



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

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**Florida State College at  
Jacksonville  
Jacksonville, Florida**

**PACE Report**  
Personal Assessment of the College Environment

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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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## **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).

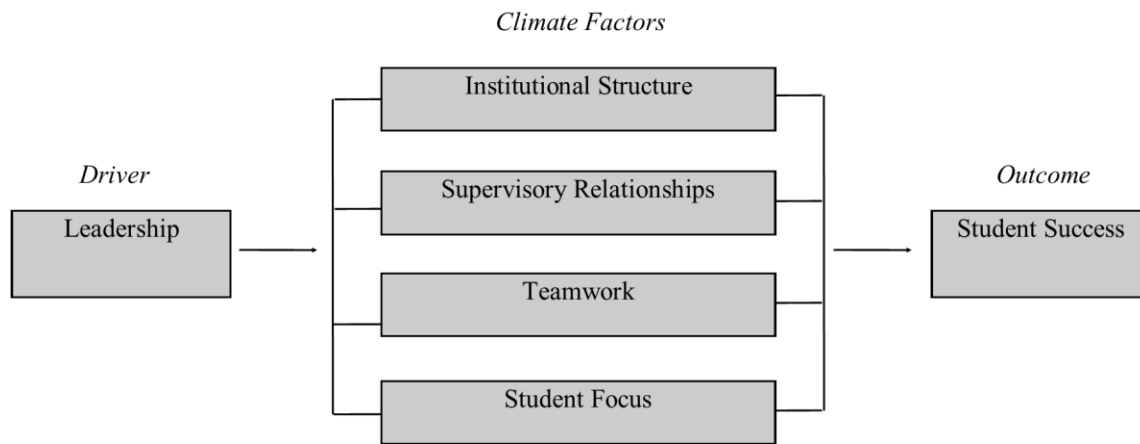
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and communication 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.

Figure 1. The PACE Model



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

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**Table 1. Institutional Structure Frequency Distributions**

*FSCJ compared with:*

Institutional Structure	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	51	6%	273	3%	252	3%	3267	3%
	Dissatisfied	180	23%	1006	12%	962	10%	11258	11%
	Neither	168	21%	1258	15%	1376	14%	14404	14%
	Satisfied	280	35%	4025	47%	4636	48%	46827	46%
	Very satisfied	110	14%	2032	24%	2425	25%	26281	26%
	<b>Total</b>	<b>789</b>	<b>100%</b>	<b>8594</b>	<b>100%</b>	<b>9651</b>	<b>100%</b>	<b>102037</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	99	13%	593	7%	626	7%	8485	8%
	Dissatisfied	257	32%	1647	19%	1747	18%	20329	20%
	Neither	153	19%	1813	21%	2028	21%	21757	22%
	Satisfied	193	24%	2935	35%	3353	35%	33602	33%
	Very satisfied	90	11%	1473	17%	1737	18%	16630	16%
	<b>Total</b>	<b>792</b>	<b>100%</b>	<b>8461</b>	<b>100%</b>	<b>9491</b>	<b>100%</b>	<b>100803</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	32	4%	370	4%	371	4%	4182	4%
	Dissatisfied	73	9%	770	9%	782	8%	8482	8%
	Neither	166	21%	1662	20%	1856	20%	19202	19%
	Satisfied	294	37%	3172	37%	3612	38%	38283	38%
	Very satisfied	230	29%	2518	30%	2862	30%	31202	31%
	<b>Total</b>	<b>795</b>	<b>100%</b>	<b>8492</b>	<b>100%</b>	<b>9483</b>	<b>100%</b>	<b>101351</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	107	13%	483	6%	456	5%	6178	6%
	Dissatisfied	200	25%	1134	13%	1097	11%	13253	13%
	Neither	143	18%	1356	16%	1513	16%	15700	15%
	Satisfied	224	28%	3257	38%	3787	39%	37476	37%
	Very satisfied	121	15%	2363	27%	2792	29%	29091	29%
	<b>Total</b>	<b>795</b>	<b>100%</b>	<b>8593</b>	<b>100%</b>	<b>9645</b>	<b>100%</b>	<b>101698</b>	<b>100%</b>

*FSCJ compared with:*

<b>Institutional Structure (continued)</b>		Response Option	<b>FSCJ</b>		<b>Bacc./Assoc.</b>		<b>4 year</b>		<b>NILIE Normbase</b>	
			Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>										
<b>10</b> information is shared within the institution	Very dissatisfied	165	20%	827	10%	894	9%	11069	11%	
	Dissatisfied	209	26%	1752	20%	1872	19%	20482	20%	
	Neither	169	21%	1759	20%	1964	20%	21009	21%	
	Satisfied	175	22%	2704	31%	3107	32%	31086	30%	
	Very satisfied	89	11%	1565	18%	1815	19%	18363	18%	
	<b>Total</b>	<b>807</b>	<b>100%</b>	<b>8607</b>	<b>100%</b>	<b>9652</b>	<b>100%</b>	<b>102009</b>	<b>100%</b>	
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	61	8%	312	4%	323	4%	4052	4%	
	Dissatisfied	141	19%	1001	13%	1054	12%	12435	13%	
	Neither	247	33%	2500	32%	2753	31%	28445	30%	
	Satisfied	236	31%	2963	38%	3406	39%	36074	38%	
	Very satisfied	67	9%	1067	14%	1234	14%	12824	14%	
	<b>Total</b>	<b>752</b>	<b>100%</b>	<b>7843</b>	<b>100%</b>	<b>8770</b>	<b>100%</b>	<b>93830</b>	<b>100%</b>	
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	129	17%	799	10%	881	10%	10526	11%	
	Dissatisfied	185	24%	1453	18%	1562	17%	16925	18%	
	Neither	222	29%	2492	31%	2759	31%	27921	29%	
	Satisfied	152	20%	2208	28%	2553	28%	26736	28%	
	Very satisfied	74	10%	1048	13%	1222	14%	12662	13%	
	<b>Total</b>	<b>762</b>	<b>100%</b>	<b>8000</b>	<b>100%</b>	<b>8977</b>	<b>100%</b>	<b>94770</b>	<b>100%</b>	
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	108	14%	733	9%	794	8%	10065	10%	
	Dissatisfied	183	23%	1447	17%	1491	16%	17061	17%	
	Neither	171	22%	1653	19%	1846	19%	20765	21%	
	Satisfied	208	26%	3025	36%	3474	36%	33766	33%	
	Very satisfied	123	16%	1640	19%	1930	20%	19163	19%	
	<b>Total</b>	<b>793</b>	<b>100%</b>	<b>8498</b>	<b>100%</b>	<b>9535</b>	<b>100%</b>	<b>100820</b>	<b>100%</b>	



*FSCJ compared with:*

Institutional Structure (continued)		FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		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	113	14%	759	9%	799	8%	9321	9%
	Dissatisfied	159	20%	1401	17%	1448	15%	15493	15%
	Neither	166	21%	1711	20%	1914	20%	20329	20%
	Satisfied	218	28%	2769	33%	3207	34%	32990	33%
	Very satisfied	135	17%	1830	22%	2115	22%	22129	22%
	<b>Total</b>	<b>791</b>	<b>100%</b>	<b>8470</b>	<b>100%</b>	<b>9483</b>	<b>100%</b>	<b>100262</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	117	15%	695	8%	729	8%	9142	9%
	Dissatisfied	195	25%	1419	17%	1445	15%	16650	17%
	Neither	170	21%	1712	20%	1900	20%	20226	20%
	Satisfied	219	28%	3050	36%	3506	37%	34991	35%
	Very satisfied	90	11%	1634	19%	1940	20%	19636	20%
	<b>Total</b>	<b>791</b>	<b>100%</b>	<b>8510</b>	<b>100%</b>	<b>9520</b>	<b>100%</b>	<b>100645</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	41	5%	330	4%	340	4%	3983	4%
	Dissatisfied	80	10%	734	9%	668	7%	8158	8%
	Neither	204	26%	2088	25%	2269	24%	24063	24%
	Satisfied	302	38%	3457	41%	4029	43%	41971	42%
	Very satisfied	158	20%	1732	21%	2053	22%	20691	21%
	<b>Total</b>	<b>785</b>	<b>100%</b>	<b>8341</b>	<b>100%</b>	<b>9359</b>	<b>100%</b>	<b>98866</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	195	25%	604	7%	635	7%	8652	9%
	Dissatisfied	234	30%	1526	18%	1580	17%	18687	19%
	Neither	182	23%	1883	23%	2095	22%	22524	23%
	Satisfied	117	15%	2934	35%	3376	36%	33146	33%
	Very satisfied	57	7%	1400	17%	1663	18%	16093	16%
	<b>Total</b>	<b>785</b>	<b>100%</b>	<b>8347</b>	<b>100%</b>	<b>9349</b>	<b>100%</b>	<b>99102</b>	<b>100%</b>

*FSCJ compared with:*

Institutional Structure (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	132	17%	1164	15%	1284	14%	14008	15%
	Dissatisfied	124	16%	1420	18%	1513	17%	15605	17%
	Neither	196	26%	2168	27%	2410	27%	23987	25%
	Satisfied	194	25%	2004	25%	2294	26%	25189	27%
	Very satisfied	117	15%	1198	15%	1386	16%	15500	16%
	<b>Total</b>	<b>763</b>	<b>100%</b>	<b>7954</b>	<b>100%</b>	<b>8887</b>	<b>100%</b>	<b>94289</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	69	9%	463	5%	476	5%	5781	6%
	Dissatisfied	131	17%	1129	13%	1124	12%	13336	13%
	Neither	154	20%	1387	16%	1545	16%	16886	17%
	Satisfied	293	37%	3570	42%	4121	43%	41649	42%
	Very satisfied	140	18%	1931	23%	2229	23%	22646	23%
	<b>Total</b>	<b>787</b>	<b>100%</b>	<b>8480</b>	<b>100%</b>	<b>9495</b>	<b>100%</b>	<b>100298</b>	<b>100%</b>
<b>44</b> my work is guided by clearly defined administrative processes	Very dissatisfied	80	10%	574	7%	617	7%	7331	7%
	Dissatisfied	135	17%	1165	14%	1178	13%	13473	14%
	Neither	157	20%	1910	23%	2078	22%	22372	23%
	Satisfied	249	32%	3066	37%	3551	38%	36401	37%
	Very satisfied	155	20%	1622	19%	1910	20%	19188	19%
	<b>Total</b>	<b>776</b>	<b>100%</b>	<b>8337</b>	<b>100%</b>	<b>9334</b>	<b>100%</b>	<b>98765</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*FSCJ compared with:*

Student Focus	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	70	9%	431	5%	367	4%	4615	5%
	Dissatisfied	171	22%	1019	12%	971	10%	11205	11%
	Neither	132	17%	1075	13%	1205	12%	12590	12%
	Satisfied	247	31%	3171	37%	3691	38%	37478	37%
	Very satisfied	170	22%	2901	34%	3410	35%	36029	35%
	<b>Total</b>	<b>790</b>	<b>100%</b>	<b>8597</b>	<b>100%</b>	<b>9644</b>	<b>100%</b>	<b>101917</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	17	2%	378	4%	285	3%	3285	3%
	Dissatisfied	27	3%	493	6%	402	4%	4142	4%
	Neither	50	6%	533	6%	595	6%	6283	6%
	Satisfied	220	28%	2707	31%	3151	33%	31868	31%
	Very satisfied	485	61%	4503	52%	5239	54%	56390	55%
	<b>Total</b>	<b>799</b>	<b>100%</b>	<b>8614</b>	<b>100%</b>	<b>9672</b>	<b>100%</b>	<b>101968</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	17	2%	230	3%	195	2%	2246	2%
	Dissatisfied	50	7%	748	9%	676	7%	6893	7%
	Neither	125	17%	1304	16%	1443	16%	14725	15%
	Satisfied	302	41%	3774	46%	4347	47%	42492	44%
	Very satisfied	235	32%	2144	26%	2546	28%	29225	31%
	<b>Total</b>	<b>729</b>	<b>100%</b>	<b>8200</b>	<b>100%</b>	<b>9207</b>	<b>100%</b>	<b>95581</b>	<b>100%</b>
<b>18</b> student ethnic and cultural diversity are important at this institution	Very dissatisfied	14	2%	291	3%	247	3%	2848	3%
	Dissatisfied	36	5%	606	7%	549	6%	5491	6%
	Neither	139	18%	1353	16%	1526	16%	15003	15%
	Satisfied	326	42%	3471	41%	3986	42%	40700	41%
	Very satisfied	264	34%	2700	32%	3109	33%	35572	36%
	<b>Total</b>	<b>779</b>	<b>100%</b>	<b>8421</b>	<b>100%</b>	<b>9417</b>	<b>100%</b>	<b>99614</b>	<b>100%</b>

*FSCJ compared with:*

Student Focus (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	12	2%	229	3%	193	2%	2060	2%
	Dissatisfied	53	7%	681	8%	585	6%	5998	6%
	Neither	192	26%	1539	19%	1691	18%	17176	18%
	Satisfied	308	42%	3795	46%	4382	48%	45166	47%
	Very satisfied	170	23%	1936	24%	2344	25%	25650	27%
	<b>Total</b>		<b>735</b>	<b>100%</b>	<b>8180</b>	<b>100%</b>	<b>9195</b>	<b>100%</b>	<b>96050</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	57	7%	300	4%	235	3%	2858	3%
	Dissatisfied	129	17%	759	9%	686	8%	7669	8%
	Neither	146	19%	1454	18%	1624	18%	15839	16%
	Satisfied	293	38%	3568	44%	4101	45%	42647	44%
	Very satisfied	142	19%	2041	25%	2403	27%	27489	28%
	<b>Total</b>		<b>767</b>	<b>100%</b>	<b>8122</b>	<b>100%</b>	<b>9049</b>	<b>100%</b>	<b>96502</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	49	8%	217	3%	194	2%	2317	3%
	Dissatisfied	77	12%	623	8%	532	6%	5716	6%
	Neither	226	35%	1591	20%	1768	20%	19907	22%
	Satisfied	199	31%	3519	44%	4041	46%	39564	44%
	Very satisfied	95	15%	1982	25%	2323	26%	22986	25%
	<b>Total</b>		<b>646</b>	<b>100%</b>	<b>7932</b>	<b>100%</b>	<b>8858</b>	<b>100%</b>	<b>90490</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	18	2%	267	3%	205	2%	2119	2%
	Dissatisfied	51	7%	641	8%	545	6%	5237	5%
	Neither	138	18%	1148	14%	1273	14%	11638	12%
	Satisfied	348	46%	3827	46%	4380	47%	43571	44%
	Very satisfied	205	27%	2421	29%	2909	31%	35725	36%
	<b>Total</b>		<b>760</b>	<b>100%</b>	<b>8304</b>	<b>100%</b>	<b>9312</b>	<b>100%</b>	<b>98290</b>

*FSCJ compared with:*

Student Focus (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	14	2%	251	3%	191	2%	2251	2%
	Dissatisfied	42	6%	578	7%	479	5%	4929	5%
	Neither	128	17%	1090	13%	1217	13%	12185	12%
	Satisfied	363	48%	3609	44%	4179	45%	43573	45%
	Very satisfied	210	28%	2756	33%	3211	35%	34974	36%
	<b>Total</b>	<b>757</b>	<b>100%</b>	<b>8284</b>	<b>100%</b>	<b>9277</b>	<b>100%</b>	<b>97912</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	17	2%	245	3%	189	2%	2254	2%
	Dissatisfied	49	6%	617	7%	513	6%	5083	5%
	Neither	140	18%	1139	14%	1248	13%	11143	11%
	Satisfied	350	46%	3827	46%	4417	47%	45306	46%
	Very satisfied	204	27%	2474	30%	2932	32%	34291	35%
	<b>Total</b>	<b>760</b>	<b>100%</b>	<b>8302</b>	<b>100%</b>	<b>9299</b>	<b>100%</b>	<b>98077</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	33	5%	236	3%	203	2%	2102	2%
	Dissatisfied	83	12%	654	8%	558	6%	5888	6%
	Neither	196	27%	1653	21%	1831	21%	18318	20%
	Satisfied	275	38%	3531	44%	4077	46%	42430	45%
	Very satisfied	129	18%	1902	24%	2246	25%	24907	27%
	<b>Total</b>	<b>716</b>	<b>100%</b>	<b>7976</b>	<b>100%</b>	<b>8915</b>	<b>100%</b>	<b>93645</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	32	5%	158	2%	125	1%	1447	2%
	Dissatisfied	107	15%	610	8%	480	5%	4926	5%
	Neither	204	29%	1663	21%	1831	21%	17224	19%
	Satisfied	282	40%	4065	52%	4726	54%	48416	53%
	Very satisfied	76	11%	1325	17%	1590	18%	19779	22%
	<b>Total</b>	<b>701</b>	<b>100%</b>	<b>7821</b>	<b>100%</b>	<b>8752</b>	<b>100%</b>	<b>91792</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*FSCJ compared with:*

Supervisory Relationships	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor expresses confidence in my work	Very dissatisfied	28	3%	537	6%	468	5%	4906	5%
	Dissatisfied	41	5%	739	9%	713	7%	7461	7%
	Neither	61	8%	808	9%	929	10%	9249	9%
	Satisfied	219	27%	2470	29%	2865	30%	28903	28%
	Very satisfied	454	57%	4011	47%	4630	48%	51258	50%
	<b>Total</b>	<b>803</b>	<b>100%</b>	<b>8565</b>	<b>100%</b>	<b>9605</b>	<b>100%</b>	<b>101777</b>	<b>100%</b>
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	40	5%	661	8%	617	6%	6708	7%
	Dissatisfied	46	6%	770	9%	751	8%	8676	9%
	Neither	75	9%	935	11%	1046	11%	10558	10%
	Satisfied	189	24%	2386	28%	2738	28%	27391	27%
	Very satisfied	447	56%	3834	45%	4473	46%	48489	48%
	<b>Total</b>	<b>797</b>	<b>100%</b>	<b>8586</b>	<b>100%</b>	<b>9625</b>	<b>100%</b>	<b>101822</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	45	6%	438	5%	451	5%	5331	5%
	Dissatisfied	94	12%	1094	13%	1055	11%	11887	12%
	Neither	122	15%	1437	17%	1589	17%	16664	17%
	Satisfied	316	40%	3465	41%	4045	43%	41638	41%
	Very satisfied	219	28%	2033	24%	2358	25%	25134	25%
	<b>Total</b>	<b>796</b>	<b>100%</b>	<b>8467</b>	<b>100%</b>	<b>9498</b>	<b>100%</b>	<b>100654</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	26	4%	316	4%	333	4%	3765	4%
	Dissatisfied	50	7%	834	11%	785	9%	8632	9%
	Neither	172	24%	1928	25%	2124	24%	22273	24%
	Satisfied	296	41%	3263	42%	3774	43%	39325	43%
	Very satisfied	173	24%	1484	19%	1726	20%	18060	20%
	<b>Total</b>	<b>717</b>	<b>100%</b>	<b>7825</b>	<b>100%</b>	<b>8742</b>	<b>100%</b>	<b>92055</b>	<b>100%</b>

*FSCJ compared with:*

Supervisory Relationships (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	47	6%	579	7%	599	6%	6481	6%
	Dissatisfied	82	10%	1105	13%	1119	12%	11452	11%
	Neither	114	14%	1671	20%	1848	19%	18652	19%
	Satisfied	286	36%	3173	37%	3656	39%	37789	38%
	Very satisfied	265	33%	1941	23%	2265	24%	25964	26%
	<b>Total</b>	<b>794</b>	<b>100%</b>	<b>8469</b>	<b>100%</b>	<b>9487</b>	<b>100%</b>	<b>100338</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	36	5%	500	6%	502	5%	5571	6%
	Dissatisfied	80	10%	1134	13%	1156	12%	11591	12%
	Neither	98	12%	1618	19%	1793	19%	17571	17%
	Satisfied	313	40%	3290	39%	3804	40%	39892	40%
	Very satisfied	262	33%	1946	23%	2259	24%	25820	26%
	<b>Total</b>	<b>789</b>	<b>100%</b>	<b>8488</b>	<b>100%</b>	<b>9514</b>	<b>100%</b>	<b>100445</b>	<b>100%</b>
<b>26</b> my supervisor actively seeks my ideas	Very dissatisfied	52	7%	726	9%	730	8%	7725	8%
	Dissatisfied	71	9%	1013	12%	1023	11%	10354	10%
	Neither	109	14%	1501	18%	1663	18%	16580	17%
	Satisfied	240	30%	2546	30%	2919	31%	31219	31%
	Very satisfied	316	40%	2593	31%	3043	32%	33249	34%
	<b>Total</b>	<b>788</b>	<b>100%</b>	<b>8379</b>	<b>100%</b>	<b>9378</b>	<b>100%</b>	<b>99127</b>	<b>100%</b>
<b>27</b> my supervisor seriously considers my ideas	Very dissatisfied	47	6%	713	9%	703	8%	7467	8%
	Dissatisfied	59	7%	902	11%	895	10%	9304	9%
	Neither	116	15%	1374	16%	1516	16%	15478	16%
	Satisfied	235	30%	2546	30%	2943	31%	31047	31%
	Very satisfied	331	42%	2824	34%	3303	35%	35791	36%
	<b>Total</b>	<b>788</b>	<b>100%</b>	<b>8359</b>	<b>100%</b>	<b>9360</b>	<b>100%</b>	<b>99087</b>	<b>100%</b>

*FSCJ compared with:*

Supervisory Relationships (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	45	6%	401	5%	413	4%	4841	5%
	Dissatisfied	90	12%	1029	12%	1005	11%	10563	11%
	Neither	140	18%	1805	22%	1988	21%	21188	21%
	Satisfied	299	38%	3349	40%	3870	41%	40766	41%
	Very satisfied	204	26%	1811	22%	2137	23%	22056	22%
	<b>Total</b>		<b>778</b>	<b>100%</b>	<b>8395</b>	<b>100%</b>	<b>9413</b>	<b>100%</b>	<b>99414</b>
<b>34</b> my supervisor helps me to improve my work	Very dissatisfied	38	5%	628	8%	616	7%	6733	7%
	Dissatisfied	80	10%	941	11%	944	10%	9619	10%
	Neither	117	15%	1662	20%	1885	20%	18379	19%
	Satisfied	259	33%	2724	33%	3113	33%	32770	33%
	Very satisfied	288	37%	2392	29%	2773	30%	31264	32%
	<b>Total</b>		<b>782</b>	<b>100%</b>	<b>8347</b>	<b>100%</b>	<b>9331</b>	<b>100%</b>	<b>98765</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	41	5%	522	6%	497	5%	5527	6%
	Dissatisfied	50	6%	759	9%	717	8%	7439	7%
	Neither	106	13%	1084	13%	1193	13%	12722	13%
	Satisfied	296	38%	3016	36%	3476	37%	36279	36%
	Very satisfied	294	37%	3047	36%	3543	38%	37745	38%
	<b>Total</b>		<b>787</b>	<b>100%</b>	<b>8428</b>	<b>100%</b>	<b>9426</b>	<b>100%</b>	<b>99712</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	61	8%	529	6%	542	6%	6329	6%
	Dissatisfied	94	12%	1030	12%	988	11%	11018	11%
	Neither	144	18%	1599	19%	1746	19%	19281	19%
	Satisfied	302	39%	3253	39%	3774	40%	38595	39%
	Very satisfied	180	23%	1961	23%	2328	25%	23655	24%
	<b>Total</b>		<b>781</b>	<b>100%</b>	<b>8372</b>	<b>100%</b>	<b>9378</b>	<b>100%</b>	<b>98878</b>



*FSCJ compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>FSCJ</b>		<b>Bacc./Assoc.</b>		<b>4 year</b>		<b>NILIE Normbase</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	47	6%	566	7%	545	6%	6329	6%
	Dissatisfied	64	8%	964	11%	976	10%	10345	10%
	Neither	98	12%	1237	15%	1404	15%	15032	15%
	Satisfied	324	41%	3117	37%	3599	38%	37397	38%
	Very satisfied	258	33%	2515	30%	2868	31%	30248	30%
	<b>Total</b>	<b>791</b>	<b>100%</b>	<b>8399</b>	<b>100%</b>	<b>9392</b>	<b>100%</b>	<b>99351</b>	<b>100%</b>

**Table 4. Teamwork Frequency Distributions**

*FSCJ compared with:*

Teamwork	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		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	36	5%	565	7%	534	6%	5792	6%
	Dissatisfied	86	11%	1096	13%	1091	11%	11555	11%
	Neither	85	11%	966	11%	1086	11%	11170	11%
	Satisfied	248	31%	2741	32%	3156	33%	33392	33%
	Very satisfied	345	43%	3108	37%	3622	38%	39073	39%
	<b>Total</b>	<b>800</b>	<b>100%</b>	<b>8476</b>	<b>100%</b>	<b>9489</b>	<b>100%</b>	<b>100982</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	26	3%	379	5%	356	4%	3851	4%
	Dissatisfied	62	8%	837	10%	788	9%	8479	9%
	Neither	99	13%	1548	19%	1724	19%	16224	17%
	Satisfied	316	40%	3137	39%	3618	40%	39587	41%
	Very satisfied	279	36%	2109	26%	2453	27%	28093	29%
	<b>Total</b>	<b>782</b>	<b>100%</b>	<b>8010</b>	<b>100%</b>	<b>8939</b>	<b>100%</b>	<b>96234</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	49	6%	547	7%	536	6%	5985	6%
	Dissatisfied	75	10%	1056	13%	1032	11%	10907	11%
	Neither	112	14%	1295	16%	1421	15%	14313	15%
	Satisfied	292	37%	3184	38%	3640	39%	37570	38%
	Very satisfied	259	33%	2202	27%	2624	28%	29756	30%
	<b>Total</b>	<b>787</b>	<b>100%</b>	<b>8284</b>	<b>100%</b>	<b>9253</b>	<b>100%</b>	<b>98531</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	58	7%	582	7%	560	6%	6243	6%
	Dissatisfied	62	8%	997	12%	977	11%	10244	10%
	Neither	108	14%	1253	15%	1371	15%	13922	14%
	Satisfied	284	36%	2976	36%	3447	38%	36090	37%
	Very satisfied	275	35%	2425	29%	2837	31%	31613	32%
	<b>Total</b>	<b>787</b>	<b>100%</b>	<b>8233</b>	<b>100%</b>	<b>9192</b>	<b>100%</b>	<b>98112</b>	<b>100%</b>

*FSCJ compared with:*

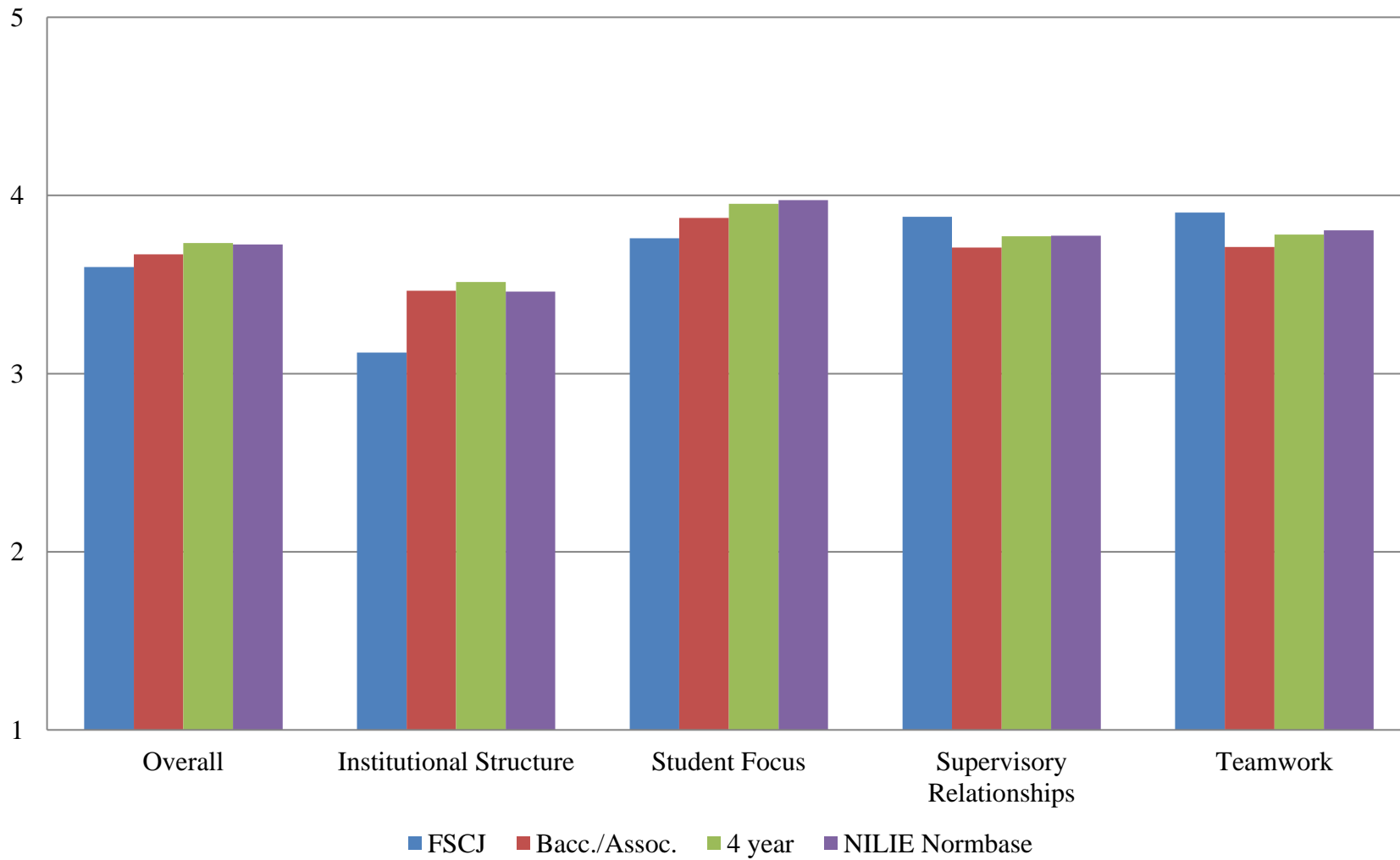
Teamwork (continued)	Response Option	FSCJ		Bacc./Assoc.		4 year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	36	5%	366	5%	349	4%	4190	4%
	Dissatisfied	60	8%	849	11%	786	9%	8345	9%
	Neither	108	14%	1512	19%	1674	19%	16375	17%
	Satisfied	317	41%	3258	40%	3790	42%	39702	41%
	Very satisfied	252	33%	2080	26%	2400	27%	27578	29%
	<b>Total</b>	<b>773</b>	<b>100%</b>	<b>8065</b>	<b>100%</b>	<b>8999</b>	<b>100%</b>	<b>96190</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	49	6%	694	8%	681	7%	7127	7%
	Dissatisfied	66	8%	982	12%	973	10%	10524	11%
	Neither	83	11%	1078	13%	1207	13%	12600	13%
	Satisfied	277	35%	3037	36%	3458	37%	34930	35%
	Very satisfied	312	40%	2629	31%	3092	33%	34550	35%
	<b>Total</b>	<b>787</b>	<b>100%</b>	<b>8420</b>	<b>100%</b>	<b>9411</b>	<b>100%</b>	<b>99731</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>FSCJ compared with:</i>										
	FSCJ		Bacc./Assoc.			4 year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	809	3.599	3.670	*	-.085	3.733	***	-.167	3.724	***	-.155
Institutional Structure	809	3.118	3.465	***	-.378	3.514	***	-.438	3.460	***	-.370
Student Focus	809	3.760	3.874	***	-.139	3.952	***	-.256	3.974	***	-.280
Supervisory Relationships	809	3.880	3.708	***	.177	3.770	**	.117	3.775	**	.111
Teamwork	808	3.904	3.710	***	.184	3.780	***	.122	3.803	**	.098

\* 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>FSCJ compared with:</i>										
		FSCJ		Bacc./Assoc.			4 year			NILIE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>1</b>	the actions of this institution reflect its mission	789	3.276	3.761	***	-.462	3.831	***	-.548	3.800	***	-.501
<b>4</b>	decisions are made at the appropriate level at this institution	792	2.896	3.360	***	-.392	3.403	***	-.431	3.293	***	-.330
<b>5</b>	the institution effectively promotes diversity in the workplace	795	3.776	3.789			3.824			3.827		
<b>6</b>	administrative leadership is focused on meeting the needs of students	795	3.065	3.685	***	-.525	3.763	***	-.612	3.689	***	-.524
<b>10</b>	information is shared within the institution	807	2.770	3.282	***	-.410	3.319	***	-.441	3.247	***	-.378
<b>11</b>	institutional teams use problem-solving techniques	752	3.142	3.443	***	-.297	3.476	***	-.333	3.439	***	-.290
<b>15</b>	I am able to appropriately influence the direction of this institution	762	2.812	3.157	***	-.294	3.186	***	-.320	3.149	***	-.282
<b>16</b>	open and ethical communication is practiced at this institution	793	3.069	3.399	***	-.269	3.446	***	-.310	3.346	***	-.223
<b>22</b>	this institution has been successful in positively motivating my performance	791	3.130	3.414	***	-.228	3.463	***	-.270	3.430	***	-.240
<b>25</b>	a spirit of cooperation exists at this institution	791	2.962	3.412	***	-.373	3.471	***	-.425	3.391	***	-.349
<b>29</b>	institution-wide policies guide my work	785	3.581	3.663	*	-.079	3.725	***	-.143	3.680	**	-.097
<b>32</b>	this institution is appropriately organized	785	2.499	3.359	***	-.733	3.412	***	-.784	3.296	***	-.665
<b>38</b>	I have the opportunity for advancement within this institution	763	3.052	3.082			3.111			3.133		
<b>41</b>	I receive adequate information regarding important activities at this institution	787	3.386	3.634	***	-.218	3.685	***	-.268	3.619	***	-.204
<b>44</b>	my work is guided by clearly defined administrative processes	776	3.340	3.479	**	-.120	3.531	***	-.166	3.472	**	-.113

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

**Table 7. Student Focus Item Mean Comparisons**

*FSCJ compared with:*

Student Focus	FSCJ		Bacc./Assoc.			4 year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7 student needs are central to what we do	790	3.349	3.825	***	-.405	3.913	***	-.505	3.874	***	-.458
8 I feel my job is relevant to this institution's mission	799	4.413	4.215	***	.186	4.309	**	.108	4.314	**	.101
17 faculty meet the needs of students	729	3.944	3.836	**	.107	3.909			3.937		
18 student ethnic and cultural diversity are important at this institution	779	4.014	3.912	**	.099	3.973			4.010		
19 students' competencies are enhanced	735	3.777	3.798			3.881	**	-.111	3.899	***	-.130
23 non-teaching professional personnel meet the needs of students	767	3.435	3.775	***	-.321	3.857	***	-.422	3.873	***	-.433
28 classified personnel meet the needs of students	646	3.331	3.810	***	-.481	3.877	***	-.573	3.831	***	-.518
31 students receive an excellent education at this institution	760	3.883	3.902			3.993	**	-.117	4.074	***	-.203
35 this institution prepares students for a career	757	3.942	3.971			4.050	**	-.116	4.063	***	-.129
37 this institution prepares students for further learning	760	3.888	3.924			4.010	***	-.131	4.063	***	-.188
40 students are assisted with their personal development	716	3.536	3.778	***	-.242	3.853	***	-.332	3.877	***	-.359
42 students are satisfied with their educational experience at this institution	701	3.375	3.740	***	-.401	3.820	***	-.520	3.873	***	-.577

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

**Table 8. Supervisory Relationships Item Mean Comparisons**

*FSCJ compared with:*

Supervisory Relationships	FSCJ		Bacc./Assoc.			4 year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	803	4.283	4.013	***	.225	4.091	***	.169	4.122	***	.141
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	797	4.201	3.927	***	.218	4.008	***	.160	4.004	***	.160
12 positive work expectations are communicated to me	796	3.716	3.657			3.716			3.689		
13 unacceptable behaviors are identified and communicated to me	717	3.753	3.609	***	.139	3.661	*	.091	3.644	**	.106
20 I receive timely feedback for my work	794	3.806	3.566	***	.205	3.619	***	.162	3.651	***	.133
21 I receive appropriate feedback for my work	789	3.868	3.595	***	.238	3.648	***	.196	3.685	***	.161
26 my supervisor actively seeks my ideas	788	3.885	3.629	***	.202	3.695	***	.152	3.725	***	.128
27 my supervisor seriously considers my ideas	788	3.944	3.702	***	.192	3.774	***	.138	3.791	***	.124
30 work outcomes are clarified for me	778	3.677	3.612			3.671			3.650		
34 my supervisor helps me to improve my work	782	3.868	3.636	***	.191	3.695	***	.147	3.731	**	.115
39 I am given the opportunity to be creative in my work	787	3.956	3.867	*	.075	3.939			3.935		
45 I have the opportunity to express my ideas in appropriate forums	781	3.571	3.608			3.678	*	-.094	3.629		
46 professional development and training opportunities are available	791	3.862	3.720	**	.119	3.774	*	.076	3.754	**	.092

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



**Table 9. Teamwork Item Mean Comparisons**

*FSCJ compared with:*

Teamwork	FSCJ		Bacc./Assoc.			4 year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>3</b> there is a spirit of cooperation within my work team	800	3.975	3.794	***	.146	3.868	*	.089	3.875	*	.083
<b>14</b> my primary work team uses problem-solving techniques	782	3.972	3.719	***	.230	3.786	***	.175	3.827	***	.135
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	787	3.809	3.656	***	.129	3.733			3.753		
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	787	3.834	3.688	**	.120	3.764			3.781		
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	773	3.891	3.724	***	.153	3.790	*	.096	3.812	*	.073
<b>43</b> a spirit of cooperation exists in my department	787	3.936	3.704	***	.187	3.776	***	.132	3.795	**	.116

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