



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Golden West College
Huntington Beach, California

PACE Report
Personal Assessment of the College Environment

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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).

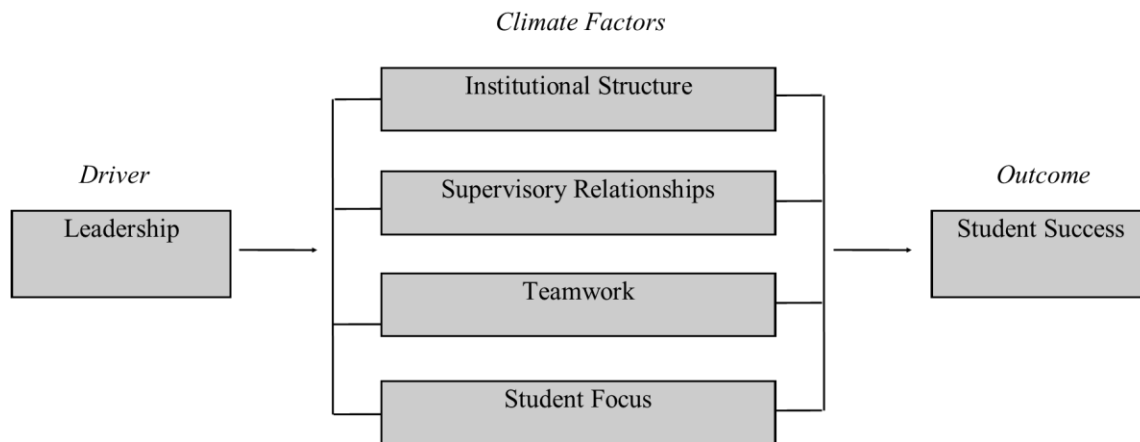
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, 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		2016		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	11	4%	4	1%	1602	3%	500	2%
	Dissatisfied	35	11%	23	8%	6013	10%	2070	10%
	Neither	53	17%	56	20%	9217	15%	3179	15%
	Satisfied	135	44%	132	48%	29220	47%	10281	47%
	Very satisfied	76	25%	59	22%	15642	25%	5680	26%
	Total	310	100%	274	100%	61694	100%	21710	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	35	11%	23	8%	5023	8%	1700	8%
	Dissatisfied	60	19%	53	20%	12248	20%	4255	20%
	Neither	67	22%	52	19%	13590	22%	4951	23%
	Satisfied	97	31%	90	33%	20566	34%	7234	34%
	Very satisfied	52	17%	53	20%	9604	16%	3302	15%
	Total	311	100%	271	100%	61031	100%	21442	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	11	4%	9	3%	2114	3%	711	3%
	Dissatisfied	20	6%	9	3%	4573	7%	1547	7%
	Neither	54	17%	48	17%	11841	19%	3788	17%
	Satisfied	122	39%	119	43%	23725	39%	8328	38%
	Very satisfied	102	33%	94	34%	19192	31%	7283	34%
	Total	309	100%	279	100%	61445	100%	21657	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	29	9%	15	5%	3430	6%	1077	5%
	Dissatisfied	41	13%	30	11%	7612	12%	2575	12%
	Neither	52	17%	37	13%	9888	16%	3415	16%
	Satisfied	109	35%	101	37%	23140	38%	8120	37%
	Very satisfied	82	26%	93	34%	17509	28%	6471	30%
	Total	313	100%	276	100%	61579	100%	21658	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	49	16%	30	11%	6753	11%	2237	10%
	Dissatisfied	64	20%	50	18%	12523	20%	4267	20%
	Neither	56	18%	72	26%	13081	21%	4656	21%
	Satisfied	88	28%	74	27%	18852	30%	6755	31%
	Very satisfied	57	18%	53	19%	10630	17%	3861	18%
	Total	314	100%	279	100%	61839	100%	21776	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	16	6%	11	4%	2390	4%	788	4%
	Dissatisfied	42	15%	28	11%	7010	12%	2339	12%
	Neither	80	28%	89	35%	17452	31%	6187	31%
	Satisfied	100	35%	90	36%	22297	39%	7785	39%
	Very satisfied	44	16%	35	14%	7653	13%	2705	14%
	Total	282	100%	253	100%	56802	100%	19804	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	29	10%	25	10%	6435	11%	2276	11%
	Dissatisfied	50	17%	32	12%	10415	18%	3716	19%
	Neither	76	26%	76	29%	16923	29%	6039	30%
	Satisfied	80	28%	77	30%	16242	28%	5526	28%
	Very satisfied	54	19%	50	19%	7435	13%	2528	13%
	Total	289	100%	260	100%	57450	100%	20085	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	31	10%	24	9%	6064	10%	1985	9%
	Dissatisfied	51	17%	40	15%	10147	17%	3442	16%
	Neither	57	19%	51	19%	12863	21%	4644	22%
	Satisfied	98	32%	99	37%	20594	34%	7331	34%
	Very satisfied	71	23%	57	21%	11270	18%	4023	19%
	Total	308	100%	271	100%	60938	100%	21425	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2016		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	32	10%	30	11%	5581	9%	1935	9%
	Dissatisfied	53	17%	36	14%	9029	15%	3191	15%
	Neither	52	17%	59	22%	12277	20%	4290	20%
	Satisfied	99	32%	77	29%	20356	34%	7095	33%
	Very satisfied	70	23%	64	24%	13235	22%	4695	22%
	Total	306	100%	266	100%	60478	100%	21206	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	29	9%	21	8%	5466	9%	1792	8%
	Dissatisfied	44	14%	34	13%	9897	16%	3398	16%
	Neither	74	24%	61	23%	12329	20%	4414	21%
	Satisfied	93	30%	87	33%	21431	35%	7524	35%
	Very satisfied	68	22%	61	23%	11569	19%	4156	20%
	Total	308	100%	264	100%	60692	100%	21284	100%
29 institution-wide policies guide my work	Very dissatisfied	9	3%	9	3%	2071	3%	711	3%
	Dissatisfied	16	5%	17	6%	4010	7%	1342	6%
	Neither	81	27%	87	33%	14899	25%	5240	25%
	Satisfied	120	40%	91	35%	26077	44%	9172	44%
	Very satisfied	71	24%	59	22%	12541	21%	4418	21%
	Total	297	100%	263	100%	59598	100%	20883	100%
32 this institution is appropriately organized	Very dissatisfied	28	9%	20	8%	5226	9%	1791	9%
	Dissatisfied	70	23%	39	15%	11154	19%	3830	18%
	Neither	71	23%	70	27%	14013	24%	4932	24%
	Satisfied	83	27%	83	32%	19869	33%	6967	33%
	Very satisfied	51	17%	48	18%	9336	16%	3340	16%
	Total	303	100%	260	100%	59598	100%	20860	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		2016		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	26	9%	36	14%	8565	15%	3126	16%
	Dissatisfied	53	19%	31	12%	9191	16%	3187	16%
	Neither	73	26%	70	28%	14648	26%	4988	25%
	Satisfied	78	28%	63	25%	15188	27%	5361	27%
	Very satisfied	53	19%	49	20%	9138	16%	3319	17%
	Total	283	100%	249	100%	56730	100%	19981	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	23	7%	10	4%	3102	5%	995	5%
	Dissatisfied	38	12%	40	15%	7305	12%	2387	11%
	Neither	54	18%	58	22%	10459	17%	3623	17%
	Satisfied	115	37%	98	37%	25848	43%	9188	43%
	Very satisfied	77	25%	59	22%	13647	23%	4975	24%
	Total	307	100%	265	100%	60361	100%	21168	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	22	7%	21	8%	4272	7%	1427	7%
	Dissatisfied	43	14%	31	12%	7569	13%	2564	12%
	Neither	72	24%	54	21%	13684	23%	4808	23%
	Satisfied	98	33%	103	39%	22335	38%	7921	38%
	Very satisfied	65	22%	53	20%	11551	19%	4099	20%
	Total	300	100%	262	100%	59411	100%	20819	100%

Table 2. Student Focus Frequency Distributions

GWC compared with:

Student Focus	Response Option	GWC		2016		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	19	6%	10	4%	2257	4%	689	3%
	Dissatisfied	25	8%	25	9%	6277	10%	2080	10%
	Neither	48	15%	32	11%	7808	13%	2661	12%
	Satisfied	112	36%	109	39%	23353	38%	8271	38%
	Very satisfied	111	35%	104	37%	22008	36%	8020	37%
	Total	315	100%	280	100%	61703	100%	21721	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	9	3%	4	1%	949	2%	301	1%
	Dissatisfied	5	2%	6	2%	1616	3%	551	3%
	Neither	21	7%	20	7%	3871	6%	1336	6%
	Satisfied	106	34%	87	31%	19991	32%	6874	32%
	Very satisfied	172	55%	165	59%	35281	57%	12640	58%
	Total	313	100%	282	100%	61708	100%	21702	100%
17 faculty meet the needs of students	Very dissatisfied	9	3%	4	2%	910	2%	336	2%
	Dissatisfied	25	9%	26	10%	3256	6%	1202	6%
	Neither	51	18%	48	19%	9091	16%	3260	16%
	Satisfied	121	43%	112	44%	26553	46%	9197	45%
	Very satisfied	78	27%	65	25%	18125	31%	6267	31%
	Total	284	100%	255	100%	57935	100%	20262	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	10	3%	10	4%	1123	2%	350	2%
	Dissatisfied	11	4%	8	3%	2513	4%	735	3%
	Neither	35	11%	37	14%	8972	15%	2741	13%
	Satisfied	118	38%	116	43%	25447	42%	8958	42%
	Very satisfied	136	44%	97	36%	22311	37%	8446	40%
	Total	310	100%	268	100%	60366	100%	21230	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	6	2%	4	2%	756	1%	271	1%
	Dissatisfied	13	4%	11	4%	2445	4%	885	4%
	Neither	64	22%	62	25%	10641	18%	3704	18%
	Satisfied	126	43%	110	44%	28315	49%	9925	49%
	Very satisfied	85	29%	65	26%	15943	27%	5600	27%
	Total	294	100%	252	100%	58100	100%	20385	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	10	3%	6	2%	1228	2%	443	2%
	Dissatisfied	9	3%	17	7%	3641	6%	1340	7%
	Neither	47	16%	54	21%	9601	16%	3491	17%
	Satisfied	129	44%	102	40%	26643	46%	9110	45%
	Very satisfied	96	33%	75	30%	17200	29%	5970	29%
	Total	291	100%	254	100%	58313	100%	20354	100%
28 classified personnel meet the needs of students	Very dissatisfied	8	3%	3	1%	1060	2%	385	2%
	Dissatisfied	11	4%	12	5%	2441	4%	871	5%
	Neither	45	15%	48	19%	12270	23%	4699	25%
	Satisfied	124	42%	109	43%	24332	45%	8048	43%
	Very satisfied	106	36%	82	32%	14191	26%	4532	24%
	Total	294	100%	254	100%	54294	100%	18535	100%
31 students receive an excellent education at this institution	Very dissatisfied	6	2%	4	2%	553	1%	192	1%
	Dissatisfied	10	3%	7	3%	1980	3%	669	3%
	Neither	41	14%	44	17%	6959	12%	2381	11%
	Satisfied	146	49%	129	50%	27395	46%	9429	45%
	Very satisfied	94	32%	73	28%	22387	38%	8130	39%
	Total	297	100%	257	100%	59274	100%	20801	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		2016		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%	6	2%	641	1%	209	1%
	Dissatisfied	9	3%	8	3%	1751	3%	617	3%
	Neither	54	18%	39	15%	7270	12%	2493	12%
	Satisfied	129	43%	110	43%	27188	46%	9401	45%
	Very satisfied	100	34%	92	36%	22230	38%	8019	39%
	Total	298	100%	255	100%	59080	100%	20739	100%
37 this institution prepares students for further learning	Very dissatisfied	5	2%	6	2%	664	1%	215	1%
	Dissatisfied	11	4%	3	1%	1787	3%	595	3%
	Neither	39	13%	30	12%	6798	11%	2276	11%
	Satisfied	130	44%	125	49%	28309	48%	9862	48%
	Very satisfied	111	38%	91	36%	21581	36%	7796	38%
	Total	296	100%	255	100%	59139	100%	20744	100%
40 students are assisted with their personal development	Very dissatisfied	3	1%	4	2%	835	1%	282	1%
	Dissatisfied	16	6%	13	5%	2627	5%	882	4%
	Neither	51	18%	57	23%	10964	19%	3798	19%
	Satisfied	124	43%	96	39%	26659	47%	9227	47%
	Very satisfied	96	33%	76	31%	15590	28%	5608	28%
	Total	290	100%	246	100%	56675	100%	19797	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	5	2%	5	2%	495	1%	167	1%
	Dissatisfied	8	3%	4	2%	1829	3%	609	3%
	Neither	61	22%	57	24%	10639	19%	3656	19%
	Satisfied	128	47%	118	49%	30267	55%	10469	54%
	Very satisfied	72	26%	56	23%	12069	22%	4378	23%
	Total	274	100%	240	100%	55299	100%	19279	100%

Table 3. Supervisory Relationships Frequency Distributions

GWC compared with:

Supervisory Relationships	Response Option	GWC		2016		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	17	5%	15	5%	2057	3%	705	3%
	Dissatisfied	23	7%	17	6%	3845	6%	1310	6%
	Neither	24	8%	20	7%	5581	9%	1974	9%
	Satisfied	91	29%	75	26%	18000	29%	6437	30%
	Very satisfied	161	51%	157	55%	32061	52%	11225	52%
	Total	316	100%	284	100%	61544	100%	21651	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	24	8%	10	4%	3177	5%	1116	5%
	Dissatisfied	20	6%	25	9%	4641	8%	1660	8%
	Neither	42	13%	28	10%	6407	10%	2286	11%
	Satisfied	80	26%	85	30%	17008	28%	5968	28%
	Very satisfied	147	47%	133	47%	30426	49%	10654	49%
	Total	313	100%	281	100%	61659	100%	21684	100%
12 positive work expectations are communicated to me	Very dissatisfied	29	9%	16	6%	2816	5%	930	4%
	Dissatisfied	30	10%	27	10%	6322	10%	2139	10%
	Neither	49	16%	43	16%	10135	17%	3505	16%
	Satisfied	124	40%	125	46%	26130	43%	9312	44%
	Very satisfied	80	26%	58	22%	15429	25%	5479	26%
	Total	312	100%	269	100%	60832	100%	21365	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	16	6%	9	4%	1978	4%	688	4%
	Dissatisfied	21	8%	17	7%	4239	8%	1521	8%
	Neither	65	23%	58	24%	13744	25%	4729	25%
	Satisfied	103	37%	100	42%	24169	44%	8494	44%
	Very satisfied	72	26%	53	22%	10991	20%	3852	20%
	Total	277	100%	237	100%	55121	100%	19284	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2016		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	18	6%	13	5%	3498	6%	1204	6%
	Dissatisfied	31	10%	37	14%	6105	10%	2086	10%
	Neither	58	19%	49	18%	11336	19%	3907	18%
	Satisfied	109	36%	98	36%	23553	39%	8289	39%
	Very satisfied	90	29%	76	28%	16107	27%	5769	27%
	Total	306	100%	273	100%	60599	100%	21255	100%
21 I receive appropriate feedback for my work	Very dissatisfied	16	5%	13	5%	3019	5%	1048	5%
	Dissatisfied	36	12%	27	10%	6094	10%	2114	10%
	Neither	49	16%	46	18%	10590	17%	3623	17%
	Satisfied	123	40%	107	41%	24875	41%	8710	41%
	Very satisfied	81	27%	69	26%	15959	26%	5723	27%
	Total	305	100%	262	100%	60537	100%	21218	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	29	10%	20	8%	4163	7%	1495	7%
	Dissatisfied	25	8%	25	9%	5571	9%	1918	9%
	Neither	57	19%	45	17%	9875	17%	3499	17%
	Satisfied	84	28%	83	31%	19340	32%	6790	32%
	Very satisfied	104	35%	91	34%	20828	35%	7249	35%
	Total	299	100%	264	100%	59777	100%	20951	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	28	9%	18	7%	3927	7%	1413	7%
	Dissatisfied	24	8%	23	9%	4909	8%	1738	8%
	Neither	53	18%	38	15%	9196	15%	3263	16%
	Satisfied	80	27%	81	31%	19252	32%	6712	32%
	Very satisfied	114	38%	101	39%	22469	38%	7802	37%
	Total	299	100%	261	100%	59753	100%	20928	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	16	5%	13	5%	2624	4%	890	4%
	Dissatisfied	26	9%	21	8%	5534	9%	1879	9%
	Neither	64	21%	66	25%	12844	21%	4424	21%
	Satisfied	123	41%	102	39%	25433	42%	9046	43%
	Very satisfied	74	24%	58	22%	13541	23%	4779	23%
	Total	303	100%	260	100%	59976	100%	21018	100%
34 my supervisor helps me to improve my work	Very dissatisfied	22	7%	17	7%	3566	6%	1278	6%
	Dissatisfied	26	9%	19	8%	5144	9%	1716	8%
	Neither	61	20%	43	17%	10968	18%	3881	19%
	Satisfied	89	30%	96	38%	20346	34%	7182	35%
	Very satisfied	101	34%	78	31%	19405	33%	6743	32%
	Total	299	100%	253	100%	59429	100%	20800	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	4%	18	7%	2561	4%	935	4%
	Dissatisfied	17	6%	8	3%	3530	6%	1237	6%
	Neither	36	12%	30	11%	7687	13%	2656	13%
	Satisfied	110	36%	108	41%	22691	38%	7957	38%
	Very satisfied	130	42%	99	38%	23555	39%	8264	39%
	Total	306	100%	263	100%	60024	100%	21049	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	14	5%	12	5%	3404	6%	1166	6%
	Dissatisfied	23	8%	17	7%	5927	10%	2009	10%
	Neither	67	22%	46	18%	11513	19%	4043	19%
	Satisfied	113	38%	110	43%	24119	41%	8481	41%
	Very satisfied	82	27%	72	28%	14563	24%	5109	25%
	Total	299	100%	257	100%	59526	100%	20808	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		2016		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	14	5%	11	4%	3348	6%	1057	5%
	Dissatisfied	29	10%	18	7%	5465	9%	1776	8%
	Neither	43	14%	59	22%	9127	15%	2967	14%
	Satisfied	116	39%	92	35%	23148	39%	8030	38%
	Very satisfied	98	33%	83	32%	18694	31%	7155	34%
	Total	300	100%	263	100%	59782	100%	20985	100%

Table 4. Teamwork Frequency Distributions

GWC compared with:

Teamwork	Response Option	GWC		2016		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	7%	22	8%	2928	5%	1066	5%
	Dissatisfied	26	8%	31	11%	6425	10%	2221	10%
	Neither	35	11%	27	10%	6615	11%	2474	11%
	Satisfied	109	35%	94	33%	20774	34%	7330	34%
	Very satisfied	121	39%	109	39%	24573	40%	8437	39%
	Total	313	100%	283	100%	61315	100%	21528	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	11	4%	11	4%	1809	3%	632	3%
	Dissatisfied	18	6%	17	7%	4306	7%	1557	8%
	Neither	52	17%	45	17%	9602	16%	3377	17%
	Satisfied	114	38%	102	40%	24849	42%	8650	42%
	Very satisfied	106	35%	83	32%	17928	31%	6234	30%
	Total	301	100%	258	100%	58494	100%	20450	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	17	6%	11	4%	3095	5%	1107	5%
	Dissatisfied	29	10%	28	11%	5879	10%	2075	10%
	Neither	46	15%	41	16%	8594	14%	3047	15%
	Satisfied	119	39%	103	39%	23419	39%	8215	39%
	Very satisfied	94	31%	78	30%	18606	31%	6438	31%
	Total	305	100%	261	100%	59593	100%	20882	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	16	5%	15	6%	3244	5%	1121	5%
	Dissatisfied	24	8%	26	10%	5420	9%	1940	9%
	Neither	45	15%	39	15%	8255	14%	2950	14%
	Satisfied	111	37%	96	37%	22529	38%	7810	38%
	Very satisfied	108	36%	83	32%	19814	33%	6905	33%
	Total	304	100%	259	100%	59262	100%	20726	100%

GWC compared with:

Teamwork (continued)	Response Option	GWC		2016		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	13	4%	10	4%	2016	3%	690	3%
	Dissatisfied	18	6%	16	6%	4137	7%	1457	7%
	Neither	55	19%	46	18%	9613	17%	3403	17%
	Satisfied	120	41%	101	40%	24959	43%	8606	43%
	Very satisfied	90	30%	81	32%	17426	30%	6080	30%
	Total	296	100%	254	100%	58151	100%	20236	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	23	8%	22	8%	3678	6%	1331	6%
	Dissatisfied	25	8%	23	9%	5589	9%	1998	9%
	Neither	41	13%	24	9%	7433	12%	2753	13%
	Satisfied	94	31%	102	38%	21744	36%	7685	36%
	Very satisfied	121	40%	94	35%	21617	36%	7300	35%
	Total	304	100%	265	100%	60061	100%	21067	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>GWC compared with:</i>										
	GWC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.755	3.776			3.774			3.785		
Institutional Structure	322	3.456	3.530			3.472			3.492		
Student Focus	321	4.031	3.998			4.048			4.059		
Supervisory Relationships	321	3.807	3.840			3.836			3.847		
Teamwork	320	3.888	3.847			3.872			3.860		

Figure 1. Means by Comparison Group and Climate Factor

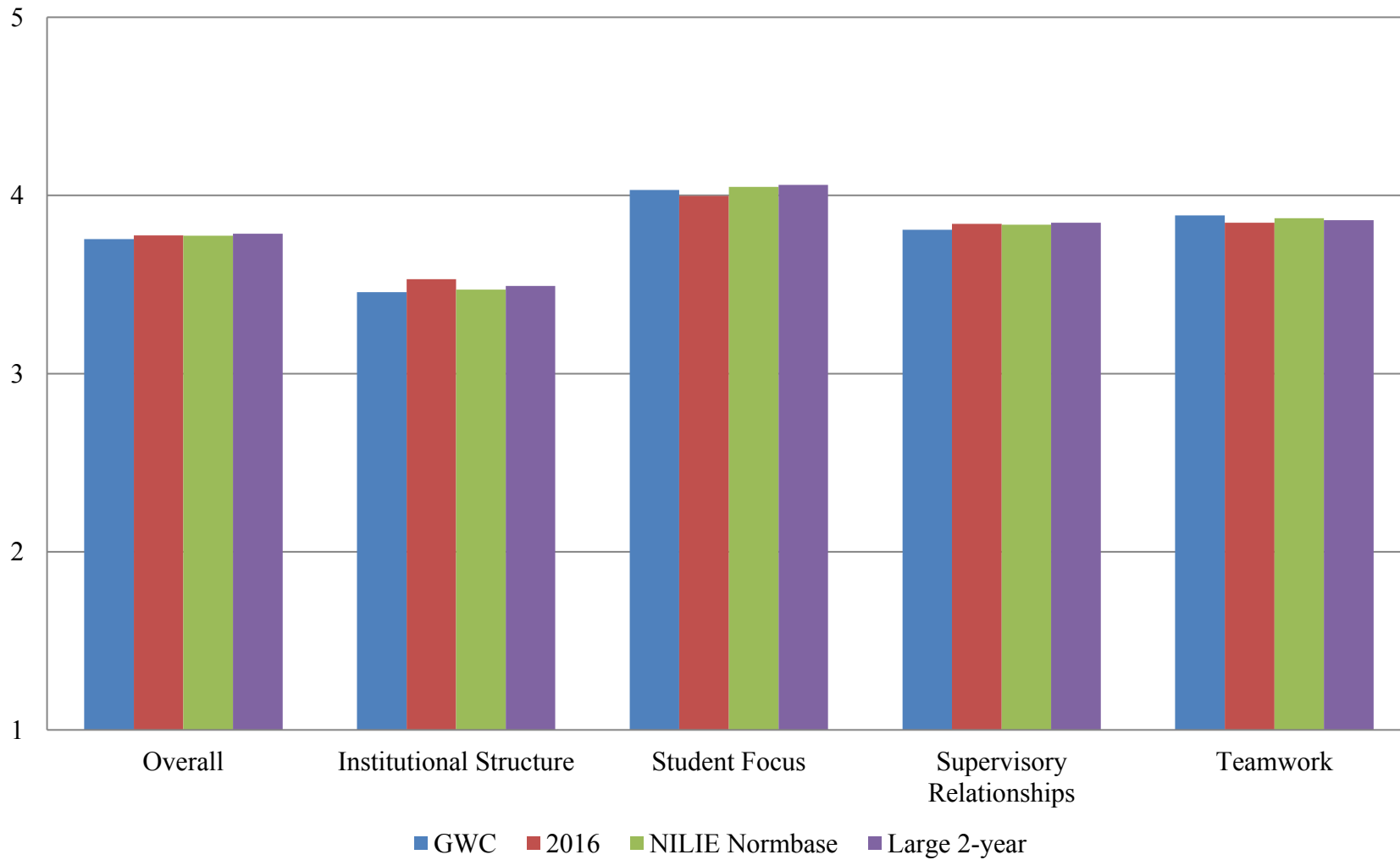


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>GWC compared with:</i>										
		GWC		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>												
1	the actions of this institution reflect its mission	310	3.742	3.799			3.831			3.855	*	-.115
4	decisions are made at the appropriate level at this institution	311	3.228	3.358			3.286			3.288		
5	the institution effectively promotes diversity in the workplace	309	3.919	4.004			3.868			3.920		
6	administrative leadership is focused on meeting the needs of students	313	3.556	3.822	**	-.219	3.709	*	-.132	3.754	**	-.172
10	information is shared within the institution	314	3.127	3.251			3.228			3.263		
11	institutional teams use problem-solving techniques	282	3.404	3.435			3.454			3.469		
15	I am able to appropriately influence the direction of this institution	289	3.277	3.365			3.136	*	.118	3.115	*	.136
16	open and ethical communication is practiced at this institution	308	3.412	3.461			3.342			3.372		
22	this institution has been successful in positively motivating my performance	306	3.399	3.410			3.440			3.444		
25	a spirit of cooperation exists at this institution	308	3.412	3.504			3.391			3.416		
29	institution-wide policies guide my work	297	3.768	3.662			3.722			3.730		
32	this institution is appropriately organized	303	3.195	3.385			3.284			3.299		
38	I have the opportunity for advancement within this institution	283	3.279	3.233			3.126	*	.119	3.128		
41	I receive adequate information regarding important activities at this institution	307	3.603	3.589			3.657			3.697		
44	my work is guided by clearly defined administrative processes	300	3.470	3.519			3.494			3.514		

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

Table 7. Student Focus Item Mean Comparisons

GWC compared with:

Student Focus	GWC		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>											
7	315	3.860	3.971			3.917			3.960		
8	313	4.364	4.429			4.410			4.428		
17	284	3.824	3.816			3.996	**	-.189	3.980	**	-.168
18	310	4.158	4.052			4.082			4.150		
19	294	3.922	3.877			3.968			3.966		
23	291	4.003	3.878			3.942			3.925		
28	294	4.051	4.004			3.887	**	.180	3.835	***	.235
31	297	4.051	4.012			4.165	*	-.139	4.184	**	-.162
35	298	4.034	4.075			4.161	**	-.154	4.177	**	-.173
37	296	4.118	4.145			4.156			4.178		
40	290	4.014	3.923			3.945			3.960		
42	274	3.927	3.900			3.933			3.948		

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

Table 8. Supervisory Relationships Item Mean Comparisons

GWC compared with:

Supervisory Relationships	GWC		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>											
2 my supervisor expresses confidence in my work	316	4.127	4.204			4.205			4.209		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	313	3.978	4.089			4.084			4.078		
12 positive work expectations are communicated to me	312	3.628	3.677			3.740			3.762	*	-.124
13 unacceptable behaviors are identified and communicated to me	277	3.700	3.722			3.689			3.690		
20 I receive timely feedback for my work	306	3.725	3.685			3.704			3.721		
21 I receive appropriate feedback for my work	305	3.711	3.733			3.738			3.752		
26 my supervisor actively seeks my ideas	299	3.699	3.758			3.788			3.782		
27 my supervisor seriously considers my ideas	299	3.763	3.858			3.861			3.848		
30 work outcomes are clarified for me	303	3.703	3.658			3.696			3.711		
34 my supervisor helps me to improve my work	299	3.739	3.787			3.789			3.788		
39 I am given the opportunity to be creative in my work	306	4.069	3.996			4.019			4.016		
45 I have the opportunity to express my ideas in appropriate forums	299	3.756	3.829			3.681			3.690		
46 professional development and training opportunities are available	300	3.850	3.829			3.809			3.879		

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

Table 9. Teamwork Item Mean Comparisons

GWC compared with:

Teamwork	GWC		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>											
3	313	3.898	3.837			3.940			3.922		
14	301	3.950	3.888			3.902			3.895		
24	305	3.800	3.801			3.815			3.805		
33	304	3.891	3.795			3.848			3.841		
36	296	3.865	3.894			3.888			3.886		
43	304	3.872	3.842			3.866			3.837		

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