

**Joliet Junior College**  
Joliet, Illinois

**PACE Report**

PACE Climate Survey for Community Colleges

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**Conducted**

February & March 2023

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Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges PACE Report by Cotton, M. H., & Bank, J. R. Raleigh, NC: 2023.

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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 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 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 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.
- 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 improvement. 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		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>1</b> The actions of this institution reflect its mission	Strongly Disagree	5	1%	1433	2%	21	4%	522	2%
	Disagree	36	9%	5306	9%	48	9%	1725	8%
	Neither	54	13%	8280	14%	94	17%	2835	13%
	Agree	220	52%	27128	46%	261	49%	9499	45%
	Strongly Agree	108	26%	16194	28%	114	21%	6468	31%
	<b>Total</b>	<b>423</b>	<b>100%</b>	<b>58341</b>	<b>100%</b>	<b>538</b>	<b>100%</b>	<b>21049</b>	<b>100%</b>
<b>4</b> Decisions are made at the appropriate level at this institution	Strongly Disagree	28	7%	4335	8%	46	9%	1533	7%
	Disagree	84	20%	10977	19%	101	19%	3781	18%
	Neither	94	23%	12511	22%	131	24%	4554	22%
	Agree	142	34%	19488	34%	169	32%	6907	33%
	Strongly Agree	67	16%	10348	18%	89	17%	4008	19%
	<b>Total</b>	<b>415</b>	<b>100%</b>	<b>57659</b>	<b>100%</b>	<b>536</b>	<b>100%</b>	<b>20783</b>	<b>100%</b>
<b>5</b> The institution effectively promotes diversity in the workplace	Strongly Disagree	6	1%	2091	4%	20	4%	742	4%
	Disagree	12	3%	4588	8%	20	4%	1473	7%
	Neither	56	13%	10881	19%	93	17%	3499	17%
	Agree	165	39%	21459	37%	203	38%	7591	36%
	Strongly Agree	179	43%	18976	33%	199	37%	7659	37%
	<b>Total</b>	<b>418</b>	<b>100%</b>	<b>57995</b>	<b>100%</b>	<b>535</b>	<b>100%</b>	<b>20964</b>	<b>100%</b>
<b>6</b> Institutional leadership is focused on meeting the needs of students	Strongly Disagree	19	5%	2813	5%	38	7%	923	4%
	Disagree	37	9%	6340	11%	43	8%	2064	10%
	Neither	50	12%	8254	14%	91	17%	2891	14%
	Agree	177	42%	21843	38%	191	36%	7636	36%
	Strongly Agree	138	33%	18894	32%	172	32%	7449	36%
	<b>Total</b>	<b>421</b>	<b>100%</b>	<b>58144</b>	<b>100%</b>	<b>535</b>	<b>100%</b>	<b>20963</b>	<b>100%</b>

*JJC compared with:*

Institutional Structure (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>10</b> Information is shared within the institution	Strongly Disagree	33	8%	5966	10%	46	9%	2001	10%
	Disagree	84	20%	10927	19%	97	18%	3573	17%
	Neither	85	20%	11842	20%	121	23%	4157	20%
	Agree	131	31%	18169	31%	175	33%	6621	31%
	Strongly Agree	86	21%	11556	20%	98	18%	4707	22%
	<b>Total</b>	<b>419</b>	<b>100%</b>	<b>58460</b>	<b>100%</b>	<b>537</b>	<b>100%</b>	<b>21059</b>	<b>100%</b>
<b>11</b> Institutional teams use problem-solving techniques	Strongly Disagree	12	3%	2109	4%	28	6%	767	4%
	Disagree	34	9%	6259	12%	44	9%	2090	11%
	Neither	121	31%	15455	29%	130	26%	5219	27%
	Agree	170	43%	21417	40%	225	46%	7784	40%
	Strongly Agree	55	14%	8521	16%	67	14%	3551	18%
	<b>Total</b>	<b>392</b>	<b>100%</b>	<b>53761</b>	<b>100%</b>	<b>494</b>	<b>100%</b>	<b>19411</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Strongly Disagree	38	10%	5625	10%	49	10%	2035	10%
	Disagree	80	21%	9163	17%	87	18%	3156	16%
	Neither	107	28%	15614	29%	158	33%	5548	29%
	Agree	114	30%	15756	29%	131	27%	5583	29%
	Strongly Agree	45	12%	7913	15%	60	12%	3078	16%
	<b>Total</b>	<b>384</b>	<b>100%</b>	<b>54071</b>	<b>100%</b>	<b>485</b>	<b>100%</b>	<b>19400</b>	<b>100%</b>
<b>16</b> Open and ethical communication is practiced at this institution	Strongly Disagree	26	6%	5201	9%	40	8%	1743	8%
	Disagree	53	13%	8816	15%	79	15%	2891	14%
	Neither	101	24%	11838	21%	110	21%	4174	20%
	Agree	155	38%	19567	34%	195	37%	7073	34%
	Strongly Agree	78	19%	12223	21%	101	19%	4905	24%
	<b>Total</b>	<b>413</b>	<b>100%</b>	<b>57645</b>	<b>100%</b>	<b>525</b>	<b>100%</b>	<b>20786</b>	<b>100%</b>

*JJC compared with:*

Institutional Structure (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>22</b> This institution has been successful in positively motivating my performance	Strongly Disagree	36	9%	4948	9%	45	9%	1758	9%
	Disagree	62	15%	8134	14%	72	14%	2793	14%
	Neither	83	20%	11652	20%	117	22%	4192	20%
	Agree	144	35%	18925	33%	180	34%	6647	32%
	Strongly Agree	83	20%	13548	24%	109	21%	5233	25%
	<b>Total</b>	<b>408</b>	<b>100%</b>	<b>57207</b>	<b>100%</b>	<b>523</b>	<b>100%</b>	<b>20623</b>	<b>100%</b>
<b>25</b> A spirit of cooperation exists at this institution	Strongly Disagree	27	7%	4520	8%	46	9%	1540	7%
	Disagree	51	12%	8453	15%	60	11%	2717	13%
	Neither	73	18%	11034	19%	105	20%	3876	19%
	Agree	180	44%	20746	36%	210	40%	7490	36%
	Strongly Agree	79	19%	12576	22%	102	20%	5062	24%
	<b>Total</b>	<b>410</b>	<b>100%</b>	<b>57329</b>	<b>100%</b>	<b>523</b>	<b>100%</b>	<b>20685</b>	<b>100%</b>
<b>29</b> Institution-wide policies guide my work	Strongly Disagree	8	2%	1738	3%	19	4%	623	3%
	Disagree	26	6%	3429	6%	32	6%	1147	6%
	Neither	75	19%	12713	23%	106	21%	4420	22%
	Agree	194	48%	24653	44%	216	42%	8723	43%
	Strongly Agree	100	25%	13916	25%	139	27%	5435	27%
	<b>Total</b>	<b>403</b>	<b>100%</b>	<b>56449</b>	<b>100%</b>	<b>512</b>	<b>100%</b>	<b>20348</b>	<b>100%</b>
<b>32</b> This institution is appropriately organized	Strongly Disagree	32	8%	4893	9%	49	9%	1722	8%
	Disagree	79	20%	10148	18%	93	18%	3374	17%
	Neither	84	21%	13041	23%	129	25%	4501	22%
	Agree	145	36%	18541	33%	157	30%	6664	33%
	Strongly Agree	63	16%	9663	17%	89	17%	4014	20%
	<b>Total</b>	<b>403</b>	<b>100%</b>	<b>56286</b>	<b>100%</b>	<b>517</b>	<b>100%</b>	<b>20275</b>	<b>100%</b>



*JJC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>JJC</b>		<b>PACE Normbase</b>		<b>2022</b>		<b>Large</b>	
		Count	%	Count	%	Count	%	Count	%
<b>38</b> I have the opportunity for advancement within this institution	Strongly Disagree	60	16%	7610	14%	79	16%	2743	14%
	Disagree	65	17%	8301	16%	63	13%	2926	15%
	Neither	80	21%	13478	25%	124	25%	4490	23%
	Agree	95	25%	14343	27%	134	27%	5254	27%
	Strongly Agree	79	21%	9750	18%	92	19%	4016	21%
	<b>Total</b>	<b>379</b>	<b>100%</b>	<b>53482</b>	<b>100%</b>	<b>492</b>	<b>100%</b>	<b>19429</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Strongly Disagree	9	2%	2701	5%	31	6%	924	5%
	Disagree	53	13%	6482	11%	44	9%	2134	10%
	Neither	59	15%	9287	16%	105	20%	3204	16%
	Agree	184	46%	24294	43%	209	41%	8684	42%
	Strongly Agree	97	24%	14034	25%	125	24%	5535	27%
	<b>Total</b>	<b>402</b>	<b>100%</b>	<b>56798</b>	<b>100%</b>	<b>514</b>	<b>100%</b>	<b>20481</b>	<b>100%</b>
<b>44</b> Administrative processes are clearly defined	Strongly Disagree	32	8%	4520	8%	42	8%	1674	8%
	Disagree	72	18%	8555	15%	94	18%	2974	15%
	Neither	99	25%	12511	22%	129	25%	4447	22%
	Agree	141	35%	19759	35%	170	33%	6973	35%
	Strongly Agree	56	14%	10721	19%	76	15%	4138	20%
	<b>Total</b>	<b>400</b>	<b>100%</b>	<b>56066</b>	<b>100%</b>	<b>511</b>	<b>100%</b>	<b>20206</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*JJC compared with:*

Student Focus	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	14	3%	1892	3%	30	6%	637	3%
	Disagree	25	6%	5177	9%	27	5%	1613	8%
	Neither	43	10%	6800	12%	58	11%	2310	11%
	Agree	160	38%	21305	37%	209	39%	7345	35%
	Strongly Agree	179	43%	23102	40%	216	40%	9107	43%
	<b>Total</b>	<b>421</b>	<b>100%</b>	<b>58276</b>	<b>100%</b>	<b>540</b>	<b>100%</b>	<b>21012</b>	<b>100%</b>
8 I feel my job is relevant to this institution's mission	Strongly Disagree	6	1%	815	1%	6	1%	307	1%
	Disagree	4	1%	1424	2%	12	2%	534	3%
	Neither	17	4%	3578	6%	50	9%	1356	6%
	Agree	117	28%	17955	31%	168	31%	6207	29%
	Strongly Agree	271	65%	34611	59%	299	56%	12652	60%
	<b>Total</b>	<b>415</b>	<b>100%</b>	<b>58383</b>	<b>100%</b>	<b>535</b>	<b>100%</b>	<b>21056</b>	<b>100%</b>
17 Faculty meet the needs of students	Strongly Disagree	5	1%	859	2%	15	3%	311	2%
	Disagree	27	7%	2926	5%	28	6%	961	5%
	Neither	65	17%	8417	16%	88	18%	2881	15%
	Agree	174	44%	23831	44%	200	41%	8318	43%
	Strongly Agree	122	31%	18100	33%	156	32%	6845	35%
	<b>Total</b>	<b>393</b>	<b>100%</b>	<b>54133</b>	<b>100%</b>	<b>487</b>	<b>100%</b>	<b>19316</b>	<b>100%</b>
18 Student diversity is important at this institution	Strongly Disagree	0	0%	1022	2%	11	2%	340	2%
	Disagree	9	2%	2320	4%	14	3%	638	3%
	Neither	25	6%	7709	14%	61	12%	2349	11%
	Agree	165	40%	22526	39%	208	40%	7749	38%
	Strongly Agree	212	52%	23489	41%	223	43%	9517	46%
	<b>Total</b>	<b>411</b>	<b>100%</b>	<b>57066</b>	<b>100%</b>	<b>517</b>	<b>100%</b>	<b>20593</b>	<b>100%</b>

*JJC compared with:*

Student Focus (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>19</b> Students' competencies are enhanced	Strongly Disagree	3	1%	736	1%	12	2%	284	1%
	Disagree	9	2%	2235	4%	16	3%	761	4%
	Neither	82	21%	9672	18%	106	21%	3287	17%
	Agree	193	49%	25622	47%	228	46%	8816	45%
	Strongly Agree	108	27%	16127	30%	132	27%	6435	33%
	<b>Total</b>	<b>395</b>	<b>100%</b>	<b>54392</b>	<b>100%</b>	<b>494</b>	<b>100%</b>	<b>19583</b>	<b>100%</b>
<b>23</b> Non-teaching professional personnel meet the needs of students	Strongly Disagree	6	2%	1091	2%	14	3%	376	2%
	Disagree	14	4%	3137	6%	29	6%	1045	5%
	Neither	70	18%	8454	15%	70	14%	3035	15%
	Agree	188	48%	24723	45%	239	48%	8506	43%
	Strongly Agree	114	29%	17348	32%	146	29%	6666	34%
	<b>Total</b>	<b>392</b>	<b>100%</b>	<b>54753</b>	<b>100%</b>	<b>498</b>	<b>100%</b>	<b>19628</b>	<b>100%</b>
<b>28</b> Classified personnel meet the needs of students	Strongly Disagree	3	1%	885	2%	13	3%	338	2%
	Disagree	13	4%	2037	4%	13	3%	678	4%
	Neither	97	27%	10822	21%	120	26%	3889	22%
	Agree	165	46%	22205	44%	201	43%	7538	42%
	Strongly Agree	84	23%	14440	29%	117	25%	5388	30%
	<b>Total</b>	<b>362</b>	<b>100%</b>	<b>50389</b>	<b>100%</b>	<b>464</b>	<b>100%</b>	<b>17831</b>	<b>100%</b>
<b>31</b> Students receive an excellent education at this institution	Strongly Disagree	1	0%	565	1%	9	2%	200	1%
	Disagree	7	2%	1800	3%	16	3%	597	3%
	Neither	48	12%	6367	11%	62	12%	2112	11%
	Agree	182	46%	25283	45%	236	47%	8488	42%
	Strongly Agree	161	40%	21571	39%	178	36%	8616	43%
	<b>Total</b>	<b>399</b>	<b>100%</b>	<b>55586</b>	<b>100%</b>	<b>501</b>	<b>100%</b>	<b>20013</b>	<b>100%</b>

*JJC compared with:*

Student Focus (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>35</b> This institution prepares students for a career	Strongly Disagree	1	0%	595	1%	8	2%	216	1%
	Disagree	6	2%	1648	3%	12	2%	537	3%
	Neither	41	10%	6488	12%	68	14%	2195	11%
	Agree	189	47%	24849	45%	219	44%	8488	42%
	Strongly Agree	161	40%	21914	39%	192	38%	8557	43%
	<b>Total</b>	<b>398</b>	<b>100%</b>	<b>55494</b>	<b>100%</b>	<b>499</b>	<b>100%</b>	<b>19993</b>	<b>100%</b>
<b>37</b> This institution prepares students for further learning	Strongly Disagree	3	1%	646	1%	10	2%	252	1%
	Disagree	6	2%	1602	3%	10	2%	542	3%
	Neither	36	9%	5979	11%	61	12%	2014	10%
	Agree	196	49%	25791	46%	235	47%	8811	44%
	Strongly Agree	155	39%	21546	39%	185	37%	8404	42%
	<b>Total</b>	<b>396</b>	<b>100%</b>	<b>55564</b>	<b>100%</b>	<b>501</b>	<b>100%</b>	<b>20023</b>	<b>100%</b>
<b>40</b> Students are assisted with their personal development	Strongly Disagree	2	1%	761	1%	8	2%	281	1%
	Disagree	11	3%	2337	4%	12	3%	709	4%
	Neither	70	18%	9742	18%	109	23%	3264	17%
	Agree	188	50%	24431	46%	200	42%	8450	44%
	Strongly Agree	108	28%	15848	30%	151	31%	6385	33%
	<b>Total</b>	<b>379</b>	<b>100%</b>	<b>53119</b>	<b>100%</b>	<b>480</b>	<b>100%</b>	<b>19089</b>	<b>100%</b>
<b>42</b> Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	498	1%	7	2%	181	1%
	Disagree	19	5%	1680	3%	15	3%	503	3%
	Neither	56	14%	9939	19%	103	23%	3289	18%
	Agree	227	59%	26951	53%	226	51%	9351	51%
	Strongly Agree	86	22%	12113	24%	96	21%	5096	28%
	<b>Total</b>	<b>388</b>	<b>100%</b>	<b>51181</b>	<b>100%</b>	<b>447</b>	<b>100%</b>	<b>18420</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*JJC compared with:*

Supervisory Relationships	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>2</b> My supervisor/chair expresses confidence in my work	Strongly Disagree	14	3%	1803	3%	14	3%	695	3%
	Disagree	20	5%	3255	6%	28	5%	1196	6%
	Neither	31	7%	5125	9%	36	7%	1914	9%
	Agree	111	27%	16512	28%	149	28%	5970	28%
	Strongly Agree	242	58%	31787	54%	309	58%	11287	54%
	<b>Total</b>	<b>418</b>	<b>100%</b>	<b>58482</b>	<b>100%</b>	<b>536</b>	<b>100%</b>	<b>21062</b>	<b>100%</b>
<b>9</b> My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	20	5%	2706	5%	21	4%	1006	5%
	Disagree	23	6%	3902	7%	36	7%	1501	7%
	Neither	36	9%	5679	10%	55	10%	2078	10%
	Agree	107	26%	15630	27%	146	27%	5560	26%
	Strongly Agree	231	55%	30347	52%	281	52%	10853	52%
	<b>Total</b>	<b>417</b>	<b>100%</b>	<b>58264</b>	<b>100%</b>	<b>539</b>	<b>100%</b>	<b>20998</b>	<b>100%</b>
<b>12</b> Work expectations are communicated to me	Strongly Disagree	10	2%	2401	4%	19	4%	904	4%
	Disagree	25	6%	5295	9%	42	8%	1906	9%
	Neither	38	9%	9154	16%	73	14%	3296	16%
	Agree	205	49%	24485	42%	245	47%	8663	42%
	Strongly Agree	139	33%	16428	28%	144	28%	6045	29%
	<b>Total</b>	<b>417</b>	<b>100%</b>	<b>57763</b>	<b>100%</b>	<b>523</b>	<b>100%</b>	<b>20814</b>	<b>100%</b>
<b>13</b> Unacceptable behaviors are identified and communicated to me	Strongly Disagree	4	1%	1749	3%	10	2%	643	3%
	Disagree	15	4%	3602	7%	22	5%	1332	7%
	Neither	67	19%	12299	24%	101	22%	4314	23%
	Agree	181	50%	22214	43%	216	48%	7886	42%
	Strongly Agree	93	26%	11727	23%	105	23%	4474	24%
	<b>Total</b>	<b>360</b>	<b>100%</b>	<b>51591</b>	<b>100%</b>	<b>454</b>	<b>100%</b>	<b>18649</b>	<b>100%</b>

*JJC compared with:*

Supervisory Relationships (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>20</b> I receive timely feedback for my work	Strongly Disagree	16	4%	2950	5%	20	4%	1106	5%
	Disagree	30	7%	5084	9%	45	9%	1813	9%
	Neither	57	14%	10180	18%	91	18%	3769	18%
	Agree	187	45%	21787	38%	202	39%	7629	37%
	Strongly Agree	121	29%	17331	30%	160	31%	6318	31%
	<b>Total</b>	<b>411</b>	<b>100%</b>	<b>57332</b>	<b>100%</b>	<b>518</b>	<b>100%</b>	<b>20635</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Strongly Disagree	13	3%	2549	4%	19	4%	980	5%
	Disagree	32	8%	4979	9%	39	7%	1819	9%
	Neither	51	12%	9417	16%	81	16%	3440	17%
	Agree	191	47%	23129	40%	226	43%	8142	40%
	Strongly Agree	122	30%	17087	30%	157	30%	6203	30%
	<b>Total</b>	<b>409</b>	<b>100%</b>	<b>57161</b>	<b>100%</b>	<b>522</b>	<b>100%</b>	<b>20584</b>	<b>100%</b>
<b>26</b> My supervisor/chair actively seeks my ideas	Strongly Disagree	25	6%	3463	6%	28	5%	1322	6%
	Disagree	30	7%	4573	8%	42	8%	1671	8%
	Neither	57	14%	8627	15%	73	14%	3229	16%
	Agree	143	35%	18038	32%	173	33%	6412	31%
	Strongly Agree	153	38%	21953	39%	203	39%	7777	38%
	<b>Total</b>	<b>408</b>	<b>100%</b>	<b>56654</b>	<b>100%</b>	<b>519</b>	<b>100%</b>	<b>20411</b>	<b>100%</b>
<b>27</b> My supervisor/chair seriously considers my ideas	Strongly Disagree	21	5%	3290	6%	25	5%	1247	6%
	Disagree	30	7%	4121	7%	44	8%	1525	7%
	Neither	58	14%	8130	14%	64	12%	3066	15%
	Agree	133	33%	17801	31%	170	33%	6347	31%
	Strongly Agree	165	41%	23205	41%	215	42%	8161	40%
	<b>Total</b>	<b>407</b>	<b>100%</b>	<b>56547</b>	<b>100%</b>	<b>518</b>	<b>100%</b>	<b>20346</b>	<b>100%</b>

*JJC compared with:*

Supervisory Relationships (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>30</b> Work outcomes are clarified for me	Strongly Disagree	12	3%	2192	4%	16	3%	833	4%
	Disagree	25	6%	4726	8%	32	6%	1684	8%
	Neither	68	17%	11269	20%	94	18%	3973	19%
	Agree	200	50%	24054	42%	245	47%	8446	41%
	Strongly Agree	98	24%	14569	26%	130	25%	5538	27%
	<b>Total</b>	<b>403</b>	<b>100%</b>	<b>56810</b>	<b>100%</b>	<b>517</b>	<b>100%</b>	<b>20474</b>	<b>100%</b>
<b>34</b> My supervisor/chair helps me to improve my work	Strongly Disagree	18	5%	3016	5%	26	5%	1152	6%
	Disagree	26	7%	4232	8%	27	5%	1539	8%
	Neither	65	16%	9400	17%	88	17%	3465	17%
	Agree	147	37%	18900	34%	189	37%	6628	33%
	Strongly Agree	140	35%	20694	37%	185	36%	7478	37%
	<b>Total</b>	<b>396</b>	<b>100%</b>	<b>56242</b>	<b>100%</b>	<b>515</b>	<b>100%</b>	<b>20262</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Strongly Disagree	11	3%	2249	4%	19	4%	887	4%
	Disagree	25	6%	3014	5%	23	4%	1093	5%
	Neither	48	12%	6982	12%	71	14%	2623	13%
	Agree	160	40%	21176	37%	214	42%	7395	36%
	Strongly Agree	153	39%	23121	41%	185	36%	8374	41%
	<b>Total</b>	<b>397</b>	<b>100%</b>	<b>56542</b>	<b>100%</b>	<b>512</b>	<b>100%</b>	<b>20372</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	15	4%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	15	4%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	45	11%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	153	38%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	172	43%	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Total</b>	<b>400</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

N/A indicates survey item previously unavailable

*JJC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>JJC</b>		<b>PACE Normbase</b>		<b>2022</b>		<b>Large</b>	
		Count	%	Count	%	Count	%	Count	%
<b>46</b> Professional development and training opportunities are available	Strongly Disagree	23	6%	2702	5%	22	4%	924	5%
	Disagree	23	6%	4569	8%	51	10%	1558	8%
	Neither	48	12%	8104	14%	65	13%	2783	14%
	Agree	168	42%	21944	39%	215	42%	7701	38%
	Strongly Agree	139	35%	19080	34%	162	31%	7397	36%
	<b>Total</b>	<b>401</b>	<b>100%</b>	<b>56399</b>	<b>100%</b>	<b>515</b>	<b>100%</b>	<b>20363</b>	<b>100%</b>



**Table 4. Teamwork Frequency Distributions**

*JJC compared with:*

Teamwork	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>3</b> There is a spirit of cooperation within my work team	Strongly Disagree	23	6%	2397	4%	24	4%	962	5%
	Disagree	25	6%	5253	9%	50	9%	1908	9%
	Neither	51	12%	5883	10%	63	12%	2233	11%
	Agree	121	29%	19460	33%	179	33%	6903	33%
	Strongly Agree	197	47%	25336	43%	224	41%	9030	43%
<b>Total</b>		<b>417</b>	<b>100%</b>	<b>58329</b>	<b>100%</b>	<b>540</b>	<b>100%</b>	<b>21036</b>	<b>100%</b>
<b>14</b> My primary work team uses problem-solving techniques	Strongly Disagree	8	2%	1451	3%	13	3%	576	3%
	Disagree	14	4%	3482	6%	24	5%	1286	6%
	Neither	39	10%	7959	14%	75	15%	2949	15%
	Agree	169	42%	23287	42%	222	44%	8265	41%
	Strongly Agree	168	42%	19530	35%	175	34%	6966	35%
<b>Total</b>		<b>398</b>	<b>100%</b>	<b>55709</b>	<b>100%</b>	<b>509</b>	<b>100%</b>	<b>20042</b>	<b>100%</b>
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	15	4%	2670	5%	27	5%	1039	5%
	Disagree	27	7%	4818	9%	41	8%	1785	9%
	Neither	37	9%	7453	13%	67	13%	2786	14%
	Agree	181	45%	21860	39%	214	41%	7713	38%
	Strongly Agree	146	36%	19835	35%	170	33%	7104	35%
<b>Total</b>		<b>406</b>	<b>100%</b>	<b>56636</b>	<b>100%</b>	<b>519</b>	<b>100%</b>	<b>20427</b>	<b>100%</b>
<b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	18	5%	2780	5%	26	5%	1073	5%
	Disagree	26	7%	4412	8%	40	8%	1625	8%
	Neither	36	9%	7015	12%	63	12%	2535	13%
	Agree	159	40%	20824	37%	193	37%	7284	36%
	Strongly Agree	159	40%	21144	38%	193	37%	7725	38%
<b>Total</b>		<b>398</b>	<b>100%</b>	<b>56175</b>	<b>100%</b>	<b>515</b>	<b>100%</b>	<b>20242</b>	<b>100%</b>

*JJC compared with:*

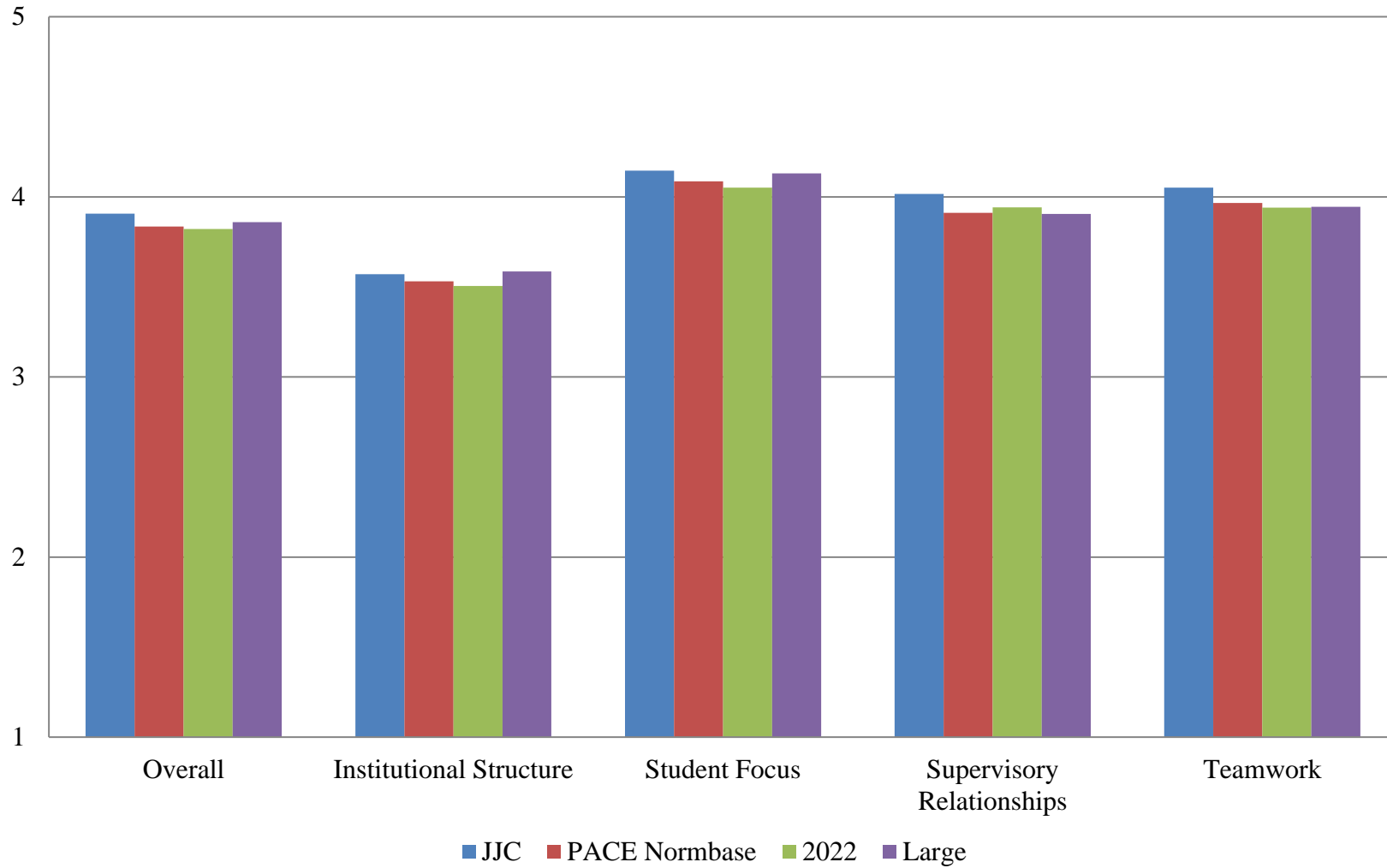
Teamwork (continued)	Response Option	JJC		PACE Normbase		2022		Large	
		Count	%	Count	%	Count	%	Count	%
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	8	2%	1751	3%	16	3%	698	4%
	Disagree	16	4%	3396	6%	23	5%	1228	6%
	Neither	45	11%	7946	14%	71	14%	2901	15%
	Agree	174	44%	23441	42%	227	45%	8143	41%
	Strongly Agree	150	38%	18707	34%	167	33%	6938	35%
	<b>Total</b>	<b>393</b>	<b>100%</b>	<b>55241</b>	<b>100%</b>	<b>504</b>	<b>100%</b>	<b>19908</b>	<b>100%</b>
<b>43</b> A spirit of cooperation exists in my department	Strongly Disagree	23	6%	3078	5%	27	5%	1261	6%
	Disagree	32	8%	4587	8%	49	10%	1760	9%
	Neither	49	12%	6346	11%	64	12%	2420	12%
	Agree	131	33%	20128	36%	189	37%	7068	35%
	Strongly Agree	165	41%	22462	40%	184	36%	7916	39%
	<b>Total</b>	<b>400</b>	<b>100%</b>	<b>56601</b>	<b>100%</b>	<b>513</b>	<b>100%</b>	<b>20425</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>JJC compared with:</i>										
	JJC		PACE Normbase			2022			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	425	3.906	3.836			3.822			3.860		
Institutional Structure	425	3.570	3.530			3.505			3.585		
Student Focus	425	4.146	4.087			4.050	*	.148	4.131		
Supervisory Relationships	425	4.016	3.911	*	.119	3.941			3.906	*	.124
Teamwork	423	4.050	3.966			3.940			3.945	*	.108

\* 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		PACE Normbase			2022			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>1</b> The actions of this institution reflect its mission	423	3.922	3.880			3.742	**	.186	3.934		
<b>4</b> Decisions are made at the appropriate level at this institution	415	3.328	3.356			3.287			3.389		
<b>5</b> The institution effectively promotes diversity in the workplace	418	4.194	3.873	***	.301	4.011	**	.191	3.952	***	.228
<b>6</b> Institutional leadership is focused on meeting the needs of students	421	3.898	3.820			3.778			3.888		
<b>10</b> Information is shared within the institution	419	3.365	3.315			3.339			3.402		
<b>11</b> Institutional teams use problem-solving techniques	392	3.566	3.520			3.524			3.580		
<b>15</b> I am able to appropriately influence the direction of this institution	384	3.125	3.207			3.136			3.233		
<b>16</b> Open and ethical communication is practiced at this institution	413	3.499	3.430			3.453			3.505		
<b>22</b> This institution has been successful in positively motivating my performance	408	3.431	3.489			3.451			3.524		
<b>25</b> A spirit of cooperation exists at this institution	410	3.568	3.495			3.501			3.571		
<b>29</b> Institution-wide policies guide my work	403	3.873	3.807			3.828			3.845		
<b>32</b> This institution is appropriately organized	403	3.318	3.319			3.279			3.388		
<b>38</b> I have the opportunity for advancement within this institution	379	3.179	3.193			3.197			3.251		
<b>41</b> I receive adequate information regarding important activities at this institution	402	3.764	3.713			3.687			3.770		
<b>44</b> Administrative processes are clearly defined	400	3.293	3.421	*	-.108	3.282			3.442	*	-.124

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

N/A indicates survey item previously unavailable

**Table 7. Student Focus Item Mean Comparisons**

*JJC compared with:*

Student Focus	JJC		PACE Normbase			2022			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	421	4.105	4.005			4.026			4.079		
8 I feel my job is relevant to this institution's mission	415	4.549	4.441	**	.131	4.387	**	.204	4.442	**	.128
17 Faculty meet the needs of students	393	3.969	4.023			3.932			4.057		
18 Student diversity is important at this institution	411	4.411	4.141	***	.293	4.195	***	.263	4.237	***	.197
19 Students' competencies are enhanced	395	3.997	3.996			3.915			4.040		
23 Non-teaching professional personnel meet the needs of students	392	3.995	3.988			3.952			4.021		
28 Classified personnel meet the needs of students	362	3.867	3.938			3.853			3.951		
31 Students receive an excellent education at this institution	399	4.241	4.178			4.114	*	.155	4.235		
35 This institution prepares students for a career	398	4.264	4.186			4.152	*	.139	4.232		
37 This institution prepares students for further learning	396	4.247	4.188			4.148			4.227		
40 Students are assisted with their personal development	379	4.026	3.984			3.988			4.045		
42 Students seem satisfied with their educational experience at this institution	388	3.979	3.948			3.870	*	.137	4.014		

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

N/A indicates survey item previously unavailable

**Table 8. Supervisory Relationships Item Mean Comparisons**

*JJC compared with:*

Supervisory Relationships	JJC		PACE Normbase			2022			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>2</b> My supervisor/chair expresses confidence in my work	418	4.309	4.252			4.326			4.232		
<b>9</b> My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	417	4.213	4.150			4.169			4.131		
<b>12</b> Work expectations are communicated to me	417	4.050	3.818	***	.217	3.866	**	.187	3.819	***	.214
<b>13</b> Unacceptable behaviors are identified and communicated to me	360	3.956	3.748	***	.210	3.846			3.762	***	.193
<b>20</b> I receive timely feedback for my work	411	3.893	3.793			3.844			3.787		
<b>21</b> I receive appropriate feedback for my work	409	3.922	3.826			3.887			3.815		
<b>26</b> My supervisor/chair actively seeks my ideas	408	3.904	3.890			3.927			3.865		
<b>27</b> My supervisor/chair seriously considers my ideas	407	3.961	3.946			3.977			3.917		
<b>30</b> Work outcomes are clarified for me	403	3.861	3.776			3.853			3.790		
<b>34</b> My supervisor/chair helps me to improve my work	396	3.922	3.889			3.932			3.876		
<b>39</b> I am given the opportunity to be creative in my work	397	4.055	4.059			4.021			4.044		
<b>45</b> I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	400	4.130	N/A			N/A			N/A		
<b>46</b> Professional development and training opportunities are available	401	3.940	3.889			3.862			3.937		

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

N/A indicates survey item previously unavailable

**Table 9. Teamwork Item Mean Comparisons**

*JJC compared with:*

Teamwork	JJC		PACE Normbase			2022			Large		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>3</b> There is a spirit of cooperation within my work team	417	4.065	4.030			3.980			4.005		
<b>14</b> My primary work team uses problem-solving techniques	398	4.193	4.005	***	.191	4.026	**	.181	3.986	***	.207
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	406	4.025	3.907	*	.106	3.884	*	.131	3.884	*	.125
<b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs	398	4.043	3.946			3.946			3.937		
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	393	4.125	3.977	**	.147	4.004			3.974	**	.147
<b>43</b> A spirit of cooperation exists in my department	400	3.958	3.960			3.885			3.912		

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

N/A indicates survey item previously unavailable