



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

North Carolina State University | College of Education

**Yavapai College**  
Prescott, Arizona

**PACE Personnel Classification Report**  
PACE Climate Survey for Community Colleges

**Lead Researchers**

Greyson Norcross & Dominique Foster

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**NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS**

**Audrey J. Jaeger, Ph.D.**

Executive Director

**Dominique Foster**

Research Associate

**Haruna Suzuki**

Research Associate

**Renee Barger**

Research Associate

**Laura G. Maldonado**

Lead Research

**Daniel West**

Research Associate

**Andrea L. DeSantis**

Assistant Director of Research

**Greyson Norcross**

Research Associate

**Phone**

(919) 515-8567

**Fax**

(919) 515-6305

**Web**

[nilie.ncsu.edu](http://nilie.ncsu.edu)

**Email**

[pace\\_survey@ncsu.edu](mailto:pace_survey@ncsu.edu)

**North Carolina State University**

706 Hillsborough Street

Raleigh, NC 27603

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**Table 1. Institutional Structure Frequencies by Personnel Classification**

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	9	2%	4	4%	2	6%	2	1%
	Dissatisfied	39	8%	7	6%	2	6%	24	9%
	Neither	81	16%	15	13%	3	8%	50	18%
	Satisfied	246	49%	60	54%	17	47%	141	50%
	Very satisfied	129	26%	26	23%	12	33%	65	23%
	<b>Total</b>	<b>504</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>282</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	32	6%	8	7%	5	14%	14	5%
	Dissatisfied	89	18%	32	29%	8	22%	42	15%
	Neither	128	26%	28	25%	5	14%	81	29%
	Satisfied	157	32%	31	28%	11	30%	98	35%
	Very satisfied	90	18%	11	10%	8	22%	45	16%
	<b>Total</b>	<b>496</b>	<b>100%</b>	<b>110</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>280</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	10	2%	2	2%	3	8%	4	1%
	Dissatisfied	35	7%	8	7%	3	8%	19	7%
	Neither	147	30%	28	25%	12	32%	82	29%
	Satisfied	173	35%	47	43%	14	38%	98	35%
	Very satisfied	130	26%	25	23%	5	14%	75	27%
	<b>Total</b>	<b>495</b>	<b>100%</b>	<b>110</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>278</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	15	3%	3	3%	3	8%	5	2%
	Dissatisfied	44	9%	17	15%	3	8%	19	7%
	Neither	79	16%	24	21%	7	19%	38	14%
	Satisfied	209	42%	45	40%	13	35%	125	45%
	Very satisfied	151	30%	24	21%	11	30%	91	33%
	<b>Total</b>	<b>498</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>278</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	39	8%	10	9%	3	8%	24	8%
	Dissatisfied	101	20%	26	23%	6	16%	54	19%
	Neither	112	22%	26	23%	6	16%	70	25%
	Satisfied	160	32%	35	31%	16	43%	85	30%
	Very satisfied	92	18%	15	13%	6	16%	52	18%
	<b>Total</b>	<b>504</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>285</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	13	3%	3	3%	2	6%	5	2%
	Dissatisfied	54	12%	15	14%	4	11%	28	11%
	Neither	145	31%	41	38%	7	19%	83	31%
	Satisfied	174	38%	39	36%	16	44%	104	39%
	Very satisfied	77	17%	10	9%	7	19%	45	17%
	<b>Total</b>	<b>463</b>	<b>100%</b>	<b>108</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>265</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	41	9%	8	7%	3	8%	27	10%
	Dissatisfied	82	18%	24	22%	3	8%	51	19%
	Neither	143	31%	35	32%	10	27%	82	30%
	Satisfied	129	28%	28	26%	13	35%	75	28%
	Very satisfied	71	15%	14	13%	8	22%	35	13%
	<b>Total</b>	<b>466</b>	<b>100%</b>	<b>109</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>270</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	32	7%	8	7%	4	11%	18	6%
	Dissatisfied	79	16%	16	14%	7	19%	46	16%
	Neither	112	23%	27	24%	5	14%	69	24%
	Satisfied	174	36%	47	42%	15	41%	99	35%
	Very satisfied	92	19%	15	13%	6	16%	52	18%
	<b>Total</b>	<b>489</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	35	7%	11	10%	3	8%	20	7%
	Dissatisfied	51	11%	16	14%	1	3%	30	11%
	Neither	107	22%	23	21%	10	27%	61	21%
	Satisfied	168	35%	41	37%	11	30%	102	36%
	Very satisfied	121	25%	20	18%	12	32%	71	25%
	<b>Total</b>	<b>482</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	34	7%	12	11%	4	11%	14	5%
	Dissatisfied	66	14%	18	16%	4	11%	40	14%
	Neither	105	22%	33	29%	3	8%	61	22%
	Satisfied	185	39%	39	35%	18	49%	110	39%
	Very satisfied	90	19%	11	10%	8	22%	56	20%
	<b>Total</b>	<b>480</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>281</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	22	5%	6	5%	3	8%	11	4%
	Dissatisfied	32	7%	12	11%	4	11%	13	5%
	Neither	120	26%	29	26%	10	27%	71	26%
	Satisfied	195	42%	41	37%	15	41%	121	44%
	Very satisfied	100	21%	23	21%	5	14%	59	21%
	<b>Total</b>	<b>469</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>275</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	37	8%	10	9%	4	11%	19	7%
	Dissatisfied	85	18%	29	26%	8	22%	44	16%
	Neither	144	31%	28	25%	10	27%	94	34%
	Satisfied	147	31%	35	32%	10	27%	89	32%
	Very satisfied	57	12%	9	8%	5	14%	31	11%
	<b>Total</b>	<b>470</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>277</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	60	13%	18	18%	4	12%	36	13%
	Dissatisfied	71	16%	12	12%	2	6%	48	18%
	Neither	115	26%	26	26%	10	29%	70	26%
	Satisfied	123	27%	26	26%	11	32%	75	28%
	Very satisfied	80	18%	19	19%	7	21%	43	16%
	<b>Total</b>	<b>449</b>	<b>100%</b>	<b>101</b>	<b>100%</b>	<b>34</b>	<b>100%</b>	<b>272</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	21	4%	5	4%	2	5%	12	4%
	Dissatisfied	53	11%	18	16%	2	5%	28	10%
	Neither	90	19%	24	21%	7	19%	52	18%
	Satisfied	213	45%	44	39%	18	49%	134	47%
	Very satisfied	98	21%	21	19%	8	22%	59	21%
	<b>Total</b>	<b>475</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>285</b>	<b>100%</b>
<b>44</b> administrative processes are clearly defined	Very dissatisfied	36	8%	11	10%	4	11%	19	7%
	Dissatisfied	90	19%	25	23%	8	22%	53	19%
	Neither	136	29%	33	30%	6	16%	88	31%
	Satisfied	138	30%	29	26%	16	43%	83	30%
	Very satisfied	67	14%	13	12%	3	8%	38	14%
	<b>Total</b>	<b>467</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>281</b>	<b>100%</b>

**Table 2. Student Focus Frequencies by Personnel Classification**

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	14	3%	2	2%	3	8%	8	3%
	Dissatisfied	40	8%	17	15%	3	8%	16	6%
	Neither	68	14%	14	13%	2	5%	38	14%
	Satisfied	210	42%	47	42%	19	51%	119	43%
	Very satisfied	165	33%	32	29%	10	27%	97	35%
	<b>Total</b>	<b>497</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>278</b>	<b>100%</b>
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	1%	0	0%	2	5%	2	1%
	Dissatisfied	15	3%	4	4%	1	3%	8	3%
	Neither	34	7%	9	8%	1	3%	15	5%
	Satisfied	146	29%	31	28%	10	27%	84	30%
	Very satisfied	299	60%	67	60%	23	62%	175	62%
	<b>Total</b>	<b>499</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
17 faculty meet the needs of students	Very dissatisfied	4	1%	0	0%	2	6%	2	1%
	Dissatisfied	30	7%	3	3%	3	9%	20	8%
	Neither	80	18%	9	8%	6	17%	50	21%
	Satisfied	198	45%	59	53%	20	57%	101	42%
	Very satisfied	132	30%	41	37%	4	11%	68	28%
	<b>Total</b>	<b>444</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>35</b>	<b>100%</b>	<b>241</b>	<b>100%</b>
18 student diversity is important at this institution	Very dissatisfied	7	1%	1	1%	2	6%	4	1%
	Dissatisfied	24	5%	6	5%	2	6%	12	4%
	Neither	109	23%	23	21%	9	26%	61	23%
	Satisfied	199	42%	51	46%	19	54%	115	43%
	Very satisfied	130	28%	30	27%	3	9%	77	29%
	<b>Total</b>	<b>469</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>35</b>	<b>100%</b>	<b>269</b>	<b>100%</b>

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	5	1%	0	0%	2	6%	2	1%
	Dissatisfied	16	4%	4	4%	1	3%	9	4%
	Neither	85	19%	17	15%	5	14%	46	18%
	Satisfied	235	52%	57	52%	20	56%	142	56%
	Very satisfied	112	25%	32	29%	8	22%	53	21%
	<b>Total</b>	<b>453</b>	<b>100%</b>	<b>110</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>252</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	6	1%	2	2%	2	5%	2	1%
	Dissatisfied	15	3%	8	7%	0	0%	4	1%
	Neither	66	14%	15	14%	3	8%	39	14%
	Satisfied	210	45%	40	37%	14	38%	135	50%
	Very satisfied	167	36%	42	39%	18	49%	92	34%
	<b>Total</b>	<b>464</b>	<b>100%</b>	<b>107</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>272</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	9	2%	3	3%	2	6%	3	1%
	Dissatisfied	9	2%	2	2%	0	0%	6	3%
	Neither	89	22%	15	16%	6	17%	58	24%
	Satisfied	215	52%	51	55%	19	53%	124	52%
	Very satisfied	91	22%	21	23%	9	25%	49	20%
	<b>Total</b>	<b>413</b>	<b>100%</b>	<b>92</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>240</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	5	1%	0	0%	2	5%	3	1%
	Dissatisfied	22	5%	2	2%	3	8%	11	4%
	Neither	44	10%	6	5%	3	8%	29	11%
	Satisfied	231	50%	58	52%	17	46%	135	51%
	Very satisfied	161	35%	46	41%	12	32%	89	33%
	<b>Total</b>	<b>463</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>267</b>	<b>100%</b>

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	7	2%	1	1%	2	6%	3	1%
	Dissatisfied	23	5%	6	5%	1	3%	11	4%
	Neither	71	15%	14	12%	4	11%	45	16%
	Satisfied	204	44%	47	42%	14	40%	128	47%
	Very satisfied	160	34%	45	40%	14	40%	86	32%
	<b>Total</b>	<b>465</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>35</b>	<b>100%</b>	<b>273</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	7	1%	1	1%	2	5%	3	1%
	Dissatisfied	10	2%	3	3%	0	0%	5	2%
	Neither	51	11%	8	7%	4	11%	32	12%
	Satisfied	237	51%	59	52%	19	51%	140	52%
	Very satisfied	162	35%	42	37%	12	32%	91	34%
	<b>Total</b>	<b>467</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>271</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	9	2%	2	2%	2	6%	4	2%
	Dissatisfied	18	4%	4	4%	3	9%	10	4%
	Neither	98	23%	13	12%	3	9%	71	29%
	Satisfied	199	46%	55	52%	20	57%	108	43%
	Very satisfied	107	25%	31	30%	7	20%	56	22%
	<b>Total</b>	<b>431</b>	<b>100%</b>	<b>105</b>	<b>100%</b>	<b>35</b>	<b>100%</b>	<b>249</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	0	0%	2	6%	2	1%
	Dissatisfied	6	1%	0	0%	3	8%	1	0%
	Neither	72	17%	11	10%	4	11%	50	20%
	Satisfied	257	60%	73	66%	19	53%	150	60%
	Very satisfied	91	21%	27	24%	8	22%	46	18%
	<b>Total</b>	<b>430</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>249</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequencies by Personnel Classification**

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor/chair expresses confidence in my work	Very dissatisfied	17	3%	4	4%	4	11%	8	3%
	Dissatisfied	27	5%	10	9%	1	3%	14	5%
	Neither	43	9%	12	11%	3	8%	18	6%
	Satisfied	138	28%	28	25%	7	19%	78	28%
	Very satisfied	274	55%	58	52%	21	58%	164	58%
	<b>Total</b>	<b>499</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>282</b>	<b>100%</b>
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	16	3%	4	4%	3	8%	7	2%
	Dissatisfied	47	9%	16	14%	0	0%	26	9%
	Neither	50	10%	15	13%	3	8%	24	9%
	Satisfied	128	26%	28	25%	8	22%	74	26%
	Very satisfied	255	51%	50	44%	22	61%	150	53%
	<b>Total</b>	<b>496</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>281</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	16	3%	4	4%	4	11%	6	2%
	Dissatisfied	39	8%	11	10%	1	3%	22	8%
	Neither	66	13%	18	16%	5	14%	34	12%
	Satisfied	223	46%	57	51%	12	33%	132	46%
	Very satisfied	145	30%	22	20%	14	39%	90	32%
	<b>Total</b>	<b>489</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	9	2%	2	2%	3	9%	4	2%
	Dissatisfied	28	6%	11	11%	1	3%	13	5%
	Neither	114	25%	29	28%	4	12%	64	24%
	Satisfied	209	46%	47	45%	19	56%	123	46%
	Very satisfied	96	21%	15	14%	7	21%	61	23%
	<b>Total</b>	<b>456</b>	<b>100%</b>	<b>104</b>	<b>100%</b>	<b>34</b>	<b>100%</b>	<b>265</b>	<b>100%</b>

<b>Supervisory Relationships (continued)</b>		Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
			Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>										
<b>20</b> I receive timely feedback for my work	Very dissatisfied	20	4%	4	4%	3	8%	12	4%	
	Dissatisfied	44	9%	14	13%	3	8%	21	7%	
	Neither	81	17%	20	18%	7	19%	41	14%	
	Satisfied	180	37%	45	41%	11	31%	106	37%	
	Very satisfied	164	34%	28	25%	12	33%	104	37%	
	<b>Total</b>	<b>489</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>284</b>	<b>100%</b>	
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	15	3%	3	3%	4	11%	7	2%	
	Dissatisfied	39	8%	17	15%	1	3%	20	7%	
	Neither	80	17%	19	17%	7	19%	44	15%	
	Satisfied	195	40%	44	40%	10	28%	120	42%	
	Very satisfied	154	32%	27	25%	14	39%	94	33%	
	<b>Total</b>	<b>483</b>	<b>100%</b>	<b>110</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>285</b>	<b>100%</b>	
<b>26</b> my supervisor/chair actively seeks my ideas	Very dissatisfied	25	5%	4	4%	3	8%	16	6%	
	Dissatisfied	51	11%	18	16%	1	3%	28	10%	
	Neither	75	16%	21	19%	6	16%	37	13%	
	Satisfied	143	30%	39	35%	9	24%	80	28%	
	Very satisfied	186	39%	31	27%	18	49%	122	43%	
	<b>Total</b>	<b>480</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>283</b>	<b>100%</b>	
<b>27</b> my supervisor/chair seriously considers my ideas	Very dissatisfied	27	6%	4	4%	3	8%	18	6%	
	Dissatisfied	45	9%	20	18%	2	5%	20	7%	
	Neither	71	15%	20	18%	5	14%	34	12%	
	Satisfied	146	30%	35	31%	7	19%	90	32%	
	Very satisfied	191	40%	33	29%	20	54%	122	43%	
	<b>Total</b>	<b>480</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>	

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	14	3%	2	2%	2	5%	8	3%
	Dissatisfied	43	9%	12	11%	4	11%	22	8%
	Neither	111	23%	33	29%	5	14%	62	22%
	Satisfied	198	41%	43	38%	17	46%	121	43%
	Very satisfied	116	24%	22	20%	9	24%	71	25%
	<b>Total</b>	<b>482</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>34</b> my supervisor/chair helps me to improve my work	Very dissatisfied	21	4%	4	4%	3	9%	12	4%
	Dissatisfied	44	9%	13	12%	1	3%	24	8%
	Neither	78	16%	21	19%	5	14%	44	15%
	Satisfied	158	33%	40	36%	14	40%	91	32%
	Very satisfied	174	37%	33	30%	12	34%	113	40%
	<b>Total</b>	<b>475</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>35</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	14	3%	4	4%	2	5%	8	3%
	Dissatisfied	32	7%	6	5%	0	0%	24	9%
	Neither	53	11%	9	8%	3	8%	32	11%
	Satisfied	179	38%	47	42%	14	38%	102	37%
	Very satisfied	195	41%	47	42%	18	49%	113	41%
	<b>Total</b>	<b>473</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>279</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	21	4%	5	5%	3	8%	11	4%
	Dissatisfied	45	10%	11	10%	3	8%	30	11%
	Neither	104	22%	35	32%	4	11%	55	19%
	Satisfied	191	41%	46	42%	17	46%	115	40%
	Very satisfied	107	23%	13	12%	10	27%	73	26%
	<b>Total</b>	<b>468</b>	<b>100%</b>	<b>110</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>

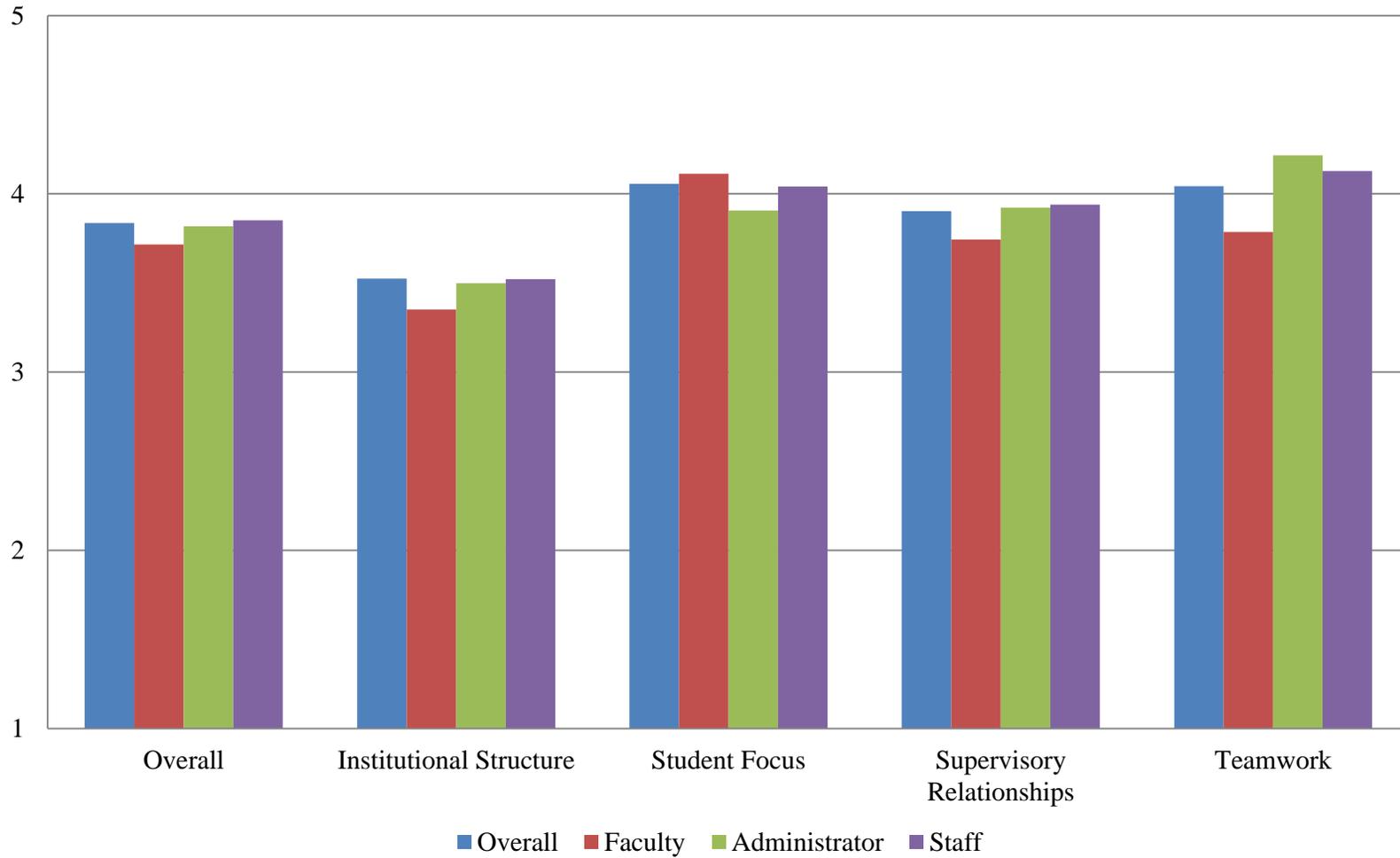
<b>Supervisory Relationships (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	29	6%	6	5%	2	5%	20	7%
	Dissatisfied	62	13%	16	14%	3	8%	41	15%
	Neither	99	21%	23	21%	7	19%	60	22%
	Satisfied	170	36%	42	38%	15	41%	99	35%
	Very satisfied	106	23%	25	22%	10	27%	59	21%
<b>Total</b>		<b>466</b>	<b>100%</b>	<b>112</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>279</b>	<b>100%</b>

**Table 4. Teamwork Frequencies by Personnel Classification**

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	17	3%	5	4%	2	5%	9	3%
	Dissatisfied	38	8%	11	10%	3	8%	18	6%
	Neither	35	7%	10	9%	2	5%	13	5%
	Satisfied	156	31%	47	42%	8	22%	76	27%
	Very satisfied	259	51%	40	35%	22	59%	168	59%
	<b>Total</b>	<b>505</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	9	2%	1	1%	2	5%	4	1%
	Dissatisfied	22	5%	6	6%	0	0%	12	4%
	Neither	68	14%	22	21%	1	3%	37	13%
	Satisfied	193	40%	46	45%	17	46%	111	39%
	Very satisfied	186	39%	28	27%	17	46%	120	42%
	<b>Total</b>	<b>478</b>	<b>100%</b>	<b>103</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>284</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	19	4%	6	5%	2	5%	9	3%
	Dissatisfied	39	8%	14	13%	0	0%	22	8%
	Neither	65	14%	19	17%	3	8%	35	12%
	Satisfied	175	37%	44	40%	17	46%	99	35%
	Very satisfied	180	38%	28	25%	15	41%	117	41%
	<b>Total</b>	<b>478</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>282</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	20	4%	4	4%	2	5%	12	4%
	Dissatisfied	39	8%	17	15%	0	0%	18	6%
	Neither	55	11%	18	16%	1	3%	28	10%
	Satisfied	166	35%	41	37%	13	35%	97	34%
	Very satisfied	199	42%	31	28%	21	57%	130	46%
	<b>Total</b>	<b>479</b>	<b>100%</b>	<b>111</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>285</b>	<b>100%</b>

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	17	4%	4	4%	2	5%	9	3%
	Dissatisfied	34	7%	11	10%	3	8%	17	6%
	Neither	62	13%	18	17%	3	8%	34	12%
	Satisfied	199	42%	47	44%	15	41%	120	42%
	Very satisfied	157	33%	26	25%	14	38%	103	36%
	<b>Total</b>	<b>469</b>	<b>100%</b>	<b>106</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>283</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	20	4%	5	4%	2	5%	11	4%
	Dissatisfied	40	8%	13	12%	2	5%	22	8%
	Neither	58	12%	22	19%	2	5%	29	10%
	Satisfied	147	31%	33	29%	8	22%	91	32%
	Very satisfied	209	44%	40	35%	23	62%	132	46%
	<b>Total</b>	<b>474</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>285</b>	<b>100%</b>

**Figure 1. Means by Personnel Classification and Climate Factor**



**Table 5. Climate Factor Means by Personnel Classification**

Climate Factor	Overall		Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean	
Overall	3.837	113	3.716	37	3.818	286	3.852	
Institutional Structure	3.525	113	3.351	37	3.499	285	3.521	
Student Focus	4.056	113	4.113	37	3.906	285	4.042	
Supervisory Relationships	3.903	113	3.743	37	3.923	286	3.940	
Teamwork	4.043	113	3.786	37	4.216	285	4.128	

**Table 6. Institutional Structure Item Means by Personnel Classification**

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>1</b> the actions of this institution reflect its mission	504	3.887	3.866	3.972	3.862
<b>4</b> decisions are made at the appropriate level at this institution	496	3.371	3.045	3.243	3.421
<b>5</b> the institution effectively promotes diversity in the workplace	495	3.764	3.773	3.405	3.795
<b>6</b> administrative leadership is focused on meeting the needs of students	498	3.878	3.619	3.703	4.000
<b>10</b> information is shared within the institution	504	3.327	3.170	3.432	3.305
<b>11</b> institutional teams use problem-solving techniques	463	3.536	3.352	3.611	3.589
<b>15</b> I am able to appropriately influence the direction of this institution	466	3.230	3.147	3.541	3.148
<b>16</b> open and ethical communication is practiced at this institution	489	3.440	3.398	3.324	3.426
<b>22</b> this institution has been successful in positively motivating my performance	482	3.600	3.387	3.757	3.613
<b>25</b> a spirit of cooperation exists at this institution	480	3.481	3.168	3.595	3.548
<b>29</b> institution-wide policies guide my work	469	3.680	3.568	3.405	3.742
<b>32</b> this institution is appropriately organized	470	3.217	3.036	3.108	3.249
<b>38</b> I have the opportunity for advancement within this institution	449	3.205	3.158	3.441	3.151
<b>41</b> I receive adequate information regarding important activities at this institution	475	3.661	3.518	3.757	3.702
<b>44</b> administrative processes are clearly defined	467	3.236	3.072	3.162	3.242

**Table 7. Student Focus Item Means by Personnel Classification**

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>7</b> student needs are central to what we do	497	3.950	3.804	3.811	4.011
<b>8</b> I feel my job is relevant to this institution's mission	499	4.441	4.450	4.378	4.486
<b>17</b> faculty meet the needs of students	444	3.955	4.232	3.600	3.884
<b>18</b> student diversity is important at this institution	469	3.898	3.928	3.543	3.926
<b>19</b> students' competencies are enhanced	453	3.956	4.064	3.861	3.933
<b>23</b> non-teaching professional personnel meet the needs of students	464	4.114	4.047	4.243	4.143
<b>28</b> classified personnel meet the needs of students	413	3.896	3.924	3.917	3.875
<b>31</b> students receive an excellent education at this institution	463	4.125	4.321	3.919	4.109
<b>35</b> this institution prepares students for a career	465	4.047	4.142	4.057	4.037
<b>37</b> this institution prepares students for further learning	467	4.150	4.221	4.054	4.148
<b>40</b> students are assisted with their personal development	431	3.875	4.038	3.771	3.811
<b>42</b> students are satisfied with their educational experience at this institution	430	3.988	4.144	3.778	3.952

**Table 8. Supervisory Relationships Item Means by Personnel Classification**

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>2</b> my supervisor/chair expresses confidence in my work	499	4.253	4.125	4.111	4.333
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	496	4.127	3.920	4.278	4.189
<b>12</b> positive work expectations are communicated to me	489	3.904	3.732	3.861	3.979
<b>13</b> unacceptable behaviors are identified and communicated to me	456	3.779	3.596	3.765	3.845
<b>20</b> I receive timely feedback for my work	489	3.867	3.712	3.722	3.947
<b>21</b> I receive appropriate feedback for my work	483	3.899	3.682	3.806	3.961
<b>26</b> my supervisor/chair actively seeks my ideas	480	3.863	3.664	4.027	3.933
<b>27</b> my supervisor/chair seriously considers my ideas	480	3.894	3.652	4.054	3.979
<b>30</b> work outcomes are clarified for me	482	3.745	3.634	3.730	3.792
<b>34</b> my supervisor/chair helps me to improve my work	475	3.884	3.766	3.886	3.947
<b>39</b> I am given the opportunity to be creative in my work	473	4.076	4.124	4.243	4.032
<b>45</b> I have the opportunity to express my ideas in appropriate forums	468	3.679	3.464	3.757	3.736
<b>46</b> professional development and training opportunities are available	466	3.562	3.571	3.757	3.487

**Table 9. Teamwork Item Means by Personnel Classification**

<b>Teamwork</b>		<b>Overall</b>		<b>Faculty</b>	<b>Administrator</b>	<b>Staff</b>
		N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>						
<b>3</b>	there is a spirit of cooperation within my work team	505	4.192	3.938	4.216	4.324
<b>14</b>	my primary work team uses problem-solving techniques	478	4.098	3.913	4.270	4.165
<b>24</b>	there is an opportunity for all ideas to be exchanged within my work team	478	3.958	3.667	4.162	4.039
<b>33</b>	my work team provides an environment for free and open expression of ideas, opinions and beliefs	479	4.013	3.703	4.378	4.105
<b>36</b>	my work team coordinates its efforts with appropriate individuals and teams	469	3.949	3.755	3.973	4.028
<b>43</b>	a spirit of cooperation exists in my department	474	4.023	3.796	4.297	4.091