



**WASHINGTON STATE**  
UNIVERSITY



## 2023 Employee Engagement Survey

Area, College, and  
Campus Impact  
Planning

# Please click on links to access Area, College, or Campus Impact Plans



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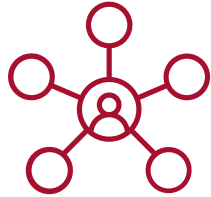
[WSU Tri-Cities](#)

[WSU Vancouver](#)

# Academic Outreach and Innovation Impact Plan

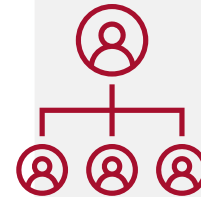


## Internal Communication



- Create a committee that is charged with identifying methods of communication for updates/accomplishments/changes. **Complete**
- Implement a reoccurring meeting in response to needing a more informal setting for the managers to share resources, discuss pain points, and recommend solutions. **Complete**
- Two annual all-GC staff meetings - Fall and Spring. **Complete**
- Restructure the Intranet for sharing information and making resources available, including meeting minutes. Target completion date: pending

## Leadership Communication



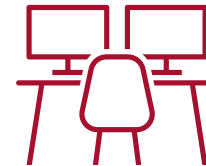
- Restructure GC Leadership Meetings to be more effective and inclusive of all supervisors with a structured outline of topics. Target completion date: pending
- Updates from Leadership regarding attendance at WSU System meetings and projects to provide more transparency. Target completion date: pending

## Diversity, Equity, and Inclusion



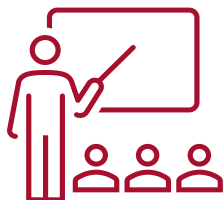
- Hire a Director of Diversity & Employee Development - create policies and resources with a DEI lens for improving the Employee Life Cycle. Target completion date: pending
- Conduct a DEIB Employee Survey to establish a baseline of employee input. **Complete**

## Performance



- Develop KPIs to measure employee experience, performance, retention, and advancement. Target completion date: pending
- Develop an internal policy on utilizing the annual review to work towards a more proactive approach to ensure equitable compensation. Target completion date: pending
- GC marketing team to write stories highlighting GC staff, programs, students, and successes. Target completion date: pending

## Professional Development



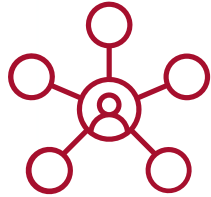
- Develop an internal policy on Training and Professional Development - how to request it, when to approve it, limitations/requirements, etc. Target completion date: pending

## Wellness



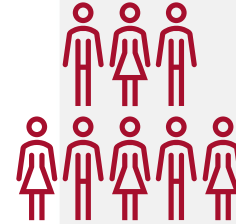
- New Employee Manual with Wellbeing Resources section. Target completion date: pending

# Athletics Impact Plan



## Internal Communication and Unit Structure

- Weekly meetings with employee experience personnel and HRS. Target completion date: ongoing
- Develop monthly newsletter for employees. Target completion date: pending
- Develop unit policy updates and review schedules. Target completion date: pending
- Review and update the unit Strategic Plan. Target completion date: pending
- Update organization structure for distribution. Target completion date: pending
- Offer opportunities for staff to meet 1:1 with Associated AD, Employee Experience and Engagement. Target completion date: pending



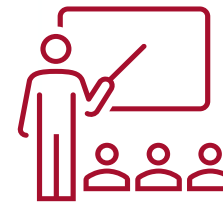
## Diversity, Equity, Inclusion, and Belonging

- Develop and Implement DEIB Attestation/Action Plan. **Complete**
- Hire an Assistant AD, Inclusion and Belonging. **Complete**
- DEIB check-in with teams and units. Target completion date: pending
- Revise and develop DEIB programming for staff. Target completion date: pending



## Employee Experience

- Implement employee engagement programming. **Complete**
- Conduct employee experience check-ins with units and teams. Target completion date: pending
- Implement a reimagined onboarding experience. Target completion date: pending
- All staff meetings to include employee appreciation and celebration of life events. **Complete**
- Implement unit employee handbook. Target completion date: pending



## Professional Development

- Develop Leadership Development Program. **Complete**
- Update training programs for the unit. Target completion date: pending



## Wellness

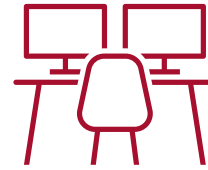
- Create community service opportunities. Target completion date: pending

# Carson College of Business Impact Plan



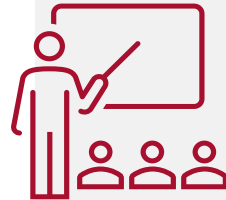
## Diversity, Equity, and Inclusion

- Formation of DEI Council to assess strengths and weaknesses. **Complete**
- DEI survey conducted. **Complete**
- DEI counsel to share survey results with department chairs and directors. Target completion date: pending



## Employee Experience

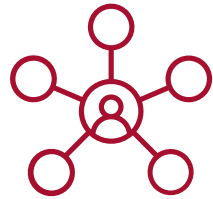
- Review faculty salaries against peer benchmarks for consideration of retention adjustments. Target completion date: pending
- Conduct an annual review of salaries for AP staff to consider retention adjustments. Target completion date: pending



## Professional Development

- Refine faculty mentoring program based on feedback from DEI survey, chairs, and directors. Target completion date: pending
- Implement a staff mentoring program based on feedback from DEI survey. Target completion date: pending

# College of Agriculture, Human and Natural Resource Sciences and Extension Impact Plan



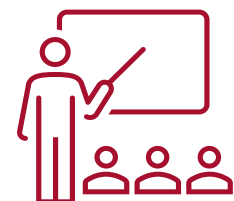
## Leadership Transparency

- Annual roadshow for leadership visits alongside blog posts, faculty meeting participation, and office visits upon request. Target completion date: ongoing
- Share system leadership messages with units and discuss the content of messages along with implications and action required. Request college leaders share within units. Target completion date: ongoing



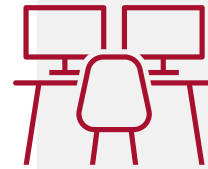
## Diversity, Equity, and Inclusion

- Create a DEI Committee with four subcommittees focused on access, success, and equity for students and for employees, campus climate and intergroup relations, and education, scholarship and service. Target completion date: Academic year 2025-2026



## Professional Development

- Encourage the use of WSU training programs. Target completion date: ongoing
- Develop a new chair orientation module and increase training for chairs on activity insights and other data sources. Target completion date: year-end 2024



## College Operations

- Create a finance advisory committee to allow units to present identified key activities in the upcoming year. Target completion date: ongoing



## Staff Classification Review

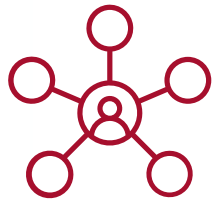
- Review all AP and CS positions and assess current classification for review, alongside WSU system mean and median salaries for the identified role. Target completion date: 7/1/24



## Wellness

- Create a healthy lifestyle challenge in collaboration with the Office of Research. Target completion date: Fall 2024
- Provide resources for wellness and engagement. and encourage use of WSU training programs. Target completion date: ongoing

# College of Arts and Sciences Impact Plan



## Leadership to Staff Communication

- Establish regular meeting of college administrative managers. Target completion date: 5/15/24
- Increase email communications from the dean. Target completion date: 5/15/24
- Begin regular visits of the dean to departments. Target completion date: 5/15/24



## Diversity, Equity, and Inclusion

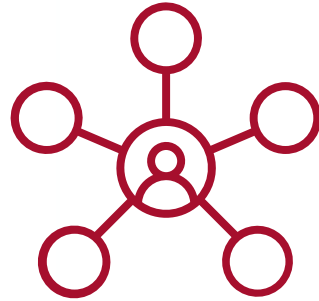
- Hire Associate Dean, Equity and Outreach. Target completion date: 5/23/23
- Interview/survey of recently hired faculty. Target completion date: 12/23/23
- Establish communities of practice. Target completion date: 10/23/23
- Develop equity data initiative and 5-year equity goal. Target completion date: 8/15/24
- Increase opportunities for equitable faculty mentoring. Target completion date: 5/15/24



## Wellness

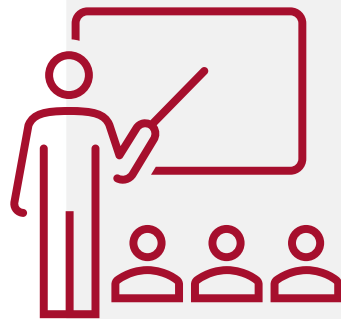
- Increased communication regarding available programs. Target completion date: 5/15/24
- Input to the University on the programmatic needs of the college. Target completion date: 5/15/24
- Increase training for chairs and directors on the encouragement of use. Target completion date: 3/30/24

# College of Education Impact Plan



## College Operations

- Create a documented process for addressing staff concerns. **Complete**
- Provide information on the roles of each staff member. **Complete**
- Reconstitute safety committee. **Complete**
- Address travel budget concerns. **Complete**
- Communicate parking concerns. **Complete**



## Professional Development

- Provide CPR and AED Training. Target completion date: 3/1/24
- Provide training on budget processes allowing more clarity on how that works within the university. Target completion date: 3/1/24
- Crucial Conversations Training. **Complete**

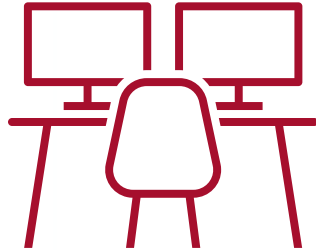




# College of Nursing

- Impact plan not yet received

# College of Pharmacy and Pharmaceutical Sciences Impact Plan



## College Operations

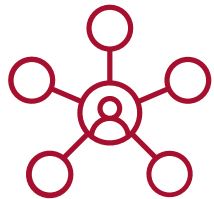
- Educate faculty and staff on available remote/hybrid work options available. **Complete**
- Educate supervisors on flexible summer hours structure and allow independent supervisor discretion for management of work hours within that structure. **Complete**
- Request faculty publish their work hours. **Complete**
- Written dress code created and communication. **Complete**
- Written “open/closed” door policy for Dean’s suite of offices. **Complete**
- Creation of monthly “community day” where all staff are requested to be onsite. **Complete**
- Establish recognition opportunities for college staff. Target completion date: pending
- Educate staff regarding exit interviews conducted by HRS. **Complete**
- Hire event planner to oversee major college events, alleviating concerns with work outside of the scope of roles. Target completion date: year-end 2024
- Review space planning and identify if space is available for “hotel” space with an external window. Target completion date: pending



## Leadership and Administration

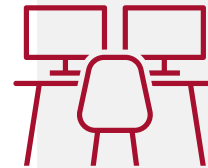
- Minutes for meetings attended by executive leadership will be posted to the CPPS website, apart from executive sessions. Minutes can only be accessed utilizing WSU credentials. Target completion date: pending
- Educate staff regarding release time for professional development and training opportunities. **Complete**

# College of Veterinary Medicine Impact Plan



## College Communication

- Revision of internal communications plan with several outcomes including CVM all townhalls, regular, topics announced in advance, and questions requested. **Complete**
- Create onboarding video to cover buildings, acronyms, and programs within the college. Target completion date: 12/2024



## Faculty Support

- Create a faculty workload estimator. Target completion date: 6/2024
- Incentive compensation structure based on clinical effort and revenue generation. Target completion date: 12/2024
- Discuss/brainstorm research faculty pay/effort compression. Target completion date: 7/2024
- Monthly research office hours, quarterly strategic collaborations with happy hour. Target completion date: ongoing



## Staff Classification Review

- Reviewing and updating staff position descriptions; reviewing for salary equity, focusing on flexibility, hybrid schedules, and opportunities for professional development. Target completion date: ongoing
- Compensation reviews and consideration of off-cycle salary requests as warranted. Target completion date: ongoing



## Wellness

- Highlight counseling and wellness, socializing resources, increase communications, outreach/visibility, and identify a WellCoug champion. Target completion date: ongoing

# Edward R. Murrow College of Communication Impact Plan



## College Communication

- Retransmit central notifications and information. Dean's appraisal and explanations of central decisions at faculty meetings. Target completion date: ongoing
- Stress utilization of the dean's report to the provost to share concerns and accomplishments. Communicate expectations that chairs support faculty at joint meetings. Target completion date: ongoing



## Compensation

- Identify opportunities to address salary concerns with a priority on faculty compensation. Target completion date: ongoing

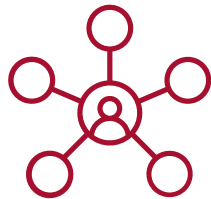


## Wellness

- Transmit email reminders about the resources available to employees. Identify the college point of contact for resources.. Target completion date: ongoing



# Elson S. Floyd College of Medicine



## College Communication

- Host fireside Dean's chats with an emphasis on employee engagement listening sessions. . Target completion date: Spring 2024.
- Forward noted concerns to Parking Services. Request a review of parking fees and transportation options, exploring ways to make parking more affordable or provide alternative transportation solutions for employees. Target completion date: ongoing



## Wellness

- Evaluate employee awareness of resources available regarding wellness and engagement through continued targeted communication. Encourage supervisors to actively engage and support employees to utilize wellness resources including new employees' attendance at the Spokane Campus NEO. Target completion date: 6/2024
- Review flexible/remote work options within the College with an emphasis on transparency work requiring on site presence. Target completion date: 6/2024



## Staff Classification Review

- Continue to engage with HRS to review staff position descriptions and appropriate compensation levels based on job duties including for positions with high turnover. Target completion date: ongoing

# Enrollment Impact Plan



## Listening Sessions

- Senior department leadership to engage in five listening sessions to obtain additional feedback from all staff in the unit. **Complete**
- A committee composed of one staff member from each area within the unit to participate in a concentrated listening session to hear challenges, concerns, likes, and dislikes to refine additional action items. Target completion date: 5/1/2024

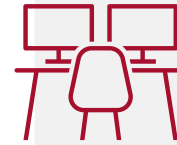


# External Affairs and Government Relations



## Leadership Transparency

- Goal: 100% participation in 2025 EES. Target completion date: 6/30/2024
- VP listening sessions with EAGR team, including 1:1 meeting with staff. Target completion date: 5/31/2024



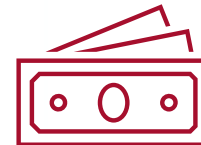
## Unit Operations

- VP to transparently communicate information regarding recommendations prior to budget hearing. Obtain information from the team regarding potential cuts for discussion during hearings. Target completion date: 5/1/2024



## Unit Communications

- Weekly unit meetings with agendas to foster discussion. Target completion date: ongoing
- Director inclusion in biweekly planning meetings with key university constituents. Target completion date: ongoing
- Keep the unit web page updated. Target completion date: ongoing



## Staff Equity and Retention

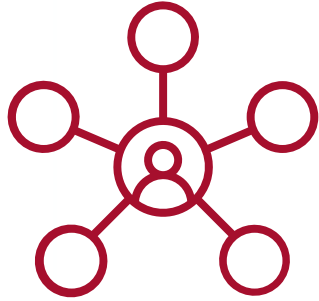
- Review and consider equity and retention compensation increases as appropriate. Target completion date: 5/1/24



## Wellness

- Promote WSU Well-Being Opportunities/ Designate EAGR Champion/ Schedule in-house training on what opportunities are available during a weekly EAGR meeting. Target completion date: 6/30/2024

# Finance and Administration Impact Plan



## Leadership Transparency

- Quarterly communication from EVP: provide information on area strategic planning, key initiatives, budget and financial outlook, challenges, and accomplishments. Target completion date: ongoing
- Review results of EES with leadership and discuss additional recommendations for improvement. **Complete**
- Develop frequent meetings with Finance & Administration Leadership to encourage communication across units, particularly as new ones are integrated into the Division. Monday Huddles are scheduled each week. 1:1 meetings are conducted with each unit leader at least once per month.. Target completion date: ongoing
- Conduct leadership meetings to include an overview of higher education changes. Create a vision, mission, and SWOT analysis for the area. **Complete**
- Periodic meetings of EVP with units within F&A. Target completion date: ongoing



## Wellness

- Encourage flexible work schedules as possible. Target completion date: ongoing
- Encourage awareness and utilization in WellCougs offerings. Target completion date: ongoing

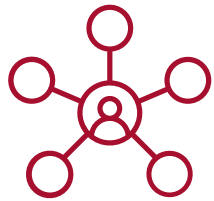




# Graduate School

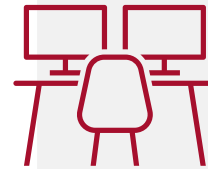
- Impact plan not yet received

# Human Resource Services Impact Plan



## Leadership Communication

- Leadership review of survey results and brainstorming of appropriate action items. **Complete**
- OneWSU and WSU System understanding communicate widely system changes and incorporate more HRS involvement at the executive and system level. **Target completion date: ongoing**



## Employee Experience

- HRS system activities/regular meetings to increase employee engagement, improve communication, recognition of staff and understanding importance of each unit. **Target completion date: ongoing**



## Wellness

- Offer Wellbeing and professional development opportunities, taking into consideration identified needs. **Target completion date: ongoing**
- Allow staff to participate; offer flexible schedules and remote work to allow them to attend requested programs.. **Target completion date: ongoing**

# Information Technology Services Impact Plan

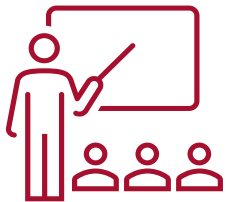


## Review and Listening Sessions

- Engage in an insights review with the Leadership Team where short- and long-term goals can be composed. **Complete**
- Conduct listening session with ITS employees to hear additional input, and comments and to address questions. **Complete**

## Professional Development

- Encouraged participation in opportunities available, both free and with associated costs. Encourage teams to use their allowed 96 hours of training time per year. **Target completion date: ongoing**



## Leadership Communication

- Collaborate and communicate with system leadership to improve the relationship between system leadership and employees. System leadership will be invited to identified staff meetings on an annual basis. Employees will be kept abreast of summaries from system leadership, VP, and Board of Regents' meetings. **Target completion date: ongoing**



## Wellness

- Leadership will more actively improve awareness and encourage employees to use the wellbeing programs and resources available through WSU. **Target completion date: ongoing**

# International Programs Impact Plan



## Feeling Heard and Recognized

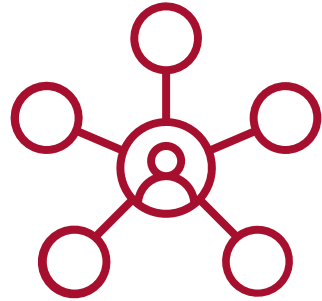
- Schedule staff meetings, brown bags, and engage in more impromptu employee engagement. Target completion date: 12/31/2024



## Compensation Review

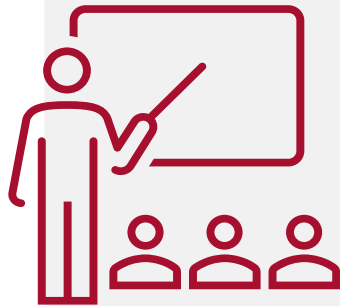
- Conduct AP salary compensation review in collaboration with HRS and compose a strategy for salary equity. Target completion date: ongoing

# Libraries Impact Plan



## Communication

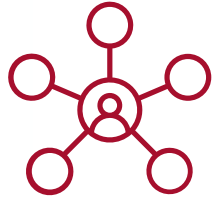
- Increase the number of “ton hall” all-libraries meetings. **Complete**
- Enhance internal communication through Teams. **Complete**



## Professional Development

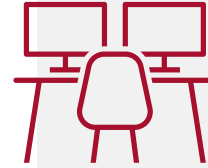
- Increase the number of opportunities for professional development. **Complete**
- Increase access to professional development for all employees. **Complete**

# Office of Research Impact Plan



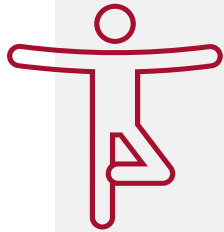
## Leadership Communication

- Conduct listening session with all staff. **Complete**
- Invite campus leaders to the Spring “All Hands” meeting. Target completion date: pending
- Keep campus leadership apprised of successes through regular communication and request input from leadership on top research news and initiatives. Target completion date: pending
- As warranted, ensure senior leadership nominates staff for university awards. Target completion date: pending



## Compensation

- Work with HRS to educate staff on compensation and review comparative data within the university. Target completion date: pending



## Wellness

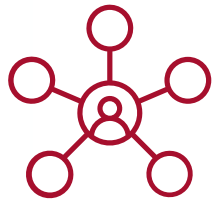
- Schedule a time for WSU Wellness to present resources to the area. Target completion date: pending
- Create and implement a survey to send to all staff to assess wants/needs for wellness challenges or other well-being efforts. Target completion date: pending
- Incorporate current healthy lifestyle challenge programs into the SmartHealth platform. Target completion date: pending
- Implement the Healthy Lifestyle Challenge BINGO in Spring 2024, increasing participation from 30% to 40%. Target completion date: pending
- Incorporate new ideas/needs of participants into the Fall 2024 HLC program. Target completion date: pending
- Consider incorporating a “Health Minute” into the new format of the newsletter. Target completion date: pending



# Provost and Executive Vice President

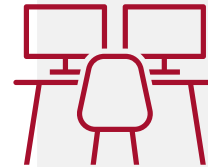
- Impact plan not yet received

# Student Affairs Impact Plan



## Leadership Transparency

- Conduct a listening session for additional feedback. Target completion date: Summer 2024
- Communicate EES results, impact plan, and progress to all staff. Target completion date: pending
- Departmental impact reporting utilizing target items with celebration of successes. Target completion date: ongoing



## Employee Experience

- Incorporate celebrations, recognition, and opportunities for connection as an ongoing component in all staff meetings. Target completion date: ongoing
- Assess workloads across teams. Target completion date: Academic Year 24-25
- Identify concerns and necessary modifications to recruitment, hiring, onboarding, retention, and offboarding processes. Target completion date: Academic Year 24-25



## Professional Development

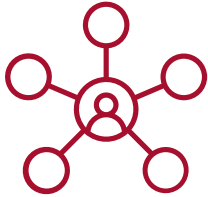
- Expansion of internal professional development opportunities - planning twice-annual "all staff" professional training conference days/meetings. Target completion date: May/June 2024
- Create a formalized mid-level professional and career development process. Target completion date: Fall 2024



# University Advancement Impact Plan



## Internal Communication and Feedback



- Listening Tours with seven academic units and the dean's office to receive additional input. Target completion date: 6/30/2024

## Flexible Work Options



- Managers assess positions within their teams and determine which positions need to be in-person and which can be hybrid/remote. Target completion date: 7/1/2024
- Provide manager training on managing expectations. Target completion date: 7/1/2024

## Diversity, Equity, and Inclusion



- Collaborate with Advancement DEIAB Council. Target completion date: 6/30/2025
- Leadership team to identify areas where tangible outcomes can be realized. Target completion date: 6/30/2025
- Assess the viability of establishing a position with DEIAB as the majority of focus. Target completion date: 6/30/2025

## Use of University Resources



- Provide an overview of resources to new and current managers. Target completion date: 6/30/2025
- Utilize the Cougar Den to provide information under "Did You Know..." communication style. Target completion date: 6/30/2025

## Professional Development



- Provide access to LinkedIn Learning. Target completion date: 6/30/2025
- Provide training and coaching to managers and leadership on how to provide feedback. Target completion date: 6/30/2024
- Promote supervisor training provided through WSU. 6/30/2025
- Provide featured training. Target completion date: 6/30/2025

## Wellness and Benefits



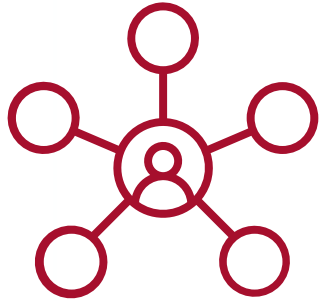
- Communicate information on EAP. Target completion date: 6/30/2025
- Provide details on faculty/staff benefits associated with each campus. Target completion date: 6/30/2025
- Promote SMART Health. Target completion date: 6/30/2025
- Develop a "Week of Wellness" with activities focused on wellbeing. Target completion date: 6/30/2025

# University Marketing and Communications Impact Plan



## Internal Communication and Feedback

- Utilize town halls and “Advancement Days” to share kudos with colleagues. Target completion date: ongoing

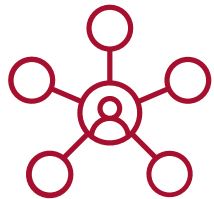


## Wellness and Benefits

- The University Marketing and Communications Expanded Leadership Team will continue to provide information to staff on well-being programs and resources available to the employees through individual team meetings and our all-staff meetings each semester. Assess why past efforts have not sufficiently addressed the knowledge and use of services. Target completion date: ongoing

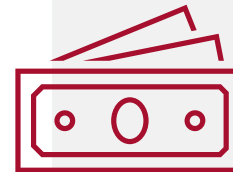


# Voiland College of Engineering and Architecture Impact Plan



## Internal Communication

- Conduct listening tours with seven academic units and the dean's office to obtain additional feedback and input. **Complete**
- Each unit will identify three activities to invite the chancellor and/or president to. Target completion date: 6/1/2024



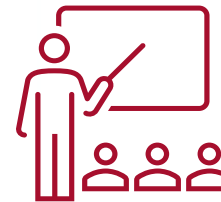
## Equitable Compensation

- Review necessary salary adjustments for current and incoming staff; target academic advisors and administrative managers. Target completion date: 6/1/24
- Collect data on faculty compensation comparison to peers and historical trends. Target completion date: 6/1/2025



## Employee Morale and Retention

- Implement recommendations for activities from committee tasked with employee well-being and connection. Target completion date: 6/1/2025
- Create an employee recognition event separate from student awards event. Target completion date: 6/1/2024
- Hire Assistant Dean for Systemic Equity and Inclusion. **Complete**
- Create a junior faculty mentoring program. **Complete**
- Expand unit level recognition and awards. Target completion date: 6/1/2024



## Professional Development

- Incorporate upcoming training opportunities into weekly employee bulletin. **Complete**

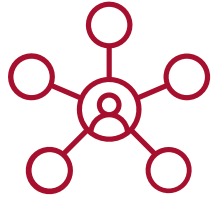


## Wellness

- Consult with HRS to identify and promotion opportunities for Employee Well-Being. Target completion date: ongoing

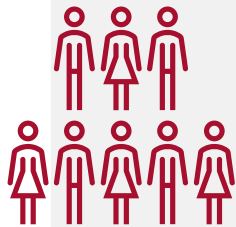


# WSU Spokane Impact Plan



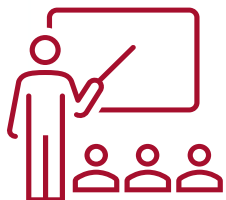
## Leadership Transparency

- Host listening sessions to obtain more specific feedback and check in on goals. Target completion date: pending
- Review existing leadership communication pipelines and identify areas where transparency can be increased. Target completion date: pending



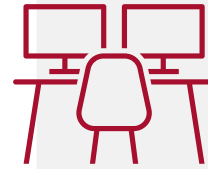
## Diversity, Equity, and Inclusion

- Enhance DEI efforts through identification of professional development in this area. Target completion date: pending



## Professional Development

- Identify areas for cross-unit collaboration and skills development. Target completion date: pending



## Employee Experience

- Host in-person new employee orientation specific to campus information monthly. Target completion date: ongoing
- Review recruitment and retention concerns and identify methods to resolve them. Target completion date: pending
- Identify campus guidance for reoccurring meetings and encourage adherence. Target completion date: pending
- Engage in planning to enhance parking options for campus. Target completion date: pending



## Staff Classification Review

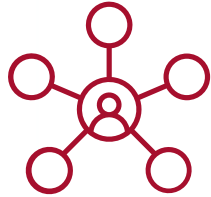
- Review and identify staff classifications with highest turnover and engage in a review of appropriate compensation and classification. Target completion date: pending



## Wellness

- Elevate awareness of resources regarding wellness and engagement in targeted communications. Target completion date: ongoing
- Review flexible/remote work best practices and update guidance for campus. Target completion date: pending

# WSU Tri-Cities Impact Plan



## Leadership Transparency

- Provide an overview of the cabinet in each Cougar Weekly. Target completion date: pending
- Address system updates in cabinet and expanding cabinet. Include summaries of these system communications in Cougar Weekly. Target completion date: pending



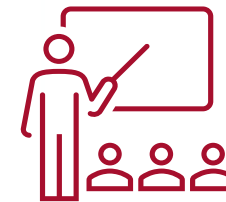
## Wellness

- Provide employees with resources for employee wellness opportunities and encourage the use of WSU training programs available. Target completion date: pending



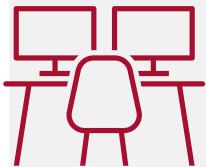
## Staff Classification Review

- Review all AP and CS positions for equitable compensation. Target completion date: pending



## Professional Development

- Schedule professional development for leadership, including ADs and program leads. Target completion date: pending
- Cabinet participation in Leadership Development Program. Target completion date: pending



## Employee Experience

Create a committee for employee engagement to celebrate professional accomplishments, awards, and recognition of personal events. Target completion date: pending

Create a committee for the employee life cycle to ensure new faculty and staff orientation, recruitment and retention, and onboarding are addressed. Target completion date: pending

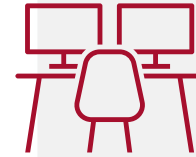


# WSU Vancouver



## Leadership

- Campus leadership increase communication with campus community. Target completion date: ongoing
- Campus leadership listen to feedback from Council of Faculty Representatives, Chancellor's Student Advisory Board, and Staff Advisory Network . Target completion date: ongoing



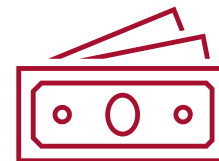
## Workload

- Hiring managers streamline vacancy management and position recruitment. Target completion date: ongoing
- Hiring managers swiftly fill positions through efficient search committees and timely screening and hiring of applicants. Target completion date: ongoing
- Supervisors and leaders embrace succession planning. Target completion date: ongoing
- Supervisors implement robust onboarding and professional development practices. Target completion date: ongoing



## Morale

- Campus leadership fosters a climate of competent and compassionate leadership centered on equity, diversity, inclusion, and belonging. Target completion date: ongoing
- Supervisors and leaders look for opportunities to reduce employee stress rather than compound it. Target completion date: ongoing
- Leadership development for campus leaders through the Leader of Leaders cohort. Target completion date 12/2024



## Staff Equity and Retention

- Chancellor Netzhammer persists in championing market-rate salaries and fully funded mass salary increases with WSU System leadership and Washington State Legislature., Target completion date: ongoing