

Demonstration Community College Raleigh, North Carolina

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Daniel R. West & Ece Yilmaz

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Research Team

Audrey J. Jaeger, Ph.D.

Executive Director

Kaitlin S. Newhouse, Ph.D.

Senior Research Associate

Jessica R. Bank

Research Associate

Maso H. Cotton

Research Associate

Dion T. Harry

Research Associate

Lauren E. McGuire

Research Associate

Greyson A. B. Norcross

Research Associate

Emily R. VanZoest

Research Associate

Daniel R. West

Research Associate

Ece Yilmaz

Research Associate

Phone

(919)515-8567

Web

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

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus.

- 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.
- 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas improvement. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

SAMPLE compared with:

Institutional Structure	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	30	6%	1433	2%	0	0%	84	2%
	Disagree	56	12%	5306	9%	6	3%	354	8%
	Neither	97	21%	8280	14%	16	9%	591	14%
	Agree	193	41%	27128	46%	97	54%	2115	51%
	Strongly Agree	94	20%	16194	28%	61	34%	1027	25%
	Total	470	100%	58341	100%	180	100%	4171	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	52	11%	4335	8%	6	3%	273	7%
	Disagree	112	24%	10977	19%	25	14%	766	18%
	Neither	99	21%	12511	22%	38	21%	942	23%
	Agree	136	29%	19488	34%	68	38%	1569	38%
	Strongly Agree	71	15%	10348	18%	41	23%	600	14%
	Total	470	100%	57659	100%	178	100%	4150	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	38	8%	2091	4%	0	0%	129	3%
	Disagree	50	11%	4588	8%	1	1%	386	9%
	Neither	98	21%	10881	19%	23	13%	804	19%
	Agree	144	30%	21459	37%	79	45%	1610	38%
	Strongly Agree	143	30%	18976	33%	72	41%	1256	30%
	Total	473	100%	57995	100%	175	100%	4185	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	34	7%	2813	5%	4	2%	175	4%
	Disagree	81	17%	6340	11%	17	9%	468	11%
	Neither	85	18%	8254	14%	24	13%	598	14%
	Agree	159	33%	21843	38%	76	42%	1675	40%
	Strongly Agree	116	24%	18894	32%	59	33%	1265	30%
	Total	475	100%	58144	100%	180	100%	4181	100%

SAMPLE compared with:

Institutional Structure (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	70	15%	5966	10%	14	8%	402	10%
	Disagree	105	22%	10927	19%	33	18%	799	19%
	Neither	102	21%	11842	20%	38	21%	879	21%
	Agree	110	23%	18169	31%	57	32%	1413	34%
	Strongly Agree	88	19%	11556	20%	38	21%	692	17%
	Total	475	100%	58460	100%	180	100%	4185	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	30	7%	2109	4%	2	1%	141	4%
	Disagree	68	16%	6259	12%	15	9%	520	13%
	Neither	136	31%	15455	29%	51	30%	1181	30%
	Agree	140	32%	21417	40%	78	46%	1597	41%
	Strongly Agree	61	14%	8521	16%	24	14%	467	12%
	Total	435	100%	53761	100%	170	100%	3906	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	58	14%	5625	10%	7	4%	383	10%
	Disagree	85	20%	9163	17%	22	13%	684	17%
	Neither	125	29%	15614	29%	53	32%	1148	29%
	Agree	108	25%	15756	29%	60	36%	1272	32%
	Strongly Agree	49	12%	7913	15%	26	15%	522	13%
	Total	425	100%	54071	100%	168	100%	4009	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	73	16%	5201	9%	7	4%	378	9%
	Disagree	96	21%	8816	15%	24	13%	691	17%
	Neither	99	21%	11838	21%	35	20%	861	21%
	Agree	113	24%	19567	34%	69	39%	1503	36%
	Strongly Agree	83	18%	12223	21%	44	25%	712	17%
	Total	464	100%	57645	100%	179	100%	4145	100%

SAMPLE compared with:

Institutional Structure (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	53	11%	4948	9%	4	2%	358	9%
	Disagree	73	16%	8134	14%	17	9%	610	15%
	Neither	103	22%	11652	20%	37	21%	887	22%
	Agree	143	31%	18925	33%	76	42%	1456	35%
	Strongly Agree	89	19%	13548	24%	45	25%	806	20%
	Total	461	100%	57207	100%	179	100%	4117	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	56	12%	4520	8%	4	2%	299	7%
	Disagree	96	21%	8453	15%	22	12%	652	16%
	Neither	76	16%	11034	19%	32	18%	826	20%
	Agree	152	33%	20746	36%	84	47%	1601	39%
	Strongly Agree	81	18%	12576	22%	35	20%	746	18%
	Total	461	100%	57329	100%	177	100%	4124	100%
29 Institution-wide policies guide my work	Strongly Disagree	21	5%	1738	3%	0	0%	108	3%
	Disagree	33	7%	3429	6%	5	3%	252	6%
	Neither	116	26%	12713	23%	36	21%	965	24%
	Agree	175	39%	24653	44%	89	51%	1941	48%
	Strongly Agree	105	23%	13916	25%	45	26%	820	20%
	Total	450	100%	56449	100%	175	100%	4086	100%
32 This institution is appropriately organized	Strongly Disagree	32	7%	4893	9%	6	3%	276	7%
	Disagree	97	21%	10148	18%	15	8%	752	19%
	Neither	108	24%	13041	23%	43	24%	1001	25%
	Agree	136	30%	18541	33%	82	46%	1493	37%
	Strongly Agree	81	18%	9663	17%	33	18%	541	13%
	Total	454	100%	56286	100%	179	100%	4063	100%

SAMPLE compared with:

Institutional Structure (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	67	16%	7610	14%	5	3%	563	15%
	Disagree	92	21%	8301	16%	28	18%	648	17%
	Neither	102	24%	13478	25%	62	40%	1060	28%
	Agree	110	26%	14343	27%	39	25%	978	26%
	Strongly Agree	57	13%	9750	18%	22	14%	519	14%
	Total	428	100%	53482	100%	156	100%	3768	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	30	7%	2701	5%	6	3%	192	5%
	Disagree	50	11%	6482	11%	18	10%	503	12%
	Neither	77	17%	9287	16%	34	19%	696	17%
	Agree	192	42%	24294	43%	83	46%	1848	45%
	Strongly Agree	107	23%	14034	25%	39	22%	857	21%
	Total	456	100%	56798	100%	180	100%	4096	100%
44 Administrative processes are clearly defined	Strongly Disagree	54	12%	4520	8%	5	3%	347	9%
	Disagree	84	19%	8555	15%	18	10%	679	17%
	Neither	108	24%	12511	22%	32	18%	962	24%
	Agree	133	29%	19759	35%	89	51%	1500	37%
	Strongly Agree	73	16%	10721	19%	32	18%	554	14%
	Total	452	100%	56066	100%	176	100%	4042	100%

Table 2. Student Focus Frequency Distributions

SAMPLE compared with:

Student Focus	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	23	5%	1892	3%	2	1%	122	3%
	Disagree	51	11%	5177	9%	9	5%	360	9%
	Neither	84	18%	6800	12%	22	12%	474	11%
	Agree	154	32%	21305	37%	74	41%	1631	39%
	Strongly Agree	162	34%	23102	40%	73	41%	1593	38%
	Total	474	100%	58276	100%	180	100%	4180	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	7	1%	815	1%	0	0%	42	1%
	Disagree	16	3%	1424	2%	2	1%	107	3%
	Neither	34	7%	3578	6%	4	2%	247	6%
	Agree	140	30%	17955	31%	75	41%	1394	33%
	Strongly Agree	273	58%	34611	59%	100	55%	2391	57%
	Total	470	100%	58383	100%	181	100%	4181	100%
17 Faculty meet the needs of students	Strongly Disagree	14	3%	859	2%	0	0%	48	1%
	Disagree	26	6%	2926	5%	9	5%	223	6%
	Neither	75	17%	8417	16%	18	10%	686	17%
	Agree	189	44%	23831	44%	81	46%	1794	45%
	Strongly Agree	130	30%	18100	33%	70	39%	1199	30%
	Total	434	100%	54133	100%	178	100%	3950	100%
18 Student diversity is important at this institution	Strongly Disagree	20	4%	1022	2%	0	0%	59	1%
	Disagree	18	4%	2320	4%	0	0%	168	4%
	Neither	83	18%	7709	14%	12	7%	473	11%
	Agree	172	37%	22526	39%	85	47%	1643	40%
	Strongly Agree	167	36%	23489	41%	82	46%	1802	43%
	Total	460	100%	57066	100%	179	100%	4145	100%

SAMPLE compared with:

Student Focus (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	9	2%	736	1%	0	0%	51	1%
	Disagree	22	5%	2235	4%	3	2%	162	4%
	Neither	100	23%	9672	18%	24	14%	703	18%
	Agree	191	44%	25622	47%	82	48%	1976	50%
	Strongly Agree	111	26%	16127	30%	62	36%	1069	27%
	Total	433	100%	54392	100%	171	100%	3961	100%
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	10	2%	1091	2%	0	0%	66	2%
	Disagree	34	8%	3137	6%	10	6%	197	5%
	Neither	85	19%	8454	15%	11	6%	609	15%
	Agree	198	44%	24723	45%	70	40%	1951	49%
	Strongly Agree	122	27%	17348	32%	82	47%	1194	30%
	Total	449	100%	54753	100%	173	100%	4017	100%
28 Classified personnel meet the needs of students	Strongly Disagree	12	3%	885	2%	0	0%	48	1%
	Disagree	27	7%	2037	4%	6	4%	150	4%
	Neither	107	27%	10822	21%	11	7%	846	23%
	Agree	163	41%	22205	44%	85	51%	1794	48%
	Strongly Agree	86	22%	14440	29%	65	39%	862	23%
	Total	395	100%	50389	100%	167	100%	3700	100%
31 Students receive an excellent education at this institution	Strongly Disagree	6	1%	565	1%	1	1%	38	1%
	Disagree	14	3%	1800	3%	3	2%	128	3%
	Neither	73	16%	6367	11%	12	7%	463	12%
	Agree	178	40%	25283	45%	85	47%	2038	51%
	Strongly Agree	178	40%	21571	39%	78	44%	1359	34%
	Total	449	100%	55586	100%	179	100%	4026	100%

N/A indicates survey item previously unavailable

SAMPLE compared with:

Student Focus (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	6	1%	595	1%	0	0%	38	1%
	Disagree	13	3%	1648	3%	3	2%	111	3%
	Neither	50	11%	6488	12%	7	4%	477	12%
	Agree	197	44%	24849	45%	80	45%	1915	48%
	Strongly Agree	179	40%	21914	39%	86	49%	1468	37%
	Total	445	100%	55494	100%	176	100%	4009	100%
37 This institution prepares students for further learning	Strongly Disagree	5	1%	646	1%	1	1%	46	1%
	Disagree	16	4%	1602	3%	2	1%	105	3%
	Neither	48	11%	5979	11%	12	7%	438	11%
	Agree	214	48%	25791	46%	84	48%	2021	50%
	Strongly Agree	161	36%	21546	39%	77	44%	1414	35%
	Total	444	100%	55564	100%	176	100%	4024	100%
40 Students are assisted with their personal development	Strongly Disagree	10	2%	761	1%	0	0%	52	1%
	Disagree	22	5%	2337	4%	5	3%	208	5%
	Neither	88	21%	9742	18%	30	17%	732	19%
	Agree	172	41%	24431	46%	89	51%	1905	49%
	Strongly Agree	129	31%	15848	30%	49	28%	991	25%
	Total	421	100%	53119	100%	173	100%	3888	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	4	1%	498	1%	1	1%	24	1%
	Disagree	10	2%	1680	3%	0	0%	88	2%
	Neither	96	24%	9939	19%	18	11%	746	20%
	Agree	196	48%	26951	53%	112	65%	2189	58%
	Strongly Agree	101	25%	12113	24%	40	23%	718	19%
	Total	407	100%	51181	100%	171	100%	3765	100%

Table 3. Supervisory Relationships Frequency Distributions

SAMPLE compared with:

Supervisory Relationships	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	19	4%	1803	3%	3	2%	155	4%
	Disagree	32	7%	3255	6%	6	3%	292	7%
	Neither	39	8%	5125	9%	8	4%	413	10%
	Agree	127	27%	16512	28%	60	34%	1271	31%
	Strongly Agree	261	55%	31787	54%	102	57%	2029	49%
	Total	478	100%	58482	100%	179	100%	4160	100%
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	29	6%	2706	5%	4	2%	221	5%
	Disagree	32	7%	3902	7%	13	7%	306	7%
	Neither	37	8%	5679	10%	15	8%	435	10%
	Agree	144	30%	15630	27%	57	32%	1164	28%
	Strongly Agree	232	49%	30347	52%	89	50%	2024	49%
	Total	474	100%	58264	100%	178	100%	4150	100%
12 Work expectations are communicated to me	Strongly Disagree	29	6%	2401	4%	1	1%	194	5%
	Disagree	39	8%	5295	9%	16	9%	434	10%
	Neither	61	13%	9154	16%	28	16%	772	19%
	Agree	204	44%	24485	42%	85	47%	1775	43%
	Strongly Agree	130	28%	16428	28%	49	27%	962	23%
	Total	463	100%	57763	100%	179	100%	4137	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	20	5%	1749	3%	1	1%	142	4%
	Disagree	30	7%	3602	7%	12	7%	289	8%
	Neither	83	20%	12299	24%	28	17%	1015	28%
	Agree	191	47%	22214	43%	91	55%	1539	42%
	Strongly Agree	83	20%	11727	23%	32	20%	667	18%
	Total	407	100%	51591	100%	164	100%	3652	100%

SAMPLE compared with:

Supervisory Relationships (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	23	5%	2950	5%	2	1%	273	7%
	Disagree	51	11%	5084	9%	9	5%	481	12%
	Neither	76	16%	10180	18%	33	18%	833	20%
	Agree	173	38%	21787	38%	90	50%	1575	38%
	Strongly Agree	138	30%	17331	30%	46	26%	958	23%
	Total	461	100%	57332	100%	180	100%	4120	100%
21 I receive appropriate feedback for my work	Strongly Disagree	23	5%	2549	4%	2	1%	229	6%
	Disagree	38	8%	4979	9%	8	4%	448	11%
	Neither	75	16%	9417	16%	29	16%	791	19%
	Agree	185	40%	23129	40%	93	52%	1660	40%
	Strongly Agree	141	31%	17087	30%	47	26%	973	24%
	Total	462	100%	57161	100%	179	100%	4101	100%
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	42	9%	3463	6%	6	3%	285	7%
	Disagree	34	7%	4573	8%	18	10%	403	10%
	Neither	62	14%	8627	15%	32	18%	672	17%
	Agree	142	31%	18038	32%	62	35%	1337	33%
	Strongly Agree	179	39%	21953	39%	58	33%	1368	34%
	Total	459	100%	56654	100%	176	100%	4065	100%
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	43	9%	3290	6%	4	2%	275	7%
	Disagree	35	8%	4121	7%	14	8%	357	9%
	Neither	46	10%	8130	14%	30	17%	609	15%
	Agree	150	33%	17801	31%	66	38%	1331	33%
	Strongly Agree	186	40%	23205	41%	61	35%	1490	37%
	Total	460	100%	56547	100%	175	100%	4062	100%

SAMPLE compared with:

Supervisory Relationships (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	26	6%	2192	4%	1	1%	158	4%
	Disagree	31	7%	4726	8%	12	7%	379	9%
	Neither	85	19%	11269	20%	36	20%	885	22%
	Agree	198	43%	24054	42%	95	54%	1839	45%
	Strongly Agree	116	25%	14569	26%	33	19%	821	20%
	Total	456	100%	56810	100%	177	100%	4082	100%
34 My supervisor/chair helps me to improve my work	Strongly Disagree	33	7%	3016	5%	1	1%	259	6%
	Disagree	37	8%	4232	8%	17	10%	406	10%
	Neither	67	15%	9400	17%	36	20%	748	19%
	Agree	147	32%	18900	34%	69	39%	1442	36%
	Strongly Agree	170	37%	20694	37%	54	31%	1186	29%
	Total	454	100%	56242	100%	177	100%	4041	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	32	7%	2249	4%	0	0%	154	4%
	Disagree	24	5%	3014	5%	9	5%	205	5%
	Neither	59	13%	6982	12%	16	9%	491	12%
	Agree	183	40%	21176	37%	77	43%	1573	39%
	Strongly Agree	155	34%	23121	41%	78	43%	1662	41%
	Total	453	100%	56542	100%	180	100%	4085	100%
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	34	8%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	53	12%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	96	22%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	171	38%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	92	21%	N/A	N/A	N/A	N/A	N/A	N/A
	Total	446	100%	N/A	N/A	N/A	N/A	N/A	N/A

N/A indicates survey item previously unavailable

SAMPLE compared with:

Supervisory Relationships (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	32	7%	2702	5%	0	0%	219	5%
	Disagree	37	8%	4569	8%	8	5%	333	8%
	Neither	84	19%	8104	14%	17	10%	630	15%
	Agree	183	40%	21944	39%	81	46%	1723	42%
	Strongly Agree	117	26%	19080	34%	71	40%	1176	29%
	Total	453	100%	56399	100%	177	100%	4081	100%

N/A indicates survey item previously unavailable

Table 4. Teamwork Frequency Distributions

SAMPLE compared with:

Teamwork	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	31	7%	2397	4%	7	4%	193	5%
	Disagree	43	9%	5253	9%	14	8%	455	11%
	Neither	48	10%	5883	10%	21	12%	469	11%
	Agree	137	29%	19460	33%	76	44%	1464	35%
	Strongly Agree	209	45%	25336	43%	56	32%	1610	38%
	Total	468	100%	58329	100%	174	100%	4191	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	13	3%	1451	3%	2	1%	122	3%
	Disagree	23	5%	3482	6%	9	5%	329	8%
	Neither	64	14%	7959	14%	32	20%	604	15%
	Agree	162	37%	23287	42%	78	48%	1725	43%
	Strongly Agree	180	41%	19530	35%	43	26%	1254	31%
	Total	442	100%	55709	100%	164	100%	4034	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	30	7%	2670	5%	5	3%	214	5%
	Disagree	33	7%	4818	9%	10	6%	372	9%
	Neither	55	12%	7453	13%	35	20%	539	13%
	Agree	191	42%	21860	39%	72	42%	1655	40%
	Strongly Agree	145	32%	19835	35%	50	29%	1312	32%
	Total	454	100%	56636	100%	172	100%	4092	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	28	6%	2780	5%	5	3%	217	5%
	Disagree	41	9%	4412	8%	10	6%	378	9%
	Neither	51	11%	7015	12%	32	18%	517	13%
	Agree	157	35%	20824	37%	80	46%	1570	39%
	Strongly Agree	175	39%	21144	38%	46	27%	1380	34%
	Total	452	100%	56175	100%	173	100%	4062	100%

SAMPLE compared with:

Teamwork (continued)	Response Option	SAMPLE		PACE Normbase		2021		Size	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	19	4%	1751	3%	4	2%	134	3%
	Disagree	28	6%	3396	6%	5	3%	288	7%
	Neither	58	13%	7946	14%	33	19%	595	15%
	Agree	174	40%	23441	42%	82	47%	1809	45%
	Strongly Agree	161	37%	18707	34%	49	28%	1180	29%
	Total	440	100%	55241	100%	173	100%	4006	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	36	8%	3078	5%	6	3%	237	6%
	Disagree	45	10%	4587	8%	11	6%	393	10%
	Neither	47	10%	6346	11%	23	13%	449	11%
	Agree	142	31%	20128	36%	73	42%	1484	36%
	Strongly Agree	186	41%	22462	40%	62	35%	1513	37%
	Total	456	100%	56601	100%	175	100%	4076	100%

Table 5. Climate Factor Mean Comparisons

SAMPLE compared with:

Climate Factor	SAMPLE		PACE Normbase			2021			Size		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	480	3.717	3.836	***	-.157	3.982	***	-.348	3.774		
Institutional Structure	480	3.327	3.530	***	-.222	3.749	***	-.458	3.481	***	-.176
Student Focus	478	3.982	4.087	***	-.158	4.261	***	-.415	4.065	**	-.133
Supervisory Relationships	479	3.839	3.911			4.016	*	-.200	3.803		
Teamwork	478	3.931	3.966			3.914			3.884		

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

Figure 1. Means by Comparison Group and Climate Factor

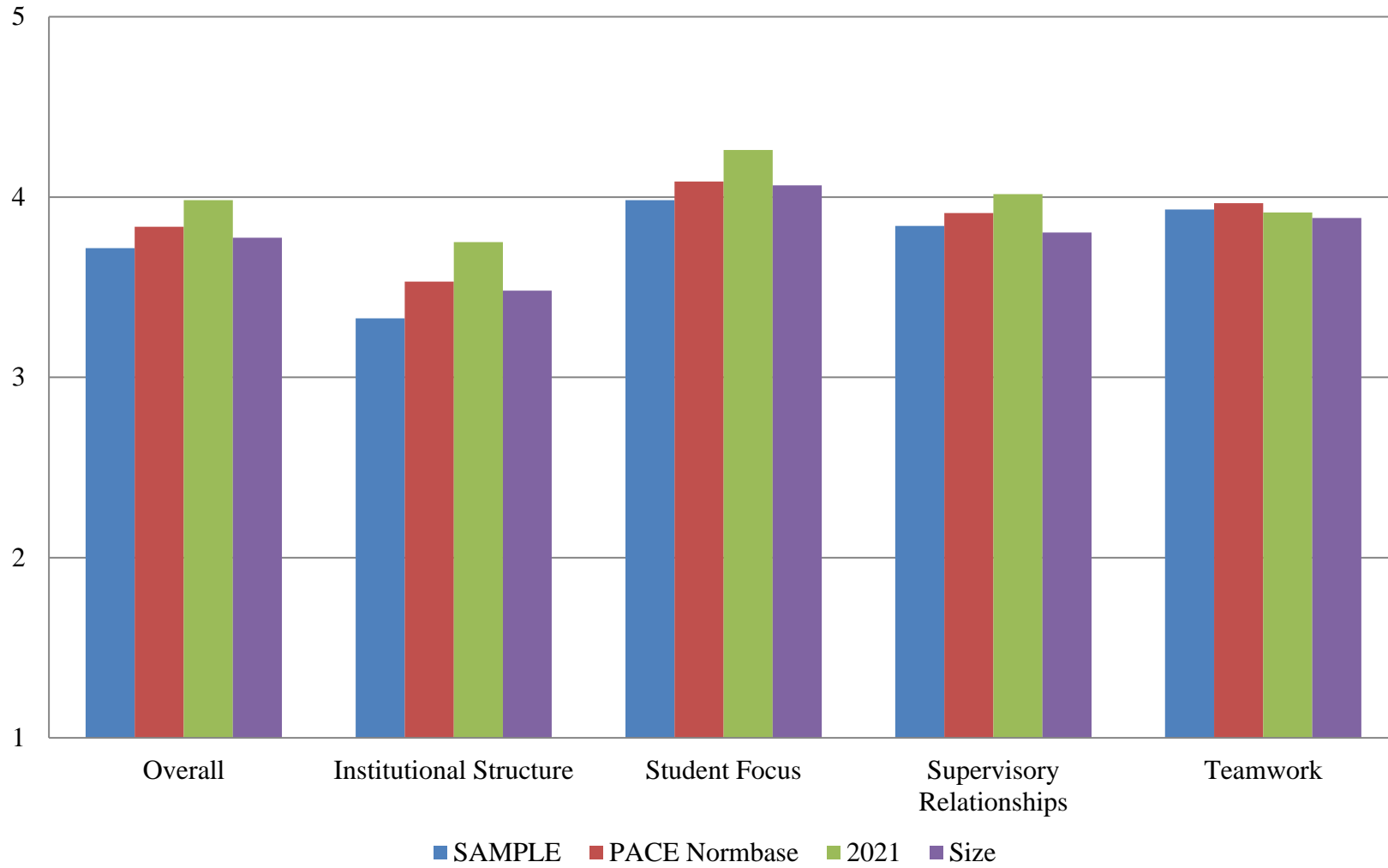


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>SAMPLE compared with:</i>										
		SAMPLE		PACE Normbase			2021			Size		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	470	3.564	3.880	***	-.317	4.183	***	-.600	3.874	***	-.322
4	Decisions are made at the appropriate level at this institution	470	3.132	3.356	***	-.188	3.635	***	-.417	3.351	***	-.192
5	The institution effectively promotes diversity in the workplace	473	3.643	3.873	***	-.216	4.269	***	-.559	3.831	***	-.175
6	Institutional leadership is focused on meeting the needs of students	475	3.509	3.820	***	-.271	3.939	***	-.365	3.810	***	-.268
10	Information is shared within the institution	475	3.086	3.315	***	-.181	3.400	**	-.240	3.285	***	-.161
11	Institutional teams use problem-solving techniques	435	3.308	3.520	***	-.209	3.629	***	-.307	3.443	**	-.135
15	I am able to appropriately influence the direction of this institution	425	3.012	3.207	***	-.163	3.452	***	-.379	3.216	***	-.175
16	Open and ethical communication is practiced at this institution	464	3.080	3.430	***	-.284	3.665	***	-.458	3.357	***	-.227
22	This institution has been successful in positively motivating my performance	461	3.308	3.489	**	-.147	3.788	***	-.400	3.423		
25	A spirit of cooperation exists at this institution	461	3.230	3.495	***	-.220	3.701	***	-.386	3.447	***	-.184
29	Institution-wide policies guide my work	450	3.689	3.807	*	-.121	3.994	***	-.311	3.762		
32	This institution is appropriately organized	454	3.302	3.319			3.676	***	-.329	3.313		
38	I have the opportunity for advancement within this institution	428	2.995	3.193	**	-.152	3.288	*	-.241	3.064		
41	I receive adequate information regarding important activities at this institution	456	3.649	3.713			3.728			3.653		
44	Administrative processes are clearly defined	452	3.192	3.421	***	-.192	3.710	***	-.438	3.306		

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

N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

SAMPLE compared with:

Student Focus	SAMPLE		PACE Normbase			2021			Size		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	474	3.804	4.005	***	-.186	4.150	***	-.316	4.008	***	-.192
8 I feel my job is relevant to this institution's mission	470	4.396	4.441			4.508			4.431		
17 Faculty meet the needs of students	434	3.910	4.023	*	-.123	4.191	***	-.296	3.981		
18 Student diversity is important at this institution	460	3.974	4.141	***	-.181	4.391	***	-.442	4.197	***	-.245
19 Students' competencies are enhanced	433	3.861	3.996	**	-.154	4.187	***	-.371	3.972	*	-.129
23 Non-teaching professional personnel meet the needs of students	449	3.864	3.988	**	-.132	4.295	***	-.460	3.998	**	-.149
28 Classified personnel meet the needs of students	395	3.719	3.938	***	-.242	4.251	***	-.583	3.884	***	-.191
31 Students receive an excellent education at this institution	449	4.131	4.178			4.318	*	-.222	4.131		
35 This institution prepares students for a career	445	4.191	4.186			4.415	**	-.281	4.163		
37 This institution prepares students for further learning	444	4.149	4.188			4.330	*	-.226	4.156		
40 Students are assisted with their personal development	421	3.922	3.984			4.052			3.919		
42 Students seem satisfied with their educational experience at this institution	407	3.934	3.948			4.111	*	-.232	3.927		

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

N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

SAMPLE compared with:

Supervisory Relationships	SAMPLE		PACE Normbase			2021			Size		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor/chair expresses confidence in my work	478	4.211	4.252			4.408	*	-.189	4.136		
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	474	4.093	4.150			4.202			4.076		
12 Work expectations are communicated to me	463	3.793	3.818			3.922			3.695		
13 Unacceptable behaviors are identified and communicated to me	407	3.705	3.748			3.860			3.630		
20 I receive timely feedback for my work	461	3.764	3.793			3.939			3.598	**	.143
21 I receive appropriate feedback for my work	462	3.829	3.826			3.978			3.658	**	.153
26 My supervisor/chair actively seeks my ideas	459	3.832	3.890			3.841			3.763		
27 My supervisor/chair seriously considers my ideas	460	3.872	3.946			3.949			3.838		
30 Work outcomes are clarified for me	456	3.761	3.776			3.831			3.683		
34 My supervisor/chair helps me to improve my work	454	3.846	3.889			3.893			3.715	*	.111
39 I am given the opportunity to be creative in my work	453	3.894	4.059	***	-.158	4.244	***	-.330	4.073	***	-.172
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	446	3.525	3.738	***	-.194	3.921	***	-.361	3.708	***	-.168
46 Professional development and training opportunities are available	453	3.698	N/A			N/A			N/A		

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

N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

SAMPLE compared with:

Teamwork	SAMPLE		PACE Normbase			2021			Size		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3 There is a spirit of cooperation within my work team	468	3.962	4.030			3.920			3.917		
14 My primary work team uses problem-solving techniques	442	4.070	4.005			3.921			3.907	**	.159
24 There is an opportunity for all ideas to be exchanged within my work team	454	3.855	3.907			3.884			3.850		
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	452	3.907	3.946			3.879			3.866		
36 My work team coordinates its efforts with appropriate individuals and teams	440	3.977	3.977			3.965			3.902		
43 A spirit of cooperation exists in my department	456	3.871	3.960			3.994			3.894		

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

N/A indicates survey item previously unavailable