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Employee Engagement Survey

Employee Engagement Task Force | Spring 2026



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Why conduct an employee engagement survey?

- To understand the work environment and institutional culture (Gallup)
- To strengthen leadership practices at all levels (SHRM)
- To measure engagement and employees' connection to institutional mission (Gallup)
- To assess recognition and experiences of being valued (APA)
- To inform continuous improvement and accountability (SHRM)

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Employee Engagement Task Force Purpose Statement

At Idaho State University, we truly value our employees and want to create a workplace where everyone can thrive. This employee engagement survey is your opportunity to share honest feedback about your work experience-what's working and where we can do better. Your input will help university leaders understand what matters most to you and directly shape the next steps we take. The survey results will guide actions and initiatives that strengthen our workplace culture, making ISU a more supportive, engaging, and rewarding place to work.

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Key Findings

- Communication across the institution shows meaningful and sustained improvement, reflecting a clear institutional priority and consistent modeling by senior leadership. Gains at the university, division, and team levels indicate that efforts to improve transparency and clarity are clearly embedded across all levels of the organization
- Modest but meaningful gains in supervisor support and access to training and guidance reflect ongoing efforts to strengthen employee development. Even in a constrained budget environment, continued investment in people remains essential to employee success and institutional effectiveness
- Initial results from new survey items establish a clear baseline with strong positive responses in leadership modeling and respect at work, reflecting a workplace culture grounded in professionalism and mutual respect

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Take Aways

- Opportunities for growth include strengthening how we recognize and value employees' contributions and ensuring they have the tools and resources needed to succeed. Early actions, including the “Wall of Thanks,” reflect this focus, with additional plans in development to expand recognition and support across the institution
- Survey findings on job satisfaction and connection to ISU's mission highlight an opportunity to strengthen overall satisfaction as an employer while reinforcing how individual roles contribute to the institution's purpose. This area has been identified for further exploration and will remain a focus moving forward
- New survey items establish a baseline and highlight opportunities to strengthen open dialogue, fairness, and effective conflict management within their teams. This area has been identified as a priority for further exploration

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What **Changes Were Made** to the Survey Between 2022 to 2025?

- Significant restructuring by Employee Engagement Task Force
- All questions were moved to a 5-point Likert scale response
- DEI questions removed as per State of Idaho compliance
- New questions added, some previous questions changed wording
- New emphasis on recognition
- Questions organized into three categories:
 - Work environment and Culture – 11 questions
 - Leadership – Team/Department, Division/College, Senior Leadership – 15 questions
 - Engagement and Recognition – 5 questions

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Data Analysis Methodology

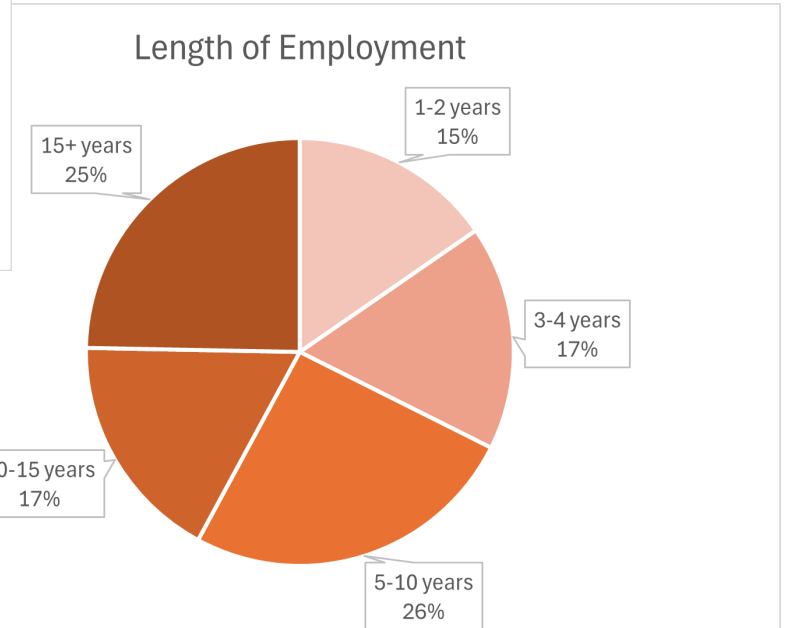
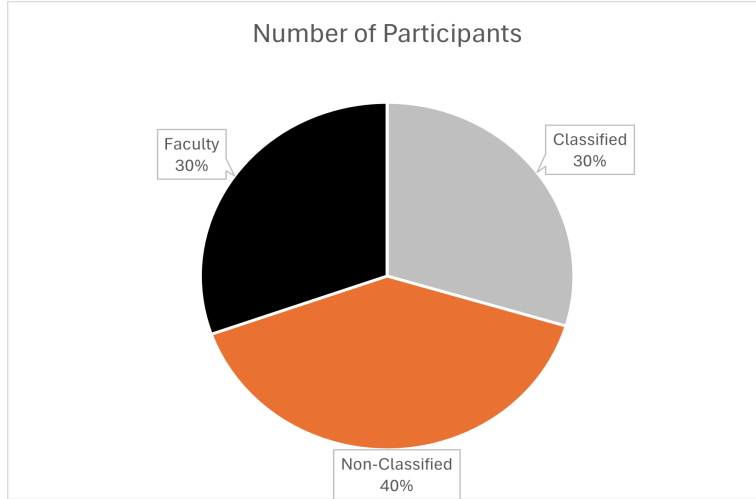
- To adjust from a 7-point Likert to a 5-point Likert, comparisons to previous years are presented as combined [Strongly Agree + Agree] and [Strongly Disagree + Disagree]
- Five categories are now: Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree, Strongly Disagree
- Previous surveys were distributed more widely and included students; this focus is on faculty and staff
- In previous versions, Faculty numbers have included GAs and Adjuncts

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Data Analysis Demographics



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Survey Summary

Work Environment and Culture

- I am clear about my work expectations
 - **Trending down** since 2018. (-4) since 2022, more neutral/negative responses
- I have the tools and resources needed to do my job well.
 - **Trending down** since 2020. (-8) since 2022, more neutral/negative responses
- I have the opportunity to leverage my talents and skills at work.
 - **Trending down** since 2018. (-2) since 2022, more neutral responses
- I consider someone at work to be a close friend.
 - **Trending up** since 2018. (-4) since 2022, more neutral responses
- The efforts of my group result in quality work.
 - **Trending up** since 2018. (-3) since 2022, more neutral responses
- My team freely exchanges ideas and opinions.
 - **Trending down** since 2018. (-2) since 2022, more negative responses

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Survey Summary

Work Environment and Culture

- I feel valued for what I contribute as an individual
 - **Trending down (-9)** from 2022. More neutral/negative responses
- I am treated with respect at work. (New question)
 - **79%** positive, 9% neutral, **12%** negative
- I can share my opinions without fear of reprisal. (New question)
 - **67%** positive, 10% neutral, **22%** negative
- My team handles conflict productively. (New question)
 - **65%** positive, 16% neutral, **20%** negative
- Everyone on my team is treated fairly. (New question)
 - **68%** positive, 13% neutral, **20%** negative

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Survey Summary: Analysis

Work Environment and Culture

- Overall, positive responses are down in all 7 questions from 2022, indicating an organization-wide shift in employee sentiment about work environment and culture
- Biggest declines:
 - (-8) I have the tools and resources needed to do my job well
 - (-9) I feel valued for what I contribute as an individual
- Three new questions illustrate areas for improvement:
- I can share my opinions without fear of reprisal. (Retaliation)
 - 67% positive, 10% neutral, 22% negative
- My team handles conflict productively. (Conflict)
 - 65% positive, 16% neutral, 20% negative
- Everyone on my team is treated fairly. (Fairness)
 - 68% positive, 13% neutral, 20% negative



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Survey Summary

Leadership: Team/Department

- My supervisor shows interest in and cares about me as a human.
 - **Trending down** since 2018. **(-3)** since 2022, more neutral responses
- I have the help, training, and guidance I need to sustain/improve.
 - **Trending up** since 2018. **(+2)** since 2022, more positive responses
- My supervisor supports my opportunities for growth & development.
 - **Trending up** since 2018. **(+3)** since 2022, more positive responses
- Leaders in my department uphold a culture where behaviors such as sexual harassment & discrimination are not tolerated.
 - **Trending down** since 2018, **(-2)**. No change from 2022
- Internal communication with my team/department is effective.
 - **Trending up** since 2018. **(+15)** since 2022. * moved from 5-star rating
- My team/division leader models professional behavior.
 - **82%** positive, 8% neutral, **10%** negative

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Survey Summary: Analysis

Leadership: Team/Department

- Leadership at the Team/Department level shows mixed results
- Responses to questions about supervisor support and access to development opportunities have improved since 2022.
- Internal communication at this level shows improvement.*
- 82% of respondents feel their leadership models professional behavior.
- No change in responses about sexual harassment and discrimination
- Decline in employees' feeling that their supervisor shows interest in and cares about them as a human.

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Survey Summary

Leadership: Division/College

- I have confidence in the leadership/direction of my college/division.
 - **Trending up** since 2018. **(-1)** since 2022, more neutral responses
- I receive clear information about changes being made in my college/division.
 - **Trending down** since 2018. **(-3)** since 2022, more neutral/negative responses
- Leaders in my college/division follow through on commitments. (New question)
 - **65%** positive, 17% neutral, **19%** negative
- Internal communication in my college/division is effective.
 - **Trending up** since 2018, **(+6)** from 2022. *moved from 5-star rating
- Leaders communicate vision and goals effectively. (New question)
 - **65%** positive, 16% neutral, **20%** negative



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Survey Summary: Analysis

Leadership: Division/College

- Leadership at the Division/College level shows mixed results
- Confidence in leadership and effective internal communication is neutral to positive
- Receiving clear information about changes is trending down
- New questions on leaders following through on commitments and effectively communicating goals and vision are both 65% positive

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Survey Summary

Leadership: Senior Leadership

- I have confidence in the leadership/direction provided by ISU's senior leadership.
 - Trending up since 2018. No change from 2022.
- I receive clear information about changes being made by ISU's senior leadership.
 - Trending up since 2018. (+4) since 2022.
- The university-level communication I receive is effective.
 - Trending up since 2018, (+12) from 2022. *moved from 5-star rating
- Senior leaders communicate the institution's vision and goals.
(New question)
 - 76% positive, 14% neutral, 10% negative

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Survey Summary: Analysis

Leadership: Senior Leadership

- Responses to questions about Senior Leadership are overall trending positively
- All three questions from previous years are trending up
- New question on communication vision and goals is at 76% positive response

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Survey Summary:

Engagement and Recognition

- I have had the chance to learn and develop in the past year.
 - **Trending down** since 2018. **(-1)** since 2022.
- The mission of ISU makes me feel my job is important.
 - **Trending down** since 2018. **(-2)** since 2022. **(-7)** overall
- I receive regular recognition or appreciation for doing my job well.
 - **Trending down** since 2018. **(-15)** since 2022. More negative/neutral responses
- I am satisfied with ISU as my employer.
 - **Trending down** since 2018. **(-7)** since 2022. **(-11)** overall

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Survey Summary:

Types of Recognition

- The form of recognition that is most important to employees is private recognition that includes one-on-one feedback, personal thank-you notes from a supervisor or a colleague.
- Second is monetary rewards, including gift cards or performance bonuses.
- Also scoring high are written rewards such as commendation emails, letters from leadership, and thank-you notes.

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Survey Summary: Analysis

Engagement and Recognition

- Overall, positive responses are down in all 4 questions from 2018, indicating an organization-wide shift in employee sentiment about engagement and recognition.
- Biggest declines:
 - (-15) I receive regular recognition for doing my job well
 - (-7) I am satisfied with ISU as my employer
- Employees are feeling underappreciated, less job satisfaction and disconnected to ISU's mission

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Next Steps



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Survey Summary: Analysis

Next Steps – Strengths to Build On

- Internal communication within my team/department is effective +15 pts
(Largest positive movement in the survey)
- The university-level communication I receive is effective +12 pts
- Internal communication in my college/division is effective +6 pts
- I receive clear information about changes made by ISU's senior leadership +4 pts
- My supervisor supports my opportunities for growth and development +3 pts
- I have the help, training, and guidance I need to sustain/improve performance +2 pts
- My team/division leader models professional behavior – 82% positive
- I am treated with respect at work – 79% positive

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Survey Summary: Analysis

Next Steps – Opportunities for Growth

- I receive regular recognition or appreciation for doing my job well -15 pts
(Largest decline in the survey)
- I feel valued for what I contribute as an individual -9 pts
- I have the tools and resources needed to do my job well -8 pts
- I am satisfied with ISU as my employer -7 pts
- The mission of ISU makes me feel my job is important -7 pts
- I can share my opinions without fear of reprisal - 67% pos/22% neg
- Everyone on my team is treated fairly – 68% pos/ 20% neg
- My team handles conflict productively – 65% pos/20% neg

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Survey Summary: Analysis

Next Steps – Priority Focus Areas

Recognition, Value & Engagement

- Conduct recognition inventory
- Create recognition toolkit for supervisors
- Develop further recognition programs at all levels

Leadership, Credibility & Communication

- Develop administrative response/action plan
- Develop leadership training through Change Leadership Center
- Pilot reciprocal leadership evaluations
- Partner with Staff Council on Inside the University information series

Trust, Respect & Fairness

- Develop leadership frameworks and tools for developing skills utilizing Change Leadership Center
- Enhance training and development opportunities through the Faculty and Staff Training Center
- Create both formal/informal spaces for peer leadership support to build culture

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Survey Summary: Analysis

Next Steps – Investing in People

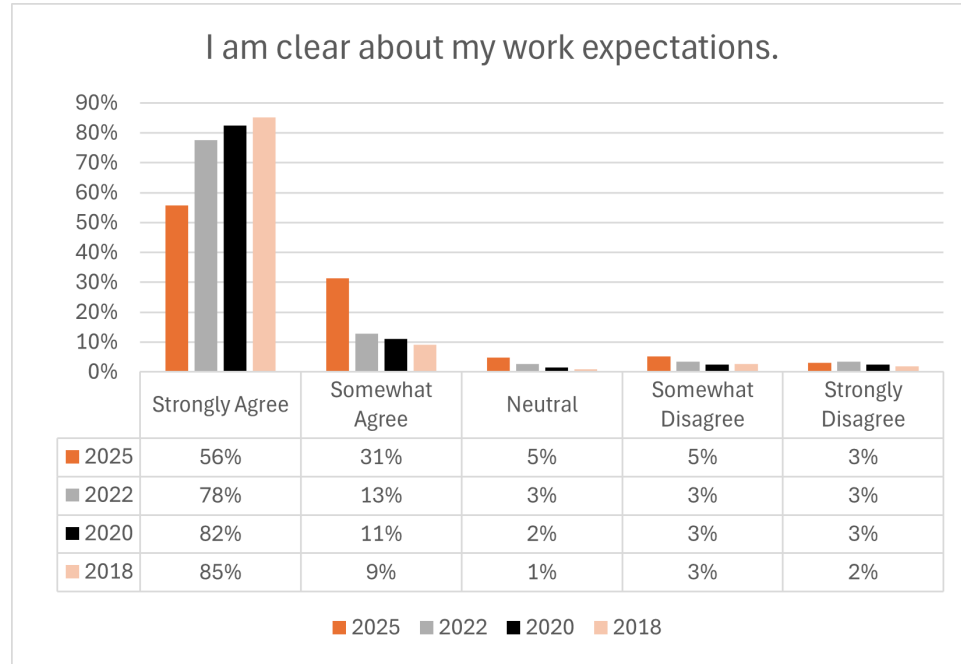
Over the coming months, a dedicated team of faculty and staff will continue to engage with the survey data and integrate new programs and activities to build on what's going well and address our areas for improvement.

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2025 Comparative Graphs

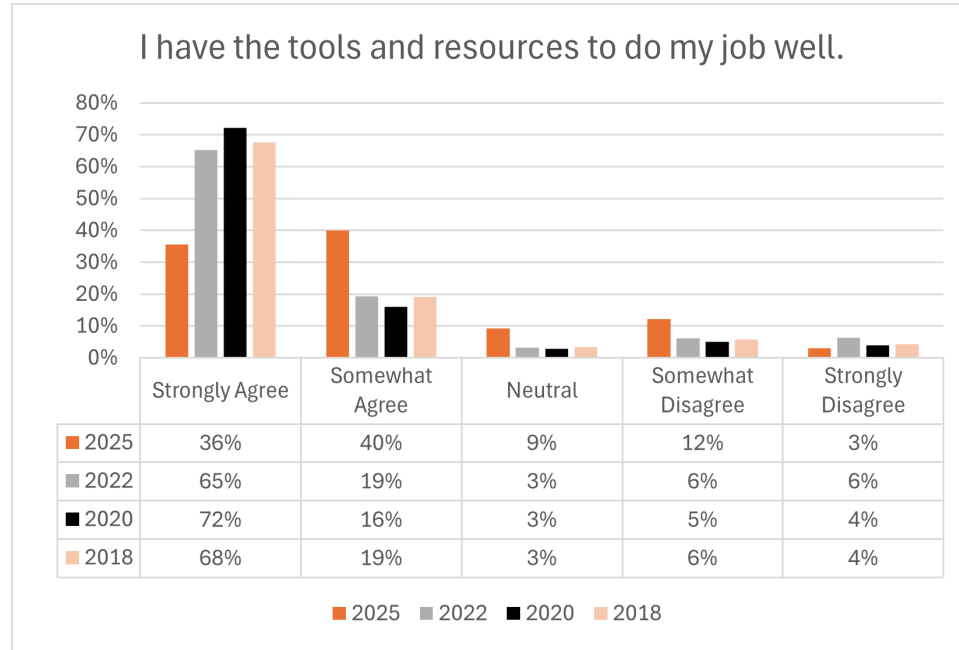


Work Environment and Culture



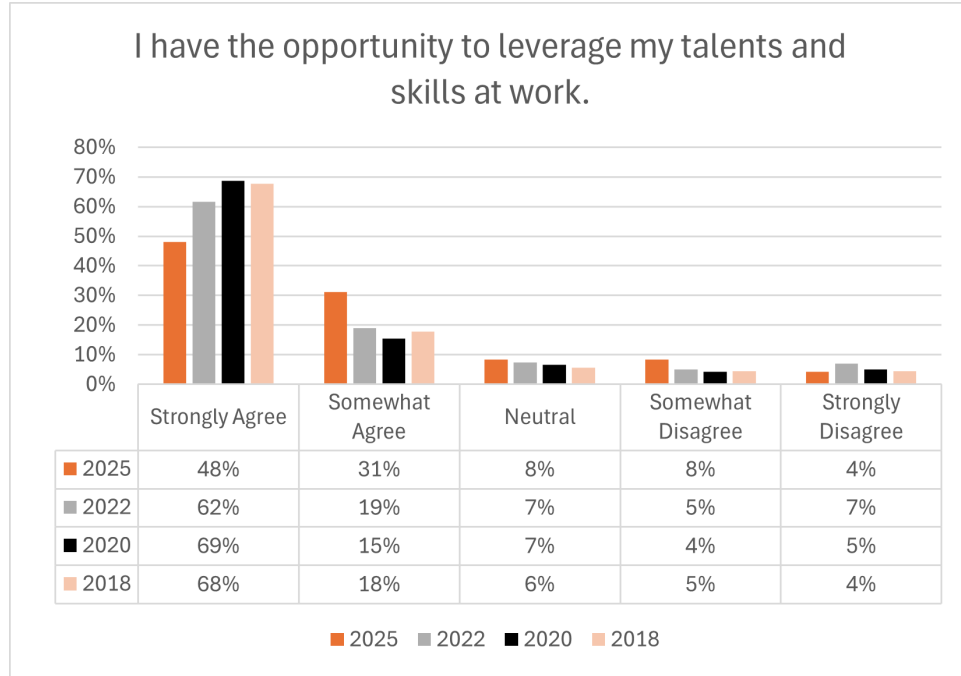


Work Environment and Culture



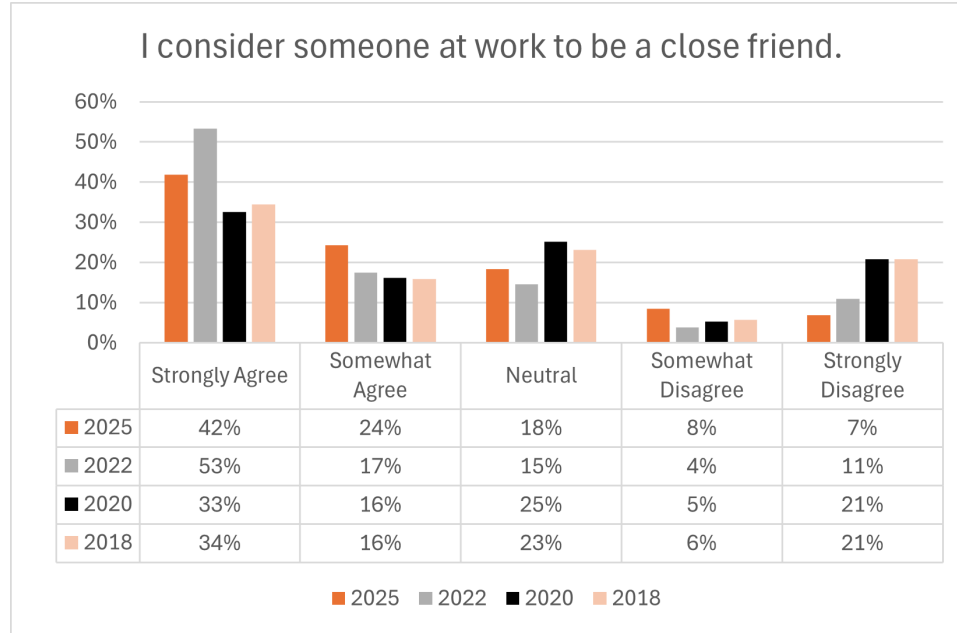


Work Environment and Culture



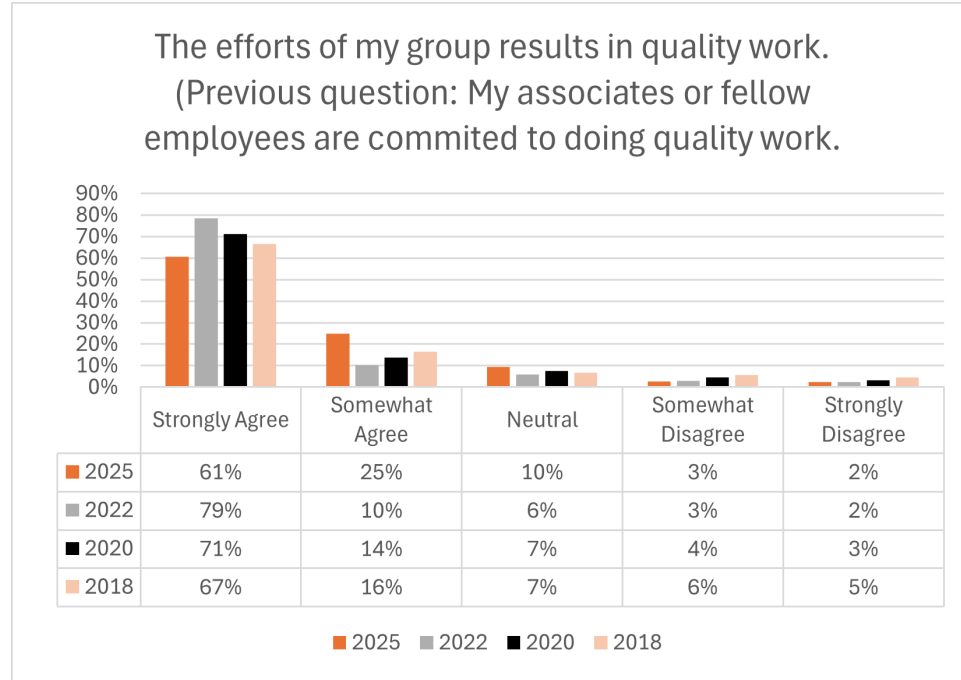


Work Environment and Culture



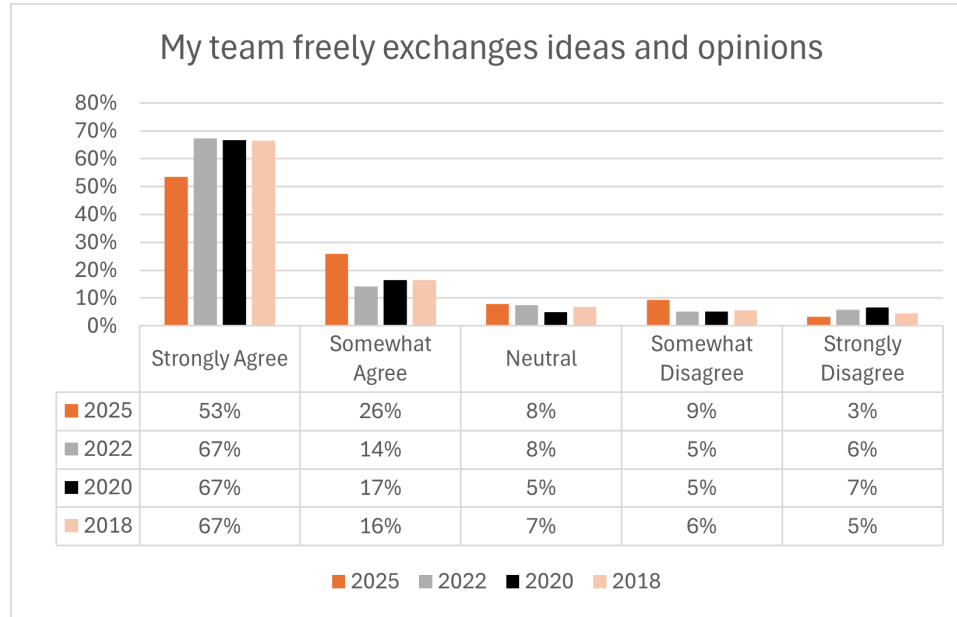


Work Environment and Culture



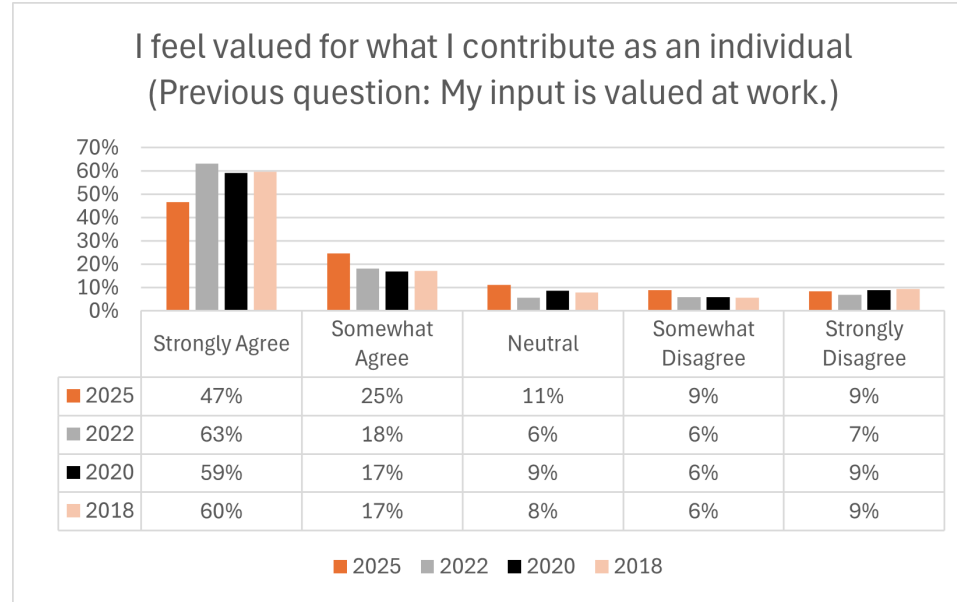


Work Environment and Culture





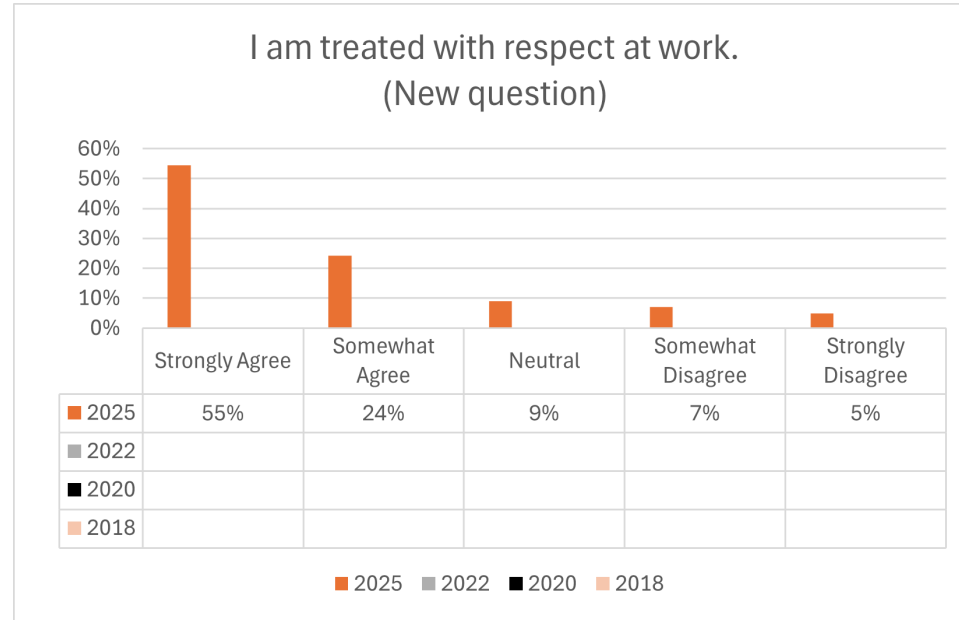
Work Environment and Culture





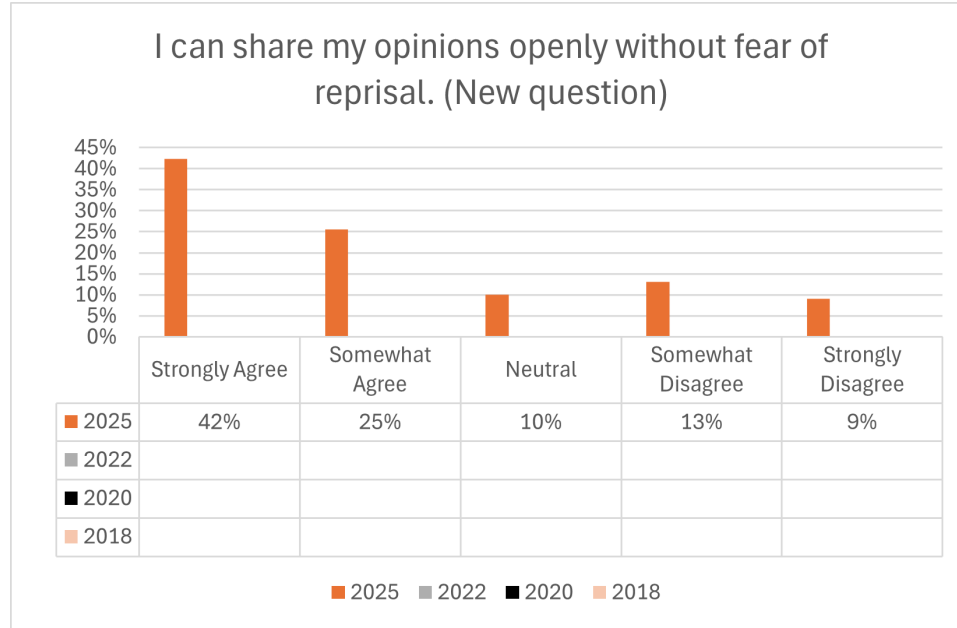
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Work Environment and Culture





Work Environment and Culture





Work Environment and Culture





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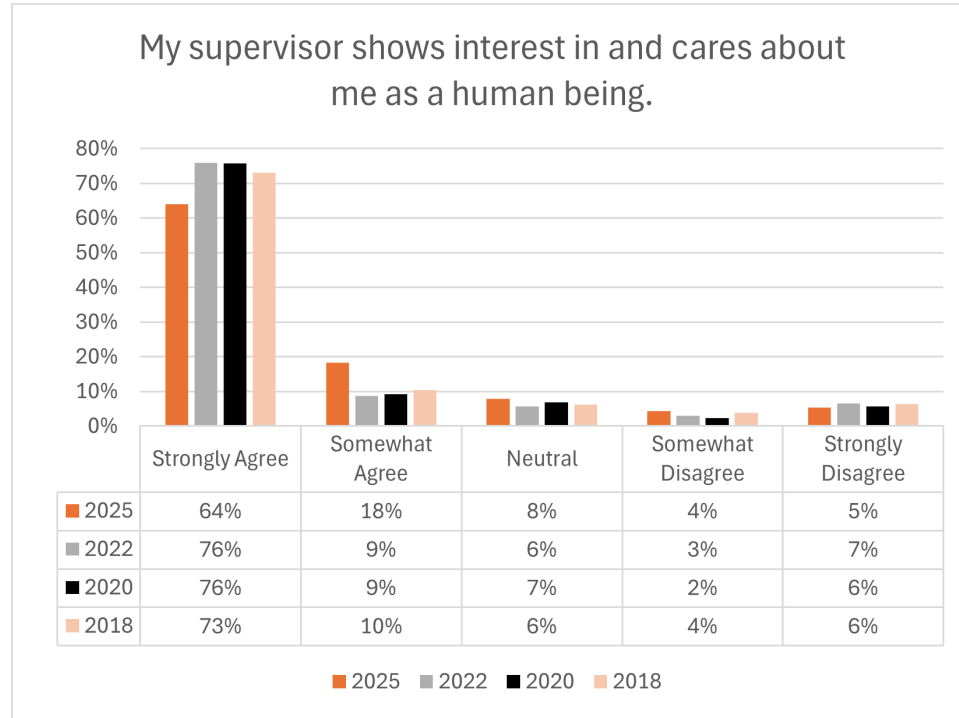


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Leadership: Team/Department

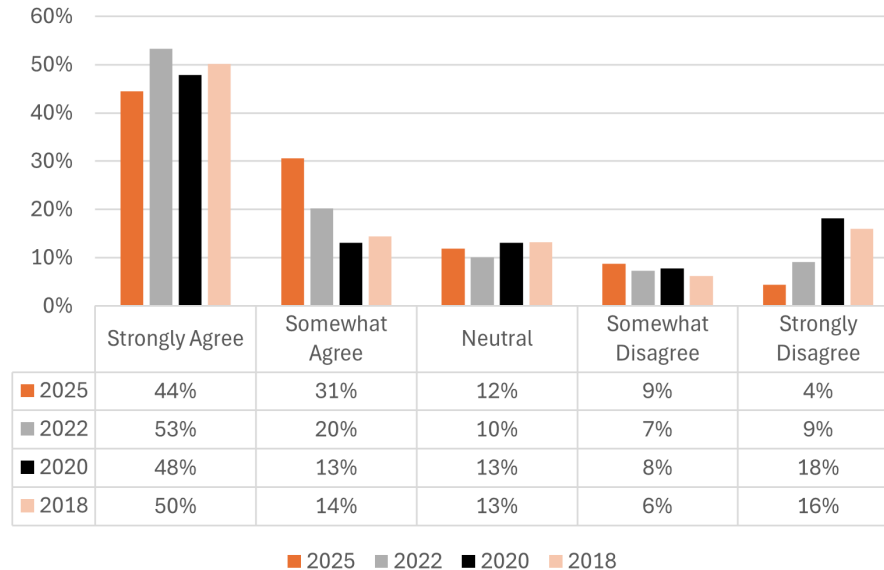


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Leadership: Team/Department

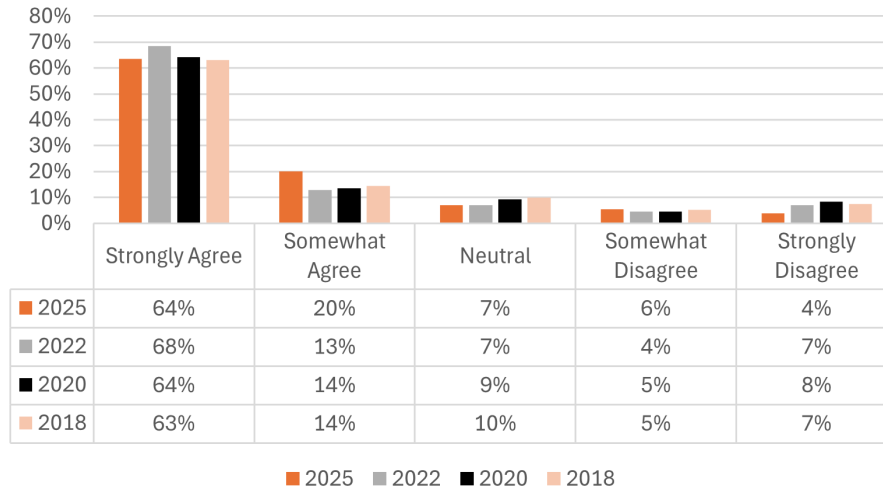
I have the help, training, and guidance I need to sustain or improve my performance. (Previous Question: I routinely receive the help, training, and guidance I need to sustain my performance.)





Leadership: Team/Department

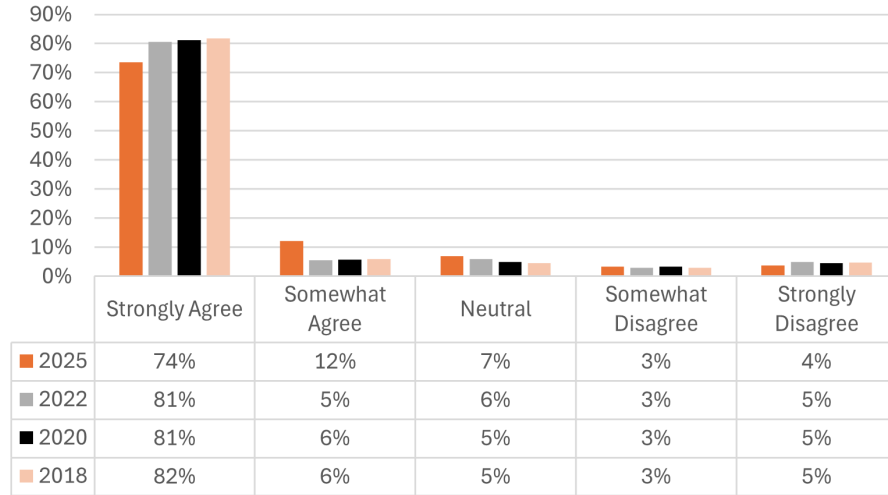
My supervisor supports my opportunities for growth and development. (Previous Question: My supervisor or a colleague supports my opportunities for growth and development.)





Leadership: Team/Department

Leaders in my team/department actively uphold a culture where behaviors such as sexual harassment and discrimination are not tolerated.

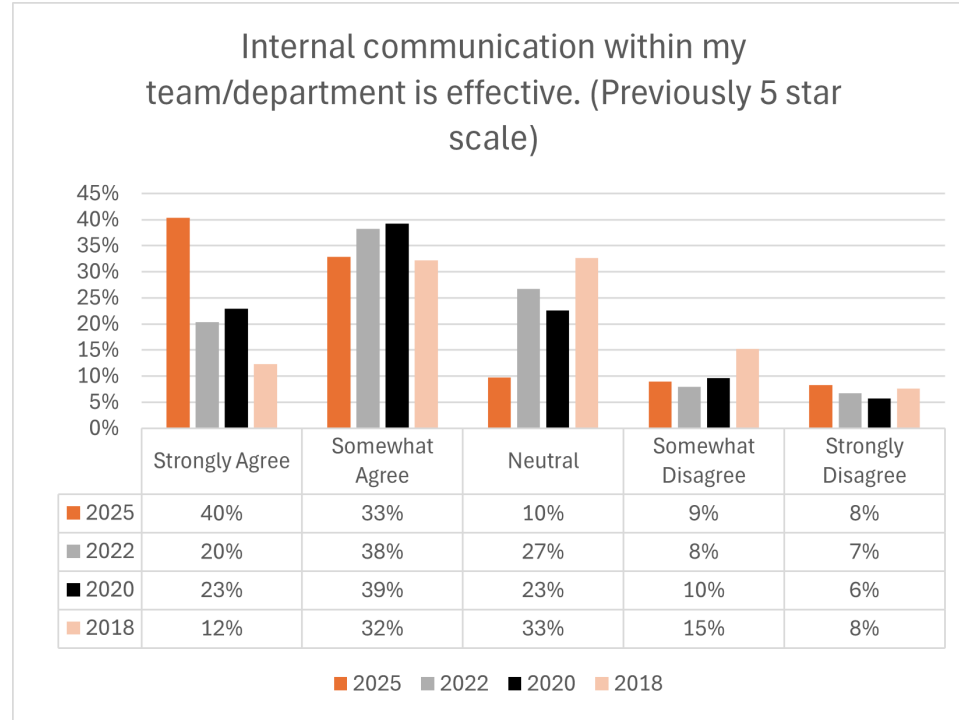


2025 2022 2020 2018



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Leadership: Team/Department

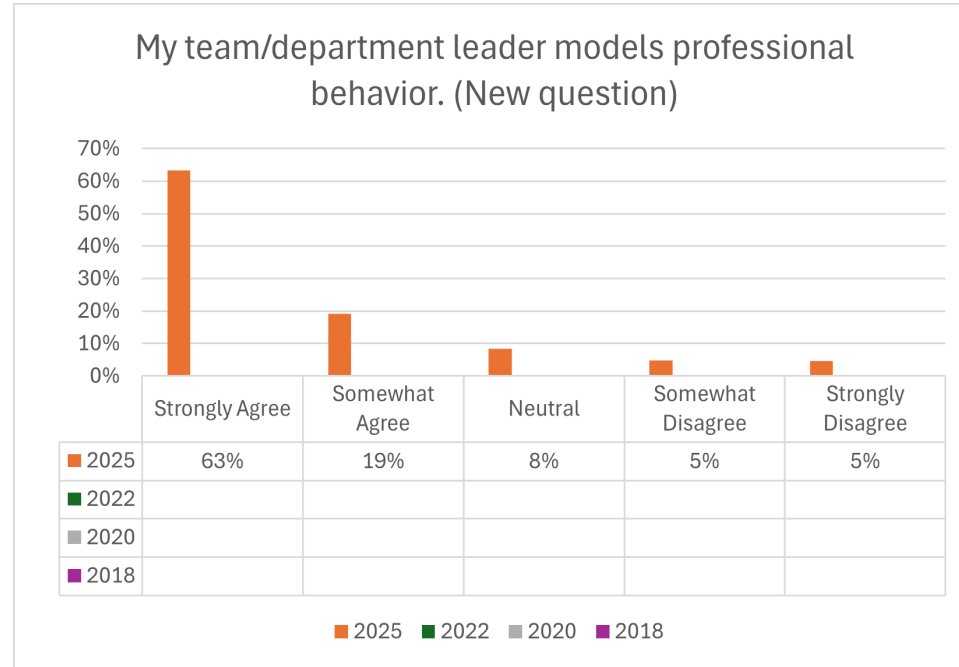


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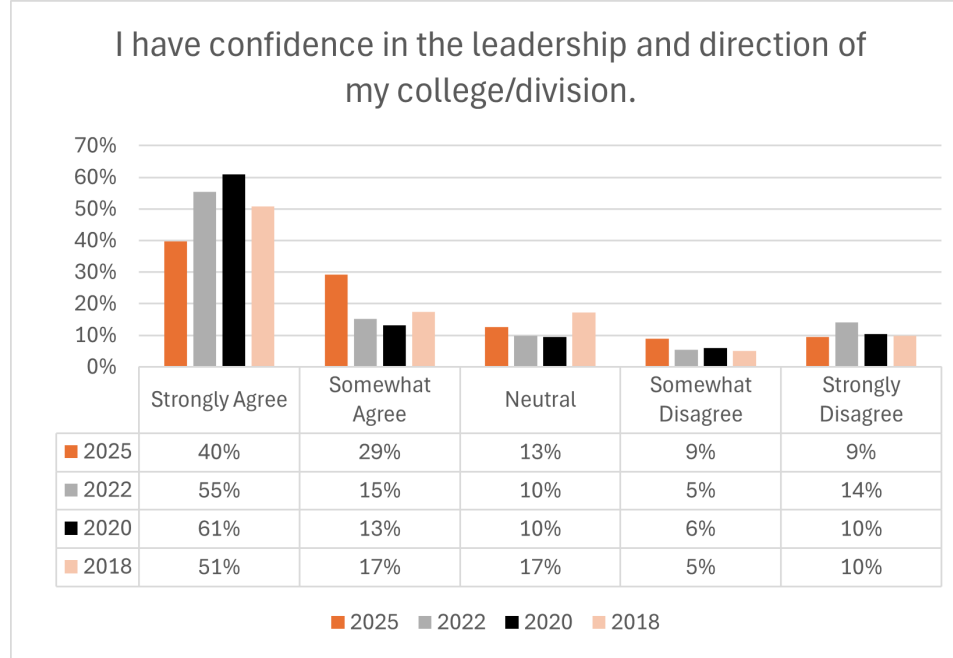
Leadership: Team/Department





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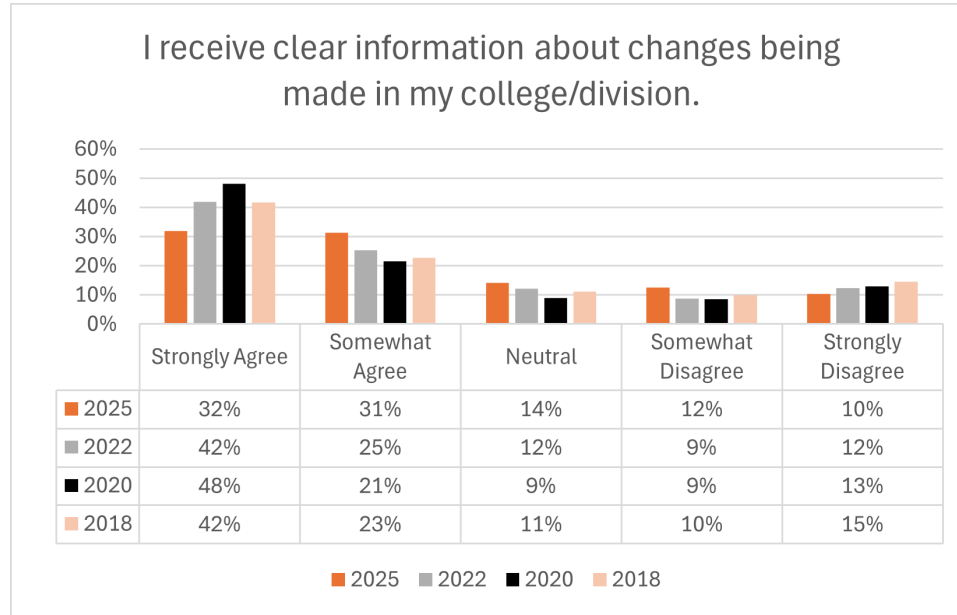
Leadership: Division/College



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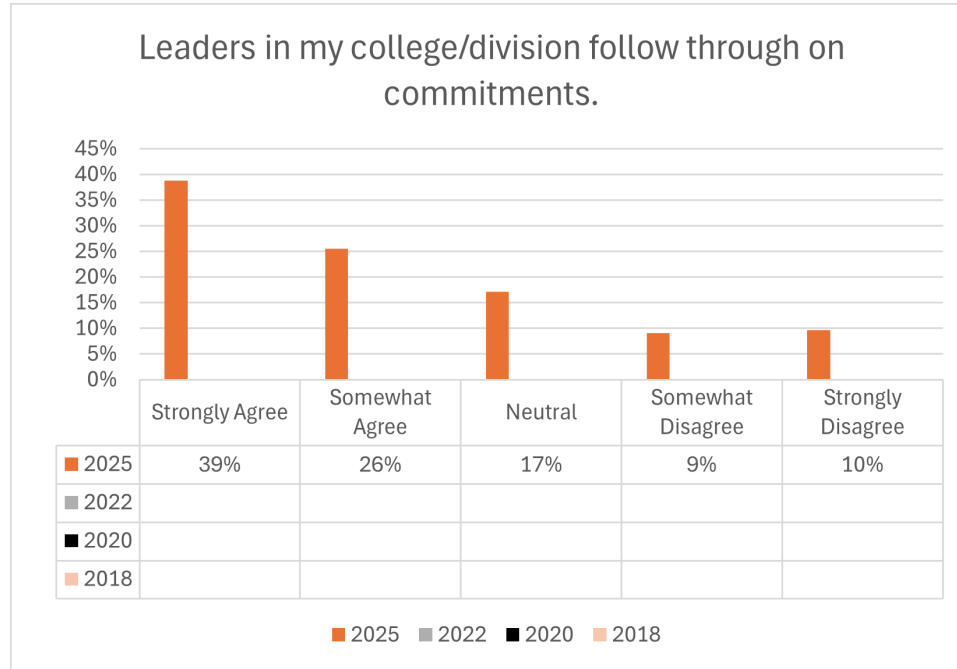


Leadership: Division/College



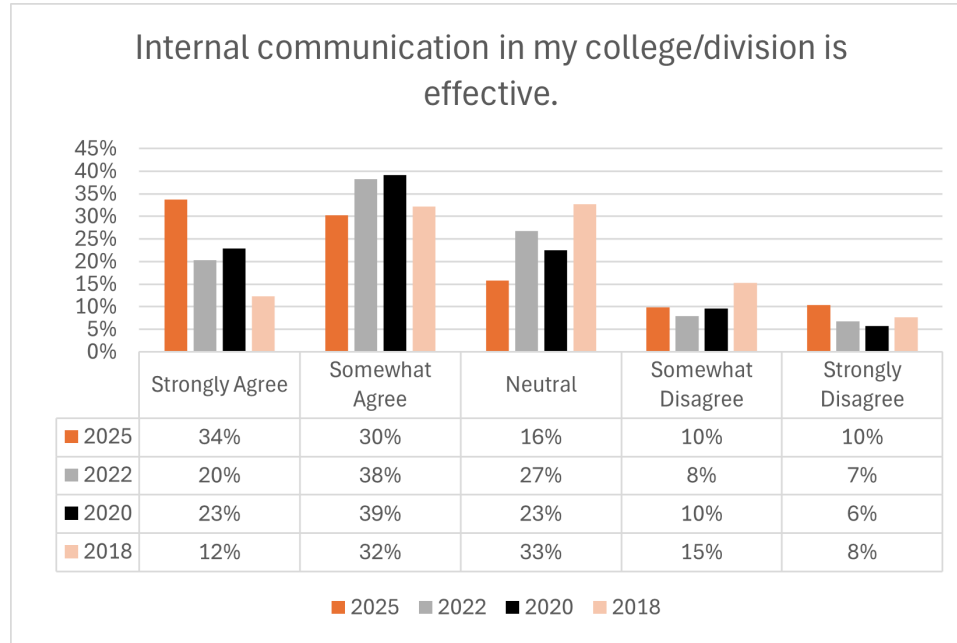


Leadership: Division/College





Leadership: Division/College





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Leadership: Division/College

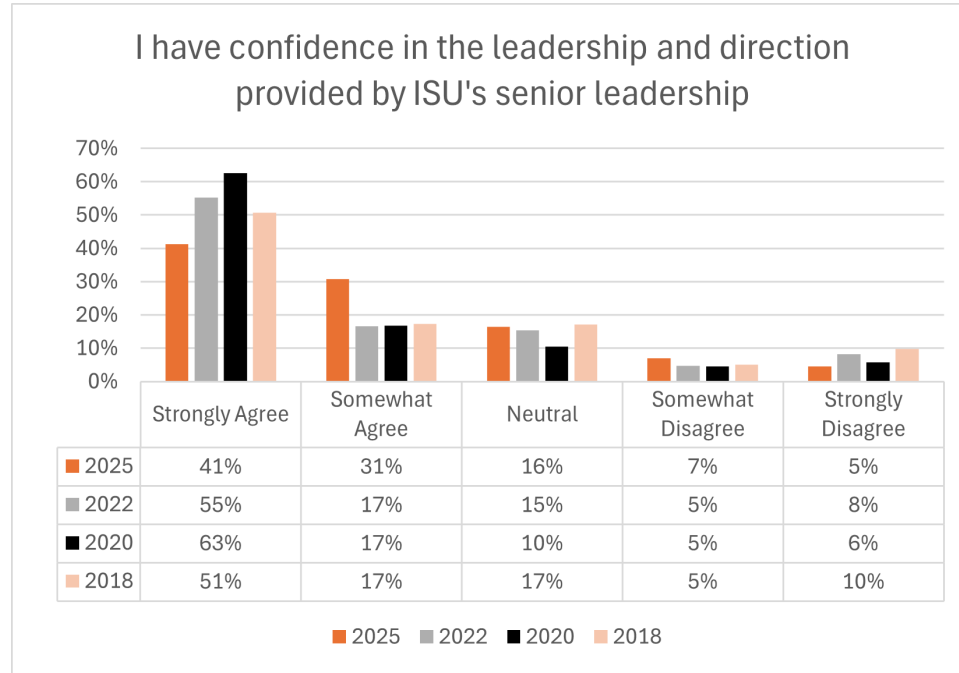


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Leadership: Senior Leaders

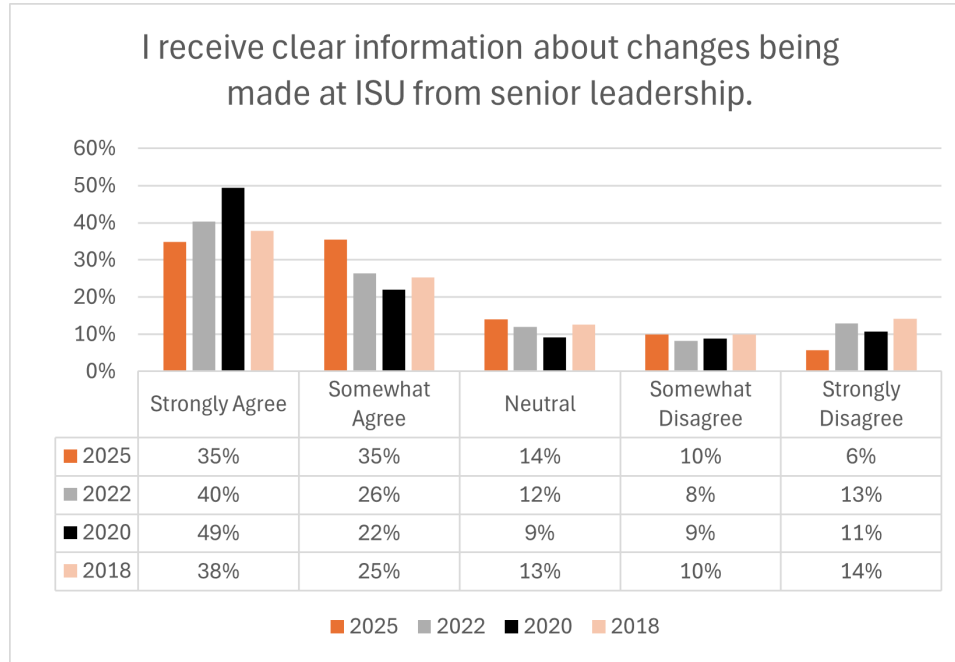


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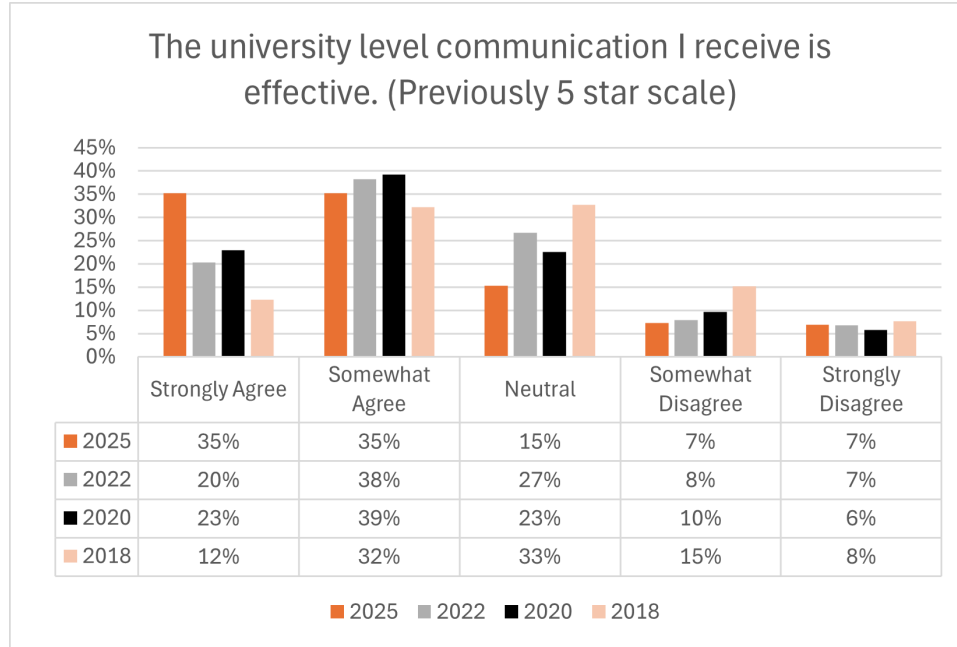
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Leadership: Senior Leaders





Leadership: Senior Leaders



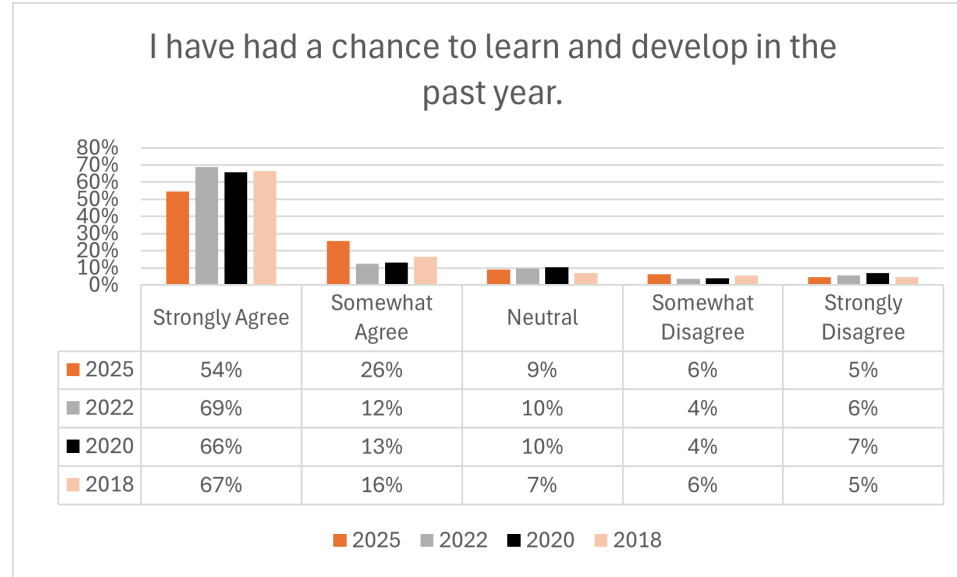


Leadership: Senior Leaders



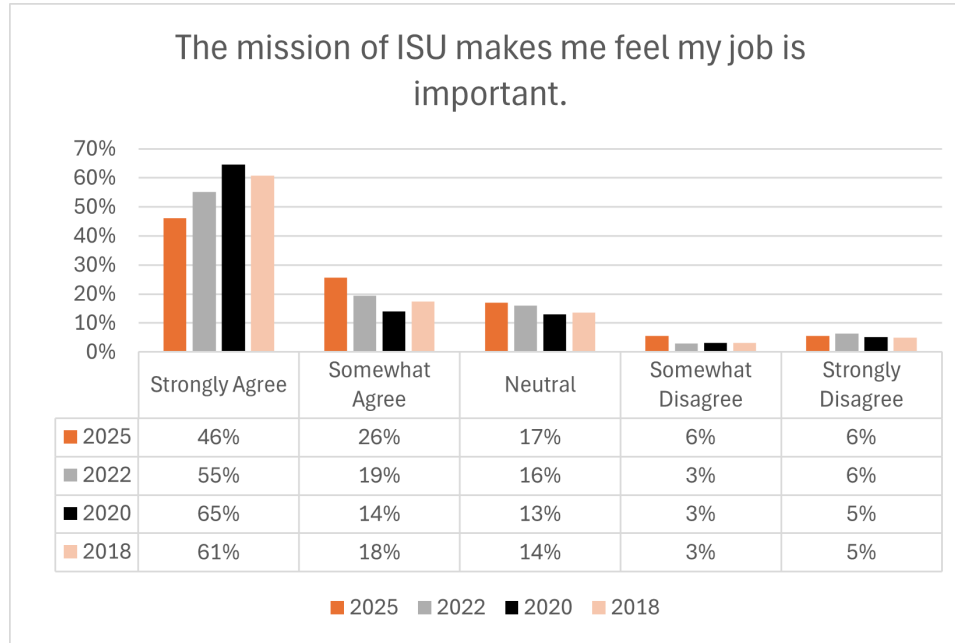


Engagement and Recognition





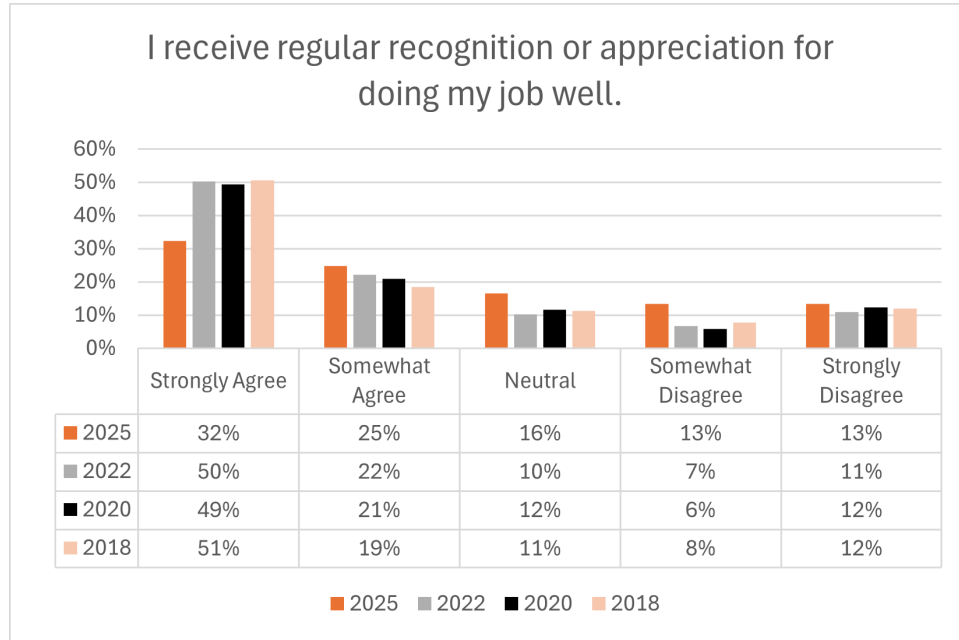
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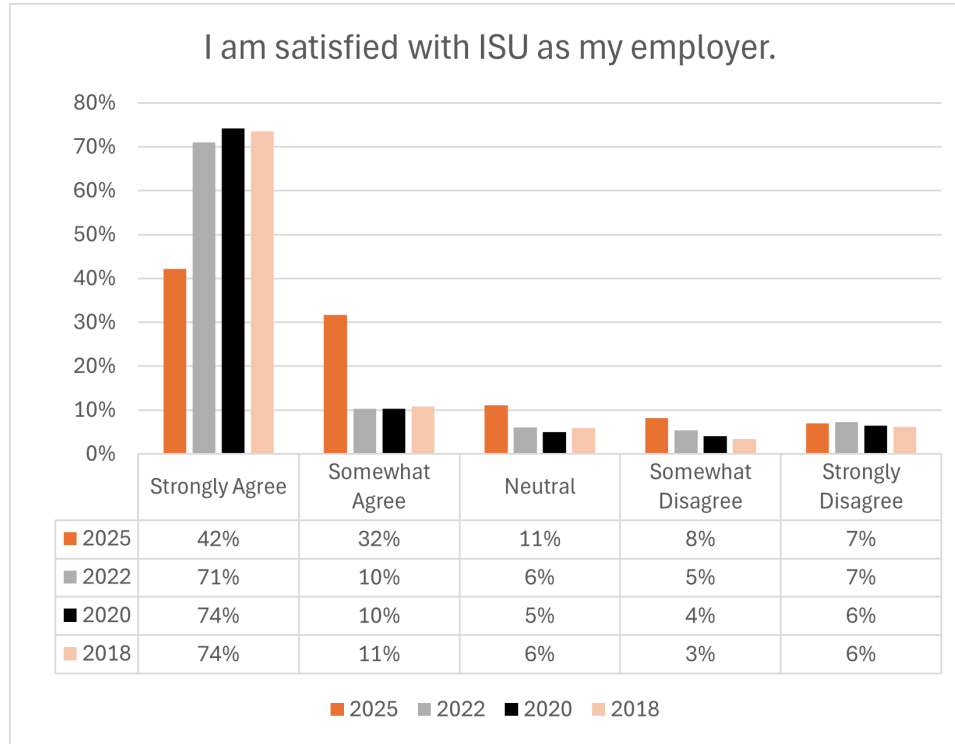


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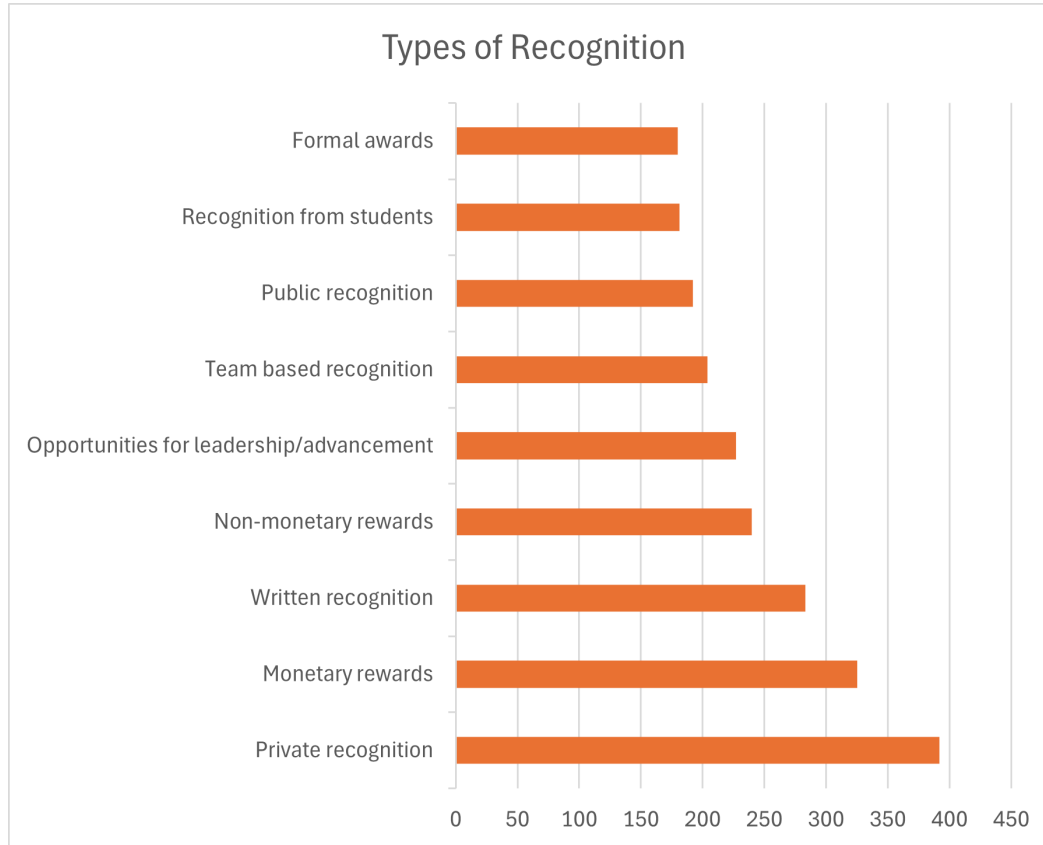


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Engagement and Recognition



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Questions, Feedback, and Input

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