



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Golden West College

Huntington Beach, California

PACE Report

PACE Climate Survey for Community Colleges

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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 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

GWC compared with:

Institutional Structure	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	10	4%	11	4%	1543	2%	568	3%
	Dissatisfied	30	12%	35	11%	5807	9%	1877	9%
	Neither	48	19%	53	17%	8990	15%	2865	14%
	Satisfied	111	44%	135	44%	29031	47%	9456	46%
	Very satisfied	54	21%	76	25%	16460	27%	5585	27%
	Total	253	100%	310	100%	61831	100%	20351	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	6%	35	11%	4807	8%	1695	8%
	Dissatisfied	54	22%	60	19%	11904	19%	3825	19%
	Neither	61	24%	67	22%	13476	22%	4478	22%
	Satisfied	84	33%	97	31%	20796	34%	6719	33%
	Very satisfied	36	14%	52	17%	10270	17%	3441	17%
	Total	251	100%	311	100%	61253	100%	20158	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	12	5%	11	4%	2147	3%	739	4%
	Dissatisfied	30	12%	20	6%	4636	8%	1430	7%
	Neither	67	26%	54	17%	11689	19%	3514	17%
	Satisfied	79	31%	122	39%	23467	38%	7703	38%
	Very satisfied	65	26%	102	33%	19705	32%	6992	34%
	Total	253	100%	309	100%	61644	100%	20378	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	5%	29	9%	3257	5%	1095	5%
	Dissatisfied	26	10%	41	13%	7286	12%	2325	11%
	Neither	44	18%	52	17%	9396	15%	3017	15%
	Satisfied	95	38%	109	35%	23374	38%	7539	37%
	Very satisfied	73	29%	82	26%	18461	30%	6398	31%
	Total	250	100%	313	100%	61774	100%	20374	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	25	10%	49	16%	6551	11%	2091	10%
	Dissatisfied	52	20%	64	20%	12080	19%	3720	18%
	Neither	66	26%	56	18%	12941	21%	4251	21%
	Satisfied	67	26%	88	28%	19108	31%	6313	31%
	Very satisfied	47	18%	57	18%	11405	18%	4055	20%
	Total	257	100%	314	100%	62085	100%	20430	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	8	3%	16	6%	2359	4%	843	4%
	Dissatisfied	28	12%	42	15%	6984	12%	2167	12%
	Neither	78	33%	80	28%	17067	30%	5545	29%
	Satisfied	82	35%	100	35%	22302	39%	7377	39%
	Very satisfied	40	17%	44	16%	8282	15%	2910	15%
	Total	236	100%	282	100%	56994	100%	18842	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	21	9%	29	10%	6219	11%	2217	12%
	Dissatisfied	37	16%	50	17%	10028	17%	3175	17%
	Neither	75	32%	76	26%	16742	29%	5416	29%
	Satisfied	63	27%	80	28%	16590	29%	5417	29%
	Very satisfied	41	17%	54	19%	7982	14%	2723	14%
	Total	237	100%	289	100%	57561	100%	18948	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	19	8%	31	10%	5912	10%	1915	10%
	Dissatisfied	47	19%	51	17%	9773	16%	3026	15%
	Neither	60	24%	57	19%	12798	21%	4152	21%
	Satisfied	69	27%	98	32%	20720	34%	6893	34%
	Very satisfied	56	22%	71	23%	12007	20%	4156	21%
	Total	251	100%	308	100%	61210	100%	20142	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	19	8%	32	10%	5421	9%	1847	9%
	Dissatisfied	33	13%	53	17%	8888	15%	2895	15%
	Neither	66	26%	52	17%	12230	20%	3951	20%
	Satisfied	72	29%	99	32%	20339	33%	6644	33%
	Very satisfied	61	24%	70	23%	13856	23%	4621	23%
	Total	251	100%	306	100%	60734	100%	19958	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	14	6%	29	9%	5227	9%	1690	8%
	Dissatisfied	40	16%	44	14%	9605	16%	2948	15%
	Neither	59	24%	74	24%	12089	20%	3994	20%
	Satisfied	82	33%	93	30%	21675	36%	7145	36%
	Very satisfied	56	22%	68	22%	12329	20%	4268	21%
	Total	251	100%	308	100%	60925	100%	20045	100%
29 institution-wide policies guide my work	Very dissatisfied	6	2%	9	3%	1960	3%	729	4%
	Dissatisfied	18	7%	16	5%	3855	6%	1254	6%
	Neither	54	22%	81	27%	14255	24%	4624	23%
	Satisfied	95	39%	120	40%	26280	44%	8536	43%
	Very satisfied	72	29%	71	24%	13586	23%	4590	23%
	Total	245	100%	297	100%	59936	100%	19733	100%
32 this institution is appropriately organized	Very dissatisfied	19	8%	28	9%	5097	9%	1767	9%
	Dissatisfied	46	19%	70	23%	10911	18%	3429	17%
	Neither	58	24%	71	23%	13967	23%	4471	23%
	Satisfied	83	34%	83	27%	19994	33%	6590	33%
	Very satisfied	40	16%	51	17%	9869	16%	3440	17%
	Total	246	100%	303	100%	59838	100%	19697	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	30	13%	26	9%	8432	15%	2842	15%
	Dissatisfied	26	11%	53	19%	9034	16%	2935	16%
	Neither	56	24%	73	26%	14403	25%	4491	24%
	Satisfied	65	28%	78	28%	15305	27%	5152	27%
	Very satisfied	58	25%	53	19%	9828	17%	3460	18%
	Total	235	100%	283	100%	57002	100%	18880	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	8	3%	23	7%	2976	5%	1004	5%
	Dissatisfied	29	12%	38	12%	7033	12%	2207	11%
	Neither	42	17%	54	18%	10302	17%	3288	17%
	Satisfied	105	43%	115	37%	25941	43%	8493	43%
	Very satisfied	60	25%	77	25%	14268	24%	4924	25%
	Total	244	100%	307	100%	60520	100%	19916	100%
44 administrative processes are clearly defined	Very dissatisfied	30	13%	22	7%	4329	7%	1546	8%
	Dissatisfied	43	18%	43	14%	7665	13%	2487	13%
	Neither	57	24%	72	24%	13314	22%	4334	22%
	Satisfied	64	27%	98	33%	22289	37%	7244	37%
	Very satisfied	46	19%	65	22%	12045	20%	4031	21%
	Total	240	100%	300	100%	59642	100%	19642	100%

Table 2. Student Focus Frequency Distributions

		<i>GWC compared with:</i>							
Student Focus	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	8	3%	19	6%	2140	3%	737	4%
	Dissatisfied	26	10%	25	8%	5963	10%	1838	9%
	Neither	36	14%	48	15%	7642	12%	2470	12%
	Satisfied	96	38%	112	36%	23204	37%	7462	37%
	Very satisfied	89	35%	111	35%	22949	37%	7918	39%
	Total	255	100%	315	100%	61898	100%	20425	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	6	2%	9	3%	901	1%	323	2%
	Dissatisfied	11	4%	5	2%	1564	3%	515	3%
	Neither	11	4%	21	7%	3851	6%	1282	6%
	Satisfied	78	31%	106	34%	19764	32%	6419	31%
	Very satisfied	149	58%	172	55%	36014	58%	11883	58%
	Total	255	100%	313	100%	62094	100%	20422	100%
17 faculty meet the needs of students	Very dissatisfied	3	1%	9	3%	901	2%	325	2%
	Dissatisfied	16	7%	25	9%	3230	6%	1051	6%
	Neither	54	23%	51	18%	9072	16%	2972	16%
	Satisfied	94	40%	121	43%	26046	45%	8511	45%
	Very satisfied	66	28%	78	27%	18548	32%	6094	32%
	Total	233	100%	284	100%	57797	100%	18953	100%
18 student diversity is important at this institution	Very dissatisfied	6	2%	10	3%	1125	2%	377	2%
	Dissatisfied	20	8%	11	4%	2441	4%	640	3%
	Neither	44	18%	35	11%	8680	14%	2492	12%
	Satisfied	82	33%	118	38%	25096	41%	8200	41%
	Very satisfied	99	39%	136	44%	23318	38%	8305	41%
	Total	251	100%	310	100%	60660	100%	20014	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	2%	6	2%	757	1%	314	2%
	Dissatisfied	13	5%	13	4%	2409	4%	819	4%
	Neither	50	21%	64	22%	10537	18%	3450	18%
	Satisfied	103	43%	126	43%	27932	48%	9034	47%
	Very satisfied	67	28%	85	29%	16439	28%	5550	29%
	Total	237	100%	294	100%	58074	100%	19167	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	5	2%	10	3%	1240	2%	447	2%
	Dissatisfied	4	2%	9	3%	3614	6%	1206	6%
	Neither	31	13%	47	16%	9399	16%	3247	17%
	Satisfied	79	34%	129	44%	26619	46%	8566	45%
	Very satisfied	112	48%	96	33%	17536	30%	5769	30%
	Total	231	100%	291	100%	58408	100%	19235	100%
28 classified personnel meet the needs of students	Very dissatisfied	4	2%	8	3%	1028	2%	396	2%
	Dissatisfied	4	2%	11	4%	2403	4%	809	5%
	Neither	26	11%	45	15%	12027	22%	4193	24%
	Satisfied	80	33%	124	42%	24082	44%	7631	43%
	Very satisfied	125	52%	106	36%	14657	27%	4797	27%
	Total	239	100%	294	100%	54197	100%	17826	100%
31 students receive an excellent education at this institution	Very dissatisfied	3	1%	6	2%	565	1%	218	1%
	Dissatisfied	12	5%	10	3%	1939	3%	637	3%
	Neither	27	11%	41	14%	6978	12%	2294	12%
	Satisfied	119	50%	146	49%	27294	46%	8754	45%
	Very satisfied	79	33%	94	32%	22503	38%	7648	39%
	Total	240	100%	297	100%	59279	100%	19551	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	3	1%	6	2%	669	1%	261	1%
	Dissatisfied	6	3%	9	3%	1786	3%	611	3%
	Neither	34	14%	54	18%	7257	12%	2426	12%
	Satisfied	121	50%	129	43%	27134	46%	8762	45%
	Very satisfied	76	32%	100	34%	22263	38%	7432	38%
	Total	240	100%	298	100%	59109	100%	19492	100%
37 this institution prepares students for further learning	Very dissatisfied	4	2%	5	2%	692	1%	278	1%
	Dissatisfied	3	1%	11	4%	1772	3%	622	3%
	Neither	23	10%	39	13%	6561	11%	2144	11%
	Satisfied	120	50%	130	44%	28126	48%	9082	47%
	Very satisfied	91	38%	111	38%	22033	37%	7395	38%
	Total	241	100%	296	100%	59184	100%	19521	100%
40 students are assisted with their personal development	Very dissatisfied	3	1%	3	1%	845	1%	328	2%
	Dissatisfied	6	3%	16	6%	2557	5%	785	4%
	Neither	42	18%	51	18%	10687	19%	3520	19%
	Satisfied	99	43%	124	43%	26384	47%	8484	45%
	Very satisfied	78	34%	96	33%	16239	29%	5617	30%
	Total	228	100%	290	100%	56712	100%	18734	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	5	2%	527	1%	204	1%
	Dissatisfied	6	3%	8	3%	1799	3%	565	3%
	Neither	47	21%	61	22%	10692	19%	3528	19%
	Satisfied	106	48%	128	47%	29521	54%	9510	52%
	Very satisfied	57	26%	72	26%	12526	23%	4364	24%
	Total	219	100%	274	100%	55065	100%	18171	100%

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships		GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	10	4%	17	5%	2046	3%	698	3%
	Dissatisfied	13	5%	23	7%	3677	6%	1219	6%
	Neither	24	9%	24	8%	5465	9%	1864	9%
	Satisfied	79	31%	91	29%	17900	29%	5973	29%
	Very satisfied	131	51%	161	51%	32905	53%	10603	52%
	Total	257	100%	316	100%	61993	100%	20357	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	16	6%	24	8%	3130	5%	1075	5%
	Dissatisfied	13	5%	20	6%	4458	7%	1526	7%
	Neither	22	9%	42	13%	6214	10%	2079	10%
	Satisfied	69	27%	80	26%	16942	27%	5562	27%
	Very satisfied	131	52%	147	47%	31231	50%	10129	50%
	Total	251	100%	313	100%	61975	100%	20371	100%
12 positive work expectations are communicated to me	Very dissatisfied	7	3%	29	9%	2795	5%	984	5%
	Dissatisfied	28	11%	30	10%	6100	10%	2024	10%
	Neither	44	18%	49	16%	9858	16%	3281	16%
	Satisfied	105	42%	124	40%	26232	43%	8561	42%
	Very satisfied	67	27%	80	26%	16282	27%	5296	26%
	Total	251	100%	312	100%	61267	100%	20146	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	3	1%	16	6%	1965	4%	684	4%
	Dissatisfied	22	10%	21	8%	4120	7%	1372	8%
	Neither	58	26%	65	23%	13338	24%	4327	24%
	Satisfied	91	41%	103	37%	24092	44%	7944	43%
	Very satisfied	46	21%	72	26%	11711	21%	3953	22%
	Total	220	100%	277	100%	55226	100%	18280	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	12	5%	18	6%	3331	5%	1156	6%
	Dissatisfied	19	8%	31	10%	5743	9%	1895	9%
	Neither	53	21%	58	19%	10955	18%	3636	18%
	Satisfied	84	33%	109	36%	23588	39%	7717	39%
	Very satisfied	83	33%	90	29%	17240	28%	5592	28%
	Total	251	100%	306	100%	60857	100%	19996	100%
21 I receive appropriate feedback for my work	Very dissatisfied	10	4%	16	5%	2897	5%	1017	5%
	Dissatisfied	19	8%	36	12%	5703	9%	1887	9%
	Neither	51	20%	49	16%	10246	17%	3377	17%
	Satisfied	90	36%	123	40%	24871	41%	8099	41%
	Very satisfied	79	32%	81	27%	17005	28%	5558	28%
	Total	249	100%	305	100%	60722	100%	19938	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	13	5%	29	10%	4036	7%	1396	7%
	Dissatisfied	28	11%	25	8%	5292	9%	1714	9%
	Neither	38	15%	57	19%	9587	16%	3246	16%
	Satisfied	66	27%	84	28%	19373	32%	6408	32%
	Very satisfied	104	42%	104	35%	21856	36%	7005	35%
	Total	249	100%	299	100%	60144	100%	19769	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	15	6%	28	9%	3802	6%	1308	7%
	Dissatisfied	22	9%	24	8%	4708	8%	1588	8%
	Neither	39	16%	53	18%	8880	15%	3032	15%
	Satisfied	61	25%	80	27%	19251	32%	6340	32%
	Very satisfied	109	44%	114	38%	23447	39%	7463	38%
	Total	246	100%	299	100%	60088	100%	19731	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	8	3%	16	5%	2469	4%	896	5%
	Dissatisfied	28	11%	26	9%	5354	9%	1800	9%
	Neither	47	19%	64	21%	12273	20%	4001	20%
	Satisfied	104	41%	123	41%	25629	43%	8331	42%
	Very satisfied	64	25%	74	24%	14568	24%	4799	24%
	Total	251	100%	303	100%	60293	100%	19827	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	14	6%	22	7%	3487	6%	1198	6%
	Dissatisfied	16	7%	26	9%	4828	8%	1567	8%
	Neither	47	19%	61	20%	10508	18%	3554	18%
	Satisfied	70	29%	89	30%	20202	34%	6595	34%
	Very satisfied	95	39%	101	34%	20681	35%	6703	34%
	Total	242	100%	299	100%	59706	100%	19617	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	5%	13	4%	2549	4%	965	5%
	Dissatisfied	12	5%	17	6%	3418	6%	1112	6%
	Neither	32	13%	36	12%	7588	13%	2512	13%
	Satisfied	77	31%	110	36%	22737	38%	7415	37%
	Very satisfied	111	45%	130	42%	23879	40%	7785	39%
	Total	245	100%	306	100%	60171	100%	19789	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	15	6%	14	5%	3338	6%	1198	6%
	Dissatisfied	15	6%	23	8%	5621	9%	1837	9%
	Neither	48	20%	67	22%	11201	19%	3683	19%
	Satisfied	97	40%	113	38%	24370	41%	7926	40%
	Very satisfied	66	27%	82	27%	15197	25%	4973	25%
	Total	241	100%	299	100%	59727	100%	19617	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	8	3%	14	5%	3197	5%	1005	5%
	Dissatisfied	16	7%	29	10%	5382	9%	1580	8%
	Neither	37	15%	43	14%	8893	15%	2822	14%
	Satisfied	99	41%	116	39%	23300	39%	7733	39%
	Very satisfied	83	34%	98	33%	19261	32%	6650	34%
	Total	243	100%	300	100%	60033	100%	19790	100%

Table 4. Teamwork Frequency Distributions

GWC compared with:

Teamwork	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	11	4%	22	7%	2783	5%	1008	5%
	Dissatisfied	22	9%	26	8%	6177	10%	2039	10%
	Neither	34	13%	35	11%	6476	10%	2252	11%
	Satisfied	77	30%	109	35%	20906	34%	6876	34%
	Very satisfied	111	44%	121	39%	25460	41%	8154	40%
	Total	255	100%	313	100%	61802	100%	20329	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	5	2%	11	4%	1698	3%	624	3%
	Dissatisfied	13	5%	18	6%	4076	7%	1337	7%
	Neither	35	14%	52	17%	9162	16%	3032	16%
	Satisfied	92	38%	114	38%	24919	42%	8222	42%
	Very satisfied	98	40%	106	35%	19127	32%	6181	32%
	Total	243	100%	301	100%	58982	100%	19396	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	13	5%	17	6%	3039	5%	1082	5%
	Dissatisfied	18	7%	29	10%	5536	9%	1813	9%
	Neither	33	13%	46	15%	8301	14%	2776	14%
	Satisfied	85	35%	119	39%	23545	39%	7760	39%
	Very satisfied	97	39%	94	31%	19583	33%	6320	32%
	Total	246	100%	305	100%	60004	100%	19751	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	16	7%	16	5%	3180	5%	1114	6%
	Dissatisfied	17	7%	24	8%	5080	9%	1698	9%
	Neither	29	12%	45	15%	7941	13%	2661	14%
	Satisfied	72	30%	111	37%	22574	38%	7312	37%
	Very satisfied	107	44%	108	36%	20818	35%	6834	35%
	Total	241	100%	304	100%	59593	100%	19619	100%

GWC compared with:

Teamwork (continued)	Response Option	GWC		2018		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	9	4%	13	4%	1951	3%	693	4%
	Dissatisfied	18	8%	18	6%	3945	7%	1321	7%
	Neither	29	12%	55	19%	9110	16%	3051	16%
	Satisfied	86	37%	120	41%	25075	43%	8081	42%
	Very satisfied	93	40%	90	30%	18440	32%	6108	32%
	Total	235	100%	296	100%	58521	100%	19254	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	12	5%	23	8%	3619	6%	1327	7%
	Dissatisfied	20	8%	25	8%	5363	9%	1853	9%
	Neither	36	15%	41	13%	7119	12%	2457	12%
	Satisfied	79	32%	94	31%	21695	36%	7073	36%
	Very satisfied	97	40%	121	40%	22467	37%	7151	36%
	Total	244	100%	304	100%	60263	100%	19861	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>GWC compared with:</i>										
	GWC		2018			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	262	3.799	3.755			3.800			3.799		
Institutional Structure	262	3.471	3.456			3.502			3.518		
Student Focus	261	4.054	4.031			4.060			4.064		
Supervisory Relationships	261	3.903	3.807			3.867			3.854		
Teamwork	261	3.987	3.888			3.907			3.885		

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

Figure 1. Means by Comparison Group and Climate Factor

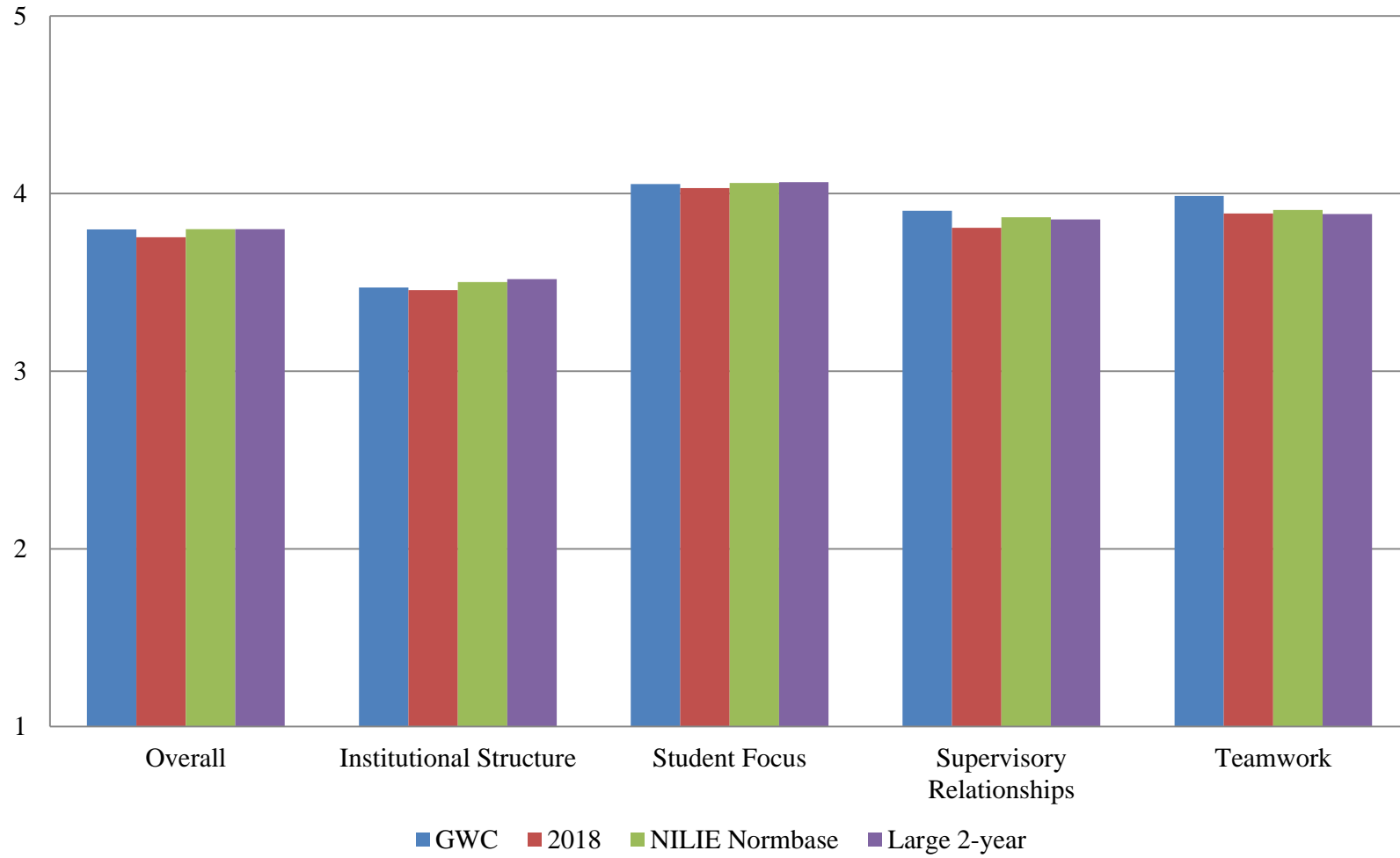


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>GWC compared with:</i>										
		GWC		2018			NILIE Normbase			Large 2-year		
		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	253	3.668	3.742			3.858	**	-.191	3.865	**	-.196
4	decisions are made at the appropriate level at this institution	251	3.279	3.228			3.324			3.317		
5	the institution effectively promotes diversity in the workplace	253	3.613	3.919	***	-.283	3.875	***	-.249	3.922	***	-.292
6	administrative leadership is focused on meeting the needs of students	250	3.764	3.556	*	.173	3.753			3.776		
10	information is shared within the institution	257	3.230	3.127			3.270			3.319		
11	institutional teams use problem-solving techniques	236	3.500	3.404			3.477			3.496		
15	I am able to appropriately influence the direction of this institution	237	3.278	3.277			3.175			3.172		
16	open and ethical communication is practiced at this institution	251	3.382	3.412			3.378			3.415		
22	this institution has been successful in positively motivating my performance	251	3.490	3.399			3.466			3.466		
25	a spirit of cooperation exists at this institution	251	3.502	3.412			3.431			3.467		
29	institution-wide policies guide my work	245	3.853	3.768			3.762			3.760		
32	this institution is appropriately organized	246	3.321	3.195			3.311			3.330		
38	I have the opportunity for advancement within this institution	235	3.404	3.279			3.159	**	.189	3.183	*	.168
41	I receive adequate information regarding important activities at this institution	244	3.738	3.603			3.686			3.709		
44	administrative processes are clearly defined	240	3.221	3.470	*	-.202	3.504	***	-.244	3.495	***	-.233

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

Table 7. Student Focus Item Mean Comparisons

GWC compared with:

Student Focus	GWC		2018			NILIE Normbase			Large 2-year		
	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	255	3.910	3.860			3.951			3.979		
8 I feel my job is relevant to this institution's mission	255	4.384	4.364			4.424			4.421		
17 faculty meet the needs of students	233	3.876	3.824			4.005	*	-.142	4.002	*	-.137
18 student diversity is important at this institution	251	3.988	4.158	*	-.168	4.105	*	-.127	4.170	**	-.202
19 students' competencies are enhanced	237	3.911	3.922			3.980			3.975		
23 non-teaching professional staff meet the needs of students	231	4.251	4.003	**	.264	3.952	***	.316	3.936	***	.328
28 classified personnel meet the needs of students	239	4.331	4.051	***	.306	3.903	***	.469	3.876	***	.487
31 students receive an excellent education at this institution	240	4.079	4.051			4.168			4.175		
35 this institution prepares students for a career	240	4.088	4.034			4.159			4.154		
37 this institution prepares students for further learning	241	4.207	4.118			4.166			4.163		
40 students are assisted with their personal development	228	4.066	4.014			3.963			3.976		
42 students are satisfied with their educational experience at this institution	219	3.950	3.927			3.939			3.950		

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

Table 8. Supervisory Relationships Item Mean Comparisons

GWC compared with:

Supervisory Relationships	GWC		2018			NILIE Normbase			Large 2-year		
	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	257	4.198	4.127			4.225			4.207		
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	251	4.139	3.978			4.108			4.087		
12 positive work expectations are communicated to me	251	3.785	3.628			3.769			3.753		
13 unacceptable behaviors are identified and communicated to me	220	3.705	3.700			3.715			3.717		
20 I receive timely feedback for my work	251	3.825	3.725			3.750			3.735		
21 I receive appropriate feedback for my work	249	3.839	3.711			3.780			3.767		
26 my supervisor/chair actively seeks my ideas	249	3.884	3.699			3.827			3.805		
27 my supervisor/chair seriously considers my ideas	246	3.923	3.763			3.896			3.865		
30 work outcomes are clarified for me	251	3.749	3.703			3.738			3.723		
34 my supervisor/chair helps me to improve my work	242	3.893	3.739			3.833			3.818		
39 I am given the opportunity to be creative in my work	245	4.065	4.069			4.030			4.008		
45 I have the opportunity to express my ideas in appropriate forums	241	3.763	3.756			3.711			3.695		
46 professional development and training opportunities are available	243	3.959	3.850			3.834			3.881		

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>GWC compared with:</i>										
		GWC		2018			NILIE Normbase			Large 2-year		
		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	255	4.000	3.898			3.972			3.941		
14	my primary work team uses problem-solving techniques	243	4.091	3.950			3.944	*	.145	3.928	*	.160
24	there is an opportunity for all ideas to be exchanged within my work team	246	3.955	3.800			3.852			3.832		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	241	3.983	3.891			3.886			3.869		
36	my work team coordinates its efforts with appropriate individuals and teams	235	4.004	3.865			3.925			3.914		
43	a spirit of cooperation exists in my department	244	3.939	3.872			3.897			3.849		

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