

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Walla Walla Community College

Walla Walla, Washington

PACE Personnel Classification Report

PACE Climate Survey for Community Colleges

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	7	3%	3	3%	0	0%	4	3%
	Disagree	35	14%	18	20%	2	8%	12	10%
	Neither	37	15%	13	14%	3	12%	16	14%
	Agree	121	49%	36	40%	17	65%	61	53%
	Strongly Agree	49	20%	20	22%	4	15%	22	19%
	Total	249	100%	90	100%	26	100%	115	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	21	9%	7	8%	2	8%	10	9%
	Disagree	51	21%	17	19%	9	35%	22	19%
	Neither	68	28%	26	29%	2	8%	34	30%
	Agree	86	35%	33	37%	11	42%	35	31%
	Strongly Agree	20	8%	6	7%	2	8%	12	11%
	Total	246	100%	89	100%	26	100%	113	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	10	4%	5	6%	0	0%	5	4%
	Disagree	22	9%	9	10%	2	8%	9	8%
	Neither	61	25%	25	29%	6	23%	29	25%
	Agree	94	38%	31	36%	12	46%	41	36%
	Strongly Agree	58	24%	17	20%	6	23%	31	27%
	Total	245	100%	87	100%	26	100%	115	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	13	5%	10	11%	0	0%	2	2%
	Disagree	36	14%	16	17%	3	12%	15	13%
	Neither	31	12%	8	9%	2	8%	16	14%
	Agree	108	43%	39	42%	12	46%	50	43%
	Strongly Agree	64	25%	19	21%	9	35%	33	28%
	Total	252	100%	92	100%	26	100%	116	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	27	11%	10	11%	4	15%	11	9%
	Disagree	51	20%	24	26%	4	15%	20	17%
	Neither	50	20%	20	22%	4	15%	21	18%
	Agree	91	36%	26	28%	11	42%	46	40%
	Strongly Agree	33	13%	12	13%	3	12%	18	16%
	Total	252	100%	92	100%	26	100%	116	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	14	6%	6	7%	0	0%	8	7%
	Disagree	25	11%	14	16%	3	12%	6	6%
	Neither	69	29%	21	24%	8	31%	32	30%
	Agree	108	46%	39	44%	12	46%	52	49%
	Strongly Agree	20	8%	8	9%	3	12%	9	8%
	Total	236	100%	88	100%	26	100%	107	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	31	13%	11	13%	3	12%	12	11%
	Disagree	55	23%	21	25%	2	8%	30	27%
	Neither	63	27%	24	28%	7	28%	28	25%
	Agree	65	27%	22	26%	9	36%	30	27%
	Strongly Agree	23	10%	7	8%	4	16%	12	11%
	Total	237	100%	85	100%	25	100%	112	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	23	9%	10	11%	0	0%	11	9%
	Disagree	45	18%	22	24%	7	27%	13	11%
	Neither	59	24%	22	24%	4	15%	31	27%
	Agree	92	37%	29	32%	10	38%	45	39%
	Strongly Agree	30	12%	9	10%	5	19%	16	14%
	Total	249	100%	92	100%	26	100%	116	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	25	10%	9	10%	4	15%	10	9%
	Disagree	41	17%	13	15%	3	12%	23	20%
	Neither	61	25%	26	29%	8	31%	25	21%
	Agree	83	34%	27	30%	7	27%	43	37%
	Strongly Agree	35	14%	14	16%	4	15%	16	14%
	Total	245	100%	89	100%	26	100%	117	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	27	11%	12	13%	3	12%	9	8%
	Disagree	41	17%	15	16%	8	31%	16	14%
	Neither	53	21%	20	22%	3	12%	28	24%
	Agree	97	39%	33	36%	8	31%	51	44%
	Strongly Agree	29	12%	11	12%	4	15%	13	11%
	Total	247	100%	91	100%	26	100%	117	100%
29 Institution-wide policies guide my work	Strongly Disagree	9	4%	4	4%	1	4%	4	3%
	Disagree	20	8%	6	7%	1	4%	11	9%
	Neither	75	31%	30	34%	7	27%	35	30%
	Agree	107	44%	37	42%	13	50%	49	42%
	Strongly Agree	33	14%	12	13%	4	15%	17	15%
	Total	244	100%	89	100%	26	100%	116	100%
32 This institution is appropriately organized	Strongly Disagree	28	12%	13	14%	3	12%	12	10%
	Disagree	58	24%	19	21%	8	31%	30	26%
	Neither	74	31%	27	30%	5	19%	38	33%
	Agree	64	27%	26	29%	7	27%	28	24%
	Strongly Agree	17	7%	5	6%	3	12%	7	6%
	Total	241	100%	90	100%	26	100%	115	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	36	15%	12	14%	3	12%	18	16%
	Disagree	36	15%	14	16%	3	12%	18	16%
	Neither	61	26%	18	21%	9	35%	32	28%
	Agree	73	31%	31	36%	7	27%	34	30%
	Strongly Agree	27	12%	10	12%	4	15%	11	10%
	Total	233	100%	85	100%	26	100%	113	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	14	6%	7	8%	3	12%	3	3%
	Disagree	40	16%	17	18%	6	23%	17	15%
	Neither	42	17%	17	18%	4	15%	21	18%
	Agree	116	47%	42	46%	8	31%	57	49%
	Strongly Agree	33	13%	9	10%	5	19%	19	16%
	Total	245	100%	92	100%	26	100%	117	100%
44 Administrative processes are clearly defined	Strongly Disagree	35	14%	17	19%	5	19%	12	10%
	Disagree	61	25%	23	25%	5	19%	32	27%
	Neither	62	25%	17	19%	8	31%	34	29%
	Agree	70	29%	28	31%	6	23%	32	27%
	Strongly Agree	16	7%	6	7%	2	8%	7	6%
	Total	244	100%	91	100%	26	100%	117	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	8	3%	6	7%	0	0%	2	2%
	Disagree	24	10%	11	12%	3	12%	8	7%
	Neither	26	10%	13	14%	2	8%	7	6%
	Agree	94	38%	32	35%	9	35%	44	39%
	Strongly Agree	97	39%	30	33%	12	46%	52	46%
	Total	249	100%	92	100%	26	100%	113	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	4	2%	2	2%	1	4%	1	1%
	Disagree	4	2%	1	1%	0	0%	2	2%
	Neither	14	6%	5	5%	0	0%	7	6%
	Agree	78	31%	26	29%	9	35%	37	32%
	Strongly Agree	149	60%	57	63%	16	62%	68	59%
	Total	249	100%	91	100%	26	100%	115	100%
17 Faculty meet the needs of students	Strongly Disagree	3	1%	2	2%	0	0%	1	1%
	Disagree	12	5%	3	3%	1	4%	7	7%
	Neither	38	17%	10	11%	6	24%	20	21%
	Agree	116	51%	41	45%	14	56%	55	59%
	Strongly Agree	57	25%	36	39%	4	16%	11	12%
	Total	226	100%	92	100%	25	100%	94	100%
18 Student diversity is important at this institution	Strongly Disagree	4	2%	4	4%	0	0%	0	0%
	Disagree	14	6%	3	3%	4	17%	6	5%
	Neither	44	18%	20	22%	3	13%	19	16%
	Agree	111	46%	32	36%	12	50%	60	52%
	Strongly Agree	69	29%	30	34%	5	21%	31	27%
	Total	242	100%	89	100%	24	100%	116	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	4	2%	3	3%	0	0%	1	1%
	Disagree	6	3%	3	3%	0	0%	2	2%
	Neither	48	21%	15	16%	5	20%	24	24%
	Agree	118	52%	49	54%	14	56%	48	49%
	Strongly Agree	52	23%	21	23%	6	24%	23	23%
	Total	228	100%	91	100%	25	100%	98	100%
23 Administrators meet the needs of students	Strongly Disagree	13	6%	8	9%	1	4%	4	4%
	Disagree	32	14%	16	18%	1	4%	12	11%
	Neither	69	29%	25	28%	9	36%	31	29%
	Agree	94	40%	32	36%	8	32%	49	46%
	Strongly Agree	26	11%	8	9%	6	24%	11	10%
	Total	234	100%	89	100%	25	100%	107	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	5	2%	3	3%	0	0%	1	1%
	Disagree	5	2%	0	0%	3	12%	1	1%
	Neither	26	11%	10	11%	1	4%	14	13%
	Agree	122	51%	47	54%	12	46%	56	50%
	Strongly Agree	79	33%	27	31%	10	38%	39	35%
	Total	237	100%	87	100%	26	100%	111	100%
31 Students receive an excellent education at this institution	Strongly Disagree	3	1%	2	2%	0	0%	1	1%
	Disagree	9	4%	4	4%	0	0%	5	5%
	Neither	32	14%	10	11%	2	8%	17	16%
	Agree	127	54%	53	58%	16	64%	55	51%
	Strongly Agree	64	27%	23	25%	7	28%	30	28%
	Total	235	100%	92	100%	25	100%	108	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	4	2%	3	3%	0	0%	1	1%
	Disagree	5	2%	1	1%	0	0%	4	4%
	Neither	27	11%	9	10%	2	8%	15	13%
	Agree	118	50%	43	49%	13	50%	57	50%
	Strongly Agree	83	35%	32	36%	11	42%	36	32%
	Total	237	100%	88	100%	26	100%	113	100%
37 This institution prepares students for further learning	Strongly Disagree	4	2%	3	3%	0	0%	1	1%
	Disagree	7	3%	3	3%	1	4%	3	3%
	Neither	31	13%	12	13%	2	8%	16	15%
	Agree	132	56%	52	57%	14	56%	61	56%
	Strongly Agree	61	26%	21	23%	8	32%	28	26%
	Total	235	100%	91	100%	25	100%	109	100%
40 Students are assisted with their personal development	Strongly Disagree	6	3%	3	3%	0	0%	3	3%
	Disagree	6	3%	4	4%	0	0%	2	2%
	Neither	41	18%	18	20%	2	8%	19	19%
	Agree	119	52%	45	49%	14	56%	56	55%
	Strongly Agree	57	25%	22	24%	9	36%	22	22%
	Total	229	100%	92	100%	25	100%	102	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	2	1%	2	2%	0	0%	0	0%
	Disagree	8	3%	3	3%	0	0%	5	5%
	Neither	36	16%	11	12%	3	12%	19	18%
	Agree	147	64%	58	64%	18	72%	66	63%
	Strongly Agree	38	16%	17	19%	4	16%	15	14%
	Total	231	100%	91	100%	25	100%	105	100%

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	8	3%	3	3%	2	8%	3	3%
	Disagree	11	4%	4	4%	1	4%	3	3%
	Neither	20	8%	7	8%	2	8%	9	8%
	Agree	69	28%	22	25%	5	19%	34	30%
	Strongly Agree	140	56%	53	60%	16	62%	66	57%
	Total	248	100%	89	100%	26	100%	115	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	13	5%	5	6%	2	8%	5	4%
	Disagree	13	5%	4	5%	1	4%	7	6%
	Neither	28	11%	8	9%	1	4%	14	12%
	Agree	71	29%	31	35%	7	28%	28	25%
	Strongly Agree	119	49%	40	45%	14	56%	59	52%
	Total	244	100%	88	100%	25	100%	113	100%
12 Work expectations are communicated to me	Strongly Disagree	14	6%	7	8%	2	8%	5	4%
	Disagree	35	14%	15	16%	2	8%	14	12%
	Neither	36	14%	11	12%	3	12%	20	17%
	Agree	120	48%	45	49%	12	46%	56	48%
	Strongly Agree	44	18%	13	14%	7	27%	22	19%
	Total	249	100%	91	100%	26	100%	117	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	13	6%	9	11%	0	0%	4	4%
	Disagree	21	10%	5	6%	3	14%	11	11%
	Neither	54	25%	20	25%	5	23%	25	24%
	Agree	98	45%	36	45%	10	45%	45	44%
	Strongly Agree	32	15%	10	13%	4	18%	18	17%
	Total	218	100%	80	100%	22	100%	103	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	18	7%	8	9%	3	12%	6	5%
	Disagree	29	12%	8	9%	3	12%	15	13%
	Neither	44	18%	17	19%	3	12%	21	18%
	Agree	105	43%	38	43%	11	42%	51	44%
	Strongly Agree	48	20%	17	19%	6	23%	23	20%
	Total	244	100%	88	100%	26	100%	116	100%
21 I receive appropriate feedback for my work	Strongly Disagree	11	5%	5	6%	1	4%	4	3%
	Disagree	30	12%	12	13%	4	15%	12	10%
	Neither	37	15%	13	15%	3	12%	21	18%
	Agree	119	49%	43	48%	13	50%	56	48%
	Strongly Agree	46	19%	16	18%	5	19%	23	20%
	Total	243	100%	89	100%	26	100%	116	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	18	7%	6	7%	4	15%	7	6%
	Disagree	16	7%	6	7%	1	4%	7	6%
	Neither	30	12%	12	13%	1	4%	16	14%
	Agree	91	38%	35	39%	7	27%	44	38%
	Strongly Agree	87	36%	30	34%	13	50%	41	36%
	Total	242	100%	89	100%	26	100%	115	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	14	6%	6	7%	4	15%	4	3%
	Disagree	19	8%	5	6%	1	4%	10	9%
	Neither	24	10%	11	12%	0	0%	12	10%
	Agree	89	37%	34	38%	8	31%	42	37%
	Strongly Agree	96	40%	33	37%	13	50%	47	41%
	Total	242	100%	89	100%	26	100%	115	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	18	7%	10	11%	2	8%	6	5%
	Disagree	30	12%	14	16%	2	8%	12	10%
	Neither	51	21%	14	16%	7	27%	28	24%
	Agree	111	45%	39	44%	12	46%	53	45%
	Strongly Agree	35	14%	12	13%	3	12%	18	15%
	Total	245	100%	89	100%	26	100%	117	100%
34 My supervisor helps me to improve my work	Strongly Disagree	14	6%	5	6%	4	15%	5	4%
	Disagree	25	10%	7	8%	3	12%	14	12%
	Neither	35	15%	15	17%	3	12%	15	13%
	Agree	98	41%	36	41%	11	42%	46	39%
	Strongly Agree	69	29%	25	28%	5	19%	37	32%
	Total	241	100%	88	100%	26	100%	117	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	8	3%	4	4%	0	0%	3	3%
	Disagree	16	7%	2	2%	2	8%	12	10%
	Neither	25	10%	5	5%	2	8%	17	15%
	Agree	105	43%	41	45%	10	38%	51	44%
	Strongly Agree	88	36%	39	43%	12	46%	32	28%
	Total	242	100%	91	100%	26	100%	115	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	13	5%	6	7%	1	4%	6	5%
	Disagree	16	7%	8	9%	1	4%	6	5%
	Neither	20	8%	10	11%	1	4%	9	8%
	Agree	113	47%	41	46%	13	50%	54	47%
	Strongly Agree	80	33%	25	28%	10	38%	41	35%
	Total	242	100%	90	100%	26	100%	116	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	13	5%	7	8%	0	0%	5	4%
	Disagree	24	10%	7	8%	3	12%	14	12%
	Neither	38	16%	9	10%	2	8%	26	22%
	Agree	112	46%	43	47%	12	46%	52	44%
	Strongly Agree	58	24%	26	28%	9	35%	20	17%
	Total	245	100%	92	100%	26	100%	117	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	8	3%	5	5%	0	0%	3	3%
	Disagree	20	8%	4	4%	1	4%	13	11%
	Neither	21	8%	10	11%	1	4%	7	6%
	Agree	91	36%	33	36%	10	38%	40	34%
	Strongly Agree	111	44%	39	43%	14	54%	53	46%
	Total	251	100%	91	100%	26	100%	116	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	5	2%	4	4%	0	0%	1	1%
	Disagree	9	4%	5	6%	0	0%	2	2%
	Neither	30	12%	7	8%	0	0%	22	19%
	Agree	115	47%	40	44%	13	50%	52	45%
	Strongly Agree	87	35%	34	38%	13	50%	39	34%
	Total	246	100%	90	100%	26	100%	116	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	13	5%	7	8%	0	0%	4	3%
	Disagree	19	8%	8	9%	2	8%	8	7%
	Neither	22	9%	6	7%	0	0%	14	12%
	Agree	115	47%	39	44%	14	54%	56	48%
	Strongly Agree	75	31%	29	33%	10	38%	35	30%
	Total	244	100%	89	100%	26	100%	117	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	8	3%	6	7%	0	0%	2	2%
	Disagree	16	7%	7	8%	2	8%	7	6%
	Neither	31	13%	7	8%	1	4%	21	18%
	Agree	114	47%	43	48%	12	46%	54	47%
	Strongly Agree	72	30%	27	30%	11	42%	32	28%
	Total	241	100%	90	100%	26	100%	116	100%

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	6	2%	4	4%	0	0%	2	2%
	Disagree	13	5%	6	7%	2	8%	4	3%
	Neither	29	12%	10	11%	0	0%	17	15%
	Agree	122	51%	47	53%	15	58%	56	48%
	Strongly Agree	71	29%	22	25%	9	35%	38	32%
	Total	241	100%	89	100%	26	100%	117	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	8	3%	2	2%	0	0%	5	4%
	Disagree	11	5%	6	7%	1	4%	4	3%
	Neither	22	9%	7	8%	1	4%	12	10%
	Agree	100	41%	37	40%	12	46%	48	41%
	Strongly Agree	103	42%	40	43%	12	46%	47	41%
	Total	244	100%	92	100%	26	100%	116	100%

Figure 1. Means by Personnel Classification and Climate Factor

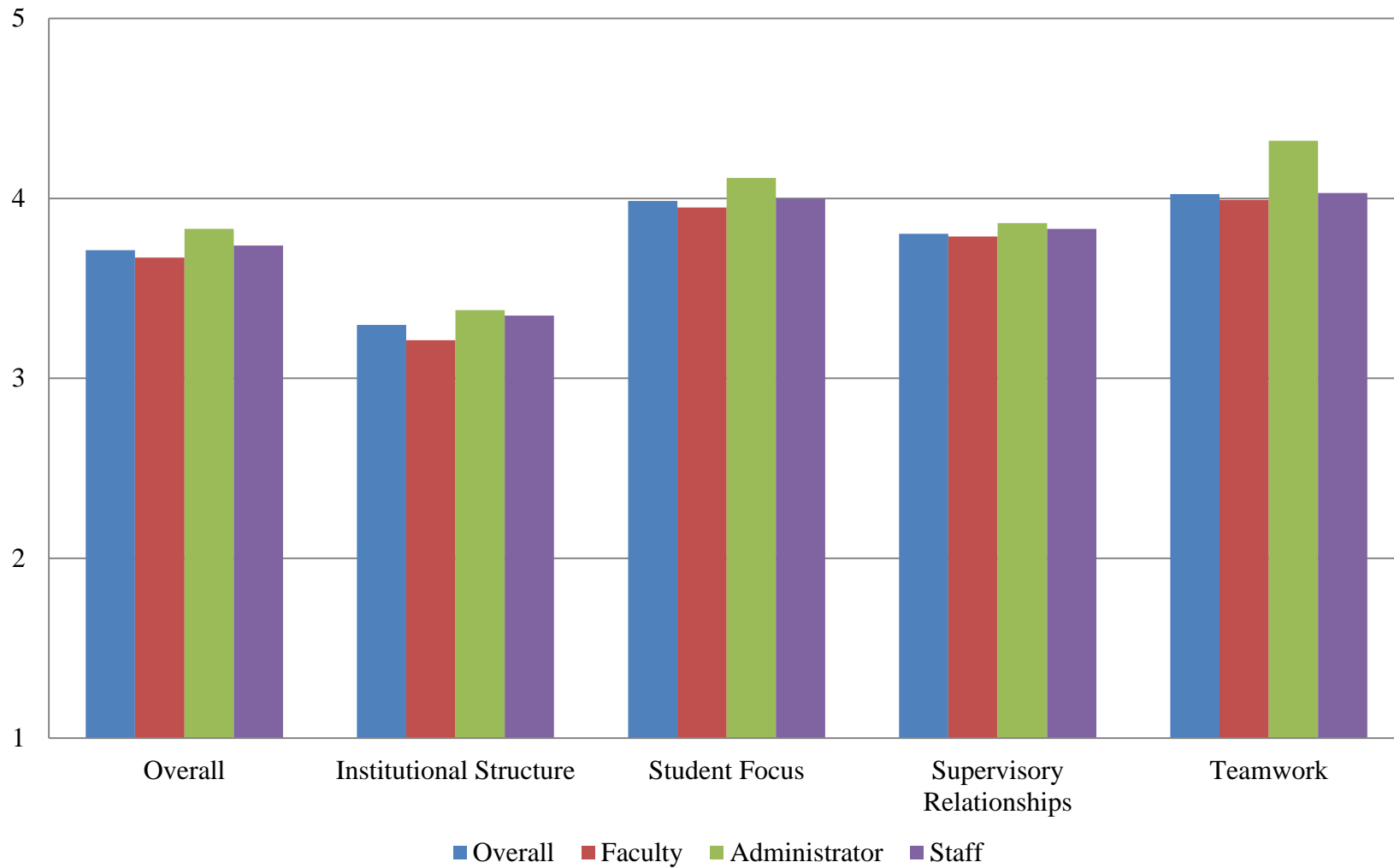


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.711	93	3.670	26	3.830	117	3.738
Institutional Structure	3.296	93	3.212	26	3.379	117	3.348
Student Focus	3.985	93	3.949	26	4.114	117	3.997
Supervisory Relationships	3.804	93	3.788	26	3.862	117	3.831
Teamwork	4.023	93	3.992	26	4.321	117	4.029

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
1 The actions of this institution reflect its mission	249	3.683	3.578	3.885	3.739
4 Decisions are made at the appropriate level at this institution	246	3.134	3.157	3.077	3.150
5 The institution effectively promotes diversity in the workplace	245	3.686	3.529	3.846	3.730
6 Institutional leadership is focused on meeting the needs of students	252	3.690	3.446	4.038	3.836
10 Information is shared within this institution	252	3.206	3.065	3.192	3.345
11 Institutional teams use problem-solving techniques	236	3.403	3.330	3.577	3.449
15 I am able to appropriately influence the direction of this institution	237	2.975	2.918	3.360	3.000
16 Open and ethical communication is practiced at this institution	249	3.245	3.054	3.500	3.362
22 This institution has been successful in positively motivating my performance	245	3.253	3.270	3.154	3.274
25 A spirit of cooperation exists at this institution	247	3.243	3.176	3.077	3.368
29 Institution-wide policies guide my work	244	3.553	3.528	3.692	3.552
32 This institution is appropriately organized	241	2.934	2.900	2.962	2.896
38 I have the opportunity for advancement within this institution	233	3.082	3.153	3.231	3.018
41 I receive adequate information regarding important activities at this institution	245	3.465	3.315	3.231	3.615
44 Administrative processes are clearly defined	244	2.881	2.813	2.808	2.915

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
7 Student needs are central to what we do	249	3.996	3.750	4.154	4.204
8 I feel my job is relevant to this institution's mission	249	4.462	4.484	4.500	4.470
17 Faculty meet the needs of students	226	3.938	4.152	3.840	3.723
18 Student diversity is important at this institution	242	3.938	3.910	3.750	4.000
19 Students' competencies are enhanced	228	3.912	3.901	4.040	3.918
23 Administrators meet the needs of students	234	3.376	3.180	3.680	3.477
28 Staff (non-instructional, non-administrator) meet the needs of students	237	4.118	4.092	4.115	4.180
31 Students receive an excellent education at this institution	235	4.021	3.989	4.200	4.000
35 This institution prepares students for a career	237	4.143	4.136	4.346	4.088
37 This institution prepares students for further learning	235	4.017	3.934	4.160	4.028
40 Students are assisted with their personal development	229	3.939	3.859	4.280	3.902
42 Students seem satisfied with their educational experience at this institution	231	3.913	3.934	4.040	3.867

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
2 My supervisor expresses confidence in my work	248	4.298	4.326	4.231	4.365
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	244	4.107	4.102	4.200	4.142
12 Work expectations are communicated to me	249	3.582	3.462	3.769	3.650
13 Unacceptable behaviors are identified and communicated to me	218	3.528	3.413	3.682	3.602
20 I receive timely feedback for my work	244	3.557	3.545	3.538	3.603
21 I receive appropriate feedback for my work	243	3.654	3.596	3.654	3.707
26 My supervisor actively seeks my ideas	242	3.880	3.865	3.923	3.913
27 My supervisor seriously considers my ideas	242	3.967	3.933	3.962	4.026
30 Work outcomes are clarified for me	245	3.469	3.326	3.462	3.556
34 My supervisor helps me to improve my work	241	3.759	3.784	3.385	3.821
39 I am given the opportunity to be creative in my work	242	4.029	4.198	4.231	3.843
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	242	3.955	3.789	4.154	4.017
46 Professional development and training opportunities are available	245	3.727	3.804	4.038	3.581

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
3 There is a spirit of cooperation within my work team	251	4.104	4.066	4.423	4.095
14 My primary work team uses problem-solving techniques	246	4.098	4.056	4.500	4.086
24 There is an opportunity for all ideas to be exchanged within my work team	244	3.902	3.843	4.231	3.940
33 My work team provides an environment for free and open expression of ideas, opinions and beliefs	241	3.938	3.867	4.231	3.922
36 My work team coordinates its efforts with appropriate individuals and teams	241	3.992	3.865	4.192	4.060
43 A spirit of cooperation exists in my department	244	4.143	4.163	4.346	4.103