



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Northeast Lakeview College San Antonio, Texas

Personal Assessment of the College Environment (PACE) Report

by

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The National Initiative for Leadership
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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).

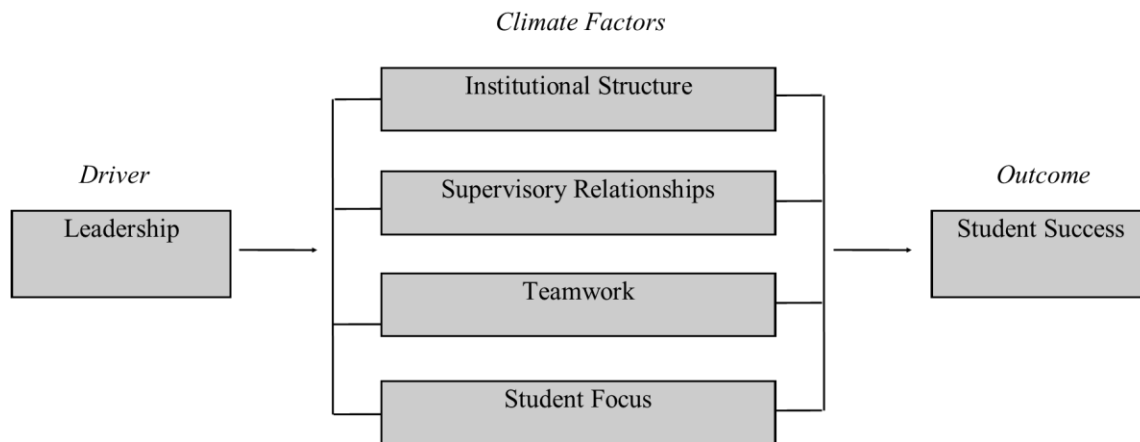
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, 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).

References

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Table 1. Institutional Structure Frequency Distributions

NLC compared with:

Institutional Structure	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	6	3%	13	8%	784	3%	2527	3%
	Dissatisfied	17	9%	28	16%	3071	12%	9045	12%
	Neither	21	11%	23	13%	3759	15%	11060	14%
	Satisfied	104	53%	72	42%	12069	47%	35802	46%
	Very satisfied	49	25%	36	21%	6109	24%	19276	25%
	Total	197	100%	172	100%	25792	100%	77710	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	20	10%	28	16%	2110	8%	6371	8%
	Dissatisfied	37	19%	35	20%	5657	22%	16036	21%
	Neither	34	17%	34	20%	5620	22%	16773	22%
	Satisfied	71	36%	47	27%	8339	33%	25397	33%
	Very satisfied	33	17%	27	16%	3783	15%	12121	16%
	Total	195	100%	171	100%	25509	100%	76698	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	13	7%	8	5%	1035	4%	3272	4%
	Dissatisfied	13	7%	18	10%	2384	9%	6840	9%
	Neither	32	16%	38	22%	5176	20%	14797	19%
	Satisfied	83	42%	62	36%	9884	39%	29165	38%
	Very satisfied	56	28%	46	27%	7159	28%	23019	30%
	Total	197	100%	172	100%	25638	100%	77093	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	11	6%	26	15%	1532	6%	4750	6%
	Dissatisfied	24	12%	18	11%	3623	14%	10482	14%
	Neither	24	12%	28	16%	4212	16%	12170	16%
	Satisfied	81	41%	58	34%	9698	38%	28660	37%
	Very satisfied	58	29%	40	24%	6664	26%	21381	28%
	Total	198	100%	170	100%	25729	100%	77443	100%

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	16	8%	39	23%	3004	12%	8581	11%
	Dissatisfied	31	16%	29	17%	5664	22%	16244	21%
	Neither	26	13%	19	11%	5429	21%	16109	21%
	Satisfied	74	38%	51	29%	7728	30%	23486	30%
	Very satisfied	50	25%	35	20%	3970	15%	13240	17%
	Total	197	100%	173	100%	25795	100%	77660	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	7	4%	8	5%	995	4%	3083	4%
	Dissatisfied	28	14%	24	15%	3495	15%	9826	14%
	Neither	43	22%	44	27%	7457	31%	22040	31%
	Satisfied	83	42%	66	40%	9310	39%	27249	38%
	Very satisfied	35	18%	22	13%	2800	12%	9016	13%
	Total	196	100%	164	100%	24057	100%	71214	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	26	14%	31	20%	2537	10%	7896	11%
	Dissatisfied	23	12%	30	19%	4606	19%	13330	18%
	Neither	57	31%	36	23%	7299	30%	21727	30%
	Satisfied	54	29%	39	25%	6805	28%	20151	28%
	Very satisfied	26	14%	22	14%	3041	13%	9139	13%
	Total	186	100%	158	100%	24288	100%	72243	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	21	11%	37	22%	2678	10%	7732	10%
	Dissatisfied	29	15%	31	18%	4864	19%	13511	18%
	Neither	37	19%	25	15%	5456	21%	16132	21%
	Satisfied	78	39%	46	27%	8276	32%	25537	33%
	Very satisfied	33	17%	31	18%	4295	17%	13869	18%
	Total	198	100%	170	100%	25569	100%	76781	100%

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	13	7%	28	17%	2359	9%	7081	9%
	Dissatisfied	35	18%	27	17%	4262	17%	12237	16%
	Neither	33	17%	35	22%	5268	21%	15640	20%
	Satisfied	67	34%	40	25%	8374	33%	25212	33%
	Very satisfied	47	24%	32	20%	5255	21%	16281	21%
	Total	195	100%	162	100%	25518	100%	76451	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	17	9%	27	17%	2314	9%	7044	9%
	Dissatisfied	27	14%	29	18%	4706	18%	13255	17%
	Neither	33	17%	27	17%	5257	21%	15591	20%
	Satisfied	79	41%	50	31%	8884	35%	26623	35%
	Very satisfied	39	20%	30	18%	4435	17%	14206	19%
	Total	195	100%	163	100%	25596	100%	76719	100%
29 institution-wide policies guide my work	Very dissatisfied	11	6%	15	9%	987	4%	3107	4%
	Dissatisfied	8	4%	15	9%	2436	10%	6673	9%
	Neither	37	19%	31	19%	6379	25%	18768	25%
	Satisfied	96	49%	71	44%	10670	42%	31896	42%
	Very satisfied	45	23%	31	19%	4683	19%	14857	20%
	Total	197	100%	163	100%	25155	100%	75301	100%
32 this institution is appropriately organized	Very dissatisfied	15	8%	25	16%	2164	9%	6591	9%
	Dissatisfied	22	11%	31	19%	5173	20%	14660	19%
	Neither	38	20%	28	17%	5955	24%	17437	23%
	Satisfied	85	44%	53	33%	8518	34%	25213	33%
	Very satisfied	34	18%	24	15%	3484	14%	11656	15%
	Total	194	100%	161	100%	25294	100%	75557	100%

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	34	18%	27	17%	3402	14%	10594	15%
	Dissatisfied	25	13%	34	21%	4200	18%	12297	17%
	Neither	38	20%	40	25%	6421	27%	18692	26%
	Satisfied	55	29%	40	25%	6434	27%	19081	27%
	Very satisfied	37	20%	19	12%	3526	15%	11174	16%
	Total	189	100%	160	100%	23983	100%	71838	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	7	4%	16	10%	1560	6%	4518	6%
	Dissatisfied	19	10%	22	14%	3957	15%	10682	14%
	Neither	28	14%	24	15%	4497	18%	12938	17%
	Satisfied	88	45%	65	40%	10484	41%	31745	41%
	Very satisfied	55	28%	35	22%	5062	20%	16637	22%
	Total	197	100%	162	100%	25560	100%	76520	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	14	7%	22	14%	1849	7%	5524	7%
	Dissatisfied	24	12%	31	19%	3740	15%	10725	14%
	Neither	30	15%	31	19%	5993	24%	17525	23%
	Satisfied	87	44%	47	29%	9261	37%	27754	37%
	Very satisfied	42	21%	29	18%	4379	17%	13800	18%
	Total	197	100%	160	100%	25222	100%	75328	100%

Table 2. Student Focus Frequency Distributions

NLC compared with:

Student Focus	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	6	3%	12	7%	1156	4%	3652	5%
	Dissatisfied	13	7%	20	12%	3108	12%	8960	12%
	Neither	18	9%	23	13%	3318	13%	9670	12%
	Satisfied	82	42%	63	37%	9751	38%	28801	37%
	Very satisfied	78	40%	54	31%	8421	33%	26496	34%
	Total	197	100%	172	100%	25754	100%	77579	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	3	2%	7	4%	985	4%	2844	4%
	Dissatisfied	7	4%	8	5%	1198	5%	3499	5%
	Neither	9	5%	11	6%	1595	6%	4681	6%
	Satisfied	66	34%	65	38%	8122	32%	24168	31%
	Very satisfied	112	57%	80	47%	13831	54%	42402	55%
	Total	197	100%	171	100%	25731	100%	77594	100%
17 faculty meet the needs of students	Very dissatisfied	2	1%	2	1%	630	3%	1865	3%
	Dissatisfied	6	3%	8	5%	1954	8%	5766	8%
	Neither	25	13%	15	9%	3704	15%	11306	15%
	Satisfied	77	41%	76	47%	10933	45%	32671	45%
	Very satisfied	80	42%	60	37%	7251	30%	21590	29%
	Total	190	100%	161	100%	24472	100%	73198	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	8	4%	3	2%	820	3%	2365	3%
	Dissatisfied	8	4%	8	5%	1740	7%	4691	6%
	Neither	27	14%	29	17%	4096	16%	11661	15%
	Satisfied	72	37%	80	48%	10385	41%	31057	41%
	Very satisfied	82	42%	48	29%	8250	33%	26123	34%
	Total	197	100%	168	100%	25291	100%	75897	100%

NLC compared with:

Student Focus (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	2%	3	2%	555	2%	1696	2%
	Dissatisfied	4	2%	9	6%	1694	7%	5107	7%
	Neither	28	15%	19	12%	4410	18%	13211	18%
	Satisfied	96	50%	87	54%	11694	48%	34584	47%
	Very satisfied	60	31%	44	27%	6089	25%	18738	26%
	Total		192	100%	162	100%	24442	100%	73336
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	3	2%	817	3%	2343	3%
	Dissatisfied	12	6%	17	11%	2209	9%	6388	9%
	Neither	27	14%	20	13%	3925	16%	12245	17%
	Satisfied	83	43%	80	50%	11108	45%	32474	44%
	Very satisfied	69	36%	39	25%	6721	27%	20150	27%
	Total		193	100%	159	100%	24780	100%	73600
28 classified personnel meet the needs of students	Very dissatisfied	2	1%	3	2%	567	2%	1872	3%
	Dissatisfied	5	3%	10	6%	1645	7%	4796	7%
	Neither	47	25%	37	23%	5281	23%	15654	23%
	Satisfied	88	47%	69	44%	10252	44%	29887	44%
	Very satisfied	46	24%	39	25%	5304	23%	16472	24%
	Total		188	100%	158	100%	23049	100%	68681
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	2	1%	656	3%	1851	2%
	Dissatisfied	4	2%	6	4%	1576	6%	4507	6%
	Neither	18	9%	20	13%	2914	12%	8912	12%
	Satisfied	93	48%	77	48%	11225	45%	33277	44%
	Very satisfied	77	40%	55	34%	8744	35%	26554	35%
	Total		193	100%	160	100%	25115	100%	75101

NLC compared with:

Student Focus (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	0	0%	1	1%	724	3%	1925	3%
	Dissatisfied	11	6%	7	4%	1487	6%	4205	6%
	Neither	27	14%	33	21%	2972	12%	9102	12%
	Satisfied	91	48%	84	53%	11127	44%	33160	44%
	Very satisfied	61	32%	33	21%	8711	35%	26388	35%
	Total		190	100%	158	100%	25021	100%	74780
37 this institution prepares students for further learning	Very dissatisfied	0	0%	2	1%	722	3%	1932	3%
	Dissatisfied	8	4%	6	4%	1513	6%	4364	6%
	Neither	16	8%	16	10%	2867	11%	8560	11%
	Satisfied	93	48%	93	58%	11757	47%	34693	46%
	Very satisfied	76	39%	42	26%	8200	33%	25371	34%
	Total		193	100%	159	100%	25059	100%	74920
40 students are assisted with their personal development	Very dissatisfied	2	1%	2	1%	589	2%	1768	2%
	Dissatisfied	8	4%	9	6%	1756	7%	4944	7%
	Neither	28	15%	26	17%	4809	20%	14247	20%
	Satisfied	91	49%	86	55%	11023	46%	32446	45%
	Very satisfied	58	31%	34	22%	5820	24%	18157	25%
	Total		187	100%	157	100%	23997	100%	71562
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	1	1%	426	2%	1214	2%
	Dissatisfied	1	1%	4	3%	1496	6%	4293	6%
	Neither	29	16%	24	16%	4408	19%	13310	19%
	Satisfied	105	57%	86	56%	12635	53%	37093	53%
	Very satisfied	49	26%	38	25%	4689	20%	14322	20%
	Total		185	100%	153	100%	23654	100%	70232

Table 3. Supervisory Relationships Frequency Distributions

NLC compared with:

Supervisory Relationships	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	7	4%	7	4%	1362	5%	4106	5%
	Dissatisfied	13	7%	10	6%	2090	8%	6070	8%
	Neither	15	8%	12	7%	2312	9%	7120	9%
	Satisfied	63	32%	57	34%	7210	28%	21962	28%
	Very satisfied	99	50%	84	49%	12737	50%	38147	49%
	Total	197	100%	170	100%	25711	100%	77405	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	13	7%	11	6%	1787	7%	5464	7%
	Dissatisfied	9	5%	12	7%	2364	9%	6936	9%
	Neither	15	8%	16	9%	2640	10%	8120	10%
	Satisfied	68	35%	55	32%	6943	27%	20842	27%
	Very satisfied	91	46%	79	46%	12028	47%	36117	47%
	Total	196	100%	173	100%	25762	100%	77479	100%
12 positive work expectations are communicated to me	Very dissatisfied	11	6%	11	7%	1324	5%	4106	5%
	Dissatisfied	27	14%	30	18%	3322	13%	9450	12%
	Neither	24	12%	28	17%	4394	17%	12897	17%
	Satisfied	83	42%	58	36%	10588	42%	31718	41%
	Very satisfied	52	26%	36	22%	5845	23%	18404	24%
	Total	197	100%	163	100%	25473	100%	76575	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	8	4%	7	5%	961	4%	2980	4%
	Dissatisfied	16	9%	18	12%	2408	10%	7036	10%
	Neither	34	19%	42	27%	5806	25%	17224	25%
	Satisfied	81	45%	57	37%	10065	43%	29880	43%
	Very satisfied	43	24%	29	19%	4146	18%	12989	19%
	Total	182	100%	153	100%	23386	100%	70109	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	10	5%	15	9%	1685	7%	5090	7%
	Dissatisfied	27	14%	17	10%	3311	13%	9240	12%
	Neither	13	7%	27	16%	4808	19%	14453	19%
	Satisfied	82	42%	64	39%	9528	37%	28738	38%
	Very satisfied	65	33%	42	25%	6151	24%	18915	25%
	Total	197	100%	165	100%	25483	100%	76436	100%
21 I receive appropriate feedback for my work	Very dissatisfied	10	5%	8	5%	1454	6%	4368	6%
	Dissatisfied	18	9%	23	14%	3305	13%	9411	12%
	Neither	22	11%	28	17%	4538	18%	13639	18%
	Satisfied	81	41%	65	40%	10061	39%	30311	40%
	Very satisfied	66	34%	38	23%	6196	24%	18860	25%
	Total	197	100%	162	100%	25554	100%	76589	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	13	7%	12	8%	2010	8%	6165	8%
	Dissatisfied	19	10%	17	11%	2908	11%	8366	11%
	Neither	26	13%	23	15%	4172	16%	12782	17%
	Satisfied	76	39%	55	35%	7904	31%	23675	31%
	Very satisfied	63	32%	50	32%	8324	33%	24587	33%
	Total	197	100%	157	100%	25318	100%	75575	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	11	6%	13	8%	1946	8%	5964	8%
	Dissatisfied	18	9%	15	9%	2609	10%	7501	10%
	Neither	20	10%	19	12%	3868	15%	11894	16%
	Satisfied	76	38%	55	34%	7852	31%	23565	31%
	Very satisfied	73	37%	58	36%	9026	36%	26599	35%
	Total	198	100%	160	100%	25301	100%	75523	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	9	5%	11	7%	1215	5%	3760	5%
	Dissatisfied	16	8%	19	12%	2950	12%	8502	11%
	Neither	34	17%	33	21%	5637	22%	16519	22%
	Satisfied	81	41%	62	39%	10483	41%	31112	41%
	Very satisfied	57	29%	35	22%	5003	20%	15849	21%
	Total	197	100%	160	100%	25288	100%	75742	100%
34 my supervisor helps me to improve my work	Very dissatisfied	9	5%	9	6%	1734	7%	5350	7%
	Dissatisfied	14	7%	17	11%	2746	11%	7800	10%
	Neither	25	13%	22	14%	4766	19%	14410	19%
	Satisfied	71	37%	63	40%	8399	33%	25030	33%
	Very satisfied	74	38%	48	30%	7605	30%	22769	30%
	Total	193	100%	159	100%	25250	100%	75359	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	15	8%	9	6%	1495	6%	4367	6%
	Dissatisfied	6	3%	17	10%	2137	8%	6025	8%
	Neither	23	12%	20	12%	3295	13%	9708	13%
	Satisfied	72	37%	67	41%	9195	36%	27601	36%
	Very satisfied	80	41%	49	30%	9291	37%	28372	37%
	Total	196	100%	162	100%	25413	100%	76073	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	13	7%	19	12%	1585	6%	4843	6%
	Dissatisfied	13	7%	23	14%	3125	12%	8843	12%
	Neither	34	17%	29	18%	4992	20%	14879	20%
	Satisfied	83	42%	60	37%	9980	40%	29528	39%
	Very satisfied	54	27%	31	19%	5567	22%	17313	23%
	Total	197	100%	162	100%	25249	100%	75406	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	16	8%	6	4%	1689	7%	4920	6%
	Dissatisfied	26	13%	27	17%	2947	12%	8230	11%
	Neither	25	13%	31	19%	3999	16%	11411	15%
	Satisfied	78	40%	59	36%	9759	39%	28570	38%
	Very satisfied	52	26%	39	24%	6926	27%	22637	30%
Total		197	100%	162	100%	25320	100%	75768	100%

Table 4. Teamwork Frequency Distributions

NLC compared with:

Teamwork	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	9	5%	9	5%	1474	6%	4680	6%
	Dissatisfied	17	9%	16	9%	3153	12%	9216	12%
	Neither	17	9%	17	10%	2724	11%	8519	11%
	Satisfied	75	38%	71	42%	8493	33%	25360	33%
	Very satisfied	78	40%	57	34%	9676	38%	28910	38%
	Total	196	100%	170	100%	25520	100%	76685	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	6	3%	9	6%	1019	4%	3120	4%
	Dissatisfied	9	5%	13	8%	2467	10%	7027	10%
	Neither	33	17%	21	13%	4114	17%	12684	17%
	Satisfied	79	41%	72	46%	10250	42%	29925	41%
	Very satisfied	68	35%	43	27%	6789	28%	20320	28%
	Total	195	100%	158	100%	24639	100%	73076	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	9	5%	11	7%	1537	6%	4726	6%
	Dissatisfied	20	10%	11	7%	3047	12%	8823	12%
	Neither	22	11%	24	15%	3656	15%	11021	15%
	Satisfied	82	42%	69	43%	9546	38%	28534	38%
	Very satisfied	64	32%	46	29%	7364	29%	21902	29%
	Total	197	100%	161	100%	25150	100%	75006	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	10	5%	11	7%	1668	7%	4971	7%
	Dissatisfied	18	9%	11	7%	2915	12%	8325	11%
	Neither	19	10%	20	13%	3487	14%	10741	14%
	Satisfied	82	42%	69	44%	9282	37%	27480	37%
	Very satisfied	67	34%	47	30%	7747	31%	23210	31%
	Total	196	100%	158	100%	25099	100%	74727	100%

NLC compared with:

Teamwork (continued)	Response Option	NLC		2015		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	6	3%	6	4%	1132	5%	3369	5%
	Dissatisfied	8	4%	13	8%	2397	10%	6911	9%
	Neither	29	15%	24	15%	4191	17%	12741	17%
	Satisfied	87	45%	77	49%	10305	42%	30249	41%
	Very satisfied	62	32%	37	24%	6673	27%	19940	27%
	Total	192	100%	157	100%	24698	100%	73210	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	12	6%	10	6%	1779	7%	5594	7%
	Dissatisfied	18	9%	11	7%	2878	11%	8513	11%
	Neither	21	11%	16	10%	3143	12%	9765	13%
	Satisfied	72	37%	67	41%	8870	35%	26658	35%
	Very satisfied	74	38%	59	36%	8734	34%	25492	34%
	Total	197	100%	163	100%	25404	100%	76022	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>NLC compared with:</i>										
	NLC		2015			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	200	3.844	3.640	*	.258	3.680	**	.204	3.695	**	.183
Institutional Structure	199	3.567	3.255	**	.314	3.405	*	.179	3.435	*	.144
Student Focus	200	4.118	3.970	*	.236	3.930	***	.241	3.942	**	.225
Supervisory Relationships	199	3.873	3.734			3.731	*	.149	3.744		
Teamwork	199	3.942	3.845			3.775	*	.162	3.768	*	.168

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

Figure 1. Means by Comparison Group and Climate Factor

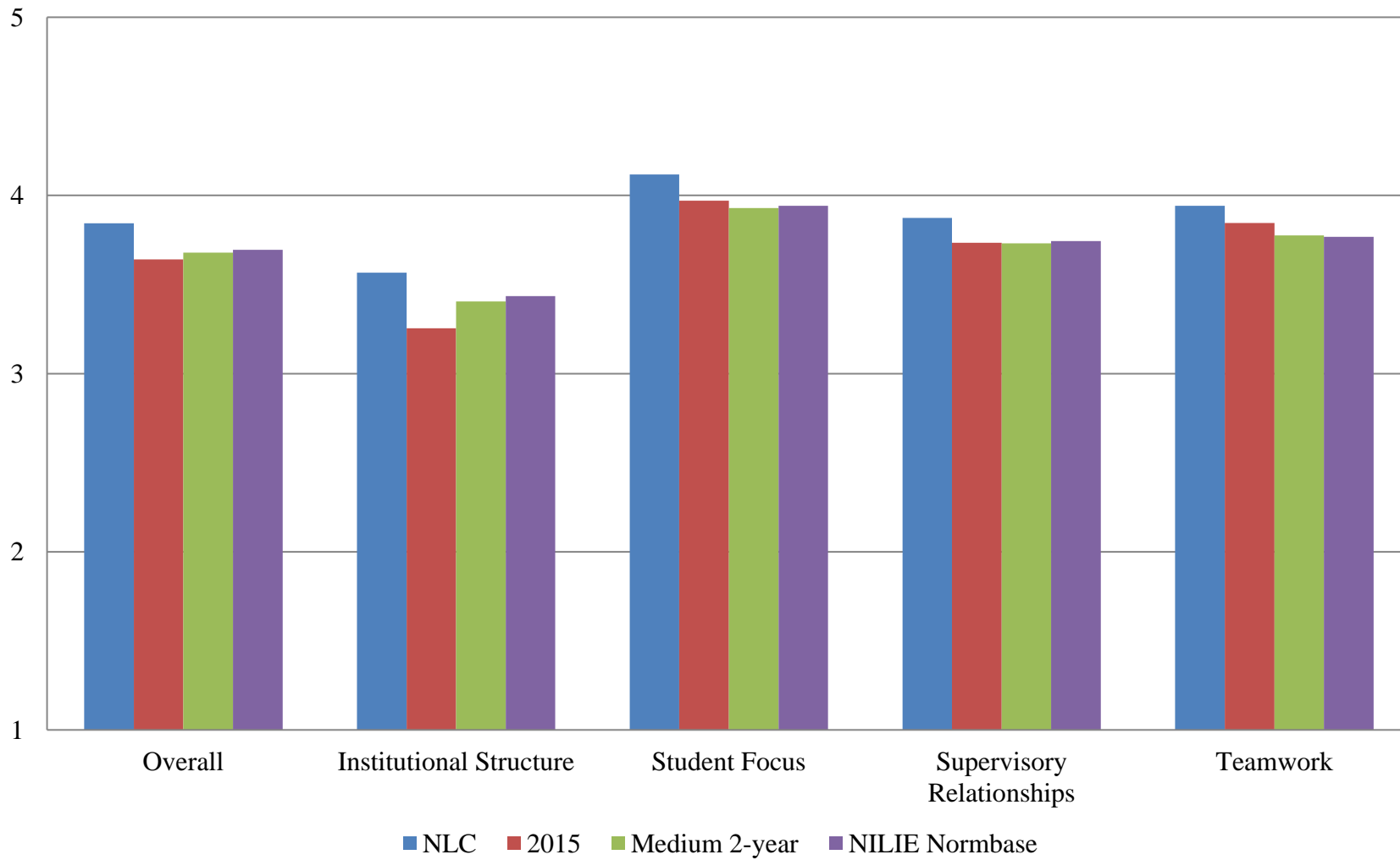


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>NLC compared with:</i>										
		NLC		2015			Medium 2-year			NILIE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
1	the actions of this institution reflect its mission	197	3.878	3.523	**	.325	3.762			3.775		
4	decisions are made at the appropriate level at this institution	195	3.308	3.058			3.236			3.272		
5	the institution effectively promotes diversity in the workplace	197	3.792	3.698			3.770			3.802		
6	administrative leadership is focused on meeting the needs of students	198	3.763	3.400	**	.288	3.635			3.664		
10	information is shared within the institution	197	3.563	3.081	***	.355	3.155	***	.325	3.213	***	.278
11	institutional teams use problem-solving techniques	196	3.566	3.427			3.392	*	.174	3.411	*	.153
15	I am able to appropriately influence the direction of this institution	186	3.167	2.943			3.132			3.129		
16	open and ethical communication is practiced at this institution	198	3.369	3.018	*	.264	3.260			3.316		
22	this institution has been successful in positively motivating my performance	195	3.513	3.130	**	.296	3.388			3.410		
25	a spirit of cooperation exists at this institution	195	3.492	3.166	*	.255	3.329			3.361		
29	institution-wide policies guide my work	197	3.792	3.540	*	.231	3.621	*	.168	3.647	*	.141
32	this institution is appropriately organized	194	3.521	3.124	**	.324	3.237	***	.242	3.274	**	.207
38	I have the opportunity for advancement within this institution	189	3.190	2.938			3.103			3.111		
41	I receive adequate information regarding important activities at this institution	197	3.838	3.500	**	.295	3.529	***	.268	3.592	**	.215
44	my work is guided by clearly defined administrative processes	197	3.604	3.188	**	.338	3.420	*	.160	3.446		

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

Table 7. Student Focus Item Mean Comparisons

NLC compared with:

Student Focus	NLC		2015			Medium 2-year			NILIE Normbase		
	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	197	4.081	3.738	**	.308	3.822	**	.226	3.845	**	.205
8 I feel my job is relevant to this institution's mission	197	4.406	4.187	*	.233	4.268			4.286		
17 faculty meet the needs of students	190	4.195	4.143			3.908	***	.288	3.907	***	.290
18 student ethnic and cultural diversity are important at this institution	197	4.076	3.964			3.929	*	.143	3.973		
19 students' competencies are enhanced	192	4.063	3.988			3.862	**	.212	3.867	**	.206
23 non-teaching professional personnel meet the needs of students	193	4.062	3.849	*	.226	3.836	**	.221	3.838	**	.219
28 classified personnel meet the needs of students	188	3.910	3.829			3.784			3.790		
31 students receive an excellent education at this institution	193	4.249	4.106			4.028	**	.227	4.041	**	.215
35 this institution prepares students for a career	190	4.063	3.892			4.024			4.041		
37 this institution prepares students for further learning	193	4.228	4.050	*	.227	4.006	**	.229	4.031	**	.206
40 students are assisted with their personal development	187	4.043	3.898			3.822	**	.230	3.842	**	.208
42 students are satisfied with their educational experience at this institution	185	4.081	4.020			3.831	***	.285	3.840	***	.275

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

Table 8. Supervisory Relationships Item Mean Comparisons

NLC compared with:

Supervisory Relationships	NLC		2015			Medium 2-year			NILIE Normbase		
	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	197	4.188	4.182			4.084			4.085		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	196	4.097	4.035			3.973			3.971		
12 positive work expectations are communicated to me	197	3.701	3.479			3.640			3.664		
13 unacceptable behaviors are identified and communicated to me	182	3.742	3.542			3.600			3.611		
20 I receive timely feedback for my work	197	3.838	3.612			3.594	**	.207	3.617	**	.188
21 I receive appropriate feedback for my work	197	3.888	3.630	*	.229	3.636	**	.220	3.651	**	.207
26 my supervisor actively seeks my ideas	197	3.797	3.726			3.696			3.690		
27 my supervisor seriously considers my ideas	198	3.919	3.813			3.767			3.759		
30 work outcomes are clarified for me	197	3.817	3.569	*	.223	3.597	**	.204	3.618	**	.184
34 my supervisor helps me to improve my work	193	3.969	3.780			3.689	**	.233	3.691	**	.231
39 I am given the opportunity to be creative in my work	196	4.000	3.802			3.891			3.915		
45 I have the opportunity to express my ideas in appropriate forums	197	3.772	3.377	**	.332	3.587	*	.162	3.605	*	.145
46 professional development and training opportunities are available	197	3.629	3.605			3.683			3.736		

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

Table 9. Teamwork Item Mean Comparisons

NLC compared with:

Teamwork	NLC		2015			Medium 2-year			NILIE Normbase		
	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	196	4.000	3.888			3.852			3.842		
14 my primary work team uses problem-solving techniques	195	3.995	3.804			3.784	**	.195	3.784	**	.195
24 there is an opportunity for all ideas to be exchanged within my work team	197	3.873	3.795			3.722			3.721		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	196	3.908	3.823			3.738	*	.142	3.744		
36 my work team coordinates its efforts with appropriate individuals and teams	192	3.995	3.803			3.769	**	.208	3.771	**	.205
43 a spirit of cooperation exists in my department	197	3.904	3.945			3.783			3.762		

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