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Community College
Raleigh, North Carolina**

PACE Report

PACE Climate Survey for Community Colleges

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Table of Contents	Page
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	3
Table 2. Student Focus Frequency Distributions	7
Table 3. Supervisory Relationships Frequency Distributions	10
Table 4. Teamwork Frequency Distributions	14
Table 5. Climate Factor Mean Comparisons	16
Figure 1. Means by Comparison Group and Climate Factor	17
Table 6. Institutional Structure Item Mean Comparisons	18
Table 7. Student Focus Item Mean Comparisons	19
Table 8. Supervisory Relationships Item Mean Comparisons	20
Table 9. Teamwork Item Mean Comparisons	21

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 commination 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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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 & Baker, 1987). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, The Belk Center 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 (Caison, 2005; Tiu, 2001).

References

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Table 1. Institutional Structure Frequency Distributions

DCC compared with:

Institutional Structure	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	30	6%	28	6%	438	2%	1571	3%
	Dissatisfied	56	12%	54	12%	1812	10%	5861	9%
	Neither	97	21%	98	21%	2882	15%	9088	15%
	Satisfied	193	41%	182	39%	8969	48%	29213	47%
	Very satisfied	94	20%	103	22%	4531	24%	16563	27%
	Total	470	100%	465	100%	18632	100%	62296	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	52	11%	49	11%	1488	8%	4856	8%
	Dissatisfied	112	24%	128	28%	3794	21%	12032	19%
	Neither	99	21%	101	22%	4141	22%	13577	22%
	Satisfied	136	29%	113	24%	6328	34%	20909	34%
	Very satisfied	71	15%	71	15%	2726	15%	10341	17%
	Total	470	100%	462	100%	18477	100%	61715	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	38	8%	31	7%	673	4%	2178	4%
	Dissatisfied	50	11%	50	11%	1579	8%	4686	8%
	Neither	98	21%	95	20%	3553	19%	11784	19%
	Satisfied	144	30%	140	30%	7263	39%	23607	38%
	Very satisfied	143	30%	150	32%	5541	30%	19855	32%
	Total	473	100%	466	100%	18609	100%	62110	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	34	7%	33	7%	885	5%	3290	5%
	Dissatisfied	81	17%	92	20%	2259	12%	7378	12%
	Neither	85	18%	78	17%	2943	16%	9474	15%
	Satisfied	159	33%	140	30%	7339	39%	23514	38%
	Very satisfied	116	24%	125	27%	5163	28%	18586	30%
	Total	475	100%	468	100%	18589	100%	62242	100%

DCC compared with:

Institutional Structure (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	70	15%	75	16%	2005	11%	6626	11%
	Dissatisfied	105	22%	109	23%	3855	21%	12189	19%
	Neither	102	21%	99	21%	3989	21%	13040	21%
	Satisfied	110	23%	98	21%	5805	31%	19206	31%
	Very satisfied	88	19%	86	18%	3063	16%	11491	18%
	Total	475	100%	467	100%	18717	100%	62552	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	30	7%	25	6%	750	4%	2384	4%
	Dissatisfied	68	16%	71	17%	2306	13%	7055	12%
	Neither	136	31%	132	32%	5407	31%	17199	30%
	Satisfied	140	32%	128	31%	6587	38%	22430	39%
	Very satisfied	61	14%	60	14%	2140	12%	8342	15%
	Total	435	100%	416	100%	17190	100%	57410	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	58	14%	52	13%	1851	11%	6271	11%
	Dissatisfied	85	20%	90	22%	3186	18%	10118	17%
	Neither	125	29%	122	30%	5195	30%	16864	29%
	Satisfied	108	25%	92	22%	4983	29%	16682	29%
	Very satisfied	49	12%	54	13%	2195	13%	8036	14%
	Total	425	100%	410	100%	17410	100%	57971	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	73	16%	73	16%	1911	10%	5985	10%
	Dissatisfied	96	21%	96	21%	3165	17%	9869	16%
	Neither	99	21%	87	19%	4031	22%	12885	21%
	Satisfied	113	24%	110	25%	6120	33%	20830	34%
	Very satisfied	83	18%	82	18%	3231	18%	12089	20%
	Total	464	100%	448	100%	18458	100%	61658	100%

DCC compared with:

Institutional Structure (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	53	11%	52	12%	1724	9%	5473	9%
	Dissatisfied	73	16%	76	17%	2812	15%	8964	15%
	Neither	103	22%	95	21%	3813	21%	12325	20%
	Satisfied	143	31%	131	29%	6158	34%	20470	33%
	Very satisfied	89	19%	92	21%	3798	21%	13948	23%
	Total	461	100%	446	100%	18305	100%	61180	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	56	12%	61	14%	1670	9%	5288	9%
	Dissatisfied	96	21%	102	23%	3127	17%	9707	16%
	Neither	76	16%	69	15%	3751	20%	12158	20%
	Satisfied	152	33%	138	31%	6552	36%	21813	36%
	Very satisfied	81	18%	76	17%	3258	18%	12405	20%
	Total	461	100%	446	100%	18358	100%	61371	100%
29 institution-wide policies guide my work	Very dissatisfied	21	5%	22	5%	599	3%	1982	3%
	Dissatisfied	33	7%	33	8%	1208	7%	3888	6%
	Neither	116	26%	114	26%	4513	25%	14369	24%
	Satisfied	175	39%	157	36%	7996	44%	26437	44%
	Very satisfied	105	23%	107	25%	3742	21%	13693	23%
	Total	450	100%	433	100%	18058	100%	60369	100%
32 this institution is appropriately organized	Very dissatisfied	32	7%	27	6%	1471	8%	5124	9%
	Dissatisfied	97	21%	97	22%	3413	19%	11008	18%
	Neither	108	24%	115	26%	4421	24%	14082	23%
	Satisfied	136	30%	118	27%	6072	34%	20112	33%
	Very satisfied	81	18%	79	18%	2668	15%	9948	17%
	Total	454	100%	436	100%	18045	100%	60274	100%

DCC compared with:

Institutional Structure (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	67	16%	63	15%	2719	16%	8495	15%
	Dissatisfied	92	21%	92	22%	2926	17%	9126	16%
	Neither	102	24%	90	22%	4415	26%	14493	25%
	Satisfied	110	26%	108	26%	4560	27%	15413	27%
	Very satisfied	57	13%	59	14%	2576	15%	9887	17%
	Total	428	100%	412	100%	17196	100%	57414	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	30	7%	30	7%	875	5%	3006	5%
	Dissatisfied	50	11%	55	13%	2203	12%	7088	12%
	Neither	77	17%	72	17%	3226	18%	10374	17%
	Satisfied	192	42%	178	41%	7998	44%	26119	43%
	Very satisfied	107	23%	99	23%	3932	22%	14367	24%
	Total	456	100%	434	100%	18234	100%	60954	100%
44 administrative processes are clearly defined	Very dissatisfied	54	12%	52	12%	1296	7%	4381	7%
	Dissatisfied	84	19%	85	20%	2425	13%	7750	13%
	Neither	108	24%	108	25%	4191	23%	13422	22%
	Satisfied	133	29%	119	28%	6791	38%	22408	37%
	Very satisfied	73	16%	66	15%	3278	18%	12111	20%
	Total	452	100%	430	100%	17981	100%	60072	100%

Table 2. Student Focus Frequency Distributions

DCC compared with:

Student Focus	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	23	5%	22	5%	569	3%	2162	3%
	Dissatisfied	51	11%	56	12%	1840	10%	6019	10%
	Neither	84	18%	82	18%	2433	13%	7724	12%
	Satisfied	154	32%	133	28%	7220	39%	23337	37%
	Very satisfied	162	34%	174	37%	6573	35%	23123	37%
	Total	474	100%	467	100%	18635	100%	62365	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	7	1%	9	2%	256	1%	910	1%
	Dissatisfied	16	3%	16	3%	473	3%	1580	3%
	Neither	34	7%	36	8%	1139	6%	3887	6%
	Satisfied	140	30%	116	25%	6114	33%	19880	32%
	Very satisfied	273	58%	284	62%	10725	57%	36298	58%
	Total	470	100%	461	100%	18707	100%	62555	100%
17 faculty meet the needs of students	Very dissatisfied	14	3%	14	3%	249	1%	915	2%
	Dissatisfied	26	6%	16	4%	1018	6%	3246	6%
	Neither	75	17%	64	15%	2877	16%	9136	16%
	Satisfied	189	44%	186	44%	7921	45%	26232	45%
	Very satisfied	130	30%	140	33%	5399	31%	18688	32%
	Total	434	100%	420	100%	17464	100%	58217	100%
18 student diversity is important at this institution	Very dissatisfied	20	4%	16	4%	341	2%	1141	2%
	Dissatisfied	18	4%	17	4%	836	5%	2458	4%
	Neither	83	18%	82	19%	2641	14%	8762	14%
	Satisfied	172	37%	152	35%	7721	42%	25248	41%
	Very satisfied	167	36%	173	39%	6770	37%	23491	38%
	Total	460	100%	440	100%	18309	100%	61100	100%

DCC compared with:

Student Focus (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	9	2%	11	3%	205	1%	768	1%
	Dissatisfied	22	5%	19	5%	723	4%	2428	4%
	Neither	100	23%	85	20%	3314	19%	10622	18%
	Satisfied	191	44%	187	44%	8633	49%	28119	48%
	Very satisfied	111	26%	120	28%	4641	26%	16559	28%
	Total	433	100%	422	100%	17516	100%	58496	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	10	2%	7	2%	328	2%	1247	2%
	Dissatisfied	34	8%	31	7%	1118	6%	3645	6%
	Neither	85	19%	97	22%	2870	16%	9496	16%
	Satisfied	198	44%	180	41%	8265	47%	26799	46%
	Very satisfied	122	27%	122	28%	5059	29%	17658	30%
	Total	449	100%	437	100%	17640	100%	58845	100%
28 classified personnel meet the needs of students	Very dissatisfied	12	3%	15	4%	288	2%	1043	2%
	Dissatisfied	27	7%	22	6%	734	5%	2425	4%
	Neither	107	27%	106	28%	3759	23%	12133	22%
	Satisfied	163	41%	152	40%	7467	46%	24234	44%
	Very satisfied	86	22%	86	23%	4015	25%	14743	27%
	Total	395	100%	381	100%	16263	100%	54578	100%
31 students receive an excellent education at this institution	Very dissatisfied	6	1%	7	2%	136	1%	572	1%
	Dissatisfied	14	3%	10	2%	564	3%	1949	3%
	Neither	73	16%	72	17%	2199	12%	7050	12%
	Satisfied	178	40%	154	35%	8540	48%	27448	46%
	Very satisfied	178	40%	191	44%	6434	36%	22694	38%
	Total	449	100%	434	100%	17873	100%	59713	100%

DCC compared with:

Student Focus (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	6	1%	8	2%	167	1%	677	1%
	Dissatisfied	13	3%	7	2%	541	3%	1793	3%
	Neither	50	11%	53	12%	2250	13%	7310	12%
	Satisfied	197	44%	175	41%	8399	47%	27309	46%
	Very satisfied	179	40%	185	43%	6418	36%	22448	38%
	Total	445	100%	428	100%	17775	100%	59537	100%
37 this institution prepares students for further learning	Very dissatisfied	5	1%	8	2%	164	1%	700	1%
	Dissatisfied	16	4%	13	3%	534	3%	1785	3%
	Neither	48	11%	46	11%	2086	12%	6607	11%
	Satisfied	214	48%	195	45%	8701	49%	28321	48%
	Very satisfied	161	36%	167	39%	6313	35%	22200	37%
	Total	444	100%	429	100%	17798	100%	59613	100%
40 students are assisted with their personal development	Very dissatisfied	10	2%	10	2%	208	1%	855	1%
	Dissatisfied	22	5%	23	6%	803	5%	2580	5%
	Neither	88	21%	85	21%	3309	19%	10772	19%
	Satisfied	172	41%	166	41%	8256	48%	26550	46%
	Very satisfied	129	31%	125	31%	4546	27%	16364	29%
	Total	421	100%	409	100%	17122	100%	57121	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	6	2%	123	1%	533	1%
	Dissatisfied	10	2%	7	2%	493	3%	1806	3%
	Neither	96	24%	83	21%	3325	20%	10775	19%
	Satisfied	196	48%	189	48%	9198	55%	29710	54%
	Very satisfied	101	25%	106	27%	3467	21%	12632	23%
	Total	407	100%	391	100%	16606	100%	55456	100%

Table 3. Supervisory Relationships Frequency Distributions

DCC compared with:

Supervisory Relationships	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	19	4%	21	4%	665	4%	2067	3%
	Dissatisfied	32	7%	35	7%	1163	6%	3712	6%
	Neither	39	8%	36	8%	1641	9%	5501	9%
	Satisfied	127	27%	123	26%	5481	29%	18023	29%
	Very satisfied	261	55%	257	54%	9730	52%	33162	53%
	Total	478	100%	472	100%	18680	100%	62465	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	29	6%	31	7%	1001	5%	3161	5%
	Dissatisfied	32	7%	34	7%	1352	7%	4492	7%
	Neither	37	8%	43	9%	1907	10%	6257	10%
	Satisfied	144	30%	130	28%	5227	28%	17072	27%
	Very satisfied	232	49%	227	49%	9200	49%	31458	50%
	Total	474	100%	465	100%	18687	100%	62440	100%
12 positive work expectations are communicated to me	Very dissatisfied	29	6%	34	8%	887	5%	2829	5%
	Dissatisfied	39	8%	43	10%	1933	10%	6143	10%
	Neither	61	13%	55	12%	3050	17%	9913	16%
	Satisfied	204	44%	187	42%	7966	43%	26419	43%
	Very satisfied	130	28%	130	29%	4645	25%	16412	27%
	Total	463	100%	449	100%	18481	100%	61716	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	20	5%	25	6%	629	4%	1990	4%
	Dissatisfied	30	7%	31	8%	1341	8%	4151	7%
	Neither	83	20%	80	20%	4157	25%	13418	24%
	Satisfied	191	47%	172	42%	7233	44%	24264	44%
	Very satisfied	83	20%	98	24%	3227	19%	11809	21%
	Total	407	100%	406	100%	16587	100%	55632	100%

DCC compared with:

Supervisory Relationships (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	23	5%	20	4%	1038	6%	3351	5%
	Dissatisfied	51	11%	58	13%	1895	10%	5801	9%
	Neither	76	16%	72	16%	3329	18%	11027	18%
	Satisfied	173	38%	155	35%	7134	39%	23743	39%
	Very satisfied	138	30%	140	31%	4992	27%	17380	28%
	Total	461	100%	445	100%	18388	100%	61302	100%
21 I receive appropriate feedback for my work	Very dissatisfied	23	5%	26	6%	921	5%	2923	5%
	Dissatisfied	38	8%	41	9%	1798	10%	5744	9%
	Neither	75	16%	76	17%	3148	17%	10322	17%
	Satisfied	185	40%	163	36%	7548	41%	25034	41%
	Very satisfied	141	31%	143	32%	4924	27%	17148	28%
	Total	462	100%	449	100%	18339	100%	61171	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	42	9%	50	11%	1286	7%	4086	7%
	Dissatisfied	34	7%	40	9%	1618	9%	5332	9%
	Neither	62	14%	55	12%	2954	16%	9642	16%
	Satisfied	142	31%	125	28%	5806	32%	19498	32%
	Very satisfied	179	39%	172	39%	6502	36%	22028	36%
	Total	459	100%	442	100%	18166	100%	60586	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	43	9%	50	11%	1194	7%	3852	6%
	Dissatisfied	35	8%	41	9%	1456	8%	4749	8%
	Neither	46	10%	35	8%	2654	15%	8915	15%
	Satisfied	150	33%	140	32%	5811	32%	19391	32%
	Very satisfied	186	40%	176	40%	7014	39%	23623	39%
	Total	460	100%	442	100%	18129	100%	60530	100%

DCC compared with:

Supervisory Relationships (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	26	6%	29	7%	765	4%	2498	4%
	Dissatisfied	31	7%	33	7%	1711	9%	5387	9%
	Neither	85	19%	91	20%	3912	21%	12364	20%
	Satisfied	198	43%	177	40%	7767	43%	25806	42%
	Very satisfied	116	25%	115	26%	4043	22%	14683	24%
	Total	456	100%	445	100%	18198	100%	60738	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	33	7%	36	8%	1105	6%	3523	6%
	Dissatisfied	37	8%	36	8%	1506	8%	4864	8%
	Neither	67	15%	69	16%	3208	18%	10577	18%
	Satisfied	147	32%	130	30%	6173	34%	20332	34%
	Very satisfied	170	37%	165	38%	6028	33%	20846	35%
	Total	454	100%	436	100%	18020	100%	60142	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	32	7%	31	7%	798	4%	2580	4%
	Dissatisfied	24	5%	28	6%	1053	6%	3446	6%
	Neither	59	13%	61	14%	2337	13%	7649	13%
	Satisfied	183	40%	159	37%	6959	38%	22896	38%
	Very satisfied	155	34%	156	36%	7010	39%	24035	40%
	Total	453	100%	435	100%	18157	100%	60606	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	34	8%	38	9%	1034	6%	3376	6%
	Dissatisfied	53	12%	46	11%	1678	9%	5667	9%
	Neither	96	22%	107	25%	3452	19%	11308	19%
	Satisfied	171	38%	143	34%	7512	42%	24513	41%
	Very satisfied	92	21%	92	22%	4334	24%	15289	25%
	Total	446	100%	426	100%	18010	100%	60153	100%

DCC compared with:

Supervisory Relationships (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	32	7%	27	6%	1017	6%	3224	5%
	Dissatisfied	37	8%	32	7%	1698	9%	5414	9%
	Neither	84	19%	83	19%	2786	15%	8976	15%
	Satisfied	183	40%	170	39%	7101	39%	23470	39%
	Very satisfied	117	26%	121	28%	5488	30%	19382	32%
	Total	453	100%	433	100%	18090	100%	60466	100%

Table 4. Teamwork Frequency Distributions

DCC compared with:

Teamwork	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	31	7%	35	8%	835	4%	2818	5%
	Dissatisfied	43	9%	47	10%	1892	10%	6224	10%
	Neither	48	10%	53	11%	1867	10%	6529	10%
	Satisfied	137	29%	118	26%	6355	34%	21024	34%
	Very satisfied	209	45%	209	45%	7639	41%	25669	41%
	Total	468	100%	462	100%	18588	100%	62264	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	13	3%	11	3%	501	3%	1709	3%
	Dissatisfied	23	5%	20	5%	1286	7%	4096	7%
	Neither	64	14%	73	17%	2769	16%	9235	16%
	Satisfied	162	37%	130	30%	7550	42%	25049	42%
	Very satisfied	180	41%	196	46%	5730	32%	19323	33%
	Total	442	100%	430	100%	17836	100%	59412	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	30	7%	29	7%	900	5%	3068	5%
	Dissatisfied	33	7%	42	10%	1691	9%	5578	9%
	Neither	55	12%	47	11%	2453	14%	8348	14%
	Satisfied	191	42%	171	39%	7317	40%	23716	39%
	Very satisfied	145	32%	150	34%	5736	32%	19733	33%
	Total	454	100%	439	100%	18097	100%	60443	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	28	6%	26	6%	943	5%	3206	5%
	Dissatisfied	41	9%	41	9%	1547	9%	5121	9%
	Neither	51	11%	52	12%	2397	13%	7993	13%
	Satisfied	157	35%	144	33%	6928	39%	22718	38%
	Very satisfied	175	39%	172	40%	6178	34%	20990	35%
	Total	452	100%	435	100%	17993	100%	60028	100%

DCC compared with:

Teamwork (continued)	Response Option	DCC		2019		Medium		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	19	4%	24	6%	579	3%	1975	3%
	Dissatisfied	28	6%	23	5%	1198	7%	3968	7%
	Neither	58	13%	57	13%	2735	15%	9167	16%
	Satisfied	174	40%	153	36%	7705	44%	25228	43%
	Very satisfied	161	37%	168	40%	5433	31%	18608	32%
	Total	440	100%	425	100%	17650	100%	58946	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	36	8%	38	9%	1050	6%	3657	6%
	Dissatisfied	45	10%	47	11%	1631	9%	5410	9%
	Neither	47	10%	45	10%	2088	12%	7164	12%
	Satisfied	142	31%	121	28%	6593	36%	21816	36%
	Very satisfied	186	41%	183	42%	6790	37%	22650	37%
	Total	456	100%	434	100%	18152	100%	60697	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<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	480	3.717	3.712			3.771			3.800	*	-.109
Institutional Structure	480	3.327	3.316			3.453	**	-.142	3.501	***	-.191
Student Focus	478	3.982	4.009			4.042	*	-.094	4.060	*	-.118
Supervisory Relationships	479	3.839	3.814			3.839			3.867		
Teamwork	478	3.931	3.930			3.906			3.908		

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

Figure 1. Means by Comparison Group and Climate Factor

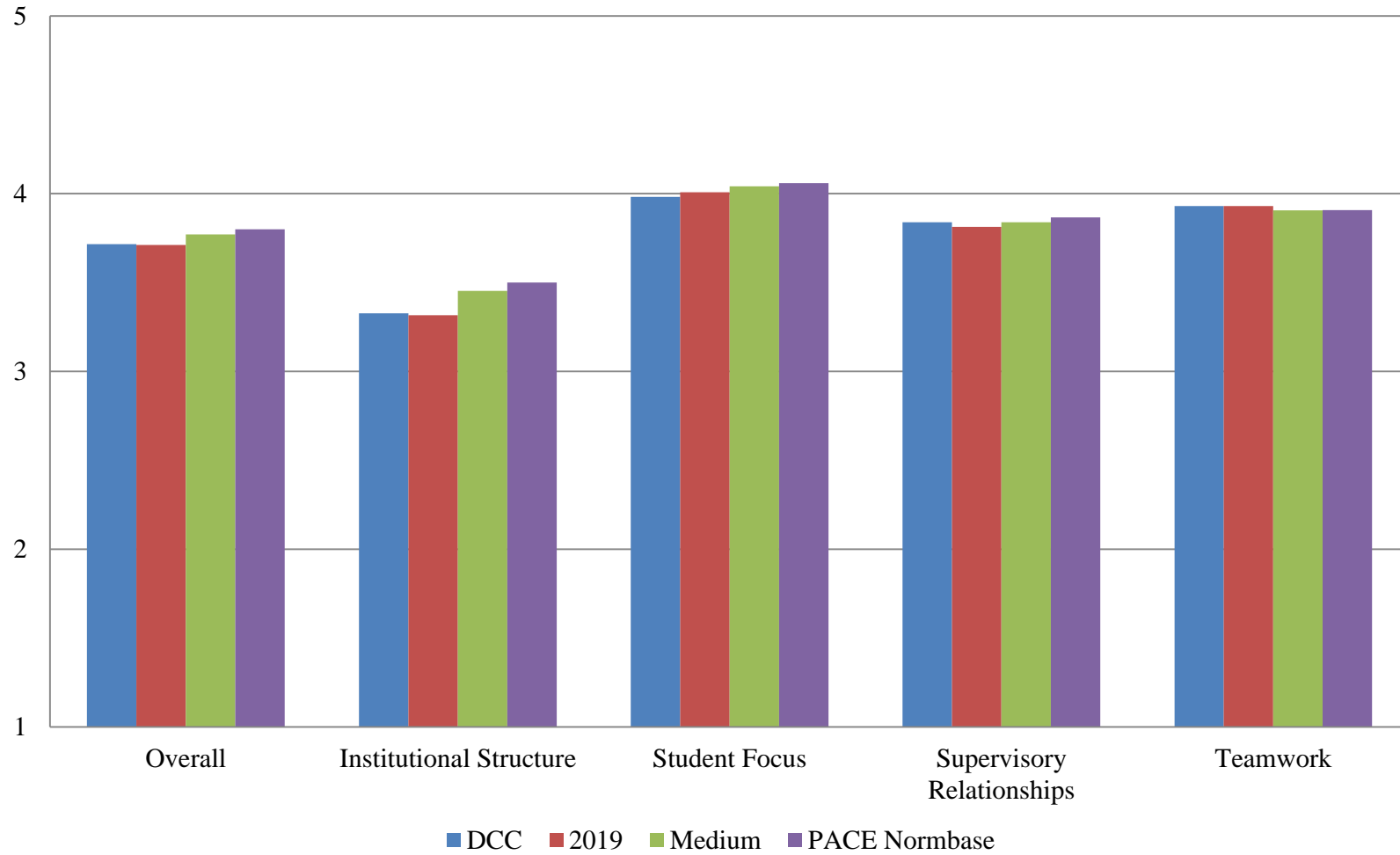


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>DCC compared with:</i>										
		DCC		2019			Medium			PACE Normbase		
		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	470	3.564	3.598			3.823	***	-.263	3.856	***	-.293
4	decisions are made at the appropriate level at this institution	470	3.132	3.063			3.271	*	-.118	3.322	***	-.159
5	the institution effectively promotes diversity in the workplace	473	3.643	3.704			3.829	***	-.175	3.874	***	-.219
6	administrative leadership is focused on meeting the needs of students	475	3.509	3.496			3.734	***	-.198	3.751	***	-.208
10	information is shared within the institution	475	3.086	3.024			3.217	*	-.105	3.268	**	-.144
11	institutional teams use problem-solving techniques	435	3.308	3.305			3.411	*	-.101	3.475	***	-.164
15	I am able to appropriately influence the direction of this institution	425	3.012	3.015			3.143	*	-.111	3.174	**	-.136
16	open and ethical communication is practiced at this institution	464	3.080	3.071			3.303	***	-.180	3.376	***	-.239
22	this institution has been successful in positively motivating my performance	461	3.308	3.303			3.409			3.465	**	-.127
25	a spirit of cooperation exists at this institution	461	3.230	3.148			3.360	*	-.107	3.429	***	-.164
29	institution-wide policies guide my work	450	3.689	3.679			3.724			3.762		
32	this institution is appropriately organized	454	3.302	3.287			3.280			3.311		
38	I have the opportunity for advancement within this institution	428	2.995	3.019			3.078			3.158	**	-.125
41	I receive adequate information regarding important activities at this institution	456	3.649	3.601			3.653			3.685		
44	administrative processes are clearly defined	452	3.192	3.144			3.463	***	-.236	3.501	***	-.266

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

Table 7. Student Focus Item Mean Comparisons

DCC compared with:

Student Focus	DCC		2019			Medium			PACE Normbase		
	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	474	3.804	3.816			3.933	**	-.120	3.950	**	-.134
8 I feel my job is relevant to this institution's mission	470	4.396	4.410			4.421			4.424		
17 faculty meet the needs of students	434	3.910	4.005			3.985			4.005	*	-.104
18 student diversity is important at this institution	460	3.974	4.020			4.078	*	-.112	4.105	**	-.142
19 students' competencies are enhanced	433	3.861	3.915			3.958	*	-.113	3.979	**	-.136
23 non-teaching professional personnel meet the needs of students	449	3.864	3.867			3.942			3.951		
28 classified personnel meet the needs of students	395	3.719	3.714			3.872	***	-.171	3.902	***	-.200
31 students receive an excellent education at this institution	449	4.131	4.180			4.151			4.168		
35 this institution prepares students for a career	445	4.191	4.220			4.145			4.160		
37 this institution prepares students for further learning	444	4.149	4.166			4.150			4.166		
40 students are assisted with their personal development	421	3.922	3.912			3.942			3.963		
42 students are satisfied with their educational experience at this institution	407	3.934	3.977			3.927			3.940		

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

Table 8. Supervisory Relationships Item Mean Comparisons

DCC compared with:

Supervisory Relationships	DCC		2019			Medium			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor/chair expresses confidence in my work	478	4.211	4.186			4.202			4.225		
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	474	4.093	4.049			4.085			4.108		
12 positive work expectations are communicated to me	463	3.793	3.748			3.733			3.769		
13 unacceptable behaviors are identified and communicated to me	407	3.705	3.707			3.668			3.715		
20 I receive timely feedback for my work	461	3.764	3.757			3.715			3.750		
21 I receive appropriate feedback for my work	462	3.829	3.793			3.750			3.780		
26 my supervisor/chair actively seeks my ideas	459	3.832	3.744			3.805			3.826		
27 my supervisor/chair seriously considers my ideas	460	3.872	3.794			3.882			3.895		
30 work outcomes are clarified for me	456	3.761	3.710			3.693			3.737		
34 my supervisor/chair helps me to improve my work	454	3.846	3.807			3.805			3.833		
39 I am given the opportunity to be creative in my work	453	3.894	3.876			4.010	*	-.108	4.029	**	-.127
45 I have the opportunity to express my ideas in appropriate forums	446	3.525	3.481			3.690	**	-.149	3.709	***	-.166
46 professional development and training opportunities are available	453	3.698	3.753			3.793			3.833	*	-.120

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

Table 9. Teamwork Item Mean Comparisons

DCC compared with:

Teamwork	DCC		2019			Medium			PACE Normbase		
	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	468	3.962	3.907			3.972			3.972		
14 my primary work team uses problem-solving techniques	442	4.070	4.116			3.938	**	.132	3.946	**	.124
24 there is an opportunity for all ideas to be exchanged within my work team	454	3.855	3.845			3.845			3.852		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	452	3.907	3.908			3.881			3.886		
36 my work team coordinates its efforts with appropriate individuals and teams	440	3.977	3.984			3.919			3.925		
43 a spirit of cooperation exists in my department	456	3.871	3.839			3.906			3.896		

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