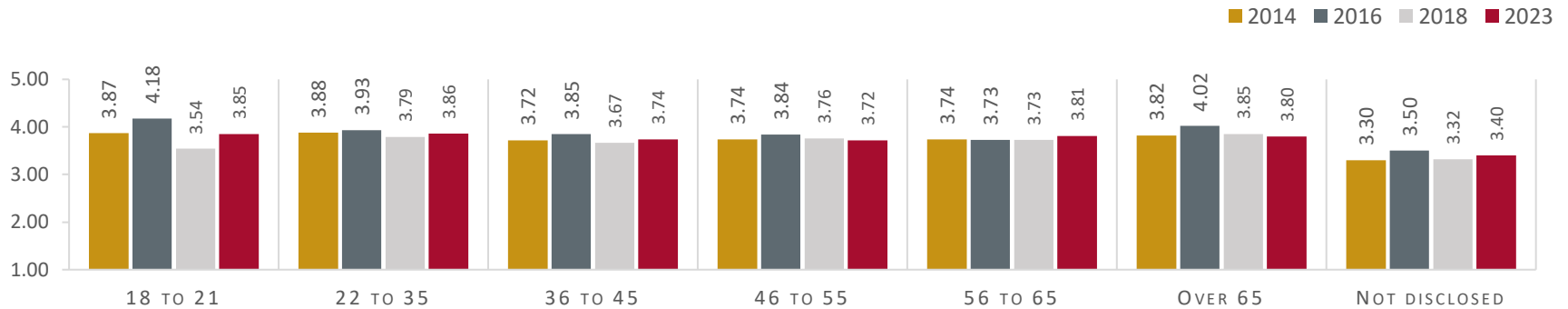


For the faculty-specific demographics, those identified as male had a response of 3.69 compared to those who identified themselves as female, 3.63. Response rates for those who identified as other is lower at 3.21

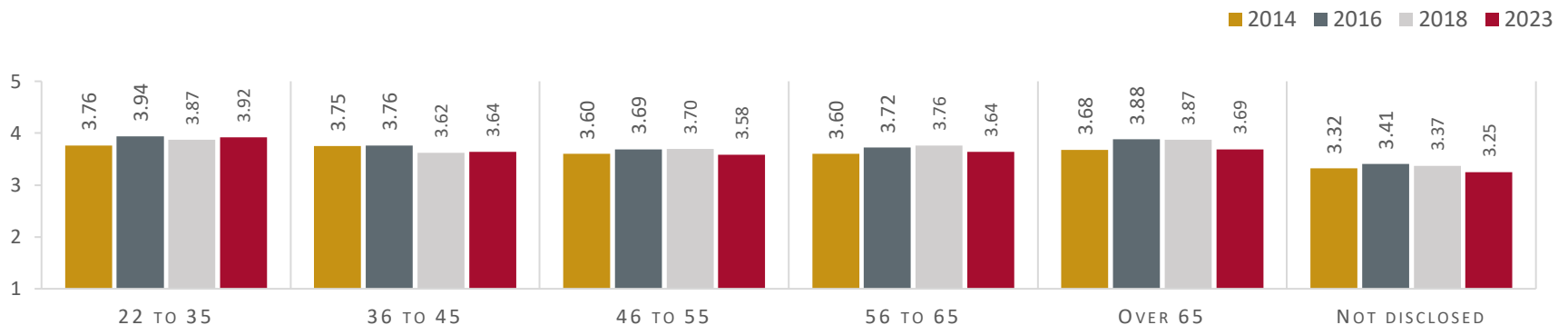


BREAKDOWN BY AGE

Those who identified themselves as being between the ages of 22-35 years, (19.7% of respondents) indicated the highest response average for Likert measured statements of 3.86. Of those who chose to disclose their age, identified themselves as being between the ages of 46-55 years, (21.7% of respondents) indicated the lowest response average for Likert measured statements of 3.72. Those who chose not to disclose their age, (13.6% of respondents) indicated the lowest response average for Likert measured statements of 3.40.

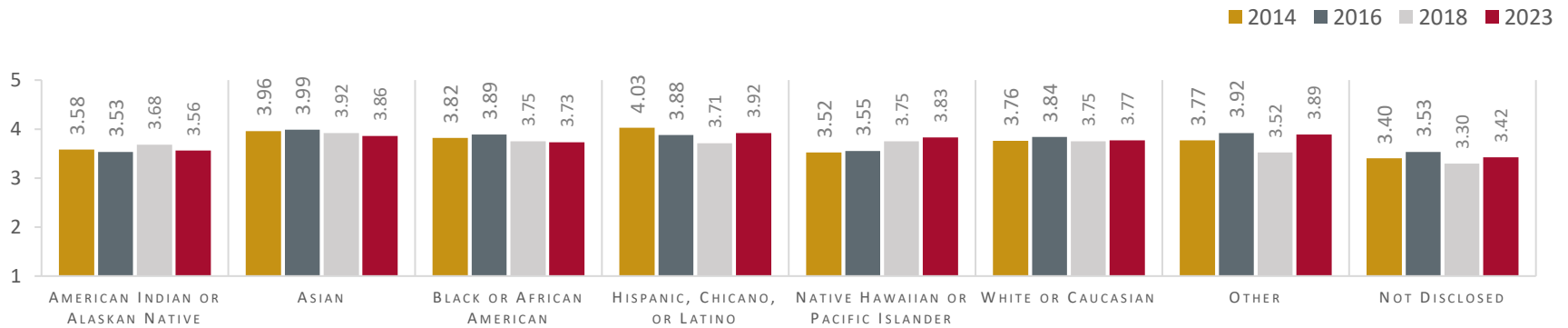


For the faculty-specific data, those faculty age 22 to 35 indicated the highest response average of 3.92, while faculty age 46-55 indicated the lowest response average of 3.58. Those faculty who chose not to disclose their age indicated the lowest response average for Likert measured statements of 3.40.

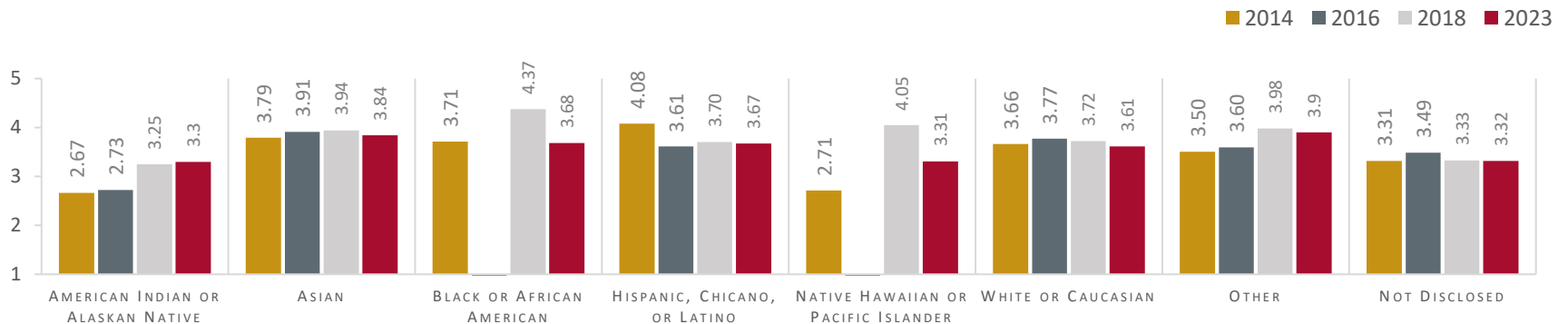


BREAKDOWN BY ETHNICITY/RACE

Respondents who identified themselves as Hispanic, Chicano, or Latino (4.6%) indicated the highest response average for Likert measured statements of 3.92. Those who identified as American Indian or Alaskan Native (1.4%) had the lowest response average for Likert measured statements of 3.56.

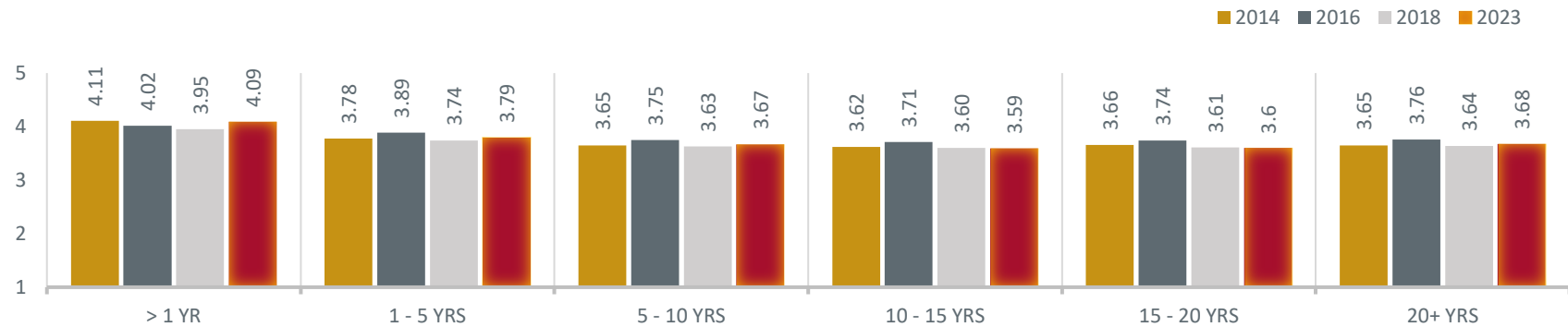


For the faculty-specific data, those who identified themselves as Asian (5.3%) indicated the highest response average 3.84. Those who identified as American Indian or Alaskan Native, American Indian or Alaskan Native (1.4%) had the lowest response average for Likert measured statements of 3.30.

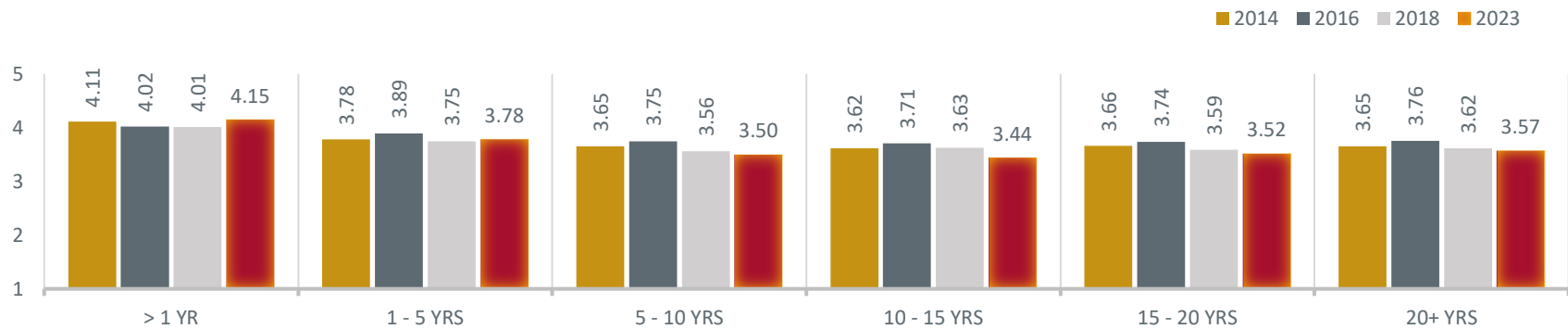


BREAKDOWN BY NUMBER OF YEARS EMPLOYED BY WSU

Respondents employed for less than one year (12.4%) had the highest response average for Likert measured statements of 4.09 while those employed with WSU for 10 to 15 years (12.2%) indicated the lowest response average of 3.59.

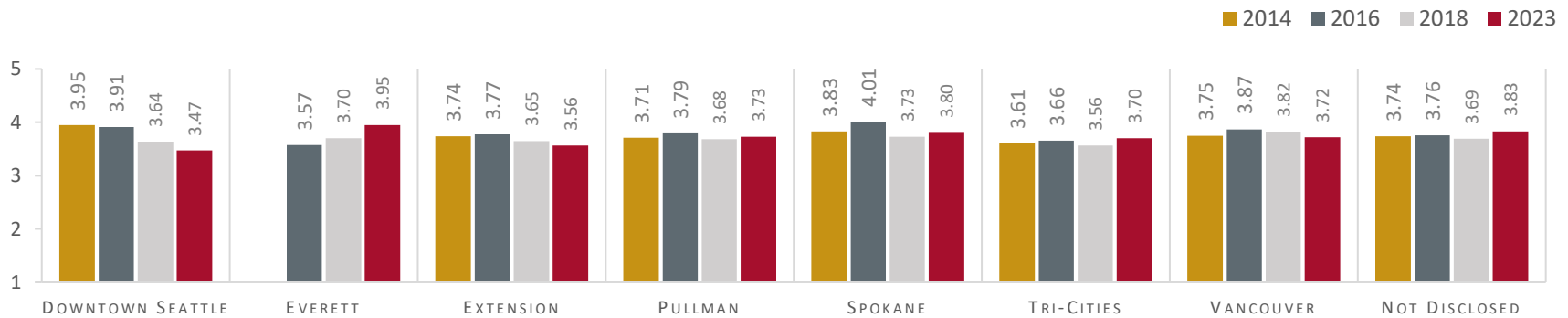


For faculty-specific responses, respondents employed for less than one year had the highest response average of 4.15, while those employed with WSU for 10-15 years indicated the lowest response average of 3.44.

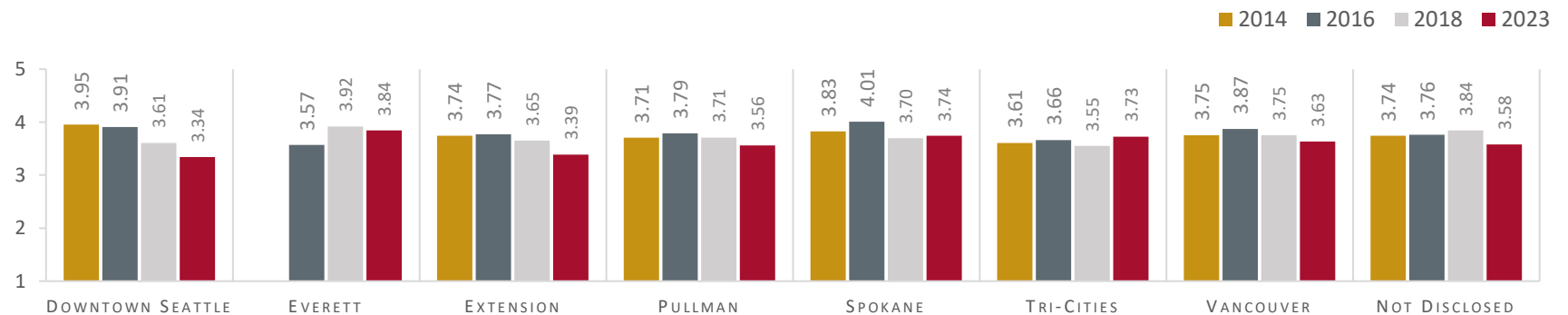


BREAKDOWN BY WSU LOCATION/CAMPUS

Overall, the respondents located in Downtown Seattle (0.6%) indicated the lowest averages for Likert measured statements of 3.47. The respondents located in Everett (1.0%) indicated the highest average for Likert measured statements of 3.95.

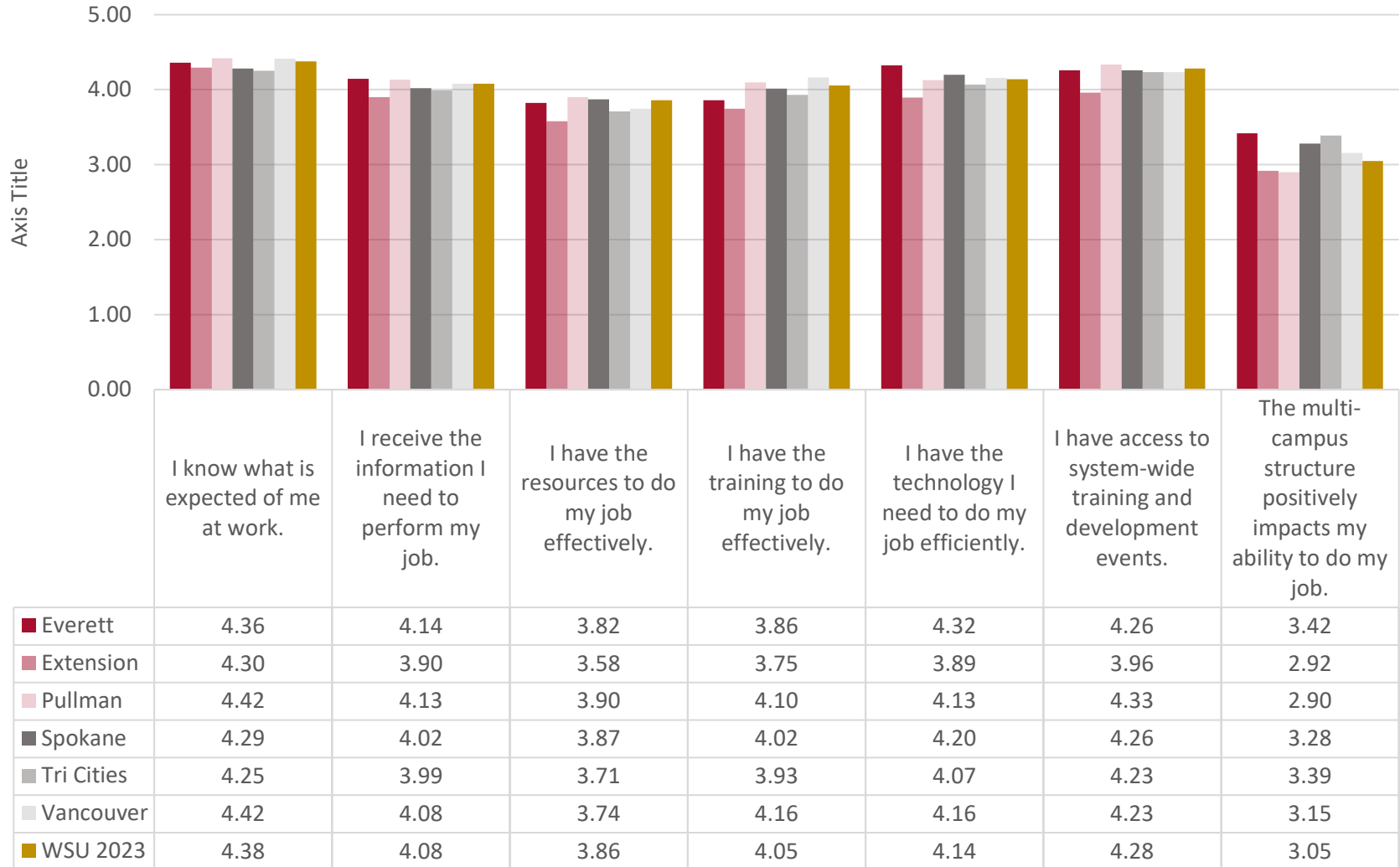


For faculty-specific responses, respondents located in Everett had the highest response average of 3.84. The respondents located in Downtown Seattle had the lowest response average of 3.34.

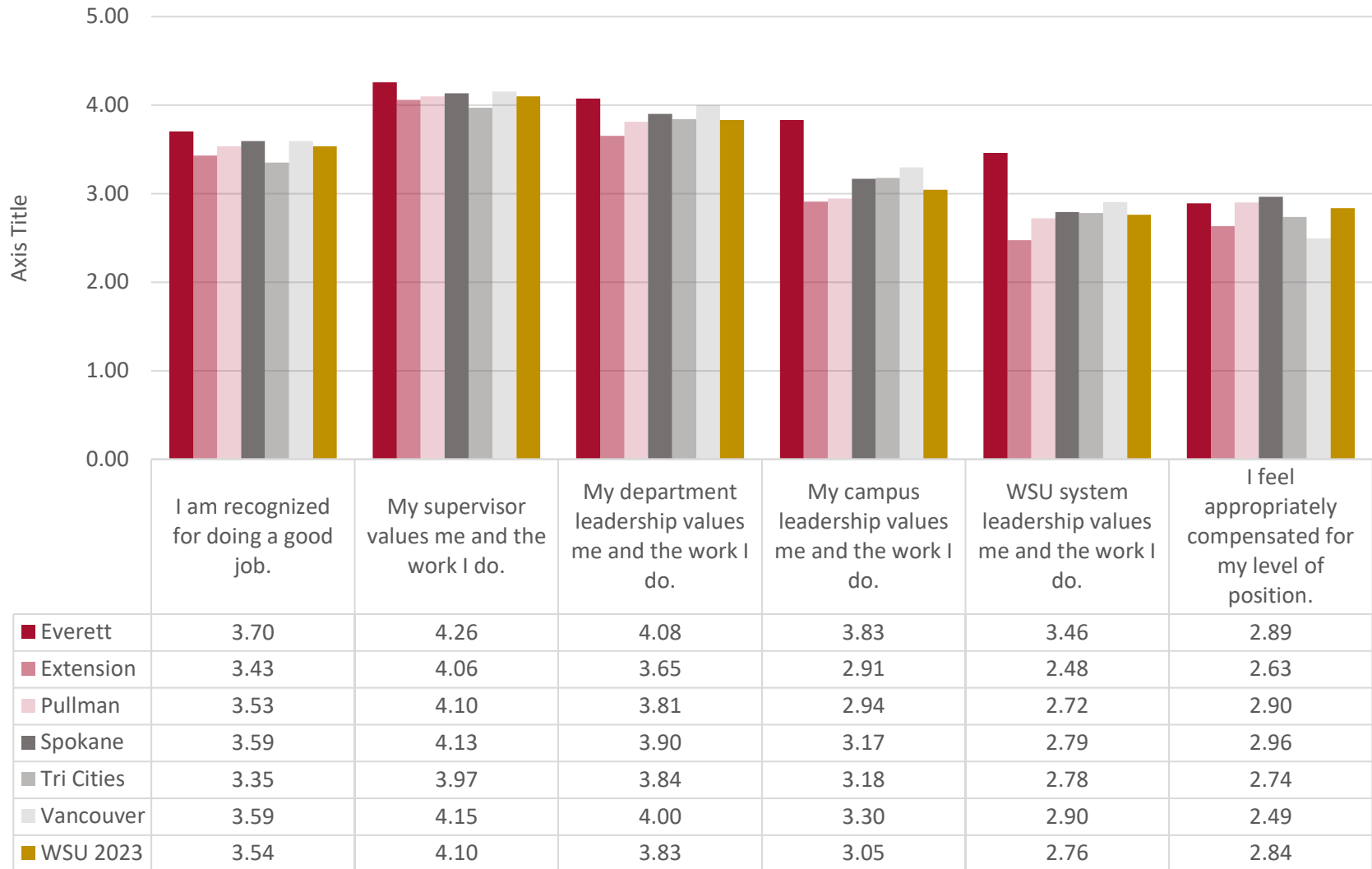


DETAILED BREAKDOWN BY WSU LOCATION/CAMPUS

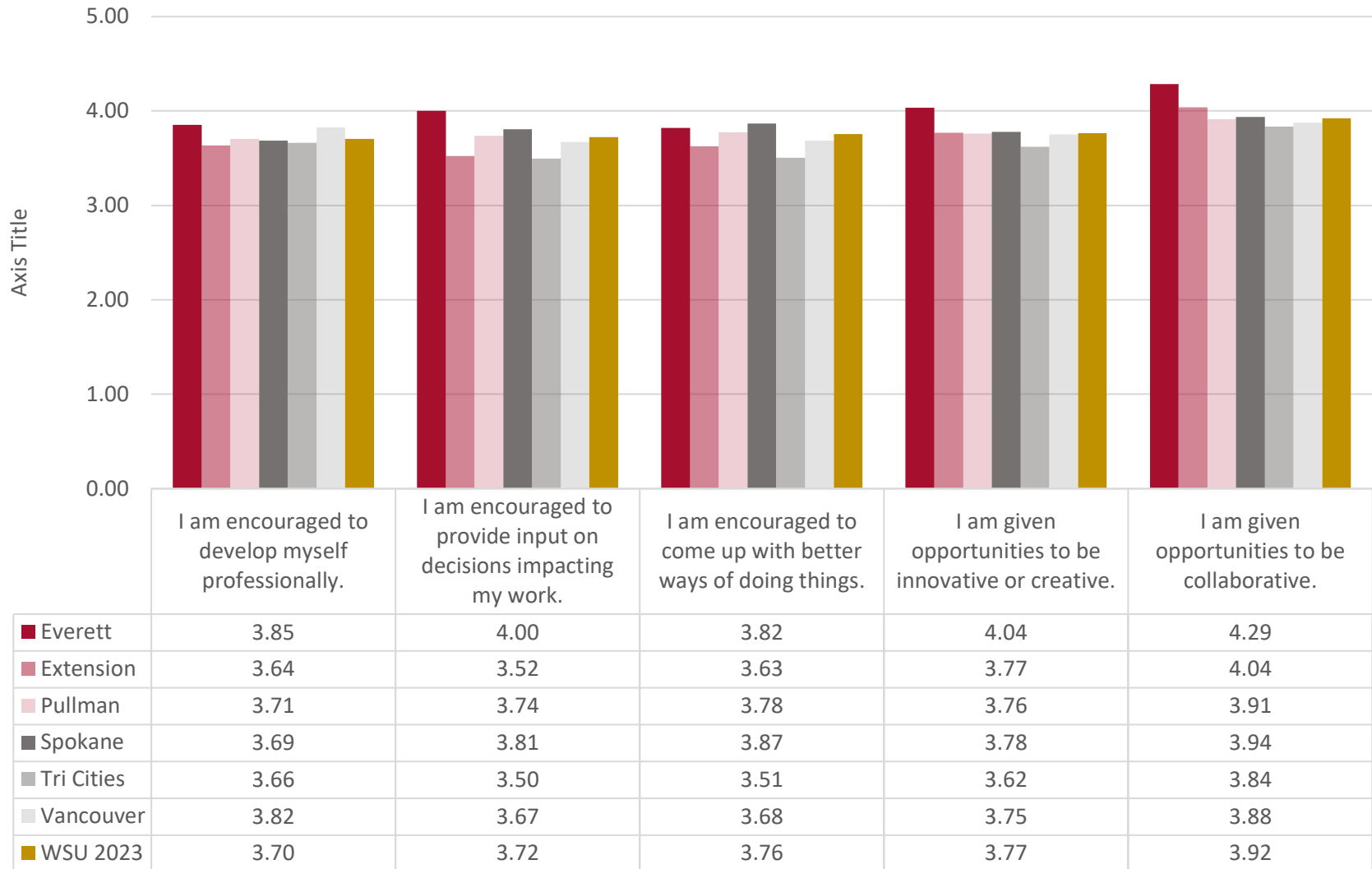
You have what is needed to do your job



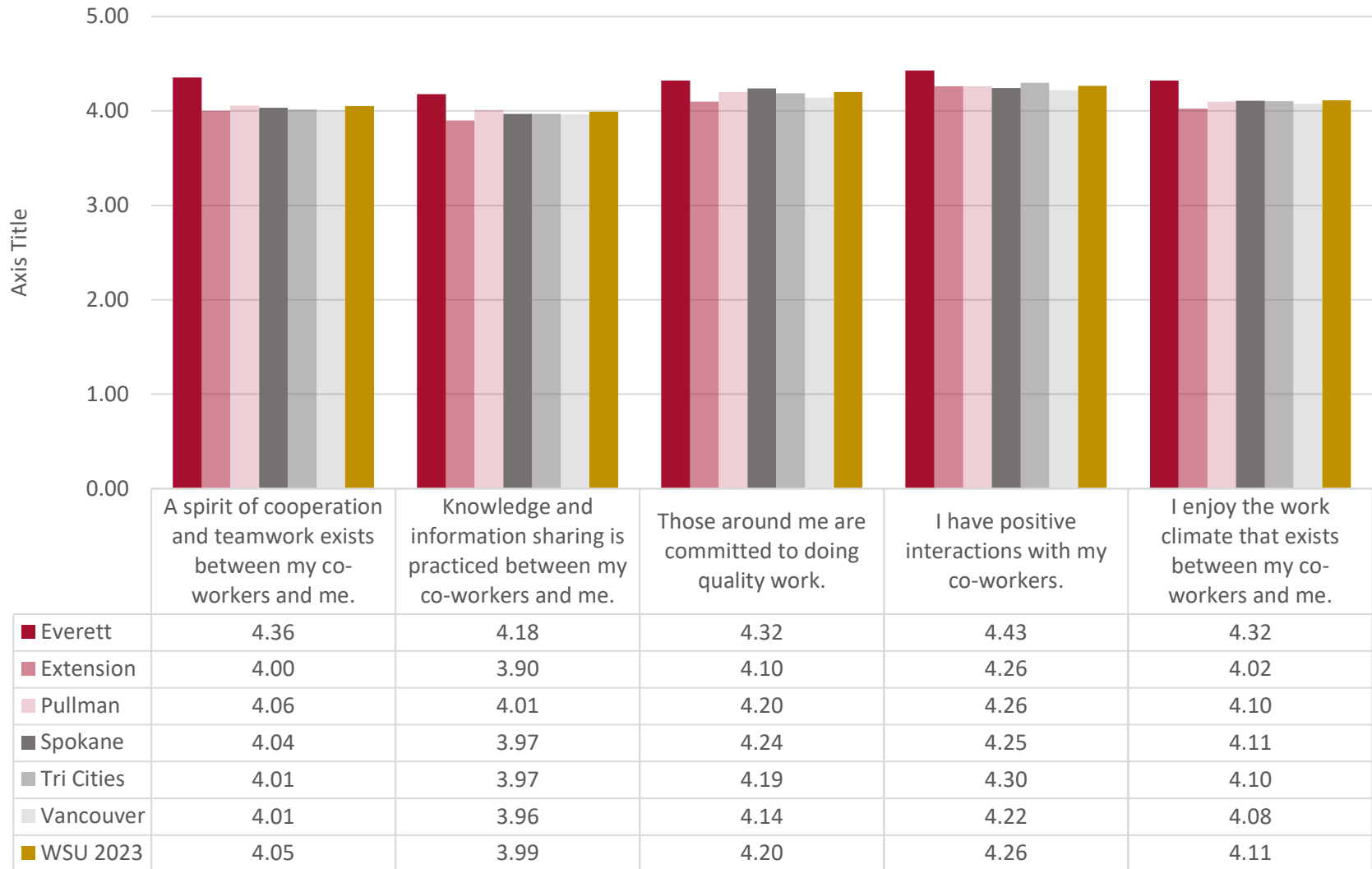
You are valued



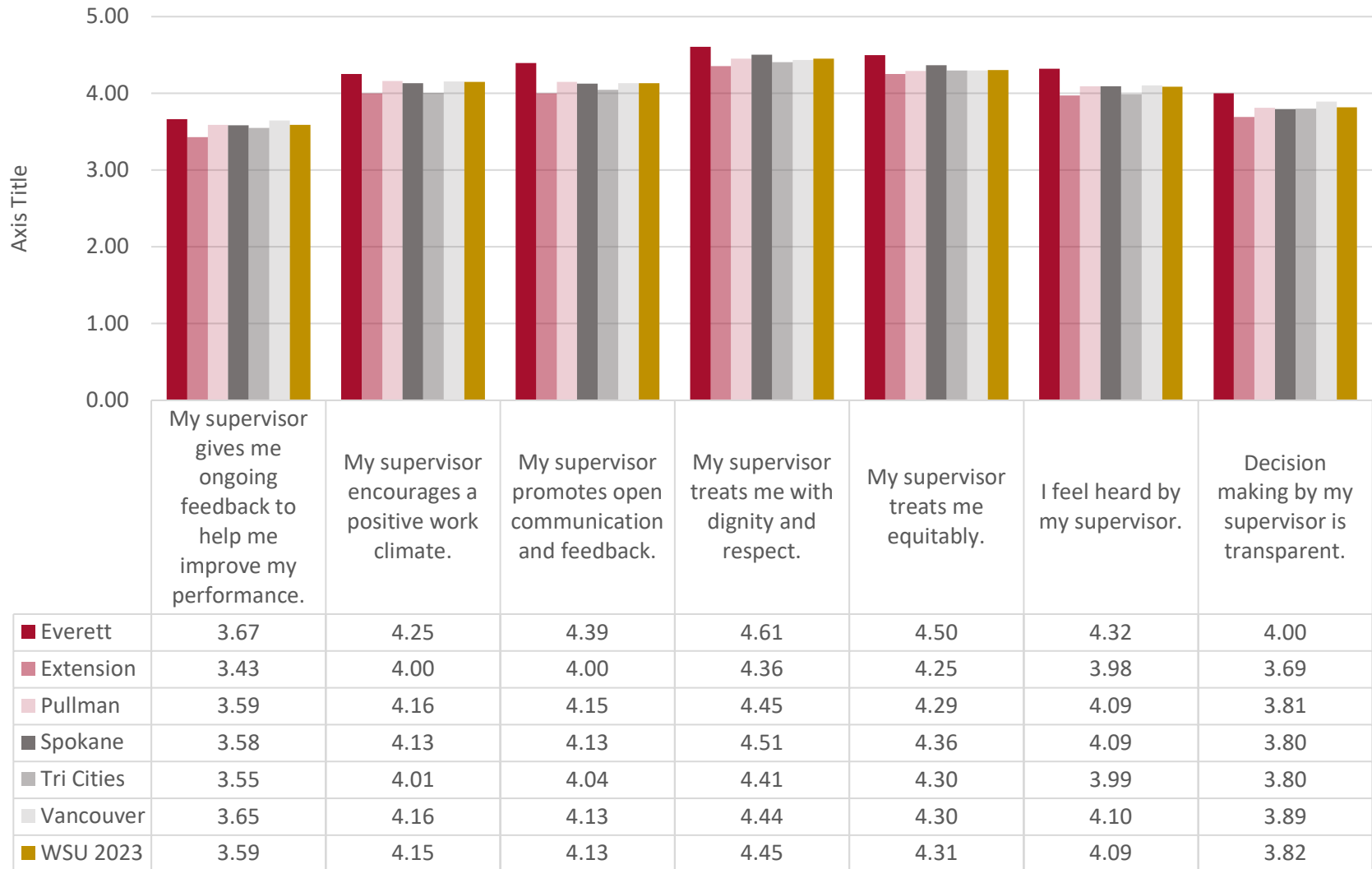
You provide individual contributions



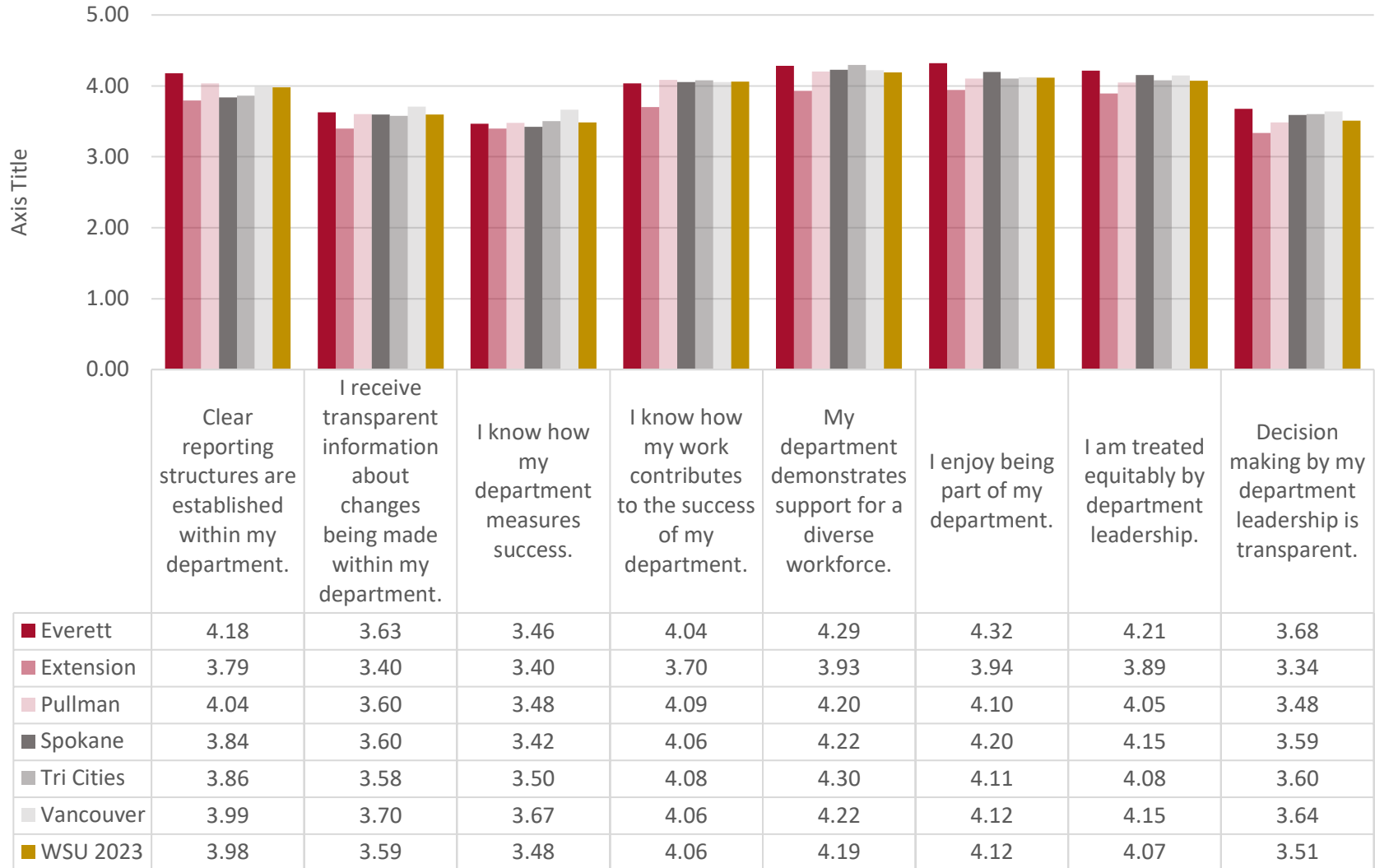
You enjoy the work climate that exists between you and your co-workers



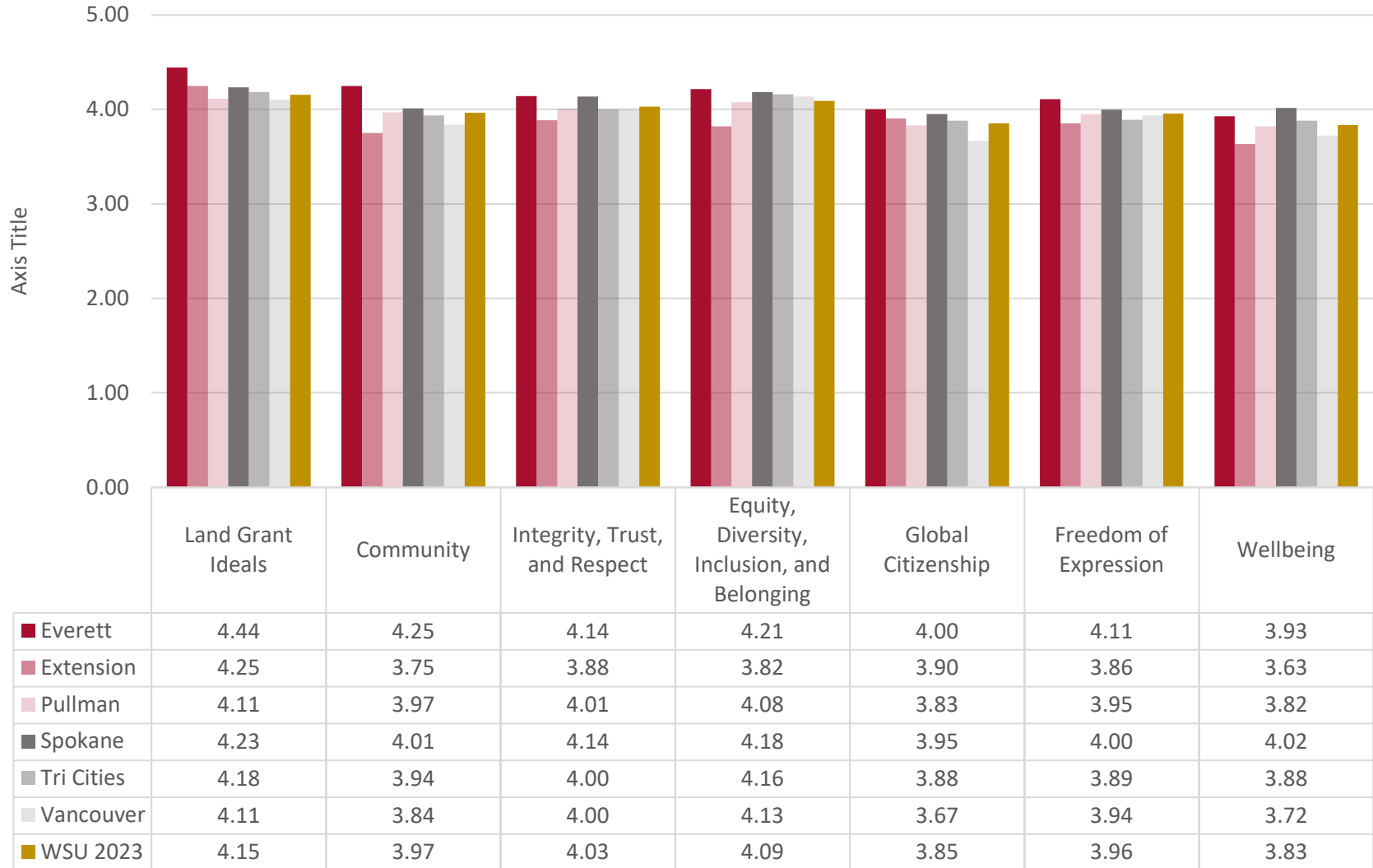
You feel satisfied with your supervisor



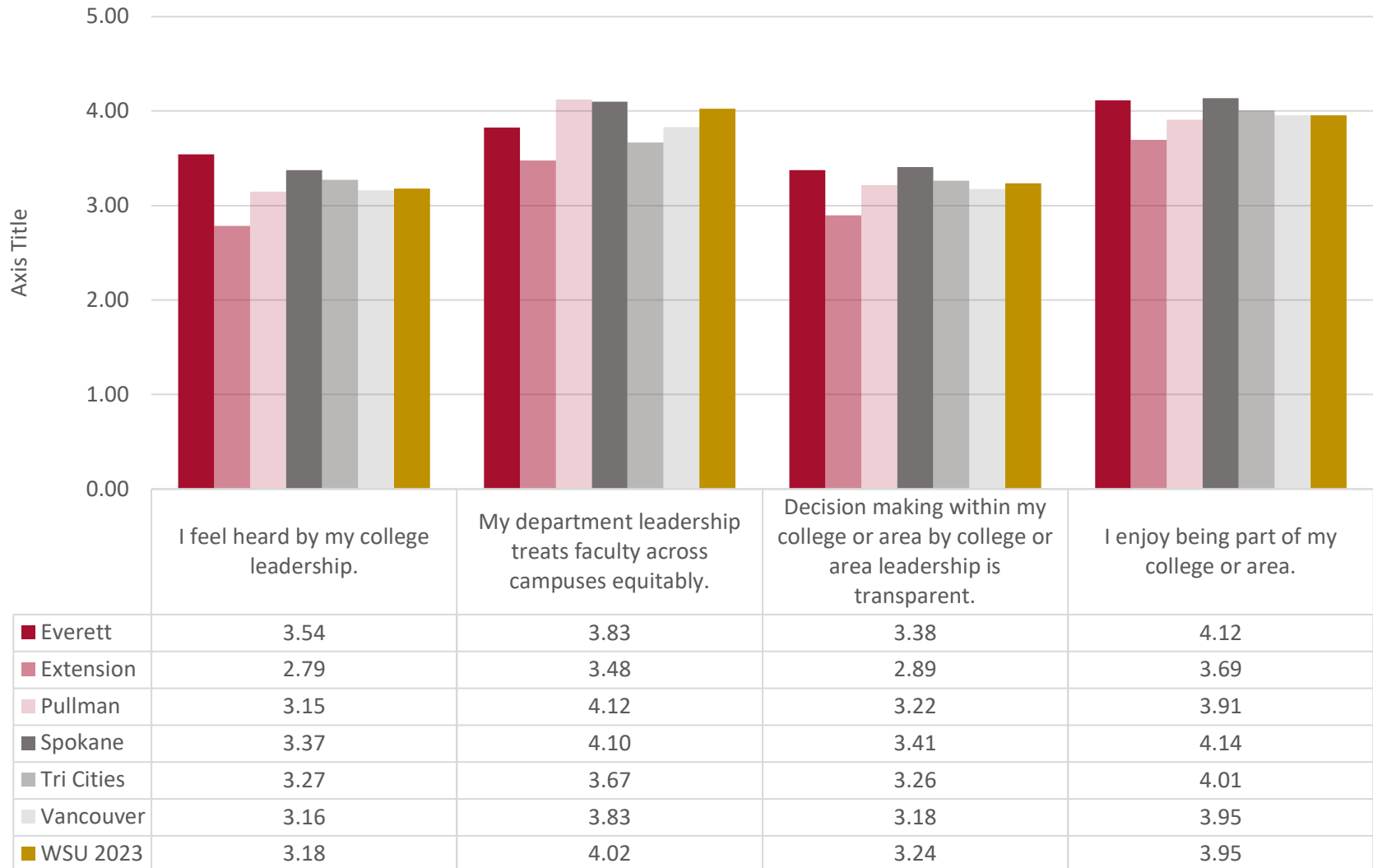
You feel connected to your department



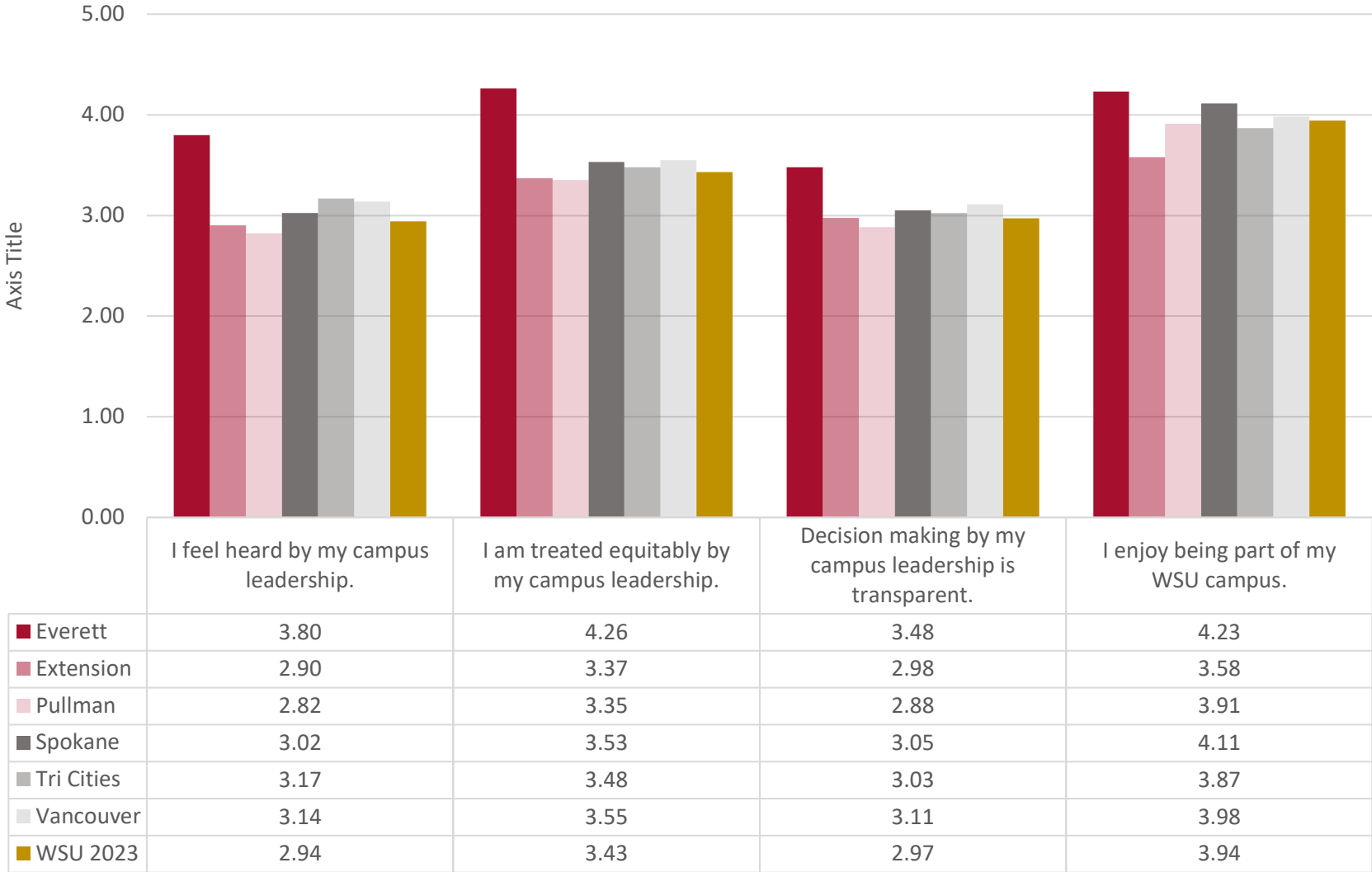
Your department embraces the University values



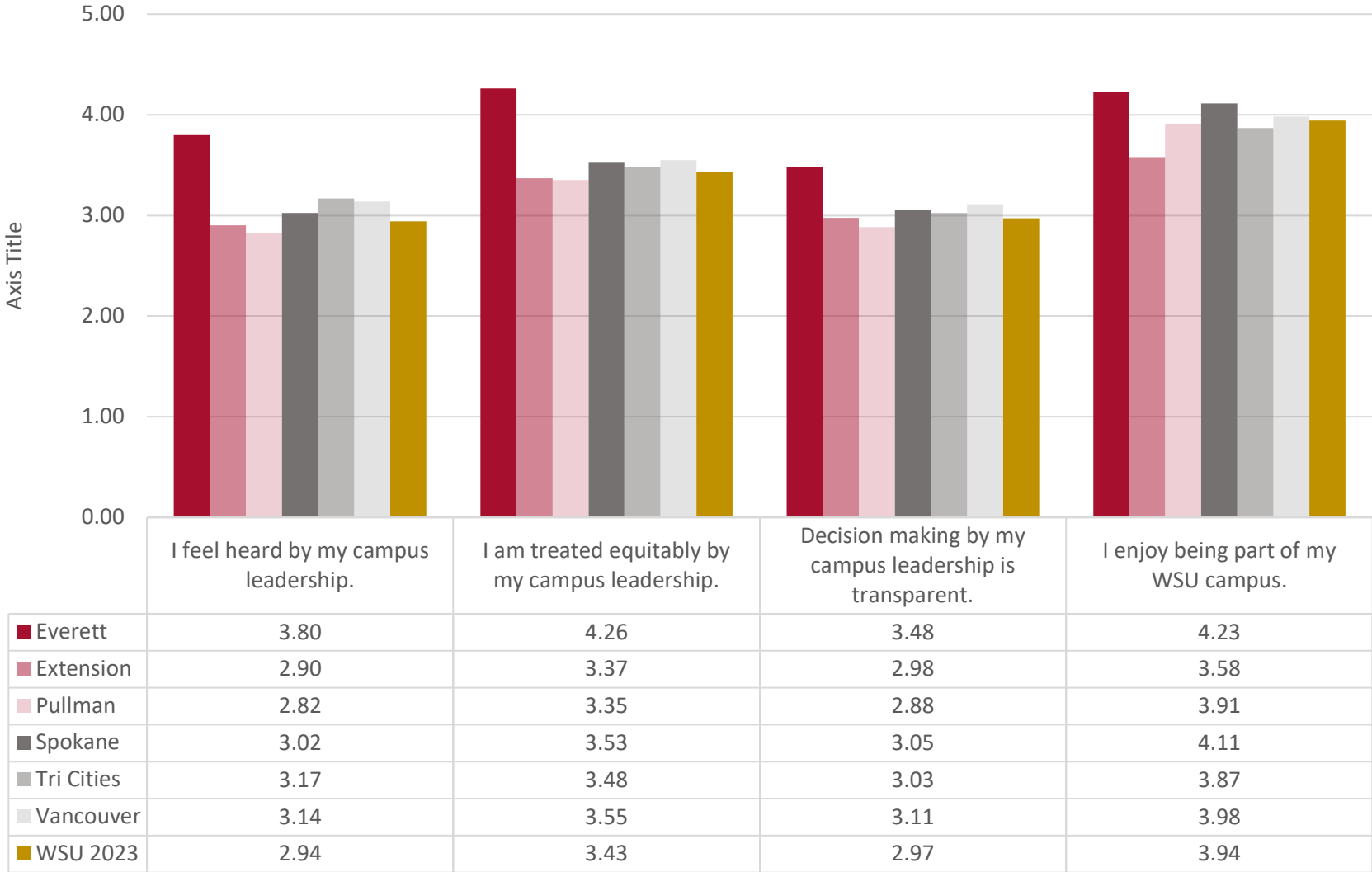
You feel connected to your college or area



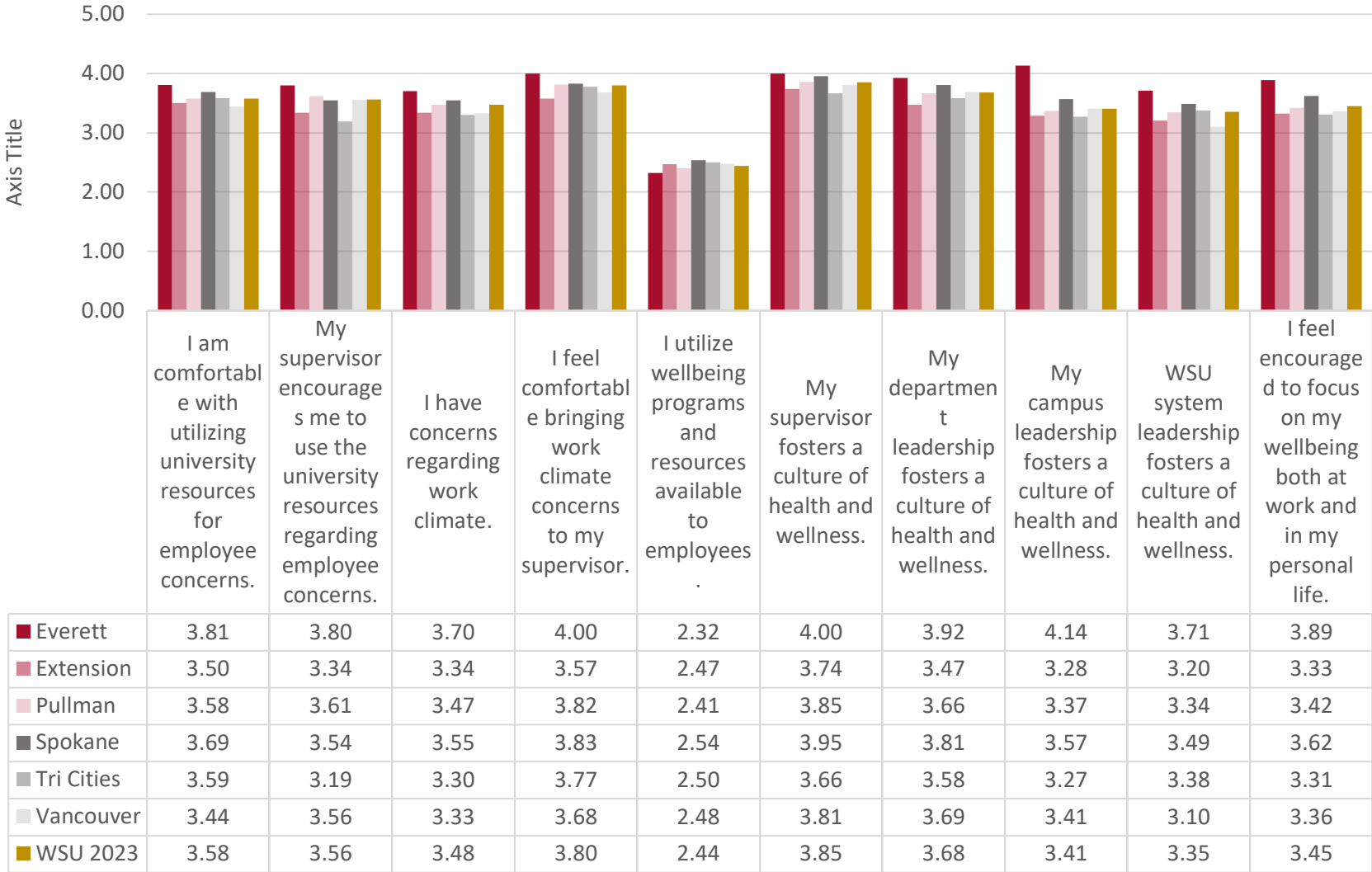
You feel connected to your WSU Campus



You feel connected to your WSU Campus



You are aware of WSU resources or have concerns in the workplace



EMPLOYEE OVERALL COMMENTS

At the end of the survey, employees were given the opportunity to provide comments regarding subjects not addressed in the survey. A total of 660 respondents, approximately 23% of those who responded the survey, provided feedback which is valuable in assessing employee engagement.

Multiple respondents provided feedback on more than one subject, resulting in 1,039 comments; 79 comments provided positive feedback related to working for WSU, gathering feedback through the survey, and improvements in the work environment. Respondents provided feedback specific to the survey (28 comments), including recommendations regarding survey questions. Respondents also provided feedback on a number of areas for improvement (932 comments).

EMPLOYEE FEEDBACK: POSITIVE FEEDBACK

While the majority of comments identified areas for improvement or concern, there were 79 positive responses regarding specific supervisors, work environment, and leadership. A number of those who provided positive feedback expressed appreciation and love for their department, their college, and/or WSU as a whole. Additionally, a number of responses expressed appreciation for conducting the survey and soliciting feedback from faculty and staff. A recommendation was given by multiple respondents that demographic questions be more directly identified as optional.

EMPLOYEE FEEDBACK: AREAS FOR IMPROVEMENT

Respondents provided specific feedback on a number of areas for improvement or evaluation throughout the University. Each of the employees' comments were evaluated and sorted into the following themes:

System Leadership/Campus Leadership/OneWSU

- Lack of trust in system and campus leadership
- Need for transparent communication from system and campus leadership
- More opportunity to provide input on system decision-making
- Added senior level positions with little to no visible benefits
- Confusion around OneWSU and what it is intended to accomplish
- Concern regarding senior leadership compensation

College and Local Leadership:

- Transparency regarding strategy and direction of the college or area
- Leadership do not to respond to input provided in these surveys
- Need for more collaboration
- Accountability for local leadership necessary
- More opportunity to provide input on decisions impacting the college or area
- Desire to be heard by leadership of the college or area

Workloads and Staffing

- Recognition for the expanded work employees are taking on
- Increase in workload without consideration of impact on the employee
- Lack of sufficient staffing for the work that is expected

Retention

- Review options for retention incentives
- Ability to advance and understand career ladders

Professional Development

- Lack of time to participate in development opportunities
- Additional opportunities and funds to attend conferences

Wellness

- Time needs to be allotted in the workday for wellness
- Workload is too extensive to allow wellness focus
- More timely and available mental health resources

Central Offices and Systems

- Workday has produced an added burden to employees
- Central offices should focus on tools to help efficiencies and consistency
- More collaboration between central offices and colleges/areas
- More comprehensive support to address employee concerns

Parking

- Parking is too expensive
- Consider lower parking costs for entry level employees
- Expanded parking options needed
- Consider offsite parking with shuttles

Faculty

- Disparities in how various levels of faculty are treated

Compensation and Benefits

- Compensation not keeping up with market
- Consider merit based pay
- Consider allowing online classes to be a part of a tuition waiver program
- Access to recreation facilities and resources as a benefit
- Review compensation for equity
- Need for additional childcare options

Flexible Schedule and Remote Work

- Impact on department collaboration and culture when workforce is fully remote
- Consideration of a four-day work week
- Expanded ability for hybrid schedule options
- Support for remote and hybrid workers

Annual Reviews

- Inconsistent with no opportunity to review and update position description
- Consider ability to reward those who are performing beyond expectations

Culture and Safety

- Aging buildings cause concern for health and safety of employees
- Morale has declined
- Bullying and discrimination concerns

WSU Priorities

- Athletics are valued by leadership ahead of academics
- Departments in financial deficit should have accountability to overcome the deficits.
- Transparency on repayment plans for athletics needed

ALL COMMENTS: DE-IDENTIFIED

System Leadership/Campus Leadership/OneWSU

I can love my job and still want WSU to be better and fair! I want to know why is it that so many senior level positions get huge out-of-cycle raises while others get minimal increases. Why is WSU so top-heavy again? Especially when we are having permanent cuts, again? What are the optics of that? I feel like there is a lot of talk about transparency but there isn't.

It doesn't feel that system leadership are making decision that support college level activities.

It is becoming increasingly difficult to trust our University Leadership.

It is unconscionable for system leadership, who comfortably make six figures to continue ignoring the very real and difficult need to aggressively fix the problems in staffing and compensation. We are exhausted by the continual announcements of support for us that have no teeth. Last year's new compensation structure roll out is a perfect example: on paper, it looked like most of us who had been here for awhile were due for at least modest increases in our compensation, but in an online forum we were told that the new compensation structure didn't apply retroactively to current employees -- it was primarily for new hires. I've rarely been so disappointed in university leadership, but it just illustrates how there doesn't seem to be any real plan for addressing these problems. Every day I come to work and find it more difficult to do the very real and necessary work of supporting our students outside the classroom, and it's more disheartening than I can express.

Not everyone here loves their job like I do and feel that management is doing what they can. I understand management cannot grant pay raises, but when the shops hear that management gets a big raise and employees get 3% the shops tend to get annoyed. Anger breeds anger in the shops and rumors breed resentment toward upper management.

It won't come as a surprise to say that there is widespread dissatisfaction among faculty with regard to the university leadership. The President and his closest staff seem to have distanced themselves from the Pullman campus, so that there is little real evidence of any concern for ongoing problems. Sadly, I have become convinced that the only way forward is to have a change at the highest levels of the administration.

Administration at our campus does not allow an opportunity for direct feedback even though we have requested this ability. When input is provided, leadership is defensive and angry. Decision making by campus leadership is not transparent. When information is provided, leadership talks at us instead of talking with us.

All that matters to WSU campus leadership/system leadership is getting large external grants. A stellar research and publication record doesn't matter unless it is in an area with many available external grants. Success in teaching doesn't matter at all. Nor does success in placing graduate students in good jobs. There are no standard criteria for raises, it depends entirely on who your friends are in administration whether or not you will be impoverished by years of borrowing to support your own research and live on a compressed salary while watching others with bad teaching records and much lower research productivity receive one big internal grant after another.

At the university level, all bets are off. The most senior of leadership make decisions for who knows what reason with apparently no on-the-ground awareness, leaving us to respond, but not provide real input. Personally, I have no trust that anything at that level is intended, honestly, to have any positive impacts other than on the internecine battles for power/control/budgets. We are but pawns in such battles. This would be fine if we could ignore it, but unfortunately these plans and strategies lead to policy and requirements that cost us real time and energy. There are blanket, one-size-fits-all policies, training, and mountains of bureaucracy that makes little or no sense or no impact (and I include many of these HR initiatives), but which we have to deal with all the time. It adds work and slows things down. It leads to uncertainty. And it does not help, at all. So if you want to improve employee welfare, happiness, and effectiveness, look to the upper administration to get trained, learn how stuff actually works.

Budgetary transparency from upper administration is lacking. While communication via memos is frequent enough it would be helpful for upper administrators to spend more time in person at the unit level especially during budget cuts. It is clear that upper administration does not understand the impacts of 15 years of budget cuts at the unit level.

Campus and System leadership make ridiculously high salaries and as far as I can tell, do little to advance the main mission of WSU in teaching and research. We receive emails that are seen as countless and pointless with a lack of transparency. The ranks in terms of the number of administrators continues to grow.

Campus based system leaders rarely show appreciation or recognize a job well done. Even when those around them communicate the strong skill set and talent of their employees.

Campus leadership and system leadership do not appear to even care about faculty. They are disingenuous at best.

Campus leadership do not seem to have any solutions to address enrollment challenges, falls in the rankings, staffing issues, and lack of compensation increases to keep up with inflation.

Campus leadership do not treat faculty well and are not held accountable. It is frustrating to see this happen.

Central leadership at WSU is at an all-time low, in my opinion.

Compensation increases for senior leadership along with housing allowance and retention funds seems unreasonable while the institution is not financially thriving.

Constraints on availability of funding for market salaries and ability to attend conferences in my field are due to system leadership.

Create a vision for respect and prestige at WSU. It appears that we are heading towards a community college. Nobody seems to care about the University. Certainly not from the college level and up. Create an environment for learning and knowledge transfer through proper compensation and mutual respect of colleagues. The university is doomed to fail if the leadership team does not value the contributions of faculty members who are performing world-class research, teaching, and service to the community.

Decision-making is not transparent.

Decisions are made by campus leadership without understanding the impact of the decisions on their staff.

Decisions are made by system leadership, and we are continually being asked to do more, with even less agency and low compensation.

Employees feel a lack of support from system leadership.

For those of us whose work bridges both campus and system functions, this is a period of unease as we await information on reorganization and realignment. The confusion and request that we label our work as campus- or system-specific seems especially inopportune given that the virtual work environment of the pandemic encouraged many of us to expand our collaborations across the system in new ways. My work is now BOTH campus and system specific more than ever.

The OneWSU program appears to simply be adding a layer of bureaucracy to the Pullman campus at a time when the University is looking at an across the board 6% budget cut. How much is a 6% reduction compared to the cost of adding a 'systems' layer to the upper management? It is not simply creating a Chancellor's position and being done. As the main, largest, and home, of the University, Pullman does not need to have its identity severed from the core of the system by becoming just another urban campus.

How can anyone feel good at WSU when senior leaders get a 20% raise and give up the housing benefits to get a housing allowance, the other higher ups at WSU make large amounts and the rest of us are told well your department needs to take a 6% budget cut. Really you give raises like that and pay higher ups what you do and then a budget cut, does WSU does not understand PR.

I support current efforts by the System Leadership directed at DEI and salary equity, yet, if these initiatives are not institutionalized and supported through permanent funding mechanisms then they will be short lived when budget cuts once again rule the day.

I also want to mention that I do "some" system-wide work and while staff on some campuses are very in-tune and motivated to be a part of the system, the system does not always love us back and it can be difficult to manage expectations/please other campus staff members who have not fully embraced our system-wide efforts.

I am concerned that more and more money is being spent on expanded system leadership while lower-level administration is being asked to do two to three peoples jobs with no pay increase. Its like the senior administration are paying themselves more to do less and asking everyone else to do more with no increase in pay. We need to have more lower-level admin who are the boots on the ground and less high level symbolic admin that are paid higher for less benefit for the university.

I am concerned that the central leadership is making changes to budget handling and research that diminish the strengths that led me to move from my prior university to WSU. There appears to be plenty of resources to add extra administrators that seem to reduce the work of other administrators on higher salary that now have not much to do... I think the administrative costs of the school are not in line with income. This is a problem at many state schools, but it seems off relative to those that are successful.

I am incredibly supported and heard within my area. It doesn't feel as if our Campus/System leadership is invested or fully aware of the scope and impact of our work.

I am worried and saddened by the lack of support toward the academic core of the university. This pertains to the quality and quantity of faculty, and more generally to the perpetually diminishing operational budgets, infrastructure maintenance and salary adjustments.

I believe system leadership do not support my college.

I believe that WSU is very top heavy and that cutting positions for financial purposes should start at the top instead of combining jobs and expecting lower employees to do the job of 2-3 other positions and not get compensated for that.

I can't help wondering if questions regarding system leadership caring and encouraging are a joke, especially with respect to decision making. The guiding policy appears to be to make no decisions, especially not hard decisions. The amount of money spent in the name of creating lots of additional high level administrative positions so everyone can feel good and equal with respect to their campuses was unjustified and has imposed repeated budget cuts. At least tell us how many positions have been created and what they cost, including recruiting expenses. The lack of visibility and overt evidence of leadership is unprecedented in my time at WSU.

I do not feel heard by system leadership.

I feel disconnected to the "WSU System" and feel it's a structure that is being forced on the entire WSU community without regard for its broader impact on resources, collaboration opportunities, budgets, etc. WSU Pullman is the flagship, which is a term that has been used by System Leadership, yet in public settings, it always seems to appear that all campuses are created equal. We should actually be celebrating each campuses uniqueness, instead of watering down the existing brand of WSU Pullman. "WSU System" degrades WSU affinity and brand by making it sound very clinical and robotic, instead of something to be proud of. As a college with a dean based one one campus, but with programs that exist on other campuses, it's tough to know who has final say on things or it is clearly a game of politics who gets to make a decision. From afar, it seems many inconsistencies exist from an organizational standpoint. Fundraising within the system structure is also a mess and not clearly defined. Collaboration on gifts between campuses isn't easily navigated.

I feel like it is getting harder and harder to deliver high quality undergraduate and graduate education AND provide high quality, appropriate staff support when we are perpetually experiencing budget cuts. It seems that we are repeatedly being told that the budget cuts implemented at the college and central levels are necessary to address critical institutional priorities. While I agree that the reported priorities are important and good things to be doing, I do not see how they will make a tangible, significant impact on our ability to teach, conduct research and deliver high quality outreach programs. In reality what I am seeing is a decrease in the number of instructors and faculty available to deliver our core courses, research and outreach while College, Central and Institutional administration seems to be continually expanding. We have also experienced a series of interim leadership appointments that I believe have hampered the development and implementation of a long term vision and stability in the department.

I feel strongly supported by my supervisor and colleagues in my department. However, I don't feel the same way at the University level. If the University really cared, they would listen to staff and A/P about workload issues, duplication of work, inefficiencies in procedures and make improvements in workday that speed up our work rather than hinder. University leadership needs to start listening to the low people on the totem pole. Every committee the leadership develops on campus are composed of the same probably 2-3 dozen people. You would get some diverse ideas if you got input from others.

I feel supported by senior leadership.

I feel that system leaders that are making decisions that impact other campuses but do not welcome or seek feedback/input before making a decision to implement. This is a disservice to the whole WSU system and becomes frustrating when information is learned via the Insider that has tremendous budget and title ramifications-- especially on moral and work worth.

I feel that central office leadership has zero interest in the input of its employees or fostering a better work environment. I have been with my department for years now and not once has our leadership even dropped into one of our meetings or expressed any kind of interest in providing guidance in terms of policies for us to follow regarding communications. When we have questions about what to do or issues arise that need some executive level input we are ignored. It is extremely frustrating. At the end of the day, I think our leadership needs to focus more on its employees and fostering a positive work environment where we feel valued.

I feel the system leadership and those they report to should step back and make some decisions maybe WSU can't be everywhere. I feel a degree from some campuses are not comparable to that at other campuses.

I feel WSU is bloated with upper administration. I feel this blotting is, in part, at the expense of faculty pay, which is a major concern. The WSU should put students and faculty above all else, including unnecessary administrative bloat.

I find it ironic we receive quarterly reminders of the need to cut our budgets and reduce costs. Yet we are continually appointing additional system leaders that make exorbitant salaries, yet seem to be accountable to nobody.

I have concerns regarding the composition of university leadership. With the introduction of the WSU System, there seems to be inflation in the number of administrators (who are paid large salaries). At the same time, there is pressure to cut the faculty staff who actually do the work (and who earn much less).

I have experienced the transparency of leadership to be decreasing regarding primarily the budget/hiring/salary areas. Stakeholders use to be asked prior to decisions being made; now, we are asked if we agree with made decisions. Poor leadership and poor morale.

I hope system leadership takes a good solid look at positions that continue to elevate higher in salary and do not stay within the norm as the vast majority of employees at WSU. The once beloved "team work" ethic is no longer, but rather "look out for myself" and how to promote "myself" culture has taken over. Not sure what happened to be kind to one another and help my neighbor out but it is literally a cut throat, back stabbing, kind of reality. Harsh reality for someone who still wants and believes how it once was and hopes it eventually goes back, if the proper action is taken by leadership. Vast majority of employees at WSU see it going on but yet a blind eye is always the route. Let's really grasp what it means to be a COUG and take proper action for a better future for all the COUGS!

I hope the info collected from the survey leads to a fundamental change to leadership approaches regarding the multi-campus system.

I hope the leadership that reads this realizes that diversity and inclusion goes beyond just hiring people of color, but rather ensuring proper professional and support systems that ensure your faculty and staff feel supported, welcomed, and like they are being heard by the institution.

I hope to have greater support and transparency from our WSU administration on the Spokane and Pullman campus as well as support initiated for our program to continue to reach rural and place bound students in the central Washington area.

I love what I do but I wish there was great acknowledgement and communication from campus and system leadership of the work that is being done.

I no enthused at this time with the trajectory of the university.

I realize that we are in a difficult budget situation. I also realize that system leadership has made our program's funding a priority for this legislative session and I appreciate that support. Unfortunately for our program and the health of our communities that ask is too little and too late. System leadership missed an enormous opportunity in the past legislative session to obtain better support for our program. While the ask for this current legislative session will be helpful, it is still too small to sustain current programs and support growth of the program, which is sorely needed by every community WSU serves.

I really don't feel the connection of "One WSU"... most resources are not practically available to off-campus faculty. We are also often hand-tied by system facilities and operations -- to the point where we are working in unsafe building, research facilities are failing, and the cost to fix them are in excess of what the actual cost should be, so we can't. We thus have to do things like bring in our own heaters or swamp coolers when the HVAC systems fail, or turn down F&A generating grant opportunities because we don't have consistently-functional spaces like greenhouses or other research facilities. We can no longer to more with less -- because we don't even have "less" resources provided to us. We have none.

I understand the drive behind the whole One WSU/system idea, but in practice it just doesn't work. It complicates so much of the work that we do, and there doesn't seem to be much benefit. I think it makes sense to have some shared systems and processes (e.g., HRS, IT, general policies), but a system approach doesn't work when addressing needs unique to each campus. There is a fundamental lack of clarity (at least in the work of my team and our division) about which programs/services are system and which are not. We seem to swing back and forth between whether things are system or not based on criteria none of us know, which impacts our ability to create impactful programs and talk about them effectively. It's frustrating, confusing, and doesn't improve the WSU experience for the students or employees on my campus.

It seems that we would be better served by following the approach the Colorado State University system takes. In the CSU system there are some common systems, policies, and processes among the campuses, but in general each campus functions independently and, as a result, is much more able to meet the needs of its students and staff. I believe WSU can better serve students and achieve its other goals (and make its staff much, much happier!) by following a similar model.

I would appreciate more transparency from campus and WSU leadership

I would like to see more transparency in enrollment information from both the system and campus. My college and department are very transparent at the WSU level.

When application systems change, it would be helpful to learn what we are seeing from this. I also would like to see us compare ourselves to 4-year public university data in communications on this subject, and not national data that looks at all colleges, university, and community colleges collectively. This will help all of us contribute better

to solutions. Cost of education, perceived value of public higher education, student mental health, and reputation are all factors in the enrollment decline nationally. What is WSU is doing differently, or how are we preparing for continued declines? What's working? What's not?

I would love to see the university and college leadership provide more encouragement and support for teaching faculty.

If there has been any "Thank You" for the hard work that has been given and is continually given, it stops at system leadership and is not communicated down. WSU Leadership should be ashamed.

Information flow locally is working well, however information flow from system leadership does not seem to work well in current admin structure. It's a problem.

It could be very beneficial if the university would prevent issuing certain campus wide policies (such as limiting meeting lengths or work from home policies) as they do not fit the needs of every department. In some cases, they interfere with workflow. It will be more helpful to work with each department to determine what works for them and then try to role out tailored policies for each department to address those needs.

It feels like things continue to get more bureaucratic, so very many offices and multiple levels of administrators for each!

It honestly feels like no one up top cares about people who aren't in some kind of leadership position.

It is very depressing to see more and more money go to overhead (admin) than to teaching our students. Perhaps we should be REDUCING the number of administrators and using that money to get more instructors to better help students.

It seems when these concerns are addressed to administrators, the typical response is simply that this is the way it is and they have no ability to change anything. From my perspective, morale is the lowest I've seen in all my years at WSU. Faculty and staff are almost to the point of pleading for relief from the expectations and workload, but the bureaucracy seems to make change impossible. I should note this has nothing to do with individuals; personal interactions with colleagues and administrators are almost always positive. This is a structural issue that appears can only be addressed at the highest levels of campus and university administration but there appears to be no will to do so.

It would be nice if the system leadership/administration would fight for an annual COLA

Lack of transparency from system leadership continues.

Lack of trust in some system leadership, with trust in others. Expanding the system is hurting the system as a whole. The communication from system is unacceptable.

Leadership of the campus sells us rainbows and puppy dogs instead of telling us the truth about the state of affairs on campus. We need new leadership in the highest areas and we need to shift our focus back to the students to improve enrollment numbers. Having 100 vice chancellors when we can't even afford to hire custodians and support staff is ridiculous. Let's get back to what's important...bring staff back to campus to support our students and foster an atmosphere of community!

Many staff are not making a living wage, yet more high-paying administrative positions have been added in recent years.

My faith in system leadership has completely disappeared. Most current administrators are unqualified to hold their positions. There are others who could be more effective in these roles.

Not confident in our leadership to make the right decisions, and do not like how our leadership framework is and feel it is ineffective.

One of our senior campus leaders engages in bullying and harassing behavior with employees. We are shocked that this has been allowed to go on for so long. Awards and promotions are granted to administration and not to the workforce supporting and educating our students.

One WSU needs work. People who wear a campus and a WSU system hat are rarely effective at representing both. System leadership need to work on understanding the multi campus structure and not a one campus structure (culture change takes time, I get it).

OneWSU is a huge failure. WSU IS the Pullman campus. The rest could at best be described as orbiting satellites. It makes no sense to elevate their importance. It's seriously costing us in terms of administrative bloat, misallocated resources, and general prestige. Even on the Pullman campus, administrative bloat is out of control.

There are so many administrators doing so little. Rather than cutting 6% across academic units (before we've even hit a recession, no less), cut administration, and severely. WSU is tanking when it should be thriving. Leadership at the top is to blame.

Our campus leadership does not appear to be engaged with the faculty or college leadership--there is a clear leadership void at our campus level.

Please note that we are all part of the improvement process but sometimes I feel we are being talked to and not heard as much.

Positive emails sent out by WSU system leadership in support of employee satisfaction and wellness are not matched by resources provided (salary, retention, support for long-term employees). These messages come across as inauthentic and out-of-touch with reality.

Priority is given to senior leadership and their compensation and added benefits.

Senior leadership at the highest levels has expanded beyond what is needed and has placed an added burden on others instead of lightening the workload.

Senior leadership has been struggling to provide a clear path of where the division is going which hinders the departments below. We need more transparent budgets and communication. If the ship is sinking, we need to be aware to know how we as a team can improve things.

Senior leadership have received increases during a time of budget cuts that is equal to what some employees make as their annual salary.

Senior leadership salaries continue to escalate while funds are not available to bring employees to an equitable compensation model. The addition of additional senior leadership positions has not resulted in any measurable outcomes.

Significant confusion regarding system leadership and campus leadership. It's difficult to know who messaging is coming from when both roles are referenced in the signature line. There needs to be a better way to identify if a leader is communicating for the campus or for the system.

Substantive change in WSU system leadership is urgently needed.

System leadership act out of touch, patronizing, and condescending with their descriptions of how 'everyone' is feeling budget crunches while describing cross country trips, or beautiful sunrises over the snow in the same paragraph as mental illness prevention.

System leadership are ineffective.

System leadership care more about athletics than ensuring all employees of the institution are properly cared for.

System leadership communicates that compensation is the number one priority, but that is never translated into action. Upper administration has ballooned even in the face of significant resource constraints.

System leadership do not care about the employees at the University. Implementing a new budget model while we are still reeling from the implementation of Workday is too much and unnecessary. The One WSU system did the opposite of what was promised - way more administrative bloat and the perpetual budget cuts have really hurt the morale of all employees system wide. We are doing so much more with less resources every year. The frozen carryforward for years on end is also very frustrating. I love my job and my team but have lost my trust and love of WSU.

System leadership do not care about the employees in our area as long as we are still running in some manner.

System leadership do not fully understand and embody the land grant mission of our institution.

System Leadership has done more harm than good in his tenure at WSU and is crippling WSU's traditional areas of strength and failing to build new areas of strength in their place.

system leadership has not been focused on the things that matter to WSU, they have been focused on creating an empire they can claim creation and ownership of. The goals of WSU and the goals created by system leadership do not mesh and are leading to the degradation of the educational experience for students, staff, and faculty.

System leadership have built an administrative morass but are failing to serve the university as a whole. They are neither visible nor transparent. Senior employees feel they are destroying many of the aspects that make WSU special. I find their lack of focus on and support of basic research particularly disturbing.

System leadership have not clearly communicated in light of concerns we have experienced with the prior leadership of the program, leaving us to feel we are not a part of the WSU community.

System leadership have not taken concerns brought to them seriously.

System leadership is absent when there are difficult matters to discuss.

System leadership is not inclusive or transparent in decision making. I am excluded from information and meetings.

System leadership is out of touch with employees in the lower rungs of the ladder. A raise for us means an extra cup of coffee while administration receives several thousand.

System leadership is overcompensated when considering rates of pay for other employees.

System leadership is overpaid and underworked.

System leadership is way too focused on tinkering with system structure without addressing the fundamental challenges our version of a multi-campus system presents. Hiring more administration, including duplicating so that we can have a system leader and campus leader only exacerbates our resource challenges. We operate so "poor" compared to our peers but yet it seems really important to leadership that we have more administration than it is to become more efficient so resources can get to our primary mission. Our mission is not to provide employment for highly paid leaders. There are multi-campus systems out there with different models that work. We can't seem to get out of our own way in order to be a better university. So deflating to continue to be asked to do more with less and have campus and system leaders seem so tone deaf.

System leadership needs to put as much emphasis on academics as they do on football.

System leadership sends frequent updates/communications which is helpful for staying in touch.

System leadership tend to listen to the person who is the best public speaker. I would like to see more effort made to encourage discussion from others, to allow others to provide their input, appropriate feedback and/or alternatives for policies that will impact service across the campus community.

System leadership's decision to add an additional layer of administration has shown no added benefits that are observable, but has added to significant levels of frustration.

The "ONEWSU" thing is confusing. It looks like it has resulted in a duplication or expansion of expensive administrative offices and functions without providing ROI for students. I have had conversations with community members outside the university who don't understand why we are so excited about One WSU. They don't understand what it means for students. And I don't think students care about One WSU. I think the university needs to invest in things that have an impact on students, helping to recruit and retain them. I think WSU is in big trouble in terms of enrollment and reputation and we're not facing that and dealing with it directly. All the reorganization happening at the top seems like a distraction. And with significant budget cuts, there has not been transparency about where the cuts will occur at the system level. I love working at WSU but I'm not happy about the energy and money being spent on One WSU without any idea what difference it will make in the future of the university. The budgets local-control central WSU model does not and will not work because accountability and control are not aligned. It is a matrix structure without a critical mechanism to coordinate the sides. The system needs to change: either co-locate all branches with main, or have the branches be totally independent.

The changes being brought to fruition by oneWSU are not nearly transparent enough. There are staffing changes that have been done or in process of being done that don't seem consulted by the impacted departments or central offices. They are just unilaterally being decided from a system level and to compound the issue there is no communication on the details of the plan. The communication and plan are at a very high level that systems and areas are being looked at but changes that impact staff are an afterthought and diametrically opposed to the goals of retaining good staff and feeling welcome and appreciated. In short much more detailed planning about the roles of specific departments, areas, and units should be communicated to those departments well in advance with enough information and clarity that those changes are taking place to advance these goals.

The communication around OneWSU is counter-intuitive, given that most aspects of OneWSU seem aimed at operating the campuses separately. To be clear, I support operating them separately, but the messaging is completely bumbled.

The creation of additional layers of administration and lack of transparency about the overhead expense and real impacts to staff are of great concern.

The current WSU multi-campus system is largely disconnected and disorganized. Especially at a smaller campus, much of the system-wide decision making feels very Pullman-centric. There is a strong need for more collaboration on all fronts, whether that's as simple as staff-to-staff collaboration, or as complex as offering degree programs across multiple campuses simultaneously (virtually).

The dual leadership structure is cumbersome and lack of sufficient resources for aggregation are the primary concerns.

The farther administration from me as an individual, the less I am aware of how decisions are made and the less they are aware of any of my or my department's accomplishments.

The focus on systematizing our organization across campuses is creating role confusion and unnecessary redundancies that do not serve students or contribute to our mission. This does not mean we should return to a "Pullman first" approach to managing the system, rather that we should steal a page from the playbook of other multi-campus public institutions and allow each campus to develop their own identities, strengths, and supporting infrastructures that create synergy and collaboration, as opposed to competing for shared resources. Commonsense approaches to equity between the campuses does not mean that, for example, we rotate board meetings or

other conferences between each physical location (often at great expense to those who travel between campuses), rather it means thinking about this system holistically and how we can share a strategy and vision in fulfilling our land-grant mission.

The higher one goes in the administration, the less concern there is for those of us in the trenches. At this point we are just pawns, worthy of nothing from administration but platitudes - lots of platitudes.

The incompetency, selfishness, and corruption on the part of the leadership in my college and campus is unbelievable. It is not clear if the system leadership are fully aware how corrupt it is, but due to their inaction, they are complicit.

The move to the #OneWSU structure has been a challenge. The lack of communication around what the benefits are, why the timing was chosen given our enrollment challenges and lack of clarity around goals moving forward have all compounded to make the overall system feel confused. Campuses are experiencing growing pains and feeling the transition without clear goal setting or consistent visibility from leadership. Having a few key goals and those being reinforced would help people feel like they know how their work contributes. Until then, people will continue to focus on their own work without looking up to see if the impact is being felt or recognized.

The multicampus structure is extremely inefficient and creates much additional work that gets in the way of serving students and scholarship. At the same time, being part of the larger system and part of my department on another campus is extremely positive.

Many employees feel extremely unappreciated by campus leadership.

The outgoing research-intensive faculty has hurt our department as that was at the core of our decision to pick WSU's offer over others we had.

The role of campus leadership on our campus is unclear. There is very little interaction with faculty or input on anything the campus does. More transparency in what these administrators actually do, and campus faculty governance should be a priority.

The structure of the multicampus system for our college is increasingly a barrier to creating an equitable environment for employees and students. Specifically, the very limited way in which college leadership can advocate for or change resources for campuses that are under resourced is creating a great disparity. We are moving further away from "One College" instead of closer to this idea.

The university priorities are misguided and that transfers to all levels of system, campus, and college administrators.

There is a growing disconnection between senior leadership and staff, both academic and classified.

There is a growing disconnection between senior university leadership and the other levels of the organization.

There is a major leadership void at the WSU System level.

There is a member of senior leadership on my campus who has poor leadership abilities and is not the appropriate person for the work being performed.

This place is a waste of tax dollars and students should be paying a fraction of the cost they pay for their education. There are too many overpaid administrators. I don't see anything changing in the near future.

To see system leadership get significant increases with an argument of market conditions, makes things even more disheartening.

Too many emails from campus and system leadership that don't contain meaningful information or fears regarding enrollment.

Unhappy that system leadership expressed firm priorities and have since made it clear they have no intent of fulfilling those priorities, since WSU continues to take money away from academics to pay for the incompetence and mismanagement of the athletics budget. WSU leadership, with its ongoing budget issues, continues to tell us faculty: "We don't care about you. Do what you're told."

University administrations have weathered the pandemic very poorly. The proposed solutions to declining enrollment are inadequate.

Upper administration does not appear to want to help researchers do their jobs, get grants, etc., but rather, it seems that researchers are here to help upper administration do their jobs. Much frustration!

We need to stop lying to ourselves and face some hard realities. Transparency and trust need to be authentically enacted.

While WSU senior leadership does a great job in informing colleges and areas of decisions that are made, they do not involve the colleges and areas in the decision-making process. This creates a feeling of not being valued.

With the implementation of OneWSU and a multi-campus structure, I see some issues of ego on our campuses where each one feels like "I am the main campus, and I don't want anything to go to the other campuses" rather than a feeling of one WSU. This also seems to create issues. I like where I work and enjoy my own department, but sometimes the macro-level systems here can feel crushing or inadequate and actively prevent me from doing the role I need to.

WSU administration does not treat all employees equally.

WSU campus and system leadership has failed employees and students. There is a lack of leadership, accountability, and support to tackle the tough decisions and provide strategic guidance and direction. If the administration does not course correct soon the WSU we all know and love will no longer exist.

WSU continues to support multiple layers of high management while shifting more work to fewer little persons.

WSU could do a better job of not compartmentalizing/silo things, one example is one WSU but there are multiple student fees depending on campus and students can't just take/enroll across campuses due to fee differences, This cause hardship for students who don't understand why they can't enroll on another campus than they are admitted, and extra work for staff to correct and add sections to enable a student to take a course needed toward graduation.

WSU executives are too insulated from low-level employees to effectively listen to them. Surveys that keep employees at arm's length don't allow employees to feel heard.

WSU has a siloed nature which makes it difficult to conduct work in a meaningful way. OneWSU has not helped this.

WSU is not effectively working as a system or "One WSU." Instead, WSU Pullman identifies itself as "WSU". As a result, other campuses are treated as inferior when it comes to decision-making, org structure, and communication.

WSU is top heavy and does not require the many layers of administration that exist.

WSU Leadership continues to test the staff in ways that are beyond imagination. While diamonds are formed under pressure, we are in a state of despair.

WSU Leadership has a "good ole boy" system in terms of equitable pay and leadership, which does not equitably promote or recognize women, nor will it. Seems to me that this might be the driving force to most of our problems here.

WSU needs senior leadership who have the skill and experience to do the work they are assigned.

WSU System leadership does not adequately address concerns - WSU faces many challenges yet they are either not willing or not able to answer the hard questions that are posed to them. System leadership is ineffective.

WSU system leadership often feel imposed from above, rather than developed with staff or faculty involvement. That leads to less buy-in and confusion around efforts like "OneWSU." People don't even really know what that means.

WSU's administration leaves a lot to be desired and really is only good for the top of WSU, not the majority of workers at WSU or quite frankly, the students who go to this institution. I don't have high hopes for change actually happening.

College and Local Leadership

A few years ago, a student committed suicide, which was a horrible tragedy. The campus announced it, offered support to friends and family, held vigils, and had an open conversation about the pressures on students and how we could help improve their mental health. Six months later, a staff member committed suicide. No announcement. No support. No discussion of how the ever-rising workload on staff is overwhelming. Nothing...as though it never happened...and as though campus leadership has zero regard for classified and AP staff.

I am not respected, either by my supervisor or other leadership.

I am often concerned that my direct supervisor's understanding and expectations of my role are not in alignment with those of senior leadership. I often feel stymied and ineffective in my ability to move forward on given projects as directed.

It is becoming increasingly difficult to trust our College Leadership.

The colleague leadership send frequent updates/communications which is helpful for staying in touch.

All that matters to WSU campus leadership/system leadership is getting large external grants. A stellar research and publication record doesn't matter unless it is in an area with many available external grants. Success in teaching doesn't matter at all. Nor does success in placing graduate students in good jobs. There are no standard

criteria for raises, it depends entirely on who your friends are in administration whether you will be impoverished by years of borrowing to support your own research and live on a compressed salary while watching others with bad teaching records and much lower research productivity receive one big internal grant after another.

Campus leadership appears to not value STAFF.

Campus leadership has not been focused on the things that matter to WSU, they have been focused on creating an empire they can claim creation and ownership of.

Campus leadership was unaware of service I was providing until I made them aware.

College administrations have weathered the pandemic very poorly.

College leadership are ineffective in their job.

College leadership are stellar.

College leadership do not listen to employees and those who speak up are retaliated against by leadership. There are topics that we are not able to discuss and are censored.

College leadership does not seek input from stakeholders before making decisions that have major effects.

College leadership is superb.

College leadership is transparent and wants to make the college successful. This has been a true blessing.

Concerns with my direct supervisor.

Current departmental leadership are excellent and a great improvement for those under their supervision.

Decisions by campus leadership often feels imposed from above, rather than developed with staff or faculty involvement. That leads to less buy-in and confusion.

Department chairs are abusive of faculty and have no idea how to motivate or nurture success. Basic information is hidden from people so they cannot be good departmental citizens. There is a depressingly consistent top down management style across the university which stymies engagement and the positive development of the university. Those who go along with management decisions are the only ones who get along. College deans never go against chairs even when they are obviously wrong. At the university level the focus is on money and sports and in that order. All other areas of the university (except the medical, agricultural and engineering) are starved for resources. Faculty here are paid much less than the unionized regional universities in the state. This is a very poorly managed university with dispirited staff and faculty. I would suggest some changes, but they will never happen so what is the point.

Department leadership abuses their power routinely

Department leadership are exceptional. Some colleagues reporting to department leadership can be seen to be unprofessional.

Department manager mission and values do not align with university mission and values, leaving me with two sets of messages.

Departmental leadership are excellent and supportive. College leadership is ambiguous at this time.

Division leadership has been struggling to provide a clear path of where the division is going which hinders the departments below.

Encouraged by new leaders the college and department.

Firstly, my supervisor is amazing and if it were not for her I would have quit my job a long time ago. She makes me feel heard and understood and does not make me feel like a cog in some greater machine. To her, I am an individual and I am incredibly thankful for that. Beyond her, however, I do not feel the same. If ever I have a concern that needs to be escalated, I do not have confidence that it will be addressed by the administration. I do not feel like administration cares much about the day-to-day stresses we face.

Harassment, discrimination, and retaliation of faculty by department leadership.

Have significant concerns regarding the competence of the Dean.

Hiring managers consider competencies last here, making it more difficult. Appointments and promotions are political, right down to looking for approval of central support offices. Again, competency is most often eliminated even at the sake of safety. In general the university strives to satisfy political minorities at the sake of the majorities and again, look good instead of setting us up to respect, care for, support and love each other.

I am happy to be in a well-functioning department with competent leadership

I am incredibly supported and heard within my area. It doesn't feel as if our Campus/System leadership is invested or fully aware of the scope and impact of our work.

Decisions made at the campus level are unknown or not very transparent as we adjust to having a chancellor and responding to a system perspective. Unfortunately, being the flagship campus of a system seems to be more of a burden than an advantage.

I am not enthused at this time with the trajectory of the college.

I am unhappy with department leadership.

I am unhappy with how my supervisor handles personnel problems. There has been a chronic issue between 2 coworkers that they basically refuse to deal with and leaves it up to them to figure it out. According to them, this has been a problem for years, but the supervisor refuses to mediate the problem(s) between them, even when they are brought to his attention. This does not give me confidence that my personnel issues will be dealt with properly.

I am very devoted to my job as a faculty member because I enjoy the research I do and teaching (as well as learning from) my students. Recently, I have grown very concerned about how my campus is managed from both a visionary as well as a fiscal standpoint. I read my campus weekly newsletter and notice that we are welcoming new (non-teaching) employees on a bi-monthly basis. I see that we are using campus resources to put forth many DEIJ initiatives and are using both campus publications as well as community publications to highlight faculty and staff achieving DEIJ objectives. All good things and the campus has a diversity to it now (on BIPOC and LGBTQ issues) that it has never had. I worry about the entire fiscal picture, however. What does it say about the campus' priorities when we have implemented action items from the Strategic Plan regarding DEIJ, yet the campus library is closed on Saturdays and only open for six hours on Sunday? I am concerned about the fiscal and campus cultural implications of such siloed leadership.

I am worried and saddened by the lack of support toward the academic core of the university. This pertains to the quality and quantity of faculty, and more generally to the perpetually diminishing operational budgets, infrastructure maintenance and salary adjustments.

I appreciate the changes in my department, but some of the changes need to be timelier and more thorough.

I believe campus leadership do not support my college.

I do enjoy working at WSU and in my college! Working in an academic department is different than working in a staff department as the perception tends to be that faculty are valued more than staff sometimes in the way that faculty treat staff members. Of course, there are some amazing faculty members to work with too but it is an interesting mix.

I feel appreciated, supported, and encouraged by my department and college leadership-- being a part of a great supportive team is energizing and compelling me to work with greater innovation and creativity!

I feel as though our graduate program is being slowly choked. There seems to be a lack of future-oriented thinking about how budget savings today will impact the program in the future. If the college is trying to eliminate the program, they should just announce that decision instead of slowly killing it with a thousand small cuts. I feel like it is getting harder and harder to deliver high quality undergraduate and graduate education AND provide high quality, appropriate staff support when we are perpetually experiencing budget cuts. It seems that we are repeatedly being told that the budget cuts implemented at the college and central levels are necessary to address critical institutional priorities. While I agree that the reported priorities are important and good things to be doing, I do not see how they will make a tangible, significant impact on our ability to teach, conduct research and deliver high quality outreach programs. In reality what I am seeing is a decrease in the number of instructors and faculty available to deliver our core courses, research and outreach while College, Central and Institutional administration seems to be continually expanding. We have also experienced a series of interim leadership appointments that I believe have hampered the development and implementation of a long-term vision and stability in the department.

I feel my local leadership has approached their position by looking out for the bottom line for the university and citizens of Washington but has been detrimental to the quality of service we now provide and the working conditions within my department.

I feel our dept is micro-managed by the college leadership's department. Our college leadership department is very top heavy. There is less money for the actual dept that is needed to teach the students. Our dept has never gotten to hire faculty that retired or moved on at the same rate of departure.

I feel strongly supported by my supervisor and colleagues in my department. However, I don't feel the same way at the College level. If the College really cared, they would listen to staff and A/P about workload issues, duplication of work, inefficiencies in procedures and make improvements in the workday that speed up our work rather than hinder. College leadership needs to start listening to the low people on the totem pole. Every committee the leadership develops on campus are composed of the same probably 2-3 dozen people. You would get some diverse ideas if you got input from others.

I feel that department leadership has zero interest in the input of its employees or fostering a better work environment. Not once during my time in my department has our leader even dropped into one of our meetings or expressed any kind of interest in providing guidance in terms of policies for us to follow regarding communications. When we have questions about what to do or issues arise that need some executive level input we are ignored. It is extremely frustrating. At the end of the day, I think our leadership needs to focus more on its employees and fostering a positive work environment where we feel valued.

I feel that my direct and departmental supervisors are committed to professional development, promoting a positive workplace culture, and supporting employee wellness.

I feel that our college administrators are not at all transparent and are making decisions based entirely on their own opinions and not considering faculty/staff of the college at all but expecting us to stand behind those decisions.

I feel that there is no communication between campus leadership and staff.

I feel the leadership of my college does not value the research mission of a land grant university.

I feel very supported by my supervisor and have a great team dynamic. The work feels fulfilling and I am confident with the expected duties for my position.

I have an issue with my lack of trust, engagement and work ethic related to my direct supervisor.

I have experienced the transparency of leadership to be decreasing regarding primarily the budget/hiring/salary areas. Stakeholders use to be asked prior to decisions being made; now, we are asked if we agree with made decisions. Poor leadership and poor morale.

I hope the leadership that reads this realizes that diversity and inclusion goes beyond just hiring people of color, but rather ensuring proper professional and support systems that ensure your faculty and staff feel supported, welcomed, and like they are being heard by the institution.

I love what I do but I wish there was great acknowledgement and communication from campus and system leadership of the work that is being done.

I no longer enjoy my role due to my direct supervisor.

I think that staff is under-appreciated in certain departments, and while the support of my immediate supervisor is overwhelmingly positive, I feel that I am constantly facing roadblocks with College and Campus leadership to advocate for myself and the pay that I deserve.

I wish that the job I was hired for was what my position was going to be. Schedule commitments made when recruited have not held true.

I would appreciate more transparency from campus and WSU leadership

I would love to see the university and college leadership provide more encouragement and support for teaching faculty.

I'd like to highlight that while my department-level leadership is outstanding, the college-level leadership has been atrocious, by far the worst I have observed, creating widespread loss of morale and continued erosion of trust and engagement. Issues with college level leadership related to employee engagement include an overly autocratic approach and narrow-minded arbitrariness in decision-making control; obvious conflicts of interest regarding operations and allocation of resources, poor communication that appears error-prone, tone deaf, and at times unprofessional, with shifting promises and/or inconsistencies between what is said and what done or not done; an unrealistic view of what makes research and teaching successful; and senseless squandering of time in pointless ad hoc committees whose recommendations are then discounts and ignored.

I'm grateful I found a department that saw my potential and provided me the opportunity to believe in myself again.

In the last year, we had a poor experience with local leadership where it was not really clear who was in charge. During this time, we also had an environment where respect was very low. Some individuals were belittled and put down when they asked questions. Input was discouraged. That has mostly changed, but during that time we had no recourse to improve the situation, and some damage was done.

Interactions between both departmental and campus leadership are almost non-existent for some colleges or areas.

It is disheartening to see what the change in leadership has done to alumni relations.

It often seems like the level of respect I receive as a staff member depends on who I am communicating with at any given time. Other staff, graduate students, and career-track faculty tend to be more respectful towards the work I do in support of the department than higher-level administration.

It's disappointing that department leadership is creating a hostile work environment and bullying employees. Almost our entire unit is unhappy and plans to quit, which is sad as this department wasn't always like this.

It's ridiculous that leaders of departments get away with so many things because of their title and treat other employees with no respect.

I've witnessed a great deal of leadership care less and less. They care less and less about the programs, departments, curriculums, employees, students, programs, animals, the environment and so much more. I've watched programs; great programs that gave employees and students equally fantastic opportunities that cultivated an entire environment of teamwork, positivity, and supported the betterment of campus, community, and people in general get shut down for no reason (even when public and student opinions want the program to remain). While programs that are blatantly wasteful, disrespectful, publicly abhorrent and taught/run by people who have no business doing so persist (when student and public opinion clearly feels that the program should go away).

Lack of trust in college leadership after commitments were made and have yet to be followed through on.

Leadership are at another campus, so supervision does not regularly occur, leaving it difficult to resolve concerns as they arise.

Leadership are unaware of the daily impacts of behaviors in the departments they oversee.

Leadership do not allow for considerations to current policies, procedures, and accountability in my college. No one is bringing our college into a productive program with accountability being taken by leadership.

Leadership do not consult with senior staff when making decisions, rather contact less qualified staff for input.

Leadership do not empower staff to do the work they are assigned.

Leadership for the department are amazing and the reason I am here.

Little to no recognition for the work being performed. There are times staff are discriminated against.

Local and college leadership did not implement any changes from the last survey.

Local and college leadership provide superior leadership and are hard-working and efficient. These leaders are transparent and responsive.

Local leaders who experience higher turnover rates should be reviewed to understand why.

Local leadership are fantastic and supportive.

Local leadership are fantastic.

Local leadership are very supportive but as a system change is glacial and bogged down in a convoluted system that seems to oppose change and improvement.

Local leadership do not listen to the concerns of their employees.

Local leadership engages in discrimination. They grant time off for some but not others or they make it a difficult and demeaning process to request time off. Local leadership is using time to teach at another university while functioning as in the role for WSU. Staff are desperate for relief.

Local leadership is who makes our department successful.

Looking at the "areas for improvement" in the last EES in 2018, it's incredibly disheartening that most of those areas are still problems. I realize that COVID and the pandemic really threw a wrench into WSU's plans system-wide and it's hard to be upset about that, but there is still a feeling that leadership and administrators as a whole don't care about actual day-to-day workers, they only care about things that are important to them and what affects them.

Many people in leadership roles lack the training, experience, educational background, and desire to learn about the programs and personnel. There is zero transparency in decision making and small programs receive the majority of the resources, both financial and personnel. We desperately need new leadership, in most faculty and staff supervisory roles, who can make data-driven, objective decisions that are more equitable to all programs and people.

My college has an unusually high number of leadership who micromanage the departments in regard to hiring, processing transactions in Workday, managing technology equipment. Leadership emails are condescending to employees. It is not an atmosphere which treats people in a positive manner.

My current position is in a department that espouses the values of WSU and has allowed me to grow, develop, and contribute in a real and healthy way. I hope that this is the direction all of WSU has been going. I am grateful every day for the leadership I now have, and also saddened by how poor the leadership in other departments is.

My department leadership supports me and I feel valued and appreciated.

My leadership cares about us as people first and employees second, allowing us to do our best work without constantly having to focus on the employee mindset. I feel free to perform at my best, without being afraid of the consequences of taking time off when needed.

My local leadership is the best I've ever had. They are kind and good at what they do. I am thankful to work for them.

My local supervisor and environment is GREAT!!!

My main concern is with my supervisor and the demoralizing atmosphere he creates along with the constantly shifting reasoning and circular logic on work assignments and lack of credit for accomplishments. My supervisor is the primary reason I am extremely dissatisfied with working for WSU. There needs to be more accountability on supervisors to channel the approaches and mentality of leadership to employees. I recognize a lot of great initiatives, programs, and people at WSU but they are effectively blocked from having a positive impact on me due to a "bad apple" supervisor.

My supervisor has high energy, which is contagious.

My supervisor, department leadership, and college leadership have all positively impacted my work experience. I wish this had happened sooner.

New department leadership is receiving the support and resources to develop out team in a meaningful way.

New leadership has negatively impacted the work environment. It seems as though employees are being targeted by new leadership.

Not all impacted employees were given the opportunity to give input and feedback on leadership for our department. This did not feel fair, equitable, or justified.

One of my main concerns is there is more emphasis by local leadership of hiring new faculty and not enough effort on promoting existing employees that help keep our studies going.

Our departmental staff and leadership is excellent and I am very happy with them the college leadership is terrible and make working at WSU very much less enjoyable.

Our new leadership is exemplary.

Please note that we are all part of the improvement process but sometimes I feel we are being talked to and not heard as much.

Poor training at departmental level. There has been no structure (transition reports, timelines, training guides) to help me successfully understand and complete new administrative tasks essential to my role. Colleagues have helped me acclimate, but this sort of training should be built into the departmental infrastructure rather than expected of colleagues. My supervisor has not delivered feedback in a constructive, respectful way, and I have not received positive acknowledgement when I've done good work.

Senior administration in my area are difficult to work with and do not engage in a productive way.

Some of our department leadership could benefit from a coach.

Staff are not involved in decision making for big decisions. It does not seem the surveys are not meaningful because not much is done by leadership in response.

Super frustrated with my department leadership and the lack of cohesiveness between the areas within our department. We never have cross functional meetings. I feel very disconnected from my co-workers. Never know what they are working on verses what I am. Could be more efficiencies is we all were more connected.

Supervision for staff is lacking, leading to a lack of accountability and productivity.

Supervisor changes are incredibly common with little to no notice which can have a significant impact on employee wellbeing, retention, and engagement.

Supervisor recently gave one of our employees a retention bonus when claimed that there wasn't enough in the budget, and then demoted two of our employees. Our team is not a team and it is sad.

Supervisors need to recognize the additional workload they are asking staff to take on and need to step up and support their staff.

Supervisors thinking we work in an area free of policy and compliance requirements needs to be addressed.

The constant state of deprivation experienced by the departments and faculty in my college is detrimental to its members and the overall health of the university. This state of deprivation undermines so much that is great about WSU. It undermines DEI. It creates disproportional burdens for our faculty, staff, and students. It ultimately is discriminatory

The incompetency, selfishness, and corruption on the part of the leadership in my college and campus is unbelievable. It is not clear if the system leadership are fully aware how corrupt it is, but due to their inaction, they are complicit.

The new dean does not come visit us.

The new department leadership is collaborative, transparent and seeks input of employees. College administration need to think about gifts of appreciation and how those can be seen as devaluing given the inability to utilize the "gift".

The program was negatively impacted by prior leadership, but it seems we are set to do better under interim leadership who have been appointed. There has been transparency and communication, which is appreciated.

The shoot from the hip approach and decisions by college administration has left a lot to be desired. It seems that the culture has moved from an appreciation in leadership for terminal degrees (PhD) and outside of WSU experience. We will not survive if we continue to be status quo. We become an organization of complacency.

There is a lack of clarity regarding supervisory lines in my department.

There is a lack of accountability and leadership in my area. I have noticed people either don't understand their job duties or ignore them and have others fill in the spots. I have done work for others where they get the credit/recognition/promotions based on my ideas and strategies.

There is a lack of communication and direction.

There is a major leadership void at the campus level.

There is an extreme lack of support from college leadership. When employees seek to put wellbeing first, they are retaliated against.

There is appreciation for interim leadership to keep us running until permanent leadership is identified.

There is little communication from leadership to the staff as a whole, decisions are made in isolation by the "leadership team." There are no periodic all-staff meetings or retreats to discuss issues, goals, state of the unit.

There is not much transparency in the managerial leadership and with all the transition we've been through, roles and responsibilities are not clear and established.

There is zero transparency between area leadership and the rest of us, decisions are often made regarding our day-to-day work that they have NO clue or experience with!

Things have improved greatly with new leadership.

We are constantly left out of the loop by the colleges and programs we support, and the absurdity of the campus relationship to our work is a daily frustration. While my immediate colleagues and leadership are excellent people who value what we do, we are treated indifferently at best by campus/system leadership -- at worst, we're ignored or blamed for issues in the colleges and programs we support.

We seldom see campus leadership because we are not located on the same campus.

While my immediate work supervisor and colleagues are amazing, my department is huge, and they don't know I exist. For that matter, neither does the campus or university.

Work is heavily siloed and there is a lack of collaboration. There is also a lack of community as it related to the lack of presence of favored employees who work remotely full time.

Workload and Staffing

I lose positions and am expected to do the same amount of work or more with less staff. I am tired and never get a chance to recharge. We need to either 1) staff appropriately or 2) take a critical look at the projects, products and outcomes desired and get rid of some less important ones, so you don't run your faculty and staff into the ground.

The growing workload without being given additional resources is taking its toll on morale. We are not being set up to succeed, and certainly don't want to be set up to fail!

With the consistent "short staffing" issues, central offices should focus on providing more tools to admin staff. Help us do our job better or easier, making your job better or easier. Other Universities have more resources on their websites for their admin employees to access. Instead of having to take on more work to support central offices, maybe they could support us.

A chronic issue for select employees at WSU is the excessive workload that does not foster the idea and ability to be able to take advantage of time off that the university gives its employees. It became frustrating when one has to consistently compromise leave requests and time off to keep their department/area operating. Giving back leave on a regular basis because one reached the maximum amount yet is unable to take the time or does not feel the ability to be away from work due to workload requirements is a poor way to manage your employees. Not to mention that the state takes back that benefit with NO compensation. If the state was mandated to pay out any unused leave this would put pressure on upper management to encourage time off in order to keep the budgets in check.

A lot of us in behind-the-scenes positions that never get any appreciation only more work piled on.

American workers are steadily producing more and more, while real wages have not risen at the same rate. Basically, we are doing more for less.

Another college on my campus hires numerous staff and has probably tripled, if not more, the amount of staff than we do. We are always asked to do more, take on more, spread ourselves thin and don't receive compensation for the extra work, but the other college with less of a workload has higher compensation. Centrally, our staffing is so understaffed it is affecting students and resources. Someone needs to do something to bring more funding to our STAFF positions. If we are lucky enough to hire, we will lose the person in a year or two to a better paying position. Turnover is so high and hiring moves so slow that we lose great candidates. It's tragic and unfortunate.

Chronic understaffing leading to long-term thoroughly unreasonable workloads

College faculty often seem too overwhelmed to consider collaborating on new proposals or projects with our unit.

Concerned about workload issues

Doing more with less is the ongoing theme these days.

Due to budget cuts and the transition to Workday, there is always too much to do and never enough time to do it all. Staff constantly feels burned out. I used to love my job but now only do it because of the health insurance coverage.

Established faculty are asked to do more with less resources and support.

Financial constraints place an additional burden on employees when we cannot hire the help needed to be successful. We don't get paid well enough as it is, and when we're burdened with additional work- we do it out of respect for our department leadership & other co-workers, but it is frustrating and exhausting. Burn out is always just a day away.

Given that WSU is under-resourced, improvements in myWSU, Workday, and training resources have significantly improved the climate for faculty and staff and access to essential information.

I also think that there is an imbalance to the work that our faculty does, where the workload is not always evenly spread, and some tend to take up the slack that others are letting go of.

I am overworked.

I am worried and saddened by the lack of support toward the academic core of the university. This pertains to the quality and quantity of faculty.

I and everyone I work with is undercompensated for the amount of hard work we do

I do not think that there is a good understanding of the expectations and evaluation for part-time employees. This is unfortunate as flexible opportunities such as this allow for work-life balance, well-being and retention fo workforce. Staff support is lacking and roles are not be refilled when vacant.

I encourage the University to appropriately staff offices to ensure the flow of money in and out of the system flows smoothly.

I enjoy my office and coworkers, but our ability to complete work efficiently is hindered by technology and our lack of dedicated IT staff. We are held accountable for our responsiveness to researcher questions and requests but aren't able to provide the services we'd like because of a lack of support/understanding of our scope of work.

I feel disrespected being asked to be flexible with leadership, perform at my best for our students, do three employee's jobs, while being paid very minimal.

I feel more has been asked of us with less appreciation. Leadership in my area have received the "kudos" but none of that appreciation has trickled down to the workers who actually do the work. More work is being piled on without compensation or promotion.

I feel overworked and underappreciated. I am frequently assigned additional work at the last minute. Managers are not rehiring staff who have left, resulting in more work for me. Campus and System leadership do not consider employees' workloads when assigning new projects.

I feel we are understaffed and we are losing staff all the time to other businesses and Universities as they are under paid for the work that they are doing and people can be paid better elsewhere. We cant get people to apply for our open positions which in turn overwork the staff we do have and they do not get compensated for it, which is causing burn out. I feel like we are going backwards when we should be looking towards the future.

I have concerns about the financial future at WSU, lack of funding to adequately pay employees for the level of work we are having to undertake, it seems like we are continually asked to take on more responsibilities without additional compensation.

I know we are short staffed, but we need to better about treating our existing staff correctly and not bombarding them with excess duties to make up for missing people. You will force good people to leave if you overwork and underpay them. We spend too much effort keeping people in positions that can be better filled.

I wish that we had an administrative support staff person.

I work hard and I get empathy for concerns I raise about how unreasonable the expectations can be/feel but nothing changes. I characterize it as the "empathic shoulder shrug." I understand that the economy has changed, and it is hard to recruit to the Palouse but maybe we need to stop trying to be every thing to every student...

I worry about work-life balance. I understand that I'm contracted to be here 40 hours a week and am fine with that, but there's a culture of working longer hours. It is wearing me down fast and is exhausting.

I would like to pursue research in the area of pedagogy and engagement and implement what I learn in the classroom and in feedback I give students, but I don't have the time to do so or implement these strategies because I'm swamped by the time I spend in the classroom and by the hours I spend grading because of my high course load.

In my section chronic understaffing coupled with frequent staff turnover contributes to an overall exhausting work environment. More staff retention and additional staff would help my work section

It is challenging to get quality work completed with fewer resources than previously.

Less workforce available with inadequate compensation.

Little to no recognition while being asked to take on more work with less resources.

Lower-level employees are being asked to do the job of 2-3 other positions and not get compensated for that.

Many employees feel unappreciated for all the work they contribute. Dedicated employees are frustrated and feeling used. It's not fair for others to have to pick up the slack for those that don't really want to be here.

Many staff are doing additional work of others because there are not funds to appropriately attract and recruit new employees.

Morale is low in my department because we haven't been able to hire new faculty at a sustainable rate.

More duties, less resources.

More responsibility, less pay, less administrative accountability.

My satisfaction, happiness, and wellness ratings are all affected by the fact that I have covered 1-2 to other jobs since my 2nd full month on this job. I will not feel happy, well, equitably treated, satisfied, heard etc. when I have to do significantly more work than I signed up for or am compensated for.

My workload has tripled, and I am completely buried at work. I am barely making deadlines and it's just too much. Especially being the lowest paid person with my title in my department. It is a problem that my cumulative raises don't even meet inflation.

Not enough local support for my program; additional workforce needed locally.

Often, it feels like the workload exceeds the staffing and resources provided. Supervisors are aware of this. But solutions to burn out and overloading employees isn't being addressed.

One main concern we struggle with is low staffing and being overworked. I often feel that I have too many tasks.

Our department is at a point where we can't do any more with any less. Losing one staff member would cause a cascade of problems.

Single staff members are doing the work of two or more people. When people leave an extra burden is placed upon the remaining staff to pick up the slack without increase in compensation or attentiveness to the strain it puts on those who remain. We cannot continue to do more with less. We have to have reasonable expectations of what is possible in a 40-hour work week.

Sometimes the division of labor amongst employees is nowhere equal.

Staff are expected to take on the duties of unfilled vacant positions, and then not compensated for the additional work. When they ask, they are told budget doesn't allow it, but they know a position has just gone unfilled. They feel unappreciated, unsupported, and burned out. Then they leave, and someone else has to take on additional duties, and the cycle begins anew.

Staff are taking on additional responsibilities without sufficient resources.

Staff are working beyond reasonable workloads.

Staff burnout has led to increasing staff shortages, further putting demands on other staff, without adjustments in compensation. Many staff are making less now than when they were hired due to cost-of-living increases that haven't been matched by WSU. While there are budget concerns across the system a more robust plan of how to address these when there is money should remain a top priority.

Staff in our area are volun-told and over-expended to bring recognition to our department, which is done so in a way that puts our leadership at the forefront. It's a constant fight or flight atmosphere. Every email, teams message, deadline is urgent, there are no boundaries. It feels relentless.

Supervisors in my department are overloaded, and it results in even the most well-intending supervisors being stretched too thin to be effective managers.

The "budget plan" is to just leave positions open then they expect people making just above minimum wage to do the work of everyone leaving on top of theirs without any kind of pay bump and it's ridiculous.

The inability to fill roles has caused expanded workloads for those who remain.

The increase in employee turnover is particularly concerning, especially as workloads increase to compensate for a lack of adequate staffing.

The lack of competitive compensation has led to roles going unfilled, leading remaining staff to experience significantly expanded workloads.

The load of work is beyond regular working hours most days

The necessary workloads are beyond 40 hours per week, but instead of compensating employees at the new overtime exemption thresholds, the work is not getting done.

The university needs to find a way to balance the ongoing added tasks to employees.

The workload is extensive enough that I do not have time to review all of the information provided by the institution and it's leadership.

There are many times in the calendar year when it is impossible to strike a work life balance. Evenings, very early mornings and weekends are focused on keeping up with work. In my role it is impossible to take annual leave and not return to an overwhelming workload.

There is a lot of turnover in my college, which is due to people having high workloads and often being undercompensated

There is the appearance of hiring more upper "management" position at the University level, while the staff rarely are able to hire more assistance. I've been overwhelmed for my entire time in my current department. Always short staffed.

There is not enough help, communication, or staff to effectively do my job off campus!

There is not enough staff to complete all the work of the department without causing burnout.

There is some uneven workload distribution between full time and adjunct. There are some adjuncts who do almost no work and participates minimally in meetings related to our work with students.

Things like mandating no-Friday meetings and reducing meetings to 45 minutes instead of an hour, telling people to turn off cameras in Zoom meetings all serve to dehumanize employees and convert us low-life interchangeable cogs. These policies have forced us to cram more meetings, due to shortened meeting times, into the beginning of the week meaning we are stressing about getting our work and projects done on Friday.

Turnover has been high, and we are short-staffed. This makes it challenging to maintain morale.

We are all handling more than our fair share with all of the open positions.

We are constantly asked to do more without receiving any compensation or recognition for our efforts.

We are doing so much more with less resources every year.

We are experiencing an expectation to complete additional work without any additional resources. As staff leave roles, they are not being refilled.

We are experiencing constant pressure to add additional duties to our workload that are not a part of our roles or responsibilities without promotional consideration.

We are understaffed and overworked, and we have been for many years. We are having extreme difficulty filling vacant positions. Many areas have moved to a model of being able to do everything, but this leads us to "Jack of All Trades, Master of None".

We continue to try to do more with less. To retain the students we admit, we need to deliver the services we promise, at the level we promise. We are not serving current students well if they can't get help in a timely way due to fewer staff. Staffing levels for an institution our size, continue to decline, and in some areas are the lowest among our peer institutions (e.g., land grant institutions, PAC 12, Research I institutions). The constant lack of human resources breeds dissatisfaction among employees as well as dissatisfaction among students.

We have a culture where we are constantly being asked to do more with less and it has created a giant burnout culture at WSU.

We have more work than we can possibly do. Most of my colleagues are working 60-hour work weeks with no real recognition of the burden they carry. We are breaking, and many of my colleagues are looking for jobs outside of education because educational institutions are not responding to the changed world.

While I am undercompensated for the work I perform, I am expected to work 10-12 hours per day. The resources needed to meet expectations of the department are not available.

While the university gives lip service to the idea of employees taking time for "self-care" the reality is there is simply no time to do so and the workload requires far more than 100% FTE.

Working in my department, the pay discrepancy is so large that those employees who are working really hard and at the bottom get very little financial compensation for their hard work. I realize this is the nature of my department, but I do wish there was more equality in pay overall. I feel as though several people are doing multiple persons jobs and that the quality of work is going down due to burn out on the lower paid employees who have been doing more work than they should. When someone leaves a position, that position should be filled much faster than at its current rate. Requiring people to do much more than their usual workload is what is draining the morale and positivity from this place.

Workload is a serious concern in my unit and burnout is real. Can we do a better job of setting realistic priorities and expectations around change?

Workloads are beyond what is reasonable to accomplish, heavily due to budget cuts and the need to not refill openings.

Workloads of the expanding senior leadership are being pushed to others and delegated instead of those leaders leaning into the work that needs attention.

Compensation and Benefits

I do really care about my colleagues and the students but feel that staff are overworked and under compensated.

I make a low range of average nationally for my position. The cost of living is going up; everything around us is just getting more expensive.

I think position salaries and pay scales needs to be looked at for all leadership positions.

A commission to track current wages against inflation, cost of living changes and mandatory worker fees (parking) to determine annual loss of salary value. To be used for retention efforts. Significant staff turnover in the last year in my relatively stable office. Future meaningful investment in childcare at city and university planning levels. A real lack of pay equity. I appreciate the efforts of WSU Admin in 2022 to provide \$1M to address salary inequities, but much more is needed. WSU needs to provide an open/transparent way for faculty to see what their colleagues have as base salaries. Keeping these calculations hidden in 2022 was not fair nor a demonstration of trust. Secrecy feeds mistrust.

A review of salaries after implementation of new process/categorization would have been nice to promote equity among the sexes internally and across the system.

Additional funding for employee chairs, for faculty systems to assist students would both be helpful.

An equity review should be considered for all campus employees.

AP employees need to receive at least 4% salary increase this year and in the future.

AP pay!!! Please do what you can!!

APs should receive step increases for salary, otherwise we end up not progressing with income along with inflation. Mass salary increases are not enough and do not reward us for our continued contributions to WSU and our communities. We should be recognized and compensated for the work we do.

Caps on salary adjustment should be considered as a part of the budget savings. Percentage increases for lower wage earners is less impactful than for higher wage earners.

Career track faculty are we paid so much lower yet have high teaching loads.

Child/Elder/Special Needs Care & Schedule flexibility

Civil service employees have never been adequately paid.

Compensation at WSU is extremely low and there should be no surprise that employee turnaround is very high.

Compensation does not reflect the location in which someone works and is not competitive with other higher education institutions in the area.

Compensation for faculty was brought up in the state of the university address, but possible increases for staff and admin was not. Areas that I feel could be improved on for staff are (of course) wages.

Compensation for my role is not adequate.

Compensation for my role is significantly below industry standards

Compensation for staff is not adequate for the roles we hold.

Compensation for the work I perform is not adequate.

Compensation in comparison with the cost of parking, benefits, and other deductions is inadequate; especially compared with increased costs of living.

Compensation in higher education can be quite demoralizing when much less important work by less educated people get paid more in private sectors. I hope WSU pushes forth with efforts with the state to raise salaries significantly.

Compensation in my area is not adequate.

Compensation increases are not adequate.

Compensation is a large issue in my job satisfaction. The Campus gym is very expensive and should be offered free of charge to staff to promote physical wellbeing.

Compensation is far below national average for equivalent positions as reported in national association data.

Compensation is not adequate and impacts different types of employees differently. WSU should seek programs that allow expanded compensation for entry level employees.

Compensation is not adequate and is not keeping up with the increases in the cost of living.

Compensation is not adequate for all employees of WSU. Underpaid employees are jumping from job to job in hopes of making more money to make ends meet. Overworked employees are working well over 40 hours a week to keep their departments “a float”.

Compensation is not adequate for entry level positions with WSU.

Compensation is not adequate for my role and is not keeping up with the increased cost of living.

Compensation is not adequate for my role.

Compensation is not adequate for the role I hold in comparison with other roles that have lesser responsibilities.

Compensation is not adequate for the role I hold.

Compensation is not adequate for the work we are being asked to perform. WSU has a program that allows full time employees to take classes for free, but in reality, it's a sham, because most of the classes that are available are during work hours. Which makes it near impossible to be able to take the opportunity. Room for growth is a joke.

Compensation is not adequate or competitive.

Compensation is not adequate unless you are a part of campus administration.

Compensation is not competitive with market compensation.

Compensation is not equitable and increases in compensation dollars are prioritized for those in senior level roles.

Compensation is not equitable and is not sufficient.

Compensation is not equitable with market pay.

Compensation is not equitable with market rates.

Compensation is not equitable. Merit based increases need to be implemented.

Compensation is not in alignment with market compensation. I am underpaid for the position I hold.

Compensation is not keeping up with increased costs of living.

Compensation is not keeping up with the cost of living. I am concerned that I will lose good colleagues because of the lack of fair and equitable compensation.

Compensation is not keeping up with the current job market in our area. We cannot hire replacement people because our salary offerings are too low. I feel support departments would rather we hire someone outside the university vs. promoting current employees.

Compensation is only prioritized for higher level positions. Compensation is not competitive.

Compensation is way behind industry and even Pullman campus.

Compensation needs to account for increased cost of living.

Compensation needs to be addressed.

Compensation opportunities are not equitable for various levels of employees within WSU.

Compensation structures need be addressed.

Consider benefits offered by other universities, such as discounts on childcare fees. Examine salaries and ensure we're keeping pace with other universities. Also, do a comprehensive review of salaries between genders and make adjustments accordingly.

Continuing to promote higher and higher salaries for faculty while the AP and civil staff research wages and see that they make 10% less than their counterparts at other universities motivate these long term, knowledgeable employees to look at other universities for career growth. Overall, WSU is a good place to work, but there are a lot of things that we could do to make it better for our employees and those we are here to educate.

Compensation is not in alignment with market compensation.

Employees on smaller campuses tend to have more types of responsibilities that they are asked to complete than their position would actually entail if they were working on a larger campus with the same job title. However, there isn't any extra compensation for completing these duties, or consideration of a different classification given the added responsibilities.

Employees should also be able to use campus recreation facilities (gym, pools, etc.) for free for health and wellness. Administrative professionals should be able to receive merit-based raises on top of COLAs. Hard workers should be rewarded. Employees should also be able to take classes with the tuition waiver through Global Campus as well as online through other universities in the state system.

Equitable compensation is prioritized for those in senior administrative roles.

Faculty here are as demoralized as I've ever seen. We NEVER even see basic raises that keep up with inflation, so every year we stay here our standard of living falls. So many faculty want out.

Faculty salary is demoralizing for most of us at WSU without an administrative position. I live in a place where the cost of living is approximately 25% more than in Pullman, yet I get paid less than my Pullman counterparts of the same ranking and discipline. The administrators above me make more than a living wage. And I am trying to figure out how to pay my bills this summer without taking a second job. But you don't care.

Faculty/staff under-compensation is a major concern.

Financial constraints place an additional burden on employees when we cannot hire the help needed to be successful. We don't get paid well enough as it is, and when we're burdened with additional work- we do it out of respect for our department leadership & other co-workers, but it is frustrating and exhausting. Burn out is always just a day away

Having conversations about raises is not something that is brought up, comfortable to talk about or encouraged. There is the mindset that the cost of living % is enough, it is not enough, and I think leadership needs to be more open to that conversation, even if the answer is no, the conversations need to happen.

Having worked for many years, we have gradually lost annual salary and COLA increases.

Central support offices needs a complete revamp of policies and processes. Some central support offices are not consistent, nor is it helpful for employees. Policies need to be implemented for employee re-classification; i.e. timeframe, procedure, status updates. A reclassification should not continue to take over 5+ months for processing. Also, employees need recognition, incentives, and appropriate compensation. These factors would reduce turnover.

I am extremely unhappy with salary compression for more senior faculty. I would have to stop my job and stop doing work towards the land grant mission in order to have a raise.

I am underpaid 25-50% relative to workers in similar jobs in my region and my peers within the WSU system. I continue to feel bitter and demoralized that senior leadership received up to a 20% salary increase in 2022 when I received a 2.5% increase. The cost of everything went up by about 10% last year, so I actually took a pay cut.

I am worried and saddened by the lack of support toward the academic core of the university. This pertains to salary adjustments.

I and everyone I work with is undercompensated for the amount of hard work we do

I anticipate that the university will need to raise wages in order to retain faculty in Pullman due to the increased cost of living, especially housing.

I do not feel that WSU cares for their employees who make the most basic wage. We are often the backbone and don't get the credit. We have to pay just as much to park or for healthcare as those who make much more and work less hours. Taking free credits is not made readily available.

I do not feel valued by the university because of how underpaid I am with respect to the work I have grown to do and experience gained over the past decade.

I do not think it is right that any time we get a raise it is because health insurance, parking permits, etc are raising their prices or something else is being added to take from our checks, so as an employee, we do not actually get a raise. It would be nice to actually "get a raise" and see the benefits from it so we actually feel like we matter as a team member. I think this would help the littler people on the totem pole feel appreciated.

I don't love the out of state health insurance options. It would be nice for a gym membership benefit. Working remotely can be isolating. As a remote employee, it would be helpful to have part of my cell phone covered since people need to call it for work. It would be nice to have some of my internet covered.

I enjoy working for WSU, I think that faculty and staff deserve more incentives / more perks (ex. cheaper parking, flexible hours, gym membership, game tickets, employee discounts etc.)

I feel my hard work is not rewarded because every faculty get the same raise regardless of performance. What is my incentive for continuing to work hard? If I publish 10 papers, I get the same raise as someone that publishes 0-1 papers. Past raises have not kept up with inflation; this makes me feel very under-appreciated by the system and administrators making these decisions. Given the recent high-inflation environment, pay has lost substantial ground. I feel the WSU and senior leadership do not take care of faculty in this regard. Holding on to and recruiting new faculty will be difficult if this continues; these issues are very apparent as part of our plummet in national ratings.

I feel that there is not adequate compensation for the work that is being provided. I have been in other departments with employees with the same position titles, getting the same pay but doing half the work.

I feel we are understaffed, and we are losing staff all the time to other businesses and Universities as they are under paid for the work that they are doing and people can be paid better elsewhere. We can't get people to apply for our open positions which in turn overwork the staff we do have and they do not get compensated for it, which is causing burnout. I feel like we are going backwards when we should be looking towards the future.

I find it absolutely reprehensible that so much attention is paid to incoming employee salaries, and nothing is being done for those who have been loyal and continue to do their best for WSU. I've also seen newly hired employees negotiate ridiculous starting salaries and remote work. All of this while current employees are unable to negotiate any of these factors.

I find it very troublesome that the University is not adjusting faculty wages for inflation. The upper administration is making faculty poorer by following this policy. It went on for many years now.

I hate to say it, but money. Being able to afford food/shelter is becoming a thing in the current environment.

I have concerns about the financial future at WSU, lack of funding to adequately pay employees for the level of work we are having to undertake, it seems like we are continually asked to take on more responsibilities without additional compensation.

I have worked here for years and I am paid in quadrant one, yet my department cannot give me a raise due to the higher ups deciding a budget cut is needed.

I hope the salary can increase to offset inflation and the cost of living.

I need a substantial pay increase. Your rate of pay simply cannot keep up with the cost of living. If you want the people who work at WSU to be a part of the WSU community, you need to pay us enough to actually live in that community.

I strongly also encourage WSU to strategically look at ways to create pathways for staff to advance and to reward exceptional work, including looking into merit increases for staff. Look at having equitable resources for employees at the various campuses, things like access to the WSU gyms like is available to Pullman campus employees, childcare support, things that will enable better work life balance to hopefully retain faculty and staff longer and make them feel cared of. Staff burnout has led to increasing staff shortages, further putting demands on other staff, without adjustments in compensation. Many staff are making less now than when they were hired due to cost-of-living increases that haven't been matched by WSU. While there are budget concerns across the system a more robust plan of how to address these when there is money should remain a top priority. WSU must invest more in attracting and recruiting new employees from outside the university. Many areas in the past few years have resorted to recruiting staff from other areas due to the challenges of attracting and hiring new employees, which just moves the issue of employee shortages from one unit to another. The new incentive programs are a promising start to address this. Those outside of the University no longer feel the "benefits" of working for a university outweigh the low pay and/or stagnate pay. While Civil Service have standard step increases, and many colleges have funds to provide annual increases to faculty, administrative professionals often only get an increase if there is a system wide increase, or they are hired into a new position - which is does not encourage retention of administrative professional employees. HR needs to have the resources to have dedicated recruiters that help to recruit all levels of positions, including implementing social media strategies, premium LinkedIn accounts, etc. Managers should not be expected to be the recruiters on social media platforms, reaching out to unknown individuals, etc- hiring managers have enough to do when running a search- WSU should have professionals that are actively marketing our open positions.

Additionally providing more robust opportunities for all employees and their spouses or children to benefit from tuition discounts, many other universities have far more generous benefits in this regard. Allowing employees to engage in degrees offered at any WSU campus and not just at their own, providing discounts to their family members as well would be a huge area to attract prospective employees and retain them.

I think that staff is under-appreciated in certain departments; I feel that I am constantly facing roadblocks with College and Campus leadership to advocate for myself and the pay that I deserve.

I think that wellbeing and health are very important and would love WSU to provide free access to exercise facilities.

I think WSU needs to do better with keeping salaries up and increases on par with inflation. I also think the compensation system as explained to me is not very clear or transparent with regards to the salary classifications based on location/rank/merit. It seemed very convoluted when explained to me, and it's hard to find information on where I currently fall in that system.

I understand that the administration is asking for more money from the state, but this issue impacts some more than others. I don't think there is a clear understanding of the difficulties of living in WA on current offered compensation.

I wish there was tuition assistance for employees and dependents. That would be more valuable than an actual pay increase.

I wish WSU offered better pay for entry positions.

I would be interested in dependent tuition waivers as an employee benefit.

I would like WSU to provide discounted gym memberships as well as access to be able to borrow recreational equipment (e.g. skis, paddle boards, snow shoes, etc) for all faculty and staff.

I would love to continue my education by enrolling at WSU but that is nearly impossible to do so while still taking advantage of the tuition waiver. Working a full-time job but also needing to take time off during the day for class isn't feasible. I would love to see the tuition waiver extend to full time online classes as well, so full time employees are able to continue their education while taking advantage of this generous benefit!

I'm paid 13% less than the average employee who's responsible for the same job duties. Employees who do my job responsibilities on other WSU campuses are paid double what I make.

If there are enough resources, I would encourage WSU to provide discounted gym membership to employees as well as discounted outdoor activity materials, such as rental skis. It would be amazing if WSU could increase their financial compensation for employees to an appropriate level comparable with other institutions and provide additional compensation based on objectively measured skill set (beyond one's educational degree or length of employment), to incentivize exponential learning and improvement in all employment levels across the university. It would be AWESOME if there could be a branch of WSU Creamery/Ferdinand's Ice Cream Shoppe on other campuses.

If WSU was serious about health and wellbeing, it wouldn't charge staff an arm and a leg to be able to work out

Increased access to quality childcare is needed on my campus. Waitlists are too long, and the facility is too small to accommodate the number of WSU affiliated folks who would like to enroll their children. The staff are amazing, and the program is very good. Access to such high-quality childcare should be an option to all WSU affiliates.

Increases for staff over the last two years are running approximately half of the increase in minimum wage. Many of my employees are having to get part time jobs or a second full time job and asking if they should continue working for the University or go elsewhere.

Increasing access to quality infant/child-care should be a priority to support working parents -- faculty, staff, and students.

It is not uncommon to see those with less experience and education than their colleagues paid similarly (and sometimes more) upon hire. Pay increases are not provided equitably and often those closer to leadership roles receive increases in addition to the MSI whereas those in less visible positions often only receive the MSI.

It is unfortunate that employees do not receive raises and have not received raises for a very long time. I love my job and my co-workers, but it is depressing not being awarded a raise.

It's been a long time since I have believed WSU is competitive in regard to salary.

Lack of adequate compensation in general and arbitrary ways of cost cutting or reducing perceived value of employees through titles or pay will always make me and my employees feel less valued at this institution. There are people in my organization who have titles and expanded compensation for a higher-level classification despite having no employees reporting to them. I am managing an absolutely essential service with a large team, and we are among the lowest paid members of our organization thanks to the current classification of our roles and a lack of consistency in pay scale for AP positions.

Less workforce available with inadequate compensation.

Living in my town is very expensive and salaries often prohibit qualified, interested parties from accepting a role. It makes the work difficult and makes staff feel unsupported by WSU proper.

Looking forward to seeing salary increases soon. It is unacceptable to have had very little salary growth over the past decade despite strong performance reviews. It is getting difficult to justify staying at WSU given the fact that we aren't even staying apace with cost-of-living changes and the churn rates are greatly due to feeling undervalued with lower-than-average compensation compared to other colleges at peer institutions.

Lower-level employees are being asked to do the job of 2-3 other positions and not get compensated for that.

Many staff are not making a living wage, yet more high-paying administrative positions have been added in recent years.

Maternity leave is hard to navigate, childcare is hard to find, compensation by gender is not equitable. Retention suffers.

Membership in the on-campus gyms in Pullman for faculty/staff is also excessive. The noontime fitness program is a step in the right direction and has the right pricing; however, it needs to be expanded for general membership and not limited to lunchtime hours (most faculty don't even get to participate in the program because we teach through the hours it is available anyway).

More pay for staff; we don't get paid enough!

Most struggling with pay for me and staff, and not having financial resources to hire people who can make a real difference.

My department has endured annual reductions with little or no COLA or pay increases

My main complaint is the lack of salary increases. Because of inflation, there is less purchasing power with current salaries. This is not the trend with other research institutions.

My main concern continues to be the compensation inequity within and across departments/disciplines. Efforts to address these inequities generally fall short as it is not adequate to merely bring up salaries of those individuals who are significantly below average within departments or college. You have to address raising the average wage in some departments especially when there is significant inequity across our college and peer institutions; as an example, I collaborate with WSU and external peers of the same rank and experience and record whose compensation is close to twice as mine (this is not an exaggeration), which makes it challenging to include them on grants.

My primary concern with pay is how unaffordable childcare is. It shouldn't cost more than half of my paycheck to have full time childcare. It would benefit the University and their mission to seek out ways to make childcare more affordable for employees and more available.

My satisfaction, happiness, and wellness ratings are all affected by the fact that I have covered 1-2 to other jobs since my 2nd full month on this job. I will not feel happy, well, equitably treated, satisfied, heard etc. when I have to do significantly more work than I signed up for or am compensated for.

Not all positions and locations allow the tuition waiver benefit to be a usable benefit due to the distance of the closest campus. Consider allowing attendance in courses that are online.

One area that I think should have been addressed more is pay and benefits. The cost of living in has gone up significantly and there is no end of it slowing down. Compared to other universities, positions are underpaid, and it's shown with the amount of open positions available constantly and the amount of turnover lost to specifically other universities.

Our compensation is pathetic, our resources are just as bad, and there is no sense that WSU cares about any of it.

Our salaries get worse every year, and the equity in pay is out of control

Our wages are not livable, and it affects our quality of life. We all put our heart and soul into the university to make sure that it runs smoothly and benefits our students, and we get nothing in return.

Pay inequity is a tremendous problem and is recognized by college leadership but not acted upon for a solution.

Pay inequity is problematic.

Pay is not sustainable with the ongoing changes and good employees are leaving to do the same job at a higher pay elsewhere.

Pay more so we can pay our bills which are becoming more expensive on a weekly basis.

Performance-based compensation adjustments are needed.

Please advocate for better pay for staff. Cost of living has risen so much over the last year and a half and it is no secret that higher ed does not pay staff adequately.

Please pay us based upon our skills and expertise that coincides with the level of importance of our jobs and what we do in them. I feel we have too many higher up staff and not enough people working in the trenches who are actually doing the hard, tedious, and very important work.

Please prioritize compensation. We all know there are budget issues, but private sector pays more and can lure good employees away

Please revise the tuition waiver to be inclusive for all campuses. This is good for recruitment of the best, and retention of the best. We want lifelong learners who can speak directly to the benefits of our educational programs, and of working at WSU. Will this be a ton of work? Yes. Will the impact be hard to measure? Likely. Be a model of what we want to see and do it anyway!

Please utilize free easy access to master's degrees as a staff retention tool - especially with WSU Online campus. Staff retention and hiring along with morale - are so low. Providing free access to master's degree programs while asking folks for a 5-year contract would enable staff retention, help DEIJ initiatives and above all provide that pathway for those that cannot afford further loans to continue their educational path.

Salaries don't keep up with inflation and I get the feeling the upper admin cares more about buildings, new medical schools, athletics than it does our salaries and happiness.

Salary equity and compression need to be addressed. Base salaries of longer-term employees is very close to the salary of a starting employee, after the equity raise this year. While the equity raise was a nice gesture, more is needed!

Salary equity is becoming an issue within our area, but also personally. It seems that areas that have money made adjustments when the new compensation structure came out last year, but others like ours who don't have any extra money, weren't able to and this has now made our employees frustrated and not paid in the equitable quadrant compared to others in the same position in other areas.

Salary is an issue as the current cost of living means I cannot afford a home to establish a career with WSU.

More health incentives would also be nice. The current offerings for gym access, or fitness classes are not realistic for the majority of employees. The cost is significant, and the timing is not convenient. Offering reduced cost access to things like UREC, Chinook, Smith Gym, Outdoor Rec, etc. would also be a great way to retain at a lower cost. Additionally, similar discounts for spouses would be good.

Expansion of on campus childcare is another benefit that would go a long way to retention. The need is high and the costs while also high is manageable compared to in community resources.

So much of the workplace value felt is tied with compensation, compensation needs to be improved across the board, equitably. Staff raises can't keep up with inflation, so we lose staff, then can't backfill those positions because our pay isn't competitive.

Staff compensation is inadequate.

Staff in my college are generally paid the least yet we are under resourced and often being asked to do more with less people.

Struggling with compensation and ability to hire the right people who can make a difference.

The compensation of staff is at a level of inequity that causes many to seek employment in other departments.

The new pay Quartiles are not appropriately evaluated and applied for existing employees. Existing employees with skills that would put them in higher Quartiles are paid minimums. Mandatory raises in late summer 2022 were used to get employees to minimums, not an actual fair raise.

The supervisory responsibilities in the organization need to be looked at from an equity lens and why someone in a senior leadership position has no one reporting to them. Also, the salary needs to be examined from an equity perspective.

The wage for my position does not reflect the cost of living in the area. Paying for parking only exacerbates this issue. Perhaps there could be some kind of Employee Assistance for parking passes if you make under a certain amount.

There is a lack of compensation opportunities based on performance and merit.

There is a lot of turnover in my college, which is due to people having high workloads and often being undercompensated. People are aware of pay inequity and do not see action being taken toward equity adjustments in salary, so they are seeking employment opportunities elsewhere.

There should be a minimum salary for all faculty level roles, especially as minimum salaries for post-doctoral meet new minimums. Merit-based compensation should be reinstated.

Tuition waiver benefits are not available equitably to all employees of WSU without the ability to engage in online coursework.

We are the lowest paid state employees in comparison to SCC and now EWU. We have lost so many quality employees and some staff have not had pay increases for over 5 years which is not equitable.

We haven't had a decent cost of living increase in wages/salary in years.

We need equitable pay for the region we live and work in.

When the university canceled the stand-alone Faculty-Staff Fitness Program to save money, I felt like its interest in my well-being had plummeted.

When we ask for higher compensation based on our genuine performance and output, our hands are slapped.

Wish the pay were better!!!!

With current inflation, employees are making less even with raises than they did years ago. Compensation is not in alignment with market.

With the current budget cut, most department staff feel trapped in not being able to reward their employees for a job well done.

Within my team there are staff with similar workloads and types of responsibilities have significant compensation disparities.

Working in my department, the pay discrepancy is so large that those employees who are working really hard and at the bottom get very little financial compensation for their hard work. I realize this is the nature of my department, but I do wish there was more equality in pay overall. I feel as though several people are doing multiple persons jobs and that the quality of work is going down due to burn out on the lower paid employees who have been doing more work than they should. When someone leaves a position, that position should be filled much faster than at its current rate. Requiring people to do much more than their usual workload is what is draining the morale and positivity from this place.

WSU employees should be able to take courses online with the tuition waiver.

WSU global campus classes should be offered to employees, not just in-person classes in Pullman. Employees working at R&E centers or other campuses other than Pullman are drastically under-resourced, especially in terms of professional development through classes available to them to take. This would be an investment in your employees. Cost of living increases are necessary, especially with unprecedented increases in inflation. Soon you will be losing high-achieving employees who truly care about the land grant mission if you do not increase wages.

WSU has a wonderful tuition waiver program; however, I am a remote employee who unfortunately does not have the ability to regularly be physically present on campus. I understand that the tuition waiver program is based on availability and that it may not be fiscally practical to expand the program to include online classes, but I hope that one day we may see opportunities to lower the cost of online classes for employees in some capacity, however small that may be.

WSU is not paying a living wage and it's unethical at best.

WSU should implement a baseline salary for faculty roles.

WSU should look at daycare benefits for staff, including supplementation of childcare costs.

Retention

A commission to track current wages against inflation, cost of living changes and mandatory worker fees (parking) to determine annual loss of salary value. To be used for retention efforts. Significant staff turnover in last year in my relatively stable office

A policy for some incentives or appreciation for employees who work hard and get job done.

Actively looking to leave WSU is the only way a person can receive adequate compensation through retention increases.

As so many people started working remotely, there was a big push to make sure that people at home were dealing with not going to work any longer and managing their work life balance. There was nothing from any level of management for the people that still had to work in person on Campus, about stress of exposure to Covid, about the isolation of working in a empty bldg. and a locked down campus, the added isolation of dealing with Zoom meeting with people that were home, with their kids/pets/spouse, with no commutes while we got no benefits or recognition for keeping the lights on and the trains running.

Focus on retaining motivated and productive employees via promotions and responsibilities to avoid stagnation and thereby leaving the university.

Gender inequities produce retention concerns.

I am concerned that we have a high turnover rate with staff and faculty. We are losing wonderful clinicians. The turnover is at a very high rate, and this continues to look and feel bad. I feel like there is no room for growth in my current position. I would like to see opportunities for growth.

I enjoy working for WSU, I support the mission, and I am proud of my position. However, there is no ongoing University support for my position and it's hard to feel "part of the team" when you are really on your own.

I feel there is a disparity in retaining excellent employees. I have to AP employees that are getting paid less than what they are hiring new employees for the same line of work, and I am unable to get them raises to be equitable to other AP positions of the same caliber.

I find it absolutely reprehensible that so much attention is paid to incoming employee salaries, and nothing is being done for those who have been loyal and continue to do their best for WSU. I've also seen newly hired employees negotiate ridiculous starting salaries and remote work. All of this while current employees are unable to negotiate any of these factors.

I have a lot of concerns about how rising costs of living plus university budgetary concerns could collide to impact my salary negatively, and I have concerns about job security. That is to say, I don't make a living wage working here at WSU, but how can I ask for more when it seems like the university is experiencing critical budgetary issues? Am I even going to be able to keep my job at all? But how does that make sense when certain people in the university make gobs of money? That doesn't exactly engender feelings of being valued or belonging of Coug spirit.

I have worked for several departments on my campus. In each, the needs of faculty are overemphasized to the point that staff are performing work beyond the scope of their roles as defined by their job descriptions, university policy, and WACs. When I speak with other staff and with my employees, they feel that there is not a culture of development for non-faculty members of WSU. It feels like staff are seen as resources that are easily replaced. Staff positions may have been seen by administration and college leadership as high paying, good jobs prior to the COVID-19 pandemic; however, given the inability to attract and retain talent in staff positions WSU must adjust the way that staff are viewed and utilized. Central support departments are stepping in to create career ladders, staff development opportunities, and redesigning staff compensation will be essential for the university's success moving forward. The 12-month position needs to be reevaluated to determine if it truly necessary or if departments can evolve so that staff can have a summer month off. This would greatly improve the culture of burnout among staff.

In the past 2 years, I have watched the overall climate of the university fall to a level that has pushed many of my team mates to seek employment outside of the university, many have quit, and positions are getting harder to fill. in addition.

In this current climate, more and more WSU staff might leave for remote positions at other universities without actually having to move out of Pullman. Why are new hires coming in at a higher rate than those already in the positions?

Incentive for incoming employees but nothing for the employees that have already committed several years to WSU.

It is continually apparent that WSU is trying to get new employees here, but don't invest to improve for existing employees.

Opportunities for growth, career development, and increasing levels of responsibility in staff positions are severely limited, particularly as offices continue to thin in staffing numbers.

Positions often get an increase in pay only after a person leaves. This benefits a new employee, but not the person who stays. Loyalty is not rewarded.

Really need to focus on retention of valued staff.

The outgoing research-intensive faculty has hurt our department as that was at the core of my decision to pick WSU's offer over others I had.

There is absolutely no opportunity for growth or challenge.

We should work hard to retain employees that have put time, effort, and life into the university by paying them more.

WSU needs to focus on retention of current employees who provide value.

WSU needs to focus on the retention of current employees. Experience and skills need to be given the appropriate value and not education without any or very little experience.

Flexible Schedule and Remote Work

I understand the difference between faculty and staff to a point but i have a hard time being at work every day, showing up for my students and my team and being told we need to be in office and working from home is rare when i constantly have issues with faculty not responding to emails, not being in the office for office hours, and students coming to me saying their attendance is counted but their instructors barley have in person classes. Sometimes feels like a double standard.

It would help recruiting if employees could start at 9 and not have an hour lunch and could work out in the morning. Or if they could have an hour-and-a-half at lunch to work out.

A four-day workweek for the WSU system would be greatly beneficial for employees.

Allow more flexibility with hybrid/working hours

The annual furlough requirement has been in place for years and should be thoughtfully reconsidered.

As so many people started working remotely, there was a big push to make sure that people at home were dealing with not going to work any longer and managing their work life balance. There was nothing from any level of management for the people that still had to work in person on Campus, about stress of exposer to Covid, about the isolation of working an a empty bldg. and a locked down campus, the added isolation of dealing with Zoom meeting with people that were home, with their kids/pets/spouse, with no commutes while we got no benefits or recognition for keeping the lights on and the trains running.

Child/Elder/Special Needs Care & Schedule flexibility

Communication is awful and it feels as if we are more concerned about our employees being able to work from home than to have a campus full of people here to help ur students succeed.

Consider four-day work weeks.

Considerations to allow expanded remote work opportunities would be beneficial.

Continue to be flexible with hybrid or remote work. Consider piloting a 4-day work week like many countries/companies are trying out right now. There is a lot of research that shows that this increases well-being and leads to increases in productivity!

Continued remote work flexibility is needed to retain staff.

Flexibility in remote work has not been equitably applied across many units, while WSU has a broad policy it is beholden to various areas to implement that as they would like. Reference to policies that indicate offices must be occupied 70% of the time to keep them from being given to other areas is applied to staff offices but seems to not be applied equally to faculty offices. When staff are the only ones in their offices during spring break, winter break, summer and on Fridays it doesn't not foster positive morale. Everyone wants a good in-person experience for students, and I would encourage the university to expend some energy trying to extend staff more flexibility (as opposed to cracking down on faculty) to improve morale. Staff should be trusted to do their jobs and be shown the same level of respect. Staff burnout has led to increasing staff shortages, further putting demands on other staff, without adjustments in compensation. Many staff are making less now than when they were hired due to cost-of-living increases that haven't been matched by WSU. While there are budget concerns across the system a more robust plan of how to address these when there is money should remain a top priority.

Flexibility in work schedules or hybrid options for those on campuses. Many employees are not satisfied with the inequity of hiring remote employees and not allowing those on campus to have the same flexibility.

Front line staff who support students are still working from home, leading the campus to be a ghost town. If students are expected to be in person, staff to support them should also be in person.

I do not feel supported in taking annual leave or vacation time, even with advanced notice.

I do not think that there is a good understanding of the expectations and evaluation for part-time employees. This is unfortunate as flexible opportunities such as this allow for work-life balance, wellbeing and retention of the workforce.

I don't think there was a question about if a supervisor/s is/are remote employees or not. In my opinion, it makes a huge difference in relationships and perception of transparencies with supervisors/leadership if they are on site or off site.

I wish a hybrid work option would be more encouraged in my college. It is especially hard when you have proven you can do work remotely but not given the opportunity during times when there is very little student engagement to be able to work remotely and save gas when you have a long commute.

I wish more departments had work from home options available to them.

I would like more flexible work options to be able to take my children to school without impact to my workday. I would also like to see WSU apply research regarding a thirty-hour work week vs. a forty-hour work week.

I would like to see a shorter work week without impact to compensation.

It is obvious that remote and hybrid schedules are quickly becoming normal both here at WSU and across the country. Employees with roles that do not require in-person presence 100% of the time should be given a choice, independent of their supervisors, regarding whether or not they would like to incorporate remote work into their schedule. I personally would like to see more data on how WSU's remote/hybrid employees feel engaged with WSU workplace culture in comparison with those who are not given the choice to work remotely - I bet these remote/hybrid workers feel more engaged with their work and their team, and more satisfied with their decision to work at WSU, due to the additional freedom and trust granted to them.

It would be beneficial to have the opportunity to work hybrid during non-peak times.

It's time to move to the four-day, 32-hour workweek. WSU could be a revolutionary pioneer in the movement.

I've proven, during the COVID shutdown, that I can do my job just as well (actually better due to no interruptions) from home. My supervisor does better with in person interactions so requires me to be in the office. I work better at home and would be much happier in my position.

Leadership has been very supportive with hybrid working and it's very much appreciated.

More days worked from home and fewer days on campus leads to staff who are less engaged in the university.

More flexibility with scheduling would improve engagement.

More flexible work environment, flexible schedule.

Opportunities to advance are lacking.

Perhaps there should be some revisiting of the 'work from home' option available to some employees. Besides the immediate accountability of working at the 'office', there is the extra off-the-clock preparations and driving time and parking fees that can burden or be unfair to some employees.

Please allow your staff that do not work with students the continued opportunity of choice for hybrid work. Hybrid work options will help with improved work-life balance, and likely increase employee retention. The burden of transportation costs and parking is hard for staff to take on.

Please support work from home options

Remote and flexible work schedules should be kept.

Some departments retain work from home days. My department and college are expected to be "Face to Face".

The 12-month position needs to be reevaluated to determine if it truly necessary or if departments can evolve so that staff can have a summer month off. This would greatly improve the culture of burnout among staff.

The absence of office staff makes work life hard and undermines productivity.

The experience of a remote employee is completely different than that of an "in office - on campus" employee. Most of my department works remotely although many live locally. I feel connected to my team within our department and my supervisor but not to the other managers or our department director.

The lack of support for remote work saddens and frustrates me.

There is no equity in the case of those who work from home vs the employees who are required to work on campus. Expectations for those who work from home are not high enough.

There should be more opportunity for admin positions to work from home. My job is 99% talking on the phone and sending email.

Unhappy with the commute and would like more broadly available flexible work options.

Why don't we do Fridays off in the summer, to allow down time and NOT have to use vacation.

Work from home has been a massive success, it is my hope that university leadership recognizes that and allow employees who have been productive to continue to work remotely.

Working from home is great for some but when people are not in the office it changes the dynamics and morale is definitely down from what it used to be. I think that everyone should be back at the office at least 3 days a week if they want to have the hybrid schedule.

WSU needs to consider more remote positions.

Professional Development

A resource for employees should be to take online classes. The regional campuses have limited access to classes since they have to be in person. Online shouldn't matter. And it is more conducive to an employee's schedule.

Box checking exercises like these surveys and mass emails that have little relevance to WSU do little to promote a feeling of support and belonging. Actions speak louder than words or surveys. These initiatives feel superficial and often only serve to highlight that current procedures are working as intended and will not focus on the underlying issues of misdirected support to initiatives and activities that are NOT part of the land grant mission.

There are rarely any professional development opportunities outside of Percipio, and there certainly isn't funding or accommodation for staff if we want to grow.

Areas that I feel could be improved on for staff are tuition assistance for staff/admin as well as family members like what University of Idaho offers.

Desperate need to increase CE funds for admin staff. Possible solution: ability to "gift" CE to others who need it. Not every employee utilizes CEs while others are depleted after just one conference. Some positions (Compliance, IT/Electronic Medical Records) need constant training to stay current with so many laws, rules, regulations, surveys, accreditation. While some staff only need "X" amount of CEs and others who do not need CEs at all.

Despite being a land grant institution, where our students can attend classes fully virtually, we as employees can't take classes that are fully online. I would like to see supported reasoning for this OR an update to that policy, as it feels unfair as an employee, I can't become a student for programs that are online only, especially if my campus doesn't offer a program I am interested in.

For those of us who use the tuition waiver, enrolling in classes every semester can be a struggle because some classes fill up quickly, and we may miss the opportunity to sign up. It would be great if we didn't have to worry about getting into the classes we need.

I continue working in higher education because of the plethora of learning opportunities available to employees as well as students. WSU coordinates and supports many great programs, activities and events where employees can continue learning new things and expanding their understanding of the world and other cultures. Thank you! I am responsible to supervise areas that I have no background in, thus making it hard to effectively do my job.

I feel that my direct and departmental supervisors are committed to professional development

I often find it difficult to develop professionally and become a better employee of the University. A small example would be contacting my supervisor and central support offices about possible courses or resources for improving my ability to handle office and administrative load. Neither was able to provide me any guidance or opportunities. I want to be the best employee I can and would appreciate opportunities to grow and develop in that manner.

I hope to see opportunities for staff to received training by professional organizations, and creating enough of a budget dedicated to staff development. Creating career paths for growth, allowing the budget to actually support a step increase, and encouraging promotions rather than making the reward of hard work nearly impossible. I would like more opportunities for staff to contribute to research and the intellectual life of the campus.

Inability to attend conferences for my field due to lack of funding for travel and conference costs unless I pay for these opportunities out of pocket.

While outside professional development is encouraged by my supervisor and leadership, it does not feel as though the university supports employee growth and increasing expertise in our fields.

I often work hard for my entire shift and struggle to find the energy to pursue other professional development opportunities or further education.

Our travel funds are less than half what they used to be, and conferences are twice as expensive, making research tougher.

We are encouraged to develop professionally and gain visibility. It is encouraged that we attend national and international conferences, but I don't think there is an understanding that this is not always convenient or possible for those with caregiving duties.

Training opportunities are at times not available in my department for employees who are not onsite.

I am not given the training, tools, and opportunities to grow my skills, even though I would like to, and it would be a benefit for my programs. I'm barely even given feedback, and I don't know if the passive-aggressive workplace style is on purpose, or if people just don't think to consider how they sound. Either way, it has a detrimental impact on the quality of our work across WSU.

We need to have training about micromanaging.

Outside training is sometimes difficult to reach or not thorough enough. WSU training has been very good.

There should be an expectation of development and delivery of all faculty.

I am encouraged through messaging and meetings to take advantage of professional training or personal well-being programs, but also being discouraged by teaching schedules or required time commitments that make it impractical to do so.

There are inadequate professional development opportunities for staff.

There is no encouragement of professional development for staff. There is no encouragement of participation in regional or national professional organizations.

I do not have enough time to take in information and opportunities that would increase my development due to the amount of hours I work.

There is a lack of opportunity to grow within the WSU system.

My group is short staffed and we're barely staying up to date with tasks. There is no time available for pro-dev activities.

While I have access to Precipio, there's not much to directly benefit someone beyond the basics. Specialized training for my area of work specific to higher education is needed.

Wellness

Dealing with turnover and lack of resources can be incredibly stressful and there doesn't seem to be any resources for helping support staff when things are hard.

It feels all we do now is feed the monster that is workday, there is little time for professional development or wellbeing.

"Fostering a culture of health and wellness" doesn't mean just sending out quarterly emails reminding employees about self-care. It means having systems in place that allow employees and students to take time to work on their wellbeing. Talking about it is great, but that doesn't actually foster the intended culture.

Access to mental health resources is abysmal and should be better. Hazing and employee incidents with a lack of appropriate handling further impacts this culture.

Although I appreciate sharing about work life balance resources, they do not fix the structural issues and instead push the responsibility back on me. To be honest, it is my co-workers that keep me engaged and going

An administration group has been posting mental health resources available to both students and non-student staff. There has been some push back and questioning why these resources are being posted. I appreciate that you are surveying if WSU community knows about and uses resources.

Any wellness talks or concern is all talk and no action. "Burnout" is discussed because it is a buzzword, not because a healthy, sustainable workplace is a value that WSU holds.

As a pedestrian, I am constantly in fear of being hit by vehicles traveling on Stadium Way in particular. I have been nearly hit by university vehicles on multiple occasions. It is extremely dangerous at all times of day to cross the roads. I'd love to talk more if given opportunity.

At one time I tried to utilize resources on the campus and was turned away, which did not lead to my ability to trust the resources of the University.

Being encouraged to do something is different from being told you have to do something. Making things happen in small work groups because nothing is being done or supported on a larger scale should garner us something on our annual reviews/reporting, but it rarely does.

Campus and college leadership say we ought to focus on wellbeing and are verbally encouraged to contribute or access resources, but nothing comes of input shared, or there is no time to focus on wellbeing, or the resources are inadequate to make an impact on my situation.

Conditions have changed a lot in the last three years, due to lingering social effects of the pandemic on students and WSU employees, and the ways in which technologies have taken over our time and modes of communication. In general, students are more fragile, and teaching is less satisfying than in the "before times."

EAP and other health programs don't matter much when WSU/WA state doesn't actually provide enough leave time for mental health, recovery of stressful weeks, re-connecting with nature and family, etc.

EAP is not useful to me. I am told that "only losers" use sick days, which does not foster the confidence to use leave when it's needed.

Employee resources for mental health are horrible. The EAP hotline told an individual I supervise that their "age and family status" (older and single, with no children) meant they were a "low priority" and they refused to help, even when this individual was suicidal.

While I applaud concern for health and wellbeing, professionals who are trained in these areas should be leading policy development at WSU at all levels. Leadership crosses professional boundaries where they should not when it comes to personal individual mental health of students.

I am encouraged through messaging and meetings to take advantage of professional training or personal well-being programs, but also being discouraged by teaching schedules or required time commitments that make it impractical to do so.

I am unhappy with WSU's response to multiple incidents of student violence and self-harm on campus this year. The knee-jerk reminders of psychological service programs and wellness programs offered after each event are clearly inadequate to address mental health and safety issues on campus.

I appreciate that the university still promotes work/life balance. I believe it is absolutely necessary to be content in the workplace. I hope this practice continues and is permanent.

I do not feel supported in taking annual leave or vacation time, even with advanced notice.

I do not have time to focus on wellness due to the amount of hours I work.

I feel left out of most conversations because I don't identify as LGBT. All the current resources are geared towards employees who identify as one of these communities and it feels like in order to get resources for health and wellbeing I should be or it would be better if I would identify as LGBTQ.

I feel like often the university is short sighted and ridged when it comes to employee wellness and morale within my area. They will argue against simple things that would greatly improve employee morale even when they have little to no fiscal impact to the university. Sometimes they are so fixed in their way of thinking they actually end up costing the university more money than would otherwise be spent if they allowed our proposals to go forward.

I feel that my direct and departmental supervisors are committed to supporting employee wellness.

I have felt for a while, even pre-pandemic and more so now, that there is a lack of support for employee well-being.

I have noticed, in the last couple of years, that the level of building cleanliness and maintenance has declined pretty significantly. The hallways and stairs seem a little dustier and the bathrooms just seem to be dirtier. I think things like this affect my morale more than anything else, lately. It does not reflect WSU in a good light and it is particularly unhealthy in some cases. In general, I really enjoy working at WSU but it is difficult to see the state of cleanliness and maintenance of the buildings I work in decline like this.

I worry about work-life balance. I understand that I'm contracted to be here 40 hours a week and am fine with that, but there's a culture of working longer hours. It is wearing me down fast and is exhausting.

I'm tired of coworkers coming in sick. The leave policy is generous enough for them to stay at home.

Leadership in my area stresses work life balance and encourages staff to take care of themselves.

My satisfaction, happiness, and wellness ratings are all affected by the fact that I have covered 1-2 to other jobs since my 2nd full month on this job. I will not feel happy, well, equitably treated, satisfied, heard etc. when I have to do significantly more work than I signed up for or am compensated for.

Need resources to help with work-life balance

People talk about quality of life in the WSU system, but this is not put in to practice.

Positive emails sent out in support of employee satisfaction and wellness are not matched by resources provided (salary, retention, support for long-term employees). These messages come across as inauthentic and out-of-touch with reality. Additionally, staff are frequently praised for putting in long hours which does not instill a culture of work-life balance.

Someone may feel very supported by the human capital resources available but not at all supported by the material / financial resources available which in turn effect emotional support.

The true wellness and work life balance for employees is not considered and prioritized.

There are barriers to adequate health and wellness for staff.

There are other aspects of human wellbeing that I wish the university would prioritize higher. For example, could the university institute some type of loyalty program, where the longer we work here, we get some sort of graduated discount on parking passes or university childcare? Something that has concrete value and makes us feel like you want us to continue to work here.

There is not time, given that I am overworked, to engage in offered wellness activities.

There is talk of health and wellness, but I haven't had a full week vacation for years. Vacation time is not held untouchable, and employees may be asked to come back in the office during this scheduled time off.

Transparency is needed around issues and concerns in the system related to personal tragedies that may impact the workforce. This should include tragedies for both students and staff, not just students. Consider report briefs for awareness and to prepare faculty and staff to provide appropriate support.

Work life balance is a joke. I've proven, during the COVID shutdown, that I can do my job just as well (actually better due to no interruptions) from home.

Work life balance: we talk about the concept of work/life balance, however when there is very limited flexibility with work schedules this ends up being more of an ideal versus a reality. I need to think on this topic to come up with some more ideas and solutions. Physical & emotional wellbeing: it would be nice to have more health and wellness options that actually worked into the workday for exercise and focus on wellbeing, getting up and moving.

Work-life balance and well-being is not a priority, because there is always excess work that cannot be done in standard work hours.

WSU does not present the front that it encourages employees to focus on wellbeing both at work and in personal life.

You cannot have a work life balance when more than 1/2 the 24-hour day is spent working.

Annual Reviews

Annual review is so arbitrary as to be a joke. I feel like much of the WSU values/policies are more performative than actively working towards transformational change.

Annual reviews are a meaningless sham. Good work is rarely recognized in any meaningful way. It is a super depressing reality that propagates mediocrity.

Can the annual review process be reviewed? It is the annual justification for our continued employment as there is no raise that accompanies doing well. Also, it is extremely time-consuming-perhaps we could reduce our need for budget cuts if we didn't waste so much actual work time filling out repetitive info. All of this is super deflating.

The faculty review process needs significant improvement - Leadership goes through the motions, but do not actively listen. I have had to add comments to review document to note key accomplishments that the joint reviewers missed or failed to note. Extremely discouraging. Ready to exit WSU for better conditions elsewhere. I am not valued.

I am burned out. I have no idea what the actual expectations are for my job.

I have not been evaluated at all, so I do not know if I am doing a fair, good, or bad job. Also position description has been outdated since the first day of starting this position.

I would like to see occasional "upward" performance reviews. My department leadership doesn't really know how my supervisor is doing their job.

It is my experience that WSU does not reward or acknowledge good performance. An employee can either do very little or do a lot and it will still pay the same, and cost of living adjustments are rare and very little. People that put a lot into their work will be paid the same as someone doing the bare minimum. There is an undercurrent culture I have witnessed of "why should I care, there will be no benefit if I do" that I find very discouraging.

My position description and classification are inaccurate and has been for several years. Central offices, supervisors, and leadership have been unable to impact change in this respect.

Performance expectations vary at WSU. Women and people of color are held to a higher standard.

The annual review system for staff that is completely broken and useless.

Central Offices and Central System Support

Employees should be given benefits like being able to use the health centers on campus. Schweitzer gives better benefits to its employees. I think WSU could maybe take a page from their book.

It feels all we do now is feed the monster that is workday, there is little time for professional development or wellbeing.

It seems like several central offices have become more interested in establishing rules and reasons why things cannot be done than in assisting academic departments in the pursuit of the core mission of teaching, research and outreach. In addition, it seems like access to and responsiveness from many central offices has gotten worse. Maybe it is a post pandemic thing or implementation of Workday. In today's environment, it's hard enough to find qualified individuals who are willing to work. Getting them through the hiring and on-boarding processes and trained to be productive is difficult at best and frustrating in this environment to be sure.

With the consistent "short staffing" issues, central offices should focus on providing more tools to admin staff. Help us do our job better or easier, making your job better or easier. Other Universities have more resources on their websites for their admin employees to access. Instead of having to take on more work to support central offices, maybe they could support us.

A lot of our support offices are not providing support for any departments or areas that are not central themselves.

Additional operational support could be used for employee engagement, collaboration, and effective outcomes.

Affordable onsite childcare is needed for all.

Although processes in workday have improved, there is a huge misconception that workday in its current state can provide accurate reporting for our faculty. In order to provide accurate financial information and forecasting to our faculty about their grant funds, we have to use a shadow system. We are constantly having to justify this use of a shadow system with college leadership even though they are completely unaware of grant management functions. They don't seem to care or want to listen when we explain why we need a shadow system. We have tried to provide financial reports to our faculty from workday but have found they are inaccurate and difficult for our faculty to understand. College leadership continues to ask for more and more reports with little notice and ignore our numbers when provided, even though we can fully explain how we arrived at those numbers. We have been fiscally responsible for providing for our own faculty startup costs, but now those monies are managed at a college level and we can no longer get accurate numbers from the college. Now that those monies are managed at the college level, we are completely dependent on inaccurate numbers from the college to determine if we can fund faculty startups. There also seems to be a lack of understanding at the college level that the ability to hire new faculty is essential to meeting our teaching needs, as well as bringing in more F&A to the university.

Bureaucratic processes sap the energy out of trying to work with a sense of urgency. This is particularly true when working with central support offices. Any reduction in the bureaucracy would allow the units to operate much more efficiently.

Business processes need to be addressed.

Central support offices are not willing to listen to our concerns. When concerns are heard, answers given are not helpful to the person with the concern.

Central support offices hold on to antiquated systems that require additional staff to navigate.

Central support offices do a great job at hosting virtual employee engagement activities, which I think is inclusive of those who work remote.

Central support offices support favor those in the hierarchy and resolutions are often one sided.

Central support offices with concern and complaint processes should have a review conducted as privacy of those involved in the complaint is not prioritized.

Concern and complaint processes are cumbersome and have consequences to the person submitting the complaint.

Concerned about a need for improvements in workday to seep up our work rather than hindering it.

Difficulty accessing people to get answers when they may be the only one at my campus that does my job.

Due to our new workday system, more fiscal and human resources management responsibilities have fallen onto me and there is less support from the college or central to help. I am overwhelmed with no end in sight.

End users should be included in decisions about software platforms to ensure the systems meet the needs of the end user and don't add significant burden to processes.

Equipment and resources mostly come from grants, which is not equitable for all that use our collective spaces. Having to do the extra work to record and report hours in Workday because we are simply paid too little is a slap in the face. This policy was clearly a "feel-good" move by the Washington legislature that kept them from having to actually fund our jobs adequately, and WSU doubled down on the insult by not being equitable and having all faculty record their time.

Generally, frustrations inhibiting faculty work and program operations stem from the allusive, inflexible, and confusing hiring processes. When our business is 90% people, these systems should be clear, adaptable, and responsive to timeliness programmatic needs. Generally, processes change with personnel changes, and we spend incredible amounts of time reinventing ourselves on the small things.

Getting simple, direct, clear information from central support offices was extremely difficult when I dealt with accommodation and parental leave. It was easy to feel supported by my department (and my chair was SUPER supportive!), but the actual paperwork and rules/regulations that I had to follow were very confusing, and they repeatedly gave conflicting information. I have a colleague who had a similar experience. A LOT of wasted hours just trying to figure out how to comply with them and do the correct paperwork.

Central support offices are often impeding the work necessary and outlined by the grants that I work on.

Central support offices process for reporting internal concerns is terribly inadequate- I strongly feel that our concerns need to be routed through another office. A few concerning responses I and others in my department have received are if we mention this to our supervisor, we will be retaliated against (an exact quote) or that the consultant sees and shares our concerns, but we can't do anything about it if it concerns a superior.

Central support offices only supports the University against the employee. Questions and concerns submitted to central support offices are shuffled around to the point of non-transparency.

Central support offices need a complete revamp of policies and processes. Central support offices are not consistent, nor is it helpful for employees. Policies need to be implemented for employee re-classification, i.e. timeframe, procedure, status updates. A reclassification should not continue to take over 5+ months for processing. Also, employees need recognition, incentives, and appropriate compensation. These factors would reduce turnover.

Central support offices on my campus are more gatekeepers than advocates. I do not feel they fight for our concerns across the system. Job classifications are not equitable on our campus and when HRS is making decisions to rectify the situation they compare it to positions on other campuses, not equity on our campus for similar job duties.

I am tired of working in a department that performs consistently with no ability to use financial reserves to improve aging infrastructure due to the larger institutions lack reserves.

I appreciate the annual employee recognition event and would encourage those presenting awards to confirm how to pronounce individuals' names, many years presenters have not done this and it doesn't present an air of respect to not ensure someone's name is being said correctly when their family and friends may have come to celebrate in their recognition.

I do not feel WSU's resources are best utilized conducting surveys of this nature.

I feel as if the university's relationship with the USDA units, that it cooperates with is very lacking and it negatively impacts my job. We are kind of forgot about by WSU services.

I feel as though our office sometimes does not have the technology/resources needed to do our job as efficiently as we can.

I feel my area works very collaboratively within the area, but I do not feel that collaboration when working with other departments.

I feel supported by my immediate department but have felt wholly disappointed in some central support departments due to their rudeness when attempting to ask questions, their complete disregard for the employee's wellbeing, and commitment to stunting personal and professional growth by focusing on technicalities.

I find some of the administrative systems (Workday) to be very cumbersome and challenging. Additionally, the process of renting a venue for outreach activities is very confusing and slow which undermines my ability to conduct outreach events within the community.

I have consulted central support offices regarding sexual harassment and other safety concerns, and nothing has been done to resolve these concerns. I am concerned regarding my personal safety.

I have contacted support departments with concerns of policy violations and the concerns have not been resolved, especially when the concerns relate to individuals with authority. Those who try to address concerns are treated poorly.

I have tried to utilize central office support to resolve concerns, but the concerns remain, and the work environment is not positive.

I reached out to support departments for career guidance, and I never received an answer to my email. This was a disappointment to me as a worker.

I reached out to support offices with a concern and was asked to provide proof of my concern. The lack of help in a difficult situation requires a review of reporting of serious situations, such as what we experienced.

I think that some of the WSU systems are set up to make our work more difficult and unnecessarily complicated.

I was unaware of WSU bullying policies and was bullied in the past; it did not feel safe to voice this concern.

I wish I could say that the resources listed in the survey were all helpful. However, I find some support departments to be a cumbersome set of obstacles to overcome. I'm not sure if there is a focus on talent acquisition or retention. It is virtually impossible to move quickly and effectively, which is of course, a hallmark of a system that is working efficiently and in good order. I hope that central support departments receive the constructive oversight and guidance they need to ensure we have a department that complements the hard work of other areas.

I would like to say that our building is very cold, and I often work with my coat and a blanket on my lap. I have a space heater and in my work area we have 3 going. Also, our bathrooms are often not clean. The floors are gross, and I feel like as a professional building that they should be cleaned with a little more detail. Often toilets are not cleaned and wiped down. There is often just one janitor, and realize that they are doing the best they can.

Issues of nepotism and favoritism make work difficult in our department.

It can be difficult to work with the system department, as we are excluded due to Workday roles and lack of shared information based on our localized position. Our work is often inefficient as we have to work around processes to complete our job.

It feels like things continue to get more bureaucratic, so very many offices and multiple levels of administrators for each!

It seems that many of our processes within WSU, especially those specific to grants administration, reporting, and finance, are cumbersome and, possibly, outdated. I'm curious to know if there are plans for a system-wide review of the various functional areas within WSU and the various campuses to audit and update processes. Another concern is the length of time it takes to complete some tasks that relate to grants administration, finance, hr, and legal. Some of this may be caused by staffing shortages but it's been a consistent experience during my time at WSU that we operate at a much slower pace than private business which can be a real barrier to successful program operations.

It's becoming increasingly difficult to want to stay at WSU when the resources for research and grant-getting continue to dwindle down. For researchers to pursue grants, the support MUST be institutionalized, improved, and consistent.

My overall view of central support departments is one that the university is allowed to disregard rules and laws at will.

No communication or collaboration between departments at all.

Part of the struggle stems from how central support offices administer their work.

- Teams sites need to be requested through Crimson Service Desk. I appreciate their oversight and the request process is easy enough, though we're always at a standstill waiting for sites to be created.

- Campus MarComm owns the campus website. Departments are not able to make their own edits, and MarComm is too busy and too restrictive to make many of the requested changes. Our website doesn't have a clean, modern appearance that other campus websites have and it doesn't function the way we need. It needs to be

overhauled. We need to have an employee intranet portal if MarComm adheres to their policy of "the website is for the students" and/or our campus needs to have easier ability to create internal portals and systems to share information and resources with constituent groups on our campus and with other campuses.

Processes, policies, and technology are rarely updated to reflect the needs of current students. It is up to the non-local staff to take on updating old ways of doing out-of-date things with fresh ideas and a better understanding of who students are. My biggest struggle at WSU is that I am constantly told "that's not how we do things" or "that won't work because xyz reason".

Resolving Workday problems are still an issue. Jira tickets often receive an automated response that directs the submitter to the Knowledgebase article even if the submitter indicates the article has been read and there is still a problem or problems to be resolved. It would be incredibly helpful if whoever in the Mod team actually read the ticket first before responding.

Resources seem to get cut on a yearly basis demanding more effort to keep up with increasing limitations to available resources.

Response times from departments are inadequate and sometimes go un-responded to altogether.

Responses from central support offices are not timely, causing frustration and uncertainty regarding processes.

Some support services departments are not effective.

Staff have endured a transition to Workday with less than adequate training resources and change management support.

Support departments have been contacted regarding predominant bullying, but it is ignored. Please look at the attrition. It is very very high due to a toxic work environment. Issues brought to senior leadership have been ignored or ridiculed.

Support departments have too much control over what departments are allowed to accomplish.

Support departments located on my campus are not supportive or helpful. Pretty frustrating.

Support offices do not address bullying in the workplace because of seniority and stress, causing employees to be mistreated.

Support offices who have been contacted for support regarding new leadership seem to be supporting the individual concerns are being raise regarding and the resulting outcome is a deteriorating environment and employees being targeted.

Systems need to be streamlined; too many different areas to do one job. Would love to discuss this.

Technology should be centralized and is badly in need of update. Nobody listens and nobody cares.

The administrative support structure at WSU is not functioning well. It is a major source of discontent, frustration, endless tracking and fixing of things gone wrong, loss of funds and resources, and massive wasting of time.

The bureaucracy of the system can be very overwhelming. Do not often feel empowered to do what I know is right - the system is incredibly inefficient and exhausting to navigate. Central campus systems are stuck in "the way we always have done things" mentality.

The current systems and processes that are put in place effectively encourage bureaucracy. There is a lack of technological resources that can help and improve my work. "This is WSU" and "This is how WSU do things" saying are widely spread among middle/ department managers, which is creating a culture that doesn't innovate.

The largest issue I see is lack of collaboration with other departments - for example, I have had a very difficult time with some central departments as well as uncertainty on what is handled on our campus versus what has to be done centrally, which causes delays. I have worked on a multi-campus system before, but this has less transparency and more delays than I am used to. In general, the people who work in the departments seem nice and willing to help, but there seems to be a structural issue that causes delays and prevents training for people to do their job effectively and quickly.

The most recent changes in increased administrative level control in finances and agreements, and the difficulty with hiring, have demonstrated a lack of investment from Admin towards active on the ground programming. This is detracting from supporting increasing on the ground programming. WSU can do better.

The process for hiring is not simple and often takes such a long time that we lose candidates and have to start over. When positions are open the work still needs to get done and after 6 months or more of waiting and hoping to find a replacement to hear that we have to start over yet again doesn't inspire confidence and leads to frustration and burnout. The hiring process needs to be reviewed and the university needs to recognize staff that continue to do the work needed.

The promise that was given to sell "Workday" has been a huge let down. Workday has continued to prove to be more time consuming to complete actions than the 80s system we previously used. All business processes should be reviewed by "Modernization" with the intent to decrease the amount of time, inboxes and approvals required. The fact that a person has the same action in their inbox 2-3 times before it is completed (with no changes made) is a waste of state resources.

The right support does not exist for staff who are subjected to a hostile work environment caused by faculty.

The workday system has made it much more difficult to get our work done. Namely the hiring process has been slowed down such that it is difficult to hire quality employees (so slow that the great candidates are hired by the time an offer can be made). The workday system has added extra steps to each process (e.g. payments, budget reports, expense reports) such that everything takes longer and many things get stuck somewhere in the system (for example checks to be deposited need an additional invoice to trigger the funds being deposited in the correct account and as such the funds can take 18 months to be deposited and require multiple checks on the part of the PI.

There have been a lot of changes within my job function; with some of the changes we were not able to adequately provide input. When input was provided, we were called "rude" for trying to do what was best for students. It is frustrating to work with students and not have a say in some of the processes that will impact the work we do and the students we work with.

There have been multiple concerns addressed regarding my direct supervisor and nothing has been done that has positively impacted the concerns.

There is a lot of uncertainty regarding upcoming budget cuts, and the ability for various departments to continue to provide the same level of services and products may be in peril. There is a perception that some departments and colleges are challenged to a greater degree while others are well funded.

There needs to be more central offices support on the west side of the state.

There remains too little research funding. The costs of paying participants have ballooned in recent years and our stipends are really struggling to keep up with the cost of running the kinds of studies that will be published in top journals.

Too many policies and different procedures, depending upon the funding, to keep track of in this model. It makes moving to an entry-level job more appealing since they make almost as much as many other WSU positions that require college degrees.

We also need to work on getting more funding beyond recruitment, if we want to retain students, we need resources to be able to do our jobs.

We aren't doing a good job translating research into practice as a college. Individuals are doing a lot of great work but there doesn't seem to be a system to help move things forward in any meaningful way or to coordinate with others.

We don't seem to have a clear or holistic enrollment strategy and don't favor retention in WSU professional programs.

There are opportunities for economy of scale and shared resources that aren't being utilized.

While our college and institution veils itself behind the discourse of the land grant mission, recruitment efforts on my campus do not do what's necessary to recruit college bound students in Yakima, Othello, and even the Tri-Cities area, the largest Latinx population in the state, and the fastest urban developing region in the entire state. The system relegates the understaffed and under resourced campus to cater almost exclusively to Latinx, migrant, and farmworker students, while other campuses continue to cater to a predominantly white, and legacy student of multiple generations of "Cougs", population. Until we address this disparity, truly catering to the Brown, Black, Asian, and Indigenous students in the state of Washington, then our campus will not be true to its Land Grant Mission. It will rather continue to replicate the racial elitism seen in more elite and prestigious institutions of the East Coast.

Work has increased, especially w/the implementation of Workday - and has caused excessive stress on staff.

Workday does not provide necessary information for employees to check accounts and verify charges. Enhancements have not allowed for simplified and accurate accounting functionality.

Workday had made our job a nightmare.

Workday has been a disaster for many faculty, not allowing them to track budgets.

Workday has been a huge burden, demanding hours and hours of extra time to navigate new processes, seemingly in the dark, tripped up by a box or hidden field buried deep within the interface, unsure who is responsible for what or who needs to take the next step. While I recognize there is an implementation period, leadership should be aware of the greatly increased time and workload, while staff meanwhile continue to try to accomplish all our regular duties. This is not trivial.

Workday has not been easy for lots of WSU people. The training doesn't always cover what needs to go in what field, few know what their fund balances are, and in some cases has caused more work than what it solved, all these issues will make us unhappy. With cuts to staffing that will make people have burn out and then there will be a whole new set of problems. Our whole WSU culture, since Workday, went from it could be a few weeks, to that was yesterday, and that is a huge change. One would think for the good but not when nobody knows how Workday really works.

Workday is a horrible program for anyone who does not work a regular 9-5 Monday to Friday schedule. My experience and understanding is there are some things that could be done to help solve some of the problems but decision makers are so fixed in their way of doing things they have refused to address the issues.

Workday is not providing nearly the same support that the prior systems did.

Workday needs improvement

Workday still makes work very challenging at times. Entering information into the system is fine. Getting information out is the challenge.

Working at a separate campus than Pullman is much harder than anyone in Pullman will ever acknowledge.

WSU processes are antiquated, Workday aside. We have incredible amounts of technology and software available to do our jobs but we have to seek it out on our own and do the training as time allows. Every department in my college has individualized systems and programs for achieving the same job and many of us are constantly reinventing the wheel. It's incredibly inefficient and work is accomplished inconsistently and haphazardly. We need to develop common processes, driven by unit and college leadership. Doing so would also enhance new employee training, which is also inefficient and haphazard.

WSU would benefit from support for marketing and communication functions that are consistent and available.

WSU would dramatically benefit from hiring a 3rd party consulting group to review and streamline processes.

Culture and Safety

I have seen the gossip around the office regarding people's personal health with no regards to HIPPA violations. There is a laundry list of things that are in violation of legal rights that nobody acknowledges.

I rarely have any fulfillment in my current job, knowing that the company I work for avoids or deters any conversation on improvement from the general public, and makes bad decisions in general.

I spend a lot of time alone in the office. This is a safety issue.

I understand the difference between faculty and staff to a point but i have a hard time being at work every day, showing up for my students and my team and being told we need to be in office and working from home is rare when i constantly have issues with faculty not responding to emails, not being in the office for office hours, and students coming to me saying their attendance is counted but their instructors barley have in person classes. Sometimes feels like a double standard.

As a staff member, I often feel like I am looked down upon by the faculty and I feel very underappreciated.

As an individual with my demographics and beliefs as well as a college education, I feel like I am being forced to accept behaviors that are not acceptable according to my beliefs. I feel that WSU is discriminating against me by trying to forcing me to be accepting of principles and behaviors that do not align with my beliefs.

As with any organization, there are a lot of longstanding employees here who don't realize or don't know how to do things differently -- although society/community/enrollment needs, and technology HAVE changed. Our needs have changed and the way we do things needs to change. It's been a struggle affecting and implementing change on my campus.

Bad things during night shift regarding time theft and only having myself more than not to handle things on a daily basis due to "callouts." I find it hard that my coworkers have all this time saved up when they have been in my department barely longer than I have respectively.

Because I work with disabled students and WSU as a whole has decided to pretend the pandemic is over, as well as other, more minor concerns, I have very little faith that campus leadership or system leadership care about me or my students except as a way to pretend we promote DEI.

Because of my demographics and beliefs, I often feel denigrated and made to feel less than or ignored completely by the culture of the university. I have often be blamed, attacked, or lied about regarding my demographics and beliefs.

Both Latinx students and faculty are often severely undermined by the toxic racist, sexist, and xenophobic attitudes of staff, some faculty, and sadly, a large part of the student body that the campus caters to. Mandated training will not do the job for you, but rather becoming active and engaged in addressing these disparities will. Bullying is pervasive and goes unchecked by WSU.

My colleg has a major issue with retaining minoritized staff and faculty. This is a departmental issue that needs to be resolved.

Certain aspects of EDI, if fully implemented at WSU or any organization, will negatively impact our communities, supporting segregation of groups and promoting group think.

Classified Staff should also have a representative group to share and address concerns relating to staff.

Colleagues are generally very respectful and professional.

Coug's health is more important than being politically correct!

Diverse views and thoughts or experiences that are not "politically correct" are not encouraged to allow full engagement of all possible perspectives.

Ego and jockeying for position is prevalent throughout WSU. There are double standards around communication and transparency.

Faculty in my college are the main reason why I don't enjoy several aspects of my job. They are disrespectful and entitled. They act like staff and students are there to serve them. It feels as though they are behind when it comes to providing a healthy and positive environment, specifically as it relates to DEI. And many of the faculty and leadership hold old-fashioned ideas. I work with a variety of faculty across the entire college and the majority of them look down upon those who are not their peers or leadership. If you are a student, if you are a staff, if you are a person without a scientific background and/or PhD, you are quite clearly treated differently and with less respect than those who are faculty and scientists with PhDs. It's also not uncommon for older, white males to interrupt or talk over women, students and staff, even if those women are also leaders in their area. Additionally, many faculty use language that is not appropriate and does not embrace an inclusive ideology. There are strides to improve things, but it's a huge lift and it's always the same people putting the effort and volunteering their time and energy.

Given that WSU is under-resourced, improvements in myWSU, Workday, and training resources have significantly improved the climate for faculty and staff and access to essential information.

Gossip, derogatory slang by generational "Pullmanites" that prevents safety; nepotism as an institutional value over merit

Hard to have a good working group and collaborate when many employees are still virtual and not physically in the office. It would be nice to have more face-to-face meetings.

I am concerned that not all individuals are held accountable when they demonstrate sexist behavior. If individuals cannot put their outdated ideas and practices behind them then those individuals need to be held accountable.

I am concerned with budget cuts that there will not be an ability and a focus on enacting input from this survey.

I am in a new area because of a reorganization. Our area is in transition defining the area/office roles and responsibilities. I am very optimistic that being a part of this new area will be a big improvement and that as employees, our work and effort will be recognized.

I am unhappy with what I perceive as an unbalanced effect of low enrollment on faculty vs the administration, with faculty experiencing feeling most of the effects, both financially and with job security.

I appreciate the Universities commitment to DEI; I really wish that we could normalize the DEI efforts so that it wasn't viewed as a "program" or something that employees needed to buy into.

I don't believe I can share additional feedback confidentially.

I feel strongly that WSU needs to take more measures to improve morale, including doing more frequent employee/morale surveys and investing time and resources into reducing the divide between staff and faculty. I completely understand that there are state and university policies that govern policies related to various employee types. However, how staff and faculty are treated is often inequitable, both at a university level and college/unit levels. In general, faculty are provided benefits and flexibility that is not extended to staff. Both staff and faculty are critical to having a successful University and it would be great to address issues causing community breakdown instead of community building.

I feel that my direct and departmental supervisors are committed to supporting employee wellness and positive workplace culture.

I feel that the more inclusive that the WSU System becomes the more it segregates groups because they are essentially being silenced into submission and thus is failing at the goal of inclusivity. Any time a certain group is silenced the more we see an decrease in people's wellbeing as well as an increase in hostility. WSU Systems' current position we are creating a culture that is set up for what we think is the greater good, but if you silence a certain group that creates the feeling that we don't matter as long as we are being inclusive of the majority. I think that WSU needs to look at what really is there goal in inclusivity and at what cost is the system willing to meet that goal. Right now, it doesn't feel so inclusive as it feels more like we are being forced to accept things as they are without question. IS this the culture we want to create and is this culture benefiting the University as a whole and is it adding to WSU's ability to meet the requirements of a higher education land grant institution because I don't think silencing someone or forcing certain groups to accept things as is doesn't align with the Universities goals.

I have been struggling with employees in our office highlighting that they think they are better equipped at leading than current leadership and outwardly disrespecting colleagues for their own personal gain.

I have concerns with this being "anonymous" when the demographic questions and corresponding answers at the end isolate the individual responding.

I have felt discriminated against because of my gender and skin color. I have been told I cannot meet with our DEI representative, even though the meeting was for a work-related dual project. At every DEI meeting for our college, led by our DEI representative, the subject matter has been based on only skin color and sexual and gender preferences. The impression from every meeting is that employees with a specific gender and skin color can never be discriminated against, so we are all judged as such. That is not equitable. I truly wish DEI could mean equity for all. Moral is the lowest I have ever seen. Few wear Crimson on Fridays, when I'm in public wear crimson gear no one ever calls out 'Go Cougs'. That used to happen all over the world. Now, ... nothing. I still like my job, but I'm being honest, I miss the old Cougar atmosphere where I thought we all appreciated each other and loved our institution. Maybe I was blind to discrimination, but ... it feels now that discrimination is all that is talked about, leading to more feelings of discrimination for all. That makes me sad.

I have reported to my supervisor for abusive behavior, bullying, and inappropriate actions towards contracts on numerous occasions. I have talked with central support departments and no protection has been extended. I am still being bullied and college leadership is doing absolutely nothing. This work environment is the worst I have ever encountered, and the university system seems specifically designed to cover things up rather than address them.

I know in all the equity training I have received I tend to wonder why I am there when I'm never included as part of any groups that are addressed.

I support equity and inclusion, but the overbearing push for Diversity actually divides us further. Special services and clubs for specific groups of people cause division between those groups and others. That is not inclusive by my definition. I wish WSU and the world world stop making people feel like they have to define themselves by their race or gender identity.

I value the campus gardens, art exhibits and performances. I like my work and have grown through it.

I was passed over for a significant promotion despite my work history and credentials being superior to that of the outside candidate. The outside candidate did not even have a WSU degree! Don't you think that hurts our brand when outside candidates who do not hold a degree in this school are hired over those who do?

I wish there was more office moral. I don't feel like there is a strong office culture. There needs to be more bonding activities with our staff. A stronger team leads to quality work and more effort. Most of the time I do not look forward to being here.

I would like to note that I've spent more time in compliance and DEI training than all the other training for my actual job combined. I also question if the university really believes in these things, as when I've raised a concern about racism I witnessed, I was largely ignored. This gives me the impression that actual change is not really the goal, but "checking the box" of DEI is a way to avoid lawsuits.

I would like to see better food options on my campus. It may support employees and students best to consider a convenience store type option as the current offerings are not extensive and the contracted provider does not have a good customer service focus.

In my opinion, this institution clearly prioritizes "measurable" achievements (papers published, impact score, etc.) over personal character and leadership ability. Sadly, this is all too common in higher education. If this tradeoff is to be made, just be aware that you will continue to experience high levels of burnout in certain areas, leading to high employee turnover. I know this probably will not change, but it is just upsetting to me because I believed things would be different, and they easily could be different.

In times where I have had issues with feeling safe in the workplace, I often felt I was made to feel it was my fault and that my concerns were not valid.

Infrastructure is falling apart without investments from the college and WSU as a whole.

It feels as though WSU is being passively "Corporatized". Corporations don't believe in stability, they always want more profit, in this case attendance margin, from the previous years. When that doesn't happen, they express their disappointment by sacrificing the employees at the moment to pay for projected and current logistics. For an institution that is supposed to promote curiosity, it's curiosity if it makes the institution look good not if there are, could be, existential problems.

It is disheartening, on a daily basis, how little value is placed in the land grant systems by the college and the larger University as a whole.

It is most frustrating that WSU's financial crisis goes into year 15. We had hoped that it finally turns into the positive but then the next frustrating report happens. Massive loss of faculty lines, grad student salary \$3000 less than UI, declining student numbers against the local trends. No money for replacing old infrastructure. Noncompetitive and declining salaries. How are we supposed to stay positive?

It is very difficult to connect with co-workers due to the layout of the building. I frequently enter and leave the building without seeing another person. My office pod is dark and only two of us use our office space. I am very lonely when I am here because of the lack of interaction with others. Also, I have never met my director and do not know where her office is. They do not interact with us unless necessary.

It often seems like the level of respect I receive as a staff member depends on who I am communicating with at any given time. Other staff, graduate students, and career-track faculty tend to be more respectful towards the work I do in support of the department than tenure-track faculty.

It would be good to see more support of the land grant mission for one-off programs. More inclusion of the federal side into WSU programs or systems or something would be great. It is part of the land grant mission to help support these areas.

It's unfortunate that this campus is not friendly to people of color.

It's really disappointing to see so many plastic water bottles at WSU events. This is wasteful and does not promote sustainability. It would also be nice to see options for composting food on campus.

Misogyny and homophobia are at play, and people make their political affiliations known. This negatively impacts the work environment.

More diversity of race & self-identity is needed in all full-time positions.

Most of the time I don't speak up because I'm taught to just work. A lot of passionate people and it can be easier not to try to have an active voice.

My area is a great place to work. There is a diverse staff and therefore fosters an environment of understanding different points of view.

My building is very cold, and I have to run a space heater all year long and often have to use hand warmers to keep my hands warm especially if I have to type for long periods. I would enjoy my workspace a lot more if I did not constantly have to deal with being too cold.

My time with my current campus has been wonderful and it makes me excited to be a Cougar and go to work every morning.

New college leadership is putting the right people in the right places.

Not all viewpoints are respected by the institution. Those who do not hold the majority viewpoint are not respected.

Poor work environment.

Resources are clearly not distributed across parts of the university in the same way. I have had ongoing concerns about the quality of the drinking water in my building, which have not been addressed, but I recently learned that other areas in the university have water dispensers from bottled water to deal with concerns about pipes and water quality issues. Having potable water (that doesn't have green things in it) in one's workplace is an ongoing safety issue, which suggests that the safety and wellbeing of employees is not considered by the other employees at the university.

Staff are not treated well by faculty colleagues.

Staff is undervalued.

Student cheating is common.

The atmosphere at WSU as a whole is terrible. There is so much dissatisfaction, anger, and hopelessness. I know I am definitely in this situation. I feel hopeless knowing my work and abilities are not appreciated. I am just expected to continue working at the same level for less and less compensation.

The campus feels less safe than it was in prior years. More security may be necessary.

The climate of budget cuts and new budget model has added a layer of stress and insecurity for WSU staff that is visibly affecting business efficiencies. I would however like to recognize the great efforts to focus on diversity and inclusion, the community support to our diverse population has been visible and it is appreciated, along with the positive changes I have seen across the system to better support employee development and knowledge in Workday.

The department I am in has a very negative colleague. It is very hard to come in and work with them. It's not an occasional issue, it is an everyday problem.

The colleague's attitude affects other, including the students.

The majority of people that are recognized or nominated or showered with awards and recognition for DEI efforts are not from underrepresented communities. They also tend to be individuals who are "in the circle".

The same "team" feeling that was here prior to Covid both departmentally and throughout the campus is gone. There are days I truly dislike being at work, but I hated working from home so here I am.

The state of classrooms on campus needs attention.

There are difficult office dynamics within my office/campus location.

There is a striking decrease in student preparedness for university-level work and a clear decline in students being able and/or willing to be proactive and responsible for their own education. Students increasingly miss class, submit assignments late, and do not take ownership for their own academic performance, instead identifying outside challenges as reasons for not being successful. It is certainly the case that our students face a much more challenging environment than before the pandemic but this issue has grown to such an extent that it is virtually impossible to create and consistently adhere to course policies.

We are constantly told to grant exceptions, provide an enormous amount of support outside of the classroom itself, be prepared to respond to a variety of mental health concerns, change processes and procedures to accommodate decreasing student-preparedness, etc. In some ways, this is a positive development; I do not want to return to the days when professors didn't know or really care about their students. But this has placed incredible pressure on faculty and staff to "pick up the slack" for students who are not being, or do not know how to be, proactive about their academics. This in turn significantly increases the workload for faculty and staff, who are increasingly far more proactive than the students themselves in monitoring and ensuring that what must be done is done. That we are asked to do this in an environment with diminishing resources only increases the problem.

There is a trend of so many staff at WSU. They come in with fresh ideas and enthusiasm and are squashed by the WSU system being unable to accommodate their needs because of the failures of the structures in place. And so they leave with their ideas and invigoration to be innovative and leave behind the WSU staff who have been here a while and are used to the status quo, unwilling to change. And the cycle continues, and enrollment drops.

There is an equality issue pertaining to how males and females are treated at WSU.

There is entirely way to much Diversity, Inclusion, and Equity (DIE) bullshit being pushed in our institution. I am 100% for treating everyone equally, and only judging them on the content of their character, not by the color of their skin. I also think its important to ensure those who come from disadvantaged backgrounds have an equal opportunity to advance their socio-economic status - but the DIE initiatives being championed at WSU are fascistic, cultish, and only bring about further division, inequity and exclusion. These agendas do not foster healthy social discourse, or advance evidence based and science-based principals. They instead promote cancel culture - which is literally shutting down voices of opposition, as opposed to having an open and honest debate in order to chose the correct course of social action. Racial relations (from the perspectives of all races) have only gotten worse since DIE initiatives have been implemented. When is the University going to stop pushing propaganda and actually start fostering growth of healthy community relations? Continuously painting someone of any particular racial group as a victim or an oppressor does not help them improve their social standing in a community - it quite literally creates a lot of victims and breeds resentment on all sides. This is not - never has been, and never should be a value that any Cougar holds! Get this woke culture out of our university, and out of the heads of our nation's youth!

There is so much wrong and there is not anything that will be done about it.

This is by far the healthiest and most supportive team and department culture I have experienced in my profession. Leadership should be proud of that. I see a strong desire and verbal commitment to DEI, they may still be new efforts that just require more time however some of these seem to lack results and substance when it comes to real impact.

This is the worst unit I have ever been in.

This place is tribal and most of us, not just me are pretty much on a need-to-know basis from an inside group. Nothing is transparent and it is political.

We are moving away from our roots as a land grant institution and focusing too much on relativistic policies rather than our true mission of providing a quality education to those who seek it. We've lost the Cougar Sprint that set us apart from the other institutions in the region, but also nationally. I no longer hear folks shout 'Go Cougs!' in the airport when traveling and it feels like alumni see the direction WSU is going and are ashamed to call themselves Cougs. Over the past few years discrimination has reached a fever pitch, but it's swept under the rug due to it's institutional or political expediency. WSU is no longer the welcoming and happy place it was to work

We are focused on all the equity information instead of focusing on what really needs fixed--get the staff in place to do the jobs that need done! Maybe others truly have issues with equity, but not in our area and having to take all the trainings on it and listen to it on almost every single meeting is extremely unhelpful when there are so many other areas at the university that need fixed!

We continue to talk all day long about Diversity, Equity and Inclusion. But any discussions about action, setting goals, or making any changes/improvements are instantly shut down. In their place, we get "trainings" that are, in a nutshell, "How to agree with the DEI committee about DEI." It's wasteful, empty and negative

We have an employee appreciation picnic and I believe it is a good thing to have for the employees. When your employees tell you they have no faith in leadership and boycott the picnic, perhaps it is time for management to look and ask why they are unhappy.

We have buildings with failing basics like heating and bathrooms, and outdated features like drinking fountains that cannot fill water bottles. There is no sign any of these are being improved, but new construction is underway.

WSU does not speak to the communities it was mandated and legislated to serve, which is arguably reflected in our declining enrollment and disenfranchised County Commissioners across the State who fund our operations.

WSU is no longer a campus that cares and strives to be the best it can be with its students, its employees, its faculty, its AP and PI staff and the programs dedicated to teaching, training, and making a positive difference for the next generation. It's now run just like any other business where the "haves; have everything and will keep it no matter what," which always happens at the detriment, belittlement and sacrifice of the "have nots" that never have a say in anything and are rarely properly compensated (either by pay or learning experience) in the roles that they hold; the very people who are the very foundation of everything here at WSU.

WSU likes to sweep issues from lower employees and how they feel under the rug. We are very seldom heard and if we don't agree with them, they retaliate.

WSU needs to grow in the DEI department. I don't feel supported when I mention ideas or strategies that would make us a more inclusive presence in the community. I do not think it is a value WSU shares.

WSU needs to prioritize academic excellence.

Parking

The cost of parking continues to be a regressive tax on the lowest paid employees at WSU. The high costs and shrinking availability of parking on campus are dispiriting to current employees and makes recruitment of new staff more difficult than it already is. WSU ought to consider the economics of parking impact on its own staff as it continues to promote DEI in other demographic categories.

Areas that I feel could be improved on for staff are parking fees. Parking is especially difficult for staff that are not full time or 100% FTE, as a full year's parking pass currently costs more than a paycheck for some of us.

Being forced to pay to park at work highly discourages me from coming in to work but no leadership wants to address it. Forcing me to pay for parking tells me that the campus just wants to profit from my presence at the office despite not paying me enough to not live paycheck to paycheck.

Don't make staff pay for parking. YOU asked us to be here.

Economic equity is related to and supports/hinders other forms of equity including race and gender. Right now WSU policies like parking pricing tiers reinforce economic inequities that force people with less income or discretionary funds to walk further or park in sub optimal locations. While those with better incomes to have prime and sometimes safer locations to park.

Give us commuter funds

I believe WSU employees should either be compensated for parking, receive a discount on parking passes, and/or staff-specific parking lots should be created or made available. Even with my current parking pass, which is one more cost I have to factor, I have to walk about 10 minutes to reach the building in which I work, and even that occasionally is disrupted for games.

I feel my campus has done a poor job with employee parking. The amount of parking spaces are decreasing and our permit costs are going up. The fact that I have to schedule my doctors and other appointments in such a way as to make sure I don't need to return to campus (as there are no spaces available after 8:30 AM) impacts my wellbeing and work performance. As the housing prices continue to increase, more and more staff are having to live in surrounding areas, which will further impact the parking situation. I feel that faculty and staff are being ignored by administration as there has been no plan communicated on how the parking situation is going to be addressed.

I strongly dislike that employees in my department have to pay for a parking pass and are required to move cars during football games. This makes me feel extremely undervalued.

I think it's absolutely ridiculous that I have to pay to come to work. The fact that WSU staff have to pay to park on campus is unethical and is a way for the university to fundraise off employees, since nobody who needs a parking pass is actually going to opt for the "other transportation resources" that WSU has. For most WSU workers, you have to buy a parking pass, because there's no relatively reasonable alternative to buying a pass that doesn't take multiple hours out of your day. If I was to make one change for professional staff, it would be to stop charging for parking passes.

I watch for the day when the cost of employee parking will become more affordable.

If possible, when receiving bonus pay if we could not have to pay extra in parking, that would be great.

In reference to parking, perhaps the parking and road maintenance department could establish themselves as non-profit like colleges and that would allow parking fees to be used as tax deductions/ donations. Another suggestion is to establish an off-campus parking and shuttle service. Again, with proceeds going to the nonprofit road maintenance department.

It is completely sane to charge your employees to park to come to work for you, said no one ever.

Overtime eligible should not have to pay (parking) to come to work.

Parking costs too much. It should be free for employees.

Parking is a big issue where I work. It is slowly dwindling away. I don't understand how a university can take away the parking lots, put up buildings, and not have the available parking spaces for the people that work in those buildings. When employees feel valued by university leadership by helping with this growing need and concern, the happier we will be.

Parking is a huge problem. It's the place where I am least satisfied with my workplace by a wide margin.

Parking is crazy expensive. There have been many complaints about this over the years and state law requiring parking to be financially self-sufficient is typically cited as the cause; however, a comparison to other Washington state universities reveals that the issue is more nuanced than this.

Parking is not affordable for employees in entry level positions.

Parking is too expensive

Parking is too expensive and costs continue to increase while access to parking continues to decrease.

Parking is too expensive. If parking cannot be made more affordable, consider transportation options.

Reduce parking prices, more available parking, or bring back the carpool system please :)

The costs for parking need to be reduced

The increased costs of parking, and soon-to-be decrease in parking spaces is a problem for morale and faculty and staff feeling valued. I think leadership should look at other funding models for parking. Parking should be included as part of being employed at WSU. The cost is a hardship for many, and it affects women especially. The recommendation to "take the bus" does not account for many individuals who are caregivers for children and other family members and might need quick access to

transportation, predominantly women. In a time when salary increases are rare and are not keeping up with inflation, WSU should not be adding to employees' burdens by charging extremely high rates to park in order to do their jobs. This is an issue for engagement.

The university continues to find ways to ding their employees by increasing parking rates. My area does not have public transportation available to make it feasible for a family to take advantage of it. This forces most employees to have to get a parking pass, which is ridiculous especially considering that we are in a rural community and not in a large city. Then to continually raise rates and change parking levels without a consideration of those that it effects the most.

The wage for my position does not reflect the cost of living in the area. Paying for parking only exacerbates this issue. Perhaps there could be some kind of Employee Assistance for parking passes if you make under a certain amount.

We have too little parking, but permit prices continue to go up while spaces available for those permits decrease.

We really should have much less expensive parking.

Why do employees have to pay for parking? Especially when it is so much.

Why is parking so expensive? It's a rip-off.

WSU parking rates are overpriced, especially as you consider the current compensation.

WSU Priorities

Academics constantly bails out Athletics.

Athletics has over-inflated compensation that further impacts the pay disparities and budget concerns.

Athletics is being prioritized over academics. There is no transparency regarding the athletics budget and priorities of system leadership has been made clear with the poor handling of the budget concerns.

Athletics is supported at the expense of the academic mission.

Athletics should be required to pay back their debt rather than the institution redirecting funds that could grow academic programs.

Concerned about the financial deficits while at the same time athletics is running in a deficit and not being asked to adjust budget as others have been.

Concerned regarding athletics budgeting and the impact on other units within the University.

discouraged by the contribution of the athletics program to our budgetary problems

I feel that the equity of payment across the positions is inadequate. Why do we pay admins and the football coaches so much money when the civil service, who works hard and doesn't have much support gets paid so little? We're being used up, burnt out, exhausted and stressed for very little compensation.

I find it disgusting that money was redirected from housing, parking, etc. towards athletics to cover athletics deficits. Our students do not have air conditioning in the dorms and have to breath in smoke during fire season while the football team is bussed out of state to Moscow hotels for home games in a sickening waste of money.

I have budget priority concerns, like most faculty. Still not sure whether the academic budget is negatively impacted by university athletic deficits.

I think university should give more support to academic programs not only athlete.

It is demoralizing that academic and research departments continue to shoulder consistent and significantly large cutbacks in our budget lines while athletics is allowed to run at a large annual deficit, and they rarely-to-never take budget cuts consistent with the other units.

Leadership wants us to feel comfortable in this campus while cutting our academic budget and instead giving a blank check increase to Athletics.

Learning that athletics does not have the same budget cuts and expectations as academic departments devalues the core mission of the university.

On the academic side many/most of us are horrified at the increasing investments in an already bankrupt athletics department at a time when academic programs are being further cut. How can this be consistent with the land-grant values?

One has to question which is more important, education or athletics? The latest football coaching decision points toward athletics. When our coaching debacle happened, we had the opportunity to get off the merry-go-round of exorbitant coaches' salaries because we were offering the head coaching position to an individual that had never been a head coach at any level of collegiate football. However, instead of utilizing this chance, especially with an athletics department that was experiencing a major budget issue of their own making, WSU gave a contract that was more in line with previous coaches with years of head coaching experience. Instead of considering the financial health of the University and the athletics department, WSU paid market value for what amounts to a beginner head coach. Priority is placed on athletics at the expense and detriment of other departments and employees.

Sports are NOT academic and yet they receive the most focus and dollars. Time to actual focus on faculty/staff and their needs or there will be a greater migration to other schools who do.

System leadership care more about athletics than ensuring all employees of the institution are properly cared for.

System Leadership clearly favors athletics over academics and is willing to divert resources to support that position (the fact the athletics continues to run large deficits and is allowed to continuously draw on reserves is just one example). They have yet to meet any of the several "plans" for fiscal responsibility present to the system leadership, and following every failure he simply comes up with a new plan that will also fail).

System leadership needs to put as much emphasis on academics as they do on football.

The fact that we're in a cutback culture yet there are increases offered to the WSU sports is wrong. How are we expected to be a respected institution of higher learning and more funds are put toward the sports than toward academics. We are a land-grant institution and what comes with that is Teaching Research and Extension which should be the corner stone of what we do. It is pretty disappointing the choices that are being made.

The mounting WSU athletic debt and lack of fiscal transparency by upper admin system wide should concern us all.

There is a focus on athletics instead of academic programming, leading to a decline in enrollment.

There is so much money being pumped into athletics that it is causing the rest of the university to stagnate in funding and wages. Athletics has consistently run in the red and gives little to nothing in the way of opportunity to the students it exploits. It would be different if we consistently had players move on to the next levels of play from here but we don't. The opportunities afforded our student athletes post involvement in our athletics programs is not greater than if they simply graduated after playing intramurals. Stop giving money and accruing debt to an athletic system that little for the students and employees at WSU.

Transparency one Athletic Department's Debt & Repayment Plan

Faculty

I am on a 9-month contract but have a service commitment which requires work to be completed off-contract in the summer. I am in need of guidance on how to handle this issue, especially as it relates to advocating for Period Activity Pay for non-teaching related summer work completed on behalf of WSU.

I understand the difference between faculty and staff to a point but i have a hard time being at work every day, showing up for my students and my team and being told we need to be in office and working from home is rare when i constantly have issues with faculty not responding to emails, not being in the office for office hours, and students coming to me saying their attendance is counted but their instructors barley have in person classes. Sometimes feels like a double standard.

I used to be proud to work at WSU but how can you feel good about a place that doesn't even give the department the full value of a faculty member's promotion? It honestly just goes to show that every corner that can be cut will be. It is demoralizing because staff feel the full force of every single budget cut we have had to make. Please do better.

Adjunct faculty seem to be mostly invisible

At the time I was offered a position with WSU, I had job talks with two universities. The first university was overly focused on how quickly I could have my work published while WSU demonstrated a genuine interest in my scholarship, despite my interviewing for a career track position. Fortunately for me I was accepted by WSU, which is a far higher tier university than the one that in the end didn't select me. Regardless of being overlooked by the other university, it was clear that I was going to choose WSU if I received offers from both universities. During the interview I found WSU to embrace a truly collegial culture, whereas the other university gave me the impression that

faculty would not receive support needed to produce the level of work expected. I have discovered over my time here that my impression was accurate. Seeing that faculty had left the other institution reinforces my satisfaction with my choice.

Faculty continue to gripe about staff wages or roles, but they are never on campus, host classes remotely, and are never at office hours. Faculty need to be held accountable for the low morale of campus as they never do more than the minimum and offload additional work to advisors and student affairs while complaining about them.

Faculty here are as demoralized as I've ever seen. We NEVER even see basic raises that keep up with inflation, so every year we stay here our standard of living falls. So many faculty want out.

Faculty morale is at an all-time low at WSU. I have never seen anything like this in all of my many years in higher education.

I appreciate all the efforts that the university has made in the past few years to clarify the different tracks at the university and the awareness of the different needs for non-tenured faculty. I also appreciate the efforts that central administration has made to communicate the changes as the promotion process has been done each year in departments.

I appreciate the efforts WSU makes to distinguish Career Track faculty as faculty and not "adjuncts," but I feel the effort is in name only a lot of the time. I know this is a work in progress, but it is an issue that concerns me. I feel like a second-class faculty citizen in general because I do not feel like career-track faculty are considered equals for the work we do and the effort we put in.

I do not think we have systems in place to address disrespectful or bullying behavior by tenured professors/faculty. The current Faculty Manual does not address disrespectful or emotionally harmful behavior by faculty against other faculty or staff.

I have concerns about the aging out of tenure-track faculty and the increase in contingent faculty.

I have the impression that the university, perhaps due to its being a land grant university, over-emphasizes service to the detriment of recognizing intellectual pursuit or accomplishments.

I like that the Faculty Crimson Club has been revived after the pandemic. We need more opportunities for cross-department, cross-college interactions. Otherwise, we can easily stovepipe as an organization.

It seems incredible to me that in 2023, departments in our college continue to replicate the "publish or perish" dynamics of the past century in order for us to get tenure, discounting community work, public engagement, alternative research, and unpaid and unrecognized labor that faculty of color, career and tenure-track, put in the mentoring of undergraduate and graduate students of color. A reconsideration of tenure considerations in our college would go a long way to make our college and institution truly a bastion of change and progressiveness when it comes to Academia

Our faculty are some of the most involved and least recognized by the WSU system and I hope this to change to ensure future involvement and success.

Positive ratings concerning my work environment are due to my department chair and non-tenure colleagues and not the tenured faculty.

The biggest issue I face is the systemic hierarchy of tenure track vs. non-tenure track. Our particular unit is having trouble covering the core courses because tenured faculty refuse to take on a new course preparation. The diminished value and burden placed on many career track faculty is elitist and morally problematic.

The University has no system for giving faculty members, especially adjunct faculty, recognition let alone any reward for their volunteer service to the University.

There is a lack of attention to faculty concerns by campus leadership and system leadership.

Cougar Pride

I am enjoying my position at the University and the department is great.

I love my job at WSU - I love teaching and the students are wonderful. My department is generally great at including our campus.

I love this school and I love my job. My colleagues are professional, work very hard, and are a constant support. I appreciate WSU's recent efforts to improve our wages. "GO-COUGS"

.I love my job and my department. I foresee being with WSU for a long time.

Colleagues are very supportive and helpful in providing resources and answers to questions. I am supported and encouraged by my colleagues and many of my department coworkers.

I always appreciate the university taking their time to try and make the employment experience better!

I am a new employee and already find this work environment to be healthier and structured for a better work/life balance. I already feel more respected and recognized than in my former teaching profession. Happy to be a Cougar.

I am blessed to work with wonderful and supportive colleagues in the History department, and a strong, supportive, and hard-working department chair. I am proud to be a part of the WSU community.

I do not see myself working anywhere but WSU. I have always felt supported, heard, and acknowledged. It is a privilege to work and be a part of the WSU community.

I enjoy being a WSU Cougar! Overall, it's a great place to work and I feel my work positively impacts students, which is rewarding.

I enjoy my work and job at WSU. I have worked at other universities in public higher ed systems. The alignment of faculty, staff and administration in support of students and their success at WSU is exemplary - esp. for an R1 in a multi-campus setting. I tell my family, friends, former (and current) colleagues - this is the 'best job I've ever had!'

I enjoy working at WSU, and I am very thankful for the opportunities that I have been given.

I enjoy working with my supervisor and counterparts within my program through extension. This includes co-workers not at my office location.

I enjoy WSU and appreciate everyone on my team!

I feel extremely valued and love my job.

I have a great job, a great supervisor, and I'm a proud WSU alum.

I have always felt valued and supported at WSU.

I have enjoyed most of my years with WSU

I like working at WSU. The people here have been very nice to me. It is the longest running job I have ever had, and I hope to retire from here some day.

I love my department.

I love working at WSU and I love working in my area particularly.

I love working at wsu the work life balance is ideal for me and my family and I get to learn new things everyday!

I love working at WSU.

I love working for WSU and being a Cougar!

I love working here. Go Cougs.

I love WSU!

I only have positive things to say about my position and the phenomenal work environment here at WSU, that kind of loyalty truly is not something that can be bought and I look forward to staying with WSU as my career progresses.

I really enjoy my job. There is a positive environment that fosters conversation and change that benefits students and employees.

I should take pride in what I do for WSU, but I am finding my love and willingness to work for WSU fading at an increased rate.

I think WSU needs to do better with keeping salaries up and increases on par with inflation. I also think the system as explained to me by HR is not very clear or transparent with regards to the salary classifications based on location/rank/merit. It seemed very convoluted when explained to me, and it's hard to find information on where I currently fall in that system.

I truly enjoy my work in my college and at WSU... and while there are improvements to be made, I fully feel the College and University are engaged in making them.

I want to highlight that I feel incredibly lucky to work in the environment I do, and in a department where my scores on most of these questions were "always" or "often".

I work with the best group of people who are committed to constant process improvement to support student success. I feel like this group continues to thrive.

I'm proud to work for my college and the greater university

It's an honor to work here knowing the good our leadership is driving us towards.

My campus is an amazing organization and wonderful place to work.

My team is fast paced, collaborative, and working with my supervisor to implement changes that are not always going to be easy but the attitude is generally very positive. I LOVE MY JOB!

Once a Cougar, always a Cougar and proud to be an employee.

Overall, I am satisfied with my work at WSU and enjoy being part of the college.

Overall, I love my job and enjoy working at WSU.

Overall, I love working for WSU and would not consider leaving. I just want to see us grow!

People are very welcoming and eager to help.

Proud to be a Cougar! Go Cougs!

Proud to be a Cougar, and happy to have worked at WSU for many years. I've had options to leave but chose to stay. Thank you WSU for my education and career.

Thank you & Go Cougs!

There are still a number of committed, helpful individuals that are willing to step out and go the extra mile making it worth working here.

what happened to Cougar Pride Day? How about a program to help with our lack of societal friendliness, like a "hello" and make eye contact campaign? I am so tired of no one making eye contact and then wondering if we have murderers among us. we need to reach out and be a friendly campus.

WSU is a great place to work and get educated!

WSU is a wonderful place to work. I love my job and my team!!!!

WSU is an amazing institute to work for, and I feel that I am given a lot of opportunity to be creative and make a difference in the lives of students.