



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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

PACE Report
PACE Climate Survey for Community Colleges

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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.

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		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	8	1%	31	4%	264	3%	1543	2%
	Dissatisfied	29	4%	116	16%	1058	12%	5807	9%
	Neither	61	9%	146	21%	1542	18%	8990	15%
	Satisfied	343	49%	307	44%	3932	46%	29031	47%
	Very satisfied	253	36%	105	15%	1672	20%	16460	27%
	Total	694	100%	705	100%	8468	100%	61831	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	28	4%	74	10%	734	9%	4807	8%
	Dissatisfied	93	13%	193	27%	1932	23%	11904	19%
	Neither	134	19%	156	22%	1974	23%	13476	22%
	Satisfied	292	42%	208	29%	2616	31%	20796	34%
	Very satisfied	142	21%	80	11%	1147	14%	10270	17%
	Total	689	100%	711	100%	8403	100%	61253	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	17	2%	31	4%	355	4%	2147	3%
	Dissatisfied	45	7%	57	8%	767	9%	4636	8%
	Neither	95	14%	157	22%	1720	20%	11689	19%
	Satisfied	260	38%	260	37%	3157	37%	23467	38%
	Very satisfied	273	40%	199	28%	2451	29%	19705	32%
	Total	690	100%	704	100%	8450	100%	61644	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	2%	67	9%	590	7%	3257	5%
	Dissatisfied	45	7%	142	20%	1198	14%	7286	12%
	Neither	70	10%	126	18%	1510	18%	9396	15%
	Satisfied	273	40%	240	34%	3100	37%	23374	38%
	Very satisfied	285	42%	135	19%	2090	25%	18461	30%
	Total	685	100%	710	100%	8488	100%	61774	100%

FSCJ compared with:

Institutional Structure (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	38	5%	97	14%	1108	13%	6551	11%
	Dissatisfied	88	13%	190	26%	1874	22%	12080	19%
	Neither	111	16%	139	19%	1886	22%	12941	21%
	Satisfied	276	40%	195	27%	2373	28%	19108	31%
	Very satisfied	183	26%	96	13%	1288	15%	11405	18%
	Total	696	100%	717	100%	8529	100%	62085	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	14	2%	38	6%	396	5%	2359	4%
	Dissatisfied	40	6%	124	19%	1112	14%	6984	12%
	Neither	162	25%	219	33%	2586	33%	17067	30%
	Satisfied	294	45%	222	34%	2808	36%	22302	39%
	Very satisfied	143	22%	56	8%	892	11%	8282	15%
	Total	653	100%	659	100%	7794	100%	56994	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	36	6%	79	12%	952	12%	6219	11%
	Dissatisfied	81	12%	149	22%	1585	20%	10028	17%
	Neither	176	27%	195	29%	2428	31%	16742	29%
	Satisfied	241	37%	168	25%	2057	26%	16590	29%
	Very satisfied	115	18%	75	11%	889	11%	7982	14%
	Total	649	100%	666	100%	7911	100%	57561	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	27	4%	96	13%	923	11%	5912	10%
	Dissatisfied	61	9%	145	20%	1547	18%	9773	16%
	Neither	109	16%	163	23%	1910	23%	12798	21%
	Satisfied	290	42%	219	31%	2681	32%	20720	34%
	Very satisfied	198	29%	90	13%	1362	16%	12007	20%
	Total	685	100%	713	100%	8423	100%	61210	100%

FSCJ compared with:

Institutional Structure (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	31	5%	66	9%	848	10%	5421	9%
	Dissatisfied	73	11%	144	20%	1395	17%	8888	15%
	Neither	118	17%	148	21%	1777	21%	12230	20%
	Satisfied	243	35%	225	32%	2666	32%	20339	33%
	Very satisfied	221	32%	122	17%	1668	20%	13856	23%
	Total	686	100%	705	100%	8354	100%	60734	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	26	4%	86	12%	793	9%	5227	9%
	Dissatisfied	66	10%	132	19%	1594	19%	9605	16%
	Neither	116	17%	160	23%	1784	21%	12089	20%
	Satisfied	282	41%	220	31%	2828	34%	21675	36%
	Very satisfied	198	29%	107	15%	1369	16%	12329	20%
	Total	688	100%	705	100%	8368	100%	60925	100%
29 institution-wide policies guide my work	Very dissatisfied	11	2%	23	3%	306	4%	1960	3%
	Dissatisfied	18	3%	65	9%	640	8%	3855	6%
	Neither	108	16%	163	24%	2125	26%	14255	24%
	Satisfied	313	46%	293	43%	3468	42%	26280	44%
	Very satisfied	232	34%	142	21%	1674	20%	13586	23%
	Total	682	100%	686	100%	8213	100%	59936	100%
32 this institution is appropriately organized	Very dissatisfied	44	6%	130	19%	903	11%	5097	9%
	Dissatisfied	102	15%	202	29%	1835	22%	10911	18%
	Neither	182	27%	174	25%	2097	26%	13967	23%
	Satisfied	249	37%	145	21%	2425	30%	19994	33%
	Very satisfied	104	15%	43	6%	940	11%	9869	16%
	Total	681	100%	694	100%	8200	100%	59838	100%

FSCJ compared with:

Institutional Structure (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	65	10%	88	13%	1235	16%	8432	15%
	Dissatisfied	89	13%	114	17%	1394	18%	9034	16%
	Neither	130	20%	164	24%	2095	27%	14403	25%
	Satisfied	209	32%	214	32%	1935	25%	15305	27%
	Very satisfied	170	26%	95	14%	1138	15%	9828	17%
	Total	663	100%	675	100%	7797	100%	57002	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	16	2%	33	5%	460	6%	2976	5%
	Dissatisfied	50	7%	88	13%	1036	12%	7033	12%
	Neither	68	10%	137	20%	1600	19%	10302	17%
	Satisfied	304	44%	299	43%	3484	42%	25941	43%
	Very satisfied	248	36%	138	20%	1733	21%	14268	24%
	Total	686	100%	695	100%	8313	100%	60520	100%
44 administrative processes are clearly defined	Very dissatisfied	32	5%	51	7%	690	8%	4329	7%
	Dissatisfied	93	14%	102	15%	1210	15%	7665	13%
	Neither	125	18%	151	22%	1935	24%	13314	22%
	Satisfied	272	40%	239	35%	2836	35%	22289	37%
	Very satisfied	160	23%	143	21%	1495	18%	12045	20%
	Total	682	100%	686	100%	8166	100%	59642	100%

Table 2. Student Focus Frequency Distributions

FSCJ compared with:

Student Focus	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	8	1%	41	6%	364	4%	2140	3%
	Dissatisfied	40	6%	129	18%	1051	12%	5963	10%
	Neither	60	9%	105	15%	1194	14%	7642	12%
	Satisfied	257	38%	233	33%	3142	37%	23204	37%
	Very satisfied	319	47%	199	28%	2742	32%	22949	37%
	Total	684	100%	707	100%	8493	100%	61898	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	8	1%	7	1%	130	2%	901	1%
	Dissatisfied	9	1%	17	2%	251	3%	1564	3%
	Neither	19	3%	43	6%	562	7%	3851	6%
	Satisfied	156	23%	210	30%	2656	31%	19764	32%
	Very satisfied	498	72%	430	61%	4926	58%	36014	58%
	Total	690	100%	707	100%	8525	100%	62094	100%
17 faculty meet the needs of students	Very dissatisfied	11	2%	13	2%	155	2%	901	2%
	Dissatisfied	28	4%	31	5%	534	7%	3230	6%
	Neither	84	13%	123	19%	1403	18%	9072	16%
	Satisfied	299	48%	293	45%	3624	46%	26046	45%
	Very satisfied	206	33%	189	29%	2235	28%	18548	32%
	Total	628	100%	649	100%	7951	100%	57797	100%
18 student diversity is important at this institution	Very dissatisfied	2	0%	10	1%	167	2%	1125	2%
	Dissatisfied	15	2%	27	4%	379	5%	2441	4%
	Neither	62	9%	117	17%	1272	15%	8680	14%
	Satisfied	264	39%	306	44%	3415	41%	25096	41%
	Very satisfied	333	49%	232	34%	3105	37%	23318	38%
	Total	676	100%	692	100%	8338	100%	60660	100%

FSCJ compared with:

Student Focus (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	1%	7	1%	119	1%	757	1%
	Dissatisfied	18	3%	38	6%	441	6%	2409	4%
	Neither	105	17%	145	22%	1736	22%	10537	18%
	Satisfied	308	48%	328	50%	3756	47%	27932	48%
	Very satisfied	201	32%	141	21%	1902	24%	16439	28%
	Total	636	100%	659	100%	7954	100%	58074	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	1%	34	5%	250	3%	1240	2%
	Dissatisfied	26	4%	86	13%	685	9%	3614	6%
	Neither	87	13%	128	19%	1464	18%	9399	16%
	Satisfied	289	44%	288	42%	3553	44%	26619	46%
	Very satisfied	243	37%	142	21%	2080	26%	17536	30%
	Total	652	100%	678	100%	8032	100%	58408	100%
28 classified personnel meet the needs of students	Very dissatisfied	9	2%	25	4%	188	2%	1028	2%
	Dissatisfied	15	3%	62	10%	455	6%	2403	4%
	Neither	121	21%	198	33%	1722	23%	12027	22%
	Satisfied	252	43%	220	37%	3270	43%	24082	44%
	Very satisfied	185	32%	93	16%	1929	26%	14657	27%
	Total	582	100%	598	100%	7564	100%	54197	100%
31 students receive an excellent education at this institution	Very dissatisfied	5	1%	11	2%	112	1%	565	1%
	Dissatisfied	13	2%	42	6%	374	5%	1939	3%
	Neither	74	11%	96	14%	1196	15%	6978	12%
	Satisfied	307	46%	351	52%	3958	49%	27294	46%
	Very satisfied	262	40%	179	26%	2436	30%	22503	38%
	Total	661	100%	679	100%	8076	100%	59279	100%

FSCJ compared with:

Student Focus (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	4	1%	13	2%	109	1%	669	1%
	Dissatisfied	16	2%	33	5%	297	4%	1786	3%
	Neither	67	10%	103	15%	1251	16%	7257	12%
	Satisfied	300	45%	332	49%	3856	48%	27134	46%
	Very satisfied	278	42%	196	29%	2545	32%	22263	38%
	Total	665	100%	677	100%	8058	100%	59109	100%
37 this institution prepares students for further learning	Very dissatisfied	4	1%	13	2%	119	1%	692	1%
	Dissatisfied	13	2%	37	5%	304	4%	1772	3%
	Neither	65	10%	108	16%	1124	14%	6561	11%
	Satisfied	304	46%	345	51%	3952	49%	28126	48%
	Very satisfied	273	41%	176	26%	2572	32%	22033	37%
	Total	659	100%	679	100%	8071	100%	59184	100%
40 students are assisted with their personal development	Very dissatisfied	6	1%	16	3%	140	2%	845	1%
	Dissatisfied	24	4%	54	9%	486	6%	2557	5%
	Neither	119	19%	179	29%	1736	22%	10687	19%
	Satisfied	282	45%	254	41%	3530	46%	26384	47%
	Very satisfied	189	30%	123	20%	1833	24%	16239	29%
	Total	620	100%	626	100%	7725	100%	56712	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	5	1%	17	3%	128	2%	527	1%
	Dissatisfied	20	3%	66	11%	434	6%	1799	3%
	Neither	113	19%	164	27%	1867	25%	10692	19%
	Satisfied	318	54%	276	45%	3815	51%	29521	54%
	Very satisfied	138	23%	84	14%	1237	17%	12526	23%
	Total	594	100%	607	100%	7481	100%	55065	100%

Table 3. Supervisory Relationships Frequency Distributions

FSCJ compared with:

Supervisory Relationships	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	11	2%	18	3%	315	4%	2046	3%
	Dissatisfied	23	3%	40	6%	538	6%	3677	6%
	Neither	34	5%	51	7%	769	9%	5465	9%
	Satisfied	173	25%	192	27%	2385	28%	17900	29%
	Very satisfied	458	66%	414	58%	4520	53%	32905	53%
	Total	699	100%	715	100%	8527	100%	61993	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	24	3%	29	4%	459	5%	3130	5%
	Dissatisfied	28	4%	45	6%	599	7%	4458	7%
	Neither	42	6%	66	9%	921	11%	6214	10%
	Satisfied	158	23%	176	25%	2199	26%	16942	27%
	Very satisfied	441	64%	395	56%	4337	51%	31231	50%
	Total	693	100%	711	100%	8515	100%	61975	100%
12 positive work expectations are communicated to me	Very dissatisfied	14	2%	29	4%	413	5%	2795	5%
	Dissatisfied	32	5%	62	9%	926	11%	6100	10%
	Neither	58	8%	110	16%	1497	18%	9858	16%
	Satisfied	295	42%	311	44%	3484	41%	26232	43%
	Very satisfied	296	43%	197	28%	2082	25%	16282	27%
	Total	695	100%	709	100%	8402	100%	61267	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	11	2%	15	2%	319	4%	1965	4%
	Dissatisfied	21	3%	43	7%	628	8%	4120	7%
	Neither	111	18%	158	25%	2013	27%	13338	24%
	Satisfied	258	42%	281	44%	3131	42%	24092	44%
	Very satisfied	214	35%	136	21%	1423	19%	11711	21%
	Total	615	100%	633	100%	7514	100%	55226	100%

FSCJ compared with:

Supervisory Relationships (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	13	2%	31	4%	524	6%	3331	5%
	Dissatisfied	33	5%	47	7%	876	11%	5743	9%
	Neither	72	10%	116	16%	1668	20%	10955	18%
	Satisfied	253	37%	274	39%	3070	37%	23588	39%
	Very satisfied	317	46%	242	34%	2200	26%	17240	28%
	Total	688	100%	710	100%	8338	100%	60857	100%
21 I receive appropriate feedback for my work	Very dissatisfied	12	2%	26	4%	455	5%	2897	5%
	Dissatisfied	30	4%	37	5%	847	10%	5703	9%
	Neither	71	10%	101	14%	1521	18%	10246	17%
	Satisfied	251	37%	295	42%	3284	39%	24871	41%
	Very satisfied	323	47%	243	35%	2210	27%	17005	28%
	Total	687	100%	702	100%	8317	100%	60722	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	20	3%	35	5%	622	8%	4036	7%
	Dissatisfied	31	5%	46	7%	763	9%	5292	9%
	Neither	61	9%	92	13%	1404	17%	9587	16%
	Satisfied	211	31%	230	33%	2559	31%	19373	32%
	Very satisfied	363	53%	297	42%	2891	35%	21856	36%
	Total	686	100%	700	100%	8239	100%	60144	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	22	3%	37	5%	579	7%	3802	6%
	Dissatisfied	30	4%	42	6%	638	8%	4708	8%
	Neither	64	9%	89	13%	1297	16%	8880	15%
	Satisfied	201	29%	212	30%	2559	31%	19251	32%
	Very satisfied	370	54%	323	46%	3150	38%	23447	39%
	Total	687	100%	703	100%	8223	100%	60088	100%

FSCJ compared with:

Supervisory Relationships (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	19	3%	23	3%	395	5%	2469	4%
	Dissatisfied	26	4%	57	8%	824	10%	5354	9%
	Neither	91	13%	146	21%	1827	22%	12273	20%
	Satisfied	296	43%	289	42%	3344	40%	25629	43%
	Very satisfied	254	37%	179	26%	1870	23%	14568	24%
	Total	686	100%	694	100%	8260	100%	60293	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	24	3%	33	5%	539	7%	3487	6%
	Dissatisfied	27	4%	42	6%	705	9%	4828	8%
	Neither	80	12%	110	16%	1498	18%	10508	18%
	Satisfied	212	31%	220	32%	2706	33%	20202	34%
	Very satisfied	346	50%	283	41%	2719	33%	20681	35%
	Total	689	100%	688	100%	8167	100%	59706	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	23	3%	28	4%	343	4%	2549	4%
	Dissatisfied	28	4%	38	5%	490	6%	3418	6%
	Neither	61	9%	82	12%	1096	13%	7588	13%
	Satisfied	229	33%	280	40%	3071	37%	22737	38%
	Very satisfied	343	50%	266	38%	3271	40%	23879	40%
	Total	684	100%	694	100%	8271	100%	60171	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	15	2%	23	3%	468	6%	3338	6%
	Dissatisfied	35	5%	60	9%	822	10%	5621	9%
	Neither	78	11%	130	19%	1698	21%	11201	19%
	Satisfied	293	43%	302	44%	3331	41%	24370	41%
	Very satisfied	260	38%	176	25%	1897	23%	15197	25%
	Total	681	100%	691	100%	8216	100%	59727	100%

FSCJ compared with:

Supervisory Relationships (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase		
		Count	%	Count	%	Count	%	Count	%	
<i>The extent to which...</i>										
46	professional development and training opportunities are available	Very dissatisfied	13	2%	34	5%	456	6%	3197	5%
		Dissatisfied	16	2%	44	6%	776	9%	5382	9%
		Neither	40	6%	71	10%	1234	15%	8893	15%
		Satisfied	234	34%	255	37%	3205	39%	23300	39%
		Very satisfied	384	56%	289	42%	2580	31%	19261	32%
		Total	687	100%	693	100%	8251	100%	60033	100%

Table 4. Teamwork Frequency Distributions

FSCJ compared with:

Teamwork	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	20	3%	29	4%	426	5%	2783	5%
	Dissatisfied	35	5%	73	10%	926	11%	6177	10%
	Neither	43	6%	65	9%	896	11%	6476	10%
	Satisfied	215	31%	220	31%	2756	32%	20906	34%
	Very satisfied	384	55%	327	46%	3500	41%	25460	41%
	Total	697	100%	714	100%	8504	100%	61802	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	12	2%	14	2%	267	3%	1698	3%
	Dissatisfied	24	4%	56	8%	628	8%	4076	7%
	Neither	61	9%	90	13%	1305	16%	9162	16%
	Satisfied	275	40%	270	39%	3251	40%	24919	42%
	Very satisfied	310	45%	261	38%	2655	33%	19127	32%
	Total	682	100%	691	100%	8106	100%	58982	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	17	2%	37	5%	451	5%	3039	5%
	Dissatisfied	42	6%	59	8%	843	10%	5536	9%
	Neither	56	8%	74	11%	1187	14%	8301	14%
	Satisfied	238	35%	264	38%	3123	38%	23545	39%
	Very satisfied	333	49%	268	38%	2638	32%	19583	33%
	Total	686	100%	702	100%	8242	100%	60004	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	22	3%	34	5%	503	6%	3180	5%
	Dissatisfied	31	5%	49	7%	732	9%	5080	9%
	Neither	50	7%	87	13%	1146	14%	7941	13%
	Satisfied	233	34%	252	36%	3055	37%	22574	38%
	Very satisfied	346	51%	269	39%	2745	34%	20818	35%
	Total	682	100%	691	100%	8181	100%	59593	100%

FSCJ compared with:

Teamwork (continued)	Response Option	FSCJ		2018		Bacc./Assoc.		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	13	2%	13	2%	303	4%	1951	3%
	Dissatisfied	23	3%	39	6%	607	8%	3945	7%
	Neither	65	10%	111	16%	1356	17%	9110	16%
	Satisfied	271	40%	295	43%	3343	42%	25075	43%
	Very satisfied	309	45%	230	33%	2417	30%	18440	32%
	Total	681	100%	688	100%	8026	100%	58521	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	19	3%	31	4%	548	7%	3619	6%
	Dissatisfied	36	5%	58	8%	781	9%	5363	9%
	Neither	51	7%	68	10%	1010	12%	7119	12%
	Satisfied	241	35%	256	37%	2916	35%	21695	36%
	Very satisfied	339	49%	282	41%	3036	37%	22467	37%
	Total	686	100%	695	100%	8291	100%	60263	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>FSCJ compared with:</i>										
	FSCJ		2018			Bacc./Assoc.			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	701	4.078	3.709	***	.535	3.710	***	.493	3.800	***	.368
Institutional Structure	701	3.802	3.265	***	.635	3.368	***	.486	3.502	***	.330
Student Focus	700	4.187	3.853	***	.519	3.955	***	.346	4.060	***	.193
Supervisory Relationships	701	4.239	3.972	***	.333	3.818	***	.470	3.867	***	.416
Teamwork	701	4.236	3.988	***	.280	3.866	***	.379	3.907	***	.342

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

Figure 1. Means by Comparison Group and Climate Factor

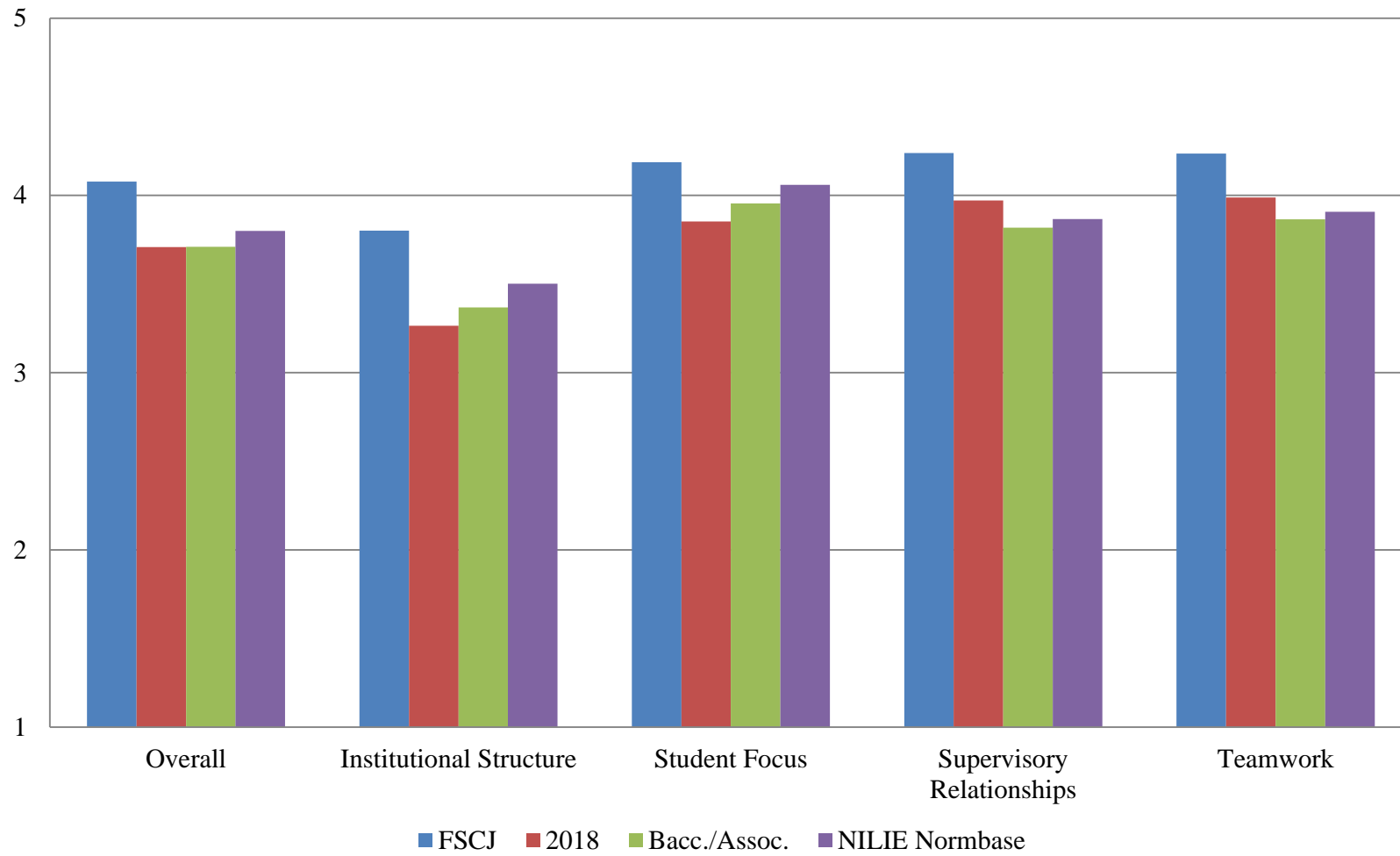


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>FSCJ compared with:</i>										
		FSCJ		2018			Bacc./Assoc.			NILIE Normbase		
		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	694	4.159	3.481	***	.706	3.672	***	.480	3.858	***	.302
4	decisions are made at the appropriate level at this institution	689	3.620	3.038	***	.510	3.180	***	.374	3.324	***	.249
5	the institution effectively promotes diversity in the workplace	690	4.054	3.766	***	.275	3.779	***	.254	3.875	***	.170
6	administrative leadership is focused on meeting the needs of students	685	4.130	3.330	***	.715	3.578	***	.467	3.753	***	.327
10	information is shared within the institution	696	3.687	3.004	***	.563	3.101	***	.465	3.270	***	.332
11	institutional teams use problem-solving techniques	653	3.784	3.203	***	.593	3.345	***	.433	3.477	***	.303
15	I am able to appropriately influence the direction of this institution	649	3.490	3.017	***	.416	3.044	***	.381	3.175	***	.264
16	open and ethical communication is practiced at this institution	685	3.834	3.087	***	.644	3.239	***	.486	3.378	***	.369
22	this institution has been successful in positively motivating my performance	686	3.802	3.274	***	.445	3.348	***	.364	3.466	***	.271
25	a spirit of cooperation exists at this institution	688	3.814	3.184	***	.540	3.285	***	.438	3.431	***	.315
29	institution-wide policies guide my work	682	4.081	3.679	***	.427	3.677	***	.406	3.762	***	.326
32	this institution is appropriately organized	681	3.392	2.667	***	.633	3.081	***	.263	3.311		
38	I have the opportunity for advancement within this institution	663	3.498	3.169	***	.261	3.045	***	.354	3.159	***	.261
41	I receive adequate information regarding important activities at this institution	686	4.047	3.606	***	.426	3.601	***	.404	3.686	***	.328
44	administrative processes are clearly defined	682	3.638	3.468	**	.147	3.396	***	.204	3.504	**	.115

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

Table 7. Student Focus Item Mean Comparisons

FSCJ compared with:

Student Focus	FSCJ		2018			Bacc./Assoc.			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	684	4.227	3.594	***	.581	3.806	***	.373	3.951	***	.253
8 I feel my job is relevant to this institution's mission	690	4.633	4.470	***	.217	4.407	***	.267	4.424	***	.252
17 faculty meet the needs of students	628	4.053	3.946	*	.117	3.912	***	.149	4.005		
18 student diversity is important at this institution	676	4.348	4.045	***	.366	4.069	***	.301	4.105	***	.264
19 students' competencies are enhanced	636	4.075	3.847	***	.275	3.865	***	.237	3.980	**	.111
23 non-teaching professional staff meet the needs of students	652	4.127	3.617	***	.515	3.813	***	.314	3.952	***	.185
28 classified personnel meet the needs of students	582	4.012	3.492	***	.550	3.832	***	.188	3.903	**	.120
31 students receive an excellent education at this institution	661	4.222	3.950	***	.325	4.019	***	.235	4.168		
35 this institution prepares students for a career	665	4.251	3.982	***	.319	4.046	***	.240	4.159	**	.110
37 this institution prepares students for further learning	659	4.258	3.934	***	.389	4.060	***	.233	4.166	**	.111
40 students are assisted with their personal development	620	4.006	3.661	***	.376	3.832	***	.190	3.963		
42 students are satisfied with their educational experience at this institution	594	3.949	3.567	***	.436	3.748	***	.235	3.939		

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

Table 8. Supervisory Relationships Item Mean Comparisons

FSCJ compared with:

Supervisory Relationships	FSCJ		2018			Bacc./Assoc.			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/chair expresses confidence in my work	699	4.494	4.320	***	.186	4.203	***	.273	4.225	***	.256
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	693	4.391	4.214	**	.167	4.099	***	.252	4.108	***	.245
12 positive work expectations are communicated to me	695	4.190	3.825	***	.368	3.702	***	.447	3.769	***	.388
13 unacceptable behaviors are identified and communicated to me	615	4.046	3.758	***	.310	3.627	***	.415	3.715	***	.333
20 I receive timely feedback for my work	688	4.203	3.914	***	.286	3.665	***	.472	3.750	***	.403
21 I receive appropriate feedback for my work	687	4.227	3.986	***	.248	3.715	***	.461	3.780	***	.408
26 my supervisor/chair actively seeks my ideas	686	4.262	4.011	***	.236	3.769	***	.406	3.827	***	.363
27 my supervisor/chair seriously considers my ideas	687	4.262	4.055	***	.191	3.859	***	.337	3.896	***	.309
30 work outcomes are clarified for me	686	4.079	3.784	***	.299	3.662	***	.390	3.738	***	.326
34 my supervisor/chair helps me to improve my work	689	4.203	3.985	***	.203	3.779	***	.361	3.833	***	.319
39 I am given the opportunity to be creative in my work	684	4.230	4.035	***	.191	4.020	***	.197	4.030	***	.188
45 I have the opportunity to express my ideas in appropriate forums	681	4.098	3.793	***	.310	3.653	***	.406	3.711	***	.349
46 professional development and training opportunities are available	687	4.397	4.040	***	.362	3.809	***	.525	3.834	***	.500

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>FSCJ compared with:</i>										
		FSCJ		2018			Bacc./Assoc.			NILIE Normbase		
		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	697	4.303	4.041	***	.244	3.938	***	.312	3.972	***	.288
14	my primary work team uses problem-solving techniques	682	4.242	4.025	***	.229	3.913	***	.319	3.944	***	.296
24	there is an opportunity for all ideas to be exchanged within my work team	686	4.207	3.950	***	.240	3.807	***	.350	3.852	***	.316
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	682	4.246	3.974	***	.257	3.832	***	.359	3.886	***	.318
36	my work team coordinates its efforts with appropriate individuals and teams	681	4.233	4.003	***	.250	3.868	***	.353	3.925	***	.304
43	a spirit of cooperation exists in my department	686	4.232	4.007	***	.213	3.858	***	.316	3.897	***	.286

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