

# Part-Time Faculty Perceptions of Campus Climate

IRMA Research Summary

# Faculty and Staff Climate Survey (FSCS) PT Faculty 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 current PT faculty (n=1,376) and 302 responded for a **22%** response rate.
- **Academic Climate, Leadership-Chairs, and Leadership-Deans** had the three highest mean index ratings with **Leadership-Deans** and **Faculty Council** being the only two indices with mean increases from 2019. **Leadership-Executives, Reward and Recognition, and General Experiences** had the lowest mean ratings, and while all other indices showed some mean decreases, **Leadership-Executives** and **Mission** had moderate declines in mean scores from 2011.

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

- **Mission:** PT faculty are less connected with the mission. Almost every item within this index posted moderate to strong negative effects, including items about how the mission interacts with institutional planning and decision makings showing very strong negative effects. We see a similar effect in the **Diversity** index where the institutional process for recruiting a diverse workforce and having a supportive environment for diverse peoples show moderate to strong negative effects.
- **Workload and Work-Life Balance:** PT faculty struggle, just like FT faculty and staff, finding balance between work and life. Note that 39% of these PT instructors are also teaching at other institutions. That said, PT faculty feel that DePaul doesn't do enough to promote work life balance (**Workload Index**). From the **General Experiences Index**, we see moderate to strong effects for the items about how manageable their workload is.
- **Career Advancement:** PT faculty are frustrated with career progression and advancement. We are seeing an increase in disagreement with the item concerning satisfaction with one's career. More PT Faculty disagree than agree with the item about there being opportunities for career advancement.

# 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 Winter2022 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, and department chairs
  - Workload
  - Faculty Council
  - Diversity
  - General Experiences
  - Collegiality
  - Reward and Recognition
- Specifically, on a 1 to 5 scale (1 = “Strongly Disagree,” 5 = “Strongly Agree”), faculty 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.

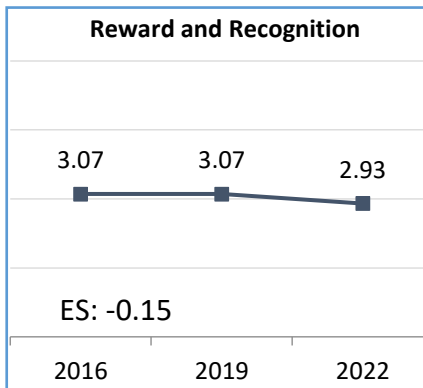
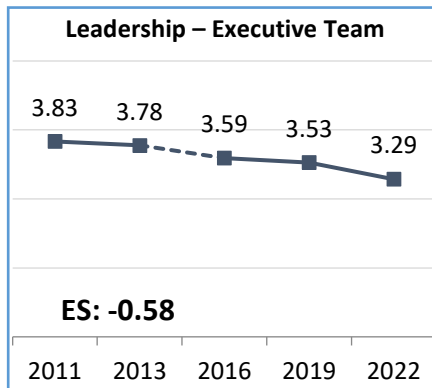
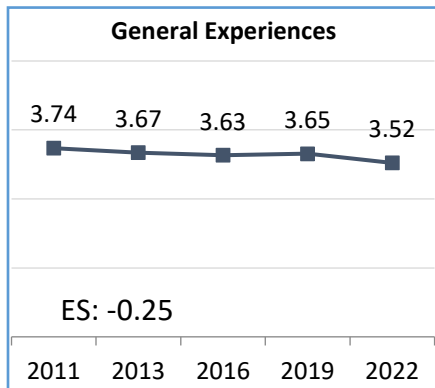
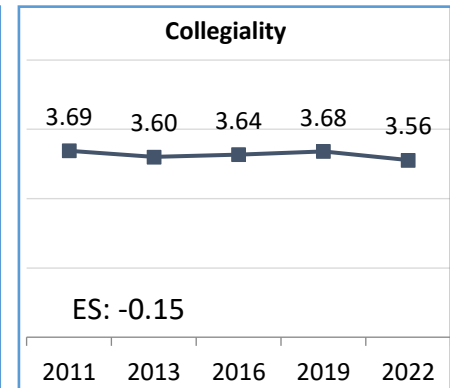
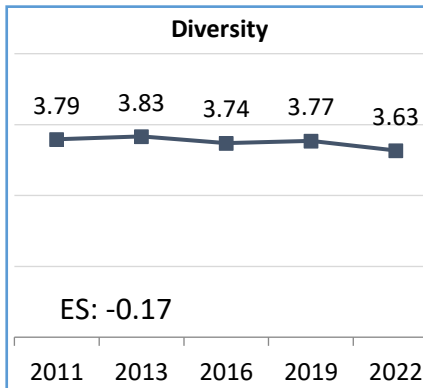
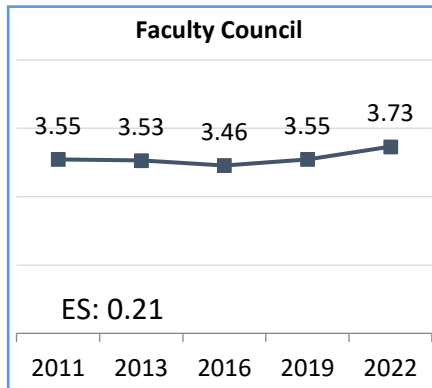
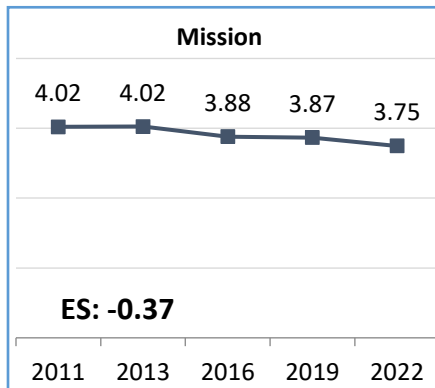
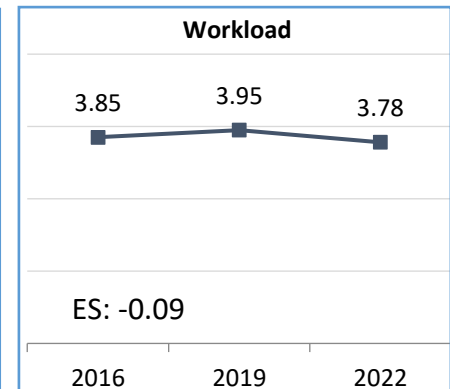
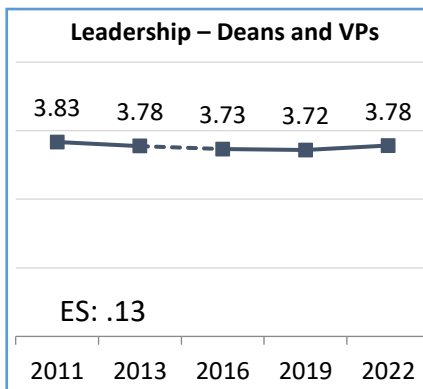
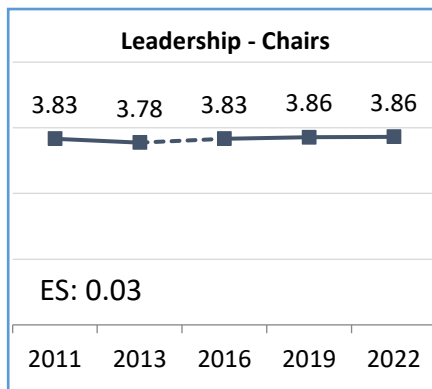
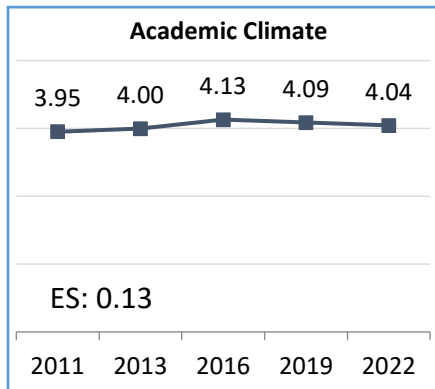
# Part-Time Faculty Response Rates

College	Number of Respondents	Total Number of PT Faculty	Response Rate
Business	31	138	22.4%
Communication	13	67	19.4%
CDM	41	186	22.0%
CSH	25	141	17.7%
Education	29	105	27.6%
LAS	76	240	31.7%
Law	18	93	19.4%
Music	24	111	21.6%
SCPS	16	65	24.6%
Theatre	17	110	15.5%
<b>TOTAL</b>	<b>302</b>	<b>1,376</b>	<b>21.9%</b>

An additional 12 PT faculty members completed the survey who are listed as staff. Their data are included in the overall numbers.

# PT Faculty 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.

Arrows indicate  
'Agree'

## Part-Time Faculty Climate Survey Indices 2022 Average Ratings by College

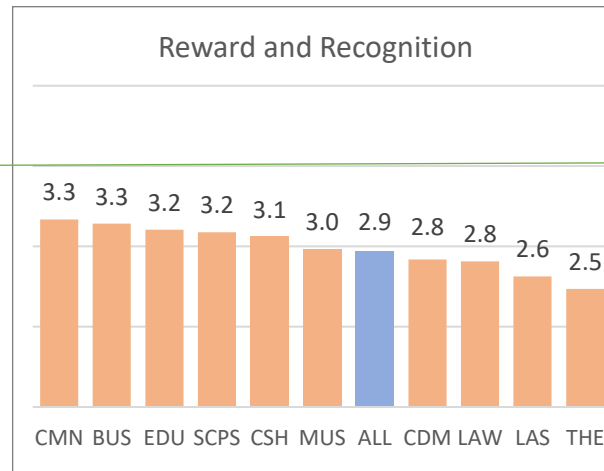
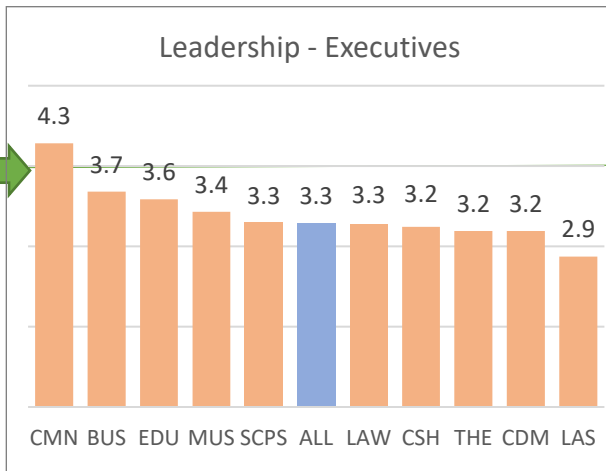
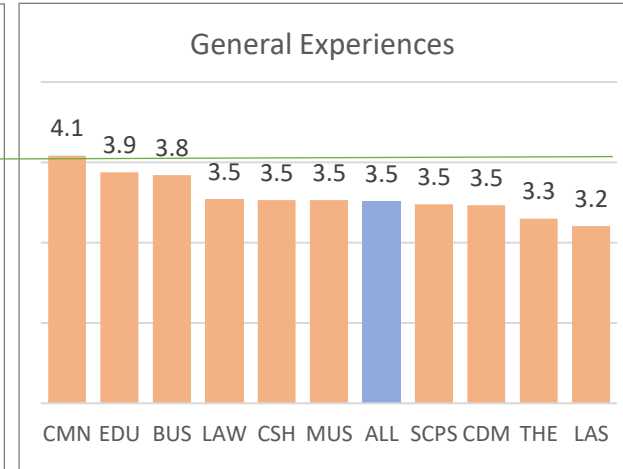
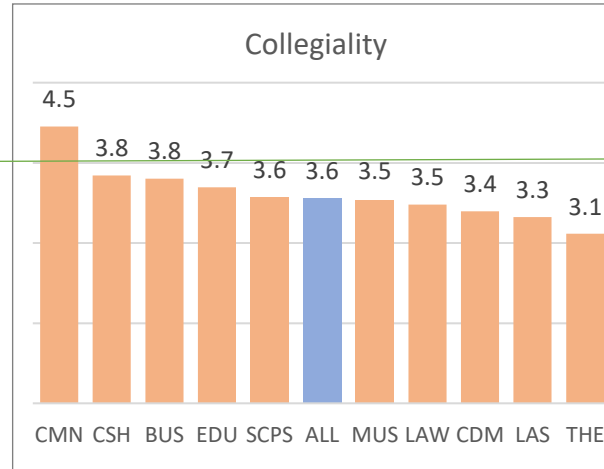
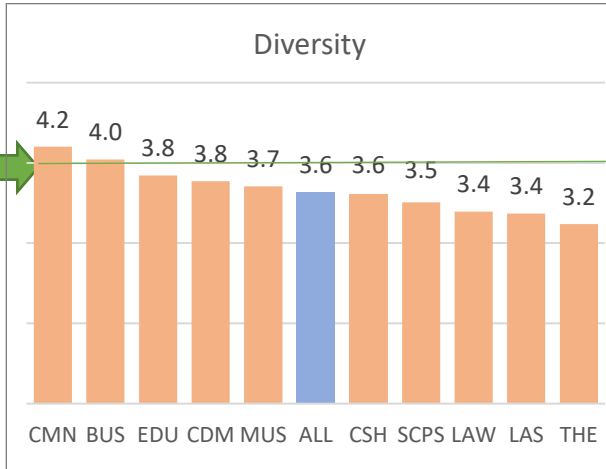


Notes: Ordered from highest to lowest overall mean (2022).

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

Arrows indicate  
'Agree'

## Part-Time Faculty Climate Survey Indices 2022 Average Ratings by College



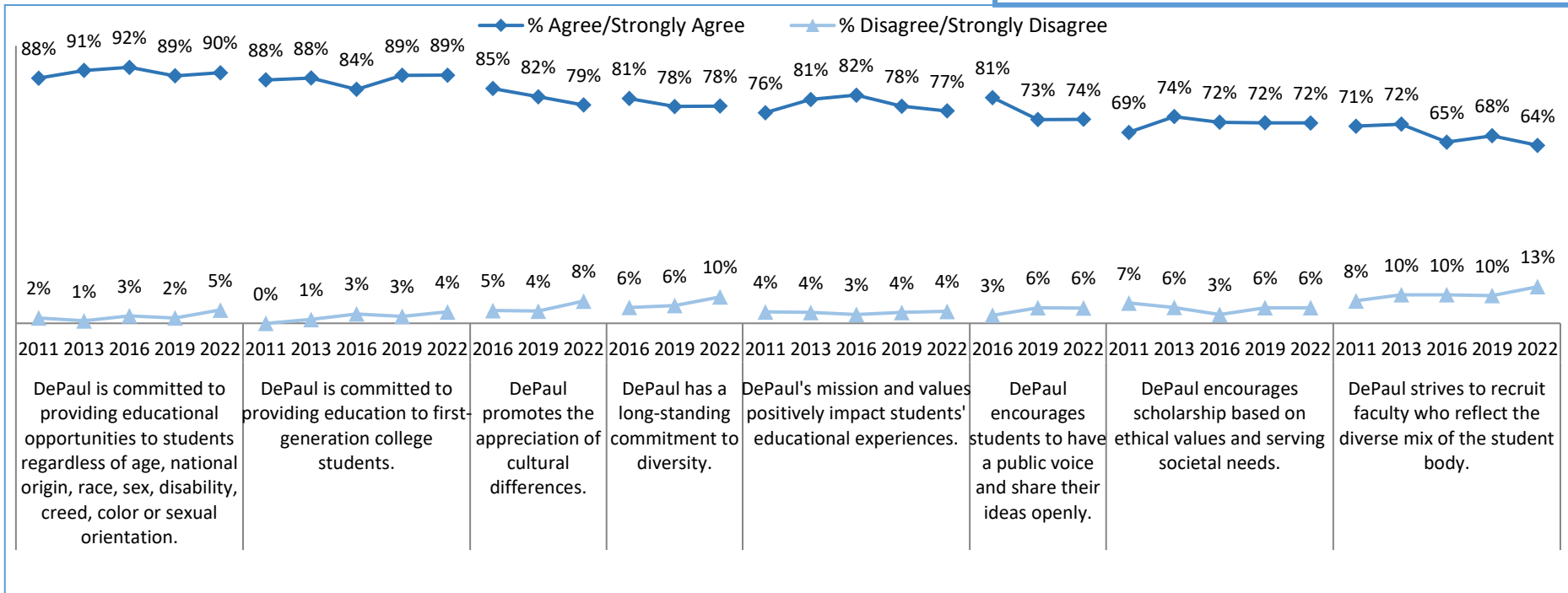
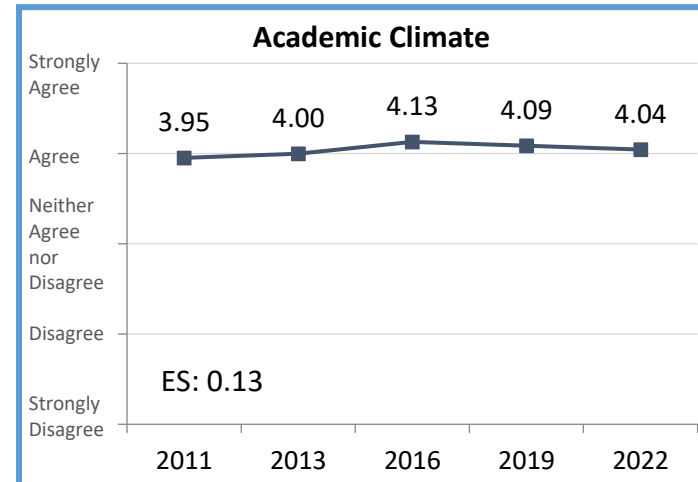
Notes: Ordered from highest to lowest overall mean by college (2022).

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

# PT Faculty Perceptions: Academic Climate

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

There were no moderate to strong effect sizes from across these items over the years listed. The largest effect size was seen for the item “DePaul is committed to providing educational opportunities to students regardless of age, national origin, race, sex, disability, creed, color or sexual orientation” (ES: -0.21, 2016-2022).



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”

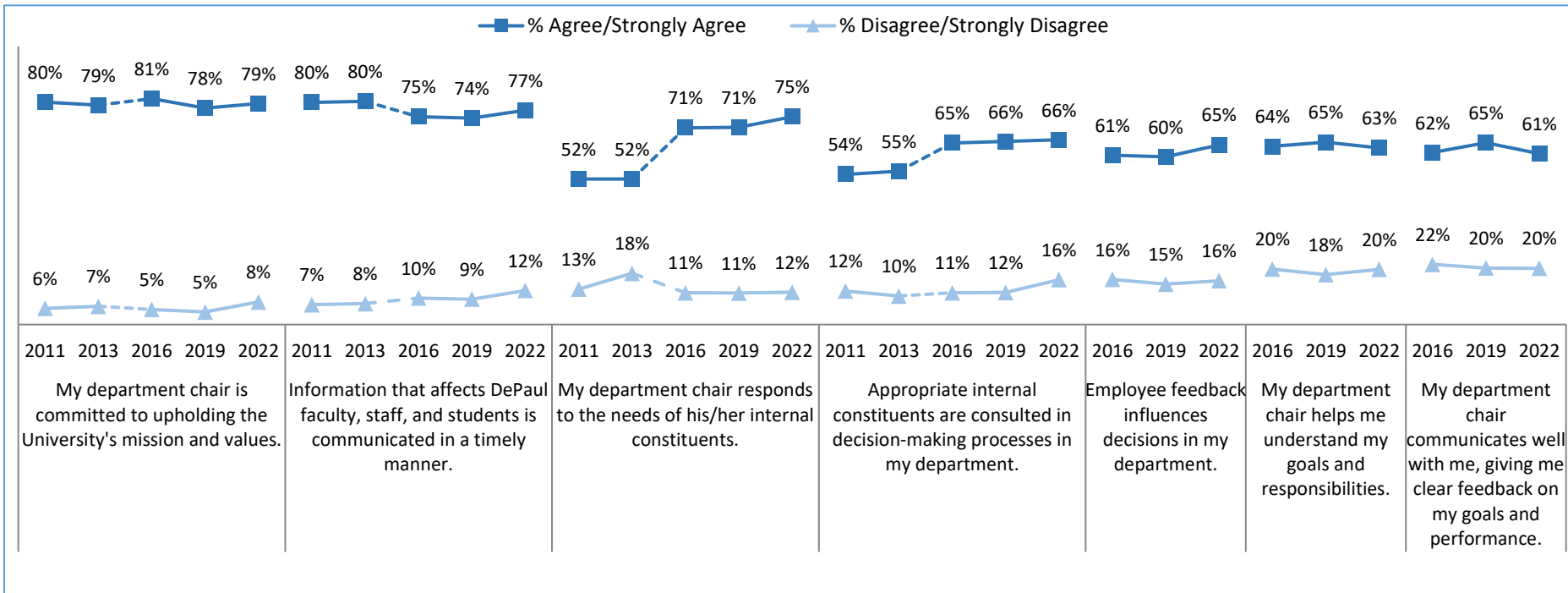
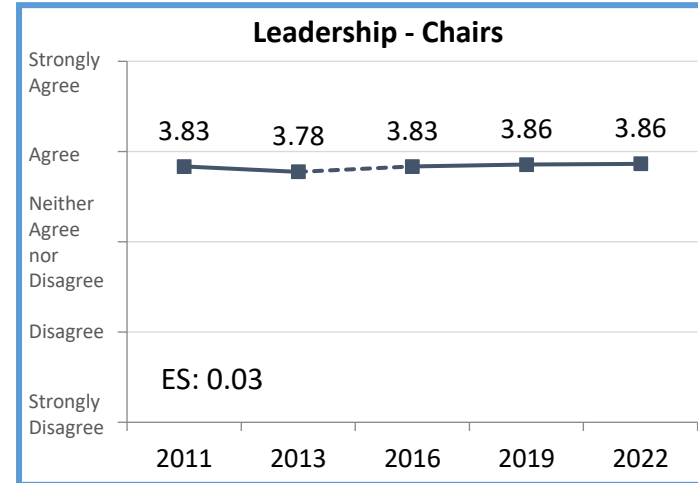


# PT Faculty Perceptions: Leadership - Chairs

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

As the trends show, there has been very little change in these items since 2016, which is confirmed by the lack of moderate to strong positive effect sizes. However we do see moderate to strong positive effect sizes when looking from 2013 and 2011:

- My department chair responds to the needs of his/her internal constituents. (ES: 0.76, 2013-2022; ES: 0.63, 2011-2022)
- Appropriate internal constituents are consulted in decision-making processes in my department. (ES: 0.34, 2013-2022)



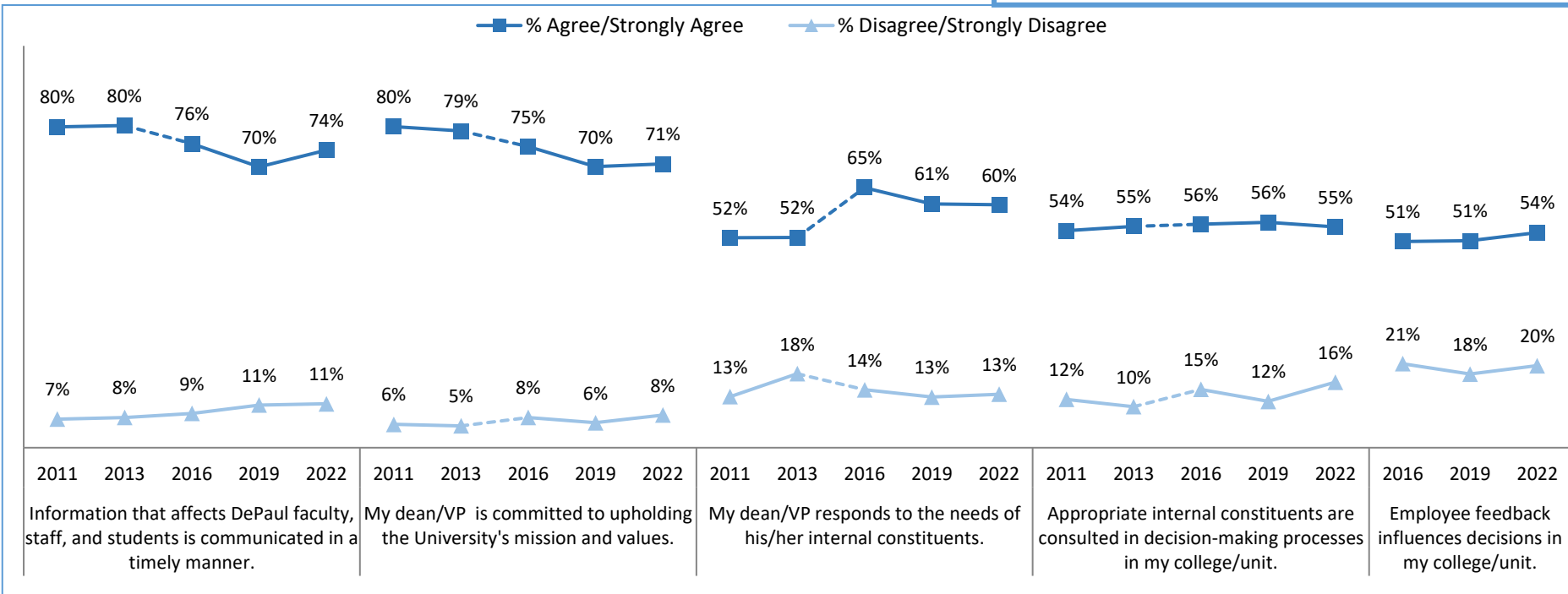
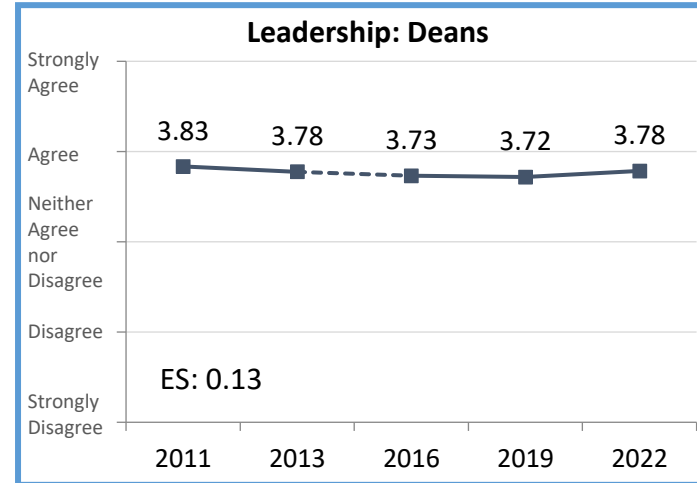
Note: Starting in 2013, the survey was administered every three years.

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

# PT Faculty Perceptions: Leadership: Deans

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

Over all items and years compared, there was only one item that showed a moderately strong effect: “My dean/VP responds to the needs of his/her internal constituents” (ES: .35, 2013-2022).



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

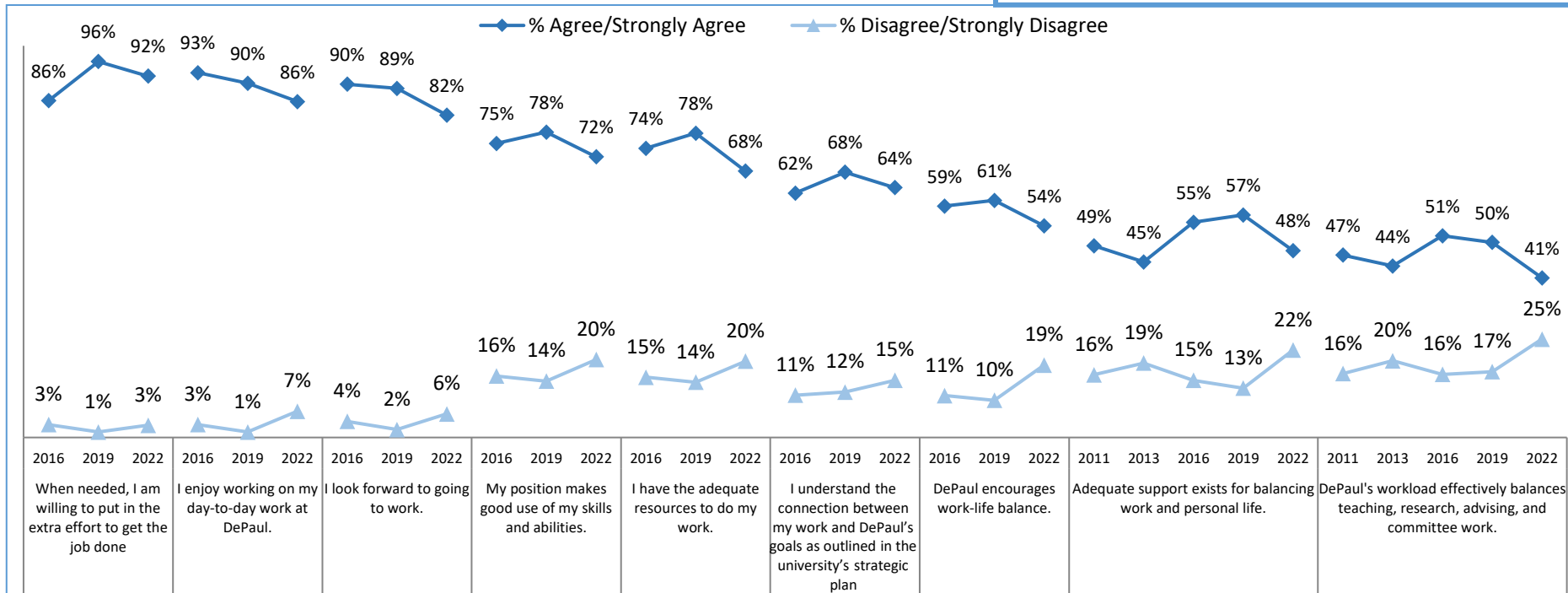
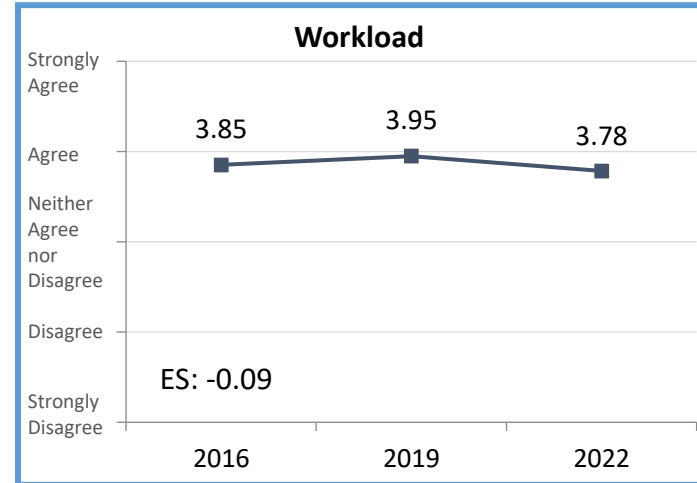
Scale: 1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Neither Agree nor Disagree”, 4 = “Agree”, 5 = “Strongly Agree”

# PT Faculty Perceptions: Workload

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

Over the years compared, several items had moderate to strong effect sizes:

- I enjoy working on my day-to-day work at DePaul (ES: -0.46, 2016-2022)
- I look forward to going to work (ES: -0.33, 2019-2022; -0.36, 2016-2022)
- DePaul's workload effectively balances teaching, research, advising, and committee work (ES: -0.33, 2019-2022; -0.32, 2016-2022)
- DePaul encourages work-life balance (ES: -0.36; 2019-2022)
- Adequate support exists for balancing work and personal life (ES: -0.35, 2019-2022)



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

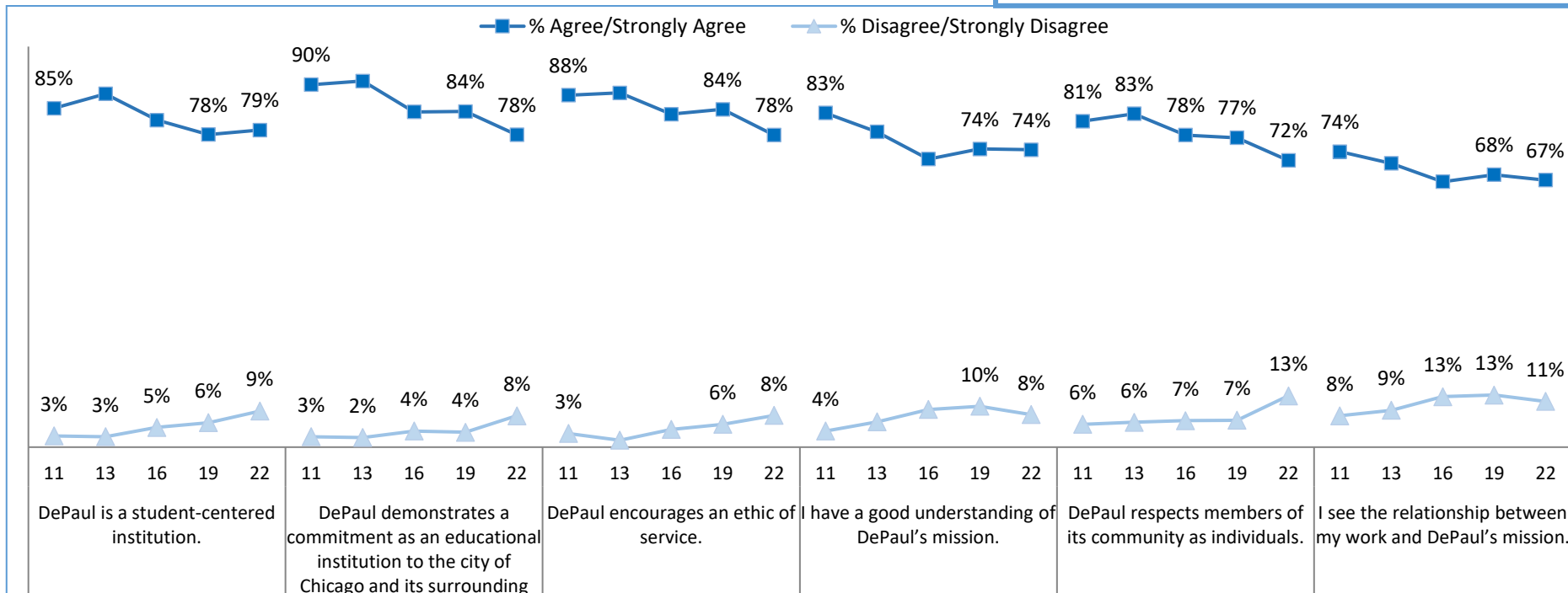
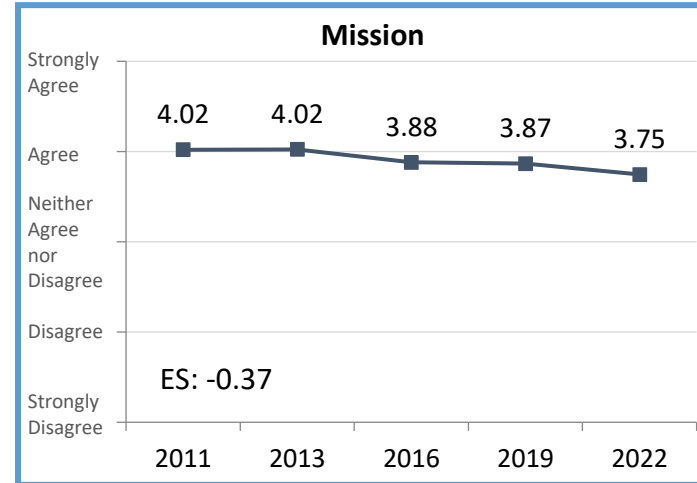
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: Mission and Values (pt. 1)

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

Most of the items on this page had moderate to strong negative effect sizes from 2013 and 2011:

- DePaul is a student-centered institution (ES: -0.40, 2013-2022; ES: -0.39, 2011-2022)
- DePaul respects members of its community as individuals (ES: -0.50; 2013-2022; ES: -0.44, 2011-2022)
- DePaul encourages an ethic of service (ES: -0.48, 2013-2022; ES: -0.35, 2011-2022)
- DePaul demonstrates a commitment as an educational institution to the city of Chicago and its surrounding communities (ES: -0.52 for both 2013-2022 and 2011-2022)
- I have a good understanding of DePaul’s mission (ES: -0.37, 2011-2022)



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”

# PT Faculty Perceptions: Mission and Values (pt. 2)

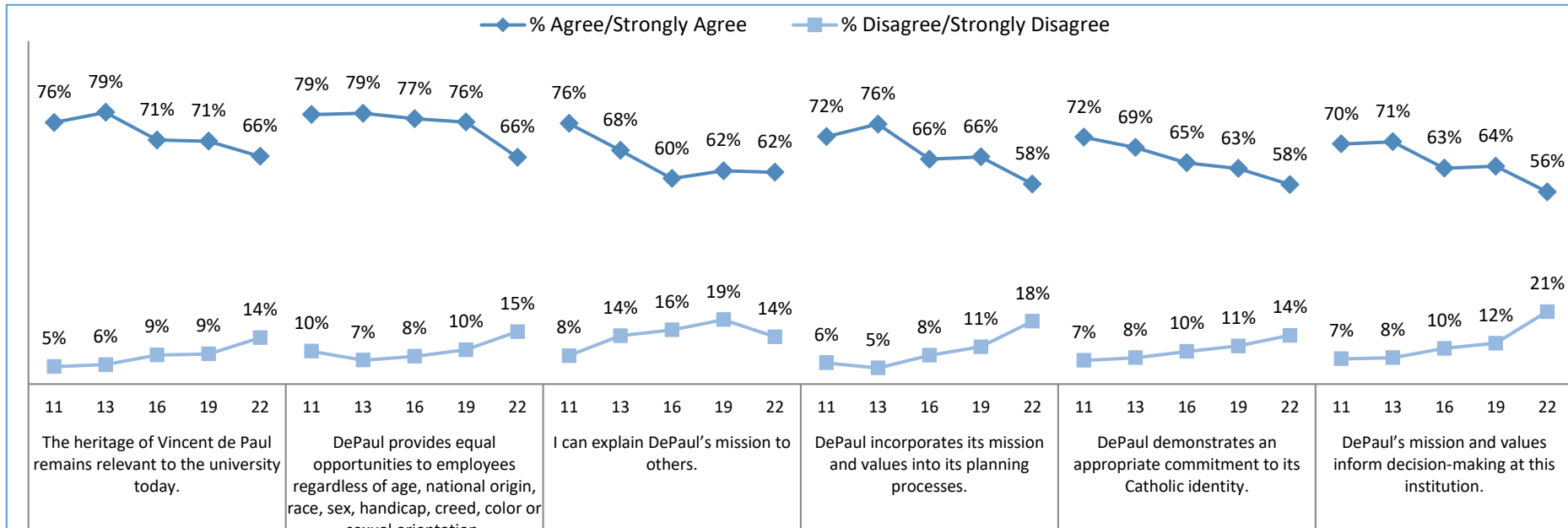
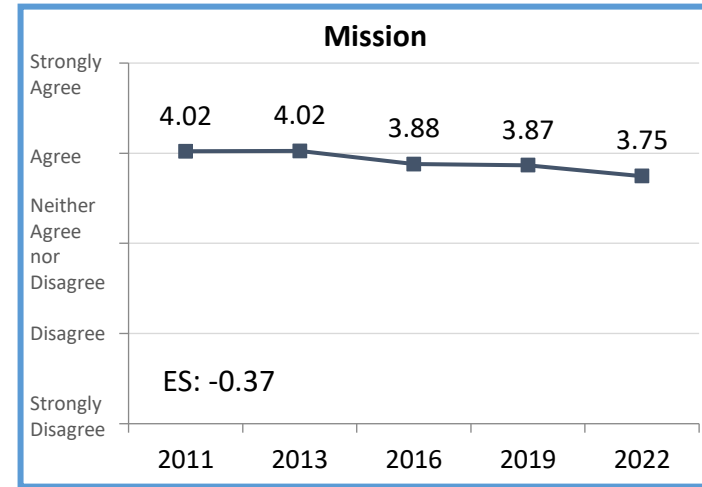
Index Average and Percent Agree/Disagree for Index Items  
Last Five Administrations (2011-2022)

These three items had moderate to strong effect sizes across all year comparisons, but for all three, the largest effect size was from 2013-2022:

- DePaul incorporates its mission and values into its planning processes (ES: -0.76)
- DePaul’s mission and values inform decision-making at this institution (ES: -0.67)
- DePaul provides equal opportunities to employees regardless of age, national origin, race, sex, handicap, creed, color or sexual orientation (ES: -0.57)

For the other items:

- The heritage of Vincent de Paul remains relevant to the university today (ES: -0.50, 2013-2022; ES: -0.40, 2011-2022)
- DePaul demonstrates an appropriate commitment to its Catholic identity (ES: -.41, 2013-2022; ES: -0.42, 2011-2022)



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

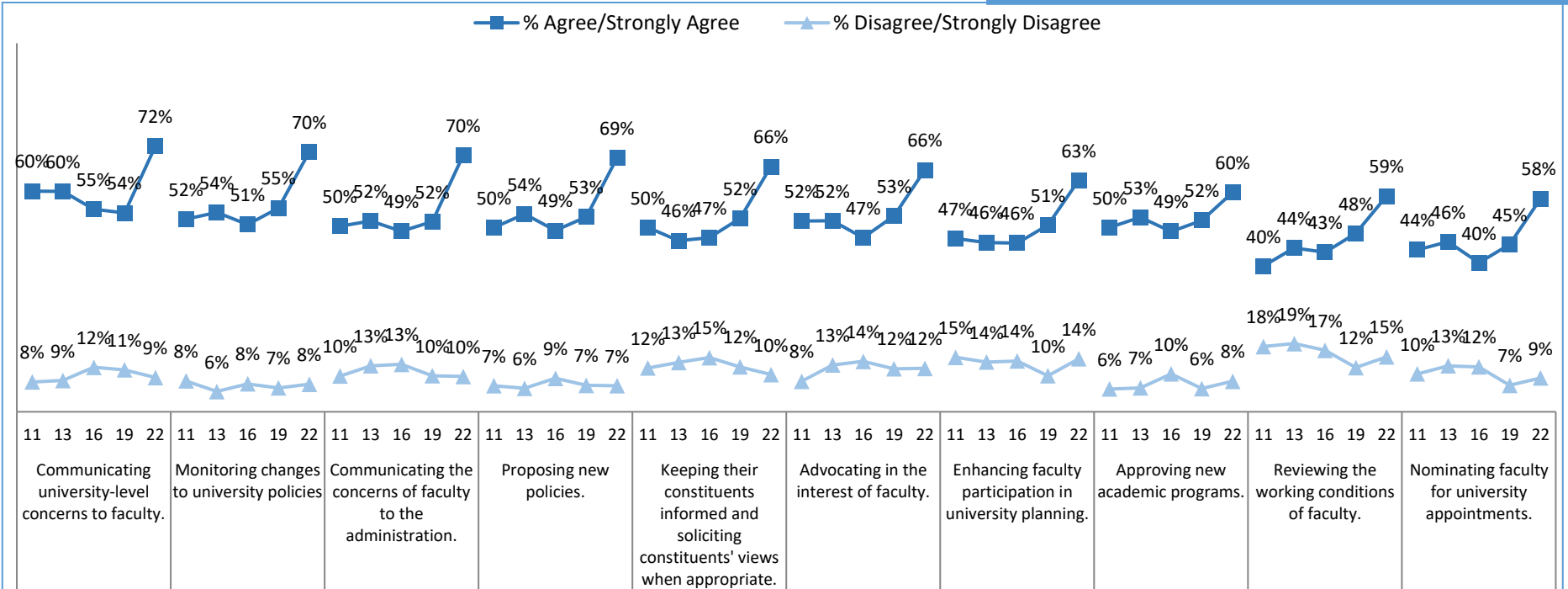
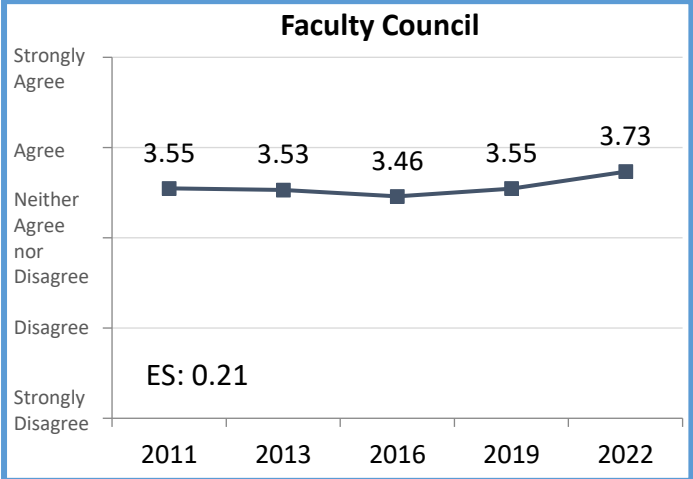
Scale: 1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Neither Agree nor Disagree”, 4 = “Agree”, 5 = “Strongly Agree”

# PT Faculty Perceptions: Faculty Council

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

All of the movement seen in ratings for faculty council is from 2019 to 2022 where these four items had moderate effect sizes:

- Communicating university-level concerns to faculty (ES: 0.39)
- Proposing new policies (ES: 0.35)
- Communicating the concerns of faculty to the administration (ES: 0.34)
- Monitoring changes to university policies (ES: 0.32)
- Keeping their constituents informed and soliciting constituents' views when appropriate (ES: 0.30)



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

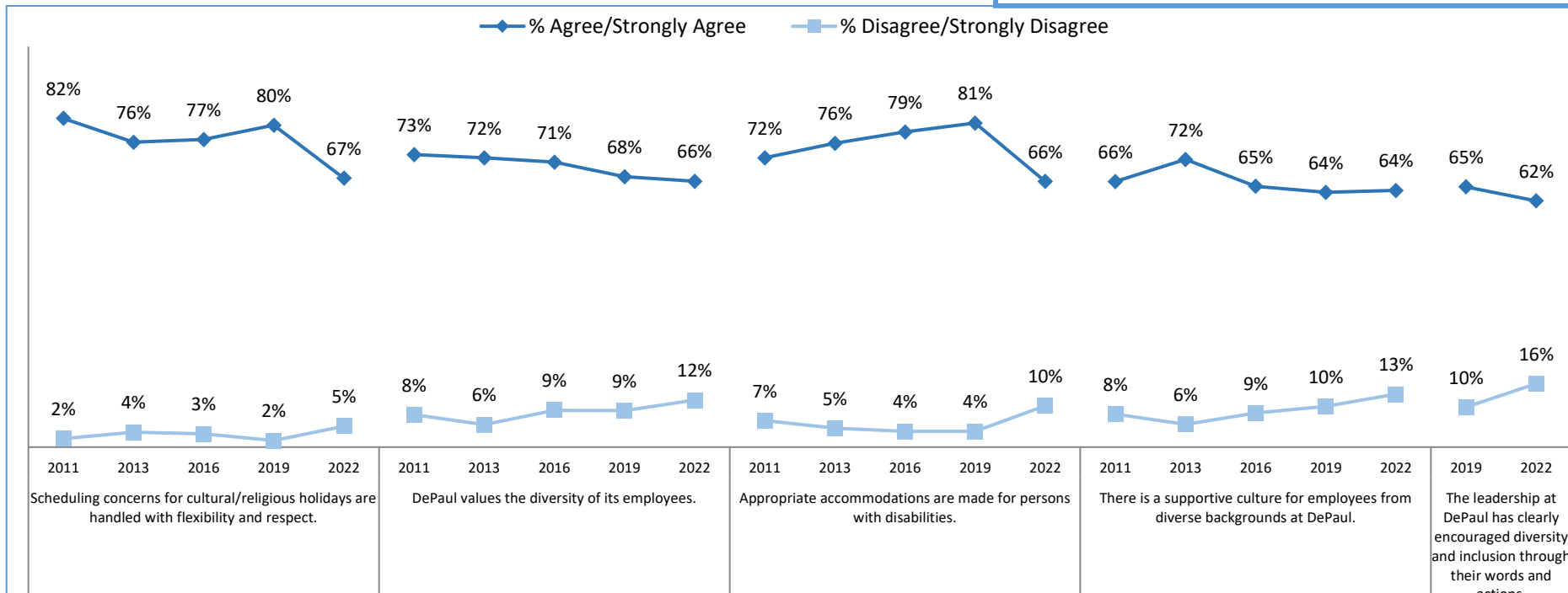
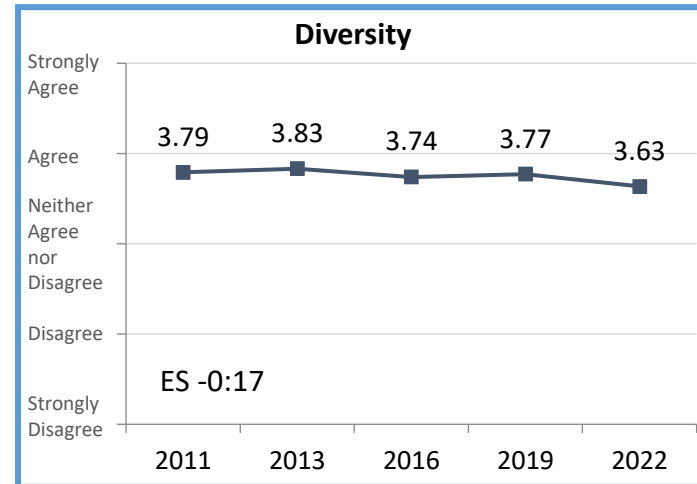
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: Diversity (pt.1)

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

For the Diversity items listed here, only two items had moderate to strong effect sizes over the years being compared:

- Appropriate accommodations are made for persons with disabilities (ES: -0.40, 2019-2022)
- There is a supportive culture for employees from diverse backgrounds at DePaul (ES: -0.31, 2013-2022)



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

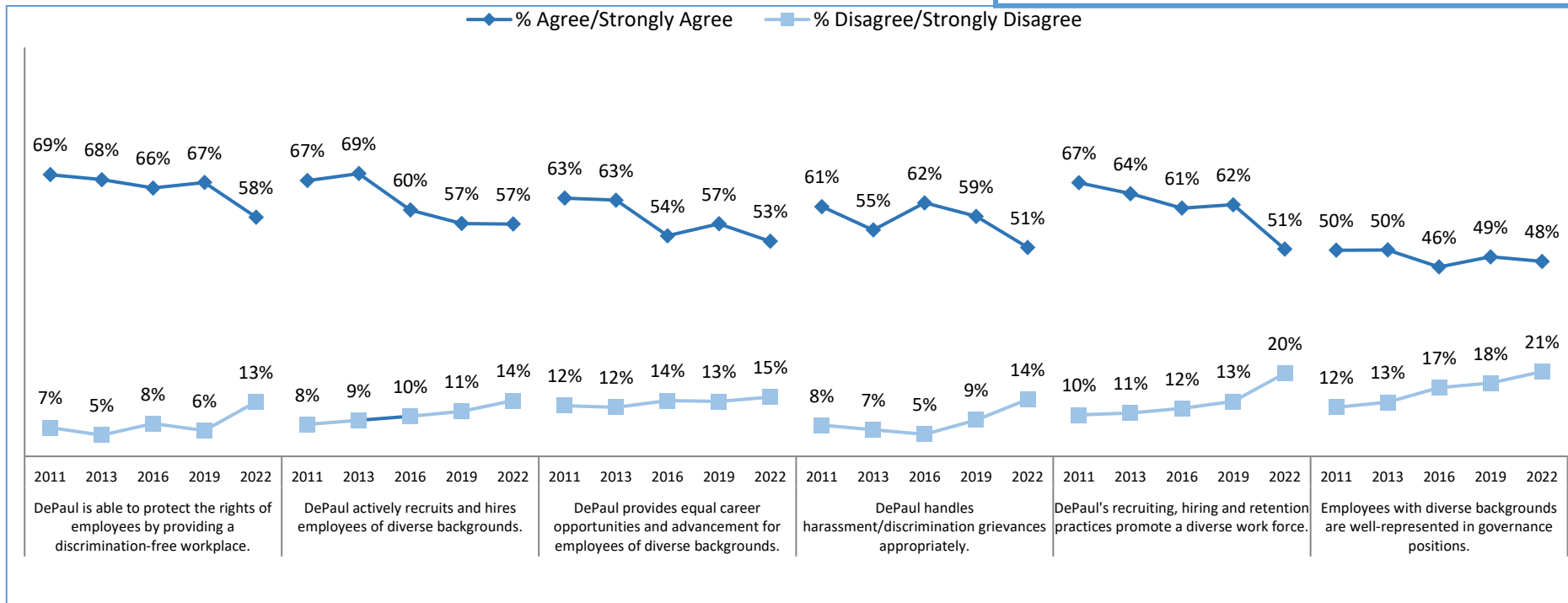
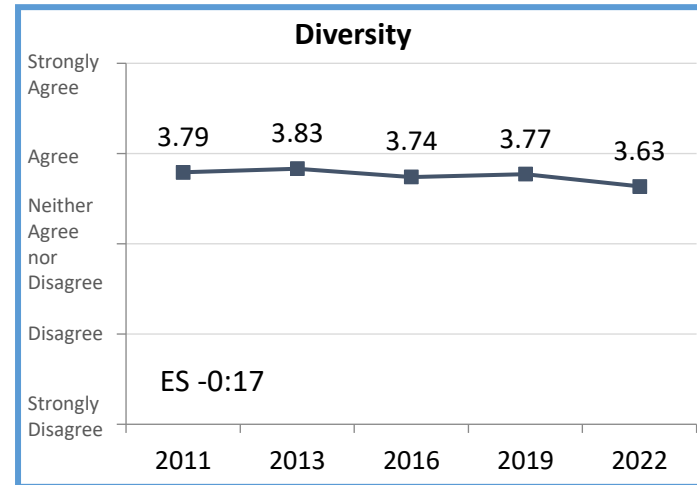
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: Diversity (pt. 2)

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

Three of the items here had moderate to strong effect sizes for at least one of the year comparisons made:

- DePaul's recruiting, hiring and retention practices promote a diverse work force. (ES: -0.31, 2019-2022; ES: -0.44, 2013-2022; ES: -0.49, 2011-2022)
- DePaul handles harassment/discrimination grievances appropriately (ES: -0.34; 2016-2022)
- DePaul is able to protect the rights of employees by providing a discrimination-free workplace.(ES: -0.31, 2013-2022)



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

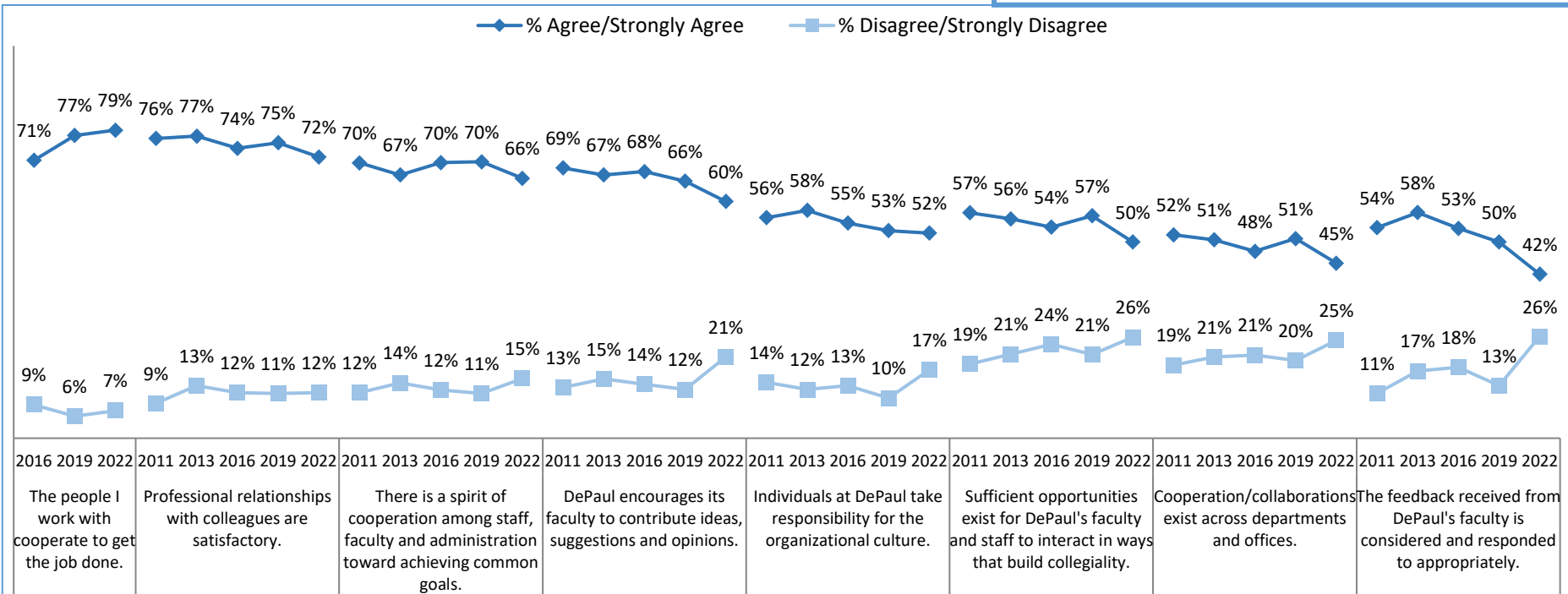
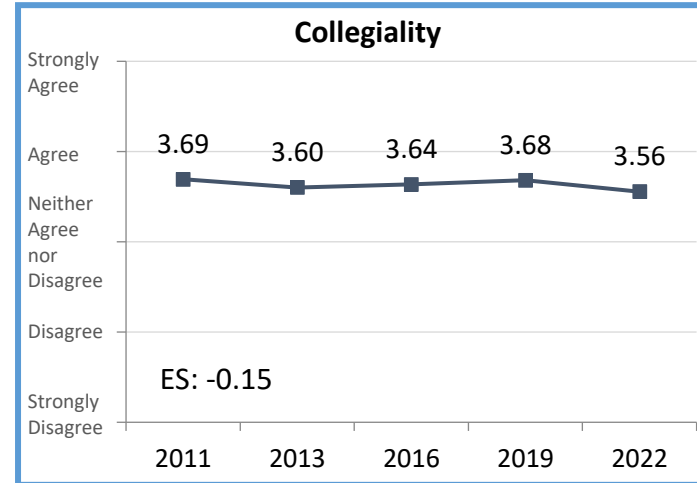
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"



# PT Faculty Perceptions: Collegiality

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

Only one item listed here had moderate to strong effect sizes over the years being compared: The feedback received from DePaul's faculty is considered and responded to appropriately (ES: -0.34, 2019-2022; ES: -0.32, 2013-2022; ES: -0.50; 2011-2022).



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

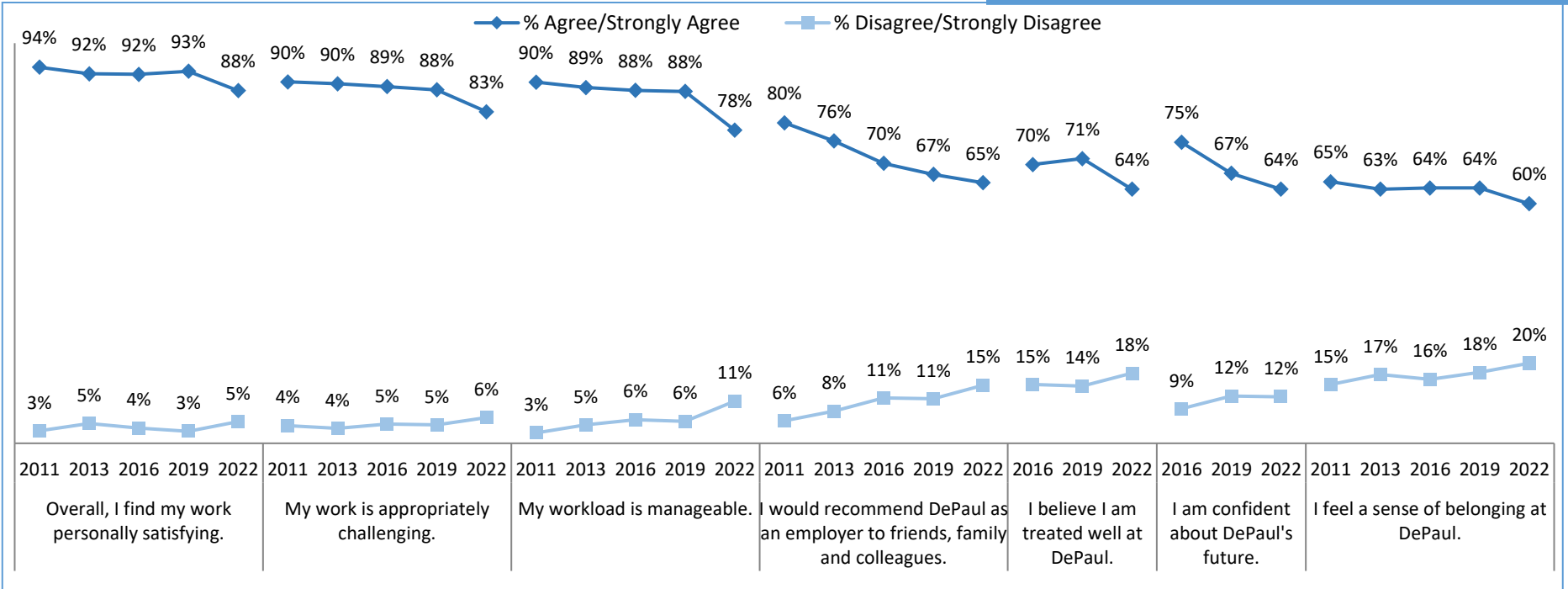
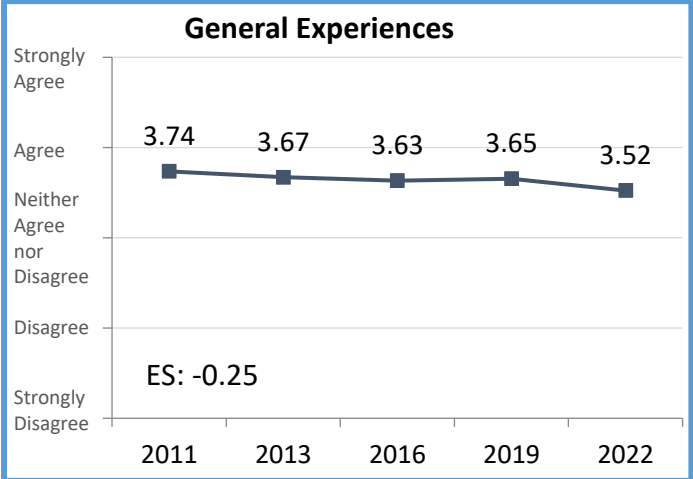
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: General Experiences (pt. 1)

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

For the items listed below, several had strong to moderate effect sizes over the years being compared:

- My workload is manageable (ES: -0.37; 2019-2022; ES:-0.34, 2016-2022); ES: (-0.39; 2013-2022; ES: -0.54, 2011-2022)
- I would recommend DePaul as an employer to friends, family and colleagues (ES: -0.36, 2013-2022; ES: -0.52, 2011-2022)
- I am confident about DePaul's future (ES: -0.31; 2016-2022)



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

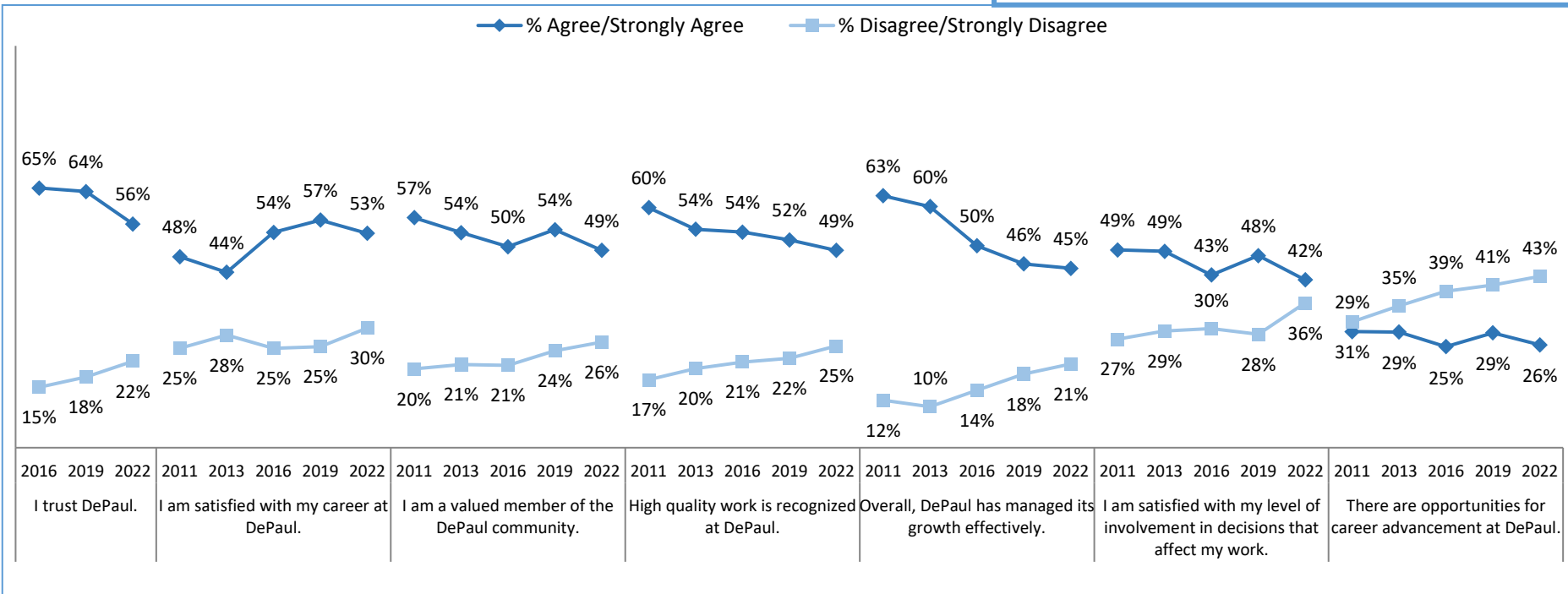
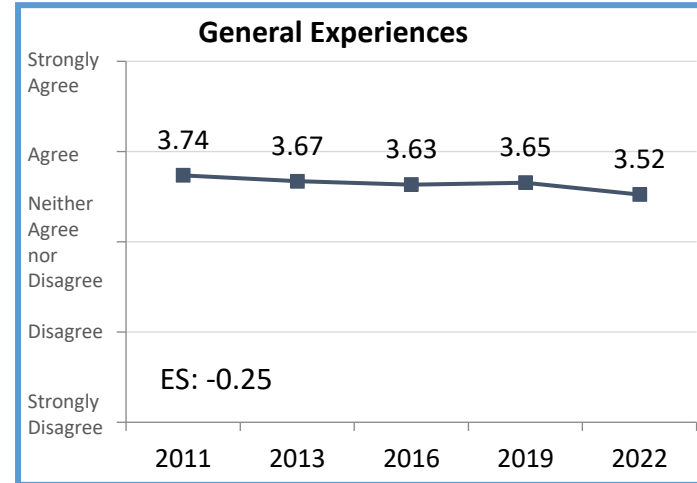
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: General Experiences (pt. 2)

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

For the items here, several had moderate to strong effect sizes:

- High quality work is recognized at DePaul (ES: -0.35; 2011-2022)
- There are opportunities for career advancement at DePaul (ES: -0.34; 2011-2022)
- I am satisfied with my level of involvement in decisions that affect my work (ES: -0.32, 2011-2022)
- Overall, DePaul has managed its growth effectively (ES: -0.58, 2013-2022; ES:-0.52; 2011-2022)



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

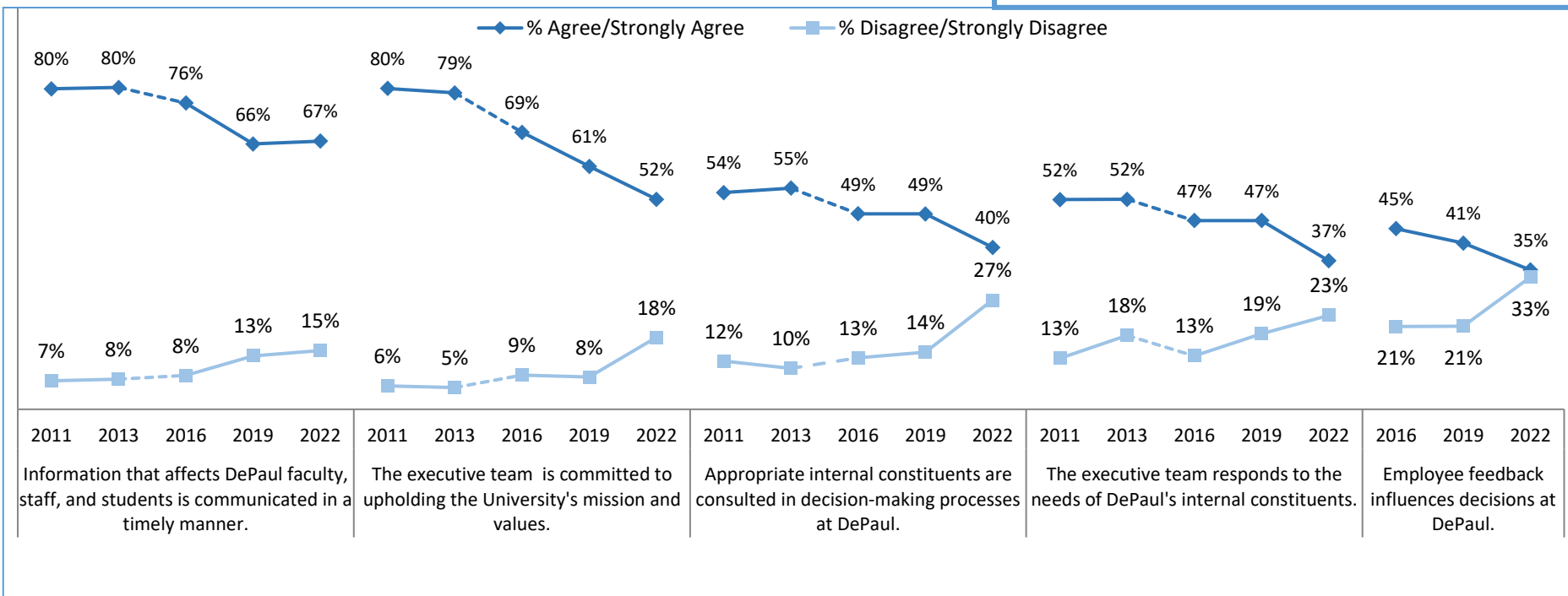
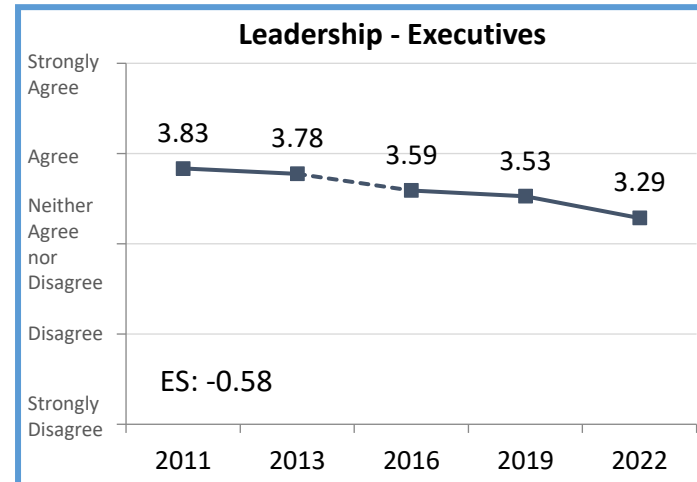
Scale: 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Strongly Agree"

# PT Faculty Perceptions: Leadership: Executive Team

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

From 2019 to 2022, four of the five items had moderate effect sizes, but the better comparison is from 2016, when “leadership” was split into three groups. From 2016 we see:

- The executive team is committed to upholding the University's mission and values (ES: -0.56)
- Appropriate internal constituents are consulted in decision-making processes at DePaul (ES: -0.47)
- The executive team responds to the needs of DePaul's internal constituents (ES: -0.39)
- Employee feedback influences decisions at DePaul (ES: -0.37)
- Information that affects DePaul faculty, staff, and students is communicated in a timely manner (ES: -0.34)



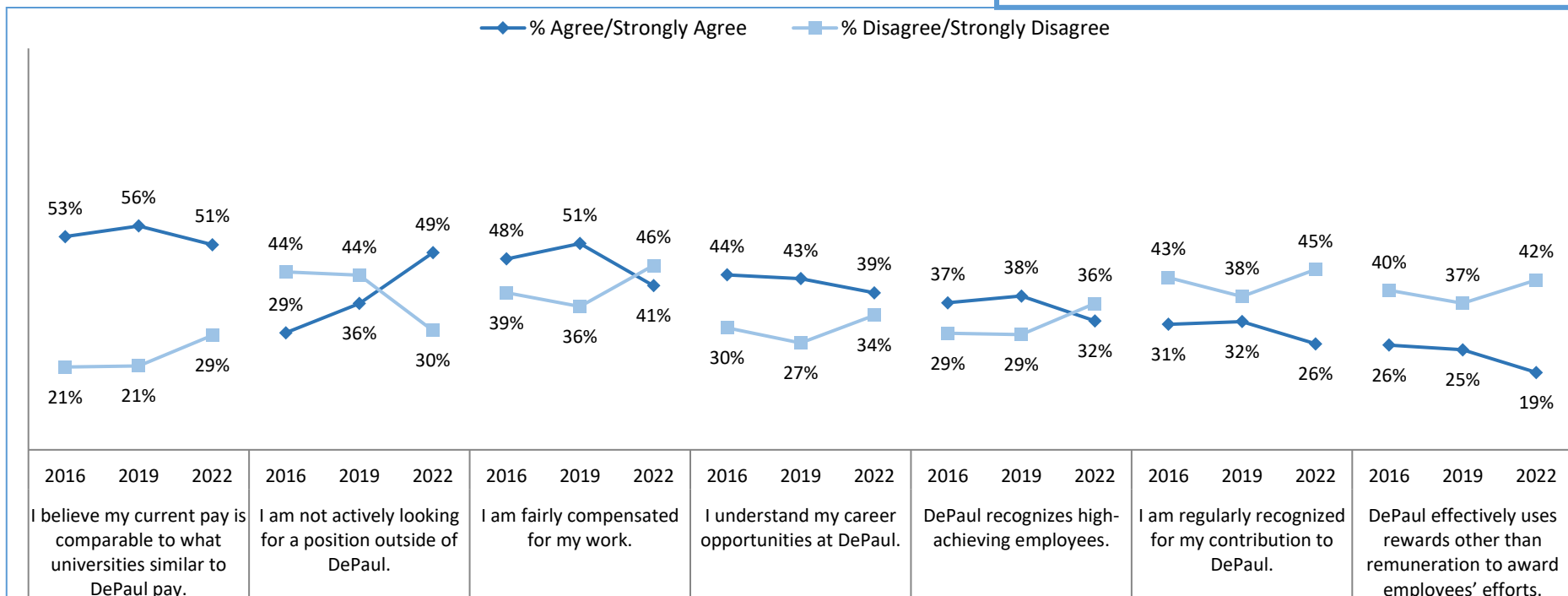
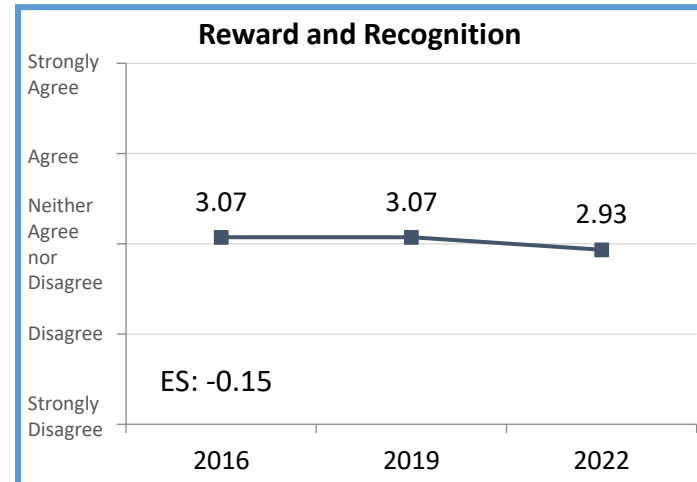
Note: Starting in 2013, the survey was administered every three years.

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

# PT Faculty Perceptions: Reward and Recognition

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

Only one item had a moderate effect size of -0.30 from 2019: I am fairly compensated for my work.



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	
<b>Academic Climate</b>	222	4.04	0.79	320	4.09	0.74	-0.06
<b>Leadership – Chairs</b>	226	3.86	1.11	239	3.86	1.05	0.01
<b>Leadership – Deans</b>	208	3.78	1.01	268	3.72	1.00	0.07
<b>Workload</b>	256	3.78	0.84	354	3.95	0.72	-0.22
<b>Mission</b>	270	3.75	0.84	355	3.87	0.78	-0.15
<b>Faculty Council</b>	189	3.73	0.91	220	3.55	0.92	0.20
<b>Diversity</b>	230	3.63	0.97	301	3.77	0.86	-0.15
<b>Collegiality</b>	229	3.56	1.01	328	3.68	0.94	-0.13
<b>General Experiences</b>	297	3.52	0.94	372	3.65	0.88	-0.14
<b>Leadership – Executive Team</b>	200	3.29	1.03	242	3.53	0.98	-0.24
<b>Reward and Recognition</b>	248	2.93	0.97	339	3.07	0.94	-0.15

\* These mean changes from 2019 to 2022 are moderate effect sizes. 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	
<b>Academic Climate</b>	<b>222</b>	<b>4.04</b>	<b>0.79</b>	<b>252</b>	<b>3.95</b>	<b>0.65</b>	<b>0.13</b>
DePaul is committed to providing education to first-generation college students.	218	4.28	0.83	255	4.30	0.67	-0.03
DePaul is committed to providing educational opportunities to students regardless of age, national origin, race, sex, disability, creed, color or sexual orientation.	227	4.28	0.87	262	4.27	0.73	0.01
DePaul promotes the appreciation of cultural differences.	225	4.03	1.02	n/a	n/a	n/a	n/a
DePaul's mission and values positively impact students' educational experiences.	209	4.01	0.91	244	4.02	0.85	-0.01
DePaul encourages students to have a public voice and share their ideas openly.	219	4.00	0.94	n/a	n/a	n/a	n/a
DePaul has a long-standing commitment to diversity.	221	3.97	1.04	n/a	n/a	n/a	n/a
DePaul encourages scholarship based on ethical values and serving societal needs.	198	3.96	0.93	220	3.85	0.92	0.16
DePaul strives to recruit faculty who reflect the diverse mix of the student body.	212	3.75	1.15	223	3.86	0.98	-0.16
<b>Leadership: Chairs</b>	<b>226</b>	<b>3.86</b>	<b>1.11</b>	<b>243</b>	<b>3.83</b>	<b>0.86</b>	<b>0.03</b>
My department chair is committed to upholding the University's mission and values.	223	4.13	1.02	258	4.03	0.94	0.15
My department chair responds to the needs of his/her internal constituents.	225	4.00	1.14	204	3.54	1.04	0.63*
Information that affects DePaul faculty, staff, and students is communicated in a timely manner.	230	3.98	1.13	267	3.93	0.90	0.08
Appropriate internal constituents are consulted in decision-making processes in my department.	217	3.79	1.22	191	3.57	1.05	0.30*
Employee feedback influences decisions in my department.	223	3.78	1.20	n/a	n/a	n/a	n/a
My department chair helps me understand my goals and responsibilities.	227	3.74	1.31	n/a	n/a	n/a	n/a
My department chair communicates well with me, giving me clear feedback on my goals and performance.	228	3.69	1.34	n/a	n/a	n/a	n/a

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50



## Summary Statistics of Survey Items

	2022			2011			
	N	Mean	SD	N	Mean	SD	Effect Size
<b>Leadership: Deans</b>	<b>414</b>	<b>3.39</b>	<b>1.14</b>	<b>426</b>	<b>3.25</b>	<b>1.09</b>	<b>0.13</b>
My dean is committed to upholding the University's mission and values.	404	3.73	1.17	422	3.54	1.31	0.15
Information that affects DePaul faculty, staff, and students is communicated in a timely manner.	421	3.43	1.23	431	3.31	1.22	0.10
My dean responds to the needs of his/her internal constituents.	411	3.33	1.30	406	2.97	1.28	0.28
Appropriate internal constituents are consulted in decision-making processes in my college/unit.	397	3.20	1.33	393	2.71	1.37	0.36*
Employee feedback` influences decisions in my college/unit.	409	3.11	1.32	n/a	n/a	n/a	n/a

	2022			2016			
	N	Mean	SD	N	Mean	SD	Effect Size
<b>Workload</b>	<b>256</b>	<b>3.78</b>	<b>0.84</b>	<b>382</b>	<b>3.85</b>	<b>0.74</b>	<b>-0.09</b>
When needed, I am willing to put in the extra effort to get the job done	255	4.38	0.79	364	4.20	0.81	0.30
I enjoy working on my day-to-day work at DePaul.	254	4.15	0.91	391	4.41	0.74	-0.46*
I look forward to going to work.	251	4.10	0.90	386	4.33	0.83	-0.36*
My position makes good use of my skills and abilities.	256	3.80	1.22	383	3.92	1.14	-0.14
I understand the connection between my work and DePaul's goals as outlined in the university's strategic plan (Grounded in Mission: The Plan for DePaul 2024).	226	3.70	1.11	333	3.70	1.01	0.00
I have the adequate resources to do my work.	256	3.70	1.21	384	3.83	1.11	-0.15
DePaul encourages work-life balance.	232	3.46	1.21	328	3.65	1.04	-0.24
Adequate support exists for balancing work and personal life.	224	3.35	1.24	322	3.54	1.09	-0.23
DePaul's workload effectively balances teaching, research, advising, and committee work.	195	3.21	1.22	299	3.48	1.12	-0.32

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
<b>Mission</b>	<b>270</b>	<b>3.75</b>	<b>0.84</b>	<b>350</b>	<b>4.02</b>	<b>0.67</b>	<b>-0.37</b>
DePaul encourages an ethic of service.	267	4.03	1.01	350	4.23	0.78	-0.35*
DePaul demonstrates a commitment as an educational institution to the city of Chicago and its surrounding communities.	269	4.00	0.96	351	4.29	0.73	-0.52**
DePaul is a student-centered institution.	268	3.95	0.97	355	4.17	0.75	-0.39*
I have a good understanding of DePaul's mission.	270	3.89	0.92	353	4.11	0.80	-0.37*
DePaul respects members of its community as individuals.	273	3.79	1.07	348	4.08	0.87	-0.44*
I see the relationship between my work and DePaul's mission.	264	3.75	1.08	347	3.91	0.92	-0.22
The heritage of Vincent de Paul remains relevant to the university today.	251	3.75	1.13	315	4.02	0.90	-0.40*
DePaul provides equal opportunities to employees regardless of age, national origin, race, sex, handicap, creed, color or sexual orientation.	261	3.69	1.13	344	4.01	1.05	-0.40*
I can explain DePaul's mission to others.	260	3.63	1.06	350	3.93	0.93	-0.42*
DePaul demonstrates an appropriate commitment to its Catholic identity.	240	3.59	1.09	317	3.88	0.91	-0.42*
DePaul incorporates its mission and values into its planning processes.	246	3.55	1.21	308	3.89	0.92	-0.50**
DePaul's mission and values inform decision-making at this institution.	246	3.47	1.22	310	3.81	0.94	-0.49*

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
<b>Faculty Council</b>	<b>189</b>	<b>3.73</b>	<b>0.91</b>	<b>138</b>	<b>3.55</b>	<b>0.86</b>	<b>0.21</b>
Monitoring changes to university policies.	186	3.84	0.97	131	3.57	0.89	0.48*
Communicating university-level concerns to faculty.	193	3.83	0.98	148	3.68	0.89	0.25
Proposing new policies.	183	3.83	0.95	127	3.58	0.89	0.43*
Communicating the concerns of faculty to the administration.	187	3.79	1.00	134	3.58	0.94	0.35*
Keeping their constituents informed and soliciting constituents' views when appropriate.	188	3.74	1.01	135	3.51	0.99	0.37*
Advocating in the interest of faculty.	186	3.73	1.06	144	3.59	0.93	0.23
Nominating faculty for university appointments.	173	3.67	0.99	117	3.45	0.98	0.36*
Approving new academic programs.	168	3.66	0.99	129	3.57	0.89	0.15
Enhancing faculty participation in university planning.	188	3.64	1.06	135	3.47	0.98	0.27
Reviewing the working conditions of faculty.	188	3.59	1.08	130	3.34	1.02	0.37*

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
<b>Diversity</b>	<b>230</b>	<b>3.63</b>	<b>0.97</b>	<b>265</b>	<b>3.79</b>	<b>0.83</b>	<b>-0.17</b>
Scheduling concerns for cultural/religious holidays are handled with flexibility and respect.	213	3.96	0.97	281	4.08	0.75	-0.21
Appropriate accommodations are made for persons with disabilities.	213	3.81	1.08	272	3.91	0.89	-0.15
DePaul values the diversity of its employees.	239	3.75	1.06	296	3.86	0.96	-0.16
There is a supportive culture for employees from diverse backgrounds at DePaul.	227	3.70	1.13	281	3.81	0.99	-0.15
DePaul is able to protect the rights of employees by providing a discrimination-free workplace.	218	3.67	1.12	256	3.82	0.96	-0.21
The leadership at DePaul has clearly encouraged diversity and inclusion through their words and actions.	234	3.67	1.17	n/a	n/a	n/a	n/a
DePaul actively recruits and hires employees of diverse backgrounds.	220	3.64	1.10	257	3.80	0.96	-0.23
DePaul handles harassment/discrimination grievances appropriately.	187	3.57	1.14	223	3.73	0.98	-0.22
DePaul provides equal career opportunities and advancement for employees of diverse backgrounds.	221	3.54	1.11	n/a	n/a	n/a	n/a
DePaul's recruiting, hiring and retention practices promote a diverse work force.	231	3.42	1.18	278	3.77	0.98	-0.49*
Employees with diverse backgrounds are well-represented in governance positions.	222	3.40	1.16	242	3.52	1.02	-0.16

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
<b>Collegiality</b>	<b>229</b>	<b>3.56</b>	<b>1.01</b>	<b>251</b>	<b>3.69</b>	<b>0.87</b>	<b>-0.15</b>
The people I work with cooperate to get the job done.	228	4.02	0.99				
Professional relationships with colleagues are satisfactory.	233	3.83	1.03	270	3.92	0.92	-0.14
There is a spirit of cooperation among staff, faculty and administration toward achieving common goals.	231	3.68	1.16	268	3.82	0.99	-0.19
DePaul encourages its faculty to contribute ideas, suggestions and opinions.	232	3.56	1.23	256	3.77	1.03	-0.27
Individuals at DePaul take responsibility for the organizational culture.	218	3.48	1.18	219	3.57	1.06	-0.12
Sufficient opportunities exist for DePaul's faculty and staff to interact in ways that build collegiality.	226	3.34	1.22	238	3.52	1.09	-0.23
Cooperation/collaborations exist across departments and offices.	213	3.28	1.23	220	3.46	1.04	-0.25
The feedback received from DePaul's faculty is considered and responded to appropriately.	220	3.25	1.26	219	3.60	1.01	-0.50**

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			Effect Size
	N	Mean	SD	N	Mean	SD	
<b>General Experiences</b>	<b>297</b>	<b>3.52</b>	<b>0.94</b>	<b>388</b>	<b>3.74</b>	<b>0.77</b>	<b>-0.25</b>
Overall, I find my work personally satisfying.	298	4.25	0.88	387	4.39	0.73	-0.26
My work is appropriately challenging.	296	4.04	0.87	387	4.22	0.80	-0.29
My workload is manageable.	295	3.95	0.98	384	4.25	0.75	-0.54**
I would recommend DePaul as an employer to friends, family and colleagues.	289	3.70	1.13	376	4.06	0.92	-0.52**
I am confident about DePaul's future.	285	3.68	1.10				
I believe I am treated well at DePaul.	296	3.65	1.21				
I feel a sense of belonging at DePaul.	295	3.53	1.15	388	3.70	1.08	-0.21
I trust DePaul.	293	3.47	1.27				
High quality work is recognized at DePaul.	289	3.30	1.25	373	3.58	1.09	-0.34*
I am satisfied with my career at DePaul.	292	3.29	1.31	365	3.29	1.19	0.01
I am a valued member of the DePaul community.	289	3.28	1.23	383	3.50	1.14	-0.25
Overall, DePaul has managed its growth effectively.	259	3.27	1.15	331	3.65	0.97	-0.52**
I am satisfied with my level of involvement in decisions that affect my work.	283	3.04	1.27	374	3.33	1.18	-0.32*
There are opportunities for career advancement at DePaul.	270	2.68	1.22	339	2.96	1.09	-0.34*

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50

## Summary Statistics of Survey Items

	2022			2011			
	N	Mean	SD	N	Mean	SD	Effect Size
<b>Leadership: Executive Team</b>	<b>200</b>	<b>3.29</b>	<b>1.03</b>	<b>243</b>	<b>3.83</b>	<b>0.86</b>	<b>-0.58**</b>
Information that affects DePaul faculty, staff, and students is communicated in a timely manner.	226	3.65	1.07	267	3.93	0.90	-0.42*
The executive team is committed to upholding the University's mission and values.	195	3.41	1.19	258	4.03	0.94	-0.88**
The executive team responds to the needs of DePaul's internal constituents.	192	3.13	1.13	204	3.54	1.04	-0.55**
Appropriate internal constituents are consulted in decision-making processes at DePaul.	191	3.12	1.19	191	3.57	1.05	-0.61**
Employee feedback influences decisions at DePaul.	219	2.98	1.18				

	2022			2016			
	N	Mean	SD	N	Mean	SD	Effect Size
<b>Reward and Recognition</b>	<b>248</b>	<b>2.93</b>	<b>0.97</b>	<b>370</b>	<b>3.07</b>	<b>0.92</b>	<b>-0.15</b>
I believe my current pay is comparable to what universities similar to DePaul pay.	235	3.21	1.17	350	3.40	1.06	-0.23
I am not actively looking for a position outside of DePaul.	232	3.21	1.35	338	3.23	1.30	-0.03
I understand my career opportunities at DePaul.	233	3.01	1.23	365	3.13	1.16	-0.13
DePaul recognizes high-achieving employees.	225	2.85	1.26	324	3.05	1.20	-0.22
I am fairly compensated for my work.	257	2.83	1.35	389	3.07	1.28	-0.24
I am regularly recognized for my contribution to DePaul.	243	2.70	1.20	366	2.78	1.26	-0.08
DePaul effectively uses rewards other than remuneration to award employees' efforts.	220	2.62	1.15	325	2.76	1.17	-0.15

\* Indicates a moderate effect size of 0.30 to 0.49

\*\* Indicates a strong effect size of greater than 0.50