



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Walla Walla Community College
Walla Walla, Washington

PACE Report

Personal Assessment of the College Environment

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Conducted

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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as “the shared values and beliefs of members about the activities of the organization and interpersonal relationships” (p. 108). Schein (2004) observes that culture “points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual” (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization’s culture, emerging from the assumptions made about the underlying value system and finding expression through members’ attitudes and actions (Baker & Associates, 1992).

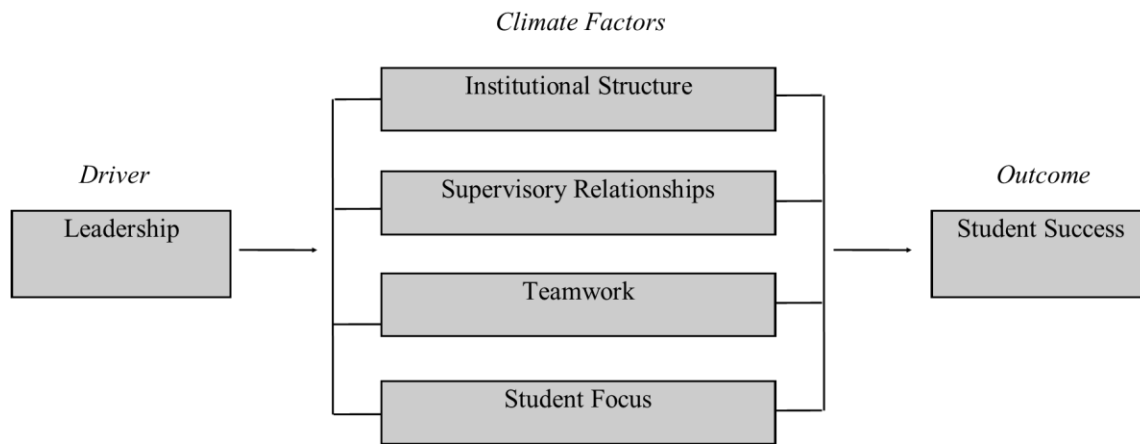
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they see a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker & Associates, 1992).

NILIE’s present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (p. 7). The concept of leadership has been studied for many years in a variety of

work settings, and there is no one theory of management and leadership that is universally accepted (Baker & Associates, 1992). However, organizational research conducted to date shows a strong relationship between leadership processes and other aspects of the organizational culture. Intensive efforts to conceptualize and measure organizational climate began in the 1960s with Rensis Likert's work at the University of Michigan (Rouche and Baker, 1987). NILIE has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by NILIE at North Carolina State University.

Figure 1. The PACE Model



Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through a rigorous review of the instrument's questions by scholars and professionals in higher education to ensure that the instrument's items capture the essential aspects of institutional effectiveness. Building on this foundation of content validity, the PACE instrument has been thoroughly tested to ensure construct (climate factors) validity through two separate factor analysis studies (Tiu, 2001; Caison, 2005).

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Table 1. Institutional Structure Frequency Distributions

WWCC compared with:

Institutional Structure	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	2	1%	2132	3%	619	2%	3	1%
	Dissatisfied	12	6%	7653	10%	2389	9%	13	5%
	Neither	28	15%	11481	15%	3693	14%	40	14%
	Satisfied	98	52%	37078	47%	12341	48%	146	52%
	Very satisfied	50	26%	20404	26%	6648	26%	79	28%
	Total	190	100%	78748	100%	25690	100%	281	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	11	6%	6575	8%	2056	8%	7	3%
	Dissatisfied	32	17%	15511	20%	5236	21%	52	19%
	Neither	46	24%	17015	22%	5536	22%	67	24%
	Satisfied	61	32%	26054	33%	8498	33%	97	35%
	Very satisfied	38	20%	12743	16%	4094	16%	56	20%
	Total	188	100%	77898	100%	25420	100%	279	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	2%	2787	4%	825	3%	3	1%
	Dissatisfied	15	8%	5672	7%	1846	7%	27	10%
	Neither	39	21%	14914	19%	5035	20%	62	22%
	Satisfied	77	41%	30284	39%	10081	39%	105	38%
	Very satisfied	54	29%	24785	32%	7795	30%	81	29%
	Total	188	100%	78442	100%	25582	100%	278	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	7	4%	4416	6%	1355	5%	5	2%
	Dissatisfied	16	8%	9558	12%	3108	12%	25	9%
	Neither	33	17%	12426	16%	4090	16%	42	15%
	Satisfied	70	36%	29501	38%	9858	38%	118	42%
	Very satisfied	66	34%	22678	29%	7221	28%	93	33%
	Total	192	100%	78579	100%	25632	100%	283	100%

WWCC compared with:

Institutional Structure (continued)		WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Response Option								
	Very dissatisfied	15	8%	8607	11%	2888	11%	21	7%
	Dissatisfied	38	20%	15466	20%	5180	20%	53	19%
	Neither	52	27%	16492	21%	5373	21%	75	27%
	Satisfied	49	25%	24120	31%	7894	31%	85	30%
Very satisfied	39	20%	14117	18%	4362	17%	47	17%	
	Total	193	100%	78802	100%	25697	100%	281	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	4	2%	3109	4%	978	4%	1	0%
	Dissatisfied	14	8%	8975	12%	3029	13%	21	8%
	Neither	62	37%	22034	30%	7149	30%	82	32%
	Satisfied	58	35%	28410	39%	9568	40%	118	46%
	Very satisfied	29	17%	10145	14%	3250	14%	32	13%
	Total	167	100%	72673	100%	23974	100%	254	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	13	7%	8334	11%	2562	11%	22	9%
	Dissatisfied	27	15%	12988	18%	4281	18%	42	16%
	Neither	42	24%	21422	29%	7109	29%	78	30%
	Satisfied	68	39%	20720	28%	6913	29%	88	34%
	Very satisfied	25	14%	9819	13%	3235	13%	28	11%
	Total	175	100%	73283	100%	24100	100%	258	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	11	6%	7807	10%	2620	10%	17	6%
	Dissatisfied	36	19%	12737	16%	4312	17%	48	17%
	Neither	34	18%	16177	21%	5306	21%	53	19%
	Satisfied	66	35%	26329	34%	8516	33%	106	38%
	Very satisfied	42	22%	14752	19%	4684	18%	54	19%
	Total	189	100%	77802	100%	25438	100%	278	100%

WWCC compared with:

Institutional Structure (continued)		WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	16	8%	7213	9%	2267	9%	14	5%
	Dissatisfied	16	8%	11447	15%	3754	15%	39	14%
	Neither	41	22%	15707	20%	5196	21%	55	20%
	Satisfied	65	34%	25695	33%	8543	34%	101	36%
	Very satisfied	51	27%	17126	22%	5566	22%	69	25%
	Total	189	100%	77188	100%	25326	100%	278	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	16	8%	7028	9%	2256	9%	10	4%
	Dissatisfied	20	11%	12414	16%	4114	16%	34	12%
	Neither	37	20%	15680	20%	5090	20%	41	15%
	Satisfied	62	33%	27271	35%	9123	36%	125	45%
	Very satisfied	54	29%	15101	19%	4831	19%	69	25%
	Total	189	100%	77494	100%	25414	100%	279	100%
29 institution-wide policies guide my work	Very dissatisfied	7	4%	2778	4%	816	3%	8	3%
	Dissatisfied	13	7%	5149	7%	1692	7%	19	7%
	Neither	44	24%	18673	25%	6101	24%	62	23%
	Satisfied	76	42%	33187	44%	11147	45%	127	47%
	Very satisfied	43	23%	16403	22%	5255	21%	55	20%
	Total	183	100%	76190	100%	25011	100%	271	100%
32 this institution is appropriately organized	Very dissatisfied	15	8%	6768	9%	2116	8%	12	4%
	Dissatisfied	32	18%	14212	19%	4648	19%	43	16%
	Neither	47	26%	17562	23%	5770	23%	68	25%
	Satisfied	54	30%	25471	33%	8666	35%	106	39%
	Very satisfied	34	19%	12167	16%	3883	15%	45	16%
	Total	182	100%	76180	100%	25083	100%	274	100%

WWCC compared with:

Institutional Structure (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	23	13%	11053	15%	3428	14%	26	10%
	Dissatisfied	27	15%	11644	16%	3835	16%	43	17%
	Neither	48	27%	18313	25%	6216	26%	69	27%
	Satisfied	39	22%	19588	27%	6523	27%	77	30%
	Very satisfied	40	23%	12027	17%	3774	16%	41	16%
	Total	177	100%	72625	100%	23776	100%	256	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	7	4%	4069	5%	1309	5%	12	4%
	Dissatisfied	24	13%	9209	12%	3181	13%	42	15%
	Neither	35	19%	13296	17%	4363	17%	39	14%
	Satisfied	82	45%	32845	43%	10869	43%	132	48%
	Very satisfied	35	19%	17677	23%	5610	22%	51	18%
	Total	183	100%	77096	100%	25332	100%	276	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	10	6%	5660	7%	1754	7%	12	4%
	Dissatisfied	23	13%	9630	13%	3136	13%	47	17%
	Neither	51	28%	17135	23%	5697	23%	59	22%
	Satisfied	61	34%	28501	38%	9621	38%	111	41%
	Very satisfied	35	19%	15019	20%	4784	19%	45	16%
	Total	180	100%	75945	100%	24992	100%	274	100%

Table 2. Student Focus Frequency Distributions

WWCC compared with:

Student Focus	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	7	4%	2934	4%	884	3%	3	1%
	Dissatisfied	20	10%	7833	10%	2523	10%	19	7%
	Neither	19	10%	9928	13%	3233	13%	34	12%
	Satisfied	74	39%	29675	38%	9919	39%	117	41%
	Very satisfied	71	37%	28368	36%	9117	36%	110	39%
	Total	191	100%	78738	100%	25676	100%	283	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	3	2%	1255	2%	391	2%	2	1%
	Dissatisfied	4	2%	2095	3%	627	2%	5	2%
	Neither	6	3%	5060	6%	1613	6%	15	5%
	Satisfied	59	30%	25458	32%	8423	33%	80	28%
	Very satisfied	122	63%	44823	57%	14609	57%	181	64%
	Total	194	100%	78691	100%	25663	100%	283	100%
17 faculty meet the needs of students	Very dissatisfied	2	1%	1173	2%	307	1%	2	1%
	Dissatisfied	13	7%	4039	5%	1195	5%	10	4%
	Neither	28	16%	11566	16%	3649	15%	47	17%
	Satisfied	86	48%	33524	46%	11213	46%	131	49%
	Very satisfied	50	28%	23159	32%	7885	33%	80	30%
	Total	179	100%	73461	100%	24249	100%	270	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	3	2%	1442	2%	452	2%	0	0%
	Dissatisfied	6	3%	2998	4%	1032	4%	20	7%
	Neither	27	14%	11477	15%	3917	16%	43	15%
	Satisfied	90	48%	32341	42%	10681	42%	125	45%
	Very satisfied	61	33%	28609	37%	9116	36%	90	32%
	Total	187	100%	76867	100%	25198	100%	278	100%

WWCC compared with:

Student Focus (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	1	1%	1032	1%	260	1%	2	1%
	Dissatisfied	5	3%	3115	4%	895	4%	8	3%
	Neither	36	21%	13450	18%	4298	18%	42	15%
	Satisfied	82	47%	35911	49%	12130	50%	153	56%
	Very satisfied	51	29%	20431	28%	6694	28%	68	25%
	Total	175	100%	73939	100%	24277	100%	273	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	2%	1651	2%	470	2%	2	1%
	Dissatisfied	12	7%	4680	6%	1434	6%	7	3%
	Neither	36	20%	12393	17%	3835	16%	48	18%
	Satisfied	77	42%	33887	46%	11556	47%	126	46%
	Very satisfied	56	30%	21731	29%	7246	30%	90	33%
	Total	184	100%	74342	100%	24541	100%	273	100%
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	1395	2%	381	2%	1	0%
	Dissatisfied	8	4%	3221	5%	990	4%	7	3%
	Neither	25	14%	15435	22%	5023	22%	33	12%
	Satisfied	82	46%	31279	45%	10632	46%	137	50%
	Very satisfied	64	36%	18324	26%	5839	26%	95	35%
	Total	179	100%	69654	100%	22865	100%	273	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	767	1%	179	1%	1	0%
	Dissatisfied	10	6%	2529	3%	745	3%	6	2%
	Neither	10	6%	9070	12%	2841	11%	33	12%
	Satisfied	91	50%	34799	46%	11820	47%	131	47%
	Very satisfied	69	38%	28283	37%	9309	37%	106	38%
	Total	181	100%	75448	100%	24894	100%	277	100%

WWCC compared with:

Student Focus (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	1%	878	1%	232	1%	1	0%
	Dissatisfied	5	3%	2299	3%	672	3%	4	1%
	Neither	20	11%	9622	13%	3013	12%	38	14%
	Satisfied	83	46%	34837	46%	11594	47%	130	47%
	Very satisfied	73	40%	27603	37%	9284	37%	105	38%
	Total	182	100%	75239	100%	24795	100%	278	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	892	1%	256	1%	2	1%
	Dissatisfied	9	5%	2334	3%	692	3%	5	2%
	Neither	13	7%	8731	12%	2786	11%	26	9%
	Satisfied	92	51%	36142	48%	12178	49%	143	52%
	Very satisfied	68	37%	27239	36%	8915	36%	100	36%
	Total	182	100%	75338	100%	24827	100%	276	100%
40 students are assisted with their personal development	Very dissatisfied	1	1%	1099	2%	319	1%	0	0%
	Dissatisfied	10	6%	3325	5%	1054	4%	11	4%
	Neither	31	18%	14067	20%	4588	19%	48	18%
	Satisfied	84	48%	33652	47%	11456	48%	139	53%
	Very satisfied	49	28%	19800	28%	6382	27%	65	25%
	Total	175	100%	71943	100%	23799	100%	263	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	697	1%	159	1%	0	0%
	Dissatisfied	6	4%	2361	3%	633	3%	3	1%
	Neither	28	17%	13494	19%	4300	18%	50	19%
	Satisfied	103	62%	38137	54%	13163	56%	159	60%
	Very satisfied	30	18%	15623	22%	5117	22%	51	19%
	Total	167	100%	70312	100%	23372	100%	263	100%

Table 3. Supervisory Relationships Frequency Distributions

WWCC compared with:

Supervisory Relationships	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	5	3%	2722	3%	836	3%	3	1%
	Dissatisfied	16	8%	4903	6%	1626	6%	15	5%
	Neither	13	7%	7140	9%	2286	9%	25	9%
	Satisfied	51	26%	22987	29%	7535	29%	81	28%
	Very satisfied	110	56%	40824	52%	13351	52%	161	56%
	Total	195	100%	78576	100%	25634	100%	285	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	10	5%	4254	5%	1324	5%	6	2%
	Dissatisfied	14	7%	5928	8%	1944	8%	15	5%
	Neither	21	11%	8233	10%	2628	10%	30	11%
	Satisfied	47	24%	21768	28%	7221	28%	80	28%
	Very satisfied	102	53%	38498	49%	12551	49%	152	54%
	Total	194	100%	78681	100%	25668	100%	283	100%
12 positive work expectations are communicated to me	Very dissatisfied	10	5%	3749	5%	1154	5%	6	2%
	Dissatisfied	14	7%	8207	11%	2655	10%	21	8%
	Neither	34	18%	12946	17%	4237	17%	62	22%
	Satisfied	80	42%	32942	42%	10988	43%	116	42%
	Very satisfied	53	28%	19803	26%	6356	25%	72	26%
	Total	191	100%	77647	100%	25390	100%	277	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	8	5%	2634	4%	781	3%	3	1%
	Dissatisfied	8	5%	5524	8%	1729	7%	20	8%
	Neither	56	33%	17316	24%	5638	24%	70	27%
	Satisfied	65	38%	31015	44%	10412	45%	116	45%
	Very satisfied	35	20%	14332	20%	4588	20%	48	19%
	Total	172	100%	70821	100%	23148	100%	257	100%

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	10	5%	4615	6%	1443	6%	5	2%
	Dissatisfied	15	8%	7840	10%	2653	10%	35	13%
	Neither	37	19%	14342	19%	4642	18%	56	20%
	Satisfied	74	39%	29919	39%	9930	39%	100	36%
	Very satisfied	54	28%	20646	27%	6684	26%	80	29%
	Total	190	100%	77362	100%	25352	100%	276	100%
21 I receive appropriate feedback for my work	Very dissatisfied	10	5%	3975	5%	1243	5%	5	2%
	Dissatisfied	17	9%	7813	10%	2561	10%	30	11%
	Neither	34	18%	13437	17%	4385	17%	62	22%
	Satisfied	72	38%	31552	41%	10488	41%	106	38%
	Very satisfied	55	29%	20532	27%	6697	26%	76	27%
	Total	188	100%	77309	100%	25374	100%	279	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	14	7%	5397	7%	1631	6%	7	3%
	Dissatisfied	11	6%	7176	9%	2394	10%	22	8%
	Neither	24	13%	12569	16%	4075	16%	44	16%
	Satisfied	68	36%	24733	32%	8246	33%	90	32%
	Very satisfied	72	38%	26469	35%	8765	35%	114	41%
	Total	189	100%	76344	100%	25111	100%	277	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	12	6%	5121	7%	1532	6%	8	3%
	Dissatisfied	13	7%	6346	8%	2084	8%	17	6%
	Neither	24	13%	11821	15%	3822	15%	42	15%
	Satisfied	62	33%	24525	32%	8176	33%	88	32%
	Very satisfied	79	42%	28506	37%	9495	38%	123	44%
	Total	190	100%	76319	100%	25109	100%	278	100%

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	8	4%	3458	5%	1033	4%	6	2%
	Dissatisfied	15	8%	7147	9%	2314	9%	23	8%
	Neither	37	20%	16300	21%	5393	21%	66	24%
	Satisfied	84	45%	32114	42%	10808	43%	118	43%
	Very satisfied	44	23%	17545	23%	5579	22%	61	22%
	Total	188	100%	76564	100%	25127	100%	274	100%
34 my supervisor helps me to improve my work	Very dissatisfied	10	5%	4668	6%	1432	6%	5	2%
	Dissatisfied	15	8%	6571	9%	2177	9%	15	6%
	Neither	32	17%	13893	18%	4573	18%	56	21%
	Satisfied	62	34%	25801	34%	8640	35%	105	39%
	Very satisfied	64	35%	25006	33%	8213	33%	91	33%
	Total	183	100%	75939	100%	25035	100%	272	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	5	3%	3519	5%	1048	4%	3	1%
	Dissatisfied	11	6%	4607	6%	1481	6%	10	4%
	Neither	21	11%	9930	13%	3262	13%	33	12%
	Satisfied	72	39%	28835	38%	9690	38%	111	40%
	Very satisfied	74	40%	29791	39%	9722	39%	120	43%
	Total	183	100%	76682	100%	25203	100%	277	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	8	4%	4536	6%	1378	6%	4	1%
	Dissatisfied	14	8%	7501	10%	2427	10%	29	11%
	Neither	33	18%	14897	20%	4870	19%	53	19%
	Satisfied	73	40%	30477	40%	10327	41%	122	45%
	Very satisfied	56	30%	18649	25%	6048	24%	65	24%
	Total	184	100%	76060	100%	25050	100%	273	100%

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	12	7%	4388	6%	1402	6%	8	3%
	Dissatisfied	12	7%	6986	9%	2411	10%	40	15%
	Neither	34	19%	11710	15%	3913	16%	54	20%
	Satisfied	74	40%	29577	39%	9925	39%	102	38%
	Very satisfied	51	28%	23735	31%	7480	30%	67	25%
Total		183	100%	76396	100%	25131	100%	271	100%

Table 4. Teamwork Frequency Distributions

WWCC compared with:

Teamwork	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	6	3%	3783	5%	1118	4%	4	1%
	Dissatisfied	20	10%	8135	10%	2665	10%	28	10%
	Neither	22	11%	8591	11%	2737	11%	19	7%
	Satisfied	51	26%	26402	34%	8771	34%	92	33%
	Very satisfied	95	49%	31286	40%	10209	40%	139	49%
	Total	194	100%	78197	100%	25500	100%	282	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	3	2%	2421	3%	719	3%	5	2%
	Dissatisfied	13	7%	5399	7%	1750	7%	16	6%
	Neither	28	15%	12199	16%	3943	16%	35	13%
	Satisfied	81	45%	31738	43%	10663	43%	119	45%
	Very satisfied	56	31%	22920	31%	7485	30%	91	34%
	Total	181	100%	74677	100%	24560	100%	266	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	6	3%	4126	5%	1235	5%	5	2%
	Dissatisfied	20	11%	7385	10%	2419	10%	23	8%
	Neither	22	12%	10939	14%	3518	14%	33	12%
	Satisfied	77	41%	29887	39%	10010	40%	125	46%
	Very satisfied	63	34%	23757	31%	7819	31%	88	32%
	Total	188	100%	76094	100%	25001	100%	274	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	4%	4248	6%	1295	5%	6	2%
	Dissatisfied	9	5%	6900	9%	2245	9%	21	8%
	Neither	33	18%	10613	14%	3442	14%	33	12%
	Satisfied	66	36%	28675	38%	9680	39%	114	42%
	Very satisfied	69	37%	25255	33%	8286	33%	99	36%
	Total	185	100%	75691	100%	24948	100%	273	100%

WWCC compared with:

Teamwork (continued)	Response Option	WWCC		NILIE Normbase		Medium 2-year		2014	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	2	1%	2663	4%	775	3%	4	2%
	Dissatisfied	11	6%	5202	7%	1647	7%	20	8%
	Neither	25	14%	12408	17%	4010	16%	41	15%
	Satisfied	84	46%	31748	43%	10794	44%	116	44%
	Very satisfied	59	33%	22273	30%	7349	30%	84	32%
	Total	181	100%	74294	100%	24575	100%	265	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	8	4%	4891	6%	1418	6%	7	3%
	Dissatisfied	15	8%	7206	9%	2308	9%	20	7%
	Neither	20	11%	9598	13%	3083	12%	26	9%
	Satisfied	62	34%	27524	36%	9140	36%	111	40%
	Very satisfied	78	43%	27532	36%	9250	37%	114	41%
	Total	183	100%	76751	100%	25199	100%	278	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>WWCC compared with:</i>										
	WWCC		NILIE Normbase			Medium 2-year			2014		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	195	3.845	3.773			3.782			3.889		
Institutional Structure	195	3.573	3.479			3.478			3.598		
Student Focus	195	4.089	4.045			4.061			4.122		
Supervisory Relationships	195	3.879	3.830			3.837			3.940		
Teamwork	195	3.963	3.868			3.889			4.046		

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

Figure 1. Means by Comparison Group and Climate Factor

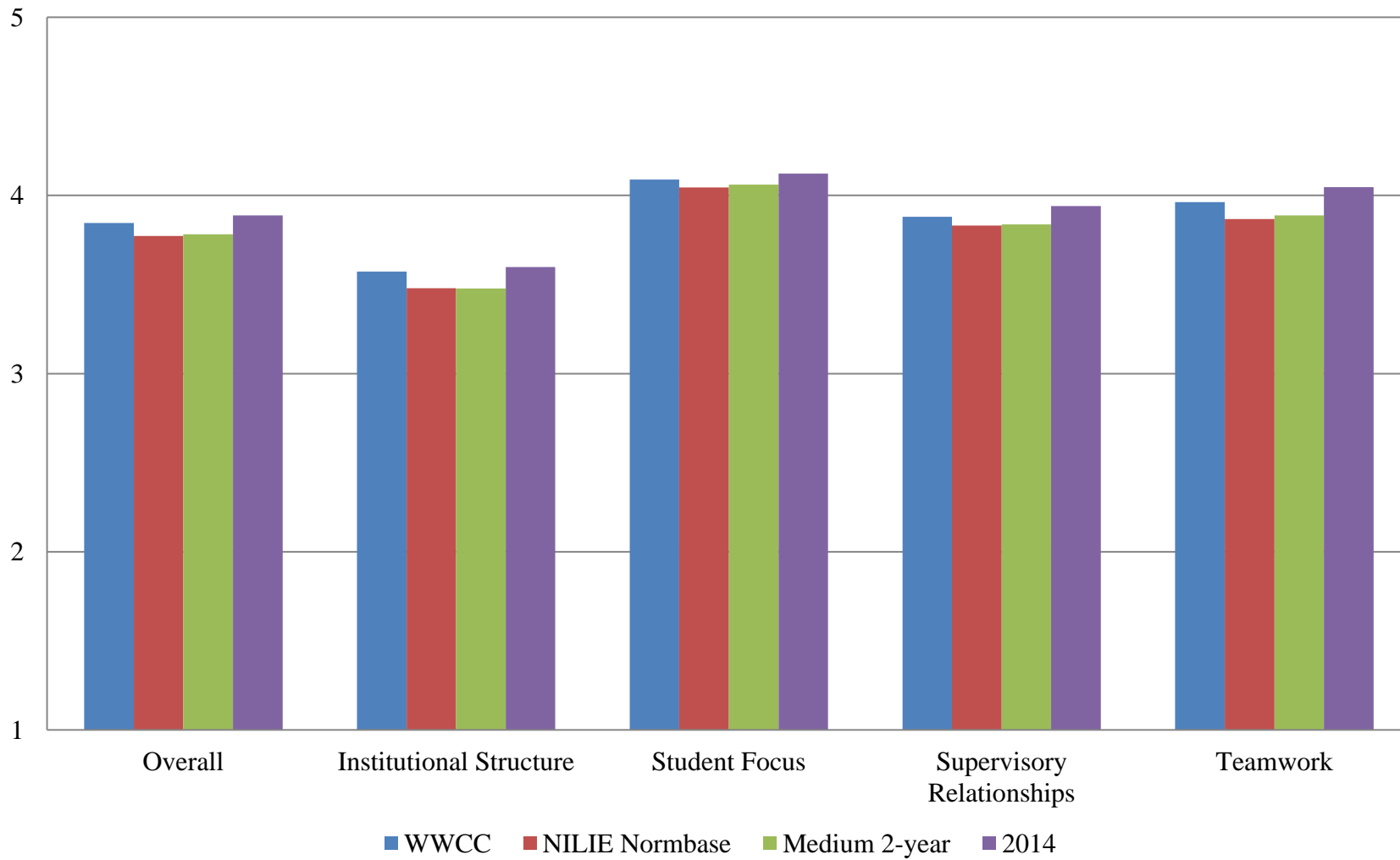


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>WWCC compared with:</i>									
		WWCC		NILIE Normbase			Medium 2-year			2014	
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.
<i>The extent to which...</i>											
1	the actions of this institution reflect its mission	190	3.958	3.838			3.857			4.014	
4	decisions are made at the appropriate level at this institution	188	3.441	3.294			3.289			3.513	
5	the institution effectively promotes diversity in the workplace	188	3.872	3.875			3.867			3.842	
6	administrative leadership is focused on meeting the needs of students	192	3.896	3.719	*	.152	3.721	*	.152	3.951	
10	information is shared within the institution	193	3.306	3.250			3.220			3.299	
11	institutional teams use problem-solving techniques	167	3.563	3.461			3.462			3.626	
15	I am able to appropriately influence the direction of this institution	175	3.371	3.146	*	.189	3.165	*	.174	3.225	
16	open and ethical communication is practiced at this institution	189	3.487	3.353			3.328			3.475	
22	this institution has been successful in positively motivating my performance	189	3.630	3.441	*	.151	3.450	*	.146	3.619	
25	a spirit of cooperation exists at this institution	189	3.624	3.400	*	.183	3.400	*	.185	3.749	
29	institution-wide policies guide my work	183	3.738	3.726			3.733			3.745	
32	this institution is appropriately organized	182	3.330	3.290			3.301			3.471	
38	I have the opportunity for advancement within this institution	177	3.260	3.136			3.142			3.250	
41	I receive adequate information regarding important activities at this institution	183	3.623	3.660			3.643			3.609	
44	my work is guided by clearly defined administrative processes	180	3.489	3.495			3.502			3.474	

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

Table 7. Student Focus Item Mean Comparisons

WWCC compared with:

Student Focus	WWCC		NILIE Normbase			Medium 2-year			2014		
	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	191	3.953	3.923			3.929			4.102		
8 I feel my job is relevant to this institution's mission	194	4.510	4.404			4.412			4.530		
17 faculty meet the needs of students	179	3.944	4.000			4.038			4.026		
18 student ethnic and cultural diversity are important at this institution	187	4.070	4.089			4.071			4.025		
19 students' competencies are enhanced	175	4.011	3.968			3.993			4.015		
23 non-teaching professional personnel meet the needs of students	184	3.929	3.933			3.965			4.081		
28 classified personnel meet the needs of students	179	4.128	3.889	***	.262	3.899	***	.259	4.165		
31 students receive an excellent education at this institution	181	4.199	4.157			4.178			4.209		
35 this institution prepares students for a career	182	4.220	4.143			4.171			4.201		
37 this institution prepares students for further learning	182	4.203	4.148			4.160			4.210		
40 students are assisted with their personal development	175	3.971	3.941			3.947			3.981		
42 students are satisfied with their educational experience at this institution	167	3.940	3.933			3.960			3.981		

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

Table 8. Supervisory Relationships Item Mean Comparisons

WWCC compared with:

Supervisory Relationships	WWCC		NILIE Normbase			Medium 2-year			2014		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	195	4.256	4.200			4.207			4.340		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	194	4.119	4.072			4.080			4.261		
12 positive work expectations are communicated to me	191	3.796	3.732			3.738			3.819		
13 unacceptable behaviors are identified and communicated to me	172	3.645	3.690			3.704			3.724		
20 I receive timely feedback for my work	190	3.774	3.700			3.700			3.779		
21 I receive appropriate feedback for my work	188	3.771	3.735			3.742			3.781		
26 my supervisor actively seeks my ideas	189	3.915	3.782			3.801			4.018		
27 my supervisor seriously considers my ideas	190	3.963	3.851			3.877			4.083		
30 work outcomes are clarified for me	188	3.750	3.694			3.700			3.748		
34 my supervisor helps me to improve my work	183	3.847	3.789			3.800			3.963		
39 I am given the opportunity to be creative in my work	183	4.087	4.001			4.014			4.209		
45 I have the opportunity to express my ideas in appropriate forums	184	3.842	3.673	*	.150	3.688			3.788		
46 professional development and training opportunities are available	183	3.765	3.802			3.783			3.664		

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

Table 9. Teamwork Item Mean Comparisons

WWCC compared with:

Teamwork	WWCC		NILIE Normbase			Medium 2-year			2014		
	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	194	4.077	3.937			3.952			4.184		
14 my primary work team uses problem-solving techniques	181	3.961	3.902			3.914			4.034		
24 there is an opportunity for all ideas to be exchanged within my work team	188	3.910	3.812			3.830			3.978		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	185	3.968	3.843			3.858			4.022		
36 my work team coordinates its efforts with appropriate individuals and teams	181	4.033	3.885			3.907			3.966		
43 a spirit of cooperation exists in my department	183	4.022	3.855			3.893			4.097		

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