



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

North Carolina State University | College of Education

Yavapai College
Prescott, Arizona

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Greyson Norcross & Dominique Foster

Conducted

January 2020



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 Associate

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

Email
pace_survey@ncsu.edu

North Carolina State University
706 Hillsborough Street
Raleigh, NC 27603

Suggested Citation: National Initiative for Leadership & Institutional Effectiveness, North Carolina State University. PACE Climate Survey for Community Colleges PACE Report, by Norcross, G. & Foster, D. Raleigh, NC: 2020.

Table of Contents	Page
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	3
Table 2. Student Focus Frequency Distributions	7
Table 3. Supervisory Relationships Frequency Distributions	10
Table 4. Teamwork Frequency Distributions	14
Table 5. Climate Factor Mean Comparisons	16
Figure 1. Means by Comparison Group and Climate Factor	17
Table 6. Institutional Structure Item Mean Comparisons	18
Table 7. Student Focus Item Mean Comparisons	19
Table 8. Supervisory Relationships Item Mean Comparisons	20
Table 9. Teamwork Item Mean Comparisons	21

PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as “the shared values and beliefs of members about the activities of the organization and interpersonal relationships” (p. 108). Schein (2004) observes that culture “points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual” (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization’s culture, emerging from the assumptions made about the underlying value system and finding expression through members’ attitudes and actions (Baker & Associates, 1992).

The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and commination within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they see a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker & Associates, 1992).

NILIE’s present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (p. 7). The concept of leadership has been studied for many years in a variety of

work settings, and there is no one theory of management and leadership that is universally accepted (Baker & Associates, 1992). However, organizational research conducted to date shows a strong relationship between leadership processes and other aspects of the organizational culture. Intensive efforts to conceptualize and measure organizational climate began in the 1960s with Rensis Likert's work at the University of Michigan (Rouche and Baker, 1987). NILIE has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by NILIE at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through a rigorous review of the instrument's questions by scholars and professionals in higher education to ensure that the instrument's items capture the essential aspects of institutional effectiveness. Building on this foundation of content validity, the PACE instrument has been thoroughly tested to ensure construct (climate factors) validity through two separate factor analysis studies (Tiu, 2001; Caison, 2005).

References

Baker, G. A., & Associates. (1992). *Cultural leadership: Inside America's community colleges*. Washington, DC: Community College Press.

Caison, A. (2005). *PACE survey instrument exploratory factor analysis*. Report, NILIE, Raleigh, North Carolina.

Rouche, J. E., & Baker, G. A. (1987). *Access and excellence: The open-door college*. Washington DC: Community College Press.

Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Bass.

Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument*. Unpublished doctoral dissertation, North Carolina State University, Raleigh.

Yukl, G. S. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Table 1. Institutional Structure Frequency Distributions

Institutional Structure		YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	9	2%	1614	3%	452	2%	268	3%
	Dissatisfied	39	8%	6209	10%	1894	10%	1006	10%
	Neither	81	16%	9509	15%	2885	14%	1783	17%
	Satisfied	246	49%	30328	47%	9553	48%	4835	47%
	Very satisfied	129	26%	16456	26%	5116	26%	2352	23%
	Total	504	100%	64116	100%	19900	100%	10244	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	32	6%	5108	8%	1544	8%	798	8%
	Dissatisfied	89	18%	12595	20%	3998	20%	1975	19%
	Neither	128	26%	14062	22%	4329	22%	2291	23%
	Satisfied	157	32%	21390	34%	6725	34%	3414	34%
	Very satisfied	90	18%	10277	16%	3113	16%	1693	17%
	Total	496	100%	63432	100%	19709	100%	10171	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	10	2%	2202	3%	615	3%	445	4%
	Dissatisfied	35	7%	4777	7%	1461	7%	884	9%
	Neither	147	30%	12331	19%	3871	20%	2077	20%
	Satisfied	173	35%	24644	39%	7830	39%	3825	37%
	Very satisfied	130	26%	19907	31%	6053	31%	2976	29%
	Total	495	100%	63861	100%	19830	100%	10207	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	15	3%	3456	5%	963	5%	595	6%
	Dissatisfied	44	9%	7880	12%	2477	12%	1212	12%
	Neither	79	16%	10047	16%	3111	16%	1698	17%
	Satisfied	209	42%	24253	38%	7723	39%	3842	38%
	Very satisfied	151	30%	18388	29%	5556	28%	2891	28%
	Total	498	100%	64024	100%	19830	100%	10238	100%

YC compared with:

Institutional Structure (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	39	8%	6894	11%	2121	11%	1108	11%
	Dissatisfied	101	20%	12922	20%	4271	21%	1978	19%
	Neither	112	22%	13450	21%	4140	21%	2283	22%
	Satisfied	160	32%	19714	31%	6162	31%	3115	30%
	Very satisfied	92	18%	11340	18%	3286	16%	1806	18%
	Total	504	100%	64320	100%	19980	100%	10290	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	13	3%	2479	4%	733	4%	424	5%
	Dissatisfied	54	12%	7386	13%	2373	13%	1204	13%
	Neither	145	31%	17983	30%	5567	30%	2990	32%
	Satisfied	174	38%	23023	39%	7277	40%	3441	37%
	Very satisfied	77	17%	8162	14%	2452	13%	1259	14%
	Total	463	100%	59033	100%	18402	100%	9318	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	41	9%	6557	11%	1883	10%	990	10%
	Dissatisfied	82	18%	10639	18%	3368	18%	1648	17%
	Neither	143	31%	17448	29%	5475	29%	2776	29%
	Satisfied	129	28%	17042	29%	5381	29%	2754	29%
	Very satisfied	71	15%	7989	13%	2497	13%	1319	14%
	Total	466	100%	59675	100%	18604	100%	9487	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	32	7%	6205	10%	1947	10%	1010	10%
	Dissatisfied	79	16%	10365	16%	3389	17%	1605	16%
	Neither	112	23%	13412	21%	4202	21%	2221	22%
	Satisfied	174	36%	21433	34%	6584	33%	3349	33%
	Very satisfied	92	19%	11983	19%	3572	18%	1933	19%
	Total	489	100%	63398	100%	19694	100%	10118	100%

YC compared with:

Institutional Structure (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	35	7%	5723	9%	1754	9%	965	10%
	Dissatisfied	51	11%	9476	15%	2964	15%	1432	14%
	Neither	107	22%	12672	20%	3948	20%	2039	20%
	Satisfied	168	35%	21110	34%	6686	34%	3284	33%
	Very satisfied	121	25%	13914	22%	4208	22%	2255	23%
	Total	482	100%	62895	100%	19560	100%	9975	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	34	7%	5536	9%	1733	9%	865	9%
	Dissatisfied	66	14%	10127	16%	3300	17%	1573	16%
	Neither	105	22%	12799	20%	3911	20%	2044	20%
	Satisfied	185	39%	22437	36%	7056	36%	3582	36%
	Very satisfied	90	19%	12236	19%	3644	19%	1956	20%
	Total	480	100%	63135	100%	19644	100%	10020	100%
29 institution-wide policies guide my work	Very dissatisfied	22	5%	2086	3%	591	3%	351	4%
	Dissatisfied	32	7%	4147	7%	1274	7%	692	7%
	Neither	120	26%	15089	24%	4723	24%	2573	26%
	Satisfied	195	42%	27332	44%	8672	45%	4108	42%
	Very satisfied	100	21%	13422	22%	4022	21%	2093	21%
	Total	469	100%	62076	100%	19282	100%	9817	100%
32 this institution is appropriately organized	Very dissatisfied	37	8%	5482	9%	1661	9%	783	8%
	Dissatisfied	85	18%	11610	19%	3631	19%	1811	18%
	Neither	144	31%	14517	23%	4471	23%	2382	24%
	Satisfied	147	31%	20625	33%	6548	34%	3277	33%
	Very satisfied	57	12%	9771	16%	3039	16%	1543	16%
	Total	470	100%	62005	100%	19350	100%	9796	100%

YC compared with:

Institutional Structure (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	60	13%	8908	15%	2757	15%	1358	15%
	Dissatisfied	71	16%	9525	16%	3025	16%	1523	16%
	Neither	115	26%	15065	25%	4781	26%	2419	26%
	Satisfied	123	27%	15893	27%	4934	27%	2515	27%
	Very satisfied	80	18%	9723	16%	2918	16%	1546	17%
	Total	449	100%	59114	100%	18415	100%	9361	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	21	4%	3127	5%	935	5%	520	5%
	Dissatisfied	53	11%	7506	12%	2475	13%	1155	12%
	Neither	90	19%	10831	17%	3393	17%	1840	19%
	Satisfied	213	45%	27044	43%	8495	43%	4193	42%
	Very satisfied	98	21%	14271	23%	4252	22%	2232	22%
	Total	475	100%	62779	100%	19550	100%	9940	100%
44 administrative processes are clearly defined	Very dissatisfied	36	8%	4400	7%	1262	7%	744	8%
	Dissatisfied	90	19%	7703	12%	2343	12%	1226	13%
	Neither	136	29%	13853	22%	4347	23%	2219	23%
	Satisfied	138	30%	23478	38%	7562	39%	3611	37%
	Very satisfied	67	14%	12390	20%	3731	19%	1964	20%
	Total	467	100%	61824	100%	19245	100%	9764	100%

Table 2. Student Focus Frequency Distributions

YC compared with:

Student Focus	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	14	3%	2280	4%	625	3%	377	4%
	Dissatisfied	40	8%	6492	10%	1989	10%	1056	10%
	Neither	68	14%	8090	13%	2509	13%	1298	13%
	Satisfied	210	42%	24208	38%	7732	39%	3860	38%
	Very satisfied	165	33%	23085	36%	7030	35%	3676	36%
	Total	497	100%	64155	100%	19885	100%	10267	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	1%	972	2%	274	1%	154	1%
	Dissatisfied	15	3%	1678	3%	477	2%	252	2%
	Neither	34	7%	4036	6%	1216	6%	669	6%
	Satisfied	146	29%	20674	32%	6490	33%	3281	32%
	Very satisfied	299	60%	36936	57%	11498	58%	5958	58%
	Total	499	100%	64296	100%	19955	100%	10314	100%
17 faculty meet the needs of students	Very dissatisfied	4	1%	948	2%	251	1%	187	2%
	Dissatisfied	30	7%	3431	6%	1013	5%	650	7%
	Neither	80	18%	9519	16%	2839	15%	1658	17%
	Satisfied	198	45%	27400	46%	8550	46%	4352	45%
	Very satisfied	132	30%	18731	31%	6031	32%	2747	29%
	Total	444	100%	60029	100%	18684	100%	9594	100%
18 student diversity is important at this institution	Very dissatisfied	7	1%	1179	2%	331	2%	248	2%
	Dissatisfied	24	5%	2629	4%	830	4%	543	5%
	Neither	109	23%	9252	15%	2892	15%	1609	16%
	Satisfied	199	42%	26495	42%	8407	43%	4063	41%
	Very satisfied	130	28%	23274	37%	7070	36%	3562	36%
	Total	469	100%	62829	100%	19530	100%	10025	100%

YC compared with:

Student Focus (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	5	1%	798	1%	196	1%	152	2%
	Dissatisfied	16	4%	2589	4%	710	4%	443	5%
	Neither	85	19%	11123	18%	3336	18%	2014	21%
	Satisfied	235	52%	29176	48%	9273	50%	4529	47%
	Very satisfied	112	25%	16573	28%	5171	28%	2428	25%
	Total	453	100%	60259	100%	18686	100%	9566	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	6	1%	1292	2%	325	2%	224	2%
	Dissatisfied	15	3%	3875	6%	1147	6%	591	6%
	Neither	66	14%	9939	16%	2917	15%	1643	17%
	Satisfied	210	45%	27707	46%	8931	47%	4277	45%
	Very satisfied	167	36%	17719	29%	5564	29%	2847	30%
	Total	464	100%	60532	100%	18884	100%	9582	100%
28 classified personnel meet the needs of students	Very dissatisfied	9	2%	1092	2%	290	2%	160	2%
	Dissatisfied	9	2%	2560	5%	737	4%	415	4%
	Neither	89	22%	12788	23%	3912	22%	1624	17%
	Satisfied	215	52%	25157	45%	8028	46%	4277	45%
	Very satisfied	91	22%	14745	26%	4444	26%	3001	32%
	Total	413	100%	56342	100%	17411	100%	9477	100%
31 students receive an excellent education at this institution	Very dissatisfied	5	1%	599	1%	142	1%	111	1%
	Dissatisfied	22	5%	2076	3%	577	3%	363	4%
	Neither	44	10%	7379	12%	2181	11%	1308	14%
	Satisfied	231	50%	28697	47%	9096	47%	4601	48%
	Very satisfied	161	35%	22768	37%	7170	37%	3302	34%
	Total	463	100%	61519	100%	19166	100%	9685	100%

YC compared with:

Student Focus (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	7	2%	698	1%	173	1%	133	1%
	Dissatisfied	23	5%	1935	3%	561	3%	337	3%
	Neither	71	15%	7714	13%	2192	11%	1479	15%
	Satisfied	204	44%	28394	46%	8893	47%	4548	47%
	Very satisfied	160	34%	22583	37%	7296	38%	3149	33%
	Total	465	100%	61324	100%	19115	100%	9646	100%
37 this institution prepares students for further learning	Very dissatisfied	7	1%	711	1%	181	1%	133	1%
	Dissatisfied	10	2%	1930	3%	549	3%	303	3%
	Neither	51	11%	6996	11%	2093	11%	1231	13%
	Satisfied	237	51%	29502	48%	9306	49%	4682	48%
	Very satisfied	162	35%	22271	36%	6984	37%	3331	34%
	Total	467	100%	61410	100%	19113	100%	9680	100%
40 students are assisted with their personal development	Very dissatisfied	9	2%	890	2%	222	1%	147	2%
	Dissatisfied	18	4%	2732	5%	793	4%	469	5%
	Neither	98	23%	11356	19%	3372	18%	1906	21%
	Satisfied	199	46%	27638	47%	8918	49%	4270	46%
	Very satisfied	107	25%	16246	28%	5032	27%	2482	27%
	Total	431	100%	58862	100%	18337	100%	9274	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	544	1%	116	1%	94	1%
	Dissatisfied	6	1%	1900	3%	492	3%	315	4%
	Neither	72	17%	11281	20%	3300	18%	1965	22%
	Satisfied	257	60%	31046	54%	10017	56%	4773	53%
	Very satisfied	91	21%	12441	22%	3919	22%	1839	20%
	Total	430	100%	57212	100%	17844	100%	8986	100%

Table 3. Supervisory Relationships Frequency Distributions

YC compared with:

Supervisory Relationships	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	17	3%	2152	3%	641	3%	391	4%
	Dissatisfied	27	5%	3857	6%	1204	6%	654	6%
	Neither	43	9%	5720	9%	1681	8%	886	9%
	Satisfied	138	28%	18719	29%	5848	29%	2809	27%
	Very satisfied	274	55%	33640	52%	10517	53%	5564	54%
	Total	499	100%	64088	100%	19891	100%	10304	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	16	3%	3288	5%	975	5%	584	6%
	Dissatisfied	47	9%	4669	7%	1439	7%	698	7%
	Neither	50	10%	6505	10%	1954	10%	1061	10%
	Satisfied	128	26%	17692	28%	5660	28%	2753	27%
	Very satisfied	255	51%	32024	50%	9899	50%	5235	51%
	Total	496	100%	64178	100%	19927	100%	10331	100%
12 positive work expectations are communicated to me	Very dissatisfied	16	3%	2921	5%	855	4%	533	5%
	Dissatisfied	39	8%	6440	10%	1943	10%	1020	10%
	Neither	66	13%	10403	16%	3168	16%	1714	17%
	Satisfied	223	46%	27251	43%	8694	44%	4233	42%
	Very satisfied	145	30%	16348	26%	5029	26%	2586	26%
	Total	489	100%	63363	100%	19689	100%	10086	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	9	2%	2074	4%	602	3%	412	5%
	Dissatisfied	28	6%	4352	8%	1314	7%	756	8%
	Neither	114	25%	14017	24%	4278	24%	2371	26%
	Satisfied	209	46%	25114	44%	8010	45%	3774	41%
	Very satisfied	96	21%	11769	21%	3504	20%	1812	20%
	Total	456	100%	57326	100%	17708	100%	9125	100%

YC compared with:

Supervisory Relationships (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	20	4%	3546	6%	1056	5%	594	6%
	Dissatisfied	44	9%	6172	10%	1906	10%	999	10%
	Neither	81	17%	11571	18%	3455	18%	1921	19%
	Satisfied	180	37%	24474	39%	7860	40%	3853	38%
	Very satisfied	164	34%	17263	27%	5355	27%	2662	27%
	Total	489	100%	63026	100%	19632	100%	10029	100%
21 I receive appropriate feedback for my work	Very dissatisfied	15	3%	3079	5%	913	5%	546	5%
	Dissatisfied	39	8%	6142	10%	1879	10%	967	10%
	Neither	80	17%	10878	17%	3273	17%	1769	18%
	Satisfied	195	40%	25799	41%	8243	42%	4063	41%
	Very satisfied	154	32%	17048	27%	5303	27%	2635	26%
	Total	483	100%	62946	100%	19611	100%	9980	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	25	5%	4246	7%	1247	6%	734	7%
	Dissatisfied	51	11%	5646	9%	1747	9%	872	9%
	Neither	75	16%	10127	16%	3057	16%	1667	17%
	Satisfied	143	30%	20164	32%	6413	33%	3098	31%
	Very satisfied	186	39%	22051	35%	6956	36%	3512	36%
	Total	480	100%	62234	100%	19420	100%	9883	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	27	6%	3987	6%	1164	6%	686	7%
	Dissatisfied	45	9%	5009	8%	1546	8%	763	8%
	Neither	71	15%	9376	15%	2809	14%	1485	15%
	Satisfied	146	30%	20054	32%	6374	33%	3081	31%
	Very satisfied	191	40%	23755	38%	7504	39%	3851	39%
	Total	480	100%	62181	100%	19397	100%	9866	100%

YC compared with:

Supervisory Relationships (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	14	3%	2645	4%	737	4%	455	5%
	Dissatisfied	43	9%	5702	9%	1773	9%	935	9%
	Neither	111	23%	12991	21%	3998	21%	2209	22%
	Satisfied	198	41%	26563	43%	8524	44%	4052	41%
	Very satisfied	116	24%	14536	23%	4395	23%	2245	23%
	Total	482	100%	62437	100%	19427	100%	9896	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	21	4%	3640	6%	1057	5%	674	7%
	Dissatisfied	44	9%	5191	8%	1584	8%	792	8%
	Neither	78	16%	11176	18%	3400	18%	1751	18%
	Satisfied	158	33%	21022	34%	6682	35%	3300	34%
	Very satisfied	174	37%	20812	34%	6602	34%	3273	33%
	Total	475	100%	61841	100%	19325	100%	9790	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	14	3%	2665	4%	748	4%	413	4%
	Dissatisfied	32	7%	3635	6%	1121	6%	534	5%
	Neither	53	11%	7917	13%	2473	13%	1251	13%
	Satisfied	179	38%	23760	38%	7629	39%	3667	37%
	Very satisfied	195	41%	24439	39%	7479	38%	4027	41%
	Total	473	100%	62416	100%	19450	100%	9892	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	21	4%	3489	6%	1022	5%	534	5%
	Dissatisfied	45	10%	5942	10%	1827	9%	855	9%
	Neither	104	22%	11756	19%	3638	19%	1920	20%
	Satisfied	191	41%	25336	41%	8101	42%	3939	40%
	Very satisfied	107	23%	15422	25%	4717	24%	2526	26%
	Total	468	100%	61945	100%	19305	100%	9774	100%

YC compared with:

Supervisory Relationships (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	29	6%	3466	6%	1131	6%	595	6%
	Dissatisfied	62	13%	5701	9%	1914	10%	971	10%
	Neither	99	21%	9417	15%	2964	15%	1649	17%
	Satisfied	170	36%	24184	39%	7579	39%	3776	38%
	Very satisfied	106	23%	19474	31%	5795	30%	2839	29%
	Total	466	100%	62242	100%	19383	100%	9830	100%

Table 4. Teamwork Frequency Distributions

Teamwork		<i>YC compared with:</i>							
		YC		NILIE Normbase		Medium 2-year		West	
Response Option	Count	%	Count	%	Count	%	Count	%	
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	17	3%	2946	5%	815	4%	531	5%
	Dissatisfied	38	8%	6536	10%	2037	10%	984	10%
	Neither	35	7%	6791	11%	2042	10%	1009	10%
	Satisfied	156	31%	21665	34%	6754	34%	3410	33%
	Very satisfied	259	51%	26013	41%	8180	41%	4359	42%
Total	505	100%	63951	100%	19828	100%	10293	100%	
14 my primary work team uses problem-solving techniques	Very dissatisfied	9	2%	1811	3%	481	3%	339	3%
	Dissatisfied	22	5%	4354	7%	1325	7%	667	7%
	Neither	68	14%	9751	16%	2912	15%	1559	16%
	Satisfied	193	40%	25907	42%	8270	43%	4008	41%
	Very satisfied	186	39%	19166	31%	6045	32%	3150	32%
Total	478	100%	60989	100%	19033	100%	9723	100%	
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	19	4%	3195	5%	918	5%	526	5%
	Dissatisfied	39	8%	5909	10%	1837	9%	932	9%
	Neither	65	14%	8738	14%	2639	14%	1377	14%
	Satisfied	175	37%	24473	39%	7781	40%	3833	39%
	Very satisfied	180	38%	19786	32%	6180	32%	3201	32%
Total	478	100%	62101	100%	19355	100%	9869	100%	
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	20	4%	3321	5%	959	5%	572	6%
	Dissatisfied	39	8%	5438	9%	1653	9%	791	8%
	Neither	55	11%	8377	14%	2541	13%	1340	14%
	Satisfied	166	35%	23489	38%	7474	39%	3748	38%
	Very satisfied	199	42%	21082	34%	6630	34%	3361	34%
Total	479	100%	61707	100%	19257	100%	9812	100%	

YC compared with:

Teamwork (continued)	Response Option	YC		NILIE Normbase		Medium 2-year		West	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	17	4%	2053	3%	574	3%	371	4%
	Dissatisfied	34	7%	4207	7%	1247	7%	636	7%
	Neither	62	13%	9802	16%	2932	16%	1569	16%
	Satisfied	199	42%	25963	43%	8269	44%	4114	43%
	Very satisfied	157	33%	18531	31%	5892	31%	2912	30%
	Total	469	100%	60556	100%	18914	100%	9602	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	20	4%	3821	6%	1077	6%	642	6%
	Dissatisfied	40	8%	5660	9%	1730	9%	831	8%
	Neither	58	12%	7552	12%	2241	12%	1160	12%
	Satisfied	147	31%	22632	36%	7122	37%	3504	35%
	Very satisfied	209	44%	22828	37%	7277	37%	3777	38%
	Total	474	100%	62493	100%	19447	100%	9914	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>YC compared with:</i>										
	YC		NILIE Normbase			Medium 2-year			West		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	512	3.837	3.783			3.792			3.767	*	.091
Institutional Structure	511	3.525	3.483			3.477			3.472		
Student Focus	509	4.056	4.044			4.065			4.016		
Supervisory Relationships	510	3.903	3.850			3.859			3.833		
Teamwork	509	4.043	3.889	***	.159	3.915	**	.136	3.894	***	.152

* p < .05, ** p < .01, *** p < .001

Figure 1. Means by Comparison Group and Climate Factor

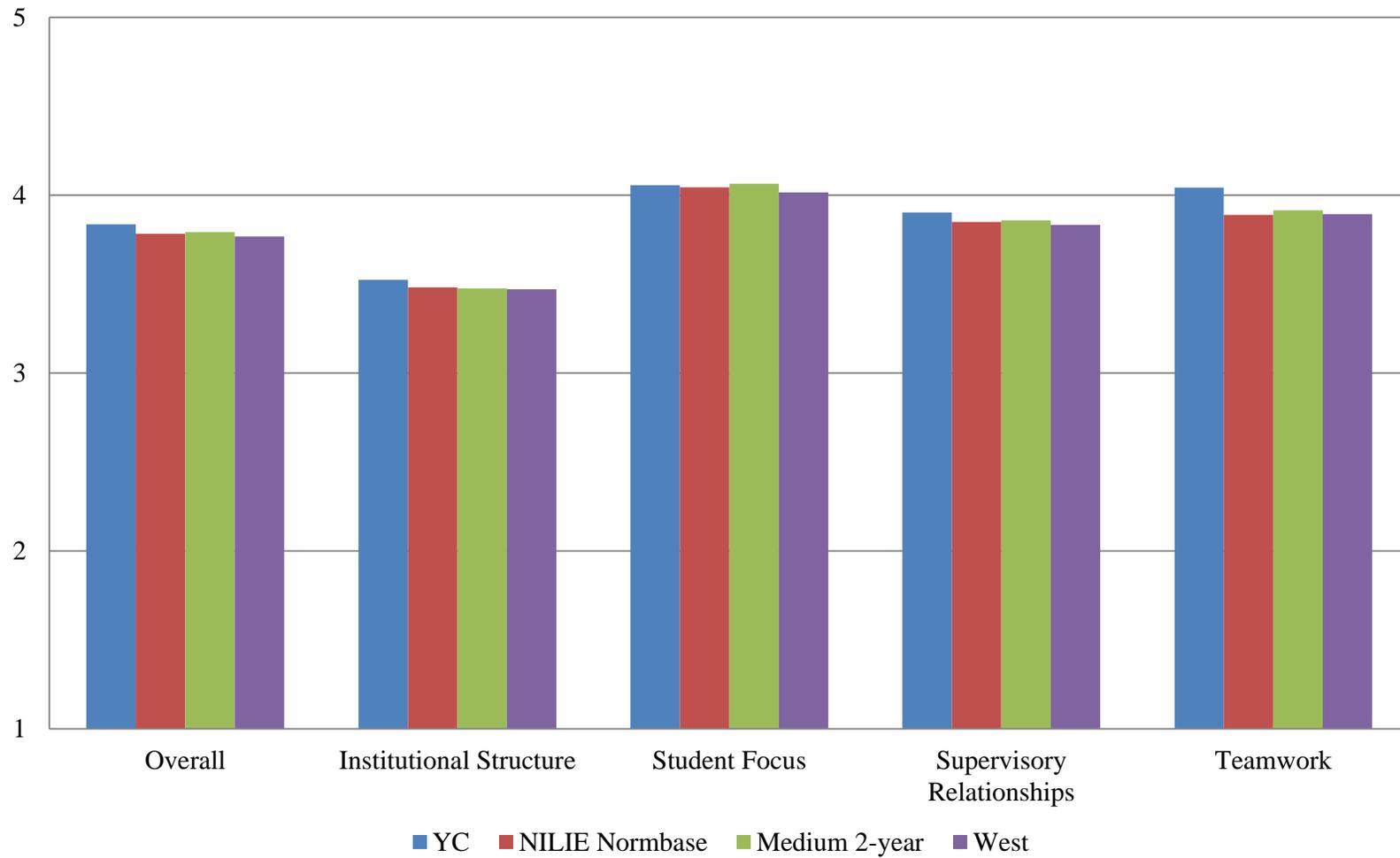


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>YC compared with:</i>										
		YC		NILIE Normbase			Medium 2-year			West		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
1	the actions of this institution reflect its mission	504	3.887	3.839			3.854			3.781	*	.107
4	decisions are made at the appropriate level at this institution	496	3.371	3.302			3.298			3.317		
5	the institution effectively promotes diversity in the workplace	495	3.764	3.866	*	-.097	3.870	*	-.103	3.784		
6	administrative leadership is focused on meeting the needs of students	498	3.878	3.722	**	.134	3.728	**	.132	3.705	**	.148
10	information is shared within the institution	504	3.327	3.244			3.211	*	.093	3.246		
11	institutional teams use problem-solving techniques	463	3.536	3.457			3.453			3.419	*	.114
15	I am able to appropriately influence the direction of this institution	466	3.230	3.155			3.174			3.186		
16	open and ethical communication is practiced at this institution	489	3.440	3.357			3.327	*	.091	3.355		
22	this institution has been successful in positively motivating my performance	482	3.600	3.445	**	.124	3.441	**	.129	3.444	**	.124
25	a spirit of cooperation exists at this institution	480	3.481	3.407			3.386			3.418		
29	institution-wide policies guide my work	469	3.680	3.739			3.740			3.703		
32	this institution is appropriately organized	470	3.217	3.284			3.293			3.305		
38	I have the opportunity for advancement within this institution	449	3.205	3.135			3.121			3.146		
41	I receive adequate information regarding important activities at this institution	475	3.661	3.666			3.647			3.650		
44	administrative processes are clearly defined	467	3.236	3.514	***	-.241	3.528	***	-.259	3.494	***	-.222

* p < .05, ** p < .01, *** p < .001

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>YC compared with:</i>										
	YC		NILIE Normbase			Medium 2-year			West		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7	497	3.950	3.925			3.933			3.916		
8	499	4.441	4.414			4.426			4.419		
17	444	3.955	3.992			4.022			3.920		
18	469	3.898	4.083	***	-.202	4.078	***	-.198	4.012	*	-.118
19	453	3.956	3.965			3.991			3.903		
23	464	4.114	3.936	***	.187	3.967	***	.160	3.932	***	.191
28	413	3.896	3.886			3.896			4.007	*	-.123
31	463	4.125	4.153			4.178			4.097		
35	465	4.047	4.145	*	-.117	4.181	***	-.164	4.062		
37	467	4.150	4.151			4.170			4.113		
40	431	3.875	3.945			3.968	*	-.108	3.913		
42	430	3.988	3.925			3.960			3.884	**	.130

* p < .05, ** p < .01, *** p < .001

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>YC compared with:</i>										
		YC		NILIE Normbase			Medium 2-year			West		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
2	my supervisor/chair expresses confidence in my work	499	4.253	4.215			4.226			4.213		
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	496	4.127	4.098			4.107			4.099		
12	positive work expectations are communicated to me	489	3.904	3.752	**	.140	3.767	**	.128	3.726	***	.161
13	unacceptable behaviors are identified and communicated to me	456	3.779	3.700			3.706			3.638	**	.137
20	I receive timely feedback for my work	489	3.867	3.726	**	.125	3.741	*	.112	3.697	**	.150
21	I receive appropriate feedback for my work	483	3.899	3.756	**	.129	3.772	*	.116	3.729	**	.152
26	my supervisor/chair actively seeks my ideas	480	3.863	3.805			3.828			3.787		
27	my supervisor/chair seriously considers my ideas	480	3.894	3.878			3.903			3.877		
30	work outcomes are clarified for me	482	3.745	3.715			3.724			3.677		
34	my supervisor/chair helps me to improve my work	475	3.884	3.811			3.838			3.787		
39	I am given the opportunity to be creative in my work	473	4.076	4.020			4.027			4.047		
45	I have the opportunity to express my ideas in appropriate forums	468	3.679	3.698			3.708			3.723		
46	professional development and training opportunities are available	466	3.562	3.811	***	-.219	3.774	***	-.184	3.742	**	-.156

* p < .05, ** p < .01, *** p < .001

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>YC compared with:</i>										
		YC		NILIE Normbase			Medium 2-year			West		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
3	there is a spirit of cooperation within my work team	505	4.192	3.958	***	.203	3.981	***	.186	3.980	***	.182
14	my primary work team uses problem-solving techniques	478	4.098	3.923	***	.174	3.950	**	.151	3.922	***	.172
24	there is an opportunity for all ideas to be exchanged within my work team	478	3.958	3.833	*	.111	3.851	*	.096	3.836	*	.108
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	479	4.013	3.868	**	.127	3.891	*	.108	3.870	**	.125
36	my work team coordinates its efforts with appropriate individuals and teams	469	3.949	3.903			3.934			3.891		
43	a spirit of cooperation exists in my department	474	4.023	3.880	**	.122	3.915	*	.094	3.902	*	.102

* p < .05, ** p < .01, *** p < .001