



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

Joliet Junior College

Joliet, Illinois

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Dominique Foster & Haruna Suzuki

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Audrey J. Jaeger, Ph.D.
Executive Director

Renee Barger
Research Associate

Andrea L. DeSantis
Assistant Director of Research

Dominique Foster
Research Associate

Laura G. Maldonado
Lead Research Associate

Greyson Norcross
Research Associate

Haruna Suzuki
Research Associate

Daniel West
Research Associate

Phone
(919)515-8567

Web
nilie.ncsu.edu

North Carolina State University
706 Hillsborough Street
Raleigh, NC 27603

Fax
(919)515-6305

Email
pace_survey@ncsu.edu

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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 commination within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

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

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

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

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

References

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Table 1. Institutional Structure Frequency Distributions

Institutional Structure		JJC		2017		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	30	6%	7	2%	1614	3%	588	3%
	Dissatisfied	56	12%	53	12%	6209	10%	1926	10%
	Neither	97	21%	76	17%	9509	15%	2898	14%
	Satisfied	193	41%	220	48%	30328	47%	9445	47%
	Very satisfied	94	20%	100	22%	16456	26%	5391	27%
	Total	470	100%	456	100%	64116	100%	20248	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	52	11%	43	10%	5108	8%	1763	9%
	Dissatisfied	112	24%	96	21%	12595	20%	3869	19%
	Neither	99	21%	93	21%	14062	22%	4460	22%
	Satisfied	136	29%	153	34%	21390	34%	6636	33%
	Very satisfied	71	15%	65	14%	10277	16%	3298	16%
	Total	470	100%	450	100%	63432	100%	20026	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	38	8%	10	2%	2202	3%	712	4%
	Dissatisfied	50	11%	19	4%	4777	7%	1395	7%
	Neither	98	21%	89	20%	12331	19%	3566	18%
	Satisfied	144	30%	177	39%	24644	39%	7777	38%
	Very satisfied	143	30%	157	35%	19907	31%	6795	34%
	Total	473	100%	452	100%	63861	100%	20245	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	34	7%	23	5%	3456	5%	1167	6%
	Dissatisfied	81	17%	67	15%	7880	12%	2383	12%
	Neither	85	18%	88	19%	10047	16%	3074	15%
	Satisfied	159	33%	164	36%	24253	38%	7490	37%
	Very satisfied	116	24%	114	25%	18388	29%	6144	30%
	Total	475	100%	456	100%	64024	100%	20258	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2017		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	70	15%	49	11%	6894	11%	2146	11%
	Dissatisfied	105	22%	90	20%	12922	20%	3734	18%
	Neither	102	21%	104	23%	13450	21%	4248	21%
	Satisfied	110	23%	132	29%	19714	31%	6278	31%
	Very satisfied	88	19%	83	18%	11340	18%	3900	19%
	Total	475	100%	458	100%	64320	100%	20306	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	30	7%	13	3%	2479	4%	861	5%
	Dissatisfied	68	16%	51	12%	7386	13%	2181	12%
	Neither	136	31%	153	37%	17983	30%	5629	30%
	Satisfied	140	32%	149	36%	23023	39%	7280	39%
	Very satisfied	61	14%	52	12%	8162	14%	2751	15%
	Total	435	100%	418	100%	59033	100%	18702	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	58	14%	49	12%	6557	11%	2271	12%
	Dissatisfied	85	20%	76	18%	10639	18%	3229	17%
	Neither	125	29%	130	31%	17448	29%	5389	29%
	Satisfied	108	25%	112	27%	17042	29%	5308	28%
	Very satisfied	49	12%	52	12%	7989	13%	2616	14%
	Total	425	100%	419	100%	59675	100%	18813	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	73	16%	46	10%	6205	10%	1941	10%
	Dissatisfied	96	21%	63	14%	10365	16%	3056	15%
	Neither	99	21%	112	25%	13412	21%	4132	21%
	Satisfied	113	24%	147	33%	21433	34%	6849	34%
	Very satisfied	83	18%	82	18%	11983	19%	4010	20%
	Total	464	100%	450	100%	63398	100%	19988	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2017		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	53	11%	35	8%	5723	9%	1866	9%
	Dissatisfied	73	16%	75	17%	9476	15%	2971	15%
	Neither	103	22%	92	21%	12672	20%	3957	20%
	Satisfied	143	31%	137	31%	21110	34%	6538	33%
	Very satisfied	89	19%	102	23%	13914	22%	4468	23%
	Total	461	100%	441	100%	62895	100%	19800	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	56	12%	36	8%	5536	9%	1719	9%
	Dissatisfied	96	21%	59	13%	10127	16%	2983	15%
	Neither	76	16%	105	24%	12799	20%	4060	20%
	Satisfied	152	33%	154	35%	22437	36%	7025	35%
	Very satisfied	81	18%	89	20%	12236	19%	4125	21%
	Total	461	100%	443	100%	63135	100%	19912	100%
29 institution-wide policies guide my work	Very dissatisfied	21	5%	12	3%	2086	3%	760	4%
	Dissatisfied	33	7%	26	6%	4147	7%	1306	7%
	Neither	116	26%	118	27%	15089	24%	4652	24%
	Satisfied	175	39%	192	44%	27332	44%	8516	43%
	Very satisfied	105	23%	86	20%	13422	22%	4386	22%
	Total	450	100%	434	100%	62076	100%	19620	100%
32 this institution is appropriately organized	Very dissatisfied	32	7%	36	8%	5482	9%	1858	10%
	Dissatisfied	97	21%	80	18%	11610	19%	3511	18%
	Neither	108	24%	112	25%	14517	23%	4460	23%
	Satisfied	136	30%	146	33%	20625	33%	6467	33%
	Very satisfied	81	18%	69	16%	9771	16%	3252	17%
	Total	454	100%	443	100%	62005	100%	19548	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2017		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	67	16%	61	15%	8908	15%	2874	15%
	Dissatisfied	92	21%	79	19%	9525	16%	2930	16%
	Neither	102	24%	91	22%	15065	25%	4575	24%
	Satisfied	110	26%	111	27%	15893	27%	5097	27%
	Very satisfied	57	13%	67	16%	9723	16%	3245	17%
	Total	428	100%	409	100%	59114	100%	18721	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	30	7%	20	4%	3127	5%	1032	5%
	Dissatisfied	50	11%	53	12%	7506	12%	2281	12%
	Neither	77	17%	73	16%	10831	17%	3317	17%
	Satisfied	192	42%	186	42%	27044	43%	8444	43%
	Very satisfied	107	23%	113	25%	14271	23%	4727	24%
	Total	456	100%	445	100%	62779	100%	19801	100%
44 administrative processes are clearly defined	Very dissatisfied	54	12%	32	7%	4400	7%	1513	8%
	Dissatisfied	84	19%	53	12%	7703	12%	2393	12%
	Neither	108	24%	97	22%	13853	22%	4322	22%
	Satisfied	133	29%	167	38%	23478	38%	7307	37%
	Very satisfied	73	16%	89	20%	12390	20%	3977	20%
	Total	452	100%	438	100%	61824	100%	19512	100%

Table 2. Student Focus Frequency Distributions

JJC compared with:

Student Focus	Response Option	JJC		2017		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	23	5%	13	3%	2280	4%	786	4%
	Dissatisfied	51	11%	67	15%	6492	10%	1921	9%
	Neither	84	18%	72	16%	8090	13%	2470	12%
	Satisfied	154	32%	165	36%	24208	38%	7489	37%
	Very satisfied	162	34%	141	31%	23085	36%	7642	38%
	Total	474	100%	458	100%	64155	100%	20308	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	7	1%	8	2%	972	2%	328	2%
	Dissatisfied	16	3%	9	2%	1678	3%	521	3%
	Neither	34	7%	35	8%	4036	6%	1283	6%
	Satisfied	140	30%	140	31%	20674	32%	6414	32%
	Very satisfied	273	58%	265	58%	36936	57%	11749	58%
	Total	470	100%	457	100%	64296	100%	20295	100%
17 faculty meet the needs of students	Very dissatisfied	14	3%	9	2%	948	2%	332	2%
	Dissatisfied	26	6%	29	7%	3431	6%	1056	6%
	Neither	75	17%	68	16%	9519	16%	3024	16%
	Satisfied	189	44%	189	45%	27400	46%	8550	45%
	Very satisfied	130	30%	129	30%	18731	31%	5918	31%
	Total	434	100%	424	100%	60029	100%	18880	100%
18 student diversity is important at this institution	Very dissatisfied	20	4%	3	1%	1179	2%	375	2%
	Dissatisfied	18	4%	11	2%	2629	4%	657	3%
	Neither	83	18%	51	11%	9252	15%	2529	13%
	Satisfied	172	37%	188	42%	26495	42%	8306	42%
	Very satisfied	167	36%	191	43%	23274	37%	8006	40%
	Total	460	100%	444	100%	62829	100%	19873	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2017		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	9	2%	5	1%	798	1%	327	2%
	Dissatisfied	22	5%	18	4%	2589	4%	855	4%
	Neither	100	23%	69	16%	11123	18%	3499	18%
	Satisfied	191	44%	216	51%	29176	48%	9083	48%
	Very satisfied	111	26%	117	28%	16573	28%	5313	28%
	Total	433	100%	425	100%	60259	100%	19077	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	10	2%	9	2%	1292	2%	467	2%
	Dissatisfied	34	8%	35	8%	3875	6%	1248	7%
	Neither	85	19%	92	21%	9939	16%	3279	17%
	Satisfied	198	44%	175	41%	27707	46%	8537	45%
	Very satisfied	122	27%	118	28%	17719	29%	5549	29%
	Total	449	100%	429	100%	60532	100%	19080	100%
28 classified personnel meet the needs of students	Very dissatisfied	12	3%	8	2%	1092	2%	414	2%
	Dissatisfied	27	7%	20	5%	2560	5%	844	5%
	Neither	107	27%	123	31%	12788	23%	4237	24%
	Satisfied	163	41%	164	42%	25157	45%	7713	43%
	Very satisfied	86	22%	78	20%	14745	26%	4627	26%
	Total	395	100%	393	100%	56342	100%	17835	100%
31 students receive an excellent education at this institution	Very dissatisfied	6	1%	2	0%	599	1%	224	1%
	Dissatisfied	14	3%	16	4%	2076	3%	674	3%
	Neither	73	16%	57	13%	7379	12%	2361	12%
	Satisfied	178	40%	184	42%	28697	47%	8887	46%
	Very satisfied	178	40%	177	41%	22768	37%	7288	38%
	Total	449	100%	436	100%	61519	100%	19434	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2017		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	6	1%	0	0%	698	1%	270	1%
	Dissatisfied	13	3%	15	3%	1935	3%	660	3%
	Neither	50	11%	52	12%	7714	13%	2537	13%
	Satisfied	197	44%	194	45%	28394	46%	8790	45%
	Very satisfied	179	40%	170	39%	22583	37%	7128	37%
	Total	445	100%	431	100%	61324	100%	19385	100%
37 this institution prepares students for further learning	Very dissatisfied	5	1%	2	0%	711	1%	281	1%
	Dissatisfied	16	4%	15	3%	1930	3%	651	3%
	Neither	48	11%	47	11%	6996	11%	2188	11%
	Satisfied	214	48%	201	47%	29502	48%	9158	47%
	Very satisfied	161	36%	166	39%	22271	36%	7138	37%
	Total	444	100%	431	100%	61410	100%	19416	100%
40 students are assisted with their personal development	Very dissatisfied	10	2%	4	1%	890	2%	343	2%
	Dissatisfied	22	5%	21	5%	2732	5%	850	5%
	Neither	88	21%	83	20%	11356	19%	3600	19%
	Satisfied	172	41%	194	47%	27638	47%	8518	46%
	Very satisfied	129	31%	110	27%	16246	28%	5350	29%
	Total	421	100%	412	100%	58862	100%	18661	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	3	1%	544	1%	211	1%
	Dissatisfied	10	2%	10	2%	1900	3%	610	3%
	Neither	96	24%	78	19%	11281	20%	3602	20%
	Satisfied	196	48%	218	54%	31046	54%	9592	53%
	Very satisfied	101	25%	92	23%	12441	22%	4087	23%
	Total	407	100%	401	100%	57212	100%	18102	100%

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships		JJC		2017		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	19	4%	10	2%	2152	3%	691	3%
	Dissatisfied	32	7%	27	6%	3857	6%	1204	6%
	Neither	39	8%	41	9%	5720	9%	1873	9%
	Satisfied	127	27%	149	32%	18719	29%	6002	30%
	Very satisfied	261	55%	234	51%	33640	52%	10432	52%
	Total	478	100%	461	100%	64088	100%	20202	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	29	6%	17	4%	3288	5%	1063	5%
	Dissatisfied	32	7%	37	8%	4669	7%	1517	7%
	Neither	37	8%	57	13%	6505	10%	2094	10%
	Satisfied	144	30%	116	25%	17692	28%	5531	27%
	Very satisfied	232	49%	229	50%	32024	50%	10029	50%
	Total	474	100%	456	100%	64178	100%	20234	100%
12 positive work expectations are communicated to me	Very dissatisfied	29	6%	19	4%	2921	5%	981	5%
	Dissatisfied	39	8%	46	10%	6440	10%	2040	10%
	Neither	61	13%	71	16%	10403	16%	3302	17%
	Satisfied	204	44%	189	42%	27251	43%	8497	43%
	Very satisfied	130	28%	124	28%	16348	26%	5155	26%
	Total	463	100%	449	100%	63363	100%	19975	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	20	5%	16	4%	2074	4%	700	4%
	Dissatisfied	30	7%	24	6%	4352	8%	1374	8%
	Neither	83	20%	102	25%	14017	24%	4353	24%
	Satisfied	191	47%	167	42%	25114	44%	7913	43%
	Very satisfied	83	20%	92	23%	11769	21%	3857	21%
	Total	407	100%	401	100%	57326	100%	18197	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2017		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	23	5%	23	5%	3546	6%	1178	6%
	Dissatisfied	51	11%	37	8%	6172	10%	1955	10%
	Neither	76	16%	82	18%	11571	18%	3706	19%
	Satisfied	173	38%	163	37%	24474	39%	7583	38%
	Very satisfied	138	30%	140	31%	17263	27%	5411	27%
	Total	461	100%	445	100%	63026	100%	19833	100%
21 I receive appropriate feedback for my work	Very dissatisfied	23	5%	20	5%	3079	5%	1019	5%
	Dissatisfied	38	8%	38	9%	6142	10%	1965	10%
	Neither	75	16%	67	15%	10878	17%	3441	17%
	Satisfied	185	40%	178	40%	25799	41%	8014	40%
	Very satisfied	141	31%	141	32%	17048	27%	5363	27%
	Total	462	100%	444	100%	62946	100%	19802	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	42	9%	30	7%	4246	7%	1364	7%
	Dissatisfied	34	7%	33	8%	5646	9%	1765	9%
	Neither	62	14%	82	19%	10127	16%	3315	17%
	Satisfied	142	31%	137	31%	20164	32%	6335	32%
	Very satisfied	179	39%	158	36%	22051	35%	6805	35%
	Total	459	100%	440	100%	62234	100%	19584	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	43	9%	31	7%	3987	6%	1280	7%
	Dissatisfied	35	8%	29	7%	5009	8%	1615	8%
	Neither	46	10%	74	17%	9376	15%	3096	16%
	Satisfied	150	33%	135	31%	20054	32%	6290	32%
	Very satisfied	186	40%	171	39%	23755	38%	7273	37%
	Total	460	100%	440	100%	62181	100%	19554	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2017		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	26	6%	13	3%	2645	4%	926	5%
	Dissatisfied	31	7%	38	9%	5702	9%	1822	9%
	Neither	85	19%	97	22%	12991	21%	4071	21%
	Satisfied	198	43%	192	44%	26563	43%	8210	42%
	Very satisfied	116	25%	100	23%	14536	23%	4653	24%
	Total	456	100%	440	100%	62437	100%	19682	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	33	7%	30	7%	3640	6%	1188	6%
	Dissatisfied	37	8%	34	8%	5191	8%	1581	8%
	Neither	67	15%	74	17%	11176	18%	3617	19%
	Satisfied	147	32%	148	34%	21022	34%	6566	34%
	Very satisfied	170	37%	153	35%	20812	34%	6493	33%
	Total	454	100%	439	100%	61841	100%	19445	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	32	7%	18	4%	2665	4%	948	5%
	Dissatisfied	24	5%	28	6%	3635	6%	1132	6%
	Neither	59	13%	56	13%	7917	13%	2511	13%
	Satisfied	183	40%	168	38%	23760	38%	7377	37%
	Very satisfied	155	34%	167	38%	24439	39%	7705	39%
	Total	453	100%	437	100%	62416	100%	19673	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	34	8%	23	5%	3489	6%	1187	6%
	Dissatisfied	53	12%	42	10%	5942	10%	1877	10%
	Neither	96	22%	95	22%	11756	19%	3703	19%
	Satisfied	171	38%	164	38%	25336	41%	7848	40%
	Very satisfied	92	21%	110	25%	15422	25%	4883	25%
	Total	446	100%	434	100%	61945	100%	19498	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2017		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	32	7%	18	4%	3466	6%	1027	5%
	Dissatisfied	37	8%	67	15%	5701	9%	1625	8%
	Neither	84	19%	74	17%	9417	15%	2924	15%
	Satisfied	183	40%	176	40%	24184	39%	7661	39%
	Very satisfied	117	26%	106	24%	19474	31%	6427	33%
	Total	453	100%	441	100%	62242	100%	19664	100%

Table 4. Teamwork Frequency Distributions

Teamwork		JJC		2017		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	31	7%	20	4%	2946	5%	990	5%
	Dissatisfied	43	9%	45	10%	6536	10%	2046	10%
	Neither	48	10%	66	14%	6791	11%	2245	11%
	Satisfied	137	29%	138	30%	21665	34%	6887	34%
	Very satisfied	209	45%	191	42%	26013	41%	8016	40%
	Total	468	100%	460	100%	63951	100%	20184	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	13	3%	10	2%	1811	3%	626	3%
	Dissatisfied	23	5%	33	8%	4354	7%	1357	7%
	Neither	64	14%	71	16%	9751	16%	3075	16%
	Satisfied	162	37%	181	42%	25907	42%	8170	43%
	Very satisfied	180	41%	137	32%	19166	31%	5987	31%
	Total	442	100%	432	100%	60989	100%	19215	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	30	7%	18	4%	3195	5%	1055	5%
	Dissatisfied	33	7%	42	10%	5909	10%	1869	10%
	Neither	55	12%	72	16%	8738	14%	2800	14%
	Satisfied	191	42%	157	36%	24473	39%	7682	39%
	Very satisfied	145	32%	150	34%	19786	32%	6174	32%
	Total	454	100%	439	100%	62101	100%	19580	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	28	6%	21	5%	3321	5%	1082	6%
	Dissatisfied	41	9%	36	8%	5438	9%	1724	9%
	Neither	51	11%	70	16%	8377	14%	2680	14%
	Satisfied	157	35%	156	36%	23489	38%	7283	37%
	Very satisfied	175	39%	156	36%	21082	34%	6675	34%
	Total	452	100%	439	100%	61707	100%	19444	100%

JJC compared with:

Teamwork (continued)	Response Option	JJC		2017		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	19	4%	15	3%	2053	3%	679	4%
	Dissatisfied	28	6%	28	6%	4207	7%	1336	7%
	Neither	58	13%	69	16%	9802	16%	3133	16%
	Satisfied	174	40%	178	41%	25963	43%	8020	42%
	Very satisfied	161	37%	142	33%	18531	31%	5905	31%
	Total	440	100%	432	100%	60556	100%	19073	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	36	8%	25	6%	3821	6%	1297	7%
	Dissatisfied	45	10%	38	9%	5660	9%	1837	9%
	Neither	47	10%	71	16%	7552	12%	2507	13%
	Satisfied	142	31%	158	36%	22632	36%	7069	36%
	Very satisfied	186	41%	153	34%	22828	37%	7026	36%
	Total	456	100%	445	100%	62493	100%	19736	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>JJC compared with:</i>										
	JJC		2017			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.779			3.783			3.783		
Institutional Structure	480	3.327	3.471	*	-.154	3.483	***	-.172	3.498	***	-.186
Student Focus	478	3.982	4.034			4.044	*	-.094	4.044	*	-.091
Supervisory Relationships	479	3.839	3.863			3.850			3.842		
Teamwork	478	3.931	3.894			3.889			3.875		

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

Figure 1. Means by Comparison Group and Climate Factor

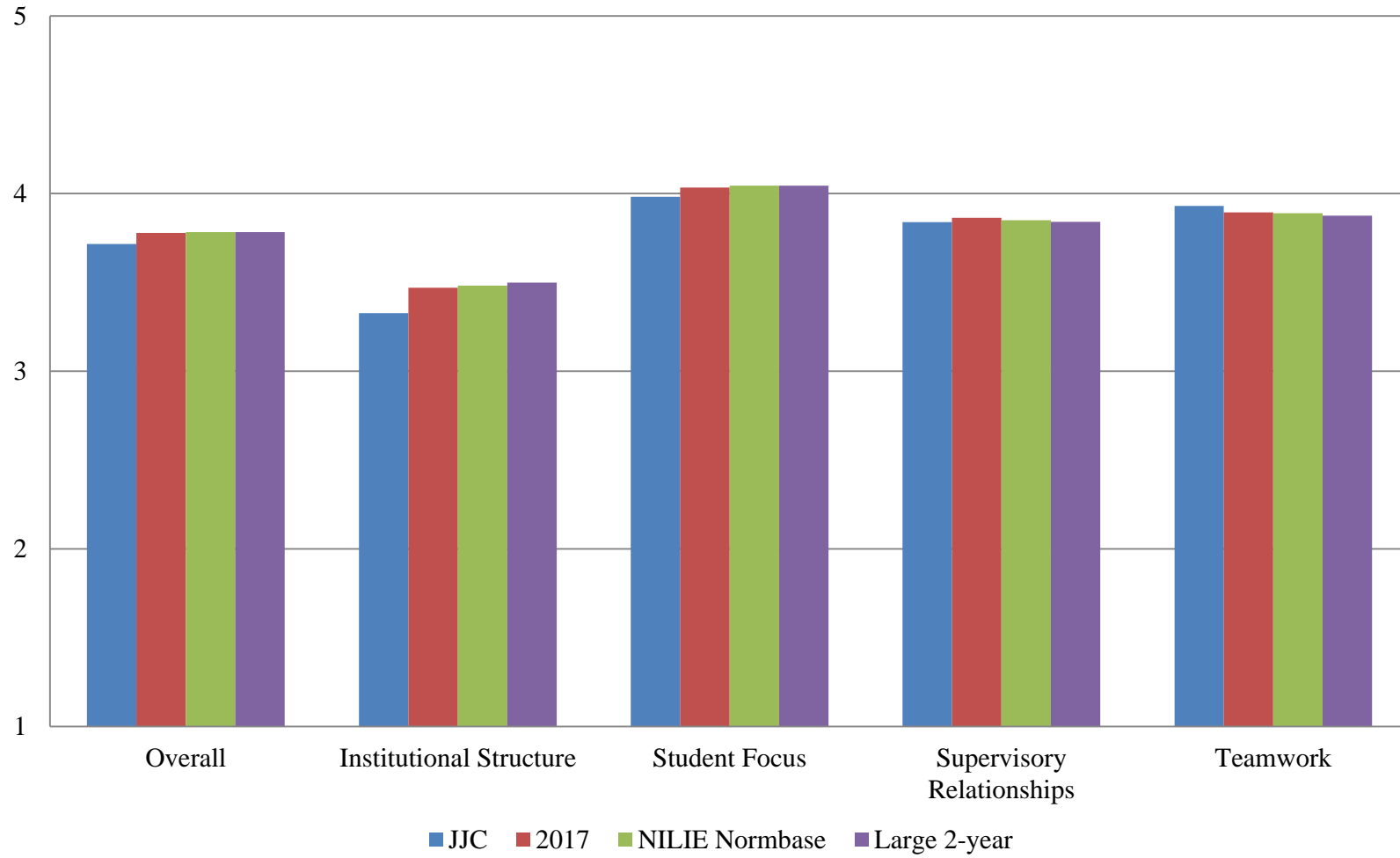


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>JJC compared with:</i>										
		JJC		2017			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	470	3.564	3.774	**	-.200	3.839	***	-.276	3.846	***	-.277
4	decisions are made at the appropriate level at this institution	470	3.132	3.224			3.302	**	-.143	3.291	**	-.132
5	the institution effectively promotes diversity in the workplace	473	3.643	4.000	***	-.322	3.866	***	-.213	3.916	***	-.260
6	administrative leadership is focused on meeting the needs of students	475	3.509	3.612			3.722	***	-.183	3.743	***	-.199
10	information is shared within the institution	475	3.086	3.240			3.244	**	-.125	3.298	***	-.167
11	institutional teams use problem-solving techniques	435	3.308	3.421			3.457	**	-.147	3.475	***	-.162
15	I am able to appropriately influence the direction of this institution	425	3.012	3.100			3.155	*	-.121	3.147	*	-.112
16	open and ethical communication is practiced at this institution	464	3.080	3.347	**	-.208	3.357	***	-.224	3.397	***	-.256
22	this institution has been successful in positively motivating my performance	461	3.308	3.444			3.445	*	-.111	3.443	*	-.108
25	a spirit of cooperation exists at this institution	461	3.230	3.454	**	-.180	3.407	**	-.146	3.445	***	-.176
29	institution-wide policies guide my work	450	3.689	3.724			3.739			3.737		
32	this institution is appropriately organized	454	3.302	3.298			3.284			3.294		
38	I have the opportunity for advancement within this institution	428	2.995	3.108			3.135	*	-.108	3.155	*	-.122
41	I receive adequate information regarding important activities at this institution	456	3.649	3.717			3.666			3.684		
44	administrative processes are clearly defined	452	3.192	3.521	***	-.272	3.514	***	-.279	3.504	***	-.266

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

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>JJC compared with:</i>										
	JJC		2017			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	474	3.804	3.773			3.925	*	-.110	3.949	**	-.132
8	470	4.396	4.411			4.414			4.416		
17	434	3.910	3.943			3.992			3.989		
18	460	3.974	4.245	***	-.291	4.083	*	-.119	4.153	***	-.198
19	433	3.861	3.993	*	-.148	3.965	*	-.119	3.954	*	-.104
23	449	3.864	3.834			3.936			3.915		
28	395	3.719	3.723			3.886	***	-.183	3.858	**	-.148
31	449	4.131	4.188			4.153			4.150		
35	445	4.191	4.204			4.145			4.127		
37	444	4.149	4.193			4.151			4.144		
40	421	3.922	3.934			3.945			3.948		
42	407	3.934	3.963			3.925			3.924		

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>JJC compared with:</i>										
		JJC		2017			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	478	4.211	4.236			4.215			4.202		
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	474	4.093	4.103			4.098			4.085		
12	positive work expectations are communicated to me	463	3.793	3.786			3.752			3.741		
13	unacceptable behaviors are identified and communicated to me	407	3.705	3.736			3.700			3.706		
20	I receive timely feedback for my work	461	3.764	3.809			3.726			3.711		
21	I receive appropriate feedback for my work	462	3.829	3.860			3.756			3.744		
26	my supervisor/chair actively seeks my ideas	459	3.832	3.818			3.805			3.789		
27	my supervisor/chair seriously considers my ideas	460	3.872	3.877			3.878			3.852		
30	work outcomes are clarified for me	456	3.761	3.745			3.715			3.703		
34	my supervisor/chair helps me to improve my work	454	3.846	3.820			3.811			3.802		
39	I am given the opportunity to be creative in my work	453	3.894	4.002			4.020	*	-.118	4.004	*	-.101
45	I have the opportunity to express my ideas in appropriate forums	446	3.525	3.682	*	-.138	3.698	**	-.156	3.685	**	-.142
46	professional development and training opportunities are available	453	3.698	3.646			3.811	*	-.100	3.856	**	-.141

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>JJC compared with:</i>										
		JJC		2017			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	468	3.962	3.946			3.958			3.936		
14	my primary work team uses problem-solving techniques	442	4.070	3.931	*	.139	3.923	**	.146	3.913	**	.155
24	there is an opportunity for all ideas to be exchanged within my work team	454	3.855	3.863			3.833			3.820		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	452	3.907	3.888			3.868			3.861		
36	my work team coordinates its efforts with appropriate individuals and teams	440	3.977	3.935			3.903			3.898		
43	a spirit of cooperation exists in my department	456	3.871	3.845			3.880			3.846		

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