



JOLIET JUNIOR COLLEGE
—1901—

**2016 Personal Assessment of the College Environment
(PACE)**

PACE Report



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Table 1. Institutional Structure Frequency Distributions

JJC compared with:

Institutional Structure	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	22	6%	2384	3%	929	4%	16	3%
	Dissatisfied	76	20%	8423	12%	2853	13%	68	15%
	Neither	73	19%	10184	14%	3139	14%	99	21%
	Satisfied	158	41%	32911	46%	9925	44%	200	43%
	Very satisfied	54	14%	17694	25%	5671	25%	81	17%
	Total	383	100%	71596	100%	22517	100%	464	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	59	16%	5851	8%	1975	9%	68	15%
	Dissatisfied	114	30%	14756	21%	4773	22%	117	26%
	Neither	79	21%	15368	22%	4794	22%	100	22%
	Satisfied	84	22%	23381	33%	7137	32%	122	27%
	Very satisfied	41	11%	11283	16%	3484	16%	47	10%
	Total	377	100%	70639	100%	22163	100%	454	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	13	3%	3118	4%	1180	5%	14	3%
	Dissatisfied	27	7%	6419	9%	2211	10%	31	7%
	Neither	81	21%	13608	19%	4042	18%	88	19%
	Satisfied	165	43%	26732	38%	8055	36%	197	43%
	Very satisfied	98	26%	21130	30%	6861	31%	132	29%
	Total	384	100%	71007	100%	22349	100%	462	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	46	12%	4428	6%	1581	7%	31	7%
	Dissatisfied	67	17%	9696	14%	3130	14%	78	17%
	Neither	76	20%	11259	16%	3455	15%	112	24%
	Satisfied	124	32%	26351	37%	7945	35%	148	32%
	Very satisfied	72	19%	19631	28%	6352	28%	95	20%
	Total	385	100%	71365	100%	22463	100%	464	100%

JJC compared with:

Institutional Structure (continued)		JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Response Option								
	Very dissatisfied	86	22%	7889	11%	2488	11%	84	18%
	Dissatisfied	99	26%	14945	21%	4697	21%	110	24%
	Neither	78	20%	14799	21%	4498	20%	97	21%
	Satisfied	81	21%	21613	30%	6701	30%	107	23%
Very satisfied	40	10%	12290	17%	4128	18%	67	14%	
	Total	384	100%	71536	100%	22512	100%	465	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	26	7%	2839	4%	1008	5%	30	7%
	Dissatisfied	70	20%	9077	14%	2975	15%	77	19%
	Neither	114	33%	20326	31%	6006	29%	138	34%
	Satisfied	113	32%	24957	38%	7728	38%	122	30%
	Very satisfied	25	7%	8340	13%	2726	13%	35	9%
	Total	348	100%	65539	100%	20443	100%	402	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	64	18%	7243	11%	2423	12%	67	17%
	Dissatisfied	71	20%	12282	18%	3998	19%	80	20%
	Neither	112	32%	20044	30%	6139	29%	129	32%
	Satisfied	80	23%	18467	28%	5575	27%	80	20%
	Very satisfied	25	7%	8503	13%	2681	13%	49	12%
	Total	352	100%	66539	100%	20816	100%	405	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	66	18%	7100	10%	2328	10%	60	13%
	Dissatisfied	101	27%	12464	18%	3968	18%	109	24%
	Neither	67	18%	14856	21%	4607	21%	98	22%
	Satisfied	93	25%	23479	33%	7132	32%	119	26%
	Very satisfied	45	12%	12874	18%	4173	19%	67	15%
	Total	372	100%	70773	100%	22208	100%	453	100%

JJC compared with:

Institutional Structure (continued)		JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	59	16%	6541	9%	2222	10%	53	12%
	Dissatisfied	77	21%	11312	16%	3733	17%	93	21%
	Neither	58	16%	14443	20%	4420	20%	103	23%
	Satisfied	95	26%	23133	33%	7025	32%	124	27%
	Very satisfied	73	20%	15050	21%	4707	21%	80	18%
	Total	362	100%	70479	100%	22107	100%	453	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	55	15%	6467	9%	2125	10%	62	14%
	Dissatisfied	92	25%	12223	17%	3834	17%	104	23%
	Neither	67	18%	14403	20%	4433	20%	97	21%
	Satisfied	107	29%	24469	35%	7517	34%	130	29%
	Very satisfied	42	12%	13182	19%	4294	19%	60	13%
	Total	363	100%	70744	100%	22203	100%	453	100%
29 institution-wide policies guide my work	Very dissatisfied	21	6%	2904	4%	1112	5%	27	6%
	Dissatisfied	44	12%	6237	9%	2286	11%	42	10%
	Neither	98	27%	17312	25%	5302	24%	124	28%
	Satisfied	136	38%	29240	42%	8745	40%	158	36%
	Very satisfied	59	16%	13710	20%	4284	20%	87	20%
	Total	358	100%	69403	100%	21729	100%	438	100%
32 this institution is appropriately organized	Very dissatisfied	67	19%	6067	9%	2076	10%	67	15%
	Dissatisfied	83	23%	13574	19%	4286	20%	104	23%
	Neither	87	24%	16000	23%	4894	22%	108	24%
	Satisfied	78	22%	23286	33%	7005	32%	111	25%
	Very satisfied	44	12%	10783	15%	3550	16%	59	13%
	Total	359	100%	69710	100%	21811	100%	449	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	65	19%	9833	15%	3295	16%	97	23%
	Dissatisfied	62	18%	11421	17%	3656	18%	76	18%
	Neither	78	23%	17263	26%	5118	25%	96	23%
	Satisfied	81	24%	17451	26%	5353	26%	92	22%
	Very satisfied	55	16%	10231	15%	3388	16%	57	14%
	Total	341	100%	66199	100%	20810	100%	418	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	34	9%	4217	6%	1449	7%	38	8%
	Dissatisfied	54	15%	9975	14%	3241	15%	57	13%
	Neither	69	19%	11829	17%	3457	16%	68	15%
	Satisfied	139	38%	29142	41%	8895	40%	191	42%
	Very satisfied	67	18%	15448	22%	5079	23%	98	22%
	Total	363	100%	70611	100%	22121	100%	452	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	47	13%	5101	7%	1714	8%	47	11%
	Dissatisfied	55	15%	9947	14%	3424	16%	85	19%
	Neither	93	26%	16142	23%	4984	23%	94	21%
	Satisfied	108	30%	25504	37%	7574	35%	139	32%
	Very satisfied	54	15%	12798	18%	4034	19%	76	17%
	Total	357	100%	69492	100%	21730	100%	441	100%

Table 2. Student Focus Frequency Distributions

JJC compared with:

Student Focus	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	29	8%	3416	5%	1284	6%	21	5%
	Dissatisfied	59	15%	8354	12%	2727	12%	72	16%
	Neither	56	15%	8903	12%	2684	12%	63	14%
	Satisfied	145	38%	26439	37%	7938	35%	174	38%
	Very satisfied	95	25%	24382	34%	7881	35%	134	29%
	Total	384	100%	71494	100%	22514	100%	464	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	10	3%	2752	4%	1098	5%	9	2%
	Dissatisfied	6	2%	3322	5%	1207	5%	14	3%
	Neither	24	6%	4280	6%	1374	6%	35	8%
	Satisfied	131	34%	22068	31%	6686	30%	136	29%
	Very satisfied	213	55%	39066	55%	12124	54%	269	58%
	Total	384	100%	71488	100%	22489	100%	463	100%
17 faculty meet the needs of students	Very dissatisfied	8	2%	1799	3%	751	4%	7	2%
	Dissatisfied	24	7%	5470	8%	1866	9%	31	7%
	Neither	65	18%	10482	16%	3092	15%	75	17%
	Satisfied	148	42%	30058	44%	9026	43%	194	44%
	Very satisfied	107	30%	19787	29%	6462	30%	132	30%
	Total	352	100%	67596	100%	21197	100%	439	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	2%	2283	3%	941	4%	8	2%
	Dissatisfied	14	4%	4455	6%	1555	7%	16	4%
	Neither	61	16%	10736	15%	2985	14%	64	14%
	Satisfied	167	45%	28370	41%	8526	39%	203	45%
	Very satisfied	125	34%	24138	34%	7976	36%	162	36%
	Total	373	100%	69982	100%	21983	100%	453	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	9	2%	1632	2%	676	3%	6	1%
	Dissatisfied	20	6%	4882	7%	1764	8%	29	7%
	Neither	84	23%	12219	18%	3739	18%	105	24%
	Satisfied	166	46%	31730	47%	9567	45%	193	45%
	Very satisfied	83	23%	17183	25%	5471	26%	100	23%
	Total		362	100%	67646	100%	21217	100%	433
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	2%	2239	3%	868	4%	9	2%
	Dissatisfied	24	7%	6058	9%	2132	10%	36	8%
	Neither	81	23%	11283	17%	3443	16%	91	21%
	Satisfied	150	42%	29739	44%	8946	42%	197	45%
	Very satisfied	91	26%	18538	27%	5839	28%	100	23%
	Total		353	100%	67857	100%	21228	100%	433
28 classified personnel meet the needs of students	Very dissatisfied	9	3%	1779	3%	734	4%	7	2%
	Dissatisfied	16	5%	4562	7%	1653	8%	28	7%
	Neither	114	35%	14285	23%	4510	23%	116	29%
	Satisfied	120	37%	27501	43%	7995	41%	167	42%
	Very satisfied	66	20%	15333	24%	4580	24%	83	21%
	Total		325	100%	63460	100%	19472	100%	401
31 students receive an excellent education at this institution	Very dissatisfied	6	2%	1815	3%	773	4%	4	1%
	Dissatisfied	17	5%	4340	6%	1586	7%	25	6%
	Neither	45	13%	8270	12%	2462	11%	67	15%
	Satisfied	163	45%	30644	44%	9105	42%	196	45%
	Very satisfied	129	36%	24257	35%	7800	36%	148	34%
	Total		360	100%	69326	100%	21726	100%	440

JJC compared with:

Student Focus (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	7	2%	1875	3%	797	4%	5	1%
	Dissatisfied	11	3%	4070	6%	1500	7%	23	5%
	Neither	55	16%	8491	12%	2627	12%	63	14%
	Satisfied	150	42%	30513	44%	9192	43%	205	47%
	Very satisfied	130	37%	24047	35%	7503	35%	140	32%
	Total	353	100%	68996	100%	21619	100%	436	100%
37 this institution prepares students for further learning	Very dissatisfied	5	1%	1886	3%	806	4%	3	1%
	Dissatisfied	15	4%	4201	6%	1548	7%	19	4%
	Neither	42	12%	7944	11%	2364	11%	64	15%
	Satisfied	166	46%	31854	46%	9521	44%	217	49%
	Very satisfied	130	36%	23266	34%	7441	34%	138	31%
	Total	358	100%	69151	100%	21680	100%	441	100%
40 students are assisted with their personal development	Very dissatisfied	7	2%	1690	3%	716	3%	4	1%
	Dissatisfied	14	4%	4720	7%	1638	8%	26	6%
	Neither	71	21%	13215	20%	3920	19%	87	21%
	Satisfied	161	47%	29791	45%	8964	43%	188	44%
	Very satisfied	93	27%	16615	25%	5447	26%	119	28%
	Total	346	100%	66031	100%	20685	100%	424	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	1171	2%	507	3%	2	0%
	Dissatisfied	19	6%	4145	6%	1513	7%	18	4%
	Neither	81	25%	12374	19%	3752	19%	100	24%
	Satisfied	165	50%	34116	53%	10212	50%	215	52%
	Very satisfied	59	18%	13092	20%	4263	21%	78	19%
	Total	327	100%	64898	100%	20247	100%	413	100%

Table 3. Supervisory Relationships Frequency Distributions

JJC compared with:

Supervisory Relationships	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	10	3%	3904	5%	1407	6%	20	4%
	Dissatisfied	29	8%	5697	8%	1882	8%	43	9%
	Neither	35	9%	6571	9%	2093	9%	51	11%
	Satisfied	111	29%	20022	28%	6240	28%	121	26%
	Very satisfied	196	51%	35113	49%	10791	48%	223	49%
	Total	381	100%	71307	100%	22413	100%	458	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	26	7%	5127	7%	1732	8%	29	6%
	Dissatisfied	31	8%	6442	9%	2189	10%	56	12%
	Neither	34	9%	7510	11%	2385	11%	53	11%
	Satisfied	106	28%	19074	27%	5863	26%	115	25%
	Very satisfied	186	49%	33218	47%	10280	46%	214	46%
	Total	383	100%	71371	100%	22449	100%	467	100%
12 positive work expectations are communicated to me	Very dissatisfied	24	6%	3825	5%	1396	6%	31	7%
	Dissatisfied	44	12%	8841	13%	2966	13%	70	16%
	Neither	57	15%	11877	17%	3601	16%	71	16%
	Satisfied	161	43%	28995	41%	8799	40%	166	37%
	Very satisfied	85	23%	17036	24%	5373	24%	111	25%
	Total	371	100%	70574	100%	22135	100%	449	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	20	6%	2789	4%	1028	5%	21	5%
	Dissatisfied	34	11%	6610	10%	2259	11%	43	11%
	Neither	84	26%	15883	25%	4764	24%	86	21%
	Satisfied	137	42%	27310	42%	8152	41%	177	43%
	Very satisfied	48	15%	12045	19%	3829	19%	80	20%
	Total	323	100%	64637	100%	20032	100%	407	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	26	7%	4766	7%	1639	7%	41	9%
	Dissatisfied	36	10%	8671	12%	2946	13%	53	12%
	Neither	51	14%	13320	19%	4114	19%	82	18%
	Satisfied	151	41%	26300	37%	7928	36%	152	34%
	Very satisfied	102	28%	17381	25%	5487	25%	122	27%
	Total	366	100%	70438	100%	22114	100%	450	100%
21 I receive appropriate feedback for my work	Very dissatisfied	22	6%	4085	6%	1420	6%	34	8%
	Dissatisfied	39	11%	8838	13%	2984	13%	59	13%
	Neither	49	13%	12575	18%	3826	17%	72	16%
	Satisfied	153	42%	27746	39%	8432	38%	157	35%
	Very satisfied	101	28%	17362	25%	5477	25%	130	29%
	Total	364	100%	70606	100%	22139	100%	452	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	36	10%	5743	8%	1908	9%	38	9%
	Dissatisfied	31	9%	7817	11%	2661	12%	65	15%
	Neither	52	14%	11859	17%	3782	17%	83	19%
	Satisfied	119	33%	21678	31%	6601	30%	125	28%
	Very satisfied	122	34%	22565	32%	6861	31%	133	30%
	Total	360	100%	69662	100%	21813	100%	444	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	31	9%	5571	8%	1883	9%	40	9%
	Dissatisfied	26	7%	6981	10%	2386	11%	47	11%
	Neither	55	15%	11033	16%	3533	16%	76	17%
	Satisfied	116	32%	21607	31%	6587	30%	139	31%
	Very satisfied	133	37%	24421	35%	7420	34%	140	32%
	Total	361	100%	69613	100%	21809	100%	442	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	22	6%	3503	5%	1278	6%	34	8%
	Dissatisfied	41	11%	7923	11%	2748	13%	58	13%
	Neither	79	22%	15304	22%	4631	21%	108	24%
	Satisfied	148	41%	28483	41%	8613	39%	152	34%
	Very satisfied	71	20%	14613	21%	4626	21%	96	21%
	Total	361	100%	69826	100%	21896	100%	448	100%
34 my supervisor helps me to improve my work	Very dissatisfied	32	9%	5007	7%	1690	8%	38	9%
	Dissatisfied	24	7%	7295	10%	2493	11%	40	9%
	Neither	75	21%	13336	19%	4170	19%	88	20%
	Satisfied	113	32%	23007	33%	6989	32%	142	32%
	Very satisfied	108	31%	20866	30%	6418	29%	133	30%
	Total	352	100%	69511	100%	21760	100%	441	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	20	6%	4119	6%	1482	7%	23	5%
	Dissatisfied	19	5%	5639	8%	1977	9%	25	6%
	Neither	55	15%	8902	13%	2724	12%	63	14%
	Satisfied	131	36%	25296	36%	7639	35%	169	38%
	Very satisfied	136	38%	26246	37%	8171	37%	166	37%
	Total	361	100%	70202	100%	21993	100%	446	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	35	10%	4495	6%	1586	7%	40	9%
	Dissatisfied	45	13%	8238	12%	2737	13%	56	13%
	Neither	70	19%	13726	20%	4279	20%	97	22%
	Satisfied	139	39%	27114	39%	8123	37%	162	37%
	Very satisfied	70	19%	15995	23%	5044	23%	84	19%
	Total	359	100%	69568	100%	21769	100%	439	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
46 professional development and training opportunities are available	Very dissatisfied	23	6%	4696	7%	1558	7%	37	8%
	Dissatisfied	61	17%	7772	11%	2330	11%	62	14%
	Neither	60	17%	10646	15%	2973	14%	75	17%
	Satisfied	133	37%	26185	37%	7703	35%	163	37%
	Very satisfied	82	23%	20592	29%	7358	34%	109	24%
	Total	359	100%	69891	100%	21922	100%	446	100%

Table 4. Teamwork Frequency Distributions

JJC compared with:

Teamwork	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	23	6%	4385	6%	1482	7%	34	7%
	Dissatisfied	38	10%	8572	12%	2918	13%	72	16%
	Neither	38	10%	7829	11%	2447	11%	55	12%
	Satisfied	119	31%	23196	33%	7116	32%	136	30%
	Very satisfied	160	42%	26625	38%	8239	37%	158	35%
	Total	378	100%	70607	100%	22202	100%	455	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	17	5%	2939	4%	1087	5%	22	5%
	Dissatisfied	19	5%	6589	10%	2310	11%	36	9%
	Neither	54	15%	11721	17%	3621	17%	76	18%
	Satisfied	165	46%	27307	41%	8127	39%	166	40%
	Very satisfied	100	28%	18670	28%	5845	28%	120	29%
	Total	355	100%	67226	100%	20990	100%	420	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	21	6%	4408	6%	1523	7%	31	7%
	Dissatisfied	39	11%	8221	12%	2793	13%	46	10%
	Neither	46	13%	10206	15%	3128	14%	73	17%
	Satisfied	148	41%	26070	38%	7850	36%	166	38%
	Very satisfied	107	30%	20172	29%	6341	29%	123	28%
	Total	361	100%	69077	100%	21635	100%	439	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	23	6%	4614	7%	1585	7%	36	8%
	Dissatisfied	27	8%	7750	11%	2671	12%	60	14%
	Neither	50	14%	9931	14%	3067	14%	57	13%
	Satisfied	122	34%	25214	37%	7515	35%	148	34%
	Very satisfied	132	37%	21361	31%	6734	31%	138	31%
	Total	354	100%	68870	100%	21572	100%	439	100%

JJC compared with:

Teamwork (continued)	Response Option	JJC		NILIE Normbase		Large 2-year		2012	
		Count	%	Count	%	Count	%	Count	%
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	15	4%	3165	5%	1150	5%	24	6%
	Dissatisfied	29	8%	6486	10%	2266	11%	44	10%
	Neither	53	15%	11830	18%	3661	17%	72	17%
	Satisfied	148	43%	27667	41%	8228	39%	172	40%
	Very satisfied	102	29%	18270	27%	5755	27%	114	27%
	Total	347	100%	67418	100%	21060	100%	426	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	31	9%	5220	7%	1823	8%	43	10%
	Dissatisfied	32	9%	7936	11%	2696	12%	62	14%
	Neither	43	12%	9042	13%	2887	13%	61	14%
	Satisfied	128	35%	24388	35%	7393	34%	147	33%
	Very satisfied	129	36%	23547	34%	7176	33%	134	30%
	Total	363	100%	70133	100%	21975	100%	447	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>JJC compared with:</i>										
	JJC		NILIE Normbase			Large 2-year			2012		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	389	3.606	3.689	*	-.101	3.656			3.609		
Institutional Structure	389	3.140	3.433	***	-.318	3.411	***	-.286	3.236		
Student Focus	389	3.934	3.932			3.893			3.965		
Supervisory Relationship	389	3.754	3.736			3.702			3.688		
Teamwork	389	3.849	3.761			3.716	*	.124	3.697	*	.144

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

Figure 1. Means by Comparison Group and Climate Factor

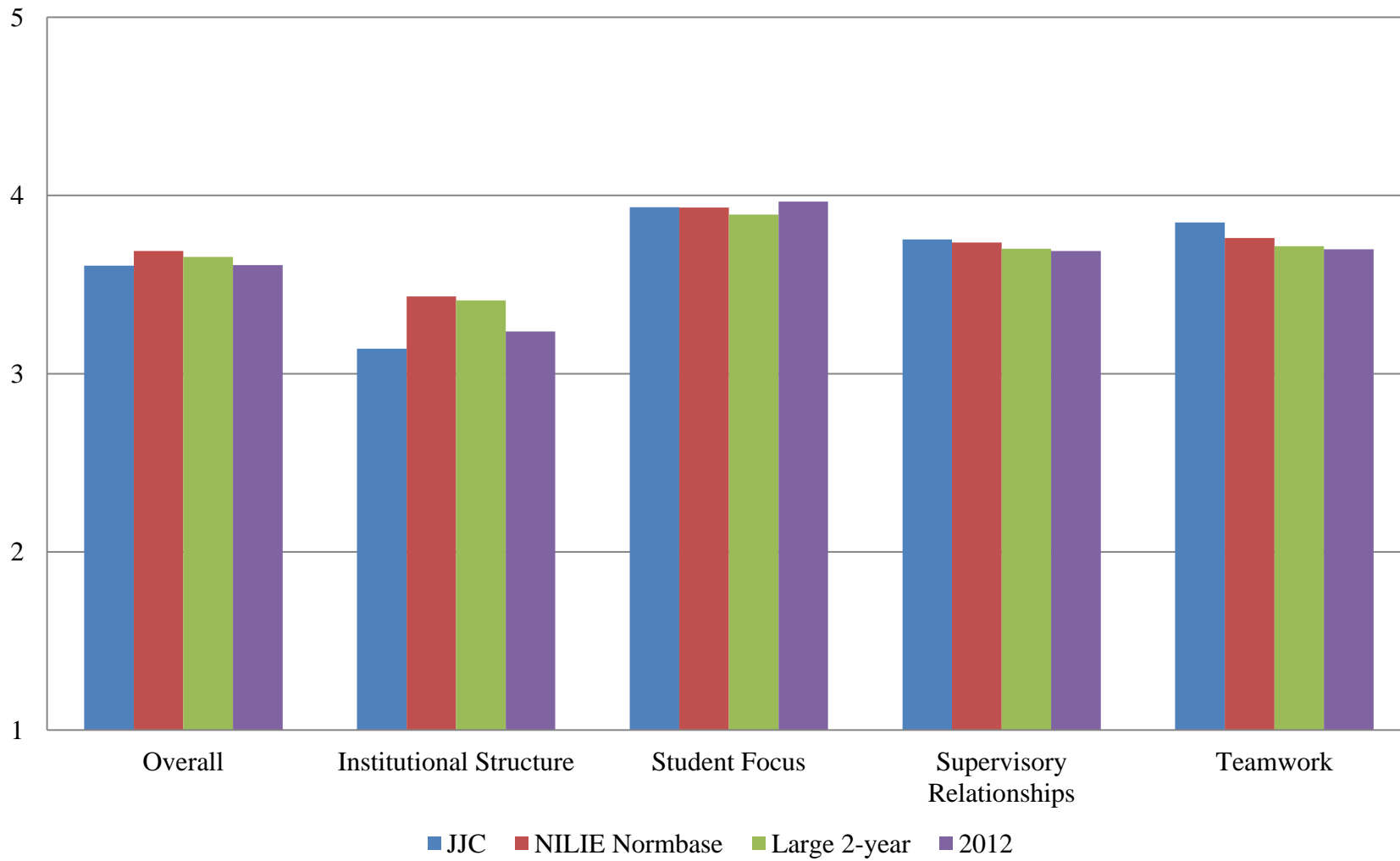


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>JJC compared with:</i>										
		JJC		NILIE Normbase			Large 2-year			2012		
		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	383	3.381	3.770	***	-.369	3.735	***	-.323	3.565	*	-.169
4	decisions are made at the appropriate level at this institution	377	2.825	3.276	***	-.376	3.243	***	-.345	2.919		
5	the institution effectively promotes diversity in the workplace	384	3.802	3.793			3.770			3.870		
6	administrative leadership is focused on meeting the needs of students	385	3.283	3.659	***	-.316	3.639	***	-.291	3.427		
10	information is shared within the institution	384	2.714	3.216	***	-.398	3.235	***	-.408	2.920	*	-.157
11	institutional teams use problem-solving techniques	348	3.118	3.410	***	-.288	3.401	***	-.270	3.137		
15	I am able to appropriately influence the direction of this institution	352	2.804	3.131	***	-.277	3.101	***	-.248	2.911		
16	open and ethical communication is practiced at this institution	372	2.866	3.319	***	-.366	3.309	***	-.353	3.053	*	-.145
22	this institution has been successful in positively motivating my performance	362	3.127	3.409	***	-.227	3.374	***	-.195	3.188		
25	a spirit of cooperation exists at this institution	363	2.970	3.363	***	-.321	3.361	***	-.316	3.049		
29	institution-wide policies guide my work	358	3.469	3.643	**	-.169	3.589	*	-.112	3.539		
32	this institution is appropriately organized	359	2.858	3.275	***	-.349	3.260	***	-.330	2.980		
38	I have the opportunity for advancement within this institution	341	2.997	3.103			3.090			2.847		
41	I receive adequate information regarding important activities at this institution	363	3.416	3.590	**	-.151	3.584	**	-.142	3.562		
44	my work is guided by clearly defined administrative processes	357	3.188	3.445	***	-.222	3.405	***	-.183	3.254		

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

Table 7. Student Focus Item Mean Comparisons

JJC compared with:

Student Focus	JJC		NILIE Normbase			Large 2-year			2012		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7 student needs are central to what we do	384	3.568	3.839	***	-.235	3.817	***	-.209	3.707		
8 I feel my job is relevant to this institution's mission	384	4.383	4.278	*	.102	4.224	**	.145	4.387		
17 faculty meet the needs of students	352	3.915	3.896			3.877			3.941		
18 student ethnic and cultural diversity are important at this institution	373	4.048	3.966			3.957			4.093		
19 students' competencies are enhanced	362	3.812	3.857			3.820			3.813		
23 non-teaching professional personnel meet the needs of students	353	3.833	3.829			3.789			3.792		
28 classified personnel meet the needs of students	325	3.671	3.789	*	-.120	3.721			3.726		
31 students receive an excellent education at this institution	360	4.089	4.027			3.993			4.043		
35 this institution prepares students for a career	353	4.091	4.026			3.976	*	.110	4.037		
37 this institution prepares students for further learning	358	4.120	4.018	*	.105	3.980	*	.136	4.061		
40 students are assisted with their personal development	346	3.922	3.832			3.812	*	.108	3.925		
42 students are satisfied with their educational experience at this institution	327	3.789	3.829			3.801			3.845		

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

Table 8. Supervisory Relationships Item Mean Comparisons

JJC compared with:

Supervisory Relationships	JJC		NILIE Normbase			Large 2-year			2012		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	381	4.192	4.076			4.032	*	.132	4.057		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	383	4.031	3.964			3.925			3.919		
12 positive work expectations are communicated to me	371	3.644	3.660			3.623			3.570		
13 unacceptable behaviors are identified and communicated to me	323	3.492	3.607	*	-.110	3.574			3.619		
20 I receive timely feedback for my work	366	3.730	3.608	*	.103	3.573	*	.130	3.580		
21 I receive appropriate feedback for my work	364	3.747	3.644			3.613	*	.114	3.642		
26 my supervisor actively seeks my ideas	360	3.722	3.682			3.635			3.563		
27 my supervisor seriously considers my ideas	361	3.814	3.752			3.700			3.661		
30 work outcomes are clarified for me	361	3.568	3.613			3.574			3.487		
34 my supervisor helps me to improve my work	352	3.685	3.682			3.641			3.662		
39 I am given the opportunity to be creative in my work	361	3.953	3.910			3.866			3.964		
45 I have the opportunity to express my ideas in appropriate forums	359	3.457	3.602	*	-.126	3.565			3.442		
46 professional development and training opportunities are available	359	3.529	3.718	**	-.159	3.774	***	-.201	3.549		

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

Table 9. Teamwork Item Mean Comparisons

JJC compared with:

Teamwork	JJC		NILIE Normbase			Large 2-year			2012		
	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	378	3.939	3.837			3.798	*	.113	3.686	**	.201
14 my primary work team uses problem-solving techniques	355	3.879	3.776			3.730	*	.131	3.776		
24 there is an opportunity for all ideas to be exchanged within my work team	361	3.778	3.715			3.679			3.692		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	354	3.884	3.740	*	.120	3.702	**	.148	3.665	*	.178
36 my work team coordinates its efforts with appropriate individuals and teams	347	3.844	3.762			3.720	*	.109	3.723		
43 a spirit of cooperation exists in my department	363	3.804	3.757			3.701			3.597	*	.162

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