

**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 Report

PACE Climate Survey for Community Colleges

Lead Researchers

Jared King & Oscar R. Miranda Tapia

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RESEARCH TEAM

Audrey J. Jaeger, Ph.D.

Executive Director

Sarah A. Deal, Ph.D.

Director of Research

Kaitlin S. Newhouse, Ph.D.

Associate Director of Research
and Evaluation

Daniel West, Ph.D.

Senior Research Associate

Connor Guerin

Research Associate

Jared King

Research Associate

Kayla Patterson

Research Associate

Natasha Spencer

Research Associate

Nyasia Lloyd

Research Associate

Oscar R. Miranda Tapia

Research Associate

Sam Dotson

Research Associate

CONTACT US

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 the 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 as 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 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.
- 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 to improve. 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

WWCC compared with:

Institutional Structure	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	7	3%	11	6%	1470	3%	137	4%
	Disagree	35	14%	38	21%	4861	9%	513	14%
	Neither	37	15%	36	20%	7339	13%	651	18%
	Agree	121	49%	72	40%	25914	47%	1650	46%
	Strongly Agree	49	20%	21	12%	15097	28%	642	18%
	Total	249	100%	178	100%	54681	100%	3593	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	21	9%	24	14%	4033	7%	314	9%
	Disagree	51	21%	50	28%	10150	19%	776	22%
	Neither	68	28%	39	22%	12096	22%	864	24%
	Agree	86	35%	51	29%	18336	34%	1121	32%
	Strongly Agree	20	8%	13	7%	9372	17%	466	13%
	Total	246	100%	177	100%	53987	100%	3541	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	10	4%	7	4%	2019	4%	179	5%
	Disagree	22	9%	22	12%	4402	8%	478	13%
	Neither	61	25%	47	26%	9777	18%	770	21%
	Agree	94	38%	73	41%	20644	38%	1288	36%
	Strongly Agree	58	24%	30	17%	17347	32%	869	24%
	Total	245	100%	179	100%	54189	100%	3584	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	13	5%	20	11%	2450	5%	226	6%
	Disagree	36	14%	36	20%	5288	10%	492	14%
	Neither	31	12%	23	13%	7210	13%	581	16%
	Agree	108	43%	61	35%	20975	39%	1353	38%
	Strongly Agree	64	25%	36	20%	18473	34%	920	26%
	Total	252	100%	176	100%	54396	100%	3572	100%

WWCC compared with:

Institutional Structure (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	27	11%	31	17%	5106	9%	459	13%
	Disagree	51	20%	44	24%	9715	18%	769	21%
	Neither	50	20%	45	25%	11067	20%	822	23%
	Agree	91	36%	40	22%	17934	33%	1008	28%
	Strongly Agree	33	13%	20	11%	10852	20%	533	15%
	Total	252	100%	180	100%	54674	100%	3591	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	14	6%	10	6%	1778	4%	161	5%
	Disagree	25	11%	36	23%	5379	11%	438	13%
	Neither	69	29%	47	30%	14314	28%	1105	34%
	Agree	108	46%	60	38%	20978	42%	1193	36%
	Strongly Agree	20	8%	6	4%	7966	16%	381	12%
	Total	236	100%	159	100%	50415	100%	3278	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	31	13%	31	19%	5617	11%	416	12%
	Disagree	55	23%	34	21%	9099	18%	636	19%
	Neither	63	27%	45	27%	14422	28%	956	28%
	Agree	65	27%	40	24%	14582	29%	949	28%
	Strongly Agree	23	10%	14	9%	7226	14%	409	12%
	Total	237	100%	164	100%	50946	100%	3366	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	23	9%	29	17%	4427	8%	411	12%
	Disagree	45	18%	26	15%	7841	15%	663	19%
	Neither	59	24%	46	27%	11054	21%	770	22%
	Agree	92	37%	44	26%	19200	36%	1116	32%
	Strongly Agree	30	12%	27	16%	11241	21%	557	16%
	Total	249	100%	172	100%	53763	100%	3517	100%

WWCC compared with:

Institutional Structure (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	25	10%	29	17%	4787	9%	390	11%
	Disagree	41	17%	36	21%	7796	15%	588	17%
	Neither	61	25%	35	21%	10873	20%	742	21%
	Agree	83	34%	42	25%	17654	33%	1111	32%
	Strongly Agree	35	14%	28	16%	12246	23%	659	19%
	Total	245	100%	170	100%	53356	100%	3490	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	27	11%	30	18%	3926	7%	343	10%
	Disagree	41	17%	28	16%	7312	14%	643	18%
	Neither	53	21%	45	26%	10095	19%	770	22%
	Agree	97	39%	42	25%	20335	38%	1149	33%
	Strongly Agree	29	12%	26	15%	11719	22%	589	17%
	Total	247	100%	171	100%	53387	100%	3494	100%
29 Institution-wide policies guide my work	Strongly Disagree	9	4%	12	7%	1535	3%	127	4%
	Disagree	20	8%	22	13%	3215	6%	285	8%
	Neither	75	31%	50	30%	10665	20%	874	25%
	Agree	107	44%	62	37%	23811	45%	1421	41%
	Strongly Agree	33	14%	22	13%	13466	26%	734	21%
	Total	244	100%	168	100%	52692	100%	3441	100%
32 This institution is appropriately organized	Strongly Disagree	28	12%	35	21%	4781	9%	373	11%
	Disagree	58	24%	50	30%	9814	19%	842	25%
	Neither	74	31%	47	28%	12273	24%	875	26%
	Agree	64	27%	24	15%	16757	32%	940	28%
	Strongly Agree	17	7%	9	5%	8596	16%	373	11%
	Total	241	100%	165	100%	52221	100%	3403	100%

WWCC compared with:

Institutional Structure (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	36	15%	40	25%	6855	14%	498	15%
	Disagree	36	15%	22	13%	8073	16%	541	17%
	Neither	61	26%	42	26%	12150	24%	827	26%
	Agree	73	31%	42	26%	13821	28%	861	27%
	Strongly Agree	27	12%	17	10%	9118	18%	496	15%
	Total	233	100%	163	100%	50017	100%	3223	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	14	6%	24	14%	2319	4%	200	6%
	Disagree	40	16%	33	20%	5955	11%	508	15%
	Neither	42	17%	39	23%	7839	15%	594	17%
	Agree	116	47%	59	36%	23698	45%	1471	43%
	Strongly Agree	33	13%	11	7%	12700	24%	653	19%
	Total	245	100%	166	100%	52511	100%	3426	100%
44 Administrative processes are clearly defined	Strongly Disagree	35	14%	32	20%	4771	9%	452	13%
	Disagree	61	25%	55	34%	9852	19%	827	25%
	Neither	62	25%	34	21%	11714	23%	805	24%
	Agree	70	29%	35	21%	17132	33%	897	27%
	Strongly Agree	16	7%	8	5%	8412	16%	391	12%
	Total	244	100%	164	100%	51881	100%	3372	100%

Table 2. Student Focus Frequency Distributions

WWCC compared with:

Student Focus	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	8	3%	14	8%	1650	3%	132	4%
	Disagree	24	10%	27	15%	4103	8%	384	11%
	Neither	26	10%	31	17%	5695	10%	438	12%
	Agree	94	38%	52	29%	20034	37%	1346	37%
	Strongly Agree	97	39%	56	31%	23092	42%	1292	36%
	Total	249	100%	180	100%	54574	100%	3592	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	4	2%	4	2%	776	1%	42	1%
	Disagree	4	2%	3	2%	1051	2%	60	2%
	Neither	14	6%	11	6%	2960	5%	214	6%
	Agree	78	31%	64	36%	16328	30%	1064	30%
	Strongly Agree	149	60%	97	54%	33362	61%	2214	62%
	Total	249	100%	179	100%	54477	100%	3594	100%
17 Faculty meet the needs of students	Strongly Disagree	3	1%	5	3%	828	2%	77	2%
	Disagree	12	5%	15	9%	2466	5%	244	7%
	Neither	38	17%	35	21%	7905	16%	670	20%
	Agree	116	51%	77	46%	22416	45%	1452	44%
	Strongly Agree	57	25%	35	21%	16624	33%	846	26%
	Total	226	100%	167	100%	50239	100%	3289	100%
18 Student diversity is important at this institution	Strongly Disagree	4	2%	2	1%	941	2%	70	2%
	Disagree	14	6%	13	8%	1924	4%	174	5%
	Neither	44	18%	33	19%	6720	13%	545	16%
	Agree	111	46%	72	42%	21033	40%	1407	40%
	Strongly Agree	69	29%	52	30%	22519	42%	1304	37%
	Total	242	100%	172	100%	53137	100%	3500	100%

WWCC compared with:

Student Focus (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	4	2%	5	3%	735	1%	48	1%
	Disagree	6	3%	14	9%	1848	4%	177	5%
	Neither	48	21%	34	21%	9394	19%	732	23%
	Agree	118	52%	75	46%	23714	47%	1532	48%
	Strongly Agree	52	23%	34	21%	14680	29%	731	23%
	Total	228	100%	162	100%	50371	100%	3220	100%
23 Administrators meet the needs of students	Strongly Disagree	13	6%	5	3%	1527	3%	163	5%
	Disagree	32	14%	16	10%	3361	7%	382	11%
	Neither	69	29%	27	16%	8976	18%	796	24%
	Agree	94	40%	71	43%	22314	44%	1330	40%
	Strongly Agree	26	11%	48	29%	14644	29%	652	20%
	Total	234	100%	167	100%	50822	100%	3323	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	5	2%	2	1%	770	2%	52	2%
	Disagree	5	2%	6	4%	1734	4%	175	5%
	Neither	26	11%	29	18%	9176	19%	546	16%
	Agree	122	51%	79	49%	21642	45%	1582	47%
	Strongly Agree	79	33%	46	28%	14662	31%	1002	30%
	Total	237	100%	162	100%	47984	100%	3357	100%
31 Students receive an excellent education at this institution	Strongly Disagree	3	1%	7	4%	549	1%	53	2%
	Disagree	9	4%	13	8%	1454	3%	146	4%
	Neither	32	14%	28	17%	6275	12%	641	19%
	Agree	127	54%	82	49%	23656	46%	1652	50%
	Strongly Agree	64	27%	36	22%	19726	38%	835	25%
	Total	235	100%	166	100%	51660	100%	3327	100%

WWCC compared with:

Student Focus (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	4	2%	5	3%	534	1%	44	1%
	Disagree	5	2%	7	4%	1263	2%	133	4%
	Neither	27	11%	29	17%	5549	11%	536	16%
	Agree	118	50%	75	45%	23501	45%	1649	49%
	Strongly Agree	83	35%	51	31%	20814	40%	989	30%
	Total	237	100%	167	100%	51661	100%	3351	100%
37 This institution prepares students for further learning	Strongly Disagree	4	2%	3	2%	584	1%	45	1%
	Disagree	7	3%	11	7%	1255	2%	120	4%
	Neither	31	13%	28	17%	5359	10%	513	15%
	Agree	132	56%	83	50%	24393	47%	1689	51%
	Strongly Agree	61	26%	42	25%	19978	39%	959	29%
	Total	235	100%	167	100%	51569	100%	3326	100%
40 Students are assisted with their personal development	Strongly Disagree	6	3%	4	2%	630	1%	57	2%
	Disagree	6	3%	10	6%	1888	4%	201	6%
	Neither	41	18%	39	24%	9126	19%	730	23%
	Agree	119	52%	74	46%	23068	47%	1454	46%
	Strongly Agree	57	25%	34	21%	14559	30%	732	23%
	Total	229	100%	161	100%	49271	100%	3174	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	2	1%	4	3%	472	1%	34	1%
	Disagree	8	3%	12	8%	1573	3%	184	6%
	Neither	36	16%	47	31%	8580	18%	804	26%
	Agree	147	64%	78	52%	26698	55%	1664	53%
	Strongly Agree	38	16%	9	6%	11448	23%	457	15%
	Total	231	100%	150	100%	48771	100%	3143	100%

Table 3. Supervisory Relationships Frequency Distributions

WWCC compared with:

Supervisory Relationships	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	8	3%	5	3%	1440	3%	106	3%
	Disagree	11	4%	13	7%	2608	5%	181	5%
	Neither	20	8%	19	11%	4314	8%	311	9%
	Agree	69	28%	52	29%	15810	29%	1047	29%
	Strongly Agree	140	56%	90	50%	30693	56%	1963	54%
	Total	248	100%	179	100%	54865	100%	3608	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	13	5%	6	3%	2249	4%	154	4%
	Disagree	13	5%	15	8%	3181	6%	247	7%
	Neither	28	11%	21	12%	4913	9%	338	9%
	Agree	71	29%	51	29%	14803	27%	974	27%
	Strongly Agree	119	49%	84	47%	29319	54%	1876	52%
	Total	244	100%	177	100%	54465	100%	3589	100%
12 Work expectations are communicated to me	Strongly Disagree	14	6%	7	4%	1790	3%	137	4%
	Disagree	35	14%	17	10%	4324	8%	357	10%
	Neither	36	14%	41	24%	7075	13%	563	16%
	Agree	120	48%	76	44%	24493	45%	1553	44%
	Strongly Agree	44	18%	30	18%	16396	30%	926	26%
	Total	249	100%	171	100%	54078	100%	3536	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	13	6%	6	4%	1368	3%	114	4%
	Disagree	21	10%	8	5%	3022	6%	295	10%
	Neither	54	25%	51	32%	10274	22%	762	25%
	Agree	98	45%	75	47%	21414	45%	1284	42%
	Strongly Agree	32	15%	20	13%	11388	24%	599	20%
	Total	218	100%	160	100%	47466	100%	3054	100%

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	18	7%	10	6%	2485	5%	237	7%
	Disagree	29	12%	20	12%	4629	9%	387	11%
	Neither	44	18%	50	29%	8935	17%	678	20%
	Agree	105	43%	62	36%	20844	39%	1268	37%
	Strongly Agree	48	20%	29	17%	16512	31%	900	26%
	Total	244	100%	171	100%	53405	100%	3470	100%
21 I receive appropriate feedback for my work	Strongly Disagree	11	5%	10	6%	2061	4%	195	6%
	Disagree	30	12%	15	9%	4289	8%	334	10%
	Neither	37	15%	40	24%	8298	16%	636	18%
	Agree	119	49%	69	41%	22431	42%	1408	40%
	Strongly Agree	46	19%	36	21%	16185	30%	904	26%
	Total	243	100%	170	100%	53264	100%	3477	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	18	7%	12	7%	2898	5%	241	7%
	Disagree	16	7%	18	11%	4250	8%	331	10%
	Neither	30	12%	26	15%	7357	14%	469	14%
	Agree	91	38%	58	35%	17352	33%	1118	32%
	Strongly Agree	87	36%	54	32%	21014	40%	1310	38%
	Total	242	100%	168	100%	52871	100%	3469	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	14	6%	12	7%	2681	5%	211	6%
	Disagree	19	8%	16	10%	3587	7%	247	7%
	Neither	24	10%	16	10%	7266	14%	457	13%
	Agree	89	37%	64	38%	17208	33%	1134	33%
	Strongly Agree	96	40%	60	36%	22024	42%	1406	41%
	Total	242	100%	168	100%	52766	100%	3455	100%

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	18	7%	13	8%	1876	4%	160	5%
	Disagree	30	12%	23	13%	4295	8%	374	11%
	Neither	51	21%	45	26%	10186	19%	781	23%
	Agree	111	45%	67	39%	22970	43%	1399	40%
	Strongly Agree	35	14%	23	13%	13580	26%	741	21%
	Total	245	100%	171	100%	52907	100%	3455	100%
34 My supervisor helps me to improve my work	Strongly Disagree	14	6%	12	7%	2461	5%	198	6%
	Disagree	25	10%	14	8%	3800	7%	284	8%
	Neither	35	15%	37	22%	8152	16%	573	17%
	Agree	98	41%	60	36%	18236	35%	1188	35%
	Strongly Agree	69	29%	45	27%	19759	38%	1181	34%
	Total	241	100%	168	100%	52408	100%	3424	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	8	3%	9	5%	1842	4%	97	3%
	Disagree	16	7%	9	5%	2644	5%	152	4%
	Neither	25	10%	28	17%	6177	12%	409	12%
	Agree	105	43%	82	49%	20730	39%	1391	40%
	Strongly Agree	88	36%	39	23%	21094	40%	1387	40%
	Total	242	100%	167	100%	52487	100%	3436	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	13	5%	N/A	N/A	1214	4%	105	5%
	Disagree	16	7%	N/A	N/A	1750	6%	155	7%
	Neither	20	8%	N/A	N/A	3236	11%	235	10%
	Agree	113	47%	N/A	N/A	12282	41%	872	39%
	Strongly Agree	80	33%	N/A	N/A	11368	38%	872	39%
	Total	242	100%	N/A	N/A	29850	100%	2239	100%

N/A indicates survey item previously unavailable

WWCC compared with:

Supervisory Relationships (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	13	5%	25	15%	1877	4%	165	5%
	Disagree	24	10%	29	18%	3369	6%	318	9%
	Neither	38	16%	37	23%	6381	12%	546	16%
	Agree	112	46%	53	32%	21811	42%	1452	43%
	Strongly Agree	58	24%	20	12%	18741	36%	910	27%
	Total	245	100%	164	100%	52179	100%	3391	100%

Table 4. Teamwork Frequency Distributions

WWCC compared with:

Teamwork	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	8	3%	9	5%	1990	4%	134	4%
	Disagree	20	8%	14	8%	4039	7%	273	8%
	Neither	21	8%	20	11%	5061	9%	329	9%
	Agree	91	36%	66	37%	18675	34%	1200	33%
	Strongly Agree	111	44%	69	39%	24951	46%	1682	46%
	Total	251	100%	178	100%	54716	100%	3618	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	5	2%	4	2%	1190	2%	79	2%
	Disagree	9	4%	11	7%	2618	5%	186	5%
	Neither	30	12%	25	15%	6619	13%	439	13%
	Agree	115	47%	81	48%	21991	42%	1414	41%
	Strongly Agree	87	35%	47	28%	19855	38%	1333	39%
	Total	246	100%	168	100%	52273	100%	3451	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	13	5%	10	6%	2197	4%	166	5%
	Disagree	19	8%	26	15%	4199	8%	320	9%
	Neither	22	9%	22	13%	6188	12%	377	11%
	Agree	115	47%	60	35%	21098	40%	1381	40%
	Strongly Agree	75	31%	54	31%	19203	36%	1240	36%
	Total	244	100%	172	100%	52885	100%	3484	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	8	3%	4	2%	2247	4%	161	5%
	Disagree	16	7%	16	10%	3642	7%	264	8%
	Neither	31	13%	25	15%	5985	11%	402	12%
	Agree	114	47%	68	40%	19925	38%	1307	38%
	Strongly Agree	72	30%	55	33%	20571	39%	1307	38%
	Total	241	100%	168	100%	52370	100%	3441	100%

WWCC compared with:

Teamwork (continued)	Response Option	WWCC		2022		PACE Normbase		Washington	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	6	2%	5	3%	1376	3%	78	2%
	Disagree	13	5%	11	7%	2679	5%	188	6%
	Neither	29	12%	32	19%	6568	13%	463	14%
	Agree	122	51%	72	44%	22643	44%	1500	44%
	Strongly Agree	71	29%	45	27%	18325	36%	1145	34%
	Total	241	100%	165	100%	51591	100%	3374	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	8	3%	9	5%	2318	4%	147	4%
	Disagree	11	5%	10	6%	3622	7%	235	7%
	Neither	22	9%	19	12%	5321	10%	321	9%
	Agree	100	41%	72	44%	19374	37%	1231	36%
	Strongly Agree	103	42%	54	33%	21732	41%	1487	43%
	Total	244	100%	164	100%	52367	100%	3421	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>WWCC compared with:</i>										
	WWCC		2022			PACE Normbase			Washington		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	254	3.711	3.547	*	.227	3.867	***	-.214	3.735		
Institutional Structure	254	3.296	3.040	**	.278	3.533	***	-.263	3.334		
Student Focus	254	3.985	3.865			4.100	**	-.178	3.950		
Supervisory Relationships	254	3.804	3.676			3.975	**	-.203	3.877		
Teamwork	254	4.023	3.891			4.037			4.028		

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

Figure 1. Means by Comparison Group and Climate Factor

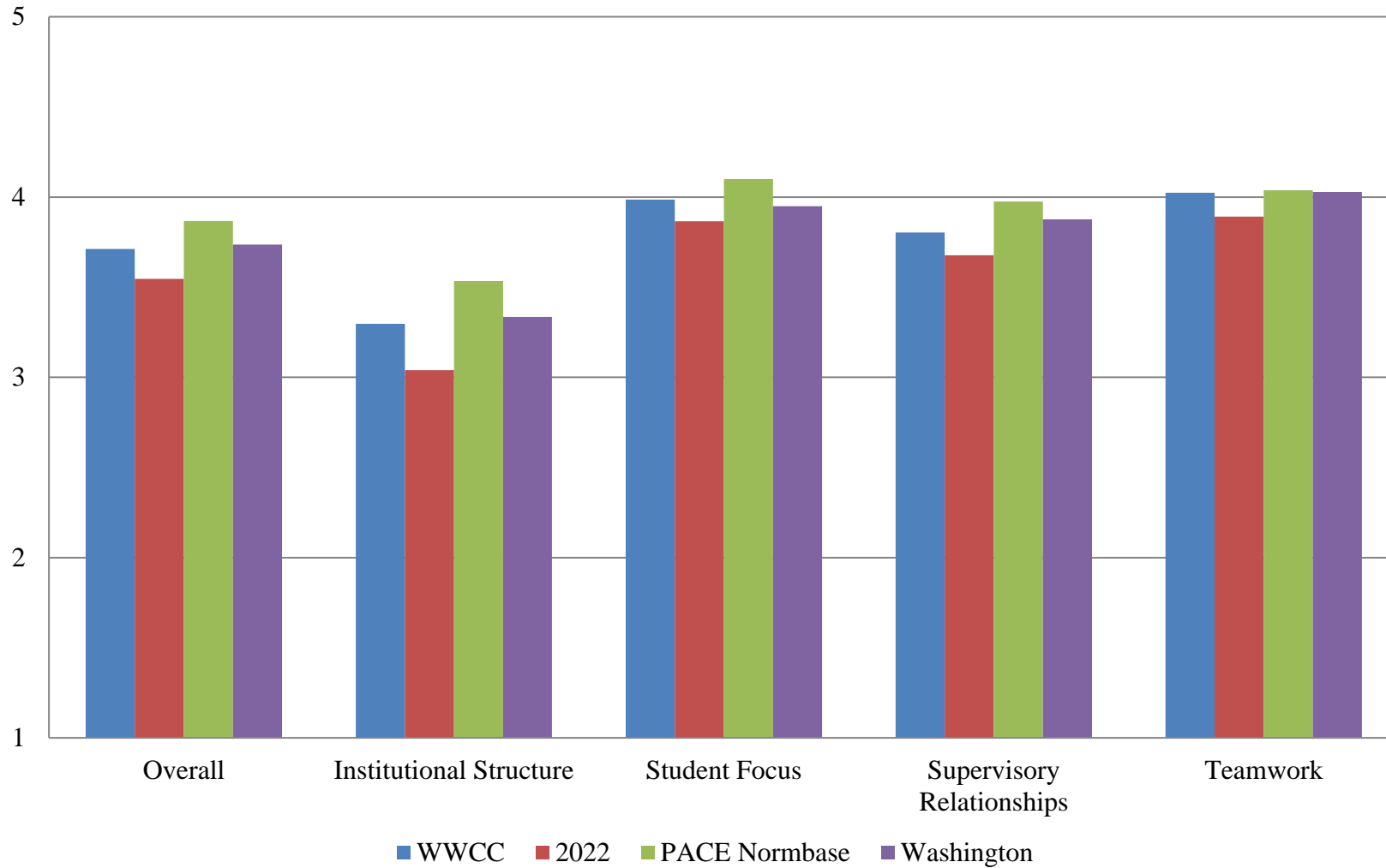


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>WWCC compared with:</i>										
		WWCC		2022			PACE Normbase			Washington		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	249	3.683	3.303	***	.355	3.883	**	-.201	3.598		
4	Decisions are made at the appropriate level at this institution	246	3.134	2.881	*	.223	3.349	**	-.182	3.183		
5	The institution effectively promotes diversity in the workplace	245	3.686	3.542			3.865	**	-.168	3.611		
6	Institutional leadership is focused on meeting the needs of students	252	3.690	3.324	**	.300	3.878	**	-.167	3.630		
10	Information is shared within this institution	252	3.206	2.856	**	.284	3.361	*	-.124	3.108		
11	Institutional teams use problem-solving techniques	236	3.403	3.101	**	.303	3.555	*	-.153	3.365		
15	I am able to appropriately influence the direction of this institution	237	2.975	2.829			3.171	*	-.163	3.089		
16	Open and ethical communication is practiced at this institution	249	3.245	3.081			3.465	**	-.182	3.212		
22	This institution has been successful in positively motivating my performance	245	3.253	3.024			3.464	**	-.170	3.304		
25	A spirit of cooperation exists at this institution	247	3.243	3.035			3.536	***	-.247	3.286		
29	Institution-wide policies guide my work	244	3.553	3.357			3.844	***	-.300	3.683		
32	This institution is appropriately organized	241	2.934	2.527	***	.360	3.279	***	-.286	3.029		
38	I have the opportunity for advancement within this institution	233	3.082	2.840			3.205			3.098		
41	I receive adequate information regarding important activities at this institution	245	3.465	3.000	***	.411	3.733	***	-.248	3.546		
44	Administrative processes are clearly defined	244	2.881	2.585	*	.253	3.281	***	-.331	2.985		

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

N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

Student Focus		<i>WWCC compared with:</i>										
		WWCC		2022			PACE Normbase			Washington		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7	Student needs are central to what we do	249	3.996	3.606	***	.334	4.078			3.914		
8	I feel my job is relevant to this institution's mission	249	4.462	4.380			4.477			4.488		
17	Faculty meet the needs of students	226	3.938	3.731	*	.225	4.026			3.835		
18	Student diversity is important at this institution	242	3.938	3.924			4.172	***	-.257	4.057		
19	Students' competencies are enhanced	228	3.912	3.735			3.988			3.845		
23	Administrators meet the needs of students	234	3.376	3.844	***	-.452	3.889	***	-.516	3.580	**	-.189
28	Staff (non-instructional, non-administrator) meet the needs of students	237	4.118	3.994			3.994	*	.140	3.985	*	.149
31	Students receive an excellent education at this institution	235	4.021	3.765	**	.282	4.172	**	-.183	3.923		
35	This institution prepares students for a career	237	4.143	3.958	*	.210	4.216			4.016	*	.149
37	This institution prepares students for further learning	235	4.017	3.898			4.201	***	-.228	4.021		
40	Students are assisted with their personal development	229	3.939	3.770			3.995			3.820		
42	Students seem satisfied with their educational experience at this institution	231	3.913	3.507	***	.527	3.965			3.740	**	.214

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

N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

WWCC compared with:

Supervisory Relationships	WWCC		2022			PACE Normbase			Washington		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor expresses confidence in my work	248	4.298	4.168			4.307			4.269		
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	244	4.107	4.085			4.207			4.162		
12 Work expectations are communicated to me	249	3.582	3.614			3.913	***	-.324	3.785	**	-.190
13 Unacceptable behaviors are identified and communicated to me	218	3.528	3.594			3.810	***	-.292	3.641		
20 I receive timely feedback for my work	244	3.557	3.468			3.829	***	-.247	3.636		
21 I receive appropriate feedback for my work	243	3.654	3.624			3.871	**	-.205	3.717		
26 My supervisor actively seeks my ideas	242	3.880	3.738			3.933			3.843		
27 My supervisor seriously considers my ideas	242	3.967	3.857			3.991			3.948		
30 Work outcomes are clarified for me	245	3.469	3.374			3.795	***	-.318	3.633	*	-.152
34 My supervisor helps me to improve my work	241	3.759	3.667			3.936	*	-.158	3.838		
39 I am given the opportunity to be creative in my work	242	4.029	3.796	*	.227	4.078			4.111		
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	242	3.955	N/A			4.033			4.005		
46 Professional development and training opportunities are available	245	3.727	3.085	***	.551	4.000	***	-.265	3.774		

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

N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>WWCC compared with:</i>										
		WWCC		2022			PACE Normbase			Washington		
		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	251	4.104	3.966			4.107			4.112		
14	My primary work team uses problem-solving techniques	246	4.098	3.929			4.085			4.083		
24	There is an opportunity for all ideas to be exchanged within my work team	244	3.902	3.709			3.963			3.921		
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	241	3.938	3.917			4.011			3.969		
36	My work team coordinates its efforts with appropriate individuals and teams	241	3.992	3.855			4.044			4.021		
43	A spirit of cooperation exists in my department	244	4.143	3.927	*	.211	4.042			4.075		

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

N/A indicates survey item previously unavailable