



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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# Joliet Junior College Joliet, Illinois

## Personal Assessment of the College Environment (PACE) Report

by

Jemilia Davis & Greg King

The National Initiative for Leadership  
& Institutional Effectiveness

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Audrey Jaeger, PhD, Executive Director  
Jemilia Davis, Researcher  
Laura Garland, Researcher  
Grey Reavis, Researcher  
Haruna Suzuki, Researcher  
Greg King, Senior Researcher

Phone: 919-515-8567  
919-515-6289  
Fax: 919-515-6305  
Web: <http://nilie.ncsu.edu>

College of Education  
North Carolina State University  
300 Poe Hall, Box 7801  
Raleigh, NC 27695-7801

<b>Table of Contents</b>	<b>Page</b>
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	4
Table 2. Student Focus Frequency Distributions	8
Table 3. Supervisory Relationships Frequency Distributions	11
Table 4. Teamwork Frequency Distributions	15
Table 5. Climate Factor Mean Comparisons	17
Figure 1. Means by Comparison Group and Climate Factor	18
Table 6. Institutional Structure Item Mean Comparisons	19
Table 7. Student Focus Item Mean Comparisons	20
Table 8. Supervisory Relationships Item Mean Comparisons	21
Table 9. Teamwork Item Mean Comparisons	22

## **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).

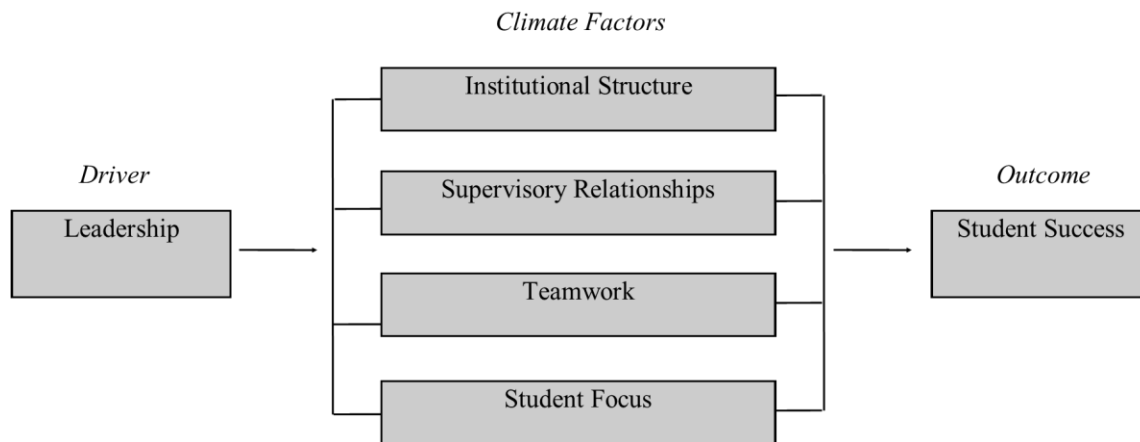
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, 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).

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

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

Figure 1. The PACE Model



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

## References

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- Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument*. Unpublished doctoral dissertation, North Carolina State University, Raleigh.
- Yukl, G. S. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

**Table 1. Institutional Structure Frequency Distributions**

*JJC compared with:*

Institutional Structure	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	7	2%	22	6%	2151	3%	582	2%
	Dissatisfied	53	12%	76	20%	8182	10%	2359	9%
	Neither	76	17%	73	19%	12263	14%	3637	14%
	Satisfied	220	48%	158	41%	40553	48%	12616	48%
	Very satisfied	100	22%	54	14%	22147	26%	7235	27%
	<b>Total</b>	<b>456</b>	<b>100%</b>	<b>383</b>	<b>100%</b>	<b>85296</b>	<b>100%</b>	<b>26429</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	43	10%	59	16%	6987	8%	2013	8%
	Dissatisfied	96	21%	114	30%	16794	20%	5173	20%
	Neither	93	21%	79	21%	18401	22%	5759	22%
	Satisfied	153	34%	84	22%	28369	34%	8885	34%
	Very satisfied	65	14%	41	11%	13750	16%	4233	16%
	<b>Total</b>	<b>450</b>	<b>100%</b>	<b>377</b>	<b>100%</b>	<b>84301</b>	<b>100%</b>	<b>26063</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	10	2%	13	3%	2843	3%	804	3%
	Dissatisfied	19	4%	27	7%	6011	7%	1821	7%
	Neither	89	20%	81	21%	16236	19%	4553	17%
	Satisfied	177	39%	165	43%	33163	39%	10208	39%
	Very satisfied	157	35%	98	26%	26601	31%	8951	34%
	<b>Total</b>	<b>452</b>	<b>100%</b>	<b>384</b>	<b>100%</b>	<b>84854</b>	<b>100%</b>	<b>26337</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	23	5%	46	12%	4656	5%	1231	5%
	Dissatisfied	67	15%	67	17%	10232	12%	2970	11%
	Neither	88	19%	76	20%	13407	16%	4038	15%
	Satisfied	164	36%	124	32%	32243	38%	10010	38%
	Very satisfied	114	25%	72	19%	24521	29%	8080	31%
	<b>Total</b>	<b>456</b>	<b>100%</b>	<b>385</b>	<b>100%</b>	<b>85059</b>	<b>100%</b>	<b>26329</b>	<b>100%</b>

*JJC compared with:*

Institutional Structure (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	49	11%	86	22%	9338	11%	2671	10%
	Dissatisfied	90	20%	99	26%	17004	20%	5137	19%
	Neither	104	23%	78	20%	17774	21%	5516	21%
	Satisfied	132	29%	81	21%	26092	31%	8255	31%
	Very satisfied	83	18%	40	10%	15110	18%	4873	18%
	<b>Total</b>	<b>458</b>	<b>100%</b>	<b>384</b>	<b>100%</b>	<b>85318</b>	<b>100%</b>	<b>26452</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	13	3%	26	7%	3151	4%	895	4%
	Dissatisfied	51	12%	70	20%	9673	12%	2761	12%
	Neither	153	37%	114	33%	24001	31%	7363	31%
	Satisfied	149	36%	113	32%	30819	39%	9580	40%
	Very satisfied	52	12%	25	7%	10622	14%	3297	14%
	<b>Total</b>	<b>418</b>	<b>100%</b>	<b>348</b>	<b>100%</b>	<b>78266</b>	<b>100%</b>	<b>23896</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	49	12%	64	18%	8907	11%	2693	11%
	Dissatisfied	76	18%	71	20%	14003	18%	4390	18%
	Neither	130	31%	112	32%	23427	30%	7320	30%
	Satisfied	112	27%	80	23%	22464	28%	6828	28%
	Very satisfied	52	12%	25	7%	10373	13%	3067	13%
	<b>Total</b>	<b>419</b>	<b>100%</b>	<b>352</b>	<b>100%</b>	<b>79174</b>	<b>100%</b>	<b>24298</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	46	10%	66	18%	8359	10%	2323	9%
	Dissatisfied	63	14%	101	27%	13908	17%	4120	16%
	Neither	112	25%	67	18%	17598	21%	5558	21%
	Satisfied	147	33%	93	25%	28626	34%	9011	35%
	Very satisfied	82	18%	45	12%	15786	19%	5051	19%
	<b>Total</b>	<b>450</b>	<b>100%</b>	<b>372</b>	<b>100%</b>	<b>84277</b>	<b>100%</b>	<b>26063</b>	<b>100%</b>



*JJC compared with:*

<b>Institutional Structure (continued)</b>		<b>JJC</b>		<b>2016</b>		<b>NILIE Normbase</b>		<b>Large 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	35	8%	59	16%	7613	9%	2273	9%
	Dissatisfied	75	17%	77	21%	12366	15%	3778	15%
	Neither	92	21%	58	16%	17120	20%	5239	20%
	Satisfied	137	31%	95	26%	28193	34%	8795	34%
	Very satisfied	102	23%	73	20%	18480	22%	5782	22%
	<b>Total</b>	<b>441</b>	<b>100%</b>	<b>362</b>	<b>100%</b>	<b>83772</b>	<b>100%</b>	<b>25867</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	36	8%	55	15%	7546	9%	2156	8%
	Dissatisfied	59	13%	92	25%	13544	16%	4018	15%
	Neither	105	24%	67	18%	17037	20%	5277	20%
	Satisfied	154	35%	107	29%	29715	35%	9295	36%
	Very satisfied	89	20%	42	12%	16212	19%	5206	20%
	<b>Total</b>	<b>443</b>	<b>100%</b>	<b>363</b>	<b>100%</b>	<b>84054</b>	<b>100%</b>	<b>25952</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	12	3%	21	6%	2934	4%	849	3%
	Dissatisfied	26	6%	44	12%	5500	7%	1595	6%
	Neither	118	27%	98	27%	20346	25%	6255	25%
	Satisfied	192	44%	136	38%	36360	44%	11314	44%
	Very satisfied	86	20%	59	16%	17397	21%	5428	21%
	<b>Total</b>	<b>434</b>	<b>100%</b>	<b>358</b>	<b>100%</b>	<b>82537</b>	<b>100%</b>	<b>25441</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	36	8%	67	19%	7164	9%	2111	8%
	Dissatisfied	80	18%	83	23%	15284	18%	4574	18%
	Neither	112	25%	87	24%	19094	23%	5861	23%
	Satisfied	146	33%	78	22%	28018	34%	8659	34%
	Very satisfied	69	16%	44	12%	13136	16%	4295	17%
	<b>Total</b>	<b>443</b>	<b>100%</b>	<b>359</b>	<b>100%</b>	<b>82696</b>	<b>100%</b>	<b>25500</b>	<b>100%</b>

*JJC compared with:*

Institutional Structure (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	61	15%	65	19%	11849	15%	3738	15%
	Dissatisfied	79	19%	62	18%	12679	16%	3914	16%
	Neither	91	22%	78	23%	20067	26%	6052	25%
	Satisfied	111	27%	81	24%	21360	27%	6593	27%
	Very satisfied	67	16%	55	16%	12718	16%	4080	17%
	<b>Total</b>	<b>409</b>	<b>100%</b>	<b>341</b>	<b>100%</b>	<b>78673</b>	<b>100%</b>	<b>24377</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	20	4%	34	9%	4362	5%	1200	5%
	Dissatisfied	53	12%	54	15%	10103	12%	2930	11%
	Neither	73	16%	69	19%	14375	17%	4281	17%
	Satisfied	186	42%	139	38%	35933	43%	11244	43%
	Very satisfied	113	25%	67	18%	19003	23%	6227	24%
	<b>Total</b>	<b>445</b>	<b>100%</b>	<b>363</b>	<b>100%</b>	<b>83776</b>	<b>100%</b>	<b>25882</b>	<b>100%</b>
<b>44</b> my work is guided by clearly defined administrative processes	Very dissatisfied	32	7%	47	13%	5920	7%	1692	7%
	Dissatisfied	53	12%	55	15%	10490	13%	3158	12%
	Neither	97	22%	93	26%	18941	23%	5877	23%
	Satisfied	167	38%	108	30%	31189	38%	9712	38%
	Very satisfied	89	20%	54	15%	15909	19%	4972	20%
	<b>Total</b>	<b>438</b>	<b>100%</b>	<b>357</b>	<b>100%</b>	<b>82449</b>	<b>100%</b>	<b>25411</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*JJC compared with:*

Student Focus	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	13	3%	29	8%	3017	4%	785	3%
	Dissatisfied	67	15%	59	15%	8416	10%	2456	9%
	Neither	72	16%	56	15%	10686	13%	3124	12%
	Satisfied	165	36%	145	38%	32426	38%	10122	38%
	Very satisfied	141	31%	95	25%	30726	36%	9954	38%
	<b>Total</b>	<b>458</b>	<b>100%</b>	<b>384</b>	<b>100%</b>	<b>85271</b>	<b>100%</b>	<b>26441</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	8	2%	10	3%	1287	2%	354	1%
	Dissatisfied	9	2%	6	2%	2175	3%	636	2%
	Neither	35	8%	24	6%	5281	6%	1514	6%
	Satisfied	140	31%	131	34%	27552	32%	8336	32%
	Very satisfied	265	58%	213	55%	48919	57%	15574	59%
	<b>Total</b>	<b>457</b>	<b>100%</b>	<b>384</b>	<b>100%</b>	<b>85214</b>	<b>100%</b>	<b>26414</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	9	2%	8	2%	1164	1%	357	1%
	Dissatisfied	29	7%	24	7%	4325	5%	1394	6%
	Neither	68	16%	65	18%	12394	16%	3776	15%
	Satisfied	189	45%	148	42%	36868	46%	11390	46%
	Very satisfied	129	30%	107	30%	25165	31%	7842	32%
	<b>Total</b>	<b>424</b>	<b>100%</b>	<b>352</b>	<b>100%</b>	<b>79916</b>	<b>100%</b>	<b>24759</b>	<b>100%</b>
<b>18</b> student ethnic and cultural diversity are important at this institution	Very dissatisfied	3	1%	6	2%	1470	2%	403	2%
	Dissatisfied	11	2%	14	4%	3172	4%	833	3%
	Neither	51	11%	61	16%	12569	15%	3310	13%
	Satisfied	188	42%	167	45%	35483	43%	10944	42%
	Very satisfied	191	43%	125	34%	30611	37%	10372	40%
	<b>Total</b>	<b>444</b>	<b>100%</b>	<b>373</b>	<b>100%</b>	<b>83305</b>	<b>100%</b>	<b>25862</b>	<b>100%</b>

*JJC compared with:*

Student Focus (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	5	1%	9	2%	1024	1%	318	1%
	Dissatisfied	18	4%	20	6%	3400	4%	1086	4%
	Neither	69	16%	84	23%	14483	18%	4438	18%
	Satisfied	216	51%	166	46%	39360	49%	12164	49%
	Very satisfied	117	28%	83	23%	21986	27%	6879	28%
	<b>Total</b>	<b>425</b>	<b>100%</b>	<b>362</b>	<b>100%</b>	<b>80253</b>	<b>100%</b>	<b>24885</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	9	2%	7	2%	1690	2%	528	2%
	Dissatisfied	35	8%	24	7%	5001	6%	1620	7%
	Neither	92	21%	81	23%	13230	16%	4129	17%
	Satisfied	175	41%	150	42%	37131	46%	11168	45%
	Very satisfied	118	28%	91	26%	23594	29%	7360	30%
	<b>Total</b>	<b>429</b>	<b>100%</b>	<b>353</b>	<b>100%</b>	<b>80646</b>	<b>100%</b>	<b>24805</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	8	2%	9	3%	1429	2%	455	2%
	Dissatisfied	20	5%	16	5%	3422	5%	1059	5%
	Neither	123	31%	114	35%	16686	22%	5457	24%
	Satisfied	164	42%	120	37%	34224	45%	9964	44%
	Very satisfied	78	20%	66	20%	19609	26%	5722	25%
	<b>Total</b>	<b>393</b>	<b>100%</b>	<b>325</b>	<b>100%</b>	<b>75370</b>	<b>100%</b>	<b>22657</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	2	0%	6	2%	723	1%	205	1%
	Dissatisfied	16	4%	17	5%	2700	3%	811	3%
	Neither	57	13%	45	13%	9700	12%	2878	11%
	Satisfied	184	42%	163	45%	37930	46%	11513	45%
	Very satisfied	177	41%	129	36%	31038	38%	10024	39%
	<b>Total</b>	<b>436</b>	<b>100%</b>	<b>360</b>	<b>100%</b>	<b>82091</b>	<b>100%</b>	<b>25431</b>	<b>100%</b>

*JJC compared with:*

Student Focus (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	0	0%	7	2%	845	1%	236	1%
	Dissatisfied	15	3%	11	3%	2445	3%	721	3%
	Neither	52	12%	55	16%	10192	12%	2998	12%
	Satisfied	194	45%	150	42%	38026	47%	11660	46%
	Very satisfied	170	39%	130	37%	30261	37%	9701	38%
	<b>Total</b>	<b>431</b>	<b>100%</b>	<b>353</b>	<b>100%</b>	<b>81769</b>	<b>100%</b>	<b>25316</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	2	0%	5	1%	872	1%	241	1%
	Dissatisfied	15	3%	15	4%	2433	3%	703	3%
	Neither	47	11%	42	12%	9281	11%	2714	11%
	Satisfied	201	47%	166	46%	39625	48%	12137	48%
	Very satisfied	166	39%	130	36%	29700	36%	9552	38%
	<b>Total</b>	<b>431</b>	<b>100%</b>	<b>358</b>	<b>100%</b>	<b>81911</b>	<b>100%</b>	<b>25347</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	4	1%	7	2%	1103	1%	328	1%
	Dissatisfied	21	5%	14	4%	3456	4%	1058	4%
	Neither	83	20%	71	21%	15272	20%	4645	19%
	Satisfied	194	47%	161	47%	36957	47%	11297	47%
	Very satisfied	110	27%	93	27%	21414	27%	6846	28%
	<b>Total</b>	<b>412</b>	<b>100%</b>	<b>346</b>	<b>100%</b>	<b>78202</b>	<b>100%</b>	<b>24174</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	3	1%	658	1%	201	1%
	Dissatisfied	10	2%	19	6%	2414	3%	742	3%
	Neither	78	19%	81	25%	14446	19%	4316	18%
	Satisfied	218	54%	165	50%	42251	55%	13026	55%
	Very satisfied	92	23%	59	18%	16881	22%	5366	23%
	<b>Total</b>	<b>401</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>76650</b>	<b>100%</b>	<b>23651</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*JJC compared with:*

Supervisory Relationships	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor expresses confidence in my work	Very dissatisfied	10	2%	10	3%	2880	3%	847	3%
	Dissatisfied	27	6%	29	8%	5326	6%	1613	6%
	Neither	41	9%	35	9%	7708	9%	2422	9%
	Satisfied	149	32%	111	29%	24939	29%	7847	30%
	Very satisfied	234	51%	196	51%	44169	52%	13585	52%
	<b>Total</b>	<b>461</b>	<b>100%</b>	<b>381</b>	<b>100%</b>	<b>85022</b>	<b>100%</b>	<b>26314</b>	<b>100%</b>
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	17	4%	26	7%	4524	5%	1354	5%
	Dissatisfied	37	8%	31	8%	6410	8%	2017	8%
	Neither	57	13%	34	9%	8877	10%	2813	11%
	Satisfied	116	25%	106	28%	23676	28%	7346	28%
	Very satisfied	229	50%	186	49%	41688	49%	12836	49%
	<b>Total</b>	<b>456</b>	<b>100%</b>	<b>383</b>	<b>100%</b>	<b>85175</b>	<b>100%</b>	<b>26366</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	19	4%	24	6%	3932	5%	1129	4%
	Dissatisfied	46	10%	44	12%	8812	10%	2575	10%
	Neither	71	16%	57	15%	14080	17%	4223	16%
	Satisfied	189	42%	161	43%	36030	43%	11331	44%
	Very satisfied	124	28%	85	23%	21266	25%	6746	26%
	<b>Total</b>	<b>449</b>	<b>100%</b>	<b>371</b>	<b>100%</b>	<b>84120</b>	<b>100%</b>	<b>26004</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	16	4%	20	6%	2757	4%	804	3%
	Dissatisfied	24	6%	34	11%	5983	8%	1850	8%
	Neither	102	25%	84	26%	18749	24%	5628	24%
	Satisfied	167	42%	137	42%	33929	44%	10466	45%
	Very satisfied	92	23%	48	15%	15183	20%	4714	20%
	<b>Total</b>	<b>401</b>	<b>100%</b>	<b>323</b>	<b>100%</b>	<b>76601</b>	<b>100%</b>	<b>23462</b>	<b>100%</b>

*JJC compared with:*

Supervisory Relationships (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	23	5%	26	7%	4923	6%	1430	6%
	Dissatisfied	37	8%	36	10%	8575	10%	2591	10%
	Neither	82	18%	51	14%	15746	19%	4824	19%
	Satisfied	163	37%	151	41%	32578	39%	10081	39%
	Very satisfied	140	31%	102	28%	22009	26%	6964	27%
	<b>Total</b>	<b>445</b>	<b>100%</b>	<b>366</b>	<b>100%</b>	<b>83831</b>	<b>100%</b>	<b>25890</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	20	5%	22	6%	4156	5%	1226	5%
	Dissatisfied	38	9%	39	11%	8604	10%	2628	10%
	Neither	67	15%	49	13%	14795	18%	4475	17%
	Satisfied	178	40%	153	42%	34368	41%	10631	41%
	Very satisfied	141	32%	101	28%	21965	26%	6913	27%
	<b>Total</b>	<b>444</b>	<b>100%</b>	<b>364</b>	<b>100%</b>	<b>83888</b>	<b>100%</b>	<b>25873</b>	<b>100%</b>
<b>26</b> my supervisor actively seeks my ideas	Very dissatisfied	30	7%	36	10%	5775	7%	1793	7%
	Dissatisfied	33	8%	31	9%	7889	10%	2432	10%
	Neither	82	19%	52	14%	13825	17%	4347	17%
	Satisfied	137	31%	119	33%	26840	32%	8291	33%
	Very satisfied	158	36%	122	34%	28423	34%	8632	34%
	<b>Total</b>	<b>440</b>	<b>100%</b>	<b>360</b>	<b>100%</b>	<b>82752</b>	<b>100%</b>	<b>25495</b>	<b>100%</b>
<b>27</b> my supervisor seriously considers my ideas	Very dissatisfied	31	7%	31	9%	5453	7%	1677	7%
	Dissatisfied	29	7%	26	7%	6926	8%	2147	8%
	Neither	74	17%	55	15%	12927	16%	4077	16%
	Satisfied	135	31%	116	32%	26748	32%	8294	33%
	Very satisfied	171	39%	133	37%	30671	37%	9282	36%
	<b>Total</b>	<b>440</b>	<b>100%</b>	<b>361</b>	<b>100%</b>	<b>82725</b>	<b>100%</b>	<b>25477</b>	<b>100%</b>

*JJC compared with:*

Supervisory Relationships (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	13	3%	22	6%	3633	4%	1075	4%
	Dissatisfied	38	9%	41	11%	7722	9%	2297	9%
	Neither	97	22%	79	22%	17975	22%	5356	21%
	Satisfied	192	44%	148	41%	35153	42%	11086	43%
	Very satisfied	100	23%	71	20%	18525	22%	5786	23%
	<b>Total</b>	<b>440</b>	<b>100%</b>	<b>361</b>	<b>100%</b>	<b>83008</b>	<b>100%</b>	<b>25600</b>	<b>100%</b>
<b>34</b> my supervisor helps me to improve my work	Very dissatisfied	30	7%	32	9%	4955	6%	1502	6%
	Dissatisfied	34	8%	24	7%	7168	9%	2137	8%
	Neither	74	17%	75	21%	15452	19%	4884	19%
	Satisfied	148	34%	113	32%	28220	34%	8804	35%
	Very satisfied	153	35%	108	31%	26649	32%	8066	32%
	<b>Total</b>	<b>439</b>	<b>100%</b>	<b>352</b>	<b>100%</b>	<b>82444</b>	<b>100%</b>	<b>25393</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	18	4%	20	6%	3649	4%	1096	4%
	Dissatisfied	28	6%	19	5%	4927	6%	1501	6%
	Neither	56	13%	55	15%	10665	13%	3230	13%
	Satisfied	168	38%	131	36%	31478	38%	9757	38%
	Very satisfied	167	38%	136	38%	32560	39%	10131	39%
	<b>Total</b>	<b>437</b>	<b>100%</b>	<b>361</b>	<b>100%</b>	<b>83279</b>	<b>100%</b>	<b>25715</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	23	5%	35	10%	4800	6%	1402	6%
	Dissatisfied	42	10%	45	13%	8200	10%	2460	10%
	Neither	95	22%	70	19%	16253	20%	5048	20%
	Satisfied	164	38%	139	39%	33345	40%	10346	41%
	Very satisfied	110	25%	70	19%	19939	24%	6183	24%
	<b>Total</b>	<b>434</b>	<b>100%</b>	<b>359</b>	<b>100%</b>	<b>82537</b>	<b>100%</b>	<b>25439</b>	<b>100%</b>



*JJC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>JJC</b>		<b>2016</b>		<b>NILIE Normbase</b>		<b>Large 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	18	4%	23	6%	4569	6%	1260	5%
	Dissatisfied	67	15%	61	17%	7453	9%	2016	8%
	Neither	74	17%	60	17%	12688	15%	3458	13%
	Satisfied	176	40%	133	37%	32324	39%	9819	38%
	Very satisfied	106	24%	82	23%	25911	31%	9114	36%
	<b>Total</b>	<b>441</b>	<b>100%</b>	<b>359</b>	<b>100%</b>	<b>82945</b>	<b>100%</b>	<b>25667</b>	<b>100%</b>

**Table 4. Teamwork Frequency Distributions**

*JJC compared with:*

Teamwork	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	20	4%	23	6%	4024	5%	1245	5%
	Dissatisfied	45	10%	38	10%	8817	10%	2715	10%
	Neither	66	14%	38	10%	9274	11%	2986	11%
	Satisfied	138	30%	119	31%	28721	34%	8994	34%
	Very satisfied	191	42%	160	42%	33614	40%	10193	39%
	<b>Total</b>	<b>460</b>	<b>100%</b>	<b>378</b>	<b>100%</b>	<b>84450</b>	<b>100%</b>	<b>26133</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	10	2%	17	5%	2580	3%	773	3%
	Dissatisfied	33	8%	19	5%	5900	7%	1873	8%
	Neither	71	16%	54	15%	13485	17%	4187	17%
	Satisfied	181	42%	165	46%	34304	43%	10477	42%
	Very satisfied	137	32%	100	28%	24223	30%	7372	30%
	<b>Total</b>	<b>432</b>	<b>100%</b>	<b>355</b>	<b>100%</b>	<b>80492</b>	<b>100%</b>	<b>24682</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	18	4%	21	6%	4349	5%	1319	5%
	Dissatisfied	42	10%	39	11%	8029	10%	2520	10%
	Neither	72	16%	46	13%	11946	15%	3660	14%
	Satisfied	157	36%	148	41%	32443	39%	10037	40%
	Very satisfied	150	34%	107	30%	25524	31%	7799	31%
	<b>Total</b>	<b>439</b>	<b>100%</b>	<b>361</b>	<b>100%</b>	<b>82291</b>	<b>100%</b>	<b>25335</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	21	5%	23	6%	4503	5%	1341	5%
	Dissatisfied	36	8%	27	8%	7544	9%	2377	9%
	Neither	70	16%	50	14%	11662	14%	3637	14%
	Satisfied	156	36%	122	34%	31218	38%	9564	38%
	Very satisfied	156	36%	132	37%	27022	33%	8316	33%
	<b>Total</b>	<b>439</b>	<b>100%</b>	<b>354</b>	<b>100%</b>	<b>81949</b>	<b>100%</b>	<b>25235</b>	<b>100%</b>

*JJC compared with:*

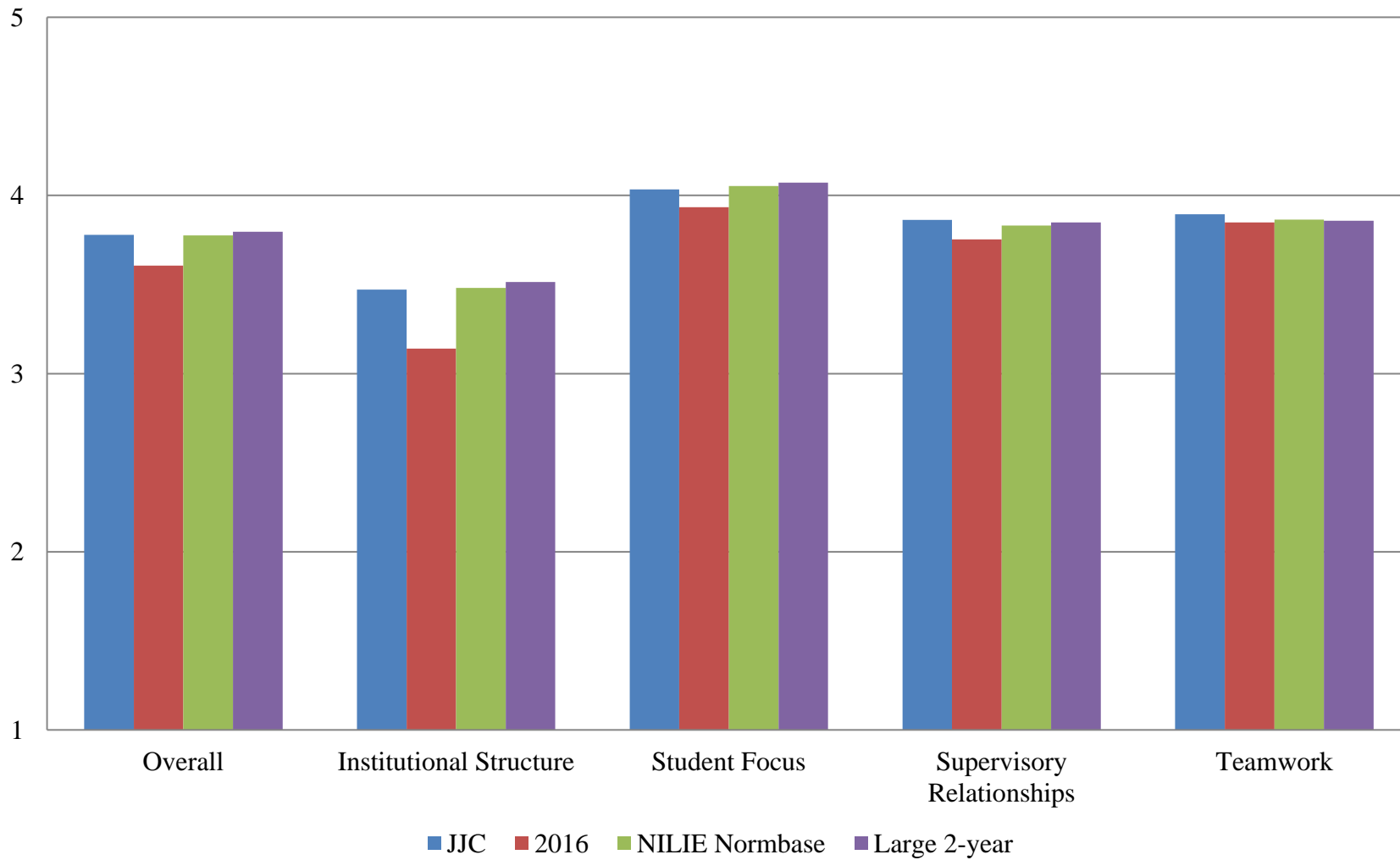
Teamwork (continued)	Response Option	JJC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	15	3%	15	4%	2843	4%	866	4%
	Dissatisfied	28	6%	29	8%	5687	7%	1785	7%
	Neither	69	16%	53	15%	13671	17%	4182	17%
	Satisfied	178	41%	148	43%	34505	43%	10480	43%
	Very satisfied	142	33%	102	29%	23619	29%	7254	30%
	<b>Total</b>	<b>432</b>	<b>100%</b>	<b>347</b>	<b>100%</b>	<b>80325</b>	<b>100%</b>	<b>24567</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	25	6%	31	9%	5169	6%	1618	6%
	Dissatisfied	38	9%	32	9%	7865	9%	2474	10%
	Neither	71	16%	43	12%	10569	13%	3389	13%
	Satisfied	158	36%	128	35%	30120	36%	9438	37%
	Very satisfied	153	34%	129	36%	29577	36%	8807	34%
	<b>Total</b>	<b>445</b>	<b>100%</b>	<b>363</b>	<b>100%</b>	<b>83300</b>	<b>100%</b>	<b>25726</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	JJC		2016			<i>JJC compared with:</i> NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	462	3.779	3.606	**	.227	3.775			3.795		
Institutional Structure	462	3.471	3.140	***	.360	3.481			3.514		
Student Focus	461	4.034	3.934	*	.149	4.052			4.072		
Supervisory Relationships	462	3.863	3.754			3.830			3.848		
Teamwork	461	3.894	3.849			3.864			3.858		

\* 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		2016			NILIE Normbase			Large 2-year		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>1</b>	the actions of this institution reflect its mission	456	3.774	3.381	***	.377	3.848			3.892	*	-.120
<b>4</b>	decisions are made at the appropriate level at this institution	450	3.224	2.825	***	.325	3.298			3.313		
<b>5</b>	the institution effectively promotes diversity in the workplace	452	4.000	3.802	**	.202	3.880	*	.116	3.937		
<b>6</b>	administrative leadership is focused on meeting the needs of students	456	3.612	3.283	***	.270	3.726	*	-.098	3.788	**	-.155
<b>10</b>	information is shared within the institution	458	3.240	2.714	***	.411	3.242			3.284		
<b>11</b>	institutional teams use problem-solving techniques	418	3.421	3.118	***	.302	3.461			3.486		
<b>15</b>	I am able to appropriately influence the direction of this institution	419	3.100	2.804	***	.250	3.144			3.131		
<b>16</b>	open and ethical communication is practiced at this institution	450	3.347	2.866	***	.382	3.351			3.397		
<b>22</b>	this institution has been successful in positively motivating my performance	441	3.444	3.127	***	.243	3.448			3.465		
<b>25</b>	a spirit of cooperation exists at this institution	443	3.454	2.970	***	.395	3.399			3.438		
<b>29</b>	institution-wide policies guide my work	434	3.724	3.469	***	.252	3.724			3.742		
<b>32</b>	this institution is appropriately organized	443	3.298	2.858	***	.359	3.298			3.331		
<b>38</b>	I have the opportunity for advancement within this institution	409	3.108	2.997			3.132			3.138		
<b>41</b>	I receive adequate information regarding important activities at this institution	445	3.717	3.416	***	.260	3.658			3.710		
<b>44</b>	my work is guided by clearly defined administrative processes	438	3.521	3.188	***	.278	3.493			3.516		

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

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

*JJC compared with:*

Student Focus	JJC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>7</b> student needs are central to what we do	458	3.773	3.568	*	.175	3.931	**	-.145	3.983	***	-.198
<b>8</b> I feel my job is relevant to this institution's mission	457	4.411	4.383			4.416			4.444		
<b>17</b> faculty meet the needs of students	424	3.943	3.915			4.008			4.008		
<b>18</b> student ethnic and cultural diversity are important at this institution	444	4.245	4.048	***	.234	4.087	***	.174	4.162	*	.095
<b>19</b> students' competencies are enhanced	425	3.993	3.812	**	.204	3.970			3.972		
<b>23</b> non-teaching professional personnel meet the needs of students	429	3.834	3.833			3.942	*	-.114	3.936	*	-.106
<b>28</b> classified personnel meet the needs of students	393	3.723	3.671			3.891	***	-.186	3.858	**	-.148
<b>31</b> students receive an excellent education at this institution	436	4.188	4.089			4.168			4.193		
<b>35</b> this institution prepares students for a career	431	4.204	4.091			4.155			4.180		
<b>37</b> this institution prepares students for further learning	431	4.193	4.120			4.158			4.186		
<b>40</b> students are assisted with their personal development	412	3.934	3.922			3.948			3.963		
<b>42</b> students are satisfied with their educational experience at this institution	401	3.963	3.789	**	.217	3.943			3.956		

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

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

*JJC compared with:*

Supervisory Relationships	JJC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>2</b> my supervisor expresses confidence in my work	461	4.236	4.192			4.202			4.205		
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	456	4.103	4.031			4.075			4.073		
<b>12</b> positive work expectations are communicated to me	449	3.786	3.644			3.736			3.769		
<b>13</b> unacceptable behaviors are identified and communicated to me	401	3.736	3.492	**	.236	3.689			3.701		
<b>20</b> I receive timely feedback for my work	445	3.809	3.730			3.694	*	.101	3.717		
<b>21</b> I receive appropriate feedback for my work	444	3.860	3.747			3.732	*	.116	3.749	*	.101
<b>26</b> my supervisor actively seeks my ideas	440	3.818	3.722			3.776			3.766		
<b>27</b> my supervisor seriously considers my ideas	440	3.877	3.814			3.849			3.838		
<b>30</b> work outcomes are clarified for me	440	3.745	3.568	*	.169	3.689			3.711		
<b>34</b> my supervisor helps me to improve my work	439	3.820	3.685			3.782			3.780		
<b>39</b> I am given the opportunity to be creative in my work	437	4.002	3.953			4.013			4.024		
<b>45</b> I have the opportunity to express my ideas in appropriate forums	434	3.682	3.457	**	.194	3.671			3.686		
<b>46</b> professional development and training opportunities are available	441	3.646	3.529			3.814	**	-.148	3.916	***	-.242

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



**Table 9. Teamwork Item Mean Comparisons**

*JJC compared with:*

Teamwork	JJC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>3</b> there is a spirit of cooperation within my work team	460	3.946	3.939			3.936			3.925		
<b>14</b> my primary work team uses problem-solving techniques	432	3.931	3.879			3.891			3.883		
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	439	3.863	3.778			3.811			3.808		
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	439	3.888	3.884			3.838			3.838		
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	432	3.935	3.844			3.876			3.874		
<b>43</b> a spirit of cooperation exists in my department	445	3.845	3.804			3.853			3.830		

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