



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Joliet Junior College

Joliet, Illinois

PACE Report

PACE Climate Survey for Community Colleges

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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as “the shared values and beliefs of members about the activities of the organization and interpersonal relationships” (p. 108). Schein (2004) observes that culture “points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual” (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization’s culture, emerging from the assumptions made about the underlying value system and finding expression through members’ attitudes and actions (Baker & Associates, 1992).

The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and communication within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they see a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker & Associates, 1992).

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.

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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Table 1. Institutional Structure Frequency Distributions

JJC compared with:

Institutional Structure	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	13	3%	30	6%	1543	2%	568	3%
	Dissatisfied	41	9%	56	12%	5807	9%	1877	9%
	Neither	79	17%	97	21%	8990	15%	2865	14%
	Satisfied	225	47%	193	41%	29031	47%	9456	46%
	Very satisfied	118	25%	94	20%	16460	27%	5585	27%
	Total	476	100%	470	100%	61831	100%	20351	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	28	6%	52	11%	4807	8%	1695	8%
	Dissatisfied	90	19%	112	24%	11904	19%	3825	19%
	Neither	108	23%	99	21%	13476	22%	4478	22%
	Satisfied	150	31%	136	29%	20796	34%	6719	33%
	Very satisfied	101	21%	71	15%	10270	17%	3441	17%
	Total	477	100%	470	100%	61253	100%	20158	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	18	4%	38	8%	2147	3%	739	4%
	Dissatisfied	39	8%	50	11%	4636	8%	1430	7%
	Neither	88	18%	98	21%	11689	19%	3514	17%
	Satisfied	178	37%	144	30%	23467	38%	7703	38%
	Very satisfied	155	32%	143	30%	19705	32%	6992	34%
	Total	478	100%	473	100%	61644	100%	20378	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	10	2%	34	7%	3257	5%	1095	5%
	Dissatisfied	48	10%	81	17%	7286	12%	2325	11%
	Neither	77	16%	85	18%	9396	15%	3017	15%
	Satisfied	187	40%	159	33%	23374	38%	7539	37%
	Very satisfied	151	32%	116	24%	18461	30%	6398	31%
	Total	473	100%	475	100%	61774	100%	20374	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	42	9%	70	15%	6551	11%	2091	10%
	Dissatisfied	75	16%	105	22%	12080	19%	3720	18%
	Neither	111	23%	102	21%	12941	21%	4251	21%
	Satisfied	156	33%	110	23%	19108	31%	6313	31%
	Very satisfied	95	20%	88	19%	11405	18%	4055	20%
	Total	479	100%	475	100%	62085	100%	20430	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	10	2%	30	7%	2359	4%	843	4%
	Dissatisfied	47	11%	68	16%	6984	12%	2167	12%
	Neither	148	33%	136	31%	17067	30%	5545	29%
	Satisfied	174	39%	140	32%	22302	39%	7377	39%
	Very satisfied	65	15%	61	14%	8282	15%	2910	15%
	Total	444	100%	435	100%	56994	100%	18842	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	40	9%	58	14%	6219	11%	2217	12%
	Dissatisfied	68	16%	85	20%	10028	17%	3175	17%
	Neither	141	32%	125	29%	16742	29%	5416	29%
	Satisfied	122	28%	108	25%	16590	29%	5417	29%
	Very satisfied	63	15%	49	12%	7982	14%	2723	14%
	Total	434	100%	425	100%	57561	100%	18948	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	37	8%	73	16%	5912	10%	1915	10%
	Dissatisfied	66	14%	96	21%	9773	16%	3026	15%
	Neither	113	24%	99	21%	12798	21%	4152	21%
	Satisfied	158	34%	113	24%	20720	34%	6893	34%
	Very satisfied	95	20%	83	18%	12007	20%	4156	21%
	Total	469	100%	464	100%	61210	100%	20142	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	37	8%	53	11%	5421	9%	1847	9%
	Dissatisfied	53	11%	73	16%	8888	15%	2895	15%
	Neither	116	25%	103	22%	12230	20%	3951	20%
	Satisfied	150	32%	143	31%	20339	33%	6644	33%
	Very satisfied	111	24%	89	19%	13856	23%	4621	23%
	Total	467	100%	461	100%	60734	100%	19958	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	29	6%	56	12%	5227	9%	1690	8%
	Dissatisfied	54	12%	96	21%	9605	16%	2948	15%
	Neither	106	23%	76	16%	12089	20%	3994	20%
	Satisfied	172	37%	152	33%	21675	36%	7145	36%
	Very satisfied	107	23%	81	18%	12329	20%	4268	21%
	Total	468	100%	461	100%	60925	100%	20045	100%
29 institution-wide policies guide my work	Very dissatisfied	7	2%	21	5%	1960	3%	729	4%
	Dissatisfied	13	3%	33	7%	3855	6%	1254	6%
	Neither	107	23%	116	26%	14255	24%	4624	23%
	Satisfied	218	47%	175	39%	26280	44%	8536	43%
	Very satisfied	117	25%	105	23%	13586	23%	4590	23%
	Total	462	100%	450	100%	59936	100%	19733	100%
32 this institution is appropriately organized	Very dissatisfied	27	6%	32	7%	5097	9%	1767	9%
	Dissatisfied	64	14%	97	21%	10911	18%	3429	17%
	Neither	117	25%	108	24%	13967	23%	4471	23%
	Satisfied	157	34%	136	30%	19994	33%	6590	33%
	Very satisfied	95	21%	81	18%	9869	16%	3440	17%
	Total	460	100%	454	100%	59838	100%	19697	100%

JJC compared with:

Institutional Structure (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	46	10%	67	16%	8432	15%	2842	15%
	Dissatisfied	73	17%	92	21%	9034	16%	2935	16%
	Neither	121	28%	102	24%	14403	25%	4491	24%
	Satisfied	112	25%	110	26%	15305	27%	5152	27%
	Very satisfied	88	20%	57	13%	9828	17%	3460	18%
	Total	440	100%	428	100%	57002	100%	18880	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	11	2%	30	7%	2976	5%	1004	5%
	Dissatisfied	56	12%	50	11%	7033	12%	2207	11%
	Neither	70	15%	77	17%	10302	17%	3288	17%
	Satisfied	223	48%	192	42%	25941	43%	8493	43%
	Very satisfied	106	23%	107	23%	14268	24%	4924	25%
	Total	466	100%	456	100%	60520	100%	19916	100%
44 administrative processes are clearly defined	Very dissatisfied	33	7%	54	12%	4329	7%	1546	8%
	Dissatisfied	75	16%	84	19%	7665	13%	2487	13%
	Neither	120	26%	108	24%	13314	22%	4334	22%
	Satisfied	154	33%	133	29%	22289	37%	7244	37%
	Very satisfied	79	17%	73	16%	12045	20%	4031	21%
	Total	461	100%	452	100%	59642	100%	19642	100%

Table 2. Student Focus Frequency Distributions

JJC compared with:

Student Focus	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	9	2%	23	5%	2140	3%	737	4%
	Dissatisfied	37	8%	51	11%	5963	10%	1838	9%
	Neither	62	13%	84	18%	7642	12%	2470	12%
	Satisfied	171	36%	154	32%	23204	37%	7462	37%
	Very satisfied	198	42%	162	34%	22949	37%	7918	39%
	Total	477	100%	474	100%	61898	100%	20425	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	1%	7	1%	901	1%	323	2%
	Dissatisfied	4	1%	16	3%	1564	3%	515	3%
	Neither	37	8%	34	7%	3851	6%	1282	6%
	Satisfied	140	30%	140	30%	19764	32%	6419	31%
	Very satisfied	285	61%	273	58%	36014	58%	11883	58%
	Total	471	100%	470	100%	62094	100%	20422	100%
17 faculty meet the needs of students	Very dissatisfied	8	2%	14	3%	901	2%	325	2%
	Dissatisfied	30	7%	26	6%	3230	6%	1051	6%
	Neither	67	15%	75	17%	9072	16%	2972	16%
	Satisfied	196	45%	189	44%	26046	45%	8511	45%
	Very satisfied	135	31%	130	30%	18548	32%	6094	32%
	Total	436	100%	434	100%	57797	100%	18953	100%
18 student diversity is important at this institution	Very dissatisfied	11	2%	20	4%	1125	2%	377	2%
	Dissatisfied	17	4%	18	4%	2441	4%	640	3%
	Neither	61	13%	83	18%	8680	14%	2492	12%
	Satisfied	190	41%	172	37%	25096	41%	8200	41%
	Very satisfied	183	40%	167	36%	23318	38%	8305	41%
	Total	462	100%	460	100%	60660	100%	20014	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	6	1%	9	2%	757	1%	314	2%
	Dissatisfied	15	3%	22	5%	2409	4%	819	4%
	Neither	97	22%	100	23%	10537	18%	3450	18%
	Satisfied	202	46%	191	44%	27932	48%	9034	47%
	Very satisfied	118	27%	111	26%	16439	28%	5550	29%
	Total	438	100%	433	100%	58074	100%	19167	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	6	1%	10	2%	1240	2%	447	2%
	Dissatisfied	20	5%	34	8%	3614	6%	1206	6%
	Neither	75	17%	85	19%	9399	16%	3247	17%
	Satisfied	195	44%	198	44%	26619	46%	8566	45%
	Very satisfied	144	33%	122	27%	17536	30%	5769	30%
	Total	440	100%	449	100%	58408	100%	19235	100%
28 classified personnel meet the needs of students	Very dissatisfied	4	1%	12	3%	1028	2%	396	2%
	Dissatisfied	8	2%	27	7%	2403	4%	809	5%
	Neither	106	27%	107	27%	12027	22%	4193	24%
	Satisfied	177	44%	163	41%	24082	44%	7631	43%
	Very satisfied	105	26%	86	22%	14657	27%	4797	27%
	Total	400	100%	395	100%	54197	100%	17826	100%
31 students receive an excellent education at this institution	Very dissatisfied	4	1%	6	1%	565	1%	218	1%
	Dissatisfied	15	3%	14	3%	1939	3%	637	3%
	Neither	58	13%	73	16%	6978	12%	2294	12%
	Satisfied	194	43%	178	40%	27294	46%	8754	45%
	Very satisfied	175	39%	178	40%	22503	38%	7648	39%
	Total	446	100%	449	100%	59279	100%	19551	100%

JJC compared with:

Student Focus (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	2	0%	6	1%	669	1%	261	1%
	Dissatisfied	14	3%	13	3%	1786	3%	611	3%
	Neither	58	13%	50	11%	7257	12%	2426	12%
	Satisfied	191	43%	197	44%	27134	46%	8762	45%
	Very satisfied	182	41%	179	40%	22263	38%	7432	38%
	Total	447	100%	445	100%	59109	100%	19492	100%
37 this institution prepares students for further learning	Very dissatisfied	5	1%	5	1%	692	1%	278	1%
	Dissatisfied	10	2%	16	4%	1772	3%	622	3%
	Neither	55	12%	48	11%	6561	11%	2144	11%
	Satisfied	205	46%	214	48%	28126	48%	9082	47%
	Very satisfied	173	39%	161	36%	22033	37%	7395	38%
	Total	448	100%	444	100%	59184	100%	19521	100%
40 students are assisted with their personal development	Very dissatisfied	4	1%	10	2%	845	1%	328	2%
	Dissatisfied	12	3%	22	5%	2557	5%	785	4%
	Neither	81	19%	88	21%	10687	19%	3520	19%
	Satisfied	193	45%	172	41%	26384	47%	8484	45%
	Very satisfied	140	33%	129	31%	16239	29%	5617	30%
	Total	430	100%	421	100%	56712	100%	18734	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	4	1%	527	1%	204	1%
	Dissatisfied	18	4%	10	2%	1799	3%	565	3%
	Neither	83	20%	96	24%	10692	19%	3528	19%
	Satisfied	217	52%	196	48%	29521	54%	9510	52%
	Very satisfied	93	22%	101	25%	12526	23%	4364	24%
	Total	414	100%	407	100%	55065	100%	18171	100%

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships		JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	13	3%	19	4%	2046	3%	698	3%
	Dissatisfied	14	3%	32	7%	3677	6%	1219	6%
	Neither	37	8%	39	8%	5465	9%	1864	9%
	Satisfied	133	28%	127	27%	17900	29%	5973	29%
	Very satisfied	281	59%	261	55%	32905	53%	10603	52%
	Total	478	100%	478	100%	61993	100%	20357	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	16	3%	29	6%	3130	5%	1075	5%
	Dissatisfied	20	4%	32	7%	4458	7%	1526	7%
	Neither	44	9%	37	8%	6214	10%	2079	10%
	Satisfied	130	27%	144	30%	16942	27%	5562	27%
	Very satisfied	264	56%	232	49%	31231	50%	10129	50%
	Total	474	100%	474	100%	61975	100%	20371	100%
12 positive work expectations are communicated to me	Very dissatisfied	18	4%	29	6%	2795	5%	984	5%
	Dissatisfied	26	6%	39	8%	6100	10%	2024	10%
	Neither	74	16%	61	13%	9858	16%	3281	16%
	Satisfied	204	44%	204	44%	26232	43%	8561	42%
	Very satisfied	144	31%	130	28%	16282	27%	5296	26%
	Total	466	100%	463	100%	61267	100%	20146	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	11	3%	20	5%	1965	4%	684	4%
	Dissatisfied	21	5%	30	7%	4120	7%	1372	8%
	Neither	98	24%	83	20%	13338	24%	4327	24%
	Satisfied	179	44%	191	47%	24092	44%	7944	43%
	Very satisfied	94	23%	83	20%	11711	21%	3953	22%
	Total	403	100%	407	100%	55226	100%	18280	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	16	3%	23	5%	3331	5%	1156	6%
	Dissatisfied	26	6%	51	11%	5743	9%	1895	9%
	Neither	76	16%	76	16%	10955	18%	3636	18%
	Satisfied	182	39%	173	38%	23588	39%	7717	39%
	Very satisfied	168	36%	138	30%	17240	28%	5592	28%
	Total	468	100%	461	100%	60857	100%	19996	100%
21 I receive appropriate feedback for my work	Very dissatisfied	12	3%	23	5%	2897	5%	1017	5%
	Dissatisfied	29	6%	38	8%	5703	9%	1887	9%
	Neither	70	15%	75	16%	10246	17%	3377	17%
	Satisfied	202	43%	185	40%	24871	41%	8099	41%
	Very satisfied	156	33%	141	31%	17005	28%	5558	28%
	Total	469	100%	462	100%	60722	100%	19938	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	19	4%	42	9%	4036	7%	1396	7%
	Dissatisfied	34	7%	34	7%	5292	9%	1714	9%
	Neither	69	15%	62	14%	9587	16%	3246	16%
	Satisfied	136	29%	142	31%	19373	32%	6408	32%
	Very satisfied	206	44%	179	39%	21856	36%	7005	35%
	Total	464	100%	459	100%	60144	100%	19769	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	17	4%	43	9%	3802	6%	1308	7%
	Dissatisfied	33	7%	35	8%	4708	8%	1588	8%
	Neither	55	12%	46	10%	8880	15%	3032	15%
	Satisfied	145	31%	150	33%	19251	32%	6340	32%
	Very satisfied	213	46%	186	40%	23447	39%	7463	38%
	Total	463	100%	460	100%	60088	100%	19731	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	10	2%	26	6%	2469	4%	896	5%
	Dissatisfied	23	5%	31	7%	5354	9%	1800	9%
	Neither	98	21%	85	19%	12273	20%	4001	20%
	Satisfied	193	42%	198	43%	25629	43%	8331	42%
	Very satisfied	139	30%	116	25%	14568	24%	4799	24%
	Total	463	100%	456	100%	60293	100%	19827	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	19	4%	33	7%	3487	6%	1198	6%
	Dissatisfied	34	7%	37	8%	4828	8%	1567	8%
	Neither	73	16%	67	15%	10508	18%	3554	18%
	Satisfied	155	33%	147	32%	20202	34%	6595	34%
	Very satisfied	183	39%	170	37%	20681	35%	6703	34%
	Total	464	100%	454	100%	59706	100%	19617	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	3%	32	7%	2549	4%	965	5%
	Dissatisfied	20	4%	24	5%	3418	6%	1112	6%
	Neither	57	12%	59	13%	7588	13%	2512	13%
	Satisfied	191	41%	183	40%	22737	38%	7415	37%
	Very satisfied	183	39%	155	34%	23879	40%	7785	39%
	Total	464	100%	453	100%	60171	100%	19789	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	21	5%	34	8%	3338	6%	1198	6%
	Dissatisfied	37	8%	53	12%	5621	9%	1837	9%
	Neither	104	23%	96	22%	11201	19%	3683	19%
	Satisfied	167	36%	171	38%	24370	41%	7926	40%
	Very satisfied	130	28%	92	21%	15197	25%	4973	25%
	Total	459	100%	446	100%	59727	100%	19617	100%

JJC compared with:

Supervisory Relationships (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	19	4%	32	7%	3197	5%	1005	5%
	Dissatisfied	29	6%	37	8%	5382	9%	1580	8%
	Neither	54	12%	84	19%	8893	15%	2822	14%
	Satisfied	199	43%	183	40%	23300	39%	7733	39%
	Very satisfied	158	34%	117	26%	19261	32%	6650	34%
	Total	459	100%	453	100%	60033	100%	19790	100%

Table 4. Teamwork Frequency Distributions

		<i>JJC compared with:</i>							
Teamwork	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	14	3%	31	7%	2783	5%	1008	5%
	Dissatisfied	35	7%	43	9%	6177	10%	2039	10%
	Neither	47	10%	48	10%	6476	10%	2252	11%
	Satisfied	149	31%	137	29%	20906	34%	6876	34%
	Very satisfied	231	49%	209	45%	25460	41%	8154	40%
	Total	476	100%	468	100%	61802	100%	20329	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	9	2%	13	3%	1698	3%	624	3%
	Dissatisfied	26	6%	23	5%	4076	7%	1337	7%
	Neither	51	11%	64	14%	9162	16%	3032	16%
	Satisfied	182	40%	162	37%	24919	42%	8222	42%
	Very satisfied	183	41%	180	41%	19127	32%	6181	32%
	Total	451	100%	442	100%	58982	100%	19396	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	17	4%	30	7%	3039	5%	1082	5%
	Dissatisfied	28	6%	33	7%	5536	9%	1813	9%
	Neither	61	13%	55	12%	8301	14%	2776	14%
	Satisfied	185	40%	191	42%	23545	39%	7760	39%
	Very satisfied	172	37%	145	32%	19583	33%	6320	32%
	Total	463	100%	454	100%	60004	100%	19751	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	20	4%	28	6%	3180	5%	1114	6%
	Dissatisfied	29	6%	41	9%	5080	9%	1698	9%
	Neither	60	13%	51	11%	7941	13%	2661	14%
	Satisfied	155	34%	157	35%	22574	38%	7312	37%
	Very satisfied	196	43%	175	39%	20818	35%	6834	35%
	Total	460	100%	452	100%	59593	100%	19619	100%

JJC compared with:

Teamwork (continued)	Response Option	JJC		2020		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	12	3%	19	4%	1951	3%	693	4%
	Dissatisfied	23	5%	28	6%	3945	7%	1321	7%
	Neither	56	12%	58	13%	9110	16%	3051	16%
	Satisfied	190	42%	174	40%	25075	43%	8081	42%
	Very satisfied	172	38%	161	37%	18440	32%	6108	32%
	Total	453	100%	440	100%	58521	100%	19254	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	27	6%	36	8%	3619	6%	1327	7%
	Dissatisfied	33	7%	45	10%	5363	9%	1853	9%
	Neither	50	11%	47	10%	7119	12%	2457	12%
	Satisfied	146	31%	142	31%	21695	36%	7073	36%
	Very satisfied	208	45%	186	41%	22467	37%	7151	36%
	Total	464	100%	456	100%	60263	100%	19861	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>JJC compared with:</i>										
	JJC		2020			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	484	3.884	3.717	***	.220	3.800	*	.111	3.799	*	.110
Institutional Structure	484	3.567	3.327	***	.259	3.502			3.518		
Student Focus	483	4.078	3.982	*	.139	4.060			4.064		
Supervisory Relationships	484	4.018	3.839	**	.202	3.867	***	.169	3.854	***	.181
Teamwork	483	4.052	3.931			3.907	**	.150	3.885	***	.171

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

Figure 1. Means by Comparison Group and Climate Factor

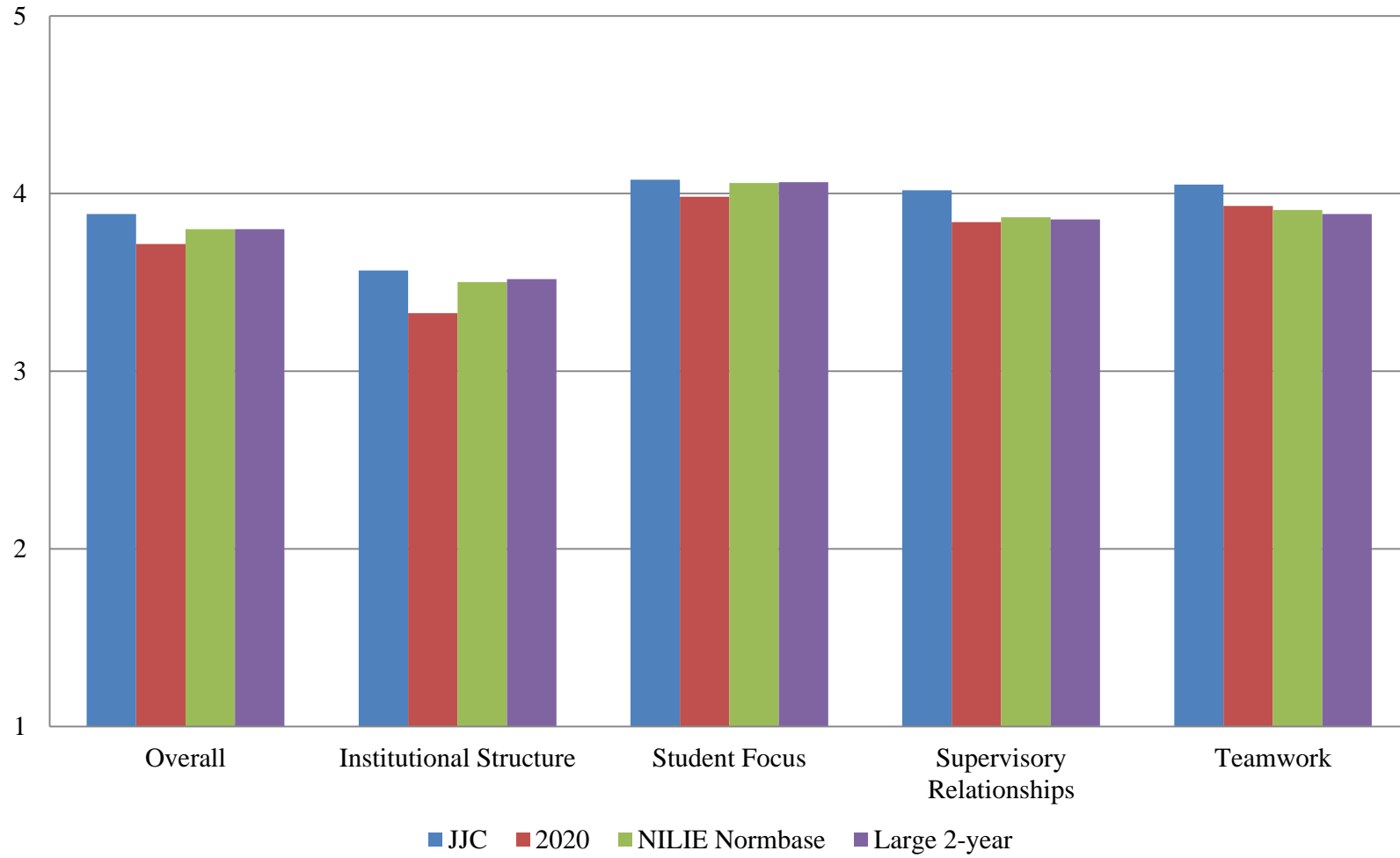


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>JJC compared with:</i>										
		JJC		2020			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>												
1	the actions of this institution reflect its mission	476	3.828	3.564	***	.249	3.858			3.865		
4	decisions are made at the appropriate level at this institution	477	3.432	3.132	***	.247	3.324	*	.091	3.317	*	.096
5	the institution effectively promotes diversity in the workplace	478	3.864	3.643	**	.191	3.875			3.922		
6	administrative leadership is focused on meeting the needs of students	473	3.890	3.509	***	.335	3.753	**	.119	3.776	*	.098
10	information is shared within the institution	479	3.390	3.086	***	.238	3.270	*	.096	3.319		
11	institutional teams use problem-solving techniques	444	3.534	3.308	**	.220	3.477			3.496		
15	I am able to appropriately influence the direction of this institution	434	3.230	3.012	**	.185	3.175			3.172		
16	open and ethical communication is practiced at this institution	469	3.443	3.080	***	.288	3.378			3.415		
22	this institution has been successful in positively motivating my performance	467	3.525	3.308	**	.176	3.466			3.466		
25	a spirit of cooperation exists at this institution	468	3.585	3.230	***	.291	3.431	**	.127	3.467	*	.098
29	institution-wide policies guide my work	462	3.920	3.689	***	.241	3.762	***	.161	3.760	***	.160
32	this institution is appropriately organized	460	3.498	3.302	*	.168	3.311	***	.157	3.330	**	.139
38	I have the opportunity for advancement within this institution	440	3.280	2.995	***	.225	3.159			3.183		
41	I receive adequate information regarding important activities at this institution	466	3.766	3.649			3.686			3.709		
44	administrative processes are clearly defined	461	3.371	3.192	*	.148	3.504	*	-.115	3.495	*	-.106

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

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>JJC compared with:</i>										
	JJC		2020			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>											
7	477	4.073	3.804	***	.248	3.951	*	.112	3.979		
8	471	4.478	4.396			4.424			4.421		
17	436	3.963	3.910			4.005			4.002		
18	462	4.119	3.974	*	.146	4.105			4.170		
19	438	3.938	3.861			3.980			3.975		
23	440	4.025	3.864	*	.172	3.952			3.936		
28	400	3.928	3.719	**	.229	3.903			3.876		
31	446	4.168	4.131			4.168			4.175		
35	447	4.201	4.191			4.159			4.154		
37	448	4.185	4.149			4.166			4.163		
40	430	4.053	3.922	*	.146	3.963	*	.102	3.976		
42	414	3.915	3.934			3.939			3.950		

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>JJC compared with:</i>										
		JJC		2020			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>												
2	my supervisor/chair expresses confidence in my work	478	4.370	4.211	*	.155	4.225	**	.138	4.207	***	.155
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	474	4.278	4.093	**	.168	4.108	**	.147	4.087	***	.164
12	positive work expectations are communicated to me	466	3.923	3.793			3.769	**	.142	3.753	***	.155
13	unacceptable behaviors are identified and communicated to me	403	3.804	3.705			3.715			3.717		
20	I receive timely feedback for my work	468	3.983	3.764	**	.202	3.750	***	.206	3.735	***	.219
21	I receive appropriate feedback for my work	469	3.983	3.829	*	.148	3.780	***	.185	3.767	***	.195
26	my supervisor/chair actively seeks my ideas	464	4.026	3.832	*	.161	3.827	***	.166	3.805	***	.183
27	my supervisor/chair seriously considers my ideas	463	4.089	3.872	**	.182	3.896	***	.162	3.865	***	.187
30	work outcomes are clarified for me	463	3.924	3.761	*	.161	3.738	***	.178	3.723	***	.189
34	my supervisor/chair helps me to improve my work	464	3.968	3.846			3.833	*	.116	3.818	**	.129
39	I am given the opportunity to be creative in my work	464	4.101	3.894	**	.196	4.030			4.008		
45	I have the opportunity to express my ideas in appropriate forums	459	3.758	3.525	**	.207	3.711			3.695		
46	professional development and training opportunities are available	459	3.976	3.698	***	.254	3.834	**	.126	3.881		

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>JJC compared with:</i>										
		JJC		2020			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>												
3	there is a spirit of cooperation within my work team	476	4.151	3.962	*	.165	3.972	***	.156	3.941	***	.181
14	my primary work team uses problem-solving techniques	451	4.118	4.070			3.944	***	.172	3.928	***	.187
24	there is an opportunity for all ideas to be exchanged within my work team	463	4.009	3.855	*	.141	3.852	**	.140	3.832	***	.156
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	460	4.039	3.907			3.886	**	.135	3.869	**	.148
36	my work team coordinates its efforts with appropriate individuals and teams	453	4.075	3.977			3.925	**	.148	3.914	***	.157
43	a spirit of cooperation exists in my department	464	4.024	3.871			3.897	*	.108	3.849	**	.146

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