



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Golden West College Huntington Beach, California

Personal Assessment of the College Environment (PACE) Report

by

Laura Garland & Alessandra Dinin

The National Initiative for Leadership
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Audrey Jaeger, PhD, Executive Director
Alessandra Dinin, Director of Research
Jemilia Davis, Researcher
Laura Garland, Researcher
Dominique Foster, Researcher
Greg King, Researcher

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

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

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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).

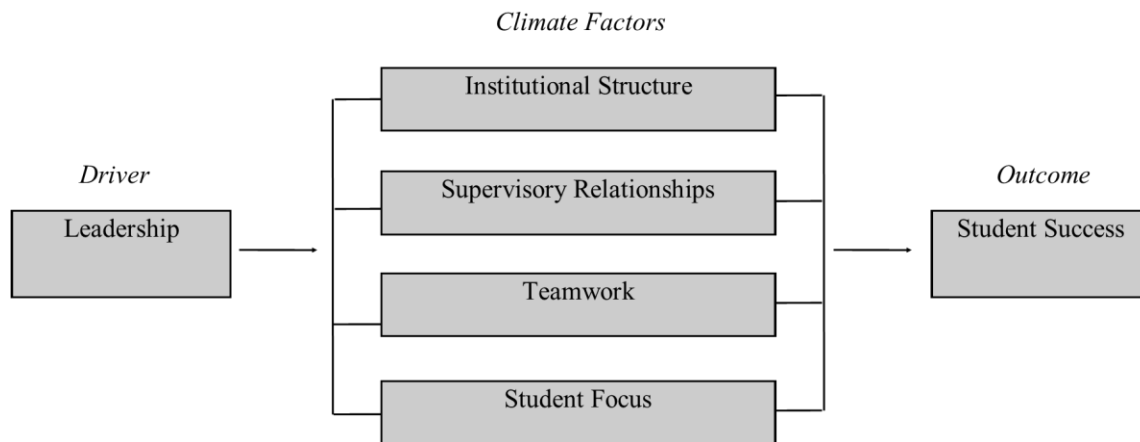
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission,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

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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Table 1. Institutional Structure Frequency Distributions

GWC compared with:

Institutional Structure	Response Option	GWC		2014		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	4	1%	17	6%	1995	3%	535	2%
	Dissatisfied	23	8%	45	15%	7607	10%	2224	9%
	Neither	56	20%	59	20%	11252	14%	3390	14%
	Satisfied	132	48%	124	41%	37428	48%	11941	48%
	Very satisfied	59	22%	54	18%	20359	26%	6912	28%
	Total	274	100%	299	100%	78641	100%	25002	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	23	8%	41	14%	6518	8%	1897	8%
	Dissatisfied	53	20%	67	23%	15563	20%	4907	20%
	Neither	52	19%	64	22%	16928	22%	5433	22%
	Satisfied	90	33%	80	27%	26038	34%	8404	34%
	Very satisfied	53	20%	42	14%	12650	16%	4012	16%
	Total	271	100%	294	100%	77697	100%	24653	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	9	3%	15	5%	2637	3%	757	3%
	Dissatisfied	9	3%	23	8%	5515	7%	1726	7%
	Neither	48	17%	61	21%	14916	19%	4311	17%
	Satisfied	119	43%	110	37%	30560	39%	9640	39%
	Very satisfied	94	34%	85	29%	24578	31%	8464	34%
	Total	279	100%	294	100%	78206	100%	24898	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	15	5%	34	11%	4326	6%	1159	5%
	Dissatisfied	30	11%	56	19%	9403	12%	2795	11%
	Neither	37	13%	50	17%	12358	16%	3815	15%
	Satisfied	101	37%	88	30%	29740	38%	9460	38%
	Very satisfied	93	34%	68	23%	22583	29%	7672	31%
	Total	276	100%	296	100%	78410	100%	24901	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2014		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	30	11%	44	15%	8633	11%	2497	10%
	Dissatisfied	50	18%	60	20%	15688	20%	4852	19%
	Neither	72	26%	63	21%	16345	21%	5201	21%
	Satisfied	74	27%	77	26%	24035	31%	7843	31%
	Very satisfied	53	19%	51	17%	13917	18%	4620	18%
	Total	279	100%	295	100%	78618	100%	25013	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	11	4%	14	5%	2908	4%	827	4%
	Dissatisfied	28	11%	45	17%	8925	12%	2599	11%
	Neither	89	35%	84	31%	22100	31%	6915	31%
	Satisfied	90	36%	93	34%	28454	39%	9126	40%
	Very satisfied	35	14%	34	13%	9796	14%	3140	14%
	Total	253	100%	270	100%	72183	100%	22607	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	25	10%	42	15%	8290	11%	2536	11%
	Dissatisfied	32	12%	56	20%	12921	18%	4174	18%
	Neither	76	29%	71	26%	21680	30%	6953	30%
	Satisfied	77	30%	66	24%	20615	28%	6454	28%
	Very satisfied	50	19%	40	15%	9493	13%	2891	13%
	Total	260	100%	275	100%	72999	100%	23008	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	24	9%	46	16%	7772	10%	2189	9%
	Dissatisfied	40	15%	51	18%	12868	17%	3901	16%
	Neither	51	19%	60	21%	16275	21%	5263	21%
	Satisfied	99	37%	79	28%	26316	34%	8529	35%
	Very satisfied	57	21%	50	17%	14463	19%	4769	19%
	Total	271	100%	286	100%	77694	100%	24651	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2014		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	30	11%	40	15%	7028	9%	2127	9%
	Dissatisfied	36	14%	42	15%	11453	15%	3566	15%
	Neither	59	22%	64	23%	15767	20%	4927	20%
	Satisfied	77	29%	73	27%	25969	34%	8363	34%
	Very satisfied	64	24%	54	20%	17018	22%	5494	22%
	Total	266	100%	273	100%	77235	100%	24477	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	21	8%	43	15%	7001	9%	2037	8%
	Dissatisfied	34	13%	55	20%	12550	16%	3791	15%
	Neither	61	23%	57	21%	15728	20%	4991	20%
	Satisfied	87	33%	78	28%	27377	35%	8819	36%
	Very satisfied	61	23%	45	16%	14851	19%	4918	20%
	Total	264	100%	278	100%	77507	100%	24556	100%
29 institution-wide policies guide my work	Very dissatisfied	9	3%	21	8%	2759	4%	799	3%
	Dissatisfied	17	6%	28	10%	5126	7%	1516	6%
	Neither	87	33%	74	27%	18814	25%	5917	25%
	Satisfied	91	35%	92	34%	33520	44%	10722	45%
	Very satisfied	59	22%	58	21%	15898	21%	5119	21%
	Total	263	100%	273	100%	76117	100%	24073	100%
32 this institution is appropriately organized	Very dissatisfied	20	8%	45	16%	6653	9%	1975	8%
	Dissatisfied	39	15%	58	21%	14065	18%	4299	18%
	Neither	70	27%	57	21%	17515	23%	5492	23%
	Satisfied	83	32%	74	27%	25909	34%	8249	34%
	Very satisfied	48	18%	39	14%	12130	16%	4107	17%
	Total	260	100%	273	100%	76272	100%	24122	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2014		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	36	14%	43	16%	10872	15%	3490	15%
	Dissatisfied	31	12%	33	13%	11699	16%	3706	16%
	Neither	70	28%	75	28%	18425	25%	5722	25%
	Satisfied	63	25%	67	25%	19812	27%	6244	27%
	Very satisfied	49	20%	46	17%	11814	16%	3905	17%
	Total	249	100%	264	100%	72622	100%	23067	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	10	4%	27	10%	4056	5%	1127	5%
	Dissatisfied	40	15%	42	15%	9328	12%	2740	11%
	Neither	58	22%	43	15%	13273	17%	4028	16%
	Satisfied	98	37%	106	38%	33121	43%	10656	44%
	Very satisfied	59	22%	61	22%	17481	23%	5934	24%
	Total	265	100%	279	100%	77259	100%	24485	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	21	8%	35	13%	5486	7%	1589	7%
	Dissatisfied	31	12%	32	12%	9688	13%	2994	12%
	Neither	54	21%	56	21%	17487	23%	5567	23%
	Satisfied	103	39%	101	37%	28768	38%	9187	38%
	Very satisfied	53	20%	49	18%	14615	19%	4704	20%
	Total	262	100%	273	100%	76044	100%	24041	100%

Table 2. Student Focus Frequency Distributions

GWC compared with:

Student Focus	Response Option	GWC		2014		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	10	4%	21	7%	2800	4%	727	3%
	Dissatisfied	25	9%	52	18%	7742	10%	2314	9%
	Neither	32	11%	48	16%	9831	13%	2952	12%
	Satisfied	109	39%	87	29%	29939	38%	9559	38%
	Very satisfied	104	37%	89	30%	28275	36%	9446	38%
	Total	280	100%	297	100%	78587	100%	24998	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	1%	6	2%	1180	2%	330	1%
	Dissatisfied	6	2%	6	2%	2030	3%	610	2%
	Neither	20	7%	29	10%	4912	6%	1429	6%
	Satisfied	87	31%	95	32%	25482	32%	7900	32%
	Very satisfied	165	59%	159	54%	44901	57%	14706	59%
	Total	282	100%	295	100%	78505	100%	24975	100%
17 faculty meet the needs of students	Very dissatisfied	4	2%	12	4%	1073	1%	328	1%
	Dissatisfied	26	10%	23	8%	3988	5%	1292	6%
	Neither	48	19%	60	22%	11415	15%	3530	15%
	Satisfied	112	44%	114	42%	33989	46%	10787	46%
	Very satisfied	65	25%	63	23%	23207	32%	7490	32%
	Total	255	100%	272	100%	73672	100%	23427	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	10	4%	9	3%	1346	2%	373	2%
	Dissatisfied	8	3%	18	6%	2906	4%	787	3%
	Neither	37	14%	63	22%	11554	15%	3129	13%
	Satisfied	116	43%	105	37%	32762	43%	10362	42%
	Very satisfied	97	36%	89	31%	28234	37%	9813	40%
	Total	268	100%	284	100%	76802	100%	24464	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2014		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	2%	9	3%	954	1%	295	1%
	Dissatisfied	11	4%	28	10%	3162	4%	1010	4%
	Neither	62	25%	71	26%	13333	18%	4139	18%
	Satisfied	110	44%	106	39%	36331	49%	11544	49%
	Very satisfied	65	26%	59	22%	20242	27%	6559	28%
	Total	252	100%	273	100%	74022	100%	23547	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	6	2%	13	5%	1568	2%	486	2%
	Dissatisfied	17	7%	18	7%	4642	6%	1497	6%
	Neither	54	21%	57	22%	12231	16%	3853	16%
	Satisfied	102	40%	104	40%	34299	46%	10608	45%
	Very satisfied	75	30%	69	26%	21630	29%	7024	30%
	Total	254	100%	261	100%	74370	100%	23468	100%
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	12	4%	1324	2%	416	2%
	Dissatisfied	12	5%	21	8%	3203	5%	983	5%
	Neither	48	19%	46	17%	15459	22%	5138	24%
	Satisfied	109	43%	109	41%	31553	45%	9429	44%
	Very satisfied	82	32%	79	30%	17891	26%	5398	25%
	Total	254	100%	267	100%	69430	100%	21364	100%
31 students receive an excellent education at this institution	Very dissatisfied	4	2%	3	1%	671	1%	189	1%
	Dissatisfied	7	3%	19	7%	2502	3%	750	3%
	Neither	44	17%	60	22%	8914	12%	2651	11%
	Satisfied	129	50%	114	42%	34978	46%	10841	45%
	Very satisfied	73	28%	75	28%	28630	38%	9627	40%
	Total	257	100%	271	100%	75695	100%	24058	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2014		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	6	2%	4	1%	778	1%	215	1%
	Dissatisfied	8	3%	13	5%	2274	3%	664	3%
	Neither	39	15%	55	20%	9378	12%	2764	12%
	Satisfied	110	43%	125	46%	35100	47%	11021	46%
	Very satisfied	92	36%	73	27%	27894	37%	9296	39%
	Total	255	100%	270	100%	75424	100%	23960	100%
37 this institution prepares students for further learning	Very dissatisfied	6	2%	5	2%	814	1%	224	1%
	Dissatisfied	3	1%	12	4%	2264	3%	657	3%
	Neither	30	12%	45	16%	8547	11%	2516	10%
	Satisfied	125	49%	132	48%	36638	48%	11470	48%
	Very satisfied	91	36%	79	29%	27297	36%	9112	38%
	Total	255	100%	273	100%	75560	100%	23979	100%
40 students are assisted with their personal development	Very dissatisfied	4	2%	12	5%	1035	1%	306	1%
	Dissatisfied	13	5%	17	7%	3150	4%	966	4%
	Neither	57	23%	59	23%	14046	19%	4314	19%
	Satisfied	96	39%	107	41%	34156	47%	10748	47%
	Very satisfied	76	31%	63	24%	19730	27%	6536	29%
	Total	246	100%	258	100%	72117	100%	22870	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	5	2%	4	2%	610	1%	182	1%
	Dissatisfied	4	2%	17	7%	2254	3%	694	3%
	Neither	57	24%	63	25%	13295	19%	4001	18%
	Satisfied	118	49%	121	48%	38879	55%	12358	55%
	Very satisfied	56	23%	48	19%	15672	22%	5147	23%
	Total	240	100%	253	100%	70710	100%	22382	100%

Table 3. Supervisory Relationships Frequency Distributions

GWC compared with:

Supervisory Relationships	Response Option	GWC		2014		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	15	5%	18	6%	2647	3%	796	3%
	Dissatisfied	17	6%	13	4%	4937	6%	1541	6%
	Neither	20	7%	32	11%	7098	9%	2274	9%
	Satisfied	75	26%	80	28%	22984	29%	7436	30%
	Very satisfied	157	55%	147	51%	40663	52%	12833	52%
	Total	284	100%	290	100%	78329	100%	24880	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	10	4%	19	6%	4200	5%	1289	5%
	Dissatisfied	25	9%	23	8%	5910	8%	1916	8%
	Neither	28	10%	41	14%	8205	10%	2641	11%
	Satisfied	85	30%	83	28%	21840	28%	6950	28%
	Very satisfied	133	47%	132	44%	38346	49%	12135	49%
	Total	281	100%	298	100%	78501	100%	24931	100%
12 positive work expectations are communicated to me	Very dissatisfied	16	6%	24	9%	3622	5%	1047	4%
	Dissatisfied	27	10%	32	11%	8121	10%	2447	10%
	Neither	43	16%	53	19%	13033	17%	3978	16%
	Satisfied	125	46%	103	37%	33207	43%	10730	44%
	Very satisfied	58	22%	69	25%	19541	25%	6394	26%
	Total	269	100%	281	100%	77524	100%	24596	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	9	4%	22	8%	2571	4%	751	3%
	Dissatisfied	17	7%	23	9%	5547	8%	1747	8%
	Neither	58	24%	77	29%	17244	24%	5316	24%
	Satisfied	100	42%	92	35%	31395	44%	9941	45%
	Very satisfied	53	22%	49	19%	13994	20%	4447	20%
	Total	237	100%	263	100%	70751	100%	22202	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2014		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	13	5%	25	9%	4544	6%	1349	6%
	Dissatisfied	37	14%	33	12%	7892	10%	2442	10%
	Neither	49	18%	61	22%	14522	19%	4546	19%
	Satisfied	98	36%	100	35%	30087	39%	9576	39%
	Very satisfied	76	28%	64	23%	20250	26%	6591	27%
	Total	273	100%	283	100%	77295	100%	24504	100%
21 I receive appropriate feedback for my work	Very dissatisfied	13	5%	22	8%	3832	5%	1155	5%
	Dissatisfied	27	10%	29	11%	7949	10%	2491	10%
	Neither	46	18%	59	21%	13659	18%	4227	17%
	Satisfied	107	41%	111	40%	31698	41%	10085	41%
	Very satisfied	69	26%	55	20%	20232	26%	6540	27%
	Total	262	100%	276	100%	77370	100%	24498	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	20	8%	29	11%	5310	7%	1697	7%
	Dissatisfied	25	9%	28	10%	7272	10%	2305	10%
	Neither	45	17%	43	16%	12748	17%	4089	17%
	Satisfied	83	31%	85	31%	24787	32%	7854	33%
	Very satisfied	91	34%	90	33%	26206	34%	8190	34%
	Total	264	100%	275	100%	76323	100%	24135	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	18	7%	26	10%	5029	7%	1587	7%
	Dissatisfied	23	9%	31	11%	6381	8%	2030	8%
	Neither	38	15%	44	16%	11927	16%	3838	16%
	Satisfied	81	31%	81	30%	24686	32%	7846	33%
	Very satisfied	101	39%	91	33%	28274	37%	8819	37%
	Total	261	100%	273	100%	76297	100%	24120	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2014		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	13	5%	25	9%	3380	4%	1009	4%
	Dissatisfied	21	8%	29	11%	7168	9%	2173	9%
	Neither	66	25%	60	22%	16578	22%	5049	21%
	Satisfied	102	39%	100	36%	32419	42%	10526	43%
	Very satisfied	58	22%	62	22%	16998	22%	5468	23%
	Total	260	100%	276	100%	76543	100%	24225	100%
34 my supervisor helps me to improve my work	Very dissatisfied	17	7%	28	10%	4565	6%	1423	6%
	Dissatisfied	19	8%	21	8%	6605	9%	2038	8%
	Neither	43	17%	54	20%	14258	19%	4608	19%
	Satisfied	96	38%	92	34%	26101	34%	8331	35%
	Very satisfied	78	31%	75	28%	24527	32%	7641	32%
	Total	253	100%	270	100%	76056	100%	24041	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	18	7%	15	5%	3387	4%	1018	4%
	Dissatisfied	8	3%	18	7%	4581	6%	1429	6%
	Neither	30	11%	39	14%	9867	13%	3039	12%
	Satisfied	108	41%	96	35%	29040	38%	9226	38%
	Very satisfied	99	38%	107	39%	29935	39%	9620	40%
	Total	263	100%	275	100%	76810	100%	24332	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	12	5%	22	8%	4461	6%	1323	5%
	Dissatisfied	17	7%	32	12%	7581	10%	2329	10%
	Neither	46	18%	48	18%	15071	20%	4761	20%
	Satisfied	110	43%	107	40%	30710	40%	9800	41%
	Very satisfied	72	28%	61	23%	18290	24%	5856	24%
	Total	257	100%	270	100%	76113	100%	24069	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2014		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	11	4%	29	11%	4178	5%	1153	5%
	Dissatisfied	18	7%	28	10%	6834	9%	1887	8%
	Neither	59	22%	55	20%	11626	15%	3208	13%
	Satisfied	92	35%	97	35%	29904	39%	9293	38%
	Very satisfied	83	32%	65	24%	23956	31%	8747	36%
	Total	263	100%	274	100%	76498	100%	24288	100%

Table 4. Teamwork Frequency Distributions

GWC compared with:

Teamwork	Response Option	GWC		2014		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	22	8%	30	10%	3714	5%	1175	5%
	Dissatisfied	31	11%	28	9%	8142	10%	2585	10%
	Neither	27	10%	34	11%	8540	11%	2808	11%
	Satisfied	94	33%	112	38%	26428	34%	8512	34%
	Very satisfied	109	39%	92	31%	30952	40%	9621	39%
	Total	283	100%	296	100%	77776	100%	24701	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	11	4%	13	5%	2400	3%	732	3%
	Dissatisfied	17	7%	20	7%	5428	7%	1767	8%
	Neither	45	17%	51	19%	12493	17%	3965	17%
	Satisfied	102	40%	111	41%	31635	43%	9938	43%
	Very satisfied	83	32%	77	28%	22241	30%	6959	30%
	Total	258	100%	272	100%	74197	100%	23361	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	11	4%	22	8%	4030	5%	1250	5%
	Dissatisfied	28	11%	42	15%	7400	10%	2397	10%
	Neither	41	16%	33	12%	11038	15%	3453	14%
	Satisfied	103	39%	103	38%	29933	39%	9511	40%
	Very satisfied	78	30%	71	26%	23496	31%	7382	31%
	Total	261	100%	271	100%	75897	100%	23993	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	15	6%	22	8%	4166	6%	1272	5%
	Dissatisfied	26	10%	29	11%	6993	9%	2263	9%
	Neither	39	15%	42	15%	10792	14%	3431	14%
	Satisfied	96	37%	99	36%	28778	38%	9042	38%
	Very satisfied	83	32%	82	30%	24853	33%	7869	33%
	Total	259	100%	274	100%	75582	100%	23877	100%

GWC compared with:

Teamwork (continued)	Response Option	GWC		2014		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	10	4%	20	7%	2626	4%	819	4%
	Dissatisfied	16	6%	24	9%	5244	7%	1695	7%
	Neither	46	18%	49	18%	12656	17%	3942	17%
	Satisfied	101	40%	108	40%	31867	43%	9954	43%
	Very satisfied	81	32%	67	25%	21703	29%	6854	29%
	Total	254	100%	268	100%	74096	100%	23264	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	22	8%	24	9%	4788	6%	1535	6%
	Dissatisfied	23	9%	27	10%	7270	9%	2368	10%
	Neither	24	9%	31	11%	9801	13%	3213	13%
	Satisfied	102	38%	102	37%	27755	36%	8907	37%
	Very satisfied	94	35%	93	34%	27204	35%	8316	34%
	Total	265	100%	277	100%	76818	100%	24339	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>GWC compared with:</i>										
	GWC		2014			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	288	3.776	3.593	**	.224	3.774			3.799		
Institutional Structure	288	3.530	3.286	**	.253	3.479			3.517		
Student Focus	287	3.998	3.843	**	.213	4.051			4.079	*	-.126
Supervisory Relationships	288	3.840	3.680	*	.167	3.829			3.850		
Teamwork	287	3.847	3.707			3.862			3.856		

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

Figure 1. Means by Comparison Group and Climate Factor

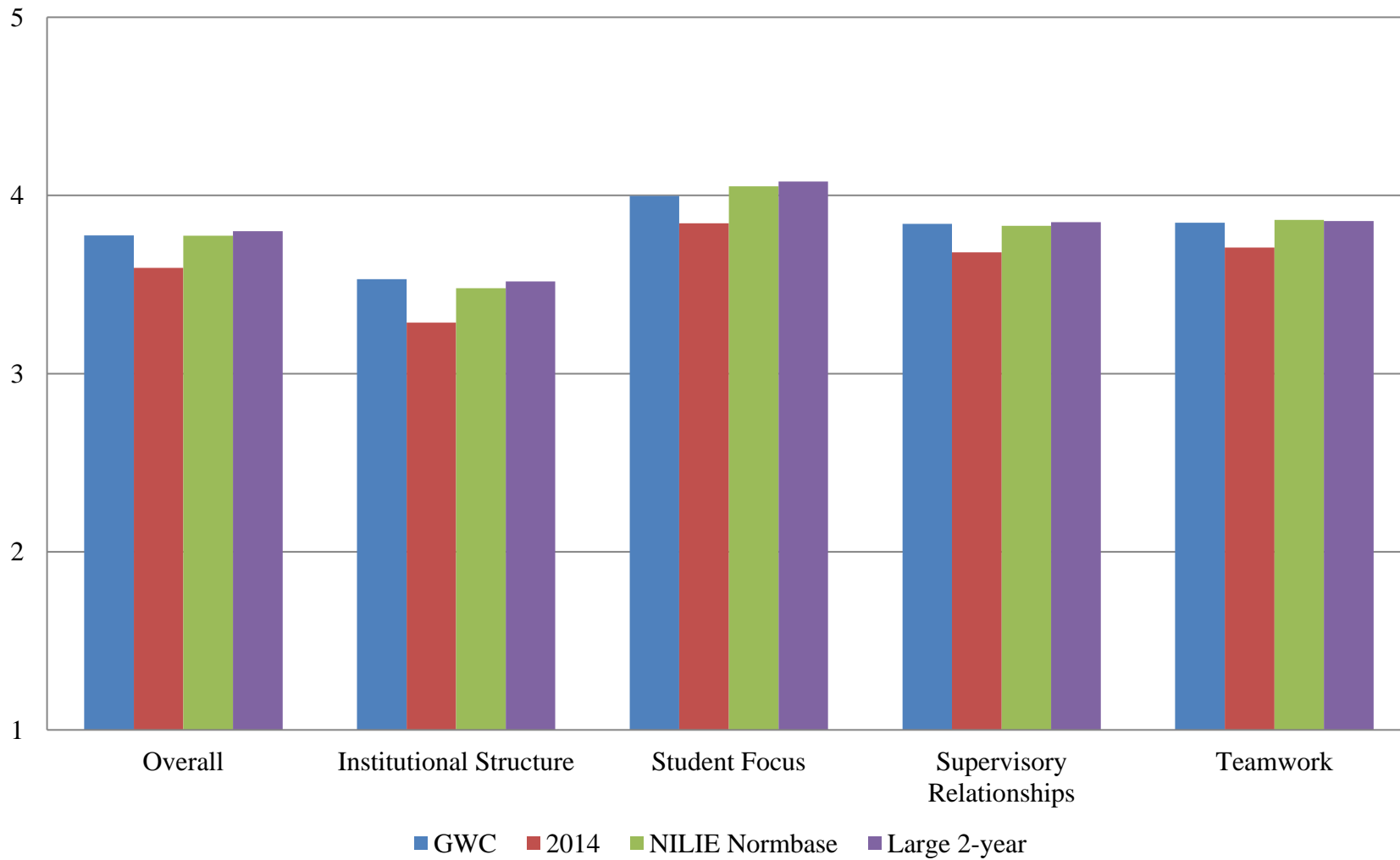


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>GWC compared with:</i>										
		GWC		2014			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	274	3.799	3.512	***	.279	3.846			3.899		
4	decisions are made at the appropriate level at this institution	271	3.358	3.051	**	.244	3.293			3.313		
5	the institution effectively promotes diversity in the workplace	279	4.004	3.772	**	.223	3.881	*	.118	3.937		
6	administrative leadership is focused on meeting the needs of students	276	3.822	3.338	***	.387	3.725			3.791		
10	information is shared within the institution	279	3.251	3.105			3.241			3.289		
11	institutional teams use problem-solving techniques	253	3.435	3.326			3.461			3.493		
15	I am able to appropriately influence the direction of this institution	260	3.365	3.022	**	.276	3.138	**	.191	3.130	**	.200
16	open and ethical communication is practiced at this institution	271	3.461	3.126	**	.261	3.345			3.397		
22	this institution has been successful in positively motivating my performance	266	3.410	3.216			3.447			3.471		
25	a spirit of cooperation exists at this institution	264	3.504	3.097	***	.321	3.394			3.439		
29	institution-wide policies guide my work	263	3.662	3.505			3.718			3.741		
32	this institution is appropriately organized	260	3.385	3.015	***	.297	3.299			3.341		
38	I have the opportunity for advancement within this institution	249	3.233	3.152			3.138			3.146		
41	I receive adequate information regarding important activities at this institution	265	3.589	3.473			3.655			3.716		
44	my work is guided by clearly defined administrative processes	262	3.519	3.355			3.491			3.517		

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

Table 7. Student Focus Item Mean Comparisons

GWC compared with:

Student Focus	GWC		2014			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 student needs are central to what we do	280	3.971	3.576	***	.334	3.931			3.987		
8 I feel my job is relevant to this institution's mission	282	4.429	4.339			4.413			4.443		
17 faculty meet the needs of students	255	3.816	3.710			4.008	***	-.213	4.017	***	-.222
18 student ethnic and cultural diversity are important at this institution	268	4.052	3.870	*	.182	4.089			4.163	*	-.126
19 students' competencies are enhanced	252	3.877	3.652	**	.232	3.969			3.979		
23 non-teaching professional personnel meet the needs of students	254	3.878	3.759			3.938			3.945		
28 classified personnel meet the needs of students	254	4.004	3.831	*	.173	3.886	*	.130	3.862	*	.156
31 students receive an excellent education at this institution	257	4.012	3.882			4.168	**	-.189	4.204	***	-.236
35 this institution prepares students for a career	255	4.075	3.926			4.154			4.190	*	-.142
37 this institution prepares students for further learning	255	4.145	3.982	*	.188	4.156			4.192		
40 students are assisted with their personal development	246	3.923	3.744	*	.179	3.948			3.973		
42 students are satisfied with their educational experience at this institution	240	3.900	3.759			3.944			3.965		

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

Table 8. Supervisory Relationships Item Mean Comparisons

GWC compared with:

Supervisory Relationships	GWC		2014			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 expresses confidence in my work	284	4.204	4.121			4.201			4.205		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	281	4.089	3.960			4.073			4.072		
12 positive work expectations are communicated to me	269	3.677	3.573			3.734			3.772		
13 unacceptable behaviors are identified and communicated to me	237	3.722	3.468	**	.235	3.688			3.702		
20 I receive timely feedback for my work	273	3.685	3.512			3.694			3.719		
21 I receive appropriate feedback for my work	262	3.733	3.536	*	.173	3.731			3.750		
26 my supervisor actively seeks my ideas	264	3.758	3.651			3.777			3.768		
27 my supervisor seriously considers my ideas	261	3.858	3.659			3.849			3.841		
30 work outcomes are clarified for me	260	3.658	3.525			3.686			3.713		
34 my supervisor helps me to improve my work	253	3.787	3.611			3.781			3.779		
39 I am given the opportunity to be creative in my work	263	3.996	3.953			4.010			4.027		
45 I have the opportunity to express my ideas in appropriate forums	257	3.829	3.567	**	.232	3.667	*	.144	3.687	*	.128
46 professional development and training opportunities are available	263	3.829	3.515	**	.268	3.819			3.930		

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

Table 9. Teamwork Item Mean Comparisons

GWC compared with:

Teamwork	GWC		2014			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	283	3.837	3.703			3.936			3.924		
14 my primary work team uses problem-solving techniques	258	3.888	3.805			3.888			3.883		
24 there is an opportunity for all ideas to be exchanged within my work team	261	3.801	3.587	*	.181	3.810			3.808		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	259	3.795	3.693			3.836			3.836		
36 my work team coordinates its efforts with appropriate individuals and teams	254	3.894	3.664	*	.207	3.874			3.874		
43 a spirit of cooperation exists in my department	265	3.842	3.769			3.850			3.826		

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