



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

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

PACE Personnel Classification Report
PACE Climate Survey for Community Colleges

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	8	1%	3	2%	0	0%	4	1%
	Dissatisfied	29	4%	8	5%	5	7%	13	3%
	Neither	61	9%	18	10%	2	3%	35	8%
	Satisfied	343	49%	86	49%	30	42%	212	51%
	Very satisfied	253	36%	60	34%	34	48%	150	36%
	Total	694	100%	175	100%	71	100%	414	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	28	4%	8	5%	2	3%	16	4%
	Dissatisfied	93	13%	19	11%	11	16%	56	14%
	Neither	134	19%	42	24%	12	17%	76	19%
	Satisfied	292	42%	73	42%	26	37%	177	43%
	Very satisfied	142	21%	33	19%	19	27%	85	21%
	Total	689	100%	175	100%	70	100%	410	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	17	2%	1	1%	0	0%	12	3%
	Dissatisfied	45	7%	15	9%	6	8%	19	5%
	Neither	95	14%	23	13%	11	15%	54	13%
	Satisfied	260	38%	71	41%	26	37%	155	38%
	Very satisfied	273	40%	65	37%	28	39%	172	42%
	Total	690	100%	175	100%	71	100%	412	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	2%	5	3%	1	1%	4	1%
	Dissatisfied	45	7%	14	8%	6	8%	20	5%
	Neither	70	10%	21	12%	2	3%	41	10%
	Satisfied	273	40%	74	43%	27	38%	162	40%
	Very satisfied	285	42%	60	34%	35	49%	178	44%
	Total	685	100%	174	100%	71	100%	405	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	38	5%	12	7%	1	1%	21	5%
	Dissatisfied	88	13%	22	13%	7	10%	54	13%
	Neither	111	16%	28	16%	13	18%	63	15%
	Satisfied	276	40%	66	38%	18	25%	181	44%
	Very satisfied	183	26%	47	27%	32	45%	96	23%
	Total	696	100%	175	100%	71	100%	415	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	14	2%	5	3%	0	0%	8	2%
	Dissatisfied	40	6%	10	6%	5	7%	22	6%
	Neither	162	25%	44	27%	11	15%	100	26%
	Satisfied	294	45%	74	45%	29	41%	180	46%
	Very satisfied	143	22%	32	19%	26	37%	80	21%
	Total	653	100%	165	100%	71	100%	390	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	36	6%	14	8%	0	0%	20	5%
	Dissatisfied	81	12%	21	12%	10	14%	45	12%
	Neither	176	27%	47	27%	9	13%	117	31%
	Satisfied	241	37%	67	38%	28	40%	135	36%
	Very satisfied	115	18%	26	15%	23	33%	62	16%
	Total	649	100%	175	100%	70	100%	379	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	27	4%	10	6%	1	1%	15	4%
	Dissatisfied	61	9%	18	10%	8	11%	31	8%
	Neither	109	16%	31	18%	7	10%	64	15%
	Satisfied	290	42%	65	38%	26	37%	187	45%
	Very satisfied	198	29%	48	28%	28	40%	116	28%
	Total	685	100%	172	100%	70	100%	413	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		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%	10	6%	1	1%	19	5%
	Dissatisfied	73	11%	21	12%	7	10%	43	10%
	Neither	118	17%	21	12%	11	16%	81	19%
	Satisfied	243	35%	68	39%	17	24%	149	36%
	Very satisfied	221	32%	56	32%	34	49%	124	30%
	Total	686	100%	176	100%	70	100%	416	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	26	4%	8	5%	1	1%	17	4%
	Dissatisfied	66	10%	15	9%	9	13%	38	9%
	Neither	116	17%	32	18%	10	14%	67	16%
	Satisfied	282	41%	75	43%	29	41%	169	41%
	Very satisfied	198	29%	45	26%	22	31%	125	30%
	Total	688	100%	175	100%	71	100%	416	100%
29 institution-wide policies guide my work	Very dissatisfied	11	2%	5	3%	0	0%	6	1%
	Dissatisfied	18	3%	7	4%	1	1%	10	2%
	Neither	108	16%	31	18%	9	13%	63	15%
	Satisfied	313	46%	83	47%	33	46%	185	45%
	Very satisfied	232	34%	49	28%	28	39%	147	36%
	Total	682	100%	175	100%	71	100%	411	100%
32 this institution is appropriately organized	Very dissatisfied	44	6%	18	10%	4	6%	20	5%
	Dissatisfied	102	15%	32	18%	10	14%	58	14%
	Neither	182	27%	45	26%	18	25%	114	28%
	Satisfied	249	37%	56	32%	28	39%	154	38%
	Very satisfied	104	15%	25	14%	11	15%	64	16%
	Total	681	100%	176	100%	71	100%	410	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	65	10%	13	8%	2	3%	46	11%
	Dissatisfied	89	13%	19	12%	11	16%	57	14%
	Neither	130	20%	40	25%	7	10%	80	19%
	Satisfied	209	32%	49	30%	20	29%	133	32%
	Very satisfied	170	26%	40	25%	28	41%	95	23%
	Total	663	100%	161	100%	68	100%	411	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	16	2%	6	3%	0	0%	10	2%
	Dissatisfied	50	7%	17	10%	2	3%	29	7%
	Neither	68	10%	24	14%	3	4%	37	9%
	Satisfied	304	44%	70	40%	31	44%	196	47%
	Very satisfied	248	36%	60	34%	35	49%	144	35%
	Total	686	100%	177	100%	71	100%	416	100%
44 administrative processes are clearly defined	Very dissatisfied	32	5%	10	6%	1	1%	19	5%
	Dissatisfied	93	14%	25	14%	8	11%	59	14%
	Neither	125	18%	37	21%	13	18%	71	17%
	Satisfied	272	40%	60	34%	24	34%	179	43%
	Very satisfied	160	23%	44	25%	25	35%	86	21%
	Total	682	100%	176	100%	71	100%	414	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	8	1%	4	2%	0	0%	3	1%
	Dissatisfied	40	6%	9	5%	7	10%	20	5%
	Neither	60	9%	17	10%	4	6%	35	9%
	Satisfied	257	38%	75	43%	29	41%	140	35%
	Very satisfied	319	47%	70	40%	31	44%	205	51%
	Total	684	100%	175	100%	71	100%	403	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	8	1%	3	2%	0	0%	4	1%
	Dissatisfied	9	1%	3	2%	0	0%	6	1%
	Neither	19	3%	2	1%	0	0%	14	3%
	Satisfied	156	23%	39	23%	11	16%	95	23%
	Very satisfied	498	72%	126	73%	58	84%	295	71%
	Total	690	100%	173	100%	69	100%	414	100%
17 faculty meet the needs of students	Very dissatisfied	11	2%	2	1%	0	0%	9	2%
	Dissatisfied	28	4%	3	2%	6	9%	19	5%
	Neither	84	13%	13	8%	14	21%	51	14%
	Satisfied	299	48%	73	42%	22	33%	188	52%
	Very satisfied	206	33%	81	47%	24	36%	95	26%
	Total	628	100%	172	100%	66	100%	362	100%
18 student diversity is important at this institution	Very dissatisfied	2	0%	1	1%	0	0%	1	0%
	Dissatisfied	15	2%	1	1%	3	4%	10	2%
	Neither	62	9%	13	7%	4	6%	41	10%
	Satisfied	264	39%	69	40%	27	39%	157	39%
	Very satisfied	333	49%	90	52%	35	51%	195	48%
	Total	676	100%	174	100%	69	100%	404	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	1%	3	2%	0	0%	1	0%
	Dissatisfied	18	3%	7	4%	2	3%	9	2%
	Neither	105	17%	22	13%	11	17%	66	18%
	Satisfied	308	48%	83	48%	28	43%	184	50%
	Very satisfied	201	32%	59	34%	24	37%	109	30%
	Total		636	100%	174	100%	65	100%	369
23 non-teaching professional staff meet the needs of students	Very dissatisfied	7	1%	3	2%	1	1%	3	1%
	Dissatisfied	26	4%	12	7%	1	1%	11	3%
	Neither	87	13%	35	21%	5	7%	45	11%
	Satisfied	289	44%	71	42%	29	42%	176	45%
	Very satisfied	243	37%	47	28%	33	48%	157	40%
	Total		652	100%	168	100%	69	100%	392
28 classified personnel meet the needs of students	Very dissatisfied	9	2%	2	1%	0	0%	7	2%
	Dissatisfied	15	3%	6	4%	0	0%	9	3%
	Neither	121	21%	43	29%	11	17%	62	18%
	Satisfied	252	43%	61	41%	25	38%	156	45%
	Very satisfied	185	32%	36	24%	29	45%	115	33%
	Total		582	100%	148	100%	65	100%	349
31 students receive an excellent education at this institution	Very dissatisfied	5	1%	3	2%	0	0%	2	1%
	Dissatisfied	13	2%	6	3%	2	3%	5	1%
	Neither	74	11%	15	9%	6	9%	50	13%
	Satisfied	307	46%	88	50%	29	41%	175	45%
	Very satisfied	262	40%	64	36%	33	47%	160	41%
	Total		661	100%	176	100%	70	100%	392

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	4	1%	2	1%	0	0%	2	1%
	Dissatisfied	16	2%	6	3%	2	3%	8	2%
	Neither	67	10%	20	11%	6	9%	38	10%
	Satisfied	300	45%	72	41%	25	36%	189	47%
	Very satisfied	278	42%	74	43%	36	52%	161	40%
	Total	665	100%	174	100%	69	100%	398	100%
37 this institution prepares students for further learning	Very dissatisfied	4	1%	3	2%	0	0%	1	0%
	Dissatisfied	13	2%	5	3%	1	1%	7	2%
	Neither	65	10%	16	9%	6	9%	40	10%
	Satisfied	304	46%	87	50%	31	45%	171	44%
	Very satisfied	273	41%	63	36%	31	45%	173	44%
	Total	659	100%	174	100%	69	100%	392	100%
40 students are assisted with their personal development	Very dissatisfied	6	1%	3	2%	0	0%	3	1%
	Dissatisfied	24	4%	8	5%	4	6%	12	3%
	Neither	119	19%	35	20%	11	17%	68	19%
	Satisfied	282	45%	76	44%	27	41%	168	46%
	Very satisfied	189	30%	50	29%	24	36%	111	31%
	Total	620	100%	172	100%	66	100%	362	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	5	1%	2	1%	0	0%	3	1%
	Dissatisfied	20	3%	8	5%	1	2%	11	3%
	Neither	113	19%	35	21%	9	15%	67	19%
	Satisfied	318	54%	87	52%	35	56%	184	53%
	Very satisfied	138	23%	35	21%	17	27%	83	24%
	Total	594	100%	167	100%	62	100%	348	100%

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	11	2%	5	3%	1	1%	3	1%
	Dissatisfied	23	3%	5	3%	2	3%	14	3%
	Neither	34	5%	11	6%	3	4%	17	4%
	Satisfied	173	25%	39	22%	10	14%	114	27%
	Very satisfied	458	66%	116	66%	55	77%	269	65%
	Total	699	100%	176	100%	71	100%	417	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	24	3%	7	4%	2	3%	12	3%
	Dissatisfied	28	4%	8	5%	2	3%	18	4%
	Neither	42	6%	8	5%	9	13%	20	5%
	Satisfied	158	23%	32	18%	8	11%	108	26%
	Very satisfied	441	64%	120	69%	49	70%	255	62%
	Total	693	100%	175	100%	70	100%	413	100%
12 positive work expectations are communicated to me	Very dissatisfied	14	2%	5	3%	0	0%	8	2%
	Dissatisfied	32	5%	7	4%	2	3%	19	5%
	Neither	58	8%	18	10%	5	7%	33	8%
	Satisfied	295	42%	79	45%	23	32%	178	43%
	Very satisfied	296	43%	66	38%	41	58%	180	43%
	Total	695	100%	175	100%	71	100%	418	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	11	2%	3	2%	1	1%	6	2%
	Dissatisfied	21	3%	7	5%	1	1%	12	3%
	Neither	111	18%	41	28%	7	10%	59	16%
	Satisfied	258	42%	53	36%	23	34%	166	45%
	Very satisfied	214	35%	44	30%	35	52%	127	34%
	Total	615	100%	148	100%	67	100%	370	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	13	2%	4	2%	1	1%	8	2%
	Dissatisfied	33	5%	11	6%	2	3%	17	4%
	Neither	72	10%	29	17%	8	11%	29	7%
	Satisfied	253	37%	58	33%	20	28%	163	40%
	Very satisfied	317	46%	72	41%	40	56%	195	47%
	Total	688	100%	174	100%	71	100%	412	100%
21 I receive appropriate feedback for my work	Very dissatisfied	12	2%	4	2%	0	0%	8	2%
	Dissatisfied	30	4%	9	5%	3	4%	14	3%
	Neither	71	10%	25	14%	6	8%	36	9%
	Satisfied	251	37%	65	37%	19	27%	157	38%
	Very satisfied	323	47%	72	41%	43	61%	200	48%
	Total	687	100%	175	100%	71	100%	415	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	20	3%	5	3%	2	3%	11	3%
	Dissatisfied	31	5%	9	5%	2	3%	18	4%
	Neither	61	9%	22	13%	6	8%	28	7%
	Satisfied	211	31%	47	27%	17	24%	140	34%
	Very satisfied	363	53%	93	53%	44	62%	217	52%
	Total	686	100%	176	100%	71	100%	414	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	22	3%	7	4%	2	3%	11	3%
	Dissatisfied	30	4%	5	3%	3	4%	21	5%
	Neither	64	9%	20	11%	5	7%	32	8%
	Satisfied	201	29%	48	27%	15	21%	131	32%
	Very satisfied	370	54%	96	55%	46	65%	220	53%
	Total	687	100%	176	100%	71	100%	415	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	19	3%	4	2%	3	4%	11	3%
	Dissatisfied	26	4%	9	5%	0	0%	15	4%
	Neither	91	13%	28	16%	8	11%	48	12%
	Satisfied	296	43%	71	41%	27	38%	192	46%
	Very satisfied	254	37%	62	36%	33	46%	150	36%
	Total	686	100%	174	100%	71	100%	416	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	24	3%	6	3%	2	3%	13	3%
	Dissatisfied	27	4%	8	5%	2	3%	15	4%
	Neither	80	12%	31	18%	7	10%	41	10%
	Satisfied	212	31%	50	28%	16	23%	134	32%
	Very satisfied	346	50%	82	46%	44	62%	214	51%
	Total	689	100%	177	100%	71	100%	417	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	23	3%	4	2%	1	1%	15	4%
	Dissatisfied	28	4%	6	3%	0	0%	20	5%
	Neither	61	9%	11	6%	4	6%	43	10%
	Satisfied	229	33%	50	29%	18	25%	151	36%
	Very satisfied	343	50%	104	59%	48	68%	185	45%
	Total	684	100%	175	100%	71	100%	414	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	15	2%	5	3%	0	0%	9	2%
	Dissatisfied	35	5%	9	5%	3	4%	21	5%
	Neither	78	11%	27	15%	6	8%	42	10%
	Satisfied	293	43%	70	40%	22	31%	193	47%
	Very satisfied	260	38%	66	37%	40	56%	147	36%
	Total	681	100%	177	100%	71	100%	412	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	13	2%	7	4%	0	0%	5	1%
	Dissatisfied	16	2%	4	2%	1	1%	11	3%
	Neither	40	6%	15	8%	2	3%	21	5%
	Satisfied	234	34%	53	30%	19	27%	153	37%
	Very satisfied	384	56%	98	55%	49	69%	227	54%
	Total	687	100%	177	100%	71	100%	417	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		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%	6	3%	1	1%	10	2%
	Dissatisfied	35	5%	9	5%	4	6%	19	5%
	Neither	43	6%	15	9%	2	3%	23	6%
	Satisfied	215	31%	65	37%	13	18%	126	30%
	Very satisfied	384	55%	80	46%	51	72%	240	57%
	Total	697	100%	175	100%	71	100%	418	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	12	2%	5	3%	0	0%	5	1%
	Dissatisfied	24	4%	5	3%	2	3%	16	4%
	Neither	61	9%	30	18%	1	1%	26	6%
	Satisfied	275	40%	70	42%	24	34%	168	41%
	Very satisfied	310	45%	57	34%	44	62%	198	48%
	Total	682	100%	167	100%	71	100%	413	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	17	2%	6	3%	1	1%	8	2%
	Dissatisfied	42	6%	7	4%	2	3%	31	7%
	Neither	56	8%	24	14%	6	9%	23	6%
	Satisfied	238	35%	67	39%	19	27%	145	35%
	Very satisfied	333	49%	70	40%	42	60%	211	50%
	Total	686	100%	174	100%	70	100%	418	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	22	3%	7	4%	0	0%	13	3%
	Dissatisfied	31	5%	7	4%	2	3%	21	5%
	Neither	50	7%	18	10%	7	10%	24	6%
	Satisfied	233	34%	66	38%	13	18%	144	35%
	Very satisfied	346	51%	74	43%	49	69%	215	52%
	Total	682	100%	172	100%	71	100%	417	100%

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		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%	4	2%	0	0%	8	2%
	Dissatisfied	23	3%	6	3%	1	1%	14	3%
	Neither	65	10%	21	12%	4	6%	39	9%
	Satisfied	271	40%	75	43%	22	31%	162	39%
	Very satisfied	309	45%	67	39%	44	62%	190	46%
	Total	681	100%	173	100%	71	100%	413	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	19	3%	7	4%	1	1%	9	2%
	Dissatisfied	36	5%	10	6%	1	1%	23	6%
	Neither	51	7%	15	9%	0	0%	34	8%
	Satisfied	241	35%	63	36%	28	39%	142	34%
	Very satisfied	339	49%	81	46%	41	58%	209	50%
	Total	686	100%	176	100%	71	100%	417	100%

Figure 1. Means by Personnel Classification and Climate Factor

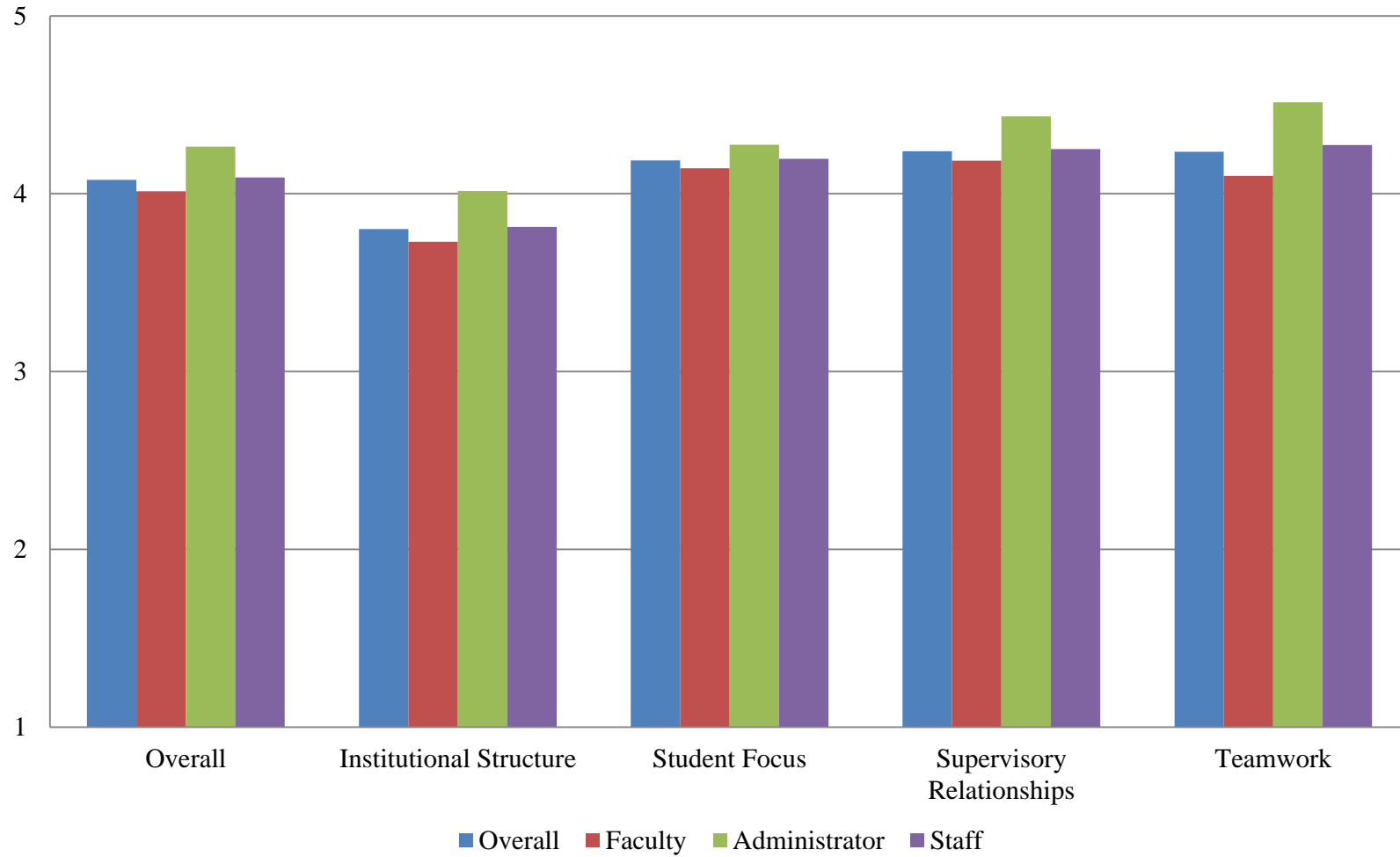


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall		Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean	
Overall	4.078	177	4.015	71	4.265	418	4.092	
Institutional Structure	3.802	177	3.730	71	4.016	418	3.813	
Student Focus	4.187	177	4.143	71	4.276	417	4.197	
Supervisory Relationships	4.239	177	4.187	71	4.435	418	4.252	
Teamwork	4.236	177	4.101	71	4.514	418	4.274	

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
1 the actions of this institution reflect its mission	694	4.159	4.097	4.310	4.186
4 decisions are made at the appropriate level at this institution	689	3.620	3.594	3.700	3.632
5 the institution effectively promotes diversity in the workplace	690	4.054	4.051	4.070	4.107
6 administrative leadership is focused on meeting the needs of students	685	4.130	3.977	4.254	4.210
10 information is shared within the institution	696	3.687	3.651	4.028	3.667
11 institutional teams use problem-solving techniques	653	3.784	3.715	4.070	3.774
15 I am able to appropriately influence the direction of this institution	649	3.490	3.400	3.914	3.459
16 open and ethical communication is practiced at this institution	685	3.834	3.715	4.029	3.867
22 this institution has been successful in positively motivating my performance	686	3.802	3.790	4.086	3.760
25 a spirit of cooperation exists at this institution	688	3.814	3.766	3.873	3.834
29 institution-wide policies guide my work	682	4.081	3.937	4.239	4.112
32 this institution is appropriately organized	681	3.392	3.216	3.451	3.449
38 I have the opportunity for advancement within this institution	663	3.498	3.522	3.897	3.423
41 I receive adequate information regarding important activities at this institution	686	4.047	3.910	4.394	4.046
44 administrative processes are clearly defined	682	3.638	3.585	3.901	3.614

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
7 student needs are central to what we do	684	4.227	4.131	4.183	4.300
8 I feel my job is relevant to this institution's mission	690	4.633	4.630	4.841	4.621
17 faculty meet the needs of students	628	4.053	4.326	3.970	3.942
18 student diversity is important at this institution	676	4.348	4.414	4.362	4.324
19 students' competencies are enhanced	636	4.075	4.080	4.138	4.060
23 non-teaching professional staff meet the needs of students	652	4.127	3.875	4.333	4.207
28 classified personnel meet the needs of students	582	4.012	3.831	4.277	4.040
31 students receive an excellent education at this institution	661	4.222	4.159	4.329	4.240
35 this institution prepares students for a career	665	4.251	4.207	4.377	4.254
37 this institution prepares students for further learning	659	4.258	4.161	4.333	4.296
40 students are assisted with their personal development	620	4.006	3.942	4.076	4.028
42 students are satisfied with their educational experience at this institution	594	3.949	3.868	4.097	3.957

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
2 my supervisor/chair expresses confidence in my work	699	4.494	4.455	4.634	4.516
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	693	4.391	4.429	4.429	4.395
12 positive work expectations are communicated to me	695	4.190	4.109	4.451	4.203
13 unacceptable behaviors are identified and communicated to me	615	4.046	3.865	4.343	4.070
20 I receive timely feedback for my work	688	4.203	4.052	4.352	4.262
21 I receive appropriate feedback for my work	687	4.227	4.097	4.437	4.270
26 my supervisor/chair actively seeks my ideas	686	4.262	4.216	4.394	4.290
27 my supervisor/chair seriously considers my ideas	687	4.262	4.256	4.408	4.272
30 work outcomes are clarified for me	686	4.079	4.023	4.225	4.094
34 my supervisor/chair helps me to improve my work	689	4.203	4.096	4.380	4.249
39 I am given the opportunity to be creative in my work	684	4.230	4.394	4.577	4.138
45 I have the opportunity to express my ideas in appropriate forums	681	4.098	4.034	4.394	4.087
46 professional development and training opportunities are available	687	4.397	4.305	4.634	4.405

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
3 there is a spirit of cooperation within my work team	697	4.303	4.166	4.535	4.356
14 my primary work team uses problem-solving techniques	682	4.242	4.012	4.549	4.303
24 there is an opportunity for all ideas to be exchanged within my work team	686	4.207	4.080	4.414	4.244
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	682	4.246	4.122	4.535	4.264
36 my work team coordinates its efforts with appropriate individuals and teams	681	4.233	4.127	4.535	4.240
43 a spirit of cooperation exists in my department	686	4.232	4.142	4.507	4.245