

**Demonstration  
Community College  
Raleigh, North Carolina**

**PACE Demographics Report**  
PACE Climate Survey for Community Colleges

**Lead Researchers**  
Author 1 & Editor 1

**Conducted**  
Month Year

**Research Team**

**Audrey J. Jaeger, Ph.D.**

Executive Director

**Kaitlin S. Newhouse, Ph.D.**

Senior Research Associate

**Greyson A. B. Norcross**

Research Associate

**Daniel R. West**

Research Associate

**Emily R. VanZoest**

Research Associate

**Additional Report Editors**

**Kara Reddish**

Research Assistant

**Phone**

(919)515-8567

**Web**

[pace.ncsu.edu](http://pace.ncsu.edu)

**North Carolina State University**

Belk Center for Community College

Leadership and Research

706 Hillsborough Street

Raleigh, NC 27603

**Fax**

(919)515-6305

**Email**

[pace\\_survey@ncsu.edu](mailto:pace_survey@ncsu.edu)

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Demographics Report, by Report Author, X. X., & Second Author, X. X. Raleigh, NC: 2022.

**Table of Contents****Page**

Table 1.	Demographic Frequency Distributions	1
Figure 1.	Overall Climate by Personnel Classification	3
Table 2.	Institutional Structure Mean Comparisons by Personnel Classification	4
Table 3.	Student Focus Mean Comparisons by Personnel Classification	4
Table 4.	Supervisory Relationships Mean Comparisons by Personnel Classification	5
Table 5.	Teamwork Mean Comparisons by Personnel Classification	5
Table 6.	Overall Mean Comparisons by Personnel Classification	6
Figure 2.	Overall Climate by Race/Ethnicity	7
Table 7.	Institutional Structure Mean Comparisons by Race/Ethnicity	8
Table 8.	Student Focus Mean Comparisons by Race/Ethnicity	9
Table 9.	Supervisory Relationships Mean Comparisons by Race/Ethnicity	10
Table 10.	Teamwork Mean Comparisons by Race/Ethnicity	11
Table 11.	Overall Mean Comparisons by Race/Ethnicity	12
Figure 3.	Overall Climate by Employment Status	13
Table 12.	Institutional Structure Mean Comparisons by Employment Status	14
Table 13.	Student Focus Mean Comparisons by Employment Status	14
Table 14.	Supervisory Relationships Mean Comparisons by Employment Status	15
Table 15.	Teamwork Mean Comparisons by Employment Status	15
Table 16.	Overall Mean Comparisons by Employment Status	16
Figure 4.	Overall Climate by Highest Level of Education Earned	17
Table 17.	Institutional Structure Mean Comparisons by Highest Level of Education	18
Table 18.	Student Focus Mean Comparisons by Highest Level of Education Earned	19
Table 19.	Supervisory Relationships Mean Comparisons by Highest Level of Education Earned	20
Table 20.	Teamwork Mean Comparisons by Highest Level of Education Earned	21
Table 21.	Overall Mean Comparisons by Highest Level of Education Earned	22
Figure 5.	Overall Climate by Gender Identity	23
Table 22.	Institutional Structure Mean Comparisons by Gender Identity	24
Table 23.	Student Focus Mean Comparisons by Gender Identity	25
Table 24.	Supervisory Relationships Mean Comparisons by Gender Identity	26
Table 25.	Teamwork Mean Comparisons by Gender Identity	27
Table 26.	Overall Mean Comparisons by Gender Identity	28
Figure 6.	Overall Climate by Years at this Institution	29
Table 27.	Institutional Structure Mean Comparisons by Years at this Institution	30
Table 28.	Student Focus Mean Comparisons by Years at this Institution	31
Table 29.	Supervisory Relationships Mean Comparisons by Years at this Institution	32
Table 30.	Teamwork Mean Comparisons by Years at this Institution	33
Table 31.	Overall Mean Comparisons by Years at this Institution	34
Figure 7.	Overall Climate by Years in Higher Education	35
Table 32.	Institutional Structure Mean Comparisons by Years in Higher Education	36
Table 33.	Student Focus Mean Comparisons by Years in Higher Education	37
Table 34.	Supervisory Relationships Mean Comparisons by Years in Higher Education	38

<b>Table of Contents (continued)</b>		<b>Page</b>
Table 35.	Teamwork Mean Comparisons by Years in Higher Education	39
Table 36.	Overall Mean Comparisons by Years in Higher Education	40
Figure 8.	Overall Climate by Age	41
Table 37.	Institutional Structure Mean Comparisons by Age	42
Table 38.	Student Focus Mean Comparisons by Age	43
Table 39.	Supervisory Relationships Mean Comparisons by Age	44
Table 40.	Teamwork Mean Comparisons by Age	45
Table 41.	Overall Mean Comparisons by Age	46

**Table 1. Demographic Frequency Distributions**

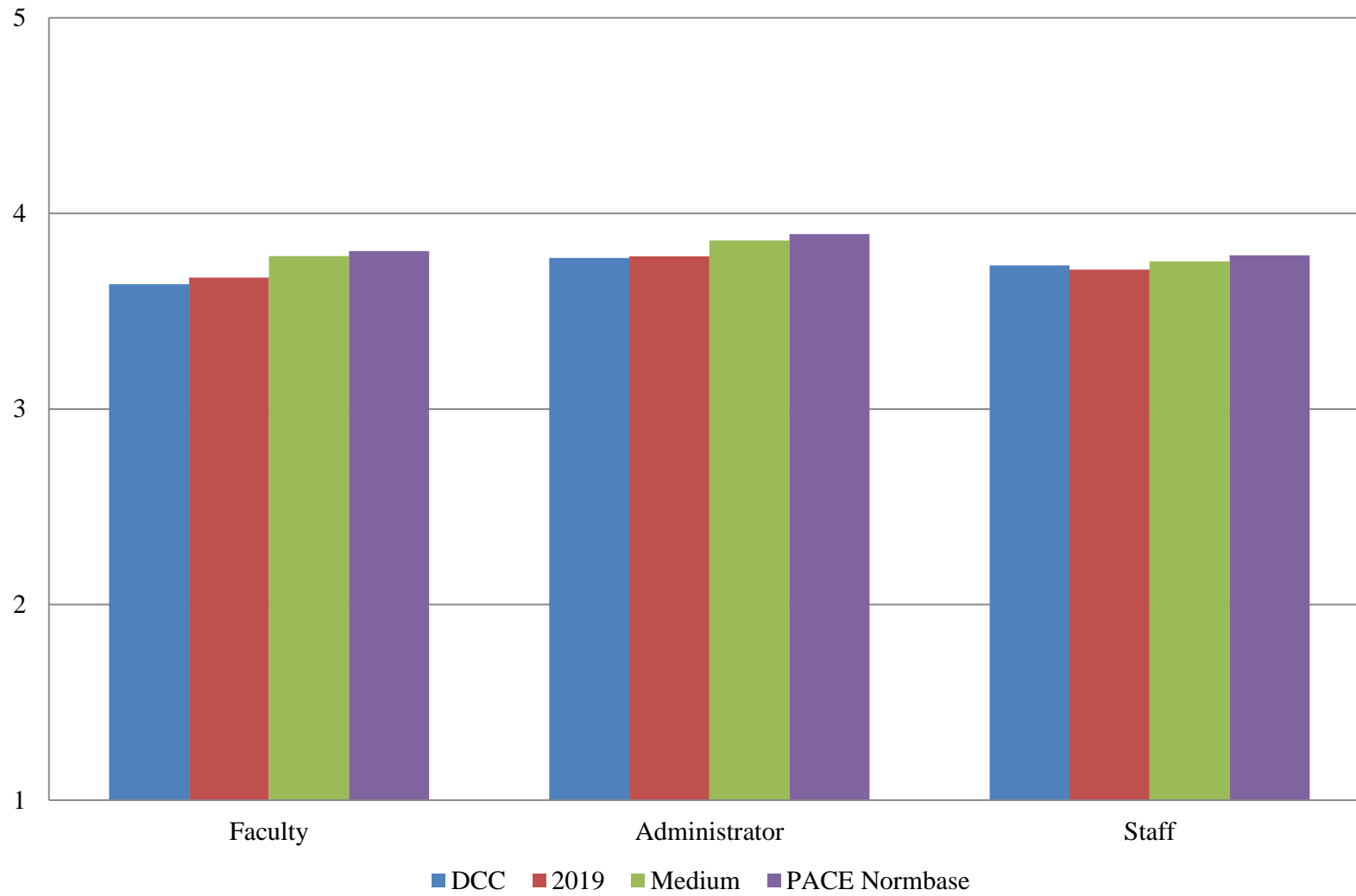
*DCC compared with:*

Demographic Items	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<b>1</b> What is your personnel classification?	Faculty	114	25%	119	26%	7491	42%	26137	44%
	Administrator	51	11%	51	11%	2072	12%	6388	11%
	Staff	292	64%	285	63%	8118	46%	26480	45%
	<b>Total</b>	<b>457</b>	<b>100%</b>	<b>455</b>	<b>100%</b>	<b>17681</b>	<b>100%</b>	<b>59005</b>	<b>100%</b>
<b>2</b> Please select the race/ethnicity that best describes you?	African American or Black	78	17%	83	19%	1078	6%	4139	7%
	Alaska Native or American Indian	3	1%	1	0%	138	1%	468	1%
	Asian	8	2%	10	2%	398	2%	1413	2%
	Hispanic/Latina/o/x	14	3%	15	3%	1238	7%	5964	10%
	Middle Eastern or North African	0	0%	0	0%	2	0%	23	0%
	Native Hawaiian or Pacific Islander	0	0%	0	0%	48	0%	153	0%
	White	300	67%	295	66%	13490	78%	42445	74%
	Two or more races	28	6%	28	6%	744	4%	2416	4%
	Prefer to self-describe	15	3%	13	3%	83	0%	279	0%
<b>Total</b>	<b>446</b>	<b>100%</b>	<b>445</b>	<b>100%</b>	<b>17219</b>	<b>100%</b>	<b>57300</b>	<b>100%</b>	
<b>3</b> Your status at this institution is?	Full-Time	456	100%	454	100%	14005	80%	44736	77%
	Part-Time	0	0%	0	0%	3489	20%	13293	23%
	<b>Total</b>	<b>456</b>	<b>100%</b>	<b>454</b>	<b>100%</b>	<b>17494</b>	<b>100%</b>	<b>58029</b>	<b>100%</b>
<b>4</b> What is the highest level of education you have earned?	First Professional degree	5	1%	6	1%	234	1%	921	2%
	Doctoral degree	66	15%	76	17%	1764	10%	5758	10%
	Master's degree	162	36%	153	34%	7818	45%	25869	44%
	Bachelor's degree	130	29%	128	28%	3898	22%	12889	22%
	Associate's degree	55	12%	53	12%	2360	14%	8020	14%
	Certificate	9	2%	6	1%	61	0%	171	0%
	High School diploma or GED	27	6%	31	7%	1283	7%	4549	8%
	No diploma or degree	0	0%	0	0%	49	0%	172	0%
<b>Total</b>	<b>454</b>	<b>100%</b>	<b>453</b>	<b>100%</b>	<b>17467</b>	<b>100%</b>	<b>58349</b>	<b>100%</b>	

*DCC compared with:*

Demographic Items (continued)		DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<b>5</b> What is your gender identity?	Response Option								
	Man	154	34%	149	33%	5404	34%	19057	36%
	Woman	289	64%	291	65%	10458	66%	33757	63%
	Trans Man	0	0%	0	0%	1	0%	14	0%
	Trans Woman	0	0%	0	0%	1	0%	151	0%
	Gender Queer	1	0%	0	0%	10	0%	34	0%
	Prefer to self-describe	6	1%	7	2%	54	0%	195	0%
<b>Total</b>	<b>450</b>	<b>100%</b>	<b>447</b>	<b>100%</b>	<b>15928</b>	<b>100%</b>	<b>53208</b>	<b>100%</b>	
<b>6</b> How many years have you worked at this institution?	5 years or less	161	37%	157	36%	6713	40%	22500	40%
	6-10 years	114	26%	110	25%	3844	23%	12168	22%
	11-15 years	68	16%	66	15%	2584	16%	8350	15%
	16-20 years	49	11%	54	12%	1823	11%	6266	11%
	21-25 years	20	5%	22	5%	820	5%	2970	5%
	26 years or more	24	6%	24	6%	877	5%	3385	6%
	<b>Total</b>	<b>436</b>	<b>100%</b>	<b>433</b>	<b>100%</b>	<b>16661</b>	<b>100%</b>	<b>55639</b>	<b>100%</b>
<b>7</b> How many years have you worked in higher education?	5 years or less	101	23%	103	24%	4332	26%	14897	27%
	6-10 years	103	24%	96	22%	3552	21%	11592	21%
	11-15 years	75	17%	74	17%	2975	18%	9612	17%
	16-20 years	70	16%	69	16%	2573	15%	8254	15%
	21-25 years	37	9%	40	9%	1434	9%	4803	9%
	26 years or more	49	11%	46	11%	1788	11%	6399	12%
	<b>Total</b>	<b>435</b>	<b>100%</b>	<b>428</b>	<b>100%</b>	<b>16654</b>	<b>100%</b>	<b>55557</b>	<b>100%</b>
<b>8</b> What is your age?	29 or younger	13	3%	24	6%	806	5%	2745	5%
	30-39	60	15%	62	16%	2667	18%	8661	17%
	40-49	94	24%	108	28%	3684	25%	11974	24%
	50-59	113	28%	118	31%	4400	29%	14473	29%
	60 or older	117	29%	73	19%	3385	23%	12160	24%
	<b>Total</b>	<b>397</b>	<b>100%</b>	<b>385</b>	<b>100%</b>	<b>14942</b>	<b>100%</b>	<b>50013</b>	<b>100%</b>

**Figure 1. Overall Climate by Personnel Classification**



**Table 2. Institutional Structure Mean Comparisons by Personnel Classification**

*DCC compared with:*

What is your personnel classification?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
Faculty	114	3.287	3.335			3.449			3.499	*	-.223
Administrator	51	3.400	3.476			3.543			3.593		
Staff	289	3.324	3.271			3.447	*	-.140	3.493	**	-.191

**Table 3. Student Focus Mean Comparisons by Personnel Classification**

*DCC compared with:*

What is your personnel classification?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
Faculty	114	3.923	3.949			4.084	**	-.251	4.095	**	-.256
Administrator	51	4.157	4.223			4.069			4.082		
Staff	287	3.974	3.989			4.010			4.036		

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



**Table 4. Supervisory Relationships Mean Comparisons by Personnel Classification**

*DCC compared with:*

What is your personnel classification?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
Faculty	114	3.718	3.716			3.836			3.860		
Administrator	51	3.833	3.742			3.943			3.984		
Staff	288	3.883	3.866			3.827			3.858		

**Table 5. Teamwork Mean Comparisons by Personnel Classification**

*DCC compared with:*

What is your personnel classification?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
Faculty	114	3.791	3.860			3.893			3.891		
Administrator	51	3.878	3.850			4.094			4.101		
Staff	287	3.999	3.992			3.887			3.898		

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

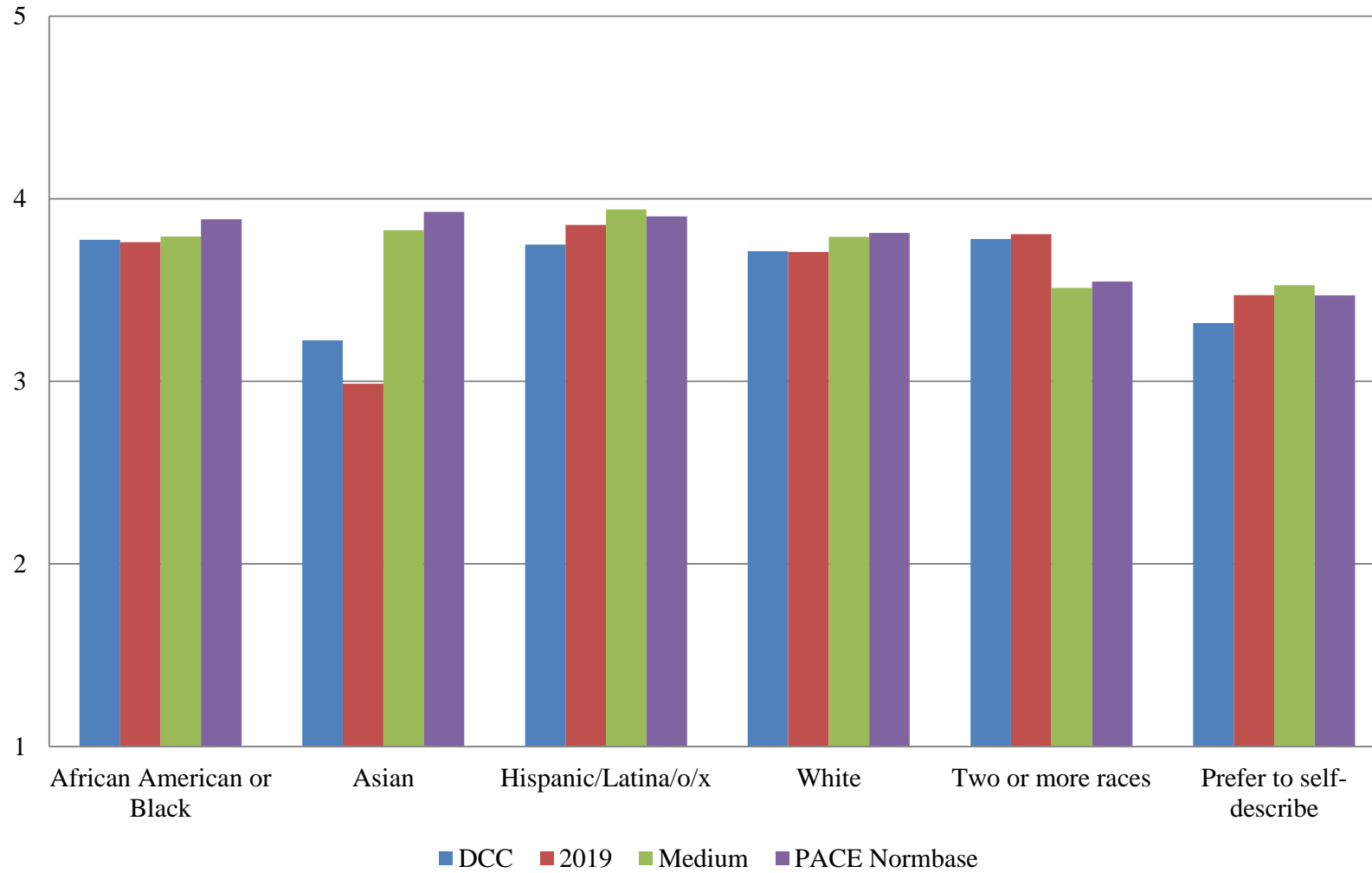
**Table 6. Overall Mean Comparisons by Personnel Classification**

*DCC compared with:*

What is your personnel classification?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
Faculty	114	3.638	3.673			3.782	*	-.191	3.807	*	-.217
Administrator	51	3.773	3.780			3.862			3.894		
Staff	289	3.735	3.713			3.755			3.787		

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

**Figure 2. Overall Climate by Race/Ethnicity**



**Table 7. Institutional Structure Mean Comparisons by Race/Ethnicity**

*DCC compared with:*

Please select the race/ethnicity that best describes you?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
African American or Black	77	3.356	3.274			3.512			3.645	**	-.317
Alaska Native or American Indian	3	--	--			3.388			3.406		
Asian	8	2.597	2.461			3.588	**	-1.092	3.734	***	-1.272
Hispanic/Latina/o/x	14	3.287	3.489			3.715			3.676		
Middle Eastern or North African	0	∅	∅			--			3.863		
Native Hawaiian or Pacific Islander	0	∅	∅			3.279			3.343		
White	299	3.335	3.326			3.464	*	-.148	3.501	**	-.187
Two or more races	28	3.436	3.476			3.147			3.197		
Prefer to self-describe	14	2.910	3.221			3.108			3.059		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 8. Student Focus Mean Comparisons by Race/Ethnicity**

*DCC compared with:*

Please select the race/ethnicity that best describes you?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
African American or Black	77	4.061	4.046			3.967			4.067		
Alaska Native or American Indian	3	--	--			3.973			3.944		
Asian	8	3.435	3.158			3.978	*	-.734	4.085	**	-.931
Hispanic/Latina/o/x	14	4.041	4.170			4.147			4.120		
Middle Eastern or North African	0	∅	∅			--			4.346		
Native Hawaiian or Pacific Islander	0	∅	∅			4.024			3.956		
White	297	3.980	4.011			4.070	*	-.149	4.084	**	-.166
Two or more races	28	4.014	4.064			3.811			3.844		
Prefer to self-describe	14	3.706	3.895			3.891			3.894		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 9. Supervisory Relationships Mean Comparisons by Race/Ethnicity**

*DCC compared with:*

Please select the race/ethnicity that best describes you?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
African American or Black	77	3.889	3.926			3.890			3.969		
Alaska Native or American Indian	3	--	--			3.744			3.775		
Asian	8	3.634	3.314			3.923			3.976		
Hispanic/Latina/o/x	14	3.863	3.852			3.975			3.940		
Middle Eastern or North African	0	∅	∅			--			4.113		
Native Hawaiian or Pacific Islander	0	∅	∅			3.612			3.745		
White	298	3.831	3.803			3.855			3.880		
Two or more races	28	3.926	3.923			3.602			3.626		
Prefer to self-describe	14	3.308	3.329			3.572			3.499		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 10. Teamwork Mean Comparisons by Race/Ethnicity**

*DCC compared with:*

Please select the race/ethnicity that best describes you?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
African American or Black	77	4.046	4.070			3.938			3.976		
Alaska Native or American Indian	3	--	--			3.879			3.853		
Asian	8	3.458	3.217			3.943			4.018		
Hispanic/Latina/o/x	14	4.077	4.178			4.039			3.983		
Middle Eastern or North African	0	∅	∅			--			3.967		
Native Hawaiian or Pacific Islander	0	∅	∅			3.761			3.865		
White	297	3.912	3.921			3.925			3.927		
Two or more races	28	3.858	3.845			3.654			3.670		
Prefer to self-describe	14	3.667	3.731			3.778			3.617		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 11. Overall Mean Comparisons by Race/Ethnicity**

*DCC compared with:*

Please select the race/ethnicity that best describes you?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
African American or Black	77	3.776	3.763			3.792			3.888		
Alaska Native or American Indian	3	--	--			3.703			3.705		
Asian	8	3.225	2.988			3.829	*	-.765	3.929	**	-.917
Hispanic/Latina/o/x	14	3.749	3.858			3.941			3.904		
Middle Eastern or North African	0	∅	∅			--			4.073		
Native Hawaiian or Pacific Islander	0	∅	∅			3.626			3.683		
White	299	3.713	3.709			3.791			3.814	*	-.137
Two or more races	28	3.780	3.806			3.512			3.547		
Prefer to self-describe	14	3.320	3.473			3.526			3.471		

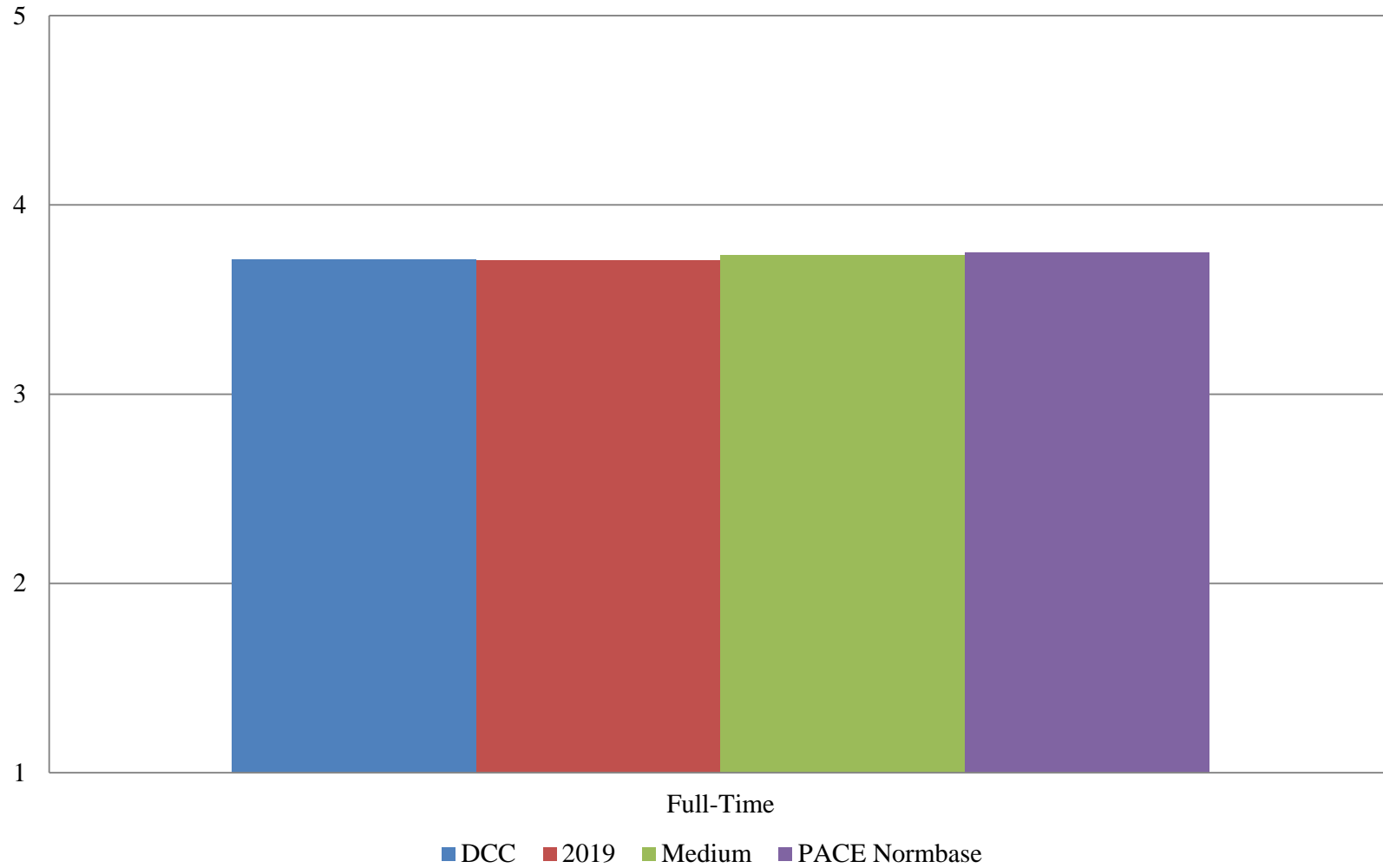
\* p < .05, \*\* p < .01, \*\*\* p < .001

-- indicates results redacted for confidentiality

∅ indicates 0 responses



**Figure 3. Overall Climate by Employment Status**



**Table 12. Institutional Structure Mean Comparisons by Employment Status**

*DCC compared with:*

<b>Your status at this institution is?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
Full-Time	453	3.322	3.309			3.385			3.414	*	-.102
Part-Time	0	∅	∅			3.725			3.799		

**Table 13. Student Focus Mean Comparisons by Employment Status**

*DCC compared with:*

<b>Your status at this institution is?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
Full-Time	451	3.982	4.006			4.022			4.030		
Part-Time	0	∅	∅			4.139			4.183		

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

∅ indicates 0 responses

**Table 14. Supervisory Relationships Mean Comparisons by Employment Status**

*DCC compared with:*

Your status at this institution is?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
Full-Time	452	3.833	3.810			3.808			3.828		
Part-Time	0	∅	∅			3.969			4.008		

**Table 15. Teamwork Mean Comparisons by Employment Status**

*DCC compared with:*

Your status at this institution is?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
Full-Time	451	3.925	3.933			3.892			3.882		
Part-Time	0	∅	∅			3.986			4.027		

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

∅ indicates 0 responses

**Table 16. Overall Mean Comparisons by Employment Status**

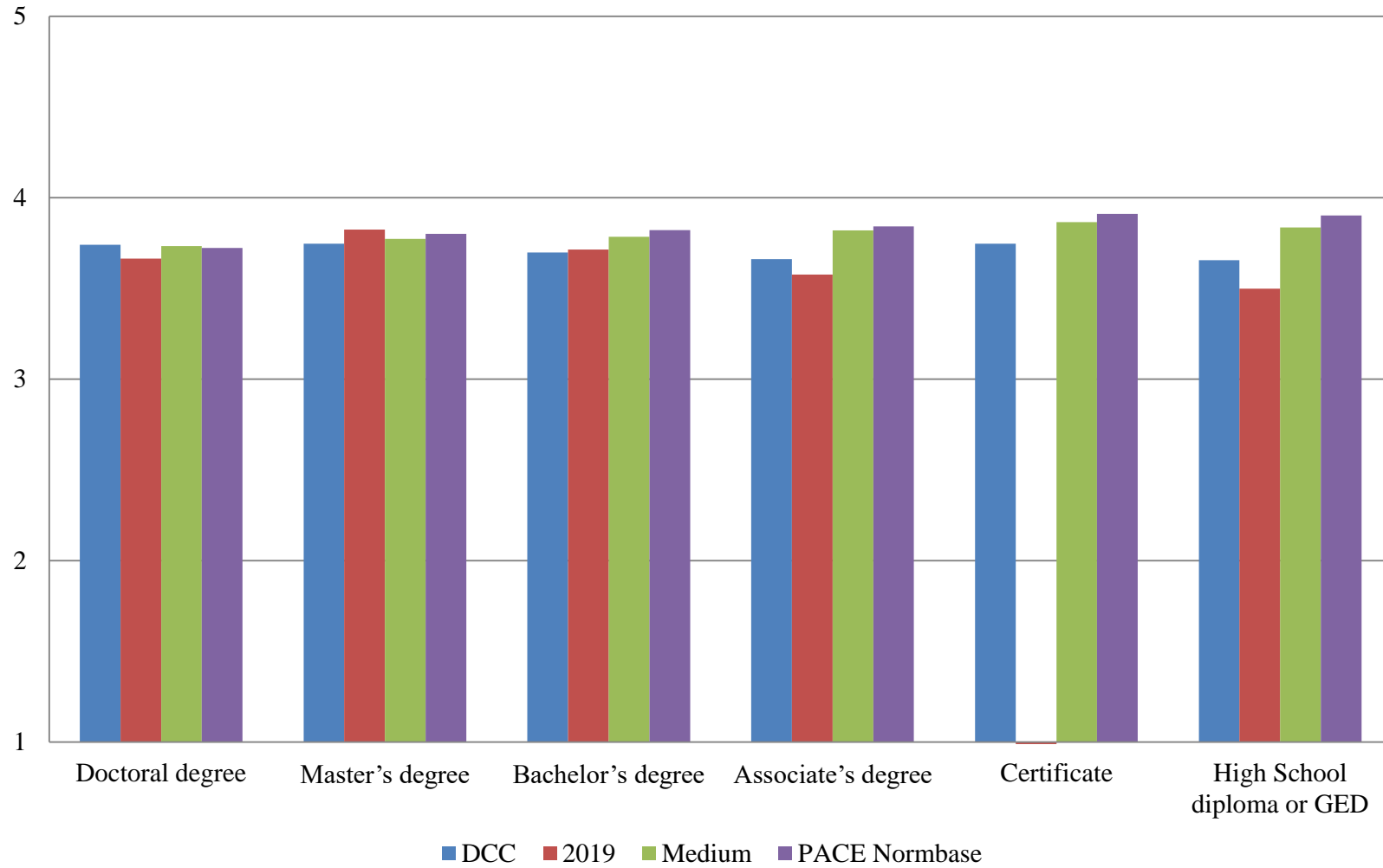
*DCC compared with:*

<b>Your status at this institution is?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
Full-Time	453	3.713	3.708			3.734			3.750		
Part-Time	0	∅	∅			3.937			3.988		

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

∅ indicates 0 responses

**Figure 4. Overall Climate by Highest Level of Education Earned**



**Table 17. Institutional Structure Mean Comparisons by Highest Level of Education Earned**

*DCC compared with:*

What is the highest level of education you have earned?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	5	--	--			3.291			3.445		
Doctoral degree (e.g., Ph.D., Ed.D.)	66	3.420	3.337			3.393			3.371		
Master's degree	161	3.359	3.451			3.428			3.481		
Bachelor's degree	129	3.288	3.291			3.479	*	-.221	3.534	**	-.282
Associate's degree	54	3.223	3.060			3.540	**	-.369	3.580	**	-.414
Certificate	9	3.257	--			3.582			3.635		
High School diploma or GED	27	3.256	3.121			3.609	*	-.407	3.688	**	-.508
No diploma or degree	0	∅	∅			3.431			3.530		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 18. Student Focus Mean Comparisons by Highest Level of Education Earned**

*DCC compared with:*

What is the highest level of education you have earned?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	5	--	--			3.973			3.997		
Doctoral degree (e.g., Ph.D., Ed.D.)	66	4.065	4.016			4.023			4.007		
Master's degree	161	3.989	4.040			4.048			4.071		
Bachelor's degree	128	3.913	3.964			4.030	*	-.185	4.063	**	-.235
Associate's degree	54	3.954	3.928			4.088			4.096		
Certificate	9	4.041	--			4.096			4.138		
High School diploma or GED	26	4.082	4.054			4.085			4.117		
No diploma or degree	0	∅	∅			3.888			4.009		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 19. Supervisory Relationships Mean Comparisons by Highest Level of Education Earned**

*DCC compared with:*

What is the highest level of education you have earned?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	5	--	--			3.766			3.823		
Doctoral degree (e.g., Ph.D., Ed.D.)	66	3.740	3.653			3.794			3.811		
Master's degree	161	3.889	3.963			3.846			3.869		
Bachelor's degree	129	3.850	3.856			3.860			3.889		
Associate's degree	54	3.821	3.729			3.871			3.893		
Certificate	9	3.907	--			3.905			3.983		
High School diploma or GED	26	3.751	3.509			3.873			3.949		
No diploma or degree	0	∅	∅			3.820			3.791		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses



**Table 20. Teamwork Mean Comparisons by Highest Level of Education Earned**

*DCC compared with:*

What is the highest level of education you have earned?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	5	--	--			3.874			3.908		
Doctoral degree (e.g., Ph.D., Ed.D.)	66	3.922	3.871			3.882			3.855		
Master's degree	161	3.962	4.081			3.935			3.925		
Bachelor's degree	128	3.969	3.973			3.924			3.939		
Associate's degree	54	3.811	3.789			3.894			3.906		
Certificate	9	4.163	--			4.048			4.031		
High School diploma or GED	26	3.846	3.598			3.875			3.948		
No diploma or degree	0	∅	∅			3.705			3.745		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 21. Overall Mean Comparisons by Highest Level of Education Earned**

*DCC compared with:*

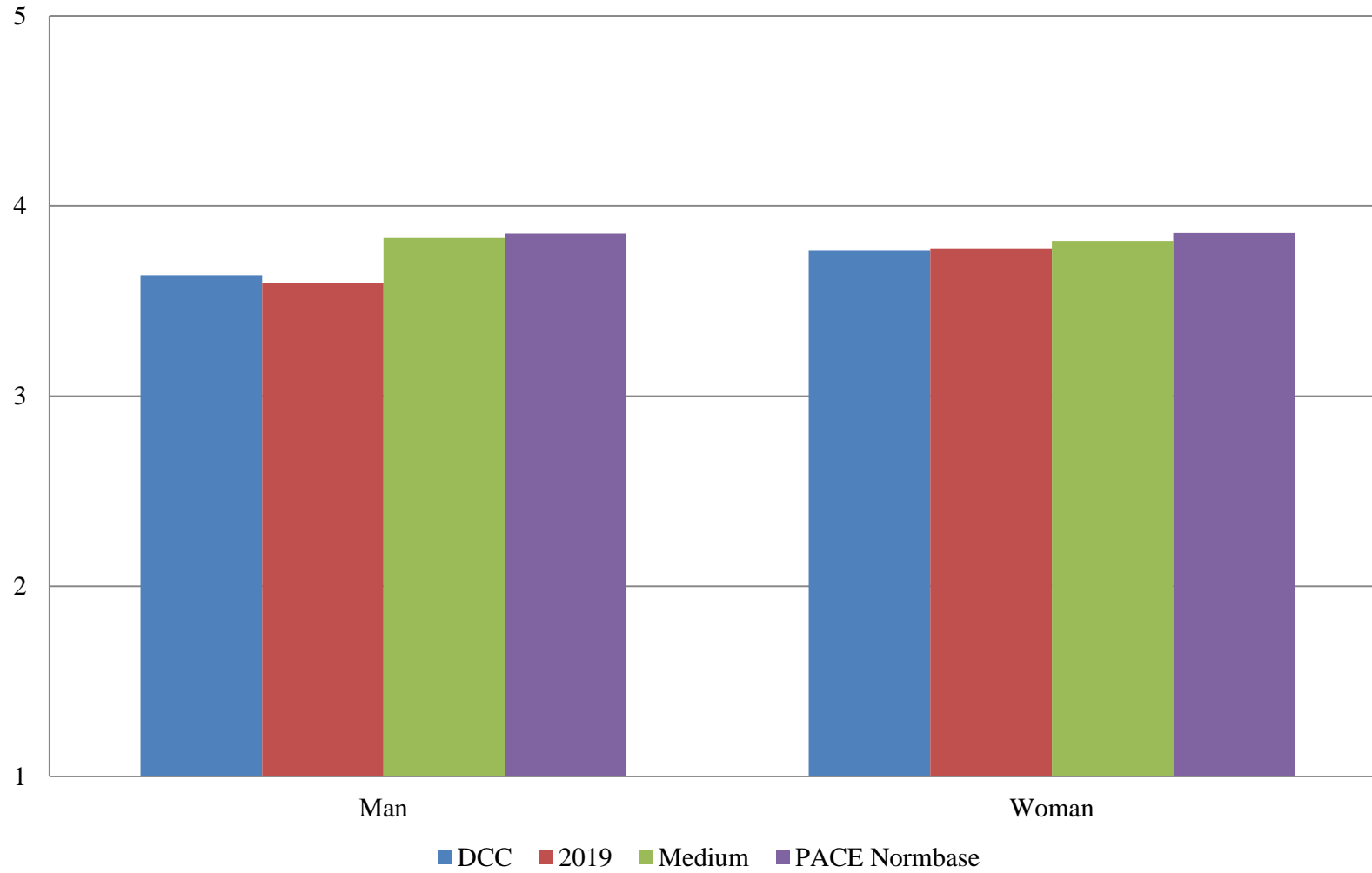
What is the highest level of education you have earned?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	5	--	--			3.680			3.756		
Doctoral degree (e.g., Ph.D., Ed.D.)	66	3.741	3.665			3.733			3.723		
Master's degree	161	3.746	3.825			3.773			3.802		
Bachelor's degree	129	3.699	3.715			3.785			3.822		
Associate's degree	54	3.662	3.576			3.819			3.842		
Certificate	9	3.746	--			3.866			3.912		
High School diploma or GED	27	3.656	3.499			3.837			3.902		
No diploma or degree	0	∅	∅			3.689			3.756		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Figure 5. Overall Climate by Gender Identity**



**Table 22. Institutional Structure Mean Comparisons by Gender Identity**

*DCC compared with:*

What is your gender identity?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
Man	154	3.207	3.157			3.533	***	-.362	3.572	***	-.395
Woman	286	3.390	3.395			3.504	*	-.130	3.569	***	-.204
Trans Man	0	∅	∅			--			2.789		
Trans Woman	0	∅	∅			--			2.785		
Gender Queer	1	--	∅			3.614			3.137		
Prefer to self-describe	6	--	3.895			2.896			2.848		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 23. Student Focus Mean Comparisons by Gender Identity**

*DCC compared with:*

What is your gender identity?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
Man	152	3.914	3.912			4.074	**	-.251	4.090	**	-.263
Woman	286	4.030	4.060			4.077			4.108	*	-.125
Trans Man	0	∅	∅			--			3.573		
Trans Woman	0	∅	∅			--			3.628		
Gender Queer	1	--	∅			4.411			3.750		
Prefer to self-describe	6	--	4.203			3.839			3.778		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 24. Supervisory Relationships Mean Comparisons by Gender Identity**

*DCC compared with:*

What is your gender identity?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
Man	153	3.768	3.697			3.895			3.919	*	-.171
Woman	286	3.881	3.881			3.883			3.922		
Trans Man	0	∅	∅			--			3.689		
Trans Woman	0	∅	∅			--			3.598		
Gender Queer	1	--	∅			3.883			3.443		
Prefer to self-describe	6	--	3.934			3.439			3.336		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 25. Teamwork Mean Comparisons by Gender Identity**

What is your gender identity?	<i>DCC compared with:</i>										
	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
Man	153	3.923	3.898			3.972			3.976		
Woman	285	3.936	3.958			3.937			3.953		
Trans Man	0	∅	∅			--			3.890		
Trans Woman	0	∅	∅			--			3.604		
Gender Queer	1	--	∅			3.633			3.328		
Prefer to self-describe	6	--	4.143			3.710			3.470		

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

-- indicates results redacted for confidentiality

∅ indicates 0 responses

**Table 26. Overall Mean Comparisons by Gender Identity**

*DCC compared with:*

What is your gender identity?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
Man	154	3.636	3.593			3.831	**	-.263	3.855	***	-.287
Woman	286	3.764	3.776			3.815			3.858	*	-.130
Trans Man	0	∅	∅			--			3.389		
Trans Woman	0	∅	∅			--			3.342		
Gender Queer	1	--	∅			3.913			3.411		
Prefer to self-describe	6	--	4.019			3.390			3.305		

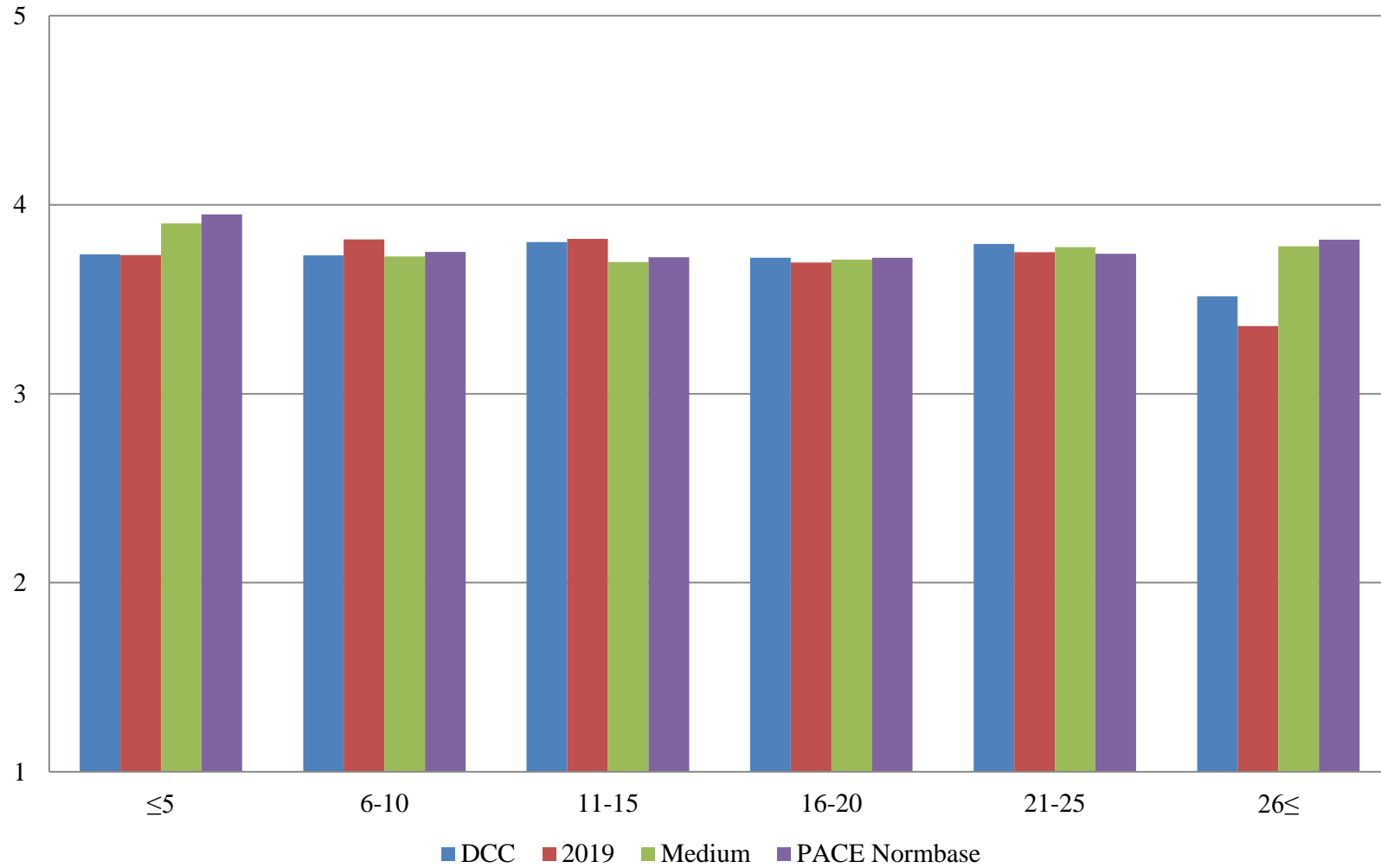
\* p < .05, \*\* p < .01, \*\*\* p < .001

-- indicates results redacted for confidentiality

∅ indicates 0 responses



**Figure 6. Overall Climate by Years at this Institution**



**Table 27. Institutional Structure Mean Comparisons by Years at this Institution**

*DCC compared with:*

How many years have you worked at this institution?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
5 years or less	161	3.359	3.381			3.649	***	-.337	3.719	***	-.414
6-10 years	113	3.349	3.399			3.385			3.427		
11-15 years	67	3.402	3.350			3.331			3.380		
16-20 years	49	3.285	3.311			3.342			3.361		
21-25 years	20	3.357	3.253			3.413			3.378		
26 years or more	24	3.088	2.915			3.421			3.469	*	-.421

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

**Table 28. Student Focus Mean Comparisons by Years at this Institution**

*DCC compared with:*

How many years have you worked at this institution?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
5 years or less	159	4.009	4.019			4.094			4.133	*	-.189
6-10 years	113	4.031	4.147			4.015			4.028		
11-15 years	67	4.036	4.060			4.007			4.027		
16-20 years	49	3.931	3.928			4.039			4.039		
21-25 years	20	4.001	3.925			4.088			4.062		
26 years or more	24	3.767	3.764			4.090	**	-.543	4.107	**	-.535

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

**Table 29. Supervisory Relationships Mean Comparisons by Years at this Institution**

*DCC compared with:*

How many years have you worked at this institution?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
5 years or less	160	3.820	3.773			3.969	*	-.174	4.012	**	-.224
6-10 years	113	3.845	3.952			3.802			3.826		
11-15 years	67	3.957	4.002			3.768			3.786		
16-20 years	49	3.956	3.835			3.756			3.784		
21-25 years	20	4.006	4.035			3.846			3.803		
26 years or more	24	3.671	3.474			3.848			3.886		

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

**Table 30. Teamwork Mean Comparisons by Years at this Institution**

*DCC compared with:*

<b>How many years have you worked at this institution?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
5 years or less	160	3.979	3.982			4.015			4.031		
6-10 years	113	3.872	3.937			3.861			3.861		
11-15 years	67	4.018	4.135			3.844			3.849		
16-20 years	49	3.978	3.973			3.885			3.859		
21-25 years	20	4.030	4.073			3.920			3.877		
26 years or more	23	3.848	3.568			3.930			3.960		

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

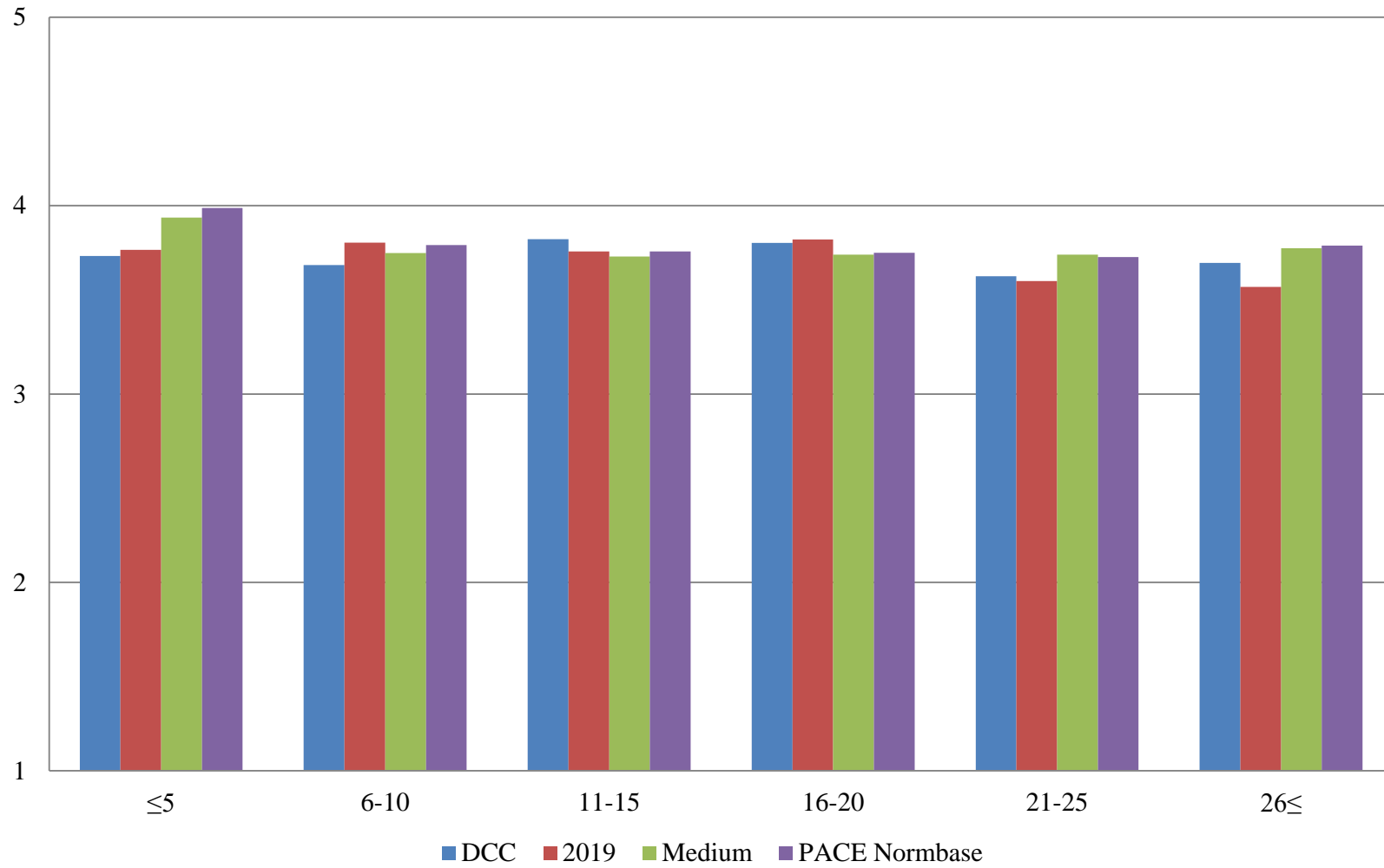
**Table 31. Overall Mean Comparisons by Years at this Institution**

*DCC compared with:*

How many years have you worked at this institution?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
5 years or less	161	3.737	3.733			3.901	**	-.227	3.948	***	-.287
6-10 years	113	3.732	3.817			3.727			3.751		
11-15 years	67	3.802	3.820			3.697			3.723		
16-20 years	49	3.720	3.694			3.710			3.720		
21-25 years	20	3.793	3.749			3.776			3.740		
26 years or more	24	3.516	3.358			3.780			3.815	*	-.413

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

**Figure 7. Overall Climate by Years in Higher Education**



**Table 32. Institutional Structure Mean Comparisons by Years in Higher Education**

*DCC compared with:*

	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>How many years have you worked in higher education?</b>											
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
5 years or less	101	3.336	3.396			3.707	***	-.440	3.780	***	-.527
6-10 years	102	3.263	3.364			3.424			3.488	*	-.251
11-15 years	74	3.475	3.338			3.385			3.433		
16-20 years	70	3.389	3.428			3.385			3.408		
21-25 years	37	3.192	3.108			3.367			3.356		
26 years or more	49	3.368	3.275			3.422			3.443		

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



**Table 33. Student Focus Mean Comparisons by Years in Higher Education**

*DCC compared with:*

<b>How many years have you worked in higher education?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
5 years or less	99	4.038	4.086			4.128			4.164		
6-10 years	102	3.929	4.061			4.005			4.036		
11-15 years	74	4.069	4.050			4.017			4.039		
16-20 years	70	3.991	3.997			4.028			4.041		
21-25 years	37	3.949	3.963			4.067			4.043		
26 years or more	49	3.957	3.849			4.079			4.080		

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

**Table 34. Supervisory Relationships Mean Comparisons by Years in Higher Education**

*DCC compared with:*

<b>How many years have you worked in higher education?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
5 years or less	100	3.825	3.813			3.989			4.039	*	-.254
6-10 years	102	3.840	3.971			3.833			3.871		
11-15 years	74	3.891	3.828			3.801			3.822		
16-20 years	70	4.019	4.035			3.812			3.819		
21-25 years	37	3.759	3.751			3.799			3.801		
26 years or more	49	3.798	3.626			3.835			3.856		

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

**Table 35. Teamwork Mean Comparisons by Years in Higher Education**

*DCC compared with:*

How many years have you worked in higher education?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
5 years or less	100	3.957	3.990			4.036			4.058		
6-10 years	102	3.908	4.013			3.873			3.893		
11-15 years	74	4.061	4.075			3.874			3.873		
16-20 years	70	4.018	4.034			3.906			3.879		
21-25 years	37	3.845	3.886			3.907			3.879		
26 years or more	48	3.871	3.736			3.930			3.930		

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

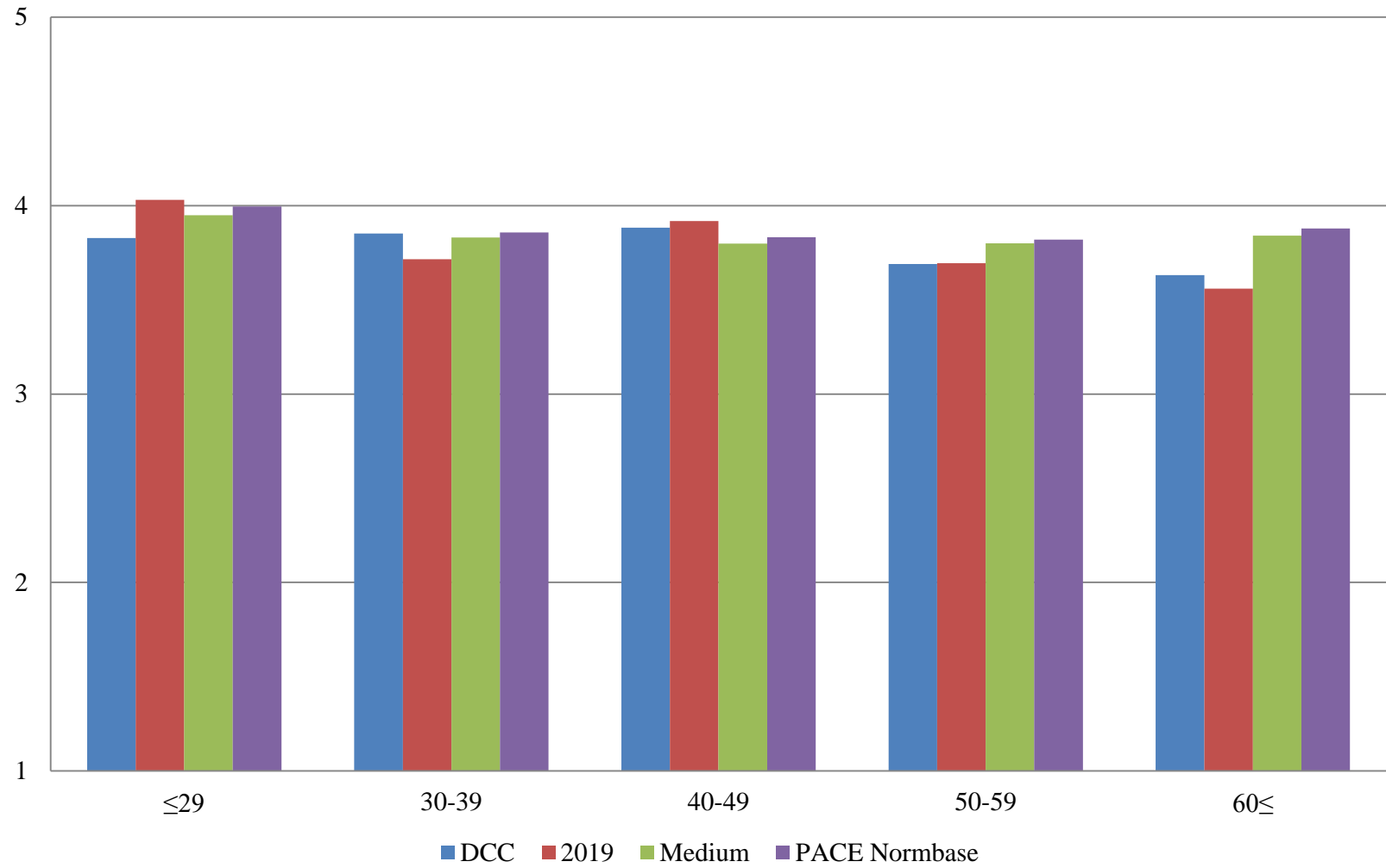
**Table 36. Overall Mean Comparisons by Years in Higher Education**

*DCC compared with:*

<b>How many years have you worked in higher education?</b>	<b>DCC</b>		<b>2019</b>			<b>Medium</b>			<b>PACE Normbase</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
5 years or less	101	3.732	3.764			3.936	**	-.284	3.987	***	-.352
6-10 years	102	3.684	3.803			3.748			3.790		
11-15 years	74	3.822	3.756			3.730			3.757		
16-20 years	70	3.801	3.820			3.740			3.749		
21-25 years	37	3.626	3.599			3.740			3.727		
26 years or more	49	3.695	3.568			3.773			3.787		

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

**Figure 8. Overall Climate by Age**



**Table 37. Institutional Structure Mean Comparisons by Age**

*DCC compared with:*

What is your age?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
29 or younger	13	3.454	3.696			3.716			3.774		
30-39	60	3.521	3.338			3.527			3.566		
40-49	94	3.585	3.567			3.480			3.537		
50-59	112	3.230	3.279			3.494	**	-.298	3.526	***	-.326
60 or older	116	3.189	3.058			3.531	***	-.382	3.597	***	-.450

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

**Table 38. Student Focus Mean Comparisons by Age**

*DCC compared with:*

What is your age?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
29 or younger	12	3.696	3.978			4.095	*	-.590	4.141	*	-.678
30-39	60	4.084	3.973			4.049			4.068		
40-49	94	4.121	4.187			4.042			4.072		
50-59	112	3.929	3.996			4.087	**	-.259	4.091	**	-.253
60 or older	115	3.957	3.925			4.110	**	-.248	4.131	**	-.270

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

**Table 39. Supervisory Relationships Mean Comparisons by Age**

*DCC compared with:*

What is your age?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	479	3.839	3.814			3.839			3.867		
29 or younger	13	4.128	4.202			4.013			4.068		
30-39	60	3.947	3.849			3.919			3.948		
40-49	94	3.926	3.966			3.876			3.906		
50-59	112	3.875	3.848			3.853			3.874		
60 or older	115	3.788	3.712			3.902			3.933		

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



**Table 40. Teamwork Mean Comparisons by Age**

*DCC compared with:*

What is your age?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	478	3.931	3.930			3.906			3.908		
29 or younger	13	4.103	4.354			4.101			4.110		
30-39	60	4.053	3.912			3.986			3.986		
40-49	94	4.028	4.132			3.950			3.940		
50-59	111	4.007	3.942			3.907			3.909		
60 or older	115	3.826	3.783			3.951			3.976		

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

**Table 41. Overall Mean Comparisons by Age**

*DCC compared with:*

What is your age?	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.712			3.771			3.800	*	-.109
29 or younger	13	3.828	4.031			3.948			3.996		
30-39	60	3.851	3.716			3.831			3.858		
40-49	94	3.882	3.918			3.798			3.832		
50-59	112	3.690	3.695			3.800			3.819		
60 or older	116	3.630	3.559			3.841	**	-.288	3.879	***	-.332

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