



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Walla Walla Community College
Walla Walla, Washington

PACE Personnel Classification Report
Personal Assessment of the College Environment

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	12	6%	5	7%	3	12%	4	5%
	Neither	28	15%	7	10%	3	12%	14	18%
	Satisfied	98	52%	35	51%	15	60%	38	49%
	Very satisfied	50	26%	21	30%	4	16%	20	26%
	Total	190	100%	69	100%	25	100%	77	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	11	6%	4	6%	2	8%	5	7%
	Dissatisfied	32	17%	10	15%	2	8%	16	21%
	Neither	46	24%	15	22%	7	28%	16	21%
	Satisfied	61	32%	23	34%	10	40%	24	32%
	Very satisfied	38	20%	16	24%	4	16%	15	20%
	Total	188	100%	68	100%	25	100%	76	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	2%	2	3%	1	4%	0	0%
	Dissatisfied	15	8%	3	4%	3	13%	5	7%
	Neither	39	21%	14	21%	5	21%	15	20%
	Satisfied	77	41%	27	40%	14	58%	32	42%
	Very satisfied	54	29%	22	32%	1	4%	24	32%
	Total	188	100%	68	100%	24	100%	76	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	7	4%	3	4%	0	0%	3	4%
	Dissatisfied	16	8%	3	4%	3	13%	5	6%
	Neither	33	17%	7	10%	3	13%	18	23%
	Satisfied	70	36%	27	39%	11	46%	28	36%
	Very satisfied	66	34%	30	43%	7	29%	24	31%
	Total	192	100%	70	100%	24	100%	78	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff		
		Count	%	Count	%	Count	%	Count	%	
<i>The extent to which...</i>										
10 information is shared within the institution	Very dissatisfied	15	8%	6	9%	0	0%	8	10%	
	Dissatisfied	38	20%	11	16%	8	32%	14	18%	
	Neither	52	27%	16	23%	10	40%	22	28%	
	Satisfied	49	25%	18	26%	7	28%	21	27%	
	Very satisfied	39	20%	19	27%	0	0%	13	17%	
	Total	193	100%	70	100%	25	100%	78	100%	
11 institutional teams use problem-solving techniques	Very dissatisfied	4	2%	2	3%	1	4%	1	1%	
	Dissatisfied	14	8%	4	7%	3	12%	6	9%	
	Neither	62	37%	18	31%	14	56%	24	35%	
	Satisfied	58	35%	21	36%	6	24%	27	39%	
	Very satisfied	29	17%	14	24%	1	4%	11	16%	
	Total	167	100%	59	100%	25	100%	69	100%	
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	13	7%	6	9%	2	8%	4	6%	
	Dissatisfied	27	15%	9	14%	4	16%	11	16%	
	Neither	42	24%	10	16%	5	20%	23	33%	
	Satisfied	68	39%	26	41%	10	40%	26	38%	
	Very satisfied	25	14%	13	20%	4	16%	5	7%	
	Total	175	100%	64	100%	25	100%	69	100%	
16 open and ethical communication is practiced at this institution	Very dissatisfied	11	6%	6	9%	1	4%	3	4%	
	Dissatisfied	36	19%	10	15%	7	29%	14	18%	
	Neither	34	18%	10	15%	4	17%	19	24%	
	Satisfied	66	35%	22	32%	11	46%	26	33%	
	Very satisfied	42	22%	20	29%	1	4%	16	21%	
	Total	189	100%	68	100%	24	100%	78	100%	

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff		
		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%	6	9%	3	12%	7	9%	
	Dissatisfied	16	8%	6	9%	1	4%	8	10%	
	Neither	41	22%	15	22%	6	24%	15	19%	
	Satisfied	65	34%	20	29%	6	24%	34	43%	
	Very satisfied	51	27%	22	32%	9	36%	15	19%	
	Total	189	100%	69	100%	25	100%	79	100%	
25 a spirit of cooperation exists at this institution	Very dissatisfied	16	8%	8	12%	3	12%	5	6%	
	Dissatisfied	20	11%	2	3%	5	20%	11	14%	
	Neither	37	20%	9	13%	4	16%	17	22%	
	Satisfied	62	33%	27	39%	9	36%	23	29%	
	Very satisfied	54	29%	23	33%	4	16%	22	28%	
	Total	189	100%	69	100%	25	100%	78	100%	
29 institution-wide policies guide my work	Very dissatisfied	7	4%	2	3%	1	4%	4	5%	
	Dissatisfied	13	7%	1	1%	4	17%	7	10%	
	Neither	44	24%	17	25%	4	17%	19	26%	
	Satisfied	76	42%	30	43%	12	50%	28	38%	
	Very satisfied	43	23%	19	28%	3	13%	15	21%	
	Total	183	100%	69	100%	24	100%	73	100%	
32 this institution is appropriately organized	Very dissatisfied	15	8%	5	7%	5	20%	5	7%	
	Dissatisfied	32	18%	10	15%	5	20%	14	18%	
	Neither	47	26%	16	24%	3	12%	27	36%	
	Satisfied	54	30%	20	29%	11	44%	16	21%	
	Very satisfied	34	19%	17	25%	1	4%	14	18%	
	Total	182	100%	68	100%	25	100%	76	100%	

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	23	13%	11	17%	2	9%	10	13%
	Dissatisfied	27	15%	5	8%	5	22%	14	18%
	Neither	48	27%	17	27%	5	22%	20	26%
	Satisfied	39	22%	15	24%	5	22%	17	22%
	Very satisfied	40	23%	15	24%	6	26%	16	21%
	Total	177	100%	63	100%	23	100%	77	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	7	4%	3	4%	1	4%	3	4%
	Dissatisfied	24	13%	7	10%	3	12%	13	16%
	Neither	35	19%	12	18%	3	12%	18	23%
	Satisfied	82	45%	27	40%	17	68%	32	41%
	Very satisfied	35	19%	19	28%	1	4%	13	16%
	Total	183	100%	68	100%	25	100%	79	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	10	6%	3	4%	4	17%	3	4%
	Dissatisfied	23	13%	7	10%	4	17%	11	14%
	Neither	51	28%	18	26%	7	29%	22	29%
	Satisfied	61	34%	24	35%	7	29%	25	33%
	Very satisfied	35	19%	17	25%	2	8%	15	20%
	Total	180	100%	69	100%	24	100%	76	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	7	4%	3	4%	1	4%	3	4%
	Dissatisfied	20	10%	5	7%	3	13%	7	9%
	Neither	19	10%	4	6%	4	17%	8	10%
	Satisfied	74	39%	26	38%	10	42%	32	41%
	Very satisfied	71	37%	31	45%	6	25%	29	37%
	Total	191	100%	69	100%	24	100%	79	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	3	2%	2	3%	1	4%	0	0%
	Dissatisfied	4	2%	2	3%	0	0%	2	3%
	Neither	6	3%	1	1%	0	0%	3	4%
	Satisfied	59	30%	16	23%	8	32%	28	36%
	Very satisfied	122	63%	49	70%	16	64%	45	58%
	Total	194	100%	70	100%	25	100%	78	100%
17 faculty meet the needs of students	Very dissatisfied	2	1%	2	3%	0	0%	0	0%
	Dissatisfied	13	7%	5	7%	2	8%	3	4%
	Neither	28	16%	5	7%	3	13%	19	27%
	Satisfied	86	48%	27	39%	18	75%	33	47%
	Very satisfied	50	28%	30	43%	1	4%	15	21%
	Total	179	100%	69	100%	24	100%	70	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	3	2%	2	3%	1	4%	0	0%
	Dissatisfied	6	3%	1	1%	1	4%	2	3%
	Neither	27	14%	7	10%	4	17%	13	18%
	Satisfied	90	48%	33	47%	15	63%	35	47%
	Very satisfied	61	33%	27	39%	3	13%	24	32%
	Total	187	100%	70	100%	24	100%	74	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	5	3%	2	3%	0	0%	2	3%
	Neither	36	21%	10	14%	4	17%	18	27%
	Satisfied	82	47%	30	43%	15	65%	30	45%
	Very satisfied	51	29%	26	38%	4	17%	16	24%
	Total	175	100%	69	100%	23	100%	66	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	2%	2	3%	0	0%	1	1%
	Dissatisfied	12	7%	5	7%	3	12%	3	4%
	Neither	36	20%	16	24%	8	32%	10	13%
	Satisfied	77	42%	23	34%	10	40%	37	49%
	Very satisfied	56	30%	22	32%	4	16%	24	32%
	Total	184	100%	68	100%	25	100%	75	100%
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	8	4%	3	5%	1	4%	3	4%
	Neither	25	14%	9	14%	7	29%	6	8%
	Satisfied	82	46%	32	49%	11	46%	34	46%
	Very satisfied	64	36%	21	32%	5	21%	31	42%
	Total	179	100%	65	100%	24	100%	74	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	10	6%	4	6%	0	0%	4	5%
	Neither	10	6%	3	4%	2	8%	5	7%
	Satisfied	91	50%	31	44%	13	54%	40	55%
	Very satisfied	69	38%	31	44%	9	38%	24	33%
	Total	181	100%	70	100%	24	100%	73	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	5	3%	2	3%	0	0%	2	3%
	Neither	20	11%	6	9%	3	13%	8	11%
	Satisfied	83	46%	31	44%	10	43%	37	49%
	Very satisfied	73	40%	30	43%	10	43%	28	37%
	Total		182	100%	70	100%	23	100%	75
37 this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	9	5%	4	6%	1	4%	4	5%
	Neither	13	7%	4	6%	0	0%	7	9%
	Satisfied	92	51%	31	44%	15	65%	40	53%
	Very satisfied	68	37%	31	44%	7	30%	24	32%
	Total		182	100%	70	100%	23	100%	75
40 students are assisted with their personal development	Very dissatisfied	1	1%	0	0%	0	0%	1	1%
	Dissatisfied	10	6%	3	5%	2	9%	5	7%
	Neither	31	18%	7	11%	5	22%	14	19%
	Satisfied	84	48%	32	49%	12	52%	33	45%
	Very satisfied	49	28%	23	35%	4	17%	20	27%
	Total		175	100%	65	100%	23	100%	73
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	6	4%	2	3%	2	9%	2	3%
	Neither	28	17%	10	15%	2	9%	13	19%
	Satisfied	103	62%	40	60%	18	78%	41	60%
	Very satisfied	30	18%	15	22%	1	4%	12	18%
	Total		167	100%	67	100%	23	100%	68

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	5	3%	2	3%	0	0%	3	4%
	Dissatisfied	16	8%	5	7%	1	4%	7	9%
	Neither	13	7%	5	7%	1	4%	5	6%
	Satisfied	51	26%	15	21%	8	32%	22	28%
	Very satisfied	110	56%	43	61%	15	60%	42	53%
	Total	195	100%	70	100%	25	100%	79	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	10	5%	4	6%	0	0%	5	6%
	Dissatisfied	14	7%	4	6%	3	12%	3	4%
	Neither	21	11%	6	9%	1	4%	11	14%
	Satisfied	47	24%	15	21%	12	48%	19	24%
	Very satisfied	102	53%	41	59%	9	36%	40	51%
	Total	194	100%	70	100%	25	100%	78	100%
12 positive work expectations are communicated to me	Very dissatisfied	10	5%	3	4%	0	0%	7	9%
	Dissatisfied	14	7%	7	10%	2	8%	4	5%
	Neither	34	18%	12	17%	5	20%	10	13%
	Satisfied	80	42%	23	33%	16	64%	36	46%
	Very satisfied	53	28%	24	35%	2	8%	21	27%
	Total	191	100%	69	100%	25	100%	78	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	8	5%	4	7%	0	0%	4	6%
	Dissatisfied	8	5%	4	7%	0	0%	4	6%
	Neither	56	33%	25	42%	7	28%	18	25%
	Satisfied	65	38%	13	22%	15	60%	31	44%
	Very satisfied	35	20%	14	23%	3	12%	14	20%
	Total	172	100%	60	100%	25	100%	71	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	10	5%	3	4%	1	4%	6	8%
	Dissatisfied	15	8%	4	6%	2	8%	4	5%
	Neither	37	19%	15	22%	2	8%	18	23%
	Satisfied	74	39%	25	36%	13	52%	31	39%
	Very satisfied	54	28%	22	32%	7	28%	20	25%
	Total	190	100%	69	100%	25	100%	79	100%
21 I receive appropriate feedback for my work	Very dissatisfied	10	5%	3	4%	0	0%	7	9%
	Dissatisfied	17	9%	7	10%	4	16%	5	6%
	Neither	34	18%	15	22%	2	8%	13	16%
	Satisfied	72	38%	21	31%	12	48%	32	41%
	Very satisfied	55	29%	22	32%	7	28%	22	28%
	Total	188	100%	68	100%	25	100%	79	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	14	7%	6	9%	0	0%	7	9%
	Dissatisfied	11	6%	4	6%	1	4%	3	4%
	Neither	24	13%	7	10%	2	8%	9	12%
	Satisfied	68	36%	23	33%	11	46%	33	42%
	Very satisfied	72	38%	30	43%	10	42%	26	33%
	Total	189	100%	70	100%	24	100%	78	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	12	6%	5	7%	0	0%	6	8%
	Dissatisfied	13	7%	4	6%	2	8%	3	4%
	Neither	24	13%	8	11%	3	12%	9	12%
	Satisfied	62	33%	21	30%	8	32%	31	40%
	Very satisfied	79	42%	32	46%	12	48%	29	37%
	Total	190	100%	70	100%	25	100%	78	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	8	4%	2	3%	1	4%	5	6%
	Dissatisfied	15	8%	7	10%	1	4%	6	8%
	Neither	37	20%	12	18%	7	28%	14	18%
	Satisfied	84	45%	30	44%	12	48%	38	48%
	Very satisfied	44	23%	17	25%	4	16%	16	20%
	Total	188	100%	68	100%	25	100%	79	100%
34 my supervisor helps me to improve my work	Very dissatisfied	10	5%	4	6%	0	0%	6	8%
	Dissatisfied	15	8%	7	10%	3	13%	3	4%
	Neither	32	17%	15	21%	3	13%	11	14%
	Satisfied	62	34%	18	26%	9	38%	32	42%
	Very satisfied	64	35%	26	37%	9	38%	24	32%
	Total	183	100%	70	100%	24	100%	76	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	5	3%	2	3%	0	0%	2	3%
	Dissatisfied	11	6%	5	7%	1	4%	4	5%
	Neither	21	11%	4	6%	3	13%	13	17%
	Satisfied	72	39%	21	30%	14	58%	33	43%
	Very satisfied	74	40%	37	54%	6	25%	25	32%
	Total	183	100%	69	100%	24	100%	77	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	8	4%	4	6%	0	0%	3	4%
	Dissatisfied	14	8%	2	3%	2	8%	9	11%
	Neither	33	18%	7	10%	7	28%	15	19%
	Satisfied	73	40%	27	39%	10	40%	35	44%
	Very satisfied	56	30%	29	42%	6	24%	17	22%
	Total	184	100%	69	100%	25	100%	79	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	12	7%	2	3%	2	8%	8	10%
	Dissatisfied	12	7%	3	4%	2	8%	7	9%
	Neither	34	19%	10	14%	6	24%	15	19%
	Satisfied	74	40%	27	39%	11	44%	32	42%
	Very satisfied	51	28%	28	40%	4	16%	15	19%
	Total	183	100%	70	100%	25	100%	77	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		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%	4	6%	0	0%	1	1%
	Dissatisfied	20	10%	6	9%	0	0%	9	12%
	Neither	22	11%	7	10%	3	12%	9	12%
	Satisfied	51	26%	19	27%	7	28%	22	28%
	Very satisfied	95	49%	34	49%	15	60%	37	47%
	Total	194	100%	70	100%	25	100%	78	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	3	2%	1	2%	0	0%	2	3%
	Dissatisfied	13	7%	5	8%	0	0%	6	8%
	Neither	28	15%	12	19%	3	12%	10	13%
	Satisfied	81	45%	27	42%	13	52%	35	47%
	Very satisfied	56	31%	19	30%	9	36%	22	29%
	Total	181	100%	64	100%	25	100%	75	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	6	3%	3	4%	0	0%	3	4%
	Dissatisfied	20	11%	6	9%	2	8%	9	12%
	Neither	22	12%	7	10%	0	0%	10	13%
	Satisfied	77	41%	31	46%	14	56%	30	38%
	Very satisfied	63	34%	21	31%	9	36%	26	33%
	Total	188	100%	68	100%	25	100%	78	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	4%	4	6%	0	0%	4	5%
	Dissatisfied	9	5%	3	4%	1	4%	4	5%
	Neither	33	18%	12	17%	4	16%	13	17%
	Satisfied	66	36%	23	33%	10	40%	29	38%
	Very satisfied	69	37%	28	40%	10	40%	27	35%
	Total	185	100%	70	100%	25	100%	77	100%

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		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%	2	3%	0	0%	0	0%
	Dissatisfied	11	6%	1	1%	2	8%	6	8%
	Neither	25	14%	11	16%	2	8%	11	14%
	Satisfied	84	46%	27	40%	15	63%	38	50%
	Very satisfied	59	33%	27	40%	5	21%	21	28%
	Total	181	100%	68	100%	24	100%	76	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	8	4%	5	7%	0	0%	3	4%
	Dissatisfied	15	8%	7	10%	0	0%	7	9%
	Neither	20	11%	4	6%	7	28%	8	10%
	Satisfied	62	34%	21	30%	8	32%	29	37%
	Very satisfied	78	43%	33	47%	10	40%	31	40%
	Total	183	100%	70	100%	25	100%	78	100%

Figure 1. Means by Personnel Classification and Climate Factor

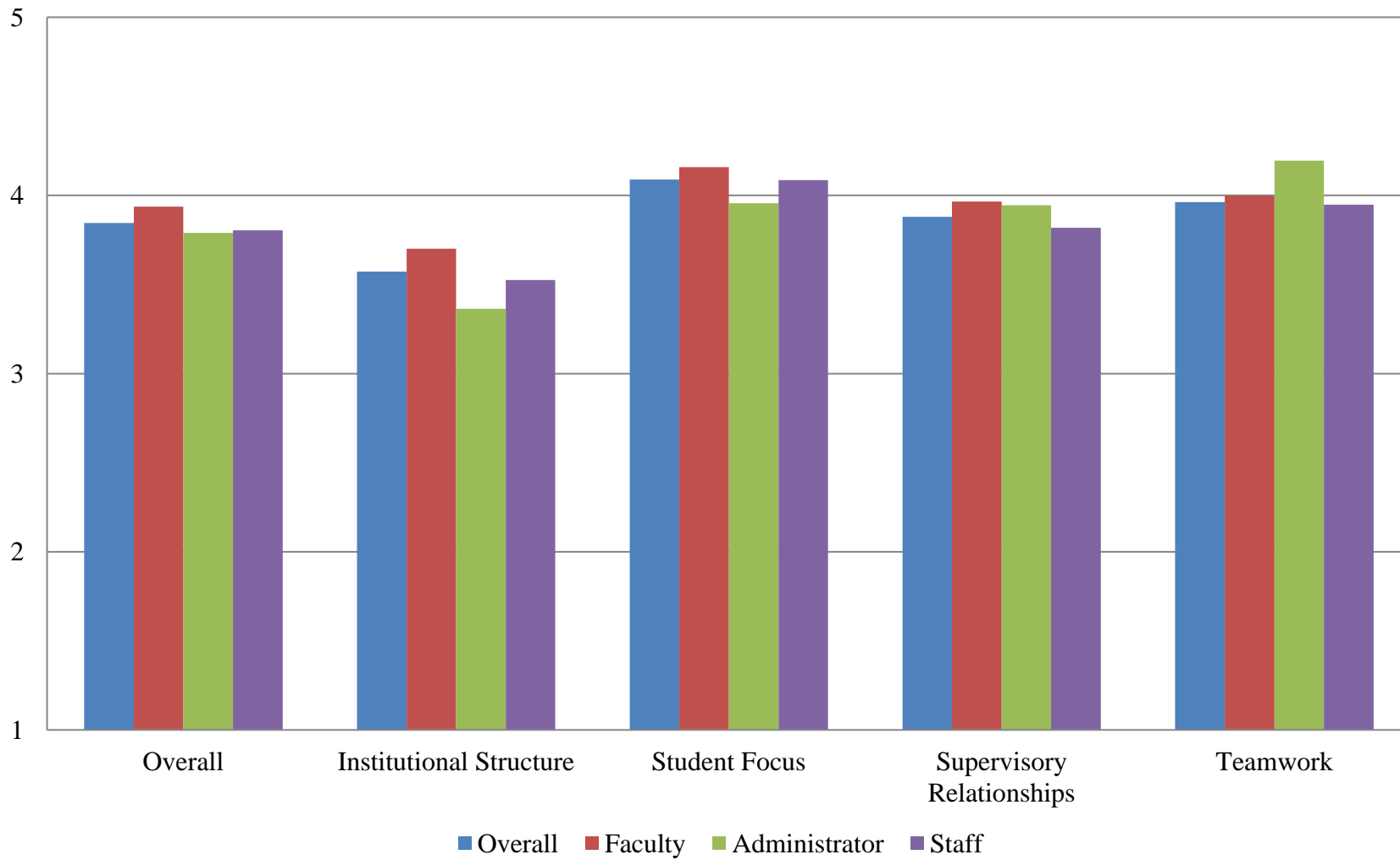


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.845	70	3.936	25	3.789	79	3.803
Institutional Structure	3.573	70	3.701	25	3.364	79	3.525
Student Focus	4.089	70	4.159	25	3.957	79	4.085
Supervisory Relationships	3.879	70	3.965	25	3.944	79	3.817
Teamwork	3.963	70	4.000	25	4.195	79	3.949

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
1 the actions of this institution reflect its mission	190	3.958	4.014	3.800	3.935
4 decisions are made at the appropriate level at this institution	188	3.441	3.544	3.480	3.368
5 the institution effectively promotes diversity in the workplace	188	3.872	3.941	3.458	3.987
6 administrative leadership is focused on meeting the needs of students	192	3.896	4.114	3.917	3.833
10 information is shared within the institution	193	3.306	3.471	2.960	3.218
11 institutional teams use problem-solving techniques	167	3.563	3.695	3.120	3.594
15 I am able to appropriately influence the direction of this institution	175	3.371	3.484	3.400	3.246
16 open and ethical communication is practiced at this institution	189	3.487	3.588	3.167	3.487
22 this institution has been successful in positively motivating my performance	189	3.630	3.667	3.680	3.532
25 a spirit of cooperation exists at this institution	189	3.624	3.797	3.240	3.590
29 institution-wide policies guide my work	183	3.738	3.913	3.500	3.589
32 this institution is appropriately organized	182	3.330	3.500	2.920	3.263
38 I have the opportunity for advancement within this institution	177	3.260	3.286	3.348	3.195
41 I receive adequate information regarding important activities at this institution	183	3.623	3.765	3.560	3.494
44 my work is guided by clearly defined administrative processes	180	3.489	3.652	2.958	3.500

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
7 student needs are central to what we do	191	3.953	4.116	3.708	3.975
8 I feel my job is relevant to this institution's mission	194	4.510	4.543	4.520	4.487
17 faculty meet the needs of students	179	3.944	4.130	3.750	3.857
18 student ethnic and cultural diversity are important at this institution	187	4.070	4.171	3.750	4.095
19 students' competencies are enhanced	175	4.011	4.130	4.000	3.909
23 non-teaching professional personnel meet the needs of students	184	3.929	3.853	3.600	4.067
28 classified personnel meet the needs of students	179	4.128	4.092	3.833	4.257
31 students receive an excellent education at this institution	181	4.199	4.243	4.292	4.151
35 this institution prepares students for a career	182	4.220	4.243	4.304	4.213
37 this institution prepares students for further learning	182	4.203	4.271	4.217	4.120
40 students are assisted with their personal development	175	3.971	4.154	3.783	3.904
42 students are satisfied with their educational experience at this institution	167	3.940	4.015	3.783	3.926

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
2 my supervisor expresses confidence in my work	195	4.256	4.314	4.480	4.177
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	194	4.119	4.214	4.080	4.103
12 positive work expectations are communicated to me	191	3.796	3.841	3.720	3.769
13 unacceptable behaviors are identified and communicated to me	172	3.645	3.483	3.840	3.662
20 I receive timely feedback for my work	190	3.774	3.855	3.920	3.696
21 I receive appropriate feedback for my work	188	3.771	3.765	3.880	3.722
26 my supervisor actively seeks my ideas	189	3.915	3.957	4.250	3.872
27 my supervisor seriously considers my ideas	190	3.963	4.014	4.200	3.949
30 work outcomes are clarified for me	188	3.750	3.779	3.680	3.684
34 my supervisor helps me to improve my work	183	3.847	3.786	4.000	3.855
39 I am given the opportunity to be creative in my work	183	4.087	4.246	4.042	3.974
45 I have the opportunity to express my ideas in appropriate forums	184	3.842	4.087	3.800	3.684
46 professional development and training opportunities are available	183	3.765	4.086	3.520	3.506

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
3 there is a spirit of cooperation within my work team	194	4.077	4.043	4.480	4.090
14 my primary work team uses problem-solving techniques	181	3.961	3.906	4.240	3.920
24 there is an opportunity for all ideas to be exchanged within my work team	188	3.910	3.897	4.200	3.859
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	185	3.968	3.971	4.160	3.922
36 my work team coordinates its efforts with appropriate individuals and teams	181	4.033	4.118	3.958	3.974
43 a spirit of cooperation exists in my department	183	4.022	4.000	4.120	4.000