
Staff Perceptions of Campus Climate

IRMA Research Summary

Faculty and Staff Climate Survey (FSCS) FT Staff Executive Summary

- Since 2005, IRMA has surveyed faculty and staff about the climate at DePaul. During Winter quarter 2022, the Faculty and Staff Climate Survey was sent to all FT staff (n=1,320) and 826 responded for a **63%** response rate.
- **Leadership-Supervisors, Academic Climate, and Mission** had the three highest mean index ratings, with **Leadership-Supervisors** and, while not among the top three, **Staff Council** being the only two indices with mean increases from 2019. **Reward and Recognition, Leadership-Executives, and General Experiences** had the lowest mean ratings. There were three indices that had moderate to strong declines in mean scores from 2019 to 2022: **Reward and Recognition, Workload, and General Experiences.**

Themes that Emerged: Looking across indices, several themes emerged.

- **2016, not 2019:** Across nearly all indices, declines in agreement for FT staff started in 2016, not 2019. This is particularly noticeable in the **Mission, Collegiality, Diversity, and General Experiences.** For example, in 2016, 69% of staff agreed with the item “I trust DePaul”; in 2022 that percent agree fell to 40%. Similarly in 2016, 71% were confident about DePaul’s future; in 2022 that percentage was 39%. From 2015 to the present, budget angst and reductions in force impacted staff, so it is not that surprising that staff have shown large declines in agreement with such items.
- **University Planning and Employee Feedback:** Among the **Mission** items, the two lowest rated items pertain to the role the university mission plays in planning and decision-making at the university. Among the **Leadership** items for **Deans** and for the **Executive Team**, the lowest levels of agreement are for the items related to feedback. Over 40% of staff do not agree that executives consider employee feedback in decision-making. The same was not true of **Supervisors** where two-thirds of staff felt their feedback influenced departmental decisions. On the **Collegiality** index, only about 40% of staff agreed that feedback from staff is considered.
- **Reward and Recognition:** Across items on the **Reward and Recognition** index, for all but two, the percent who disagree was higher than the percent who agree with those items. For example, more than half of the staff do not feel that they are fairly compensated, nor that DePaul effectively uses rewards other than money to recognize employees. This is compared to 32% and 26% disagreement, respectively in 2016. In the **General Experiences** index, 39% of staff agree and 39% disagree that DePaul recognizes high quality work.
- The net effect of all of these findings can be seen in an item in the **General Experiences** index. In 2016, 88% of staff said they would recommend DePaul as an employer; in 2022, this percentage had dropped to 54% and the percent who disagree has increased to 20% from just 7% in 2016.

Faculty and Staff Climate Survey (FSCS) Background

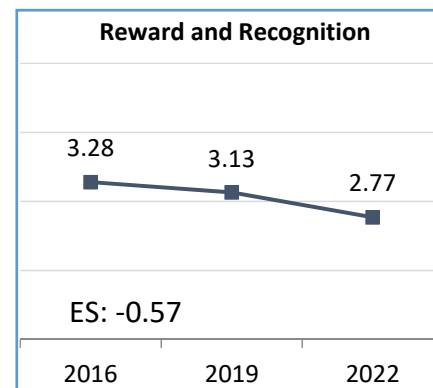
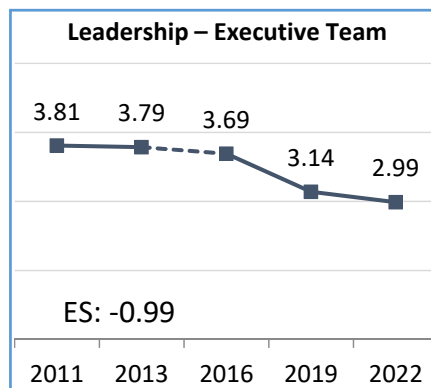
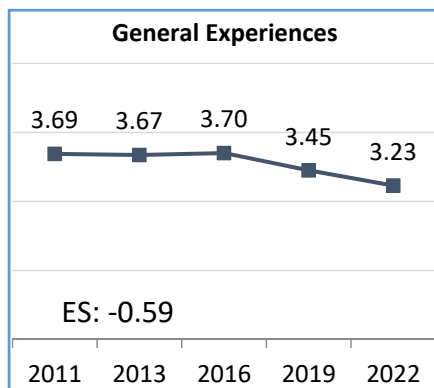
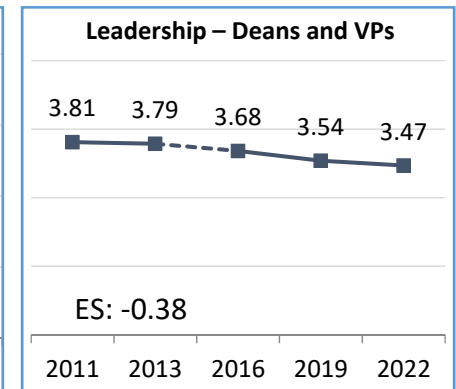
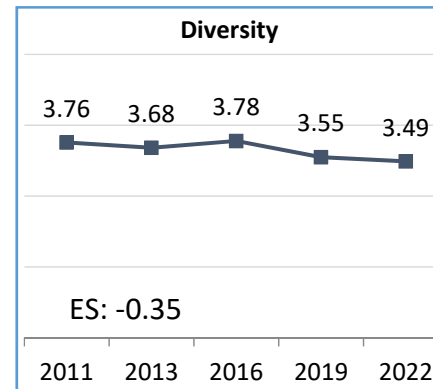
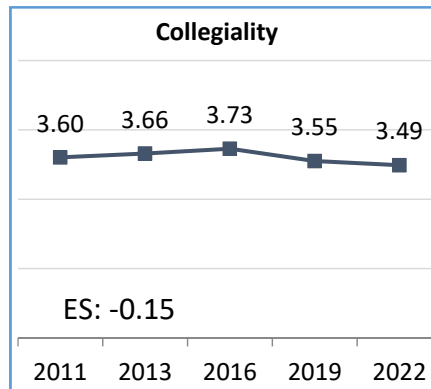
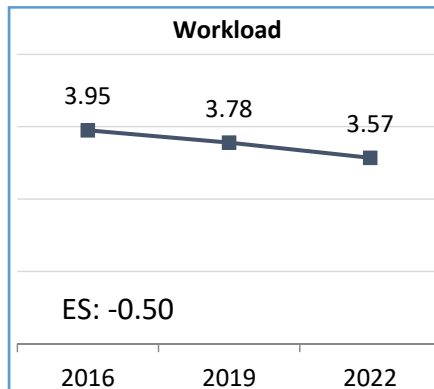
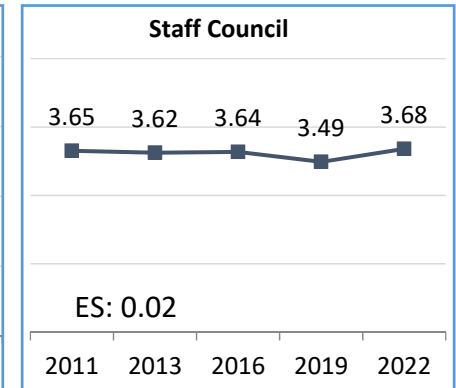
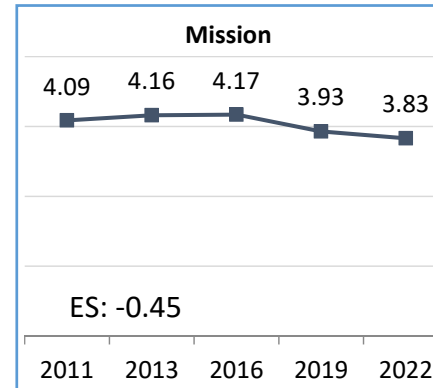
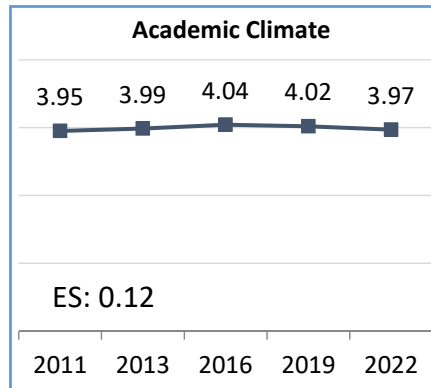
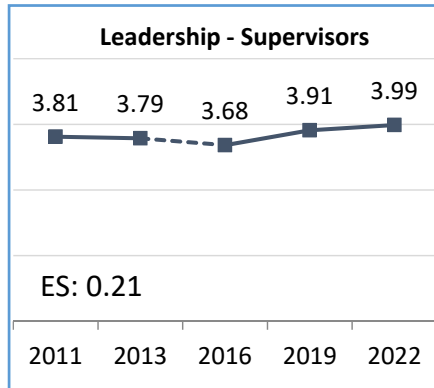
- Since 2005, IRMA has surveyed faculty and staff about the climate at DePaul. In addition to a relatively consistent core set of items, additional items are periodically included to address specific areas of interest. Starting in 2013, the survey was put on a three-year distribution cycle with Winter 2022 being the most recent administration.
- From the core set of items, the following eleven summary indices were computed:
 - Academic Climate
 - University Mission and Values
 - Leadership – with separate questions asking about the Executive Team, the deans/vice presidents, and department chairs
 - Workload
 - Staff Council
 - Diversity
 - General Experiences
 - Collegiality
 - Reward and Recognition
- Specifically, on a 1 to 5 scale (1 = “Strongly Disagree,” 5 = “Strongly Agree”), staff were asked to indicate the extent to which they agreed with various statements describing the climate at DePaul. Higher scores indicated more positive experiences.
- In survey research, we look at both statistical significance and effect sizes when evaluating scores on indices and individual items. While statistical significance shows that an effect exists (there is a significant difference between the mean scores), effect size measures practical significance, i.e., that the effect is large enough to be meaningful in the real world. The effect size is calculated by taking the difference between two mean scores and dividing that by the pooled standard deviation. For our research purposes, an effect size of .1 is a small effect, while an effect size of .3 is considered moderate and .5 is strong.

Full-Time Staff Response Rates

Sector	Population	Responses	Response Rate
President Staff	214	125	58%
Provost – College-based Staff	341	234	69%
Provost – Non-College-based Staff	408	259	63%
EVP Staff	357	208	58%
OVERALL	1,320	826	63%

FT Staff Climate Survey Indices

Average Ratings and Effect Size (ES) Differences for 2011 to 2022

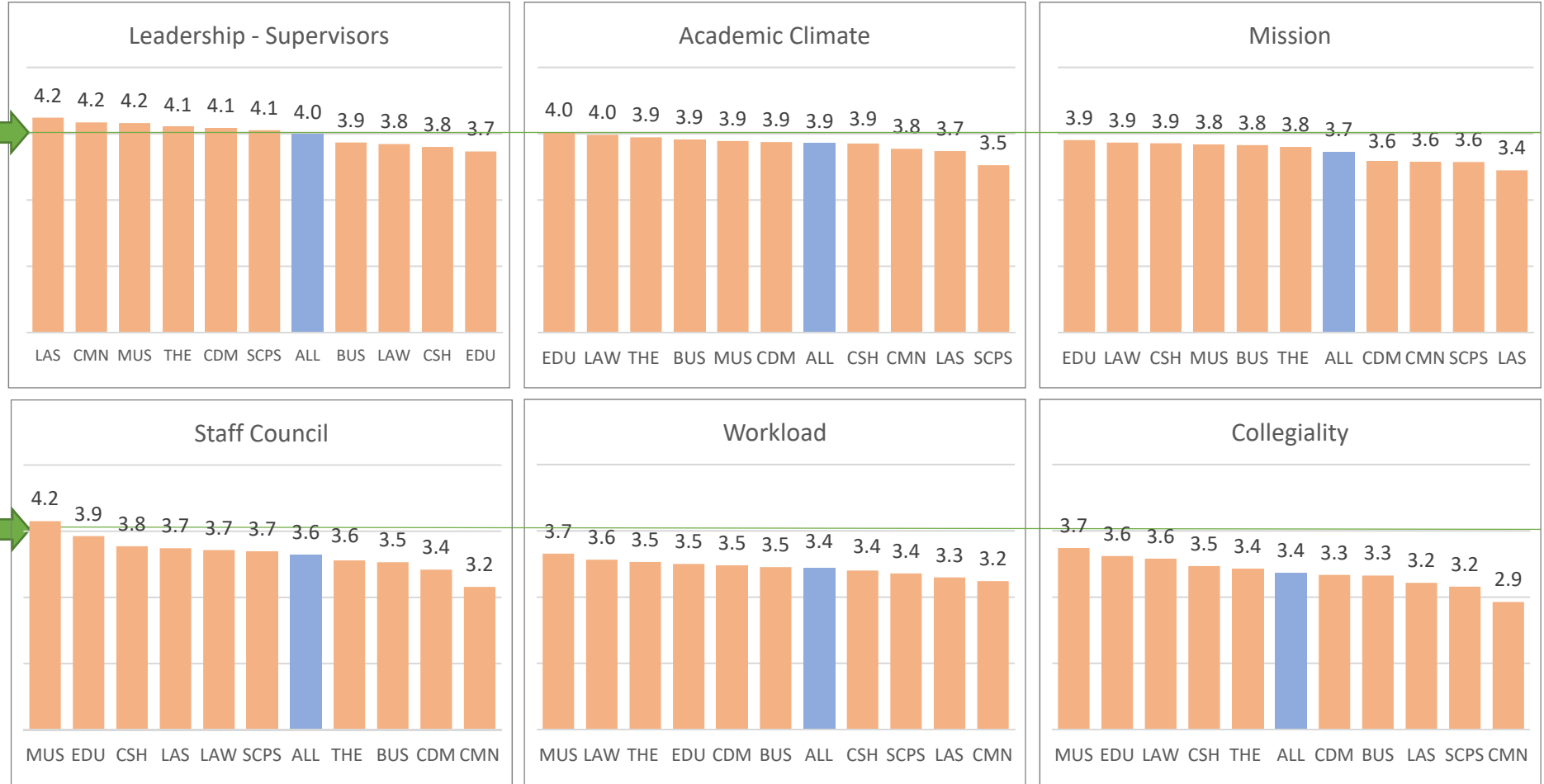


Scale:
 1 = "Strongly Disagree"
 2 = "Disagree"
 3 = "Neither Agree nor Disagree"
 4 = "Agree"
 5 = "Strongly Agree"

The dotted lines on the leadership charts indicate when "leadership" was split into the three groups used currently.

Full-Time Staff Climate Survey Indices Academic Affairs College-Based Staff 2022 Average Ratings by College

Arrows indicate
'Agree'

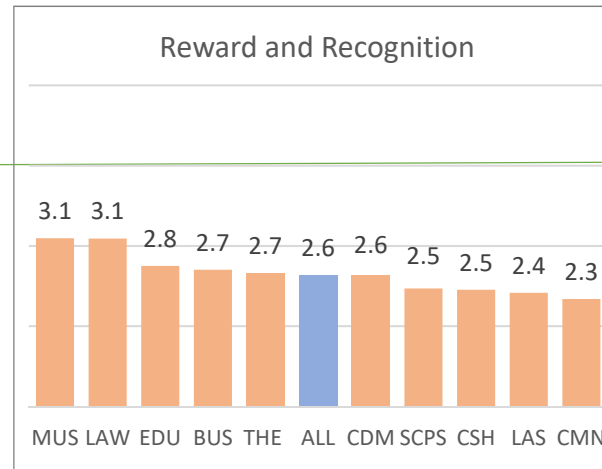
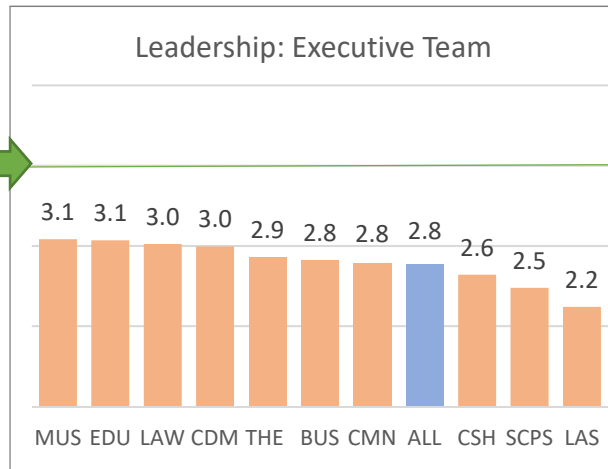
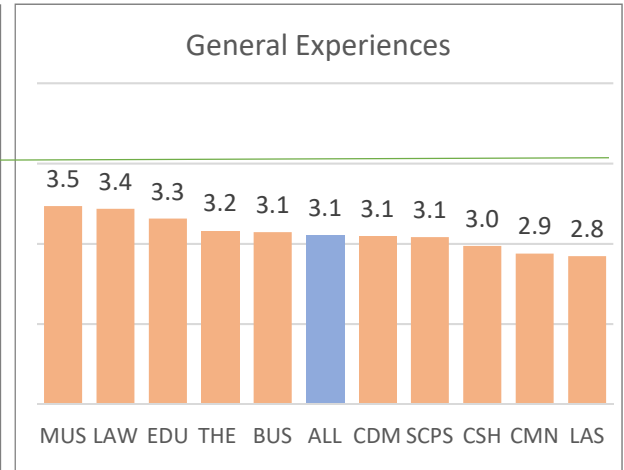
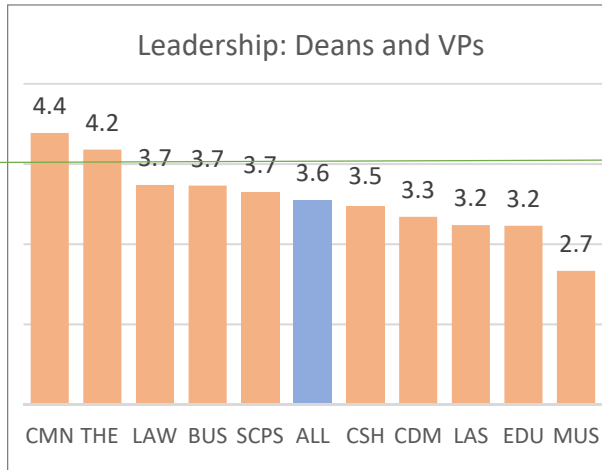
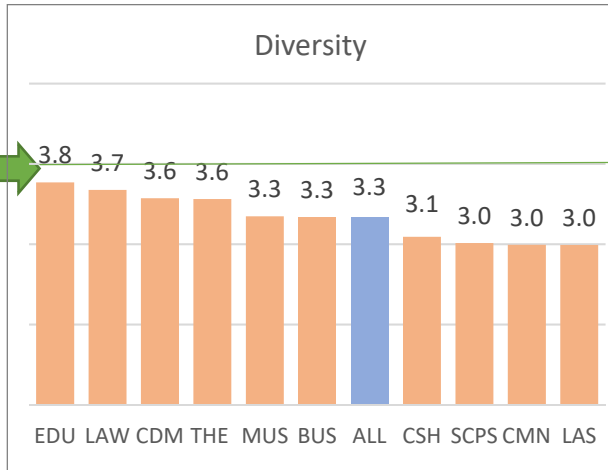


Notes: Ordered from highest to lowest overall mean (2022).

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

Full-Time Staff Climate Survey Indices Academic Affairs College-Based Staff 2022 Average Ratings by College

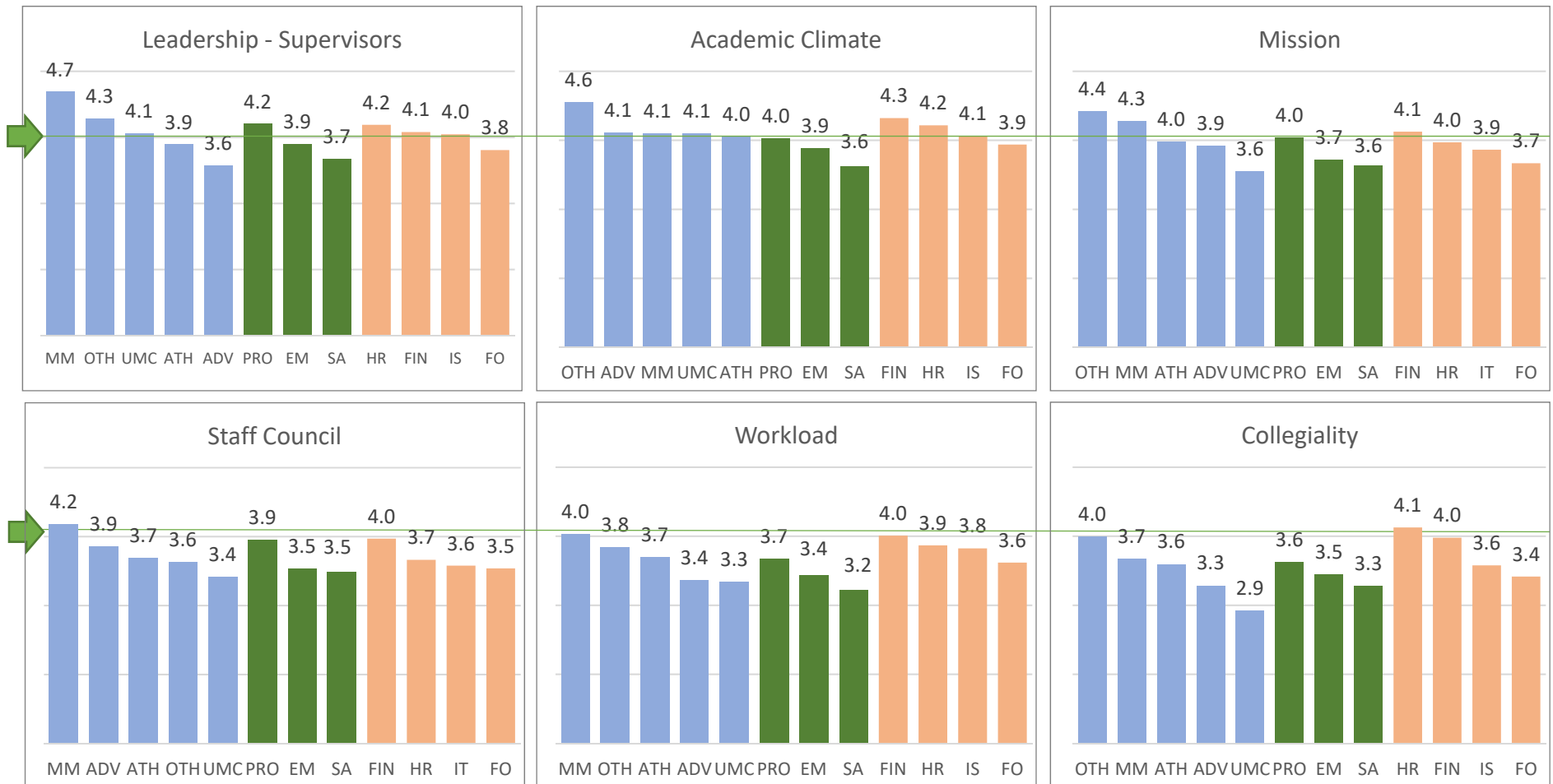
Arrows indicate
'Agree'



Notes: Ordered from highest to lowest overall mean by college (2022).
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

Arrows indicate
'Agree'

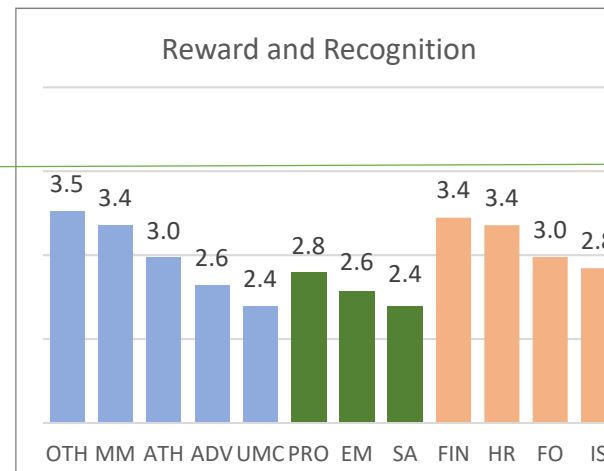
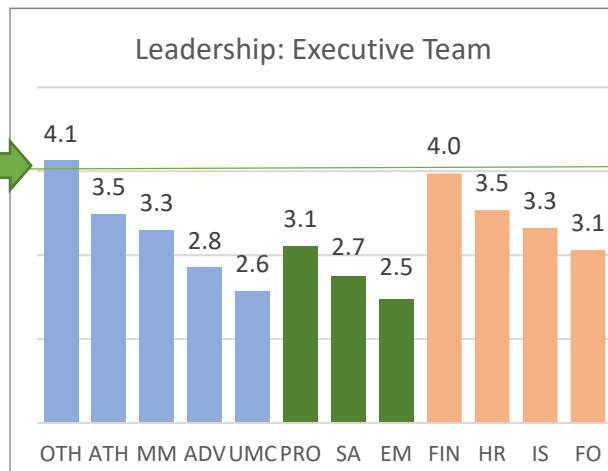
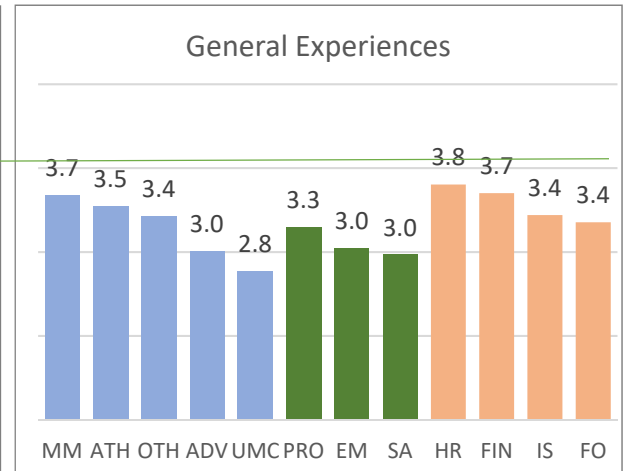
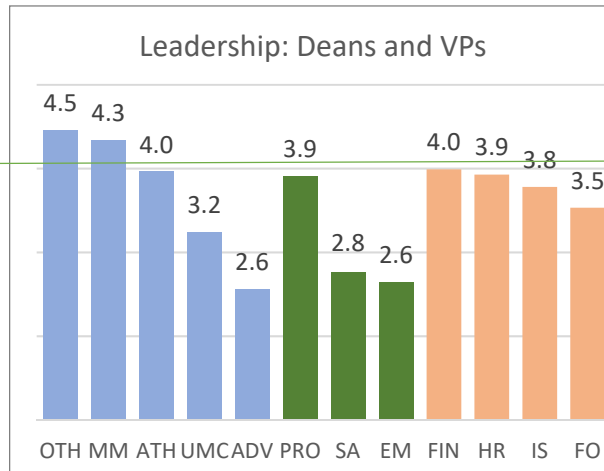
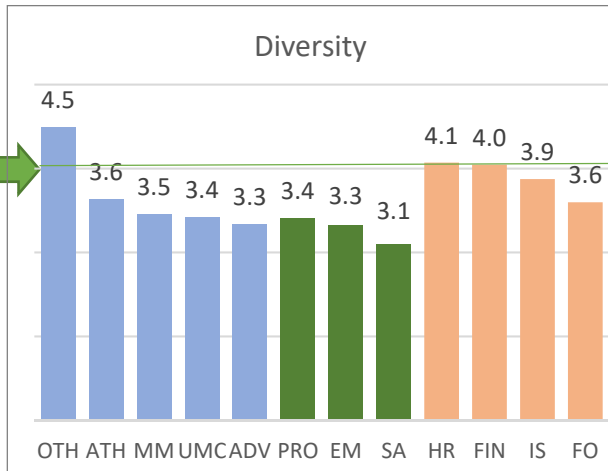
Full-Time Staff Climate Survey Indices Academic Affairs Non-College Based Staff 2022 Average Ratings by Division



Notes: Ordered from highest to lowest overall mean (2022) within each sector. President's sector is in BLUE; Provost in GREEN; and EVP in ORANGE. In the President's sector, OTH refers to other small units combined (e.g., OIDE, OGC, et al.). In the Provost sector, PRO refers to staff who report up through the APs and AVPs. Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

Arrows indicate
'Agree'

Full-Time Staff Climate Survey Indices Academic Affairs Non-College Based Staff 2022 Average Ratings by Division

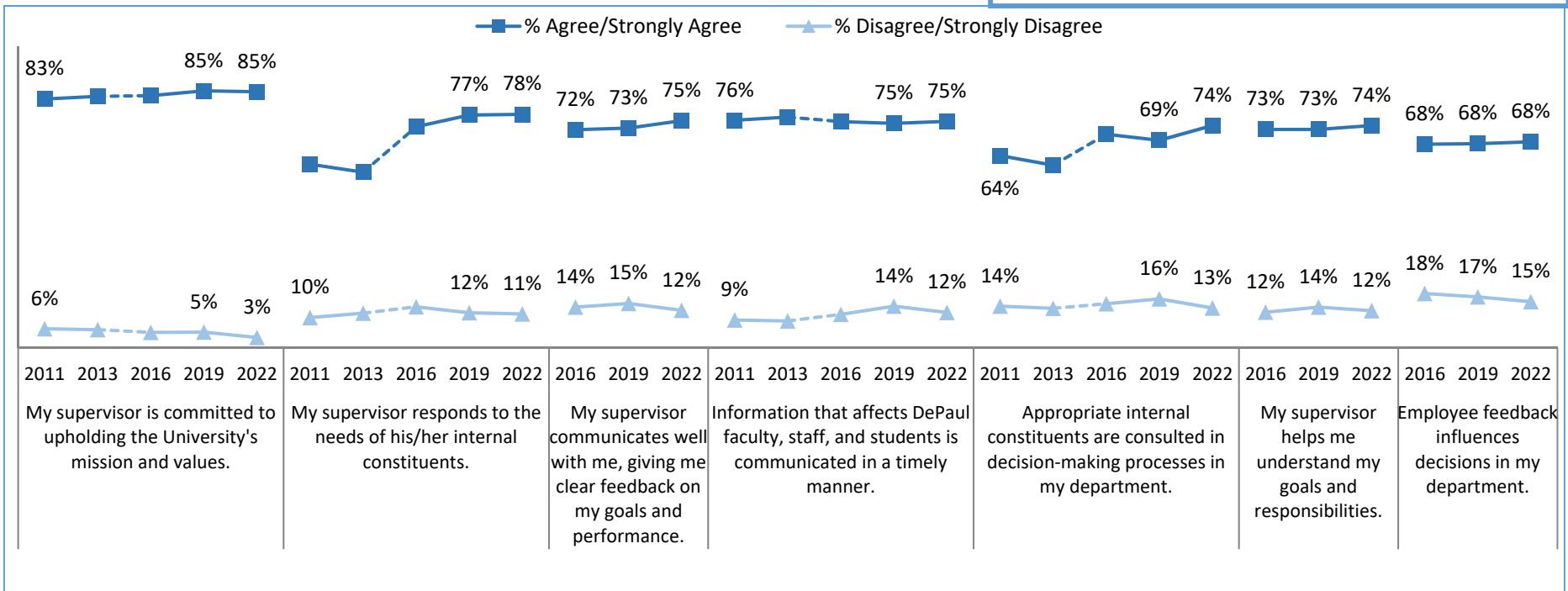
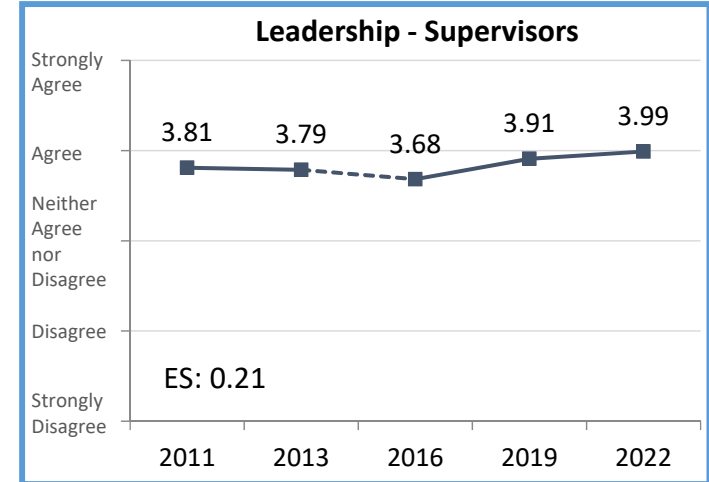


Notes: Ordered from highest to lowest overall mean (2022) within each sector. President's sector is in BLUE; Provost in GREEN; and EVP in ORANGE. In the President's sector, OTH refers to other small units combined (e.g., OIDE, OGC, et al.). In the Provost sector, PRO refers to staff who report up through the APs and AVPs. Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Leadership – Supervisors

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

No moderate to strong effect sizes seen for 2019 to 2022 or 2016 to 2022. A moderately strong effect was seen for the item about the manager responding to the needs of staff (ES=0.44).



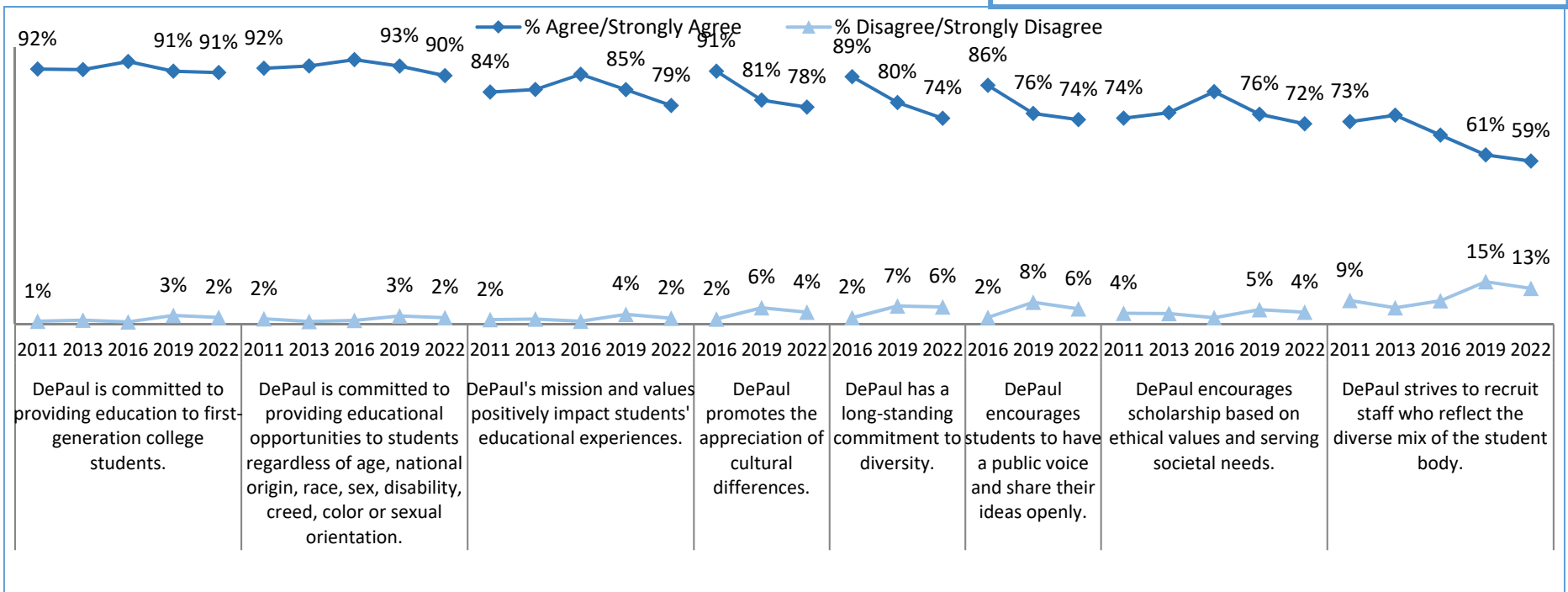
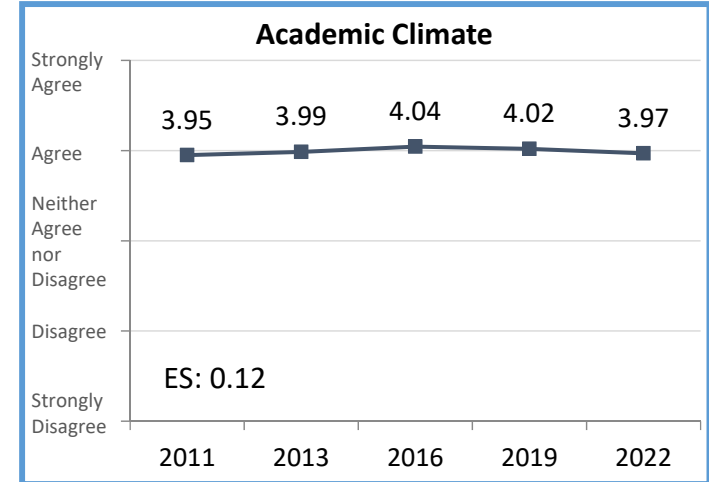
Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Academic Climate

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While no effect sizes were moderate or strong from 2019 to 2022, for 2016 to 2022, all but the item “DePaul strives to recruit a staff who reflect the diverse mix of the student body” had negative effect sizes in the moderate to strong range. Moderate to strong effect sizes for 2016 to 2022 ranged from encouraging scholarship on service (ES=-0.32) to DePaul having a long-standing commitment to diversity (ES=-0.47).



Note: Starting in 2013, the survey was administered every three years.

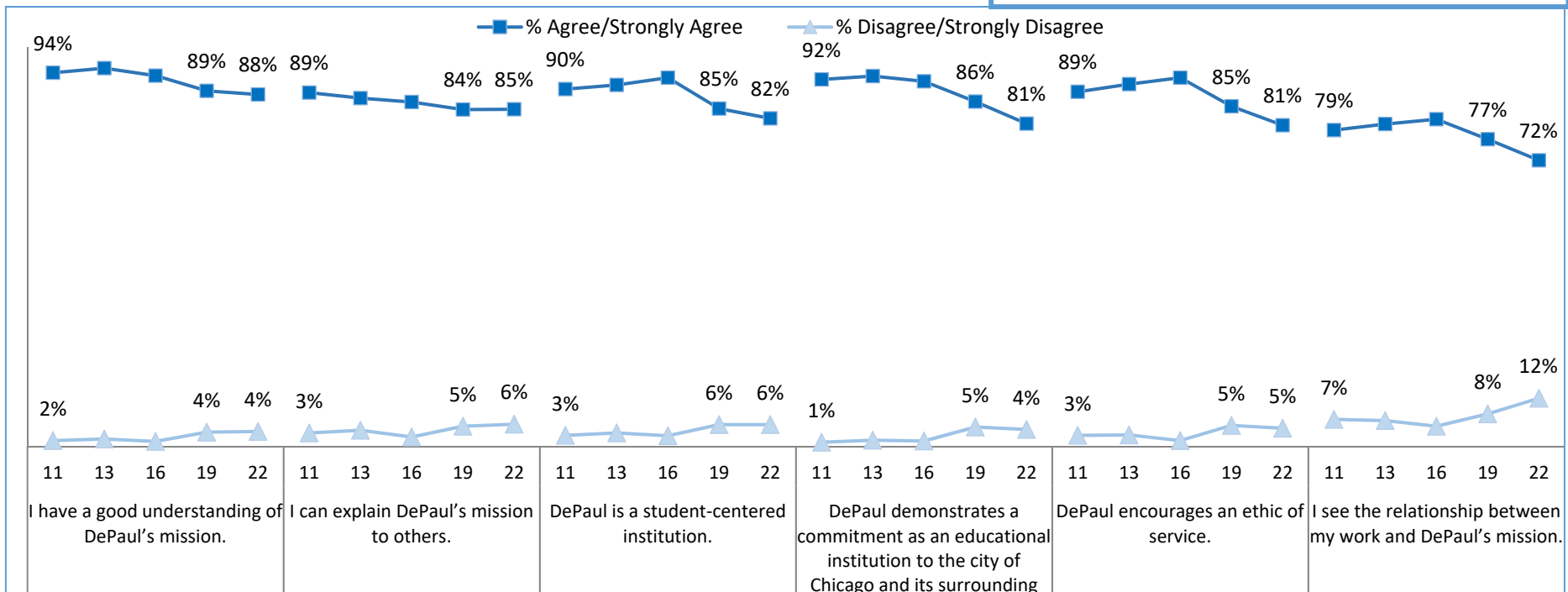
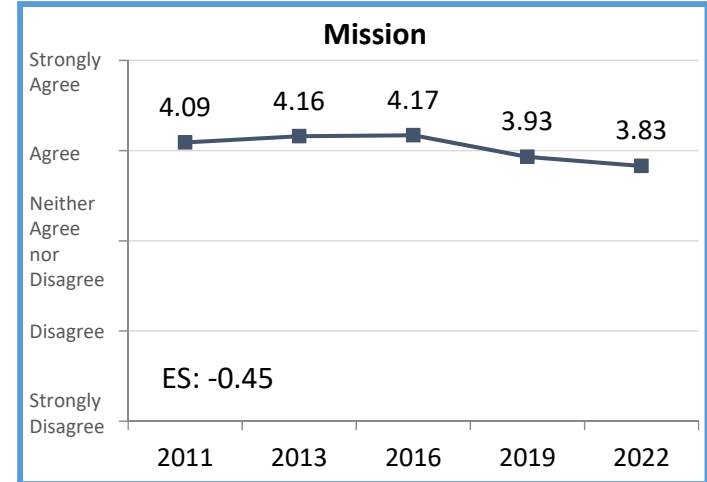
Scale: 1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Neither Agree nor Disagree”, 4 = “Agree”, 5 = “Strongly Agree”

FT Staff Perceptions: Mission and Values (pt. 1)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While the effect sizes from 2019 are small, we see several moderate to strong effects if we go back to 2016. Specifically:

- DePaul is a student-centered institution (ES: -0.40)
- DePaul demonstrates a commitment as an educational institution to the city of Chicago and its surrounding communities. (ES: -0.41)
- DePaul encourages an ethic of service (ES: -0.43)
- I can see the relationship between my work and DePaul’s mission (ES: -0.36)



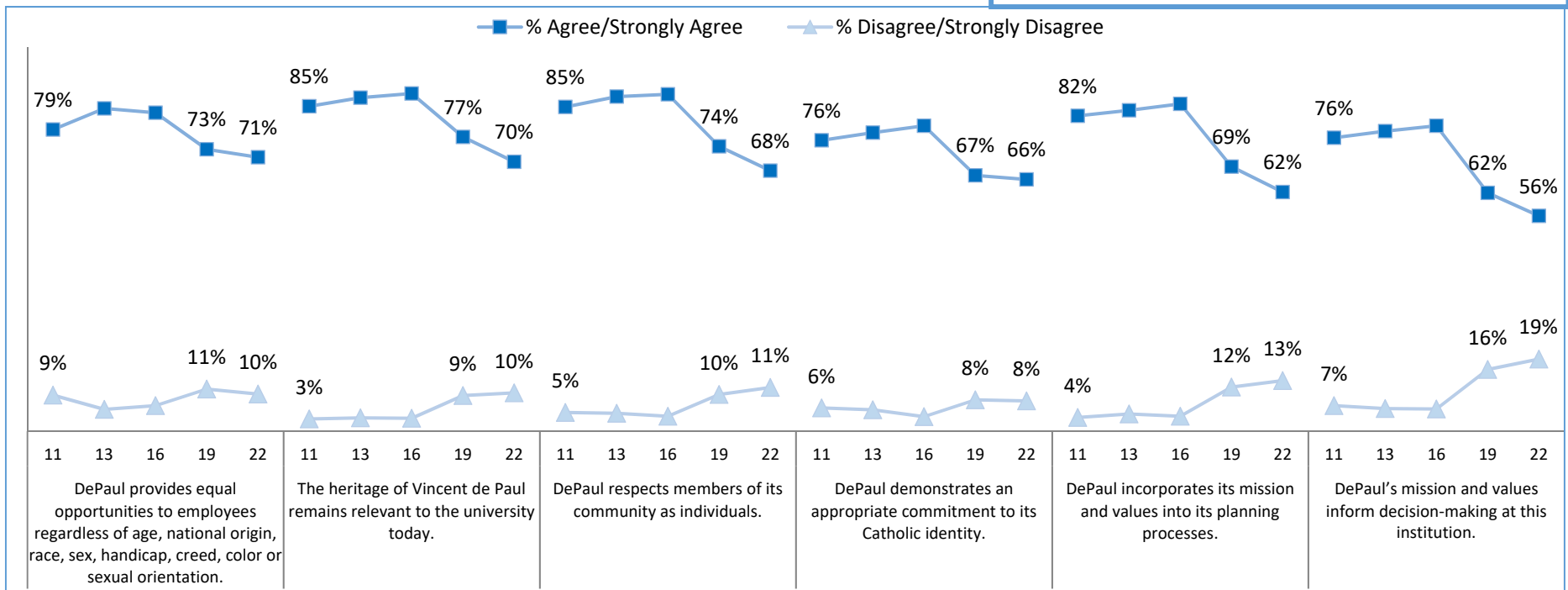
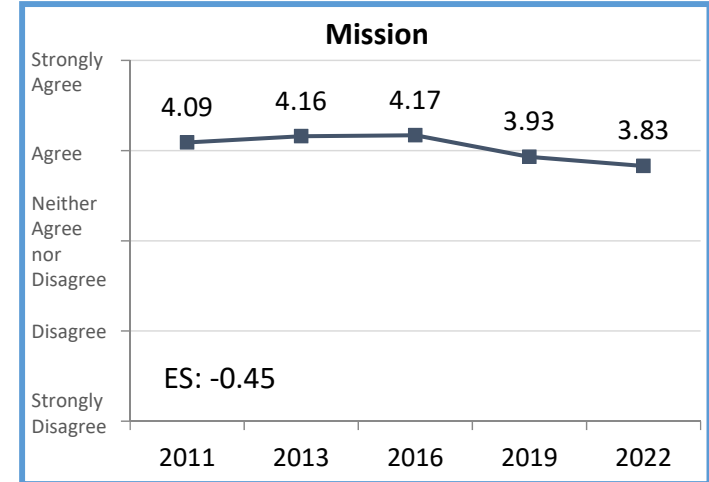
Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Neither Agree nor Disagree”, 4 = “Agree”, 5 = “Strongly Agree”

FT Staff Perceptions: Mission and Values (pt. 2)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

For the mission items here, all had moderate to strong negative effect sizes from 2016 to 2022. These ranged from -0.34 (DePaul provides equal opportunities to all) to -0.60 (both items related to planning and decision making). There were also strong effects for the items about the relevance of the heritage of St. Vincent today (ES: -0.54) and DePaul respects members of its community as individuals (ES: -0.53)



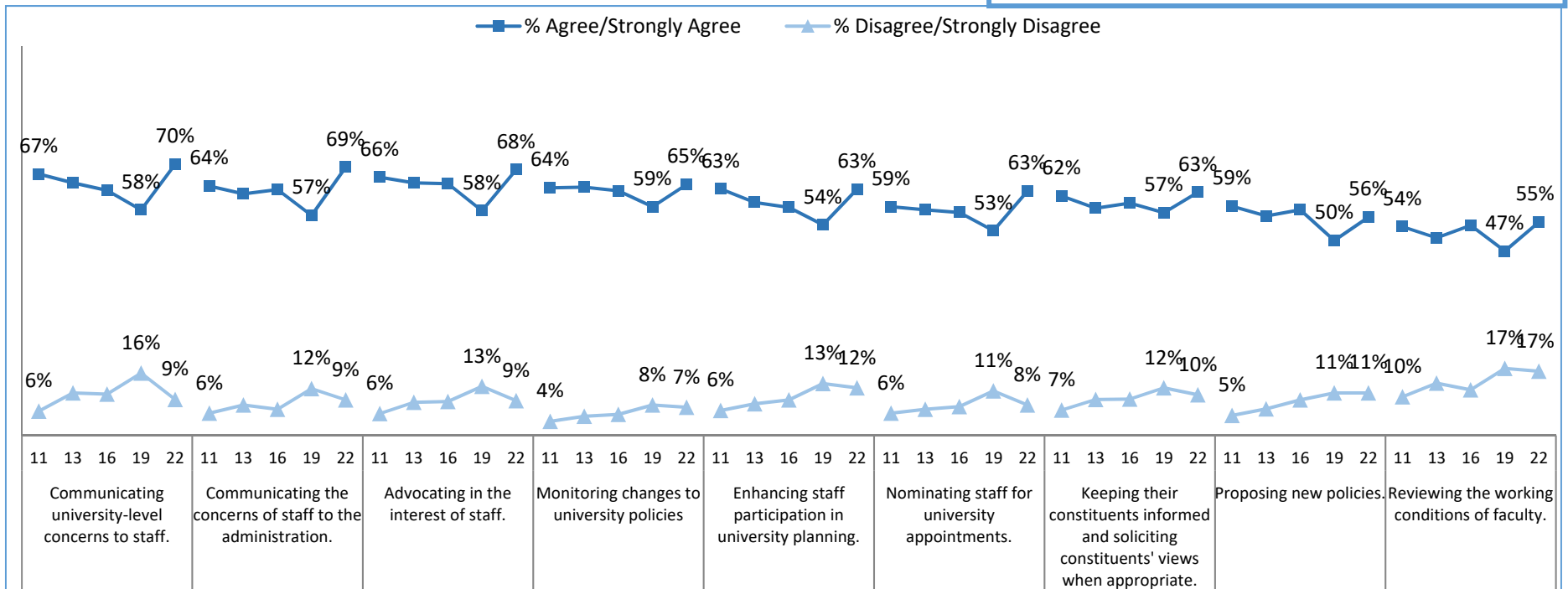
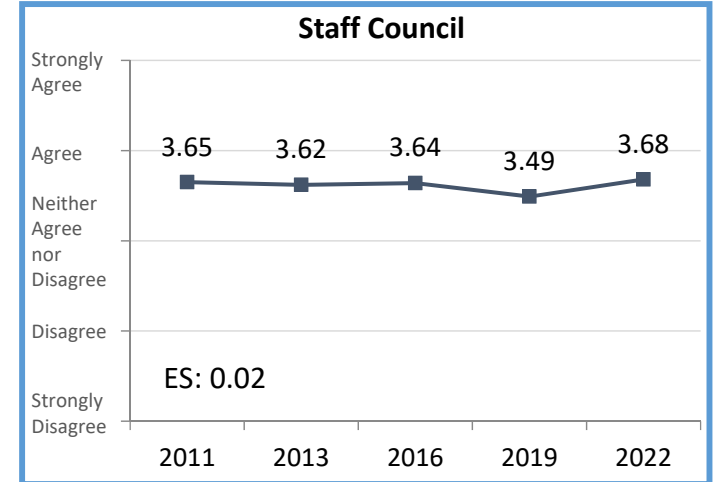
Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Staff Council

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While all items showed mean increases from 2019, only the item about communicating university level concerns to staff had a moderate effect size (ES: 0.31). There were no moderate to strong effects when looking forward from 2016.



Note: Starting in 2013, the survey was administered every three years.

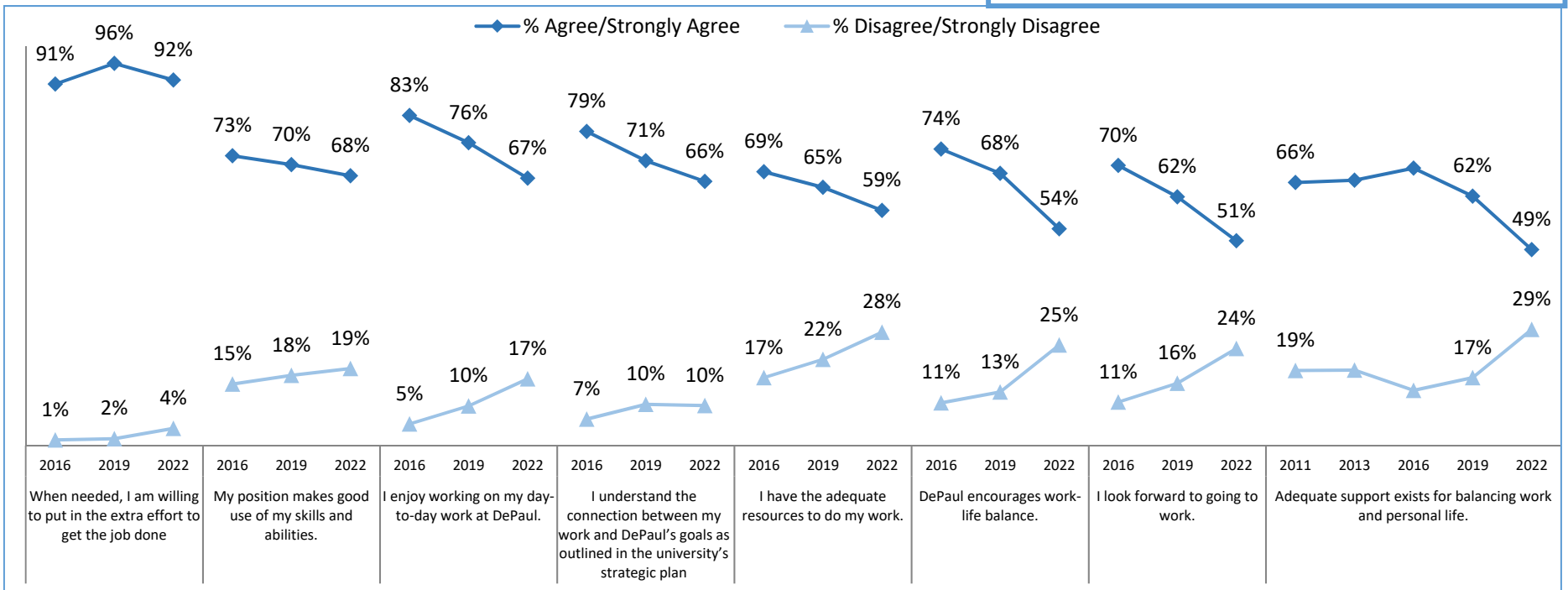
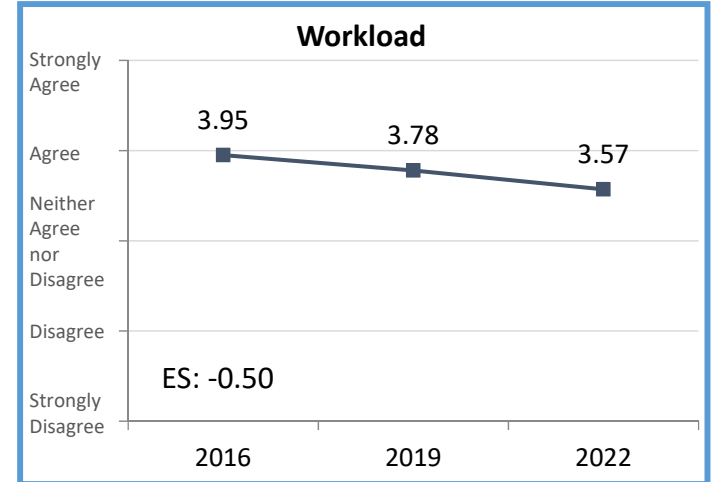
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Workload

Index Average and Percent Agree/Disagree for Index Items Last Three Administrations (2016-2022)

For 2019-2022, only the items on work-life balance had moderate effect sizes. However, when we look from 2016 forward, one item (I enjoy working on my day-to-day work at DePaul) had a strong negative effect size of -0.51). Other moderately strong effects were seen for

- DePaul encourages work-life balance (ES: -0.48)
- Adequate support exists for balancing work and personal life (ES: -0.46)
- I look forward to going to work (ES: -0.45)



Note: Starting in 2013, the survey was administered every three years.

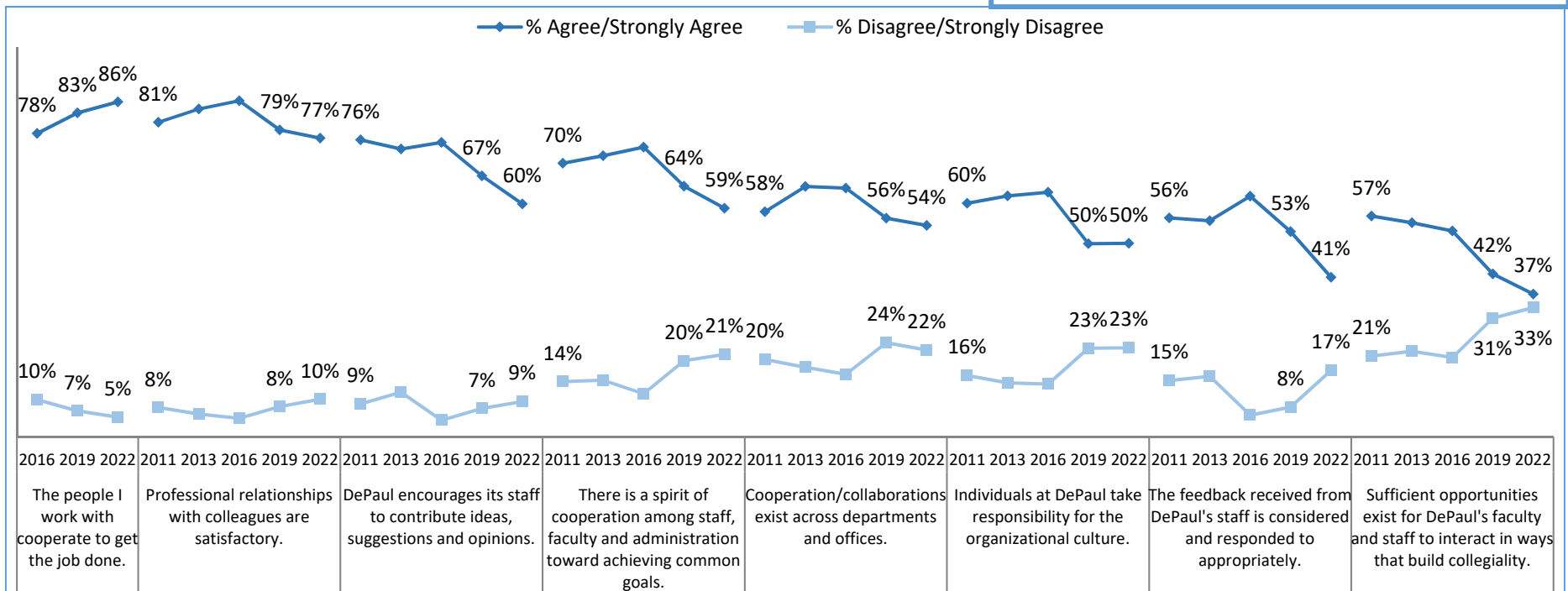
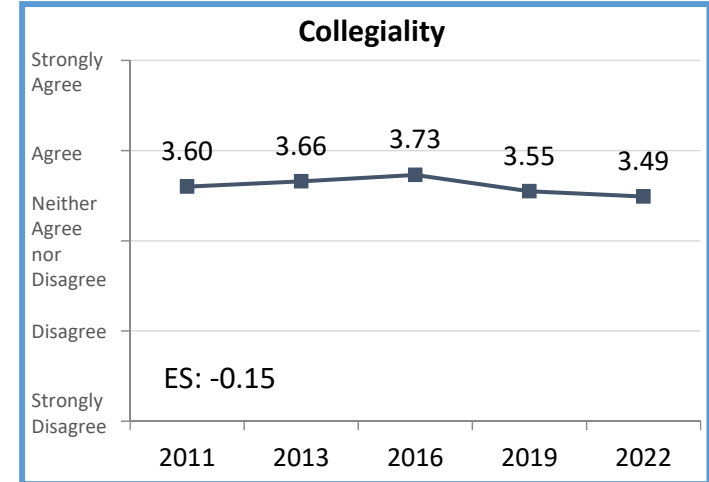
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Collegiality

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While the effect sizes from 2019 were small, several of these items had moderate to strong effect sizes when looking from 2016 forward. These items include:

- The feedback received from DePaul's staff is considered and responded to appropriately (ES: -0.48)
- Sufficient opportunities exist for DePaul's faculty and staff to interact in ways that build collegiality. (ES: -0.37)
- There is a spirit of cooperation among staff, faculty and administration toward achieving common goals (ES: -0.33)



Note: Starting in 2013, the survey was administered every three years.

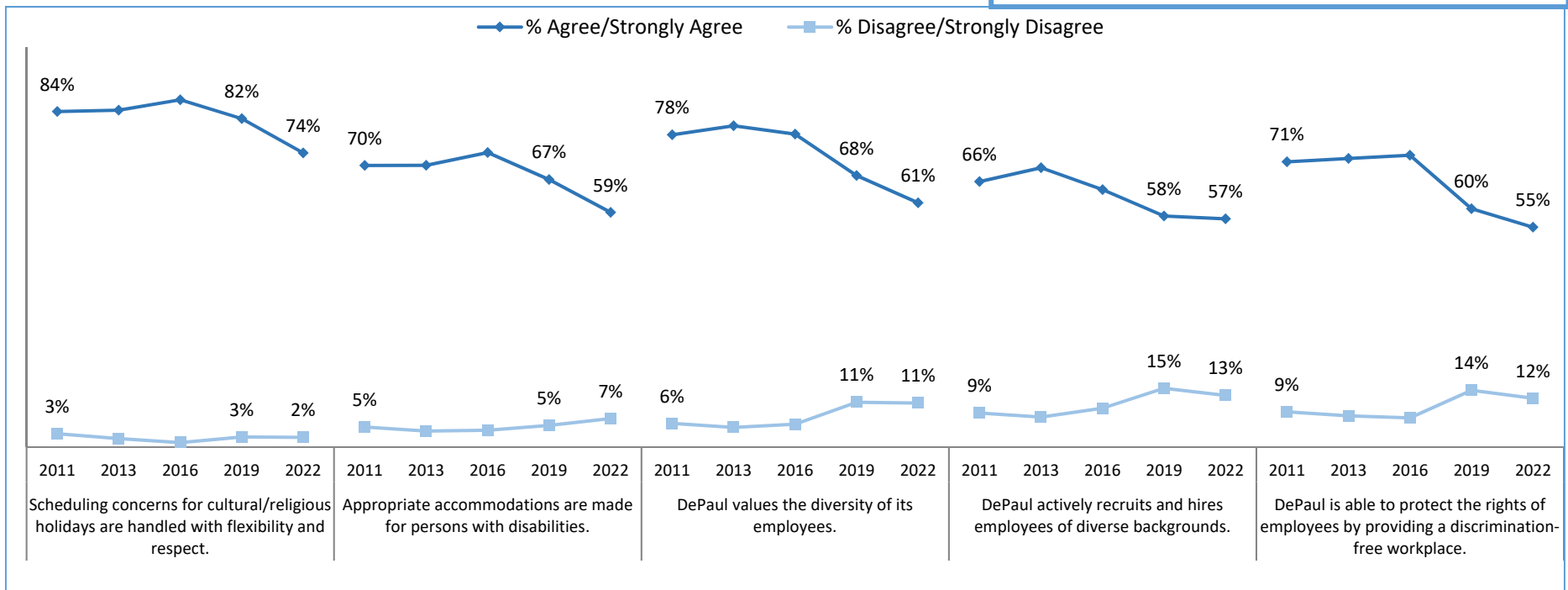
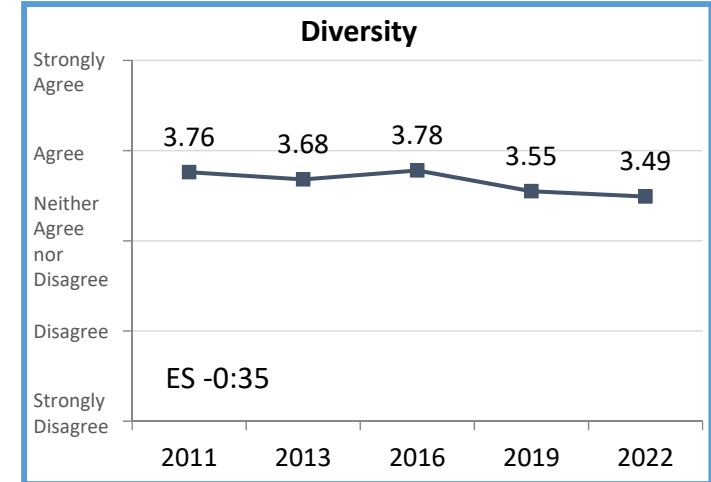
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Diversity (pt.1)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While the effect sizes from 2019 were small, several of these items had moderate to strong effect sizes when looking from 2016 forward. These items include:

- Scheduling concerns for cultural/religious holidays are handled with flexibility and respect (ES: -0.43)
- DePaul values the diversity of its employees (ES: -0.39)
- DePaul is able to protect the rights of employees by providing a discrimination-free workplace.(ES: -0.35)



Note: Starting in 2013, the survey was administered every three years.

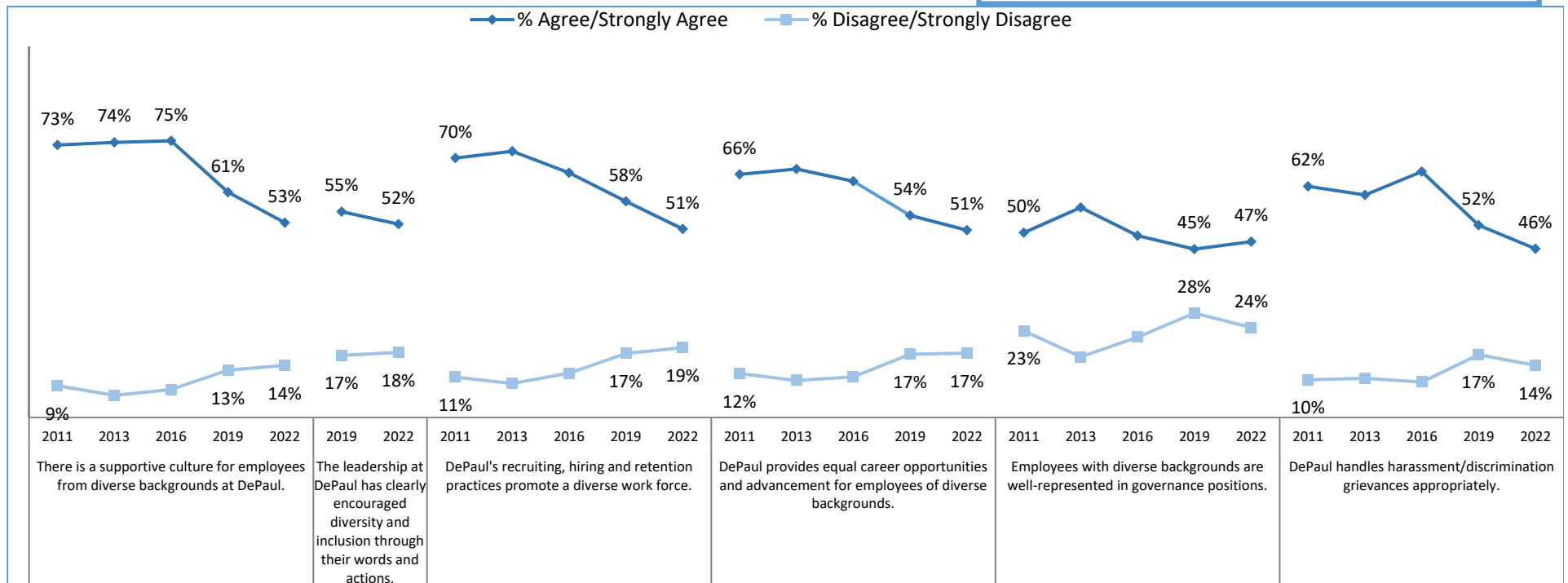
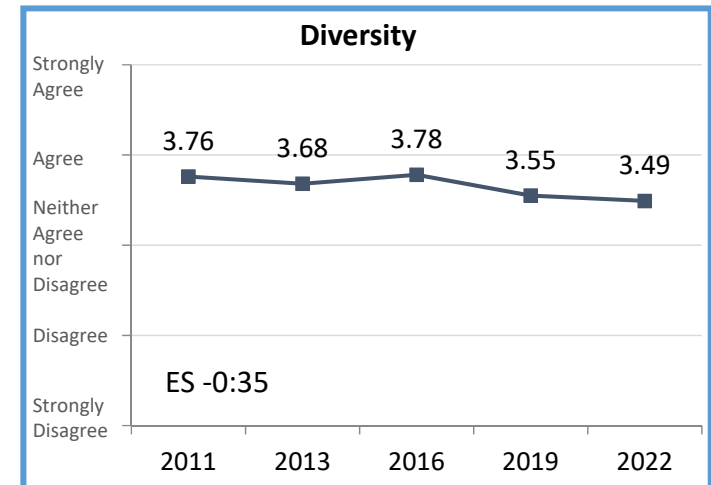
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Diversity (pt. 2)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

For the items on this page, several had moderate to strong effect sizes when looking from 2016 forward. These items include:

- There is a supportive culture for employees from diverse backgrounds at DePaul (ES: -0.43)
- DePaul handles harassment/discrimination grievances appropriately (ES: -0.39)
- DePaul provides equal career opportunities and advancement for employees of diverse backgrounds. (ES: -0.30)



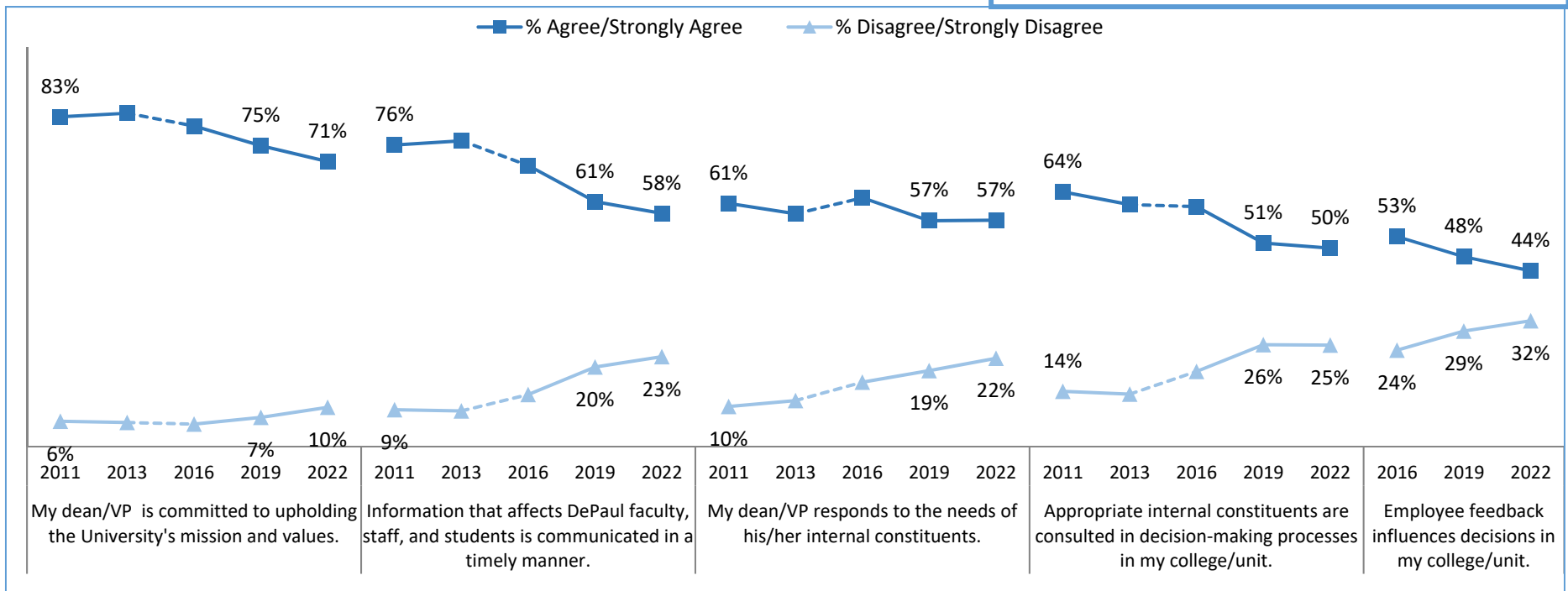
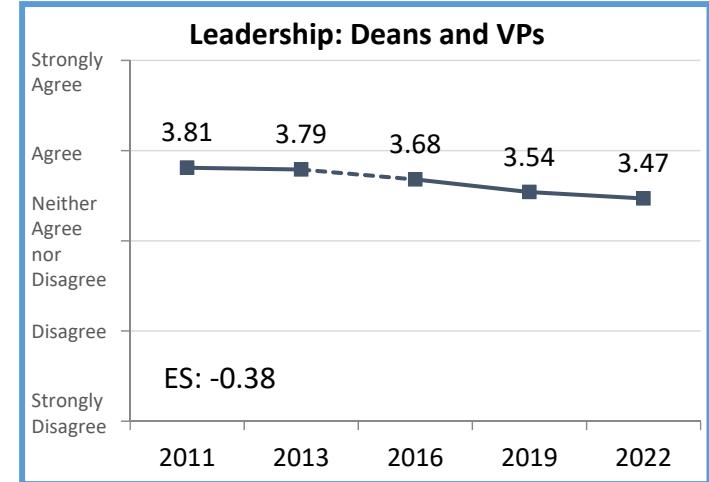
Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Leadership: Deans and VPs

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

While none of the effect sizes from 2019-2022 and 2016-2022 showed even moderate effects, looking from 2011 to 2022, one item had a moderately strong effect size of -0.48 (Appropriate internal constituents are consulted in decision-making processes in my college/unit)



Note: Starting in 2013, the survey was administered every three years.

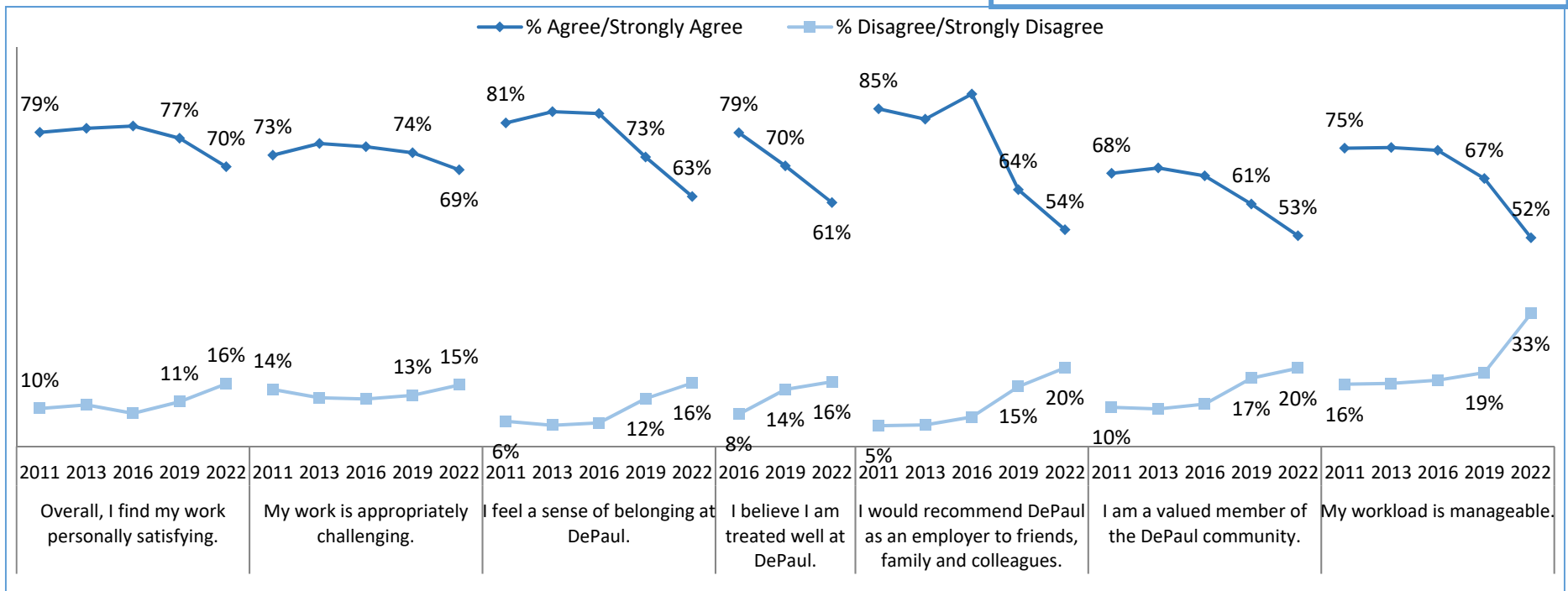
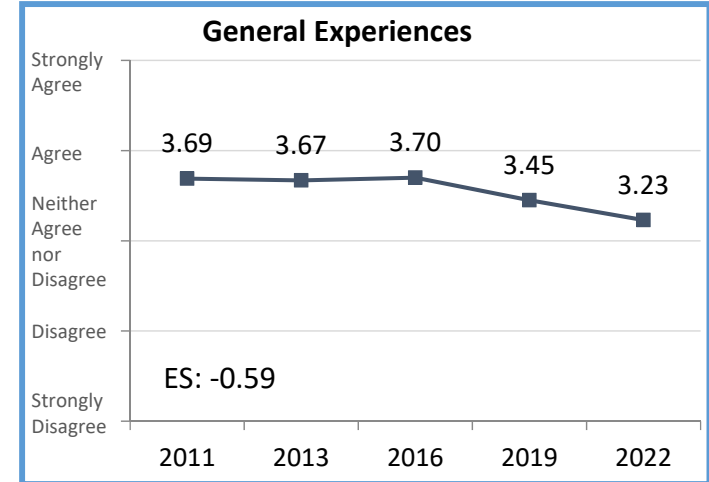
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: General Experiences (pt. 1)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

From 2019 to 2022, only one item here (My workload is manageable) had a moderate effect size of -0.33. However, when we look from 2016, we see:

- I would recommend DePaul as an employer to friends, family and colleagues (ES: -0.64)
- I feel a sense of belonging at DePaul (ES: -0.51)
- My workload is manageable (ES: -0.48)
- I believe I am treated well at DePaul (ES: -0.46)



Note: Starting in 2013, the survey was administered every three years.

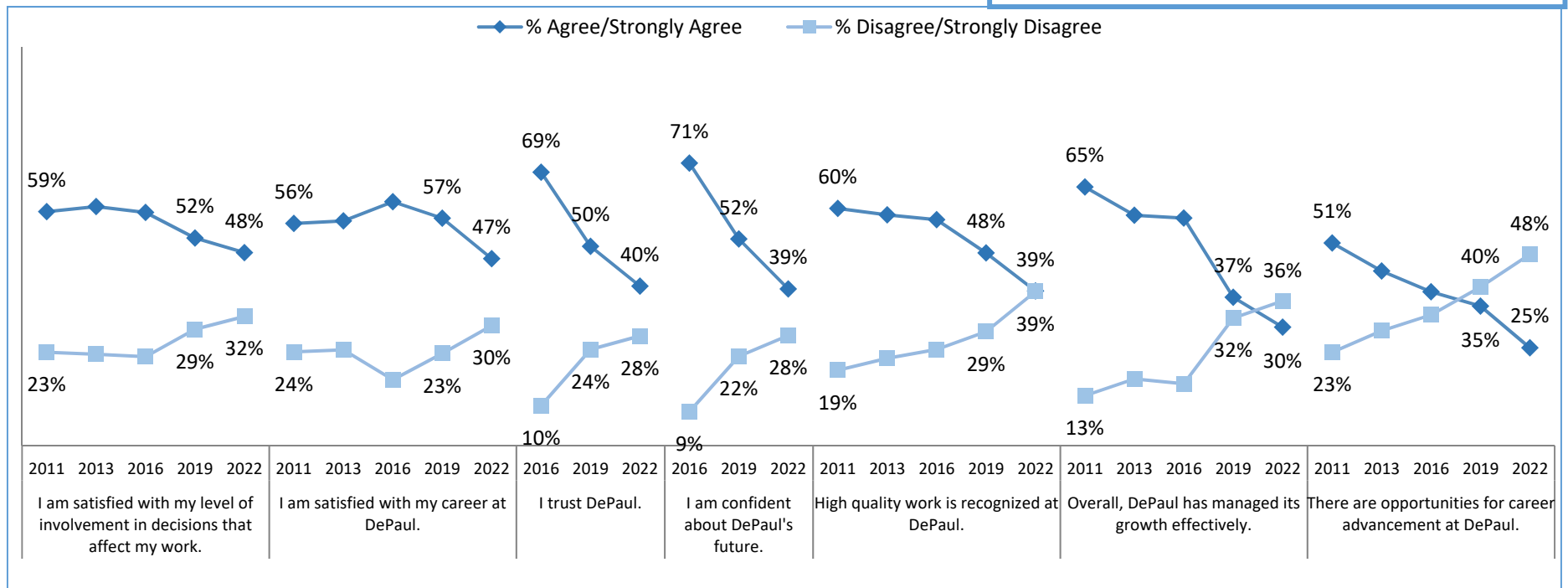
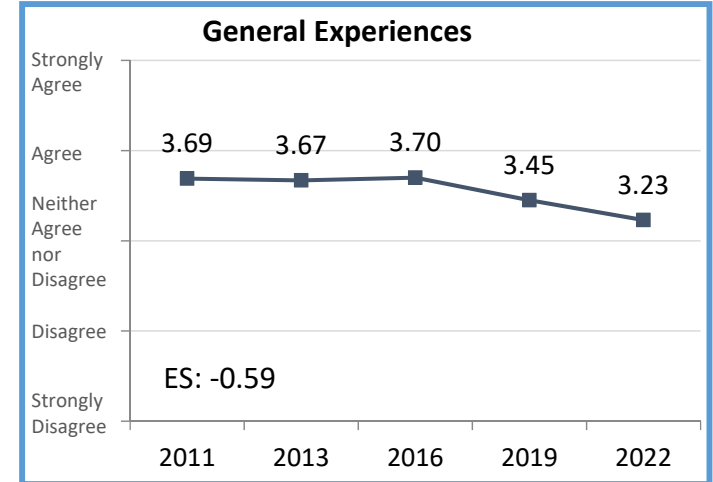
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: General Experiences (pt. 2)

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

For the items on this page, when we look from 2016, we see:

- I am confident about DePaul's future (ES: -0.71)
- Overall, DePaul has managed its growth effectively (ES: -0.65)
- I trust DePaul (ES: -0.64)
- High quality work is recognized at DePaul (ES: -0.41)



Note: Starting in 2013, the survey was administered every three years.

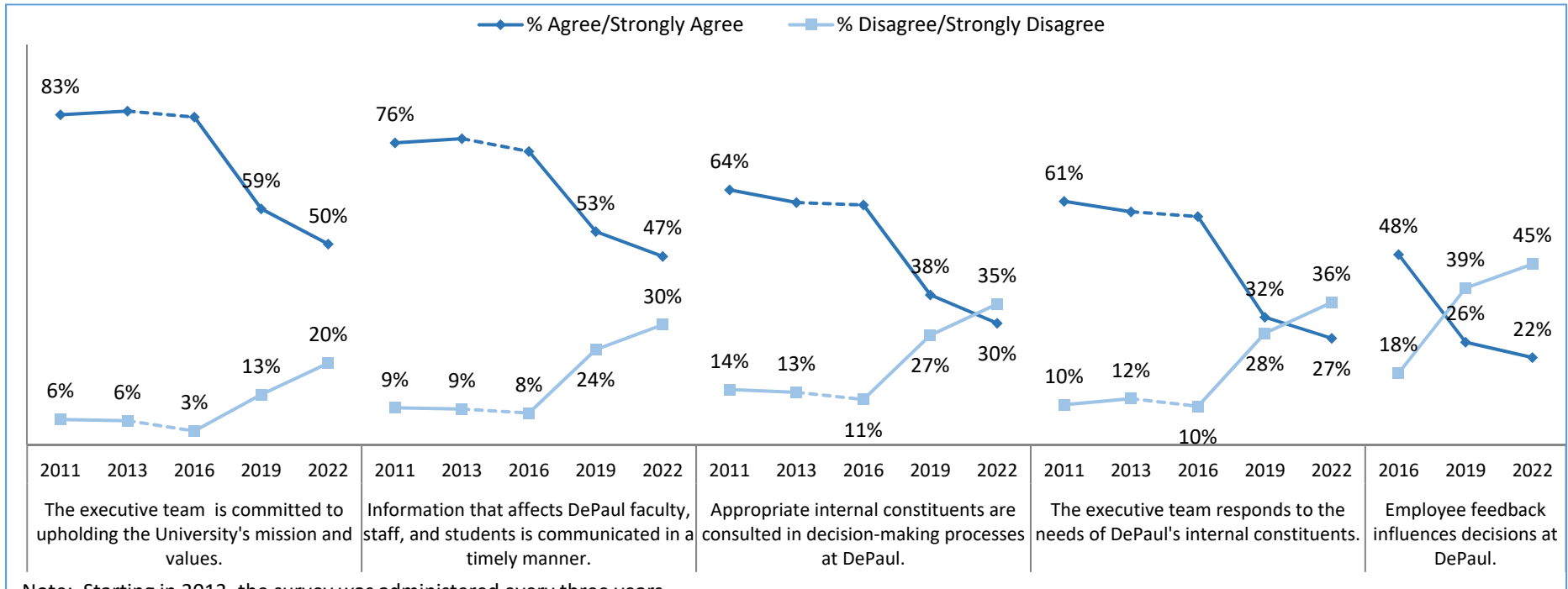
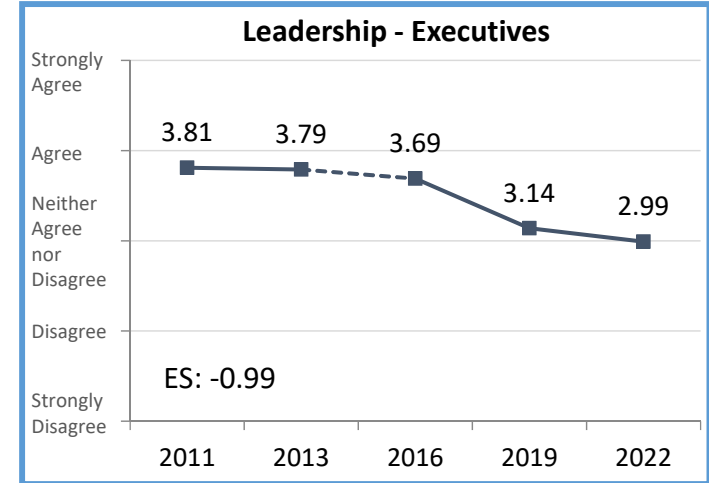
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

FT Staff Perceptions: Leadership: Executive Team

Index Average and Percent Agree/Disagree for Index Items
Last Five Administrations (2011-2022)

From 2019, none of the effect sizes showed even a moderate effect, however when we look from 2016 to 2022, all items showed very strong effects.

- The executive team is committed to upholding the University's mission and values. (ES: -0.81)
- The executive team responds to the needs of DePaul's internal constituents (ES: -0.78)
- Appropriate internal constituents are consulted in decision-making processes at DePaul (ES: -0.74)
- Employee feedback influences decisions at DePaul (ES: -0.70)
- Information that affects DePaul faculty, staff, and students is communicated in a timely manner (ES: -0.68)



Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

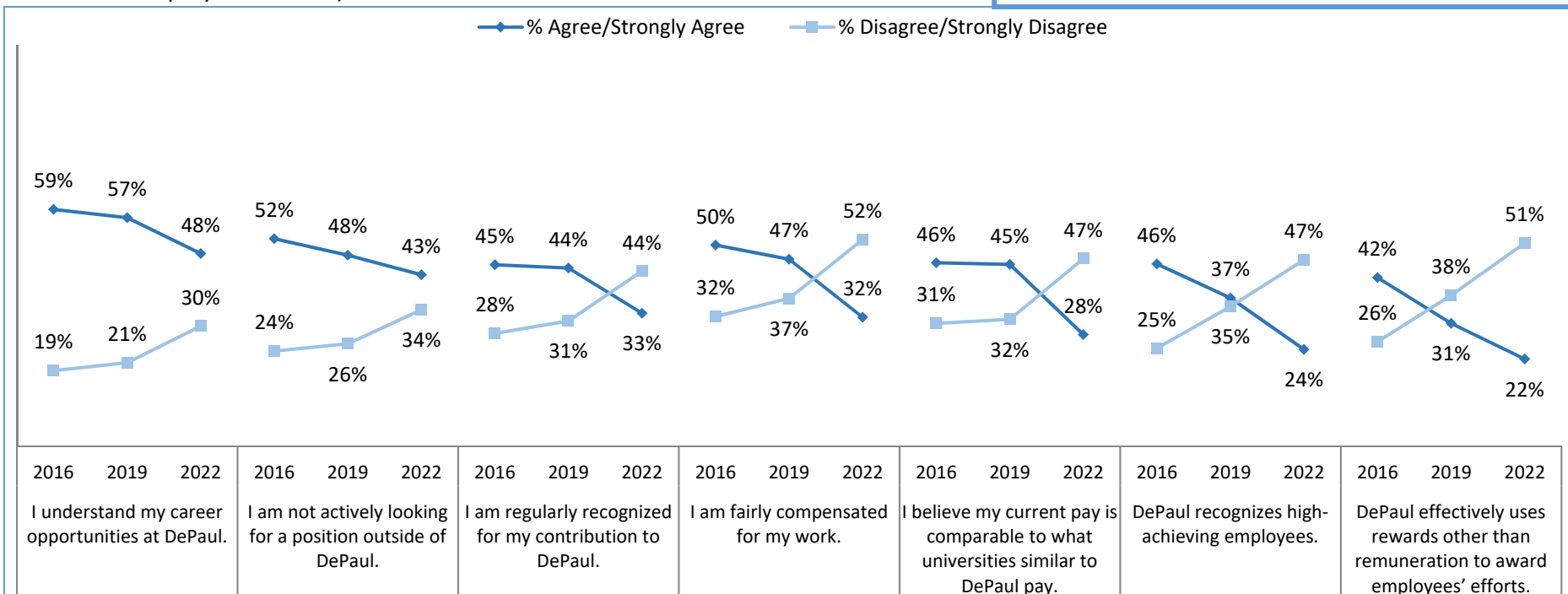
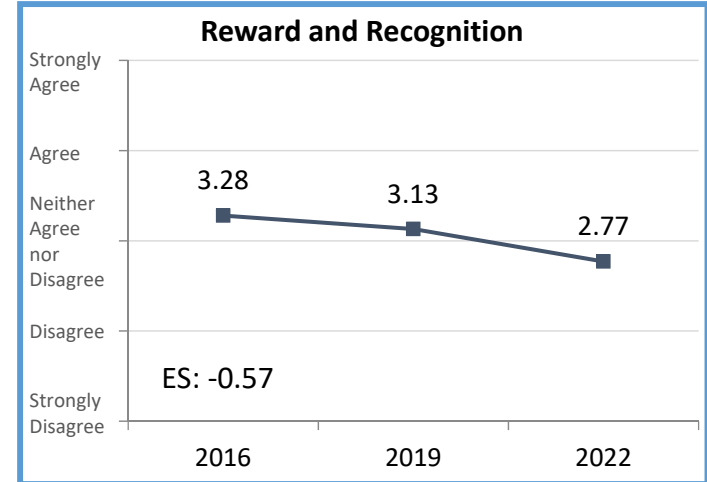
FT Staff Perceptions: Reward and Recognition

Index Average and Percent Agree/Disagree for Index Items
Last Three Administrations (2016-2022)

From 2019 to 2022, three of these items had effect sizes in the moderate range:

- I believe my current pay is comparable to what universities similar to DePaul pay (ES: -0.40)
- I am fairly compensated for my work (ES: -0.34)
- DePaul recognizes high-achieving employees (ES: -0.31)

From 2016, effect sizes ranged from -0.29 (I am not actively looking for a position outside of DePaul) to -0.61 (DePaul effectively uses rewards other than remuneration to award employees' efforts)



Note: Starting in 2013, the survey was administered every three years.

Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"



Appendix

Summary Statistics and Effect Sizes for each Index from 2019 to 2022.

	2022			2019			Effect Size
	N	Mean	SD	N	Mean	SD	
Leadership: Supervisors	747	3.99	0.95	801	3.92	0.98	0.07
Academic Climate	698	3.97	0.67	867	4.02	0.67	-0.08
Mission	788	3.83	0.65	945	3.94	0.66	-0.17
Staff Council	637	3.68	0.82	596	3.50	0.83	0.22
Workload	771	3.57	0.77	933	3.81	0.68	-0.32*
Collegiality	738	3.49	0.75	889	3.56	0.76	-0.10
Diversity	726	3.49	0.78	862	3.58	0.81	-0.12
Leadership: Deans	689	3.47	1.09	805	3.56	1.03	-0.09
General Experiences	819	3.23	0.82	976	3.49	0.81	-0.31*
Leadership: Executive Team	695	2.99	0.97	791	3.19	0.90	-0.21
Reward and Recognition	768	2.77	0.91	919	3.13	0.83	-0.41*

Note: * Indicates indices with moderate to large mean declines from 2019 to 2022. For our research purposes, an effect size of .1 is a small effect, while an effect size of .3 is considered moderate and .5 is strong.

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Leadership: Supervisors	747	3.99	0.95	860	3.82	0.71	0.21
My manager is committed to upholding the University's mission and values.	735	4.22	0.83	861	4.03	0.85	0.23
My manager responds to the needs of his/her staff.	747	4.06	1.10	816	3.62	0.89	0.44
My manager communicates well with me, giving me clear feedback on my goals and performance.	744	4.00	1.14	n/a	n/a	n/a	n/a
My manager helps me understand my goals and responsibilities.	747	3.97	1.11	n/a	n/a	n/a	n/a
Information that affects DePaul faculty, staff and students is communicated in a timely manner.	742	3.97	1.08	862	3.82	0.88	0.15
My manager enables me to get my work done by providing the right balance of direction, organization, and resources	744	3.94	1.13	n/a	n/a	n/a	n/a
Appropriate internal constituents are consulted in decision-making processes in my department.	733	3.93	1.08	795	3.63	0.97	0.29
Employee feedback influences decisions in my department.	744	3.84	1.16	n/a	n/a	n/a	n/a

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Academic Climate	698	3.97	0.67	745	3.89	0.58	0.12
DePaul is committed to providing education to first-generation college students.	701	4.25	0.72	782	4.29	0.65	-0.05
DePaul is committed to providing educational opportunities to students regardless of age, national origin, race, sex, disability, creed, color or sexual orientation.	708	4.22	0.73	784	4.24	0.65	-0.03
DePaul's mission and values positively impact students' educational experiences.	661	4.03	0.75	736	4.06	0.69	-0.05
DePaul promotes the appreciation of cultural differences.	703	3.96	0.82	n/a	n/a	n/a	n/a
DePaul has a long-standing commitment to diversity.	695	3.90	0.86	n/a	n/a	n/a	n/a
DePaul encourages scholarship based on ethical values and serving societal needs.	601	3.89	0.83	687	3.87	0.77	0.02
DePaul encourages students to have a public voice and share their ideas openly.	655	3.87	0.86	n/a	n/a	n/a	n/a
DePaul strives to recruit staff who reflect the diverse mix of the student body.	572	3.62	0.98	752	3.82	0.92	-0.22

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Mission	788	3.83	0.65	927	4.10	0.59	-0.45
I have a good understanding of DePaul’s mission.	789	4.15	0.78	927	4.38	0.64	-0.33
I can explain DePaul’s mission to others.	783	4.04	0.84	924	4.26	0.74	-0.28
DePaul demonstrates a commitment as an educational institution to the city of Chicago and its surrounding communities.	771	3.99	0.79	918	4.29	0.65	-0.42
DePaul is a student-centered institution.	780	3.98	0.77	919	4.20	0.71	-0.29
DePaul encourages an ethic of service.	775	3.97	0.81	917	4.21	0.74	-0.31
The heritage of Vincent de Paul remains relevant to the university today.	773	3.80	0.95	903	4.18	0.78	-0.45
I see the relationship between my work and DePaul’s mission.	785	3.78	1.02	924	4.03	0.91	-0.26
DePaul provides equal opportunities to employees regardless of age, national origin, race, sex, handicap, creed, color or sexual orientation.	780	3.76	0.94	916	3.99	0.97	-0.24
DePaul demonstrates an appropriate commitment to its Catholic identity.	744	3.71	0.91	883	3.91	0.89	-0.22
DePaul respects members of its community as individuals.	784	3.69	0.93	916	4.06	0.81	-0.43
DePaul incorporates its mission and values into its planning processes.	764	3.62	0.96	901	4.12	0.80	-0.57
DePaul’s mission and values inform decision-making at this institution.	765	3.46	1.04	899	3.92	0.85	-0.48

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Staff Council	637	3.68	0.82	608	3.66	0.72	0.02
Communicating the concerns of staff to the administration.	638	3.78	0.92	595	3.69	0.79	0.11
Advocating in the interest of staff.	650	3.77	0.93	610	3.71	0.78	0.07
Communicating university-level concerns to staff.	650	3.77	0.91	630	3.71	0.79	0.07
Monitoring changes to university policies.	614	3.71	0.86	585	3.73	0.78	-0.02
Nominating staff for university appointments.	592	3.69	0.91	566	3.63	0.80	0.07
Soliciting constituents' views when appropriate.	627	3.67	0.96	597	3.65	0.83	0.02
Enhancing staff participation in university planning.	637	3.64	0.95	611	3.68	0.80	-0.05
Proposing new policies and procedures.	615	3.59	0.93	568	3.64	0.78	-0.06
Reviewing the working conditions of staff.	613	3.49	1.03	565	3.52	0.86	-0.03

Summary Statistics of Survey Items

	2022			2016			Effect Size
	N	Mean	SD	N	Mean	SD	
Workload	771	3.57	0.77	904	3.93	0.66	-0.50
When needed, I am willing to put in the extra effort to get the job done	770	4.32	0.81	897	4.34	0.69	-0.03
I understand the connection between my work and DePaul's goals as outlined in the university's strategic plan (Grounded in Mission: The P Plan for DePaul 2024).	749	3.71	0.93	881	3.99	0.87	-0.31
My position makes good use of my skills and abilities.	771	3.63	1.15	901	3.81	1.11	-0.16
I enjoy working on my day-to-day work at DePaul.	773	3.61	1.03	901	4.08	0.85	-0.50
DePaul encourages work-life balance.	763	3.34	1.17	894	3.86	1.01	-0.48
I have the adequate resources to do my work.	771	3.34	1.21	901	3.69	1.07	-0.31
I look forward to going to work.	770	3.32	1.13	902	3.80	0.99	-0.45
Adequate support exists for balancing work and personal life.	757	3.22	1.21	884	3.74	1.07	-0.46
Reward and Recognition	768	2.77	0.91	900	3.28	0.87	-0.57
I understand my career opportunities at DePaul.	753	3.12	1.17	888	3.46	1.04	-0.31
I am not actively looking for a position outside of DePaul.	725	3.06	1.35	840	3.44	1.29	-0.29
I am regularly recognized for my contribution to DePaul.	765	2.79	1.18	886	3.22	1.12	-0.37
I believe my current pay is comparable to what universities similar to DePaul pay.	728	2.65	1.15	834	3.17	1.16	-0.45
I am fairly compensated for my work.	771	2.61	1.24	899	3.20	1.20	-0.48
DePaul recognizes high-achieving employees.	752	2.61	1.13	870	3.26	1.10	-0.58
DePaul effectively uses rewards other than remuneration to award employees' efforts.	739	2.55	1.10	858	3.21	1.07	-0.61

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Collegiality	738	3.49	0.75	872	3.60	0.76	-0.15
The people I work with cooperate to get the job done.	744	4.12	0.83	n/a	n/a	n/a	n/a
Professional relationships with colleagues are satisfactory.	743	3.82	0.91	872	3.89	0.83	-0.08
DePaul encourages its staff to contribute ideas, suggestions and opinions.	475	3.63	0.93	867	3.81	0.88	-0.21
There is a spirit of cooperation among staff, faculty and administration toward achieving common goals.	736	3.45	1.08	865	3.71	0.98	-0.25
Cooperation/collaborations exist across departments and offices.	731	3.35	1.06	863	3.42	1.03	-0.07
The feedback received from DePaul's staff is considered and responded to appropriately.	434	3.29	0.97	813	3.48	0.98	-0.20
Individuals at DePaul take responsibility for the organizational culture.	715	3.29	1.03	833	3.52	0.97	-0.23
Sufficient opportunities exist for DePaul's faculty and staff to interact in ways that build collegiality.	719	3.02	1.07	841	3.40	1.04	-0.36

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Diversity	726	3.49	0.78	862	3.75	0.72	-0.35
Scheduling concerns for cultural/religious holidays are handled with flexibility and respect.	659	3.88	0.75	829	4.06	0.77	-0.23
Appropriate accommodations are made for persons with disabilities.	591	3.63	0.86	739	3.82	0.80	-0.23
DePaul values the diversity of its employees.	753	3.60	0.91	893	3.90	0.85	-0.34
DePaul actively recruits and hires employees of diverse backgrounds.	709	3.53	0.93	831	3.71	0.88	-0.20
DePaul is able to protect the rights of employees by providing a discrimination-free workplace.	687	3.50	0.94	830	3.78	0.91	-0.30
There is a supportive culture for employees from diverse backgrounds at DePaul.	713	3.47	0.95	856	3.83	0.91	-0.39
The leadership at DePaul has clearly encouraged diversity and inclusion through their words and actions.	733	3.41	1.02	n/a	n/a	n/a	n/a
DePaul provides equal career opportunities and advancement for employees of diverse backgrounds.	695	3.39	1.02	833	3.66	0.96	-0.27
DePaul's recruiting, hiring and retention practices promote a diverse work force.	734	3.37	0.99	864	3.72	0.94	-0.36
DePaul handles harassment/discrimination grievances appropriately.	598	3.37	0.99	724	3.66	0.99	-0.30
Employees with diverse backgrounds are well-represented in governance positions.	728	3.27	1.06	832	3.31	1.07	-0.03

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
Leadership: Deans and VPs	689	3.47	1.09	860	3.82	0.71	-0.38
My dean/VP is committed to upholding the University's mission and values.	681	3.83	1.04	861	4.03	0.85	-0.21
Information that affects DePaul faculty, staff, and students is communicated in a timely manner.	707	3.46	1.21	795	3.63	0.97	-0.16
My dean/VP responds to the needs of his/her internal constituents.	683	3.45	1.22	816	3.62	0.89	-0.16
Appropriate internal constituents are consulted in decision-making processes in my college/unit.	674	3.31	1.22	862	3.82	0.88	-0.48
Employee feedback influences decisions in my college/unit.	693	3.16	1.28	n/a	n/a	n/a	n/a
Leadership: Executive Team	695	2.99	0.97	860	3.82	0.71	-0.99
The executive team is committed to upholding the University's mission and values.	687	3.34	1.06	861	4.03	0.85	-0.73
Information that affects DePaul faculty, staff, and students is communicated in a timely manner.	724	3.16	1.14	862	3.82	0.88	-0.65
Appropriate internal constituents are consulted in decision-making processes at DePaul.	667	2.88	1.11	795	3.63	0.97	-0.72
The executive team responds to the needs of DePaul's internal constituents.	688	2.82	1.08	816	3.62	0.89	-0.81
Employee feedback influences decisions at DePaul.	708	2.62	1.09	n/a	n/a	n/a	n/a

Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
General Experiences	819	3.23	0.82	964	3.69	0.73	-0.59
Overall, I find my work personally satisfying.	820	3.69	1.05	962	3.96	0.97	-0.27
My work is appropriately challenging.	818	3.62	0.99	961	3.75	0.97	-0.14
I feel a sense of belonging at DePaul.	810	3.60	1.03	963	4.04	0.87	-0.46
I believe I am treated well at DePaul.	813	3.53	1.01	n/a	n/a	n/a	n/a
I would recommend DePaul as an employer to friends, family and colleagues.	808	3.38	1.07	950	4.13	0.86	-0.77
I am a valued member of the DePaul community.	816	3.37	1.08	955	3.75	0.94	-0.38
I am satisfied with my career at DePaul.	813	3.19	1.16	950	3.42	1.17	-0.20
My workload is manageable.	817	3.16	1.21	959	3.67	1.02	-0.46
I am satisfied with my level of involvement in decisions that affect my work.	816	3.13	1.22	961	3.42	1.14	-0.24
I trust DePaul.	812	3.12	1.08	n/a	n/a	n/a	n/a
I am confident about DePaul's future.	804	3.10	1.09	n/a	n/a	n/a	n/a
High quality work is recognized at DePaul.	814	2.93	1.21	952	3.51	1.10	-0.50
Overall, DePaul has managed its growth effectively.	768	2.85	1.10	922	3.68	0.97	-0.81
There are opportunities for career advancement at DePaul.	805	2.62	1.15	947	3.30	1.10	-0.60