

Joliet Junior College Joliet, Illinois

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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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 & Baker, 1987). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center 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, The Belk Center 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 (Caison, 2005; Tiu, 2001).

References

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Table 1. Institutional Structure Frequency Distributions

JJC compared with:

Institutional Structure	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	21	4%	13	3%	1417	2%	540	2%
	Dissatisfied	48	9%	41	9%	5405	9%	1887	8%
	Neither	94	17%	79	17%	8492	14%	3054	13%
	Satisfied	261	49%	225	47%	28501	47%	10473	46%
	Very satisfied	114	21%	118	25%	17171	28%	6979	30%
	Total	538	100%	476	100%	60986	100%	22933	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	46	9%	28	6%	4425	7%	1655	7%
	Dissatisfied	101	19%	90	19%	11324	19%	4039	18%
	Neither	131	24%	108	23%	12909	21%	4872	22%
	Satisfied	169	32%	150	31%	20853	35%	7728	34%
	Very satisfied	89	17%	101	21%	10802	18%	4343	19%
	Total	536	100%	477	100%	60313	100%	22637	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	20	4%	18	4%	2064	3%	787	3%
	Dissatisfied	20	4%	39	8%	4693	8%	1610	7%
	Neither	93	17%	88	18%	11318	19%	3855	17%
	Satisfied	203	38%	178	37%	22711	37%	8280	36%
	Very satisfied	199	37%	155	32%	19926	33%	8322	36%
	Total	535	100%	478	100%	60712	100%	22854	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	38	7%	10	2%	2907	5%	1047	5%
	Dissatisfied	43	8%	48	10%	6768	11%	2274	10%
	Neither	91	17%	77	16%	8728	14%	3143	14%
	Satisfied	191	36%	187	40%	22963	38%	8441	37%
	Very satisfied	172	32%	151	32%	19496	32%	7975	35%
	Total	535	100%	473	100%	60862	100%	22880	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	46	9%	42	9%	6130	10%	2178	9%
	Dissatisfied	97	18%	75	16%	11410	19%	3903	17%
	Neither	121	23%	111	23%	12490	20%	4563	20%
	Satisfied	175	33%	156	33%	19089	31%	7268	32%
	Very satisfied	98	18%	95	20%	12062	20%	5070	22%
	Total	537	100%	479	100%	61181	100%	22982	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	28	6%	10	2%	2136	4%	798	4%
	Dissatisfied	44	9%	47	11%	6516	12%	2194	10%
	Neither	130	26%	148	33%	16350	29%	5846	28%
	Satisfied	225	46%	174	39%	22363	40%	8428	40%
	Very satisfied	67	14%	65	15%	8850	16%	3810	18%
	Total	494	100%	444	100%	56215	100%	21076	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	49	10%	40	9%	5781	10%	2265	11%
	Dissatisfied	87	18%	68	16%	9605	17%	3436	16%
	Neither	158	33%	141	32%	16288	29%	5992	28%
	Satisfied	131	27%	122	28%	16685	29%	6101	29%
	Very satisfied	60	12%	63	15%	8245	15%	3332	16%
	Total	485	100%	434	100%	56604	100%	21126	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	40	8%	37	8%	5426	9%	1906	8%
	Dissatisfied	79	15%	66	14%	9176	15%	3112	14%
	Neither	110	21%	113	24%	12245	20%	4483	20%
	Satisfied	195	37%	158	34%	20751	34%	7837	35%
	Very satisfied	101	19%	95	20%	12744	21%	5306	23%
	Total	525	100%	469	100%	60342	100%	22644	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	45	9%	37	8%	5039	8%	1894	8%
	Dissatisfied	72	14%	53	11%	8489	14%	3084	14%
	Neither	117	22%	116	25%	11997	20%	4359	19%
	Satisfied	180	34%	150	32%	20112	34%	7390	33%
	Very satisfied	109	21%	111	24%	14272	24%	5725	25%
	Total	523	100%	467	100%	59909	100%	22452	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	46	9%	29	6%	4747	8%	1651	7%
	Dissatisfied	60	11%	54	12%	8961	15%	3010	13%
	Neither	105	20%	106	23%	11500	19%	4190	19%
	Satisfied	210	40%	172	37%	21706	36%	8157	36%
	Very satisfied	102	20%	107	23%	13143	22%	5522	25%
	Total	523	100%	468	100%	60057	100%	22530	100%
29 institution-wide policies guide my work	Very dissatisfied	19	4%	7	2%	1760	3%	676	3%
	Dissatisfied	32	6%	13	3%	3567	6%	1262	6%
	Neither	106	21%	107	23%	13462	23%	4865	22%
	Satisfied	216	42%	218	47%	25933	44%	9540	43%
	Very satisfied	139	27%	117	25%	14372	24%	5800	26%
	Total	512	100%	462	100%	59094	100%	22143	100%
32 this institution is appropriately organized	Very dissatisfied	49	9%	27	6%	4838	8%	1748	8%
	Dissatisfied	93	18%	64	14%	10479	18%	3601	16%
	Neither	129	25%	117	25%	13617	23%	4992	23%
	Satisfied	157	30%	157	34%	19785	34%	7405	34%
	Very satisfied	89	17%	95	21%	10284	17%	4346	20%
	Total	517	100%	460	100%	59003	100%	22092	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	79	16%	46	10%	8078	14%	3048	14%
	Dissatisfied	63	13%	73	17%	8739	16%	3228	15%
	Neither	124	25%	121	28%	14144	25%	4868	23%
	Satisfied	134	27%	112	25%	14999	27%	5674	27%
	Very satisfied	92	19%	88	20%	10061	18%	4294	20%
	Total	492	100%	440	100%	56021	100%	21112	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	31	6%	11	2%	2750	5%	992	4%
	Dissatisfied	44	9%	56	12%	6700	11%	2338	10%
	Neither	105	20%	70	15%	9749	16%	3488	16%
	Satisfied	209	41%	223	48%	25581	43%	9492	42%
	Very satisfied	125	24%	106	23%	14849	25%	6042	27%
	Total	514	100%	466	100%	59629	100%	22352	100%
44 administrative processes are clearly defined	Very dissatisfied	42	8%	33	7%	4308	7%	1688	8%
	Dissatisfied	94	18%	75	16%	8074	14%	2949	13%
	Neither	129	25%	120	26%	12914	22%	4743	22%
	Satisfied	170	33%	154	33%	21599	37%	7909	36%
	Very satisfied	76	15%	79	17%	11909	20%	4736	22%
	Total	511	100%	461	100%	58804	100%	22025	100%

Table 2. Student Focus Frequency Distributions

JJC compared with:

Student Focus	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	30	6%	9	2%	1929	3%	703	3%
	Dissatisfied	27	5%	37	8%	5603	9%	1866	8%
	Neither	58	11%	62	13%	7137	12%	2492	11%
	Satisfied	209	39%	171	36%	22437	37%	8159	36%
	Very satisfied	216	40%	198	42%	23893	39%	9720	42%
	Total	540	100%	477	100%	60999	100%	22940	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	6	1%	5	1%	839	1%	337	1%
	Dissatisfied	12	2%	4	1%	1463	2%	562	2%
	Neither	50	9%	37	8%	3616	6%	1415	6%
	Satisfied	168	31%	140	30%	18908	31%	6813	30%
	Very satisfied	299	56%	285	61%	36327	59%	13849	60%
	Total	535	100%	471	100%	61153	100%	22976	100%
17 faculty meet the needs of students	Very dissatisfied	15	3%	8	2%	860	2%	336	2%
	Dissatisfied	28	6%	30	7%	3070	5%	1063	5%
	Neither	88	18%	67	15%	8691	15%	3150	15%
	Satisfied	200	41%	196	45%	25187	44%	9236	44%
	Very satisfied	156	32%	135	31%	19006	33%	7346	35%
	Total	487	100%	436	100%	56814	100%	21131	100%
18 student diversity is important at this institution	Very dissatisfied	11	2%	11	2%	1042	2%	377	2%
	Dissatisfied	14	3%	17	4%	2430	4%	733	3%
	Neither	61	12%	61	13%	8195	14%	2643	12%
	Satisfied	208	40%	190	41%	23988	40%	8659	39%
	Very satisfied	223	43%	183	40%	24141	40%	10040	45%
	Total	517	100%	462	100%	59796	100%	22452	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	12	2%	6	1%	684	1%	293	1%
	Dissatisfied	16	3%	15	3%	2266	4%	838	4%
	Neither	106	21%	97	22%	10029	18%	3597	17%
	Satisfied	228	46%	202	46%	27096	47%	9737	46%
	Very satisfied	132	27%	118	27%	16975	30%	6911	32%
	Total	494	100%	438	100%	57050	100%	21376	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	14	3%	6	1%	1118	2%	390	2%
	Dissatisfied	29	6%	20	5%	3292	6%	1104	5%
	Neither	70	14%	75	17%	8767	15%	3262	15%
	Satisfied	239	48%	195	44%	25907	45%	9356	44%
	Very satisfied	146	29%	144	33%	18325	32%	7312	34%
	Total	498	100%	440	100%	57409	100%	21424	100%
28 classified personnel meet the needs of students	Very dissatisfied	13	3%	4	1%	901	2%	333	2%
	Dissatisfied	13	3%	8	2%	2172	4%	733	4%
	Neither	120	26%	106	27%	11136	21%	4163	21%
	Satisfied	201	43%	177	44%	23663	44%	8403	43%
	Very satisfied	117	25%	105	26%	15393	29%	6025	31%
	Total	464	100%	400	100%	53265	100%	19657	100%
31 students receive an excellent education at this institution	Very dissatisfied	9	2%	4	1%	539	1%	225	1%
	Dissatisfied	16	3%	15	3%	1793	3%	648	3%
	Neither	62	12%	58	13%	6546	11%	2359	11%
	Satisfied	236	47%	194	43%	26531	45%	9331	43%
	Very satisfied	178	36%	175	39%	22974	39%	9291	43%
	Total	501	100%	446	100%	58383	100%	21854	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	8	2%	2	0%	610	1%	253	1%
	Dissatisfied	12	2%	14	3%	1676	3%	609	3%
	Neither	68	14%	58	13%	6861	12%	2492	11%
	Satisfied	219	44%	191	43%	26246	45%	9355	43%
	Very satisfied	192	38%	182	41%	22815	39%	9099	42%
	Total	499	100%	447	100%	58208	100%	21808	100%
37 this institution prepares students for further learning	Very dissatisfied	10	2%	5	1%	636	1%	278	1%
	Dissatisfied	10	2%	10	2%	1623	3%	590	3%
	Neither	61	12%	55	12%	6167	11%	2210	10%
	Satisfied	235	47%	205	46%	27151	47%	9678	44%
	Very satisfied	185	37%	173	39%	22706	39%	9078	42%
	Total	501	100%	448	100%	58283	100%	21834	100%
40 students are assisted with their personal development	Very dissatisfied	8	2%	4	1%	762	1%	305	1%
	Dissatisfied	12	3%	12	3%	2449	4%	816	4%
	Neither	109	23%	81	19%	10161	18%	3643	17%
	Satisfied	200	42%	193	45%	25737	46%	9263	44%
	Very satisfied	151	31%	140	33%	16647	30%	6791	33%
	Total	480	100%	430	100%	55756	100%	20818	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	7	2%	3	1%	481	1%	190	1%
	Dissatisfied	15	3%	18	4%	1656	3%	532	3%
	Neither	103	23%	83	20%	10197	19%	3612	18%
	Satisfied	226	51%	217	52%	28875	53%	10417	52%
	Very satisfied	96	21%	93	22%	12843	24%	5447	27%
	Total	447	100%	414	100%	54052	100%	20198	100%

Table 3. Supervisory Relationships Frequency Distributions

JJC compared with:

Supervisory Relationships	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	14	3%	13	3%	1907	3%	730	3%
	Dissatisfied	28	5%	14	3%	3468	6%	1299	6%
	Neither	36	7%	37	8%	5318	9%	2017	9%
	Satisfied	149	28%	133	28%	17463	29%	6517	28%
	Very satisfied	309	58%	281	59%	33031	54%	12409	54%
	Total	536	100%	478	100%	61187	100%	22972	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	21	4%	16	3%	2859	5%	1054	5%
	Dissatisfied	36	7%	20	4%	4161	7%	1642	7%
	Neither	55	10%	44	9%	5968	10%	2235	10%
	Satisfied	146	27%	130	27%	16439	27%	6035	26%
	Very satisfied	281	52%	264	56%	31592	52%	11957	52%
	Total	539	100%	474	100%	61019	100%	22923	100%
12 positive work expectations are communicated to me	Very dissatisfied	19	4%	18	4%	2542	4%	983	4%
	Dissatisfied	42	8%	26	6%	5679	9%	2084	9%
	Neither	73	14%	74	16%	9499	16%	3526	16%
	Satisfied	245	47%	204	44%	25739	43%	9526	42%
	Very satisfied	144	28%	144	31%	17014	28%	6557	29%
	Total	523	100%	466	100%	60473	100%	22676	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	10	2%	11	3%	1798	3%	681	3%
	Dissatisfied	22	5%	21	5%	3843	7%	1421	7%
	Neither	101	22%	98	24%	12863	24%	4660	23%
	Satisfied	216	48%	179	44%	23410	43%	8651	43%
	Very satisfied	105	23%	94	23%	12164	22%	4867	24%
	Total	454	100%	403	100%	54078	100%	20280	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	20	4%	16	3%	3117	5%	1190	5%
	Dissatisfied	45	9%	26	6%	5417	9%	1960	9%
	Neither	91	18%	76	16%	10553	18%	4002	18%
	Satisfied	202	39%	182	39%	23020	38%	8436	38%
	Very satisfied	160	31%	168	36%	17897	30%	6877	31%
	Total	518	100%	468	100%	60004	100%	22465	100%
21 I receive appropriate feedback for my work	Very dissatisfied	19	4%	12	3%	2698	5%	1053	5%
	Dissatisfied	39	7%	29	6%	5346	9%	1981	9%
	Neither	81	16%	70	15%	9773	16%	3624	16%
	Satisfied	226	43%	202	43%	24427	41%	8966	40%
	Very satisfied	157	30%	156	33%	17623	29%	6779	30%
	Total	522	100%	469	100%	59867	100%	22403	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	28	5%	19	4%	3744	6%	1439	6%
	Dissatisfied	42	8%	34	7%	4917	8%	1835	8%
	Neither	73	14%	69	15%	9176	15%	3526	16%
	Satisfied	173	33%	136	29%	18933	32%	6964	31%
	Very satisfied	203	39%	206	44%	22519	38%	8433	38%
	Total	519	100%	464	100%	59289	100%	22197	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	25	5%	17	4%	3533	6%	1351	6%
	Dissatisfied	44	8%	33	7%	4420	7%	1661	8%
	Neither	64	12%	55	12%	8590	15%	3332	15%
	Satisfied	170	33%	145	31%	18692	32%	6917	31%
	Very satisfied	215	42%	213	46%	23963	40%	8885	40%
	Total	518	100%	463	100%	59198	100%	22146	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	16	3%	10	2%	2259	4%	886	4%
	Dissatisfied	32	6%	23	5%	4991	8%	1858	8%
	Neither	94	18%	98	21%	11841	20%	4309	19%
	Satisfied	245	47%	193	42%	25229	42%	9242	41%
	Very satisfied	130	25%	139	30%	15160	25%	5992	27%
	Total	517	100%	463	100%	59480	100%	22287	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	26	5%	19	4%	3252	6%	1242	6%
	Dissatisfied	27	5%	34	7%	4544	8%	1684	8%
	Neither	88	17%	73	16%	10044	17%	3772	17%
	Satisfied	189	37%	155	33%	19765	34%	7229	33%
	Very satisfied	185	36%	183	39%	21292	36%	8125	37%
	Total	515	100%	464	100%	58897	100%	22052	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	19	4%	13	3%	2339	4%	956	4%
	Dissatisfied	23	4%	20	4%	3195	5%	1246	6%
	Neither	71	14%	57	12%	7227	12%	2803	13%
	Satisfied	214	42%	191	41%	22202	37%	8055	36%
	Very satisfied	185	36%	183	39%	24366	41%	9149	41%
	Total	512	100%	464	100%	59329	100%	22209	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	27	5%	21	5%	3069	5%	1218	6%
	Dissatisfied	40	8%	37	8%	5319	9%	1969	9%
	Neither	91	18%	104	23%	10794	18%	3990	18%
	Satisfied	235	46%	167	36%	23993	41%	8759	40%
	Very satisfied	114	22%	130	28%	15672	27%	6069	28%
	Total	507	100%	459	100%	58847	100%	22005	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	22	4%	19	4%	2998	5%	1044	5%
	Dissatisfied	51	10%	29	6%	5032	9%	1739	8%
	Neither	65	13%	54	12%	8623	15%	3105	14%
	Satisfied	215	42%	199	43%	22747	38%	8344	38%
	Very satisfied	162	31%	158	34%	19775	33%	7954	36%
	Total	515	100%	459	100%	59175	100%	22186	100%

Table 4. Teamwork Frequency Distributions

JJC compared with:

Teamwork	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	24	4%	14	3%	2559	4%	1023	4%
	Dissatisfied	50	9%	35	7%	5665	9%	2088	9%
	Neither	63	12%	47	10%	6218	10%	2393	10%
	Satisfied	179	33%	149	31%	20418	33%	7500	33%
	Very satisfied	224	41%	231	49%	26126	43%	9908	43%
	Total	540	100%	476	100%	60986	100%	22912	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	13	3%	9	2%	1541	3%	619	3%
	Dissatisfied	24	5%	26	6%	3798	7%	1384	6%
	Neither	75	15%	51	11%	8515	15%	3203	15%
	Satisfied	222	44%	182	40%	24312	42%	8958	41%
	Very satisfied	175	34%	183	41%	19968	34%	7546	35%
	Total	509	100%	451	100%	58134	100%	21710	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	27	5%	17	4%	2799	5%	1112	5%
	Dissatisfied	41	8%	28	6%	5159	9%	1925	9%
	Neither	67	13%	61	13%	7853	13%	3008	14%
	Satisfied	214	41%	185	40%	23001	39%	8420	38%
	Very satisfied	170	33%	172	37%	20383	34%	7726	35%
	Total	519	100%	463	100%	59195	100%	22191	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	26	5%	20	4%	2945	5%	1162	5%
	Dissatisfied	40	8%	29	6%	4719	8%	1752	8%
	Neither	63	12%	60	13%	7493	13%	2800	13%
	Satisfied	193	37%	155	34%	21933	37%	7977	36%
	Very satisfied	193	37%	196	43%	21692	37%	8312	38%
	Total	515	100%	460	100%	58782	100%	22003	100%

JJC compared with:

Teamwork (continued)	Response Option	JJC		2021		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	16	3%	12	3%	1842	3%	744	3%
	Dissatisfied	23	5%	23	5%	3613	6%	1322	6%
	Neither	71	14%	56	12%	8542	15%	3197	15%
	Satisfied	227	45%	190	42%	24438	42%	8793	41%
	Very satisfied	167	33%	172	38%	19313	33%	7535	35%
	Total	504	100%	453	100%	57748	100%	21591	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	27	5%	27	6%	3327	6%	1381	6%
	Dissatisfied	49	10%	33	7%	4934	8%	1849	8%
	Neither	64	12%	50	11%	6752	11%	2631	12%
	Satisfied	189	37%	146	31%	21171	36%	7717	35%
	Very satisfied	184	36%	208	45%	23214	39%	8706	39%
	Total	513	100%	464	100%	59398	100%	22284	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>JJC compared with:</i>										
	JJC		2021			PACE Normbase			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	546	3.822	3.884			3.835			3.861		
Institutional Structure	546	3.505	3.567			3.540			3.589	*	-.092
Student Focus	546	4.050	4.078			4.090			4.125	*	-.111
Supervisory Relationships	546	3.941	4.018			3.902			3.908		
Teamwork	545	3.940	4.052			3.951			3.947		

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

Figure 1. Means by Comparison Group and Climate Factor

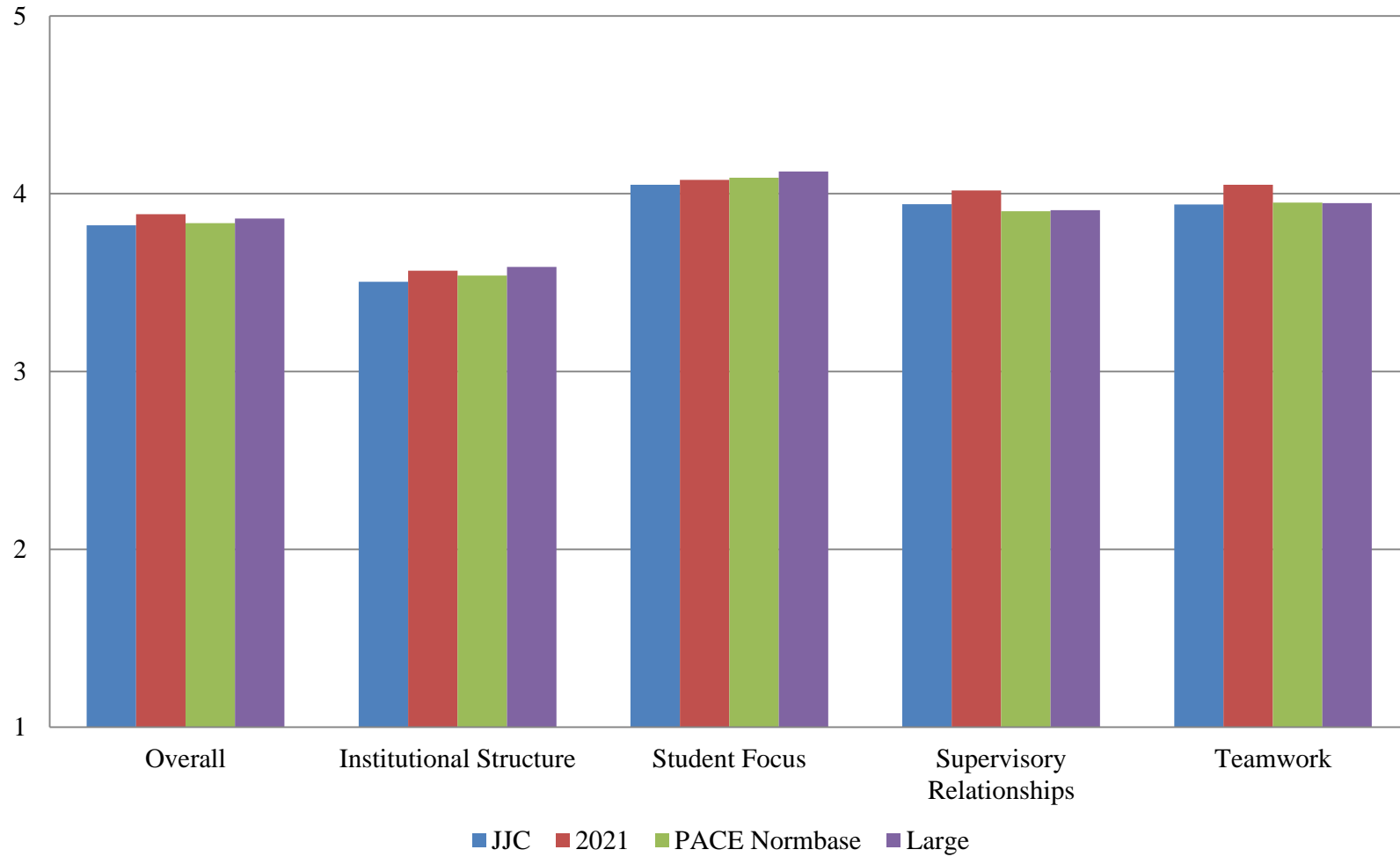


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>JJC compared with:</i>										
		JJC		2021			PACE Normbase			Large		
		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	538	3.742	3.828			3.895	***	-.156	3.936	***	-.197
4	decisions are made at the appropriate level at this institution	536	3.287	3.432			3.369			3.400	*	-.095
5	the institution effectively promotes diversity in the workplace	535	4.011	3.864	*	.141	3.885	**	.119	3.951		
6	administrative leadership is focused on meeting the needs of students	535	3.778	3.890			3.811			3.875	*	-.086
10	information is shared within the institution	537	3.339	3.390			3.319			3.398		
11	institutional teams use problem-solving techniques	494	3.524	3.534			3.521			3.582		
15	I am able to appropriately influence the direction of this institution	485	3.136	3.230			3.212			3.227		
16	open and ethical communication is practiced at this institution	525	3.453	3.443			3.434			3.509		
22	this institution has been successful in positively motivating my performance	523	3.451	3.525			3.502			3.533		
25	a spirit of cooperation exists at this institution	523	3.501	3.585			3.492			3.572		
29	institution-wide policies guide my work	512	3.828	3.920			3.805			3.837		
32	this institution is appropriately organized	517	3.279	3.498	**	-.186	3.342			3.407	*	-.108
38	I have the opportunity for advancement within this institution	492	3.197	3.280			3.183			3.234		
41	I receive adequate information regarding important activities at this institution	514	3.687	3.766			3.722			3.772		
44	administrative processes are clearly defined	511	3.282	3.371			3.489	***	-.177	3.502	***	-.186

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

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>JJC compared with:</i>										
	JJC		2021			PACE Normbase			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7	540	4.026	4.073			3.996			4.060		
8	535	4.387	4.478			4.446			4.448		
17	487	3.932	3.963			4.028	*	-.105	4.050	**	-.129
18	517	4.195	4.119			4.133			4.214		
19	494	3.915	3.938			4.006	*	-.106	4.036	**	-.137
23	498	3.952	4.025			3.993			4.031		
28	464	3.853	3.928			3.948	*	-.105	3.969	**	-.128
31	501	4.114	4.168			4.192	*	-.096	4.227	**	-.136
35	499	4.152	4.201			4.185			4.212		
37	501	4.148	4.185			4.195			4.222	*	-.090
40	480	3.988	4.053			3.987			4.029		
42	447	3.870	3.915			3.961	*	-.114	4.010	***	-.175

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>JJC compared with:</i>										
		JJC		2021			PACE Normbase			Large		
		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	536	4.326	4.370			4.246			4.244		
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	539	4.169	4.278			4.143			4.143		
12	positive work expectations are communicated to me	523	3.866	3.923			3.810			3.820		
13	unacceptable behaviors are identified and communicated to me	454	3.846	3.804			3.745	*	.102	3.769		
20	I receive timely feedback for my work	518	3.844	3.983	*	-.132	3.786			3.795		
21	I receive appropriate feedback for my work	522	3.887	3.983			3.817			3.823		
26	my supervisor/chair actively seeks my ideas	519	3.927	4.026			3.870			3.861		
27	my supervisor/chair seriously considers my ideas	518	3.977	4.089			3.931			3.918		
30	work outcomes are clarified for me	517	3.853	3.924			3.774			3.790		
34	my supervisor/chair helps me to improve my work	515	3.932	3.968			3.871			3.876		
39	I am given the opportunity to be creative in my work	512	4.021	4.101			4.063			4.044		
45	I have the opportunity to express my ideas in appropriate forums	507	3.728	3.758			3.746			3.749		
46	professional development and training opportunities are available	515	3.862	3.976			3.866			3.921		

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>JJC compared with:</i>										
		JJC		2021			PACE Normbase			Large		
		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	540	3.980	4.151	*	-.155	4.015			4.012		
14	my primary work team uses problem-solving techniques	509	4.026	4.118			3.987			3.987		
24	there is an opportunity for all ideas to be exchanged within my work team	519	3.884	4.009			3.896			3.889		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	515	3.946	4.039			3.931			3.933		
36	my work team coordinates its efforts with appropriate individuals and teams	504	4.004	4.075			3.966			3.975		
43	a spirit of cooperation exists in my department	513	3.885	4.024			3.943			3.921		

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