

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Joliet Junior College

Joliet, Illinois

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Oscar R. Miranda Tapia &
Natasha Spencer

Conducted

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RESEARCH TEAM

Audrey J. Jaeger, Ph.D.

Executive Director

Kaitlin S. Newhouse, Ph.D.

Associate Director of
Research and Evaluation

Daniel West, Ph.D.

Senior Research
Associate

Ece Yilmaz, Ph.D.

Senior Research Associate

Jared King

Research Associate

Kayla Patterson

Research Associate

Natasha Spencer

Research Associate

Oscar R. Miranda Tapia

Research Associate

Uttej Kumar Tentu

Research Associate

CONTACT US

Phone

(919) 515-8567

Web

pace.ncsu.edu

Fax

(919) 515-6305

Email

pace_survey@ncsu.edu

North Carolina State University

Belk Center for Community College
Leadership and Research
706 Hillsborough Street
Raleigh, NC 27603

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of the PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act as a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus:

- Institutional Structure focuses on the mission, leadership, spirit of cooperation, 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.
- 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas to improve. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60 (3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

JJC compared with:

Institutional Structure	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	12	3%	1429	3%	5	1%	523	3%
	Disagree	24	6%	4745	9%	36	9%	1616	8%
	Neither	52	13%	7159	13%	54	13%	2696	13%
	Agree	204	50%	25112	47%	220	52%	9041	45%
	Strongly Agree	119	29%	15124	28%	108	26%	6116	31%
	Total	411	100%	53569	100%	423	100%	19992	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	23	6%	4007	8%	28	7%	1482	8%
	Disagree	80	20%	9904	19%	84	20%	3606	18%
	Neither	89	22%	11589	22%	94	23%	4369	22%
	Agree	147	36%	18000	34%	142	34%	6541	33%
	Strongly Agree	67	17%	9410	18%	67	16%	3724	19%
	Total	406	100%	52910	100%	415	100%	19722	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	6	1%	1998	4%	6	1%	743	4%
	Disagree	19	5%	4386	8%	12	3%	1452	7%
	Neither	50	12%	9598	18%	56	13%	3269	16%
	Agree	162	40%	19838	37%	165	39%	7215	36%
	Strongly Agree	168	41%	17336	33%	179	43%	7176	36%
	Total	405	100%	53156	100%	418	100%	19855	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	11	3%	2420	5%	19	5%	823	4%
	Disagree	33	8%	5237	10%	37	9%	1839	9%
	Neither	50	12%	7061	13%	50	12%	2647	13%
	Agree	165	41%	20392	38%	177	42%	7333	37%
	Strongly Agree	147	36%	18196	34%	138	33%	7197	36%
	Total	406	100%	53306	100%	421	100%	19839	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	32	8%	5212	10%	33	8%	1763	9%
	Disagree	63	15%	9542	18%	84	20%	3320	17%
	Neither	103	25%	10782	20%	85	20%	3927	20%
	Agree	131	32%	17266	32%	131	31%	6457	32%
	Strongly Agree	79	19%	10762	20%	86	21%	4475	22%
	Total	408	100%	53564	100%	419	100%	19942	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	9	2%	1774	4%	12	3%	643	3%
	Disagree	38	10%	5367	11%	34	9%	1885	10%
	Neither	112	29%	13810	28%	121	31%	5016	27%
	Agree	172	45%	20379	41%	170	43%	7536	41%
	Strongly Agree	53	14%	8080	16%	55	14%	3337	18%
	Total	384	100%	49410	100%	392	100%	18417	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	39	10%	5417	11%	38	10%	1978	11%
	Disagree	72	19%	8686	17%	80	21%	3176	17%
	Neither	113	30%	14070	28%	107	28%	5289	29%
	Agree	108	28%	14398	29%	114	30%	5176	28%
	Strongly Agree	47	12%	7265	15%	45	12%	2791	15%
	Total	379	100%	49836	100%	384	100%	18410	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	22	5%	4511	9%	26	6%	1571	8%
	Disagree	49	12%	7746	15%	53	13%	2652	14%
	Neither	89	22%	10757	20%	101	24%	3993	20%
	Agree	164	41%	18517	35%	155	38%	6864	35%
	Strongly Agree	78	19%	11196	21%	78	19%	4549	23%
	Total	402	100%	52727	100%	413	100%	19629	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	35	9%	4648	9%	36	9%	1715	9%
	Disagree	49	12%	7462	14%	62	15%	2583	13%
	Neither	71	18%	10614	20%	83	20%	4001	21%
	Agree	140	35%	17305	33%	144	35%	6344	33%
	Strongly Agree	101	26%	12262	23%	83	20%	4803	25%
	Total	396	100%	52291	100%	408	100%	19446	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	21	5%	3935	8%	27	7%	1353	7%
	Disagree	44	11%	7270	14%	51	12%	2405	12%
	Neither	74	19%	9743	19%	73	18%	3530	18%
	Agree	172	44%	19691	38%	180	44%	7428	38%
	Strongly Agree	84	21%	11696	22%	79	19%	4750	24%
	Total	395	100%	52335	100%	410	100%	19466	100%
29 Institution-wide policies guide my work	Strongly Disagree	9	2%	1567	3%	8	2%	572	3%
	Disagree	19	5%	3078	6%	26	6%	1020	5%
	Neither	79	20%	10646	21%	75	19%	3914	20%
	Agree	184	46%	22964	44%	194	48%	8376	44%
	Strongly Agree	105	27%	13361	26%	100	25%	5290	28%
	Total	396	100%	51616	100%	403	100%	19172	100%
32 This institution is appropriately organized	Strongly Disagree	29	7%	4627	9%	32	8%	1661	9%
	Disagree	66	17%	9429	18%	79	20%	3276	17%
	Neither	105	27%	11874	23%	84	21%	4255	22%
	Agree	125	32%	16593	32%	145	36%	6187	32%
	Strongly Agree	63	16%	8709	17%	63	16%	3662	19%
	Total	388	100%	51232	100%	403	100%	19041	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	51	13%	6786	14%	60	16%	2501	14%
	Disagree	68	18%	7756	16%	65	17%	2761	15%
	Neither	77	20%	11862	24%	80	21%	4167	23%
	Agree	110	29%	13380	27%	95	25%	5061	28%
	Strongly Agree	77	20%	9164	19%	79	21%	3809	21%
	Total	383	100%	48948	100%	379	100%	18299	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	13	3%	2385	5%	9	2%	797	4%
	Disagree	32	8%	5894	11%	53	13%	1923	10%
	Neither	54	14%	7886	15%	59	15%	2880	15%
	Agree	185	48%	22661	44%	184	46%	8365	44%
	Strongly Agree	104	27%	12713	25%	97	24%	5156	27%
	Total	388	100%	51539	100%	402	100%	19121	100%
44 Administrative processes are clearly defined	Strongly Disagree	26	7%	4838	9%	32	8%	1794	10%
	Disagree	67	18%	9449	19%	72	18%	3297	17%
	Neither	99	26%	11466	23%	99	25%	4296	23%
	Agree	143	38%	16728	33%	141	35%	6090	32%
	Strongly Agree	46	12%	8458	17%	56	14%	3396	18%
	Total	381	100%	50939	100%	400	100%	18873	100%

Table 2. Student Focus Frequency Distributions

JJC compared with:

Student Focus	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	6	1%	1622	3%	14	3%	582	3%
	Disagree	24	6%	4094	8%	25	6%	1403	7%
	Neither	38	9%	5702	11%	43	10%	2094	11%
	Agree	148	37%	19601	37%	160	38%	6999	35%
	Strongly Agree	189	47%	22451	42%	179	43%	8837	44%
	Total	405	100%	53470	100%	421	100%	19915	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	1	0%	758	1%	6	1%	321	2%
	Disagree	6	1%	1119	2%	4	1%	453	2%
	Neither	18	4%	2988	6%	17	4%	1191	6%
	Agree	119	30%	16012	30%	117	28%	5851	29%
	Strongly Agree	259	64%	32509	61%	271	65%	12068	61%
	Total	403	100%	53386	100%	415	100%	19884	100%
17 Faculty meet the needs of students	Strongly Disagree	2	1%	790	2%	5	1%	303	2%
	Disagree	19	5%	2424	5%	27	7%	863	5%
	Neither	83	23%	7581	15%	65	17%	2759	15%
	Agree	155	43%	21695	44%	174	44%	7828	43%
	Strongly Agree	103	28%	16695	34%	122	31%	6468	35%
	Total	362	100%	49185	100%	393	100%	18221	100%
18 Student diversity is important at this institution	Strongly Disagree	3	1%	902	2%	0	0%	335	2%
	Disagree	3	1%	1950	4%	9	2%	583	3%
	Neither	44	11%	6570	13%	25	6%	2116	11%
	Agree	142	36%	20320	39%	165	40%	7139	37%
	Strongly Agree	203	51%	22381	43%	212	52%	9251	48%
	Total	395	100%	52123	100%	411	100%	19424	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	2	1%	716	1%	3	1%	292	2%
	Disagree	9	3%	1861	4%	9	2%	681	4%
	Neither	75	21%	8950	18%	82	21%	3238	18%
	Agree	176	49%	23166	47%	193	49%	8244	45%
	Strongly Agree	94	26%	14739	30%	108	27%	5971	32%
	Total	356	100%	49432	100%	395	100%	18426	100%
23 Administrators meet the needs of students	Strongly Disagree	19	5%	1233	2%	6	2%	409	2%
	Disagree	35	9%	2891	6%	14	4%	936	5%
	Neither	96	26%	8091	16%	70	18%	2816	15%
	Agree	157	42%	22140	44%	188	48%	7989	43%
	Strongly Agree	68	18%	15474	31%	114	29%	6293	34%
	Total	375	100%	49829	100%	392	100%	18443	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	4	1%	759	2%	3	1%	323	2%
	Disagree	9	2%	1653	4%	13	4%	603	4%
	Neither	50	13%	9275	20%	97	27%	3526	21%
	Agree	198	52%	20664	45%	165	46%	7155	43%
	Strongly Agree	121	32%	13895	30%	84	23%	5169	31%
	Total	382	100%	46246	100%	362	100%	16776	100%
31 Students receive an excellent education at this institution	Strongly Disagree	1	0%	527	1%	1	0%	204	1%
	Disagree	6	2%	1447	3%	7	2%	526	3%
	Neither	43	11%	5921	12%	48	12%	1997	11%
	Agree	174	46%	23018	45%	182	46%	7974	42%
	Strongly Agree	157	41%	19717	39%	161	40%	8124	43%
	Total	381	100%	50630	100%	399	100%	18825	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	538	1%	1	0%	211	1%
	Disagree	6	2%	1294	3%	6	2%	442	2%
	Neither	38	10%	5491	11%	41	10%	1930	10%
	Agree	185	49%	22847	45%	189	47%	8081	43%
	Strongly Agree	147	39%	20438	40%	161	40%	8104	43%
	Total	378	100%	50608	100%	398	100%	18768	100%
37 This institution prepares students for further learning	Strongly Disagree	3	1%	590	1%	3	1%	253	1%
	Disagree	7	2%	1251	2%	6	2%	478	3%
	Neither	34	9%	5190	10%	36	9%	1815	10%
	Agree	192	50%	23673	47%	196	49%	8300	44%
	Strongly Agree	145	38%	19845	39%	155	39%	7919	42%
	Total	381	100%	50549	100%	396	100%	18765	100%
40 Students are assisted with their personal development	Strongly Disagree	5	1%	636	1%	2	1%	247	1%
	Disagree	11	3%	1896	4%	11	3%	641	4%
	Neither	58	16%	8762	18%	70	18%	3094	17%
	Agree	181	50%	22382	46%	188	50%	7923	44%
	Strongly Agree	106	29%	14560	30%	108	28%	5964	33%
	Total	361	100%	48236	100%	379	100%	17869	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	4	1%	453	1%	0	0%	176	1%
	Disagree	7	2%	1488	3%	19	5%	465	3%
	Neither	55	15%	8389	18%	56	14%	2960	17%
	Agree	212	59%	25681	54%	227	59%	9138	52%
	Strongly Agree	79	22%	11418	24%	86	22%	4796	27%
	Total	357	100%	47429	100%	388	100%	17535	100%

Table 3. Supervisory Relationships Frequency Distributions

JJC compared with:

Supervisory Relationships	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	9	2%	1439	3%	14	3%	600	3%
	Disagree	13	3%	2705	5%	20	5%	1035	5%
	Neither	24	6%	4342	8%	31	7%	1688	8%
	Agree	98	24%	15296	28%	111	27%	5660	28%
	Strongly Agree	267	65%	29956	56%	242	58%	11031	55%
	Total	411	100%	53738	100%	418	100%	20014	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	16	4%	2231	4%	20	5%	876	4%
	Disagree	22	5%	3239	6%	23	6%	1248	6%
	Neither	38	9%	4903	9%	36	9%	1875	9%
	Agree	103	25%	14454	27%	107	26%	5301	27%
	Strongly Agree	228	56%	28561	53%	231	55%	10588	53%
	Total	407	100%	53388	100%	417	100%	19888	100%
12 Work expectations are communicated to me	Strongly Disagree	8	2%	1856	4%	10	2%	730	4%
	Disagree	28	7%	4355	8%	25	6%	1589	8%
	Neither	40	10%	7295	14%	38	9%	2793	14%
	Agree	189	47%	23466	44%	205	49%	8593	44%
	Strongly Agree	139	34%	15995	30%	139	33%	6014	30%
	Total	404	100%	52967	100%	417	100%	19719	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	8	2%	1381	3%	4	1%	544	3%
	Disagree	9	3%	2992	6%	15	4%	1095	6%
	Neither	71	20%	10306	22%	67	19%	3885	22%
	Agree	175	49%	20782	45%	181	50%	7553	43%
	Strongly Agree	92	26%	11171	24%	93	26%	4312	25%
	Total	355	100%	46632	100%	360	100%	17389	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	15	4%	2477	5%	16	4%	938	5%
	Disagree	33	8%	4472	9%	30	7%	1643	8%
	Neither	53	13%	8851	17%	57	14%	3454	18%
	Agree	174	44%	20254	39%	187	45%	7260	37%
	Strongly Agree	125	31%	16355	31%	121	29%	6215	32%
	Total	400	100%	52409	100%	411	100%	19510	100%
21 I receive appropriate feedback for my work	Strongly Disagree	10	3%	2081	4%	13	3%	818	4%
	Disagree	29	7%	4217	8%	32	8%	1559	8%
	Neither	50	13%	8144	16%	51	12%	3105	16%
	Agree	181	46%	21759	42%	191	47%	7888	41%
	Strongly Agree	125	32%	16015	31%	122	30%	6038	31%
	Total	395	100%	52216	100%	409	100%	19408	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	12	3%	2884	6%	25	6%	1119	6%
	Disagree	30	8%	4052	8%	30	7%	1470	8%
	Neither	52	13%	7274	14%	57	14%	2893	15%
	Agree	141	36%	16845	32%	143	35%	6141	32%
	Strongly Agree	157	40%	20793	40%	153	38%	7642	40%
	Total	392	100%	51848	100%	408	100%	19265	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	13	3%	2704	5%	21	5%	1072	6%
	Disagree	30	8%	3558	7%	30	7%	1318	7%
	Neither	45	11%	7162	14%	58	14%	2842	15%
	Agree	137	35%	16647	32%	133	33%	6062	32%
	Strongly Agree	168	43%	21685	42%	165	41%	7923	41%
	Total	393	100%	51756	100%	407	100%	19217	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	10	3%	1884	4%	12	3%	712	4%
	Disagree	30	8%	4170	8%	25	6%	1479	8%
	Neither	70	18%	10008	19%	68	17%	3659	19%
	Agree	181	46%	22311	43%	200	50%	8214	43%
	Strongly Agree	101	26%	13505	26%	98	24%	5231	27%
	Total	392	100%	51878	100%	403	100%	19295	100%
34 My supervisor helps me to improve my work	Strongly Disagree	17	4%	2431	5%	18	5%	967	5%
	Disagree	19	5%	3716	7%	26	7%	1345	7%
	Neither	64	16%	8019	16%	65	16%	3120	16%
	Agree	151	39%	17708	34%	147	37%	6358	33%
	Strongly Agree	140	36%	19537	38%	140	35%	7294	38%
	Total	391	100%	51411	100%	396	100%	19084	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	9	2%	1878	4%	11	3%	801	4%
	Disagree	29	8%	2630	5%	25	6%	1003	5%
	Neither	49	13%	6141	12%	48	12%	2430	13%
	Agree	150	39%	19922	39%	160	40%	7121	37%
	Strongly Agree	148	38%	20895	41%	153	39%	7740	41%
	Total	385	100%	51466	100%	397	100%	19095	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	11	3%	883	4%	15	4%	289	5%
	Disagree	11	3%	1311	6%	15	4%	406	7%
	Neither	41	11%	2378	12%	45	11%	852	14%
	Agree	159	41%	8528	41%	153	38%	2486	41%
	Strongly Agree	166	43%	7542	37%	172	43%	2090	34%
	Total	388	100%	20642	100%	400	100%	6123	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	13	3%	1959	4%	23	6%	742	4%
	Disagree	20	5%	3461	7%	23	6%	1212	6%
	Neither	51	13%	6495	13%	48	12%	2354	12%
	Agree	164	42%	20903	41%	168	42%	7576	40%
	Strongly Agree	138	36%	18374	36%	139	35%	7111	37%
Total		386	100%	51192	100%	401	100%	18995	100%

Table 4. Teamwork Frequency Distributions

JJC compared with:

Teamwork	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	12	3%	1984	4%	23	6%	823	4%
	Disagree	30	7%	4067	8%	25	6%	1521	8%
	Neither	50	12%	5009	9%	51	12%	2029	10%
	Agree	139	34%	18131	34%	121	29%	6577	33%
	Strongly Agree	176	43%	24376	46%	197	47%	9009	45%
Total		407	100%	53567	100%	417	100%	19959	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	4	1%	1192	2%	8	2%	498	3%
	Disagree	16	4%	2659	5%	14	4%	1006	5%
	Neither	64	16%	6532	13%	39	10%	2585	14%
	Agree	163	41%	21471	42%	169	42%	7832	41%
	Strongly Agree	146	37%	19336	38%	168	42%	7104	37%
Total		393	100%	51190	100%	398	100%	19025	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	9	2%	2217	4%	15	4%	894	5%
	Disagree	31	8%	4134	8%	27	7%	1538	8%
	Neither	53	14%	6199	12%	37	9%	2429	13%
	Agree	161	41%	20418	39%	181	45%	7426	39%
	Strongly Agree	137	35%	18835	36%	146	36%	6961	36%
Total		391	100%	51803	100%	406	100%	19248	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	11	3%	2262	4%	18	5%	898	5%
	Disagree	27	7%	3648	7%	26	7%	1380	7%
	Neither	47	12%	5886	11%	36	9%	2230	12%
	Agree	154	40%	19322	38%	159	40%	6988	37%
	Strongly Agree	150	39%	20197	39%	159	40%	7548	40%
Total		389	100%	51315	100%	398	100%	19044	100%

JJC compared with:

Teamwork (continued)	Response Option	JJC		PACE Normbase		2023		Large	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	6	2%	1429	3%	8	2%	602	3%
	Disagree	23	6%	2669	5%	16	4%	1006	5%
	Neither	40	11%	6470	13%	45	11%	2507	13%
	Agree	177	47%	21994	44%	174	44%	7839	42%
	Strongly Agree	132	35%	17994	36%	150	38%	6787	36%
	Total	378	100%	50556	100%	393	100%	18741	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	20	5%	2360	5%	23	6%	1002	5%
	Disagree	35	9%	3650	7%	32	8%	1396	7%
	Neither	45	12%	5329	10%	49	12%	2123	11%
	Agree	140	36%	18731	36%	131	33%	6794	36%
	Strongly Agree	144	38%	21322	41%	165	41%	7755	41%
	Total	384	100%	51392	100%	400	100%	19070	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>JJC compared with:</i>										
	JJC		PACE Normbase			2023			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	412	3.921	3.867			3.906			3.884		
Institutional Structure	412	3.608	3.538			3.570			3.585		
Student Focus	412	4.133	4.108			4.146			4.141		
Supervisory Relationships	412	4.061	3.965	*	.113	4.016			3.955	*	.122
Teamwork	411	4.029	4.029			4.050			4.009		

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

Figure 1. Means by Comparison Group and Climate Factor

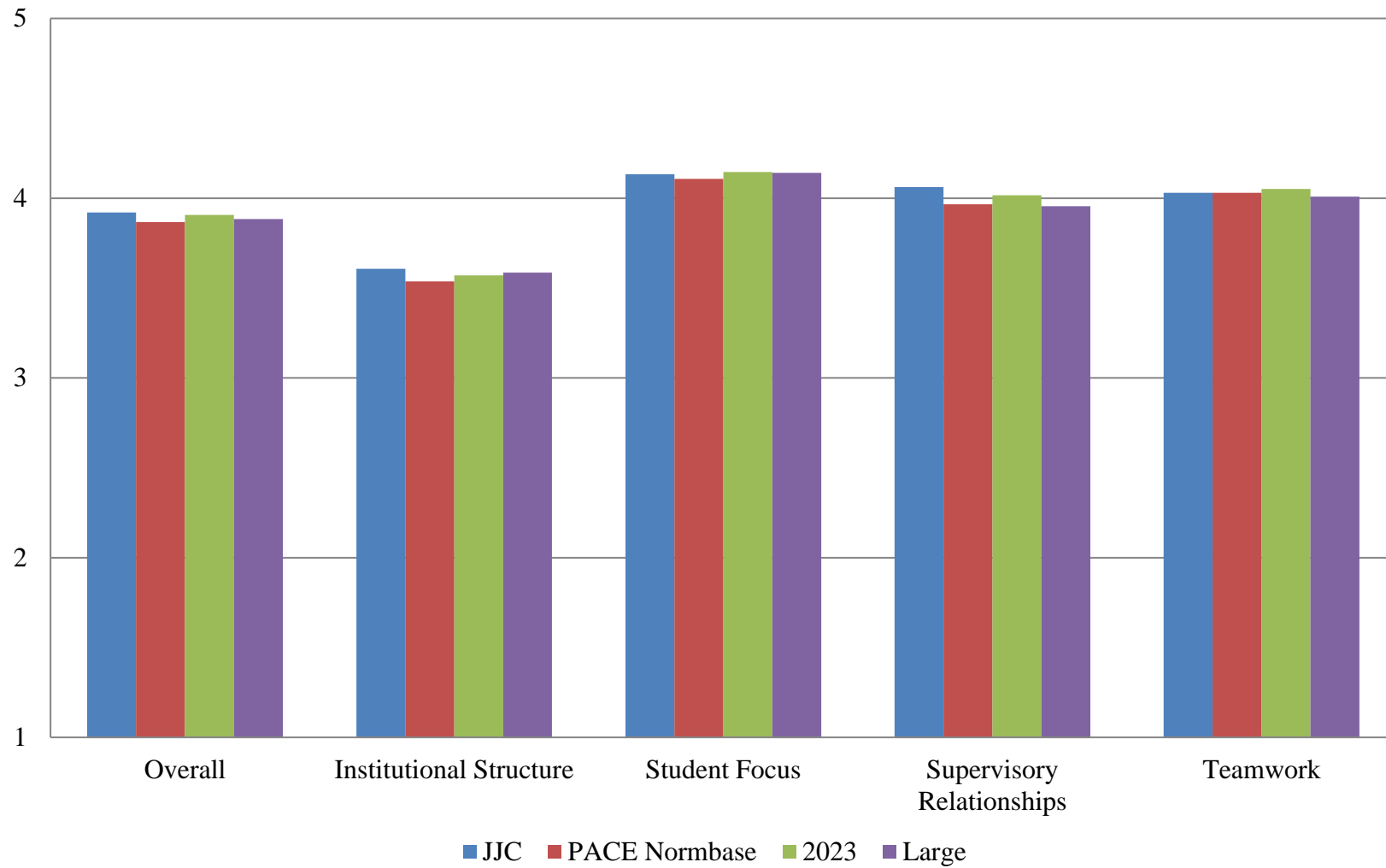


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		JJC compared with:										
		JJC		PACE Normbase			2023			Large		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	411	3.959	3.892			3.922			3.931		
4	Decisions are made at the appropriate level at this institution	406	3.382	3.357			3.328			3.376		
5	The institution effectively promotes diversity in the workplace	405	4.153	3.868	***	.265	4.194			3.938	***	.201
6	Institutional leadership is focused on meeting the needs of students	406	3.995	3.876	*	.106	3.898			3.920		
10	Information is shared within this institution	408	3.397	3.351			3.365			3.429		
11	Institutional teams use problem-solving techniques	384	3.578	3.559			3.566			3.599		
15	I am able to appropriately influence the direction of this institution	379	3.137	3.189			3.125			3.197		
16	Open and ethical communication is practiced at this institution	402	3.565	3.458			3.499			3.518		
22	This institution has been successful in positively motivating my performance	396	3.563	3.479			3.431			3.511		
25	A spirit of cooperation exists at this institution	395	3.643	3.534			3.568			3.607		
29	Institution-wide policies guide my work	396	3.902	3.842			3.873			3.876		
32	This institution is appropriately organized	388	3.327	3.299			3.318			3.363		
38	I have the opportunity for advancement within this institution	383	3.245	3.212			3.179			3.269		
41	I receive adequate information regarding important activities at this institution	388	3.863	3.726	*	.125	3.764			3.793		
44	Administrative processes are clearly defined	381	3.304	3.285			3.293			3.318		

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

Table 7. Student Focus Item Mean Comparisons*JJC compared with:*

Student Focus	JJC		PACE Normbase			2023			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	405	4.210	4.069	**	.134	4.105			4.110		
8 I feel my job is relevant to this institution's mission	403	4.561	4.468	*	.114	4.549			4.453	*	.129
17 Faculty meet the needs of students	362	3.934	4.039	*	-.115	3.969			4.059	*	-.137
18 Student diversity is important at this institution	395	4.365	4.177	***	.207	4.411			4.256	*	.123
19 Students' competencies are enhanced	356	3.986	3.998			3.997			4.027		
23 Administrators meet the needs of students	375	3.587	3.958	***	-.386	3.995	***	-.425	4.020	***	-.457
28 Staff (non-instructional, non-administrator) meet the needs of students	382	4.107	3.979	**	.144	3.867	***	.295	3.968	**	.153
31 Students receive an excellent education at this institution	381	4.260	4.184			4.241			4.237		
35 This institution prepares students for a career	378	4.241	4.212			4.264			4.248		
37 This institution prepares students for further learning	381	4.231	4.205			4.247			4.234		
40 Students are assisted with their personal development	361	4.030	4.002			4.026			4.047		
42 Students seem satisfied with their educational experience at this institution	357	3.994	3.972			3.979			4.022		

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

Table 8. Supervisory Relationships Item Mean Comparisons

JJC compared with:

Supervisory Relationships	JJC		PACE Normbase			2023			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor expresses confidence in my work	411	4.462	4.296	***	.167	4.309	*	.159	4.273	***	.186
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	407	4.241	4.196			4.213			4.180		
12 Work expectations are communicated to me	404	4.047	3.895	**	.147	4.050			3.891	**	.150
13 Unacceptable behaviors are identified and communicated to me	355	3.941	3.801	**	.144	3.956			3.805	**	.139
20 I receive timely feedback for my work	400	3.903	3.831			3.893			3.829		
21 I receive appropriate feedback for my work	395	3.967	3.870			3.922			3.864		
26 My supervisor actively seeks my ideas	392	4.023	3.938			3.904			3.920		
27 My supervisor seriously considers my ideas	393	4.061	3.986			3.961			3.960		
30 Work outcomes are clarified for me	392	3.849	3.798			3.861			3.817		
34 My supervisor helps me to improve my work	391	3.967	3.938			3.922			3.926		
39 I am given the opportunity to be creative in my work	385	4.036	4.075			4.055			4.047		
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	388	4.180	3.995	***	.176	4.130			3.928	***	.236
46 Professional development and training opportunities are available	386	4.021	3.982			3.940			4.006		

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

Table 9. Teamwork Item Mean Comparisons

		<i>JJC compared with:</i>										
Teamwork		JJC		PACE Normbase			2023			Large		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3	There is a spirit of cooperation within my work team	407	4.074	4.099			4.065			4.074		
14	My primary work team uses problem-solving techniques	393	4.097	4.076			4.193			4.053		
24	There is an opportunity for all ideas to be exchanged within my work team	391	3.987	3.956			4.025			3.936		
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	389	4.041	4.004			4.043			3.993		
36	My work team coordinates its efforts with appropriate individuals and teams	378	4.074	4.038			4.125			4.025		
43	A spirit of cooperation exists in my department	384	3.919	4.031	*	-.102	3.958			3.991		

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