



EXECUTIVE SUMMARY

During September and October 2017, the Personal Assessment of the College Environment (PACE) survey was administered to 404 employees at Northeast Lakeview College (NLC). Of those 404 employees, 194 (48.0%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 194 Northeast Lakeview College employees who completed the PACE survey, 57.7% (112 respondents) provided written comments.

Employees completed a 46-item PACE instrument organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. They also completed a qualitative section, a customized section designed specifically for the Alamo Colleges District, and an institutional structure subscale section. Respondents were asked to rate the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at NLC included 72 total items and two qualitative questions.

At NLC, the overall PACE results yielded an overall 3.801 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Administrator rated the campus climate the highest with a mean score of 4.313, followed by Faculty (3.952), Classified (3.747), and Professional (3.504). The Work Study frequency was not large enough to report means. The most favorable and unfavorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, the top mean scores have been identified at Northeast Lakeview College.

- I feel my job is relevant to this institution’s mission, 4.292 (#8)
- The extent to which students receive an excellent education at this institution, 4.225 (#31)
- The extent to which my supervisor expresses confidence in my work, 4.204 (#2)
- The extent to which this institution prepares students for further learning, 4.182 (#37)
- The extent to which students are satisfied with their educational experience at this institution, 4.076 (#42)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.068 (#9)
- The extent to which faculty meet the needs of students, 4.065 (#17)
- The extent to which students’ competencies are enhanced, 4.038 (#19)
- The extent to which my supervisor seriously considers my ideas, 3.984 (#27)
- The extent to which this institution prepares students for a career, 3.962 (#35)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Northeast Lakeview College.

- The extent to which I am able to appropriately influence the direction of this institution, 3.107 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.223 (#38)
- The extent to which decisions are made at the appropriate level at this institution, 3.270 (#4)
- The extent to which this institution is appropriately organized, 3.417 (#32)
- The extent to which a spirit of cooperation exists at this institution, 3.418 (#25)
- The extent to which open and ethical communication is practiced at this institution, 3.424 (#16)
- The extent to which this institution has been successful in positively motivating my performance, 3.428 (#22)
- The extent to which my work is guided by clearly defined administrative processes, 3.516 (#44)
- The extent to which institutional teams use problem-solving techniques, 3.555 (#11)
- The extent to which professional development and training opportunities are available, 3.624 (#46)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report with one custom demographic question included specifically for Alamo Colleges District; an institutional structure subscale report; and a qualitative report. Report interpretation instructions and a raw data Excel file with a codebook are also included.



PACE REPORT INTERPRETATION INSTRUCTIONS

Northeast Lakeview College's (NLC) PACE report consists of nine tables and one figure. The tables are of two types: frequency distributions and mean comparisons. Figure 1 compares your institution's overall PACE mean and means for each of the four PACE climate factors (Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork) with three comparison groups of Alamo Colleges District's choosing.

In addition to the PACE report, NLC also received a qualitative report, a demographic report, a personnel classification report, a custom report, and an institutional structure subscale report. Like the PACE report, the demographic report includes comparisons to three comparison groups of Alamo Colleges District's choosing. The custom report includes comparisons to NLC's 2016 PACE results, where applicable. The institutional structure subscale report represents NLC's 2017 data compared to other schools in the NILIE normbase and by similar institutional size (medium 2-year). The personnel classification report only includes mean scores by each personnel classification for the most recent survey administration.

Comparison Group Descriptions

Every institution that participates in PACE receives comparison data in three categories of its choosing. When a comparison group is selected, your institution is compared to all other institutions in the NILIE normbase that share your institution's classification along that dimension. In determining an institution's classification, NILIE utilizes a compressed version of [The Carnegie Classification¹ of Institutions of Higher Education](#). Some classification groups have been compressed to facilitate comparisons. Alamo Colleges District elected to use the following comparison groups for its 2017 report:

- Previous Administration (NLC's 2016 PACE results)
- Institutional Size (Medium 2-year)
- NILIE Normbase (all institutions in the NILIE normbase from 2013-2017)

A complete list of all institutions that comprise each comparison group is available on [NILIE's website²](#).

Interpreting Frequency Distributions Tables

The frequency distributions tables report basic statistics for each question on the PACE survey. Questions are grouped by the four NILIE climate factors with one table for each factor. In the first (gray) column, each table presents the count (n) and percentage of respondents at your institution who answered "very satisfied," "satisfied," "neutral," "dissatisfied," and "very dissatisfied" for each PACE question corresponding to that climate factor. The other three columns provide the same statistics corresponding to Alamo Colleges District's selected comparison groups. Statistical significance is not reported in the frequency distribution tables, so

¹ <http://carnegieclassifications.iu.edu/>

² <http://nilie.ncsu.edu/comparison-groups/>



bear in mind that any differences across columns may occur due to chance and do not have substantive meanings.

Interpreting Item Mean Comparisons Tables

The mean comparison tables report your institution’s mean for each question on the PACE instrument. The mean comparison tables follow the same structure as that of the frequency comparison table. The gray column presents your institution’s data for each PACE item by climate factor, in the form of the total number of respondents (n) to that item and the mean score for that item. The other three columns present mean difference comparison between your institution and the three comparison groups with corresponding statistical significance and effect size.

Table 5. Institutional Structure Item Mean Comparisons

Your Institution **Normbase Comparisons**

NILIE Tech compared with:

Institutional Structure	NILIE Tech		Small 2-year			City			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	243	3.679	3.893	**	-.218	3.796			3.847	**	-.170

Three levels of statistical significance are reported: $p < .05$ (*), $p < .01$ (**), and $p < .001$ (***). If the statistical significance column for an item is blank, then the mean difference for that item may be due to chance alone and should not be considered meaningful for the sake of informing institutional decision-making. However, even if there is a statistically significant difference, there may not be a practically meaningful difference between two means, especially if your institutional sample is large.

Table 5. Institutional Structure Item Mean Comparisons

Significance

NILIE Tech compared with:

Institutional Structure	NILIE Tech		Small 2-year			City			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	243	3.679	3.893	**	-.218	3.796			3.847	**	-.170

Therefore, we also report effect size in the item mean comparisons tables. Effect size (Cohen’s D) is reported to three decimal places. If your institution’s mean is larger than the normbase mean, the effect size will be positive; if your institution’s mean is less than the normbase mean,



the effect size will be negative. Practically speaking, we encourage your institution’s leadership to pay special attention to items with absolute value effect sizes of .2 or greater, as these are the areas in which your institution is doing well (positive effect size) or may need to take action for change (negative effect size).

Table 5. Institutional Structure Item Mean Comparisons

Effect Size

NILIE Tech comparison with:

Institutional Structure	NILIE Tech		Small 2-year			City			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	243	3,679	3,893	**	-.218	3,796			3,847	**	-.170



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PACE Report
Personal Assessment of the College Environment

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Conducted
September & October 2017



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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).

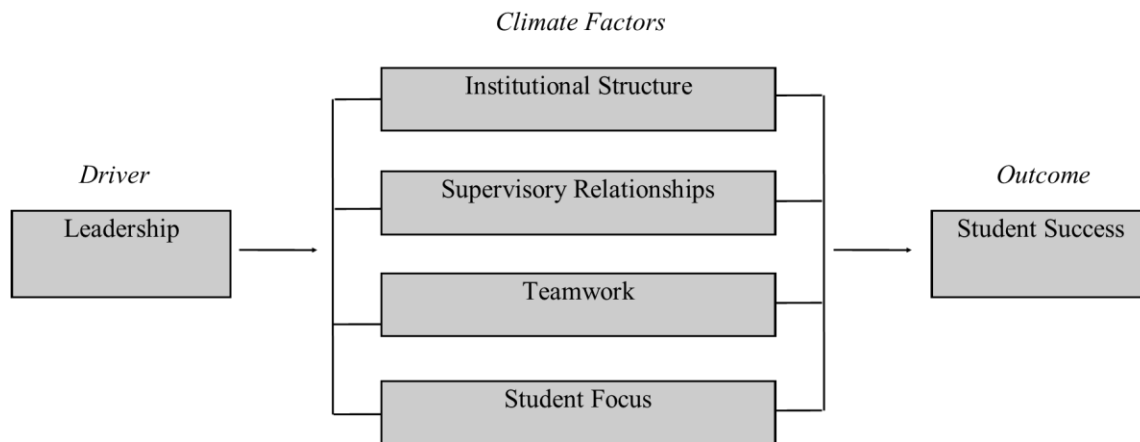
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, 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		2016		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	3	2%	6	3%	922	3%	3089	3%
	Dissatisfied	18	9%	17	9%	3590	11%	10853	11%
	Neither	27	14%	21	11%	4604	15%	13815	14%
	Satisfied	90	47%	104	53%	14834	47%	44777	46%
	Very satisfied	52	27%	49	25%	7698	24%	24810	25%
	Total	190	100%	197	100%	31648	100%	97344	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	8%	20	10%	2569	8%	8041	8%
	Dissatisfied	37	20%	37	19%	6729	21%	19530	20%
	Neither	51	27%	34	17%	6864	22%	20838	22%
	Satisfied	50	26%	71	36%	10364	33%	32048	33%
	Very satisfied	35	19%	33	17%	4793	15%	15694	16%
	Total	189	100%	195	100%	31319	100%	96151	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	9	5%	13	7%	1230	4%	3971	4%
	Dissatisfied	10	5%	13	7%	2838	9%	8186	8%
	Neither	38	20%	32	16%	6277	20%	18425	19%
	Satisfied	71	37%	83	42%	12171	39%	36620	38%
	Very satisfied	62	33%	56	28%	8968	28%	29466	30%
	Total	190	100%	197	100%	31484	100%	96668	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	16	8%	11	6%	1843	6%	5873	6%
	Dissatisfied	21	11%	24	12%	4333	14%	12756	13%
	Neither	19	10%	24	12%	5102	16%	15066	16%
	Satisfied	71	37%	81	41%	11931	38%	35905	37%
	Very satisfied	65	34%	58	29%	8361	26%	27427	28%
	Total	192	100%	198	100%	31570	100%	97027	100%

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2016		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%	16	8%	3639	11%	10618	11%
	Dissatisfied	20	11%	31	16%	6794	21%	19732	20%
	Neither	30	16%	26	13%	6619	21%	20151	21%
	Satisfied	73	38%	74	38%	9557	30%	29593	30%
	Very satisfied	51	27%	50	25%	5066	16%	17236	18%
	Total	190	100%	197	100%	31675	100%	97330	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	8	4%	7	4%	1216	4%	3819	4%
	Dissatisfied	23	13%	28	14%	4190	14%	11933	13%
	Neither	46	25%	43	22%	9069	31%	27345	31%
	Satisfied	70	38%	83	42%	11448	39%	34364	38%
	Very satisfied	35	19%	35	18%	3629	12%	11950	13%
	Total	182	100%	196	100%	29552	100%	89411	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	22	12%	26	14%	3098	10%	9985	11%
	Dissatisfied	36	20%	23	12%	5553	19%	16273	18%
	Neither	46	26%	57	31%	8898	30%	26872	30%
	Satisfied	49	28%	54	29%	8406	28%	25417	28%
	Very satisfied	25	14%	26	14%	3816	13%	11893	13%
	Total	178	100%	186	100%	29771	100%	90440	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	21	11%	21	11%	3245	10%	9593	10%
	Dissatisfied	28	15%	29	15%	5817	19%	16405	17%
	Neither	34	18%	37	19%	6621	21%	19942	21%
	Satisfied	65	34%	78	39%	10259	33%	32213	33%
	Very satisfied	43	23%	33	17%	5444	17%	18031	19%
	Total	191	100%	198	100%	31386	100%	96184	100%

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2016		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	17	9%	13	7%	2890	9%	8874	9%
	Dissatisfied	32	17%	35	18%	5064	16%	14883	16%
	Neither	34	18%	33	17%	6455	21%	19452	20%
	Satisfied	62	33%	67	34%	10301	33%	31590	33%
	Very satisfied	42	22%	47	24%	6591	21%	20876	22%
	Total		187	100%	195	100%	31301	100%	95675
25 a spirit of cooperation exists at this institution	Very dissatisfied	21	11%	17	9%	2841	9%	8711	9%
	Dissatisfied	19	10%	27	14%	5583	18%	16054	17%
	Neither	46	24%	33	17%	6388	20%	19335	20%
	Satisfied	66	35%	79	41%	10961	35%	33433	35%
	Very satisfied	37	20%	39	20%	5623	18%	18484	19%
	Total		189	100%	195	100%	31396	100%	96017
29 institution-wide policies guide my work	Very dissatisfied	4	2%	11	6%	1159	4%	3804	4%
	Dissatisfied	19	10%	8	4%	2774	9%	7842	8%
	Neither	46	24%	37	19%	7722	25%	23094	24%
	Satisfied	76	40%	96	49%	13216	43%	40128	43%
	Very satisfied	43	23%	45	23%	5986	19%	19434	21%
	Total		188	100%	197	100%	30857	100%	94302
32 this institution is appropriately organized	Very dissatisfied	13	7%	15	8%	2636	9%	8188	9%
	Dissatisfied	32	17%	22	11%	6174	20%	17938	19%
	Neither	39	21%	38	20%	7241	23%	21641	23%
	Satisfied	70	37%	85	44%	10505	34%	31670	33%
	Very satisfied	33	18%	34	18%	4450	14%	15103	16%
	Total		187	100%	194	100%	31006	100%	94540

NLC compared with:

Institutional Structure (continued)	Response Option	NLC		2016		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	30	17%	34	18%	4214	14%	13339	15%
	Dissatisfied	21	12%	25	13%	5025	17%	15014	17%
	Neither	41	23%	38	20%	7818	27%	23062	26%
	Satisfied	53	30%	55	29%	7913	27%	23962	27%
	Very satisfied	34	19%	37	20%	4423	15%	14505	16%
	Total	179	100%	189	100%	29393	100%	89882	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	8	4%	7	4%	1832	6%	5516	6%
	Dissatisfied	15	8%	19	10%	4677	15%	12844	13%
	Neither	24	13%	28	14%	5464	17%	16169	17%
	Satisfied	86	46%	88	45%	12936	41%	39810	42%
	Very satisfied	55	29%	55	28%	6423	20%	21378	22%
	Total	188	100%	197	100%	31332	100%	95717	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	17	9%	14	7%	2237	7%	6942	7%
	Dissatisfied	23	12%	24	12%	4410	14%	12936	14%
	Neither	32	17%	30	15%	7227	23%	21509	23%
	Satisfied	78	41%	87	44%	11473	37%	34845	37%
	Very satisfied	38	20%	42	21%	5572	18%	18015	19%
	Total	188	100%	197	100%	30919	100%	94247	100%

Table 2. Student Focus Frequency Distributions

NLC compared with:

Student Focus	Response Option	NLC		2016		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	8	4%	6	3%	1359	4%	4396	5%
	Dissatisfied	21	11%	13	7%	3679	12%	10798	11%
	Neither	22	11%	18	9%	4019	13%	12051	12%
	Satisfied	64	33%	82	42%	11961	38%	35900	37%
	Very satisfied	78	40%	78	40%	10582	33%	34081	35%
	Total	193	100%	197	100%	31600	100%	97226	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	2%	3	2%	1074	3%	3181	3%
	Dissatisfied	10	5%	7	4%	1340	4%	3991	4%
	Neither	13	7%	9	5%	1954	6%	5952	6%
	Satisfied	64	33%	66	34%	10002	32%	30362	31%
	Very satisfied	101	53%	112	57%	17243	55%	53780	55%
	Total	192	100%	197	100%	31613	100%	97266	100%
17 faculty meet the needs of students	Very dissatisfied	2	1%	2	1%	702	2%	2159	2%
	Dissatisfied	15	8%	6	3%	2236	7%	6666	7%
	Neither	29	16%	25	13%	4547	15%	14137	15%
	Satisfied	61	33%	77	41%	13399	45%	40710	45%
	Very satisfied	77	42%	80	42%	9063	30%	27680	30%
	Total	184	100%	190	100%	29947	100%	91352	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	3%	8	4%	937	3%	2747	3%
	Dissatisfied	12	6%	8	4%	1996	6%	5370	6%
	Neither	33	17%	27	14%	4995	16%	14422	15%
	Satisfied	75	39%	72	37%	12767	41%	38958	41%
	Very satisfied	64	34%	82	42%	10365	33%	33548	35%
	Total	190	100%	197	100%	31060	100%	95045	100%

NLC compared with:

Student Focus (continued)	Response Option	NLC		2016		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	0	0%	4	2%	614	2%	1958	2%
	Dissatisfied	11	6%	4	2%	1899	6%	5824	6%
	Neither	31	17%	28	15%	5410	18%	16472	18%
	Satisfied	84	45%	96	50%	14377	48%	43262	47%
	Very satisfied	60	32%	60	31%	7638	26%	24181	26%
	Total	186	100%	192	100%	29938	100%	91697	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	4%	2	1%	912	3%	2724	3%
	Dissatisfied	15	8%	12	6%	2506	8%	7435	8%
	Neither	23	13%	27	14%	4779	16%	15115	16%
	Satisfied	72	40%	83	43%	13691	45%	40796	44%
	Very satisfied	62	35%	69	36%	8466	28%	26006	28%
	Total	179	100%	193	100%	30354	100%	92076	100%
28 classified personnel meet the needs of students	Very dissatisfied	5	3%	2	1%	641	2%	2211	3%
	Dissatisfied	12	7%	5	3%	1865	7%	5529	6%
	Neither	32	18%	47	25%	6362	23%	19138	22%
	Satisfied	76	44%	88	47%	12656	45%	37748	44%
	Very satisfied	49	28%	46	24%	6718	24%	21653	25%
	Total	174	100%	188	100%	28242	100%	86279	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	1	1%	696	2%	2045	2%
	Dissatisfied	5	3%	4	2%	1743	6%	5092	5%
	Neither	20	11%	18	9%	3551	12%	11139	12%
	Satisfied	82	45%	93	48%	13940	45%	41717	44%
	Very satisfied	74	41%	77	40%	10851	35%	33858	36%
	Total	182	100%	193	100%	30781	100%	93851	100%

NLC compared with:

Student Focus (continued)	Response Option	NLC		2016		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	3	2%	0	0%	776	3%	2170	2%
	Dissatisfied	6	3%	11	6%	1643	5%	4767	5%
	Neither	39	21%	27	14%	3687	12%	11562	12%
	Satisfied	84	45%	91	48%	13787	45%	41674	45%
	Very satisfied	53	29%	61	32%	10753	35%	33281	36%
	Total	185	100%	190	100%	30646	100%	93454	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	775	3%	2165	2%
	Dissatisfied	11	6%	8	4%	1674	5%	4916	5%
	Neither	17	9%	16	8%	3485	11%	10642	11%
	Satisfied	86	46%	93	48%	14449	47%	43386	46%
	Very satisfied	73	39%	76	39%	10301	34%	32502	35%
	Total	187	100%	193	100%	30684	100%	93611	100%
40 students are assisted with their personal development	Very dissatisfied	2	1%	2	1%	647	2%	2030	2%
	Dissatisfied	14	8%	8	4%	1995	7%	5718	6%
	Neither	34	19%	28	15%	5840	20%	17608	20%
	Satisfied	80	45%	91	49%	13572	46%	40587	45%
	Very satisfied	46	26%	58	31%	7338	25%	23486	26%
	Total	176	100%	187	100%	29392	100%	89429	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	1	1%	456	2%	1387	2%
	Dissatisfied	4	2%	1	1%	1634	6%	4800	5%
	Neither	26	15%	29	16%	5410	19%	16535	19%
	Satisfied	95	55%	105	57%	15597	54%	46438	53%
	Very satisfied	47	27%	49	26%	5839	20%	18533	21%
	Total	172	100%	185	100%	28936	100%	87693	100%

Table 3. Supervisory Relationships Frequency Distributions

NLC compared with:

Supervisory Relationships	Response Option	NLC		2016		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	10	5%	7	4%	1564	5%	4731	5%
	Dissatisfied	12	6%	13	7%	2437	8%	7186	7%
	Neither	13	7%	15	8%	2814	9%	8795	9%
	Satisfied	50	26%	63	32%	8913	28%	27649	28%
	Very satisfied	106	55%	99	50%	15870	50%	48720	50%
	Total	191	100%	197	100%	31598	100%	97081	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	15	8%	13	7%	2094	7%	6451	7%
	Dissatisfied	13	7%	9	5%	2776	9%	8281	9%
	Neither	19	10%	15	8%	3217	10%	10066	10%
	Satisfied	41	21%	68	35%	8593	27%	26220	27%
	Very satisfied	103	54%	91	46%	14956	47%	46123	47%
	Total	191	100%	196	100%	31636	100%	97141	100%
12 positive work expectations are communicated to me	Very dissatisfied	11	6%	11	6%	1615	5%	5064	5%
	Dissatisfied	24	13%	27	14%	3913	12%	11394	12%
	Neither	26	14%	24	12%	5282	17%	15905	17%
	Satisfied	78	41%	83	42%	13096	42%	39896	42%
	Very satisfied	53	28%	52	26%	7404	24%	23747	25%
	Total	192	100%	197	100%	31310	100%	96006	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	3%	8	4%	1124	4%	3586	4%
	Dissatisfied	23	13%	16	9%	2796	10%	8279	9%
	Neither	35	19%	34	19%	7076	25%	21352	24%
	Satisfied	75	41%	81	45%	12402	43%	37547	43%
	Very satisfied	45	24%	43	24%	5245	18%	16970	19%
	Total	184	100%	182	100%	28643	100%	87734	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2016		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	17	9%	10	5%	2012	6%	6152	6%
	Dissatisfied	12	6%	27	14%	3874	12%	11033	12%
	Neither	29	15%	13	7%	5785	18%	17881	19%
	Satisfied	75	39%	82	42%	11807	38%	36150	38%
	Very satisfied	59	31%	65	33%	7809	25%	24508	26%
	Total	192	100%	197	100%	31287	100%	95724	100%
21 I receive appropriate feedback for my work	Very dissatisfied	14	7%	10	5%	1732	6%	5283	6%
	Dissatisfied	18	9%	18	9%	3826	12%	11178	12%
	Neither	27	14%	22	11%	5507	18%	16841	18%
	Satisfied	80	42%	81	41%	12452	40%	38148	40%
	Very satisfied	51	27%	66	34%	7841	25%	24392	25%
	Total	190	100%	197	100%	31358	100%	95842	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	15	8%	13	7%	2397	8%	7391	8%
	Dissatisfied	12	6%	19	10%	3405	11%	9979	11%
	Neither	23	12%	26	13%	5096	16%	15912	17%
	Satisfied	56	30%	76	39%	9764	31%	29773	31%
	Very satisfied	83	44%	63	32%	10388	33%	31512	33%
	Total	189	100%	197	100%	31050	100%	94567	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	16	9%	11	6%	2304	7%	7131	8%
	Dissatisfied	7	4%	18	9%	3047	10%	8965	9%
	Neither	24	13%	20	10%	4726	15%	14819	16%
	Satisfied	57	30%	76	38%	9703	31%	29617	31%
	Very satisfied	83	44%	73	37%	11260	36%	33992	36%
	Total	187	100%	198	100%	31040	100%	94524	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2016		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	10	5%	9	5%	1445	5%	4572	5%
	Dissatisfied	14	7%	16	8%	3463	11%	10160	11%
	Neither	37	20%	34	17%	6842	22%	20399	22%
	Satisfied	77	41%	81	41%	12883	42%	38990	41%
	Very satisfied	49	26%	57	29%	6408	21%	20720	22%
	Total	187	100%	197	100%	31041	100%	94841	100%
34 my supervisor helps me to improve my work	Very dissatisfied	14	7%	9	5%	2078	7%	6427	7%
	Dissatisfied	13	7%	14	7%	3210	10%	9272	10%
	Neither	26	14%	25	13%	5752	19%	17679	19%
	Satisfied	61	33%	71	37%	10340	33%	31341	33%
	Very satisfied	73	39%	74	38%	9592	31%	29525	31%
	Total	187	100%	193	100%	30972	100%	94244	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	15	8%	15	8%	1735	6%	5259	6%
	Dissatisfied	12	6%	6	3%	2455	8%	7141	8%
	Neither	21	11%	23	12%	4015	13%	12123	13%
	Satisfied	67	36%	72	37%	11423	37%	34702	36%
	Very satisfied	71	38%	80	41%	11532	37%	35920	38%
	Total	186	100%	196	100%	31160	100%	95145	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	15	8%	13	7%	1886	6%	5976	6%
	Dissatisfied	9	5%	13	7%	3656	12%	10630	11%
	Neither	33	18%	34	17%	6037	20%	18441	20%
	Satisfied	85	45%	83	42%	12304	40%	36937	39%
	Very satisfied	45	24%	54	27%	7074	23%	22346	24%
	Total	187	100%	197	100%	30957	100%	94330	100%

NLC compared with:

Supervisory Relationships (continued)	Response Option	NLC		2016		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	18	10%	16	8%	2034	7%	6016	6%
	Dissatisfied	18	10%	26	13%	3515	11%	9927	10%
	Neither	32	17%	25	13%	4903	16%	14377	15%
	Satisfied	70	37%	78	40%	11921	38%	35763	38%
	Very satisfied	51	27%	52	26%	8679	28%	28695	30%
Total		189	100%	197	100%	31052	100%	94778	100%

Table 4. Teamwork Frequency Distributions

NLC compared with:

Teamwork	Response Option	NLC		2016		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	11	6%	9	5%	1728	6%	5557	6%
	Dissatisfied	18	9%	17	9%	3730	12%	11056	11%
	Neither	25	13%	17	9%	3328	11%	10602	11%
	Satisfied	59	31%	75	38%	10522	34%	31921	33%
	Very satisfied	79	41%	78	40%	12073	38%	37142	39%
	Total	192	100%	196	100%	31381	100%	96278	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	6	3%	6	3%	1181	4%	3694	4%
	Dissatisfied	11	6%	9	5%	2854	9%	8201	9%
	Neither	35	19%	33	17%	4994	16%	15585	17%
	Satisfied	72	39%	79	41%	12655	42%	37704	41%
	Very satisfied	62	33%	68	35%	8601	28%	26539	29%
	Total	186	100%	195	100%	30285	100%	91723	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	15	8%	9	5%	1822	6%	5692	6%
	Dissatisfied	13	7%	20	10%	3564	12%	10479	11%
	Neither	26	14%	22	11%	4434	14%	13677	15%
	Satisfied	76	41%	82	42%	11839	38%	35905	38%
	Very satisfied	55	30%	64	32%	9205	30%	28194	30%
	Total	185	100%	197	100%	30864	100%	93947	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	10	5%	10	5%	1977	6%	5965	6%
	Dissatisfied	13	7%	18	9%	3374	11%	9858	11%
	Neither	28	15%	19	10%	4257	14%	13330	14%
	Satisfied	69	37%	82	42%	11493	37%	34534	37%
	Very satisfied	69	37%	67	34%	9701	31%	29884	32%
	Total	189	100%	196	100%	30802	100%	93571	100%

NLC compared with:

Teamwork (continued)	Response Option	NLC		2016		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	8	4%	6	3%	1314	4%	4003	4%
	Dissatisfied	11	6%	8	4%	2747	9%	8042	9%
	Neither	32	17%	29	15%	5078	17%	15681	17%
	Satisfied	81	44%	87	45%	12702	42%	37971	41%
	Very satisfied	53	29%	62	32%	8481	28%	26016	28%
	Total	185	100%	192	100%	30322	100%	91713	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	14	7%	12	6%	2118	7%	6753	7%
	Dissatisfied	8	4%	18	9%	3391	11%	10124	11%
	Neither	27	14%	21	11%	3813	12%	12044	13%
	Satisfied	69	37%	72	37%	10921	35%	33474	35%
	Very satisfied	71	38%	74	38%	10909	35%	32756	34%
	Total	189	100%	197	100%	31152	100%	95151	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>NLC compared with:</i>										
	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
Institutional Structure	194	3.547	3.567			3.424			3.455		
Student Focus	194	4.038	4.118			3.956			3.968		
Supervisory Relationships	194	3.841	3.873			3.756			3.770		
Teamwork	194	3.884	3.942			3.800			3.799		

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

Figure 1. Means by Comparison Group and Climate Factor

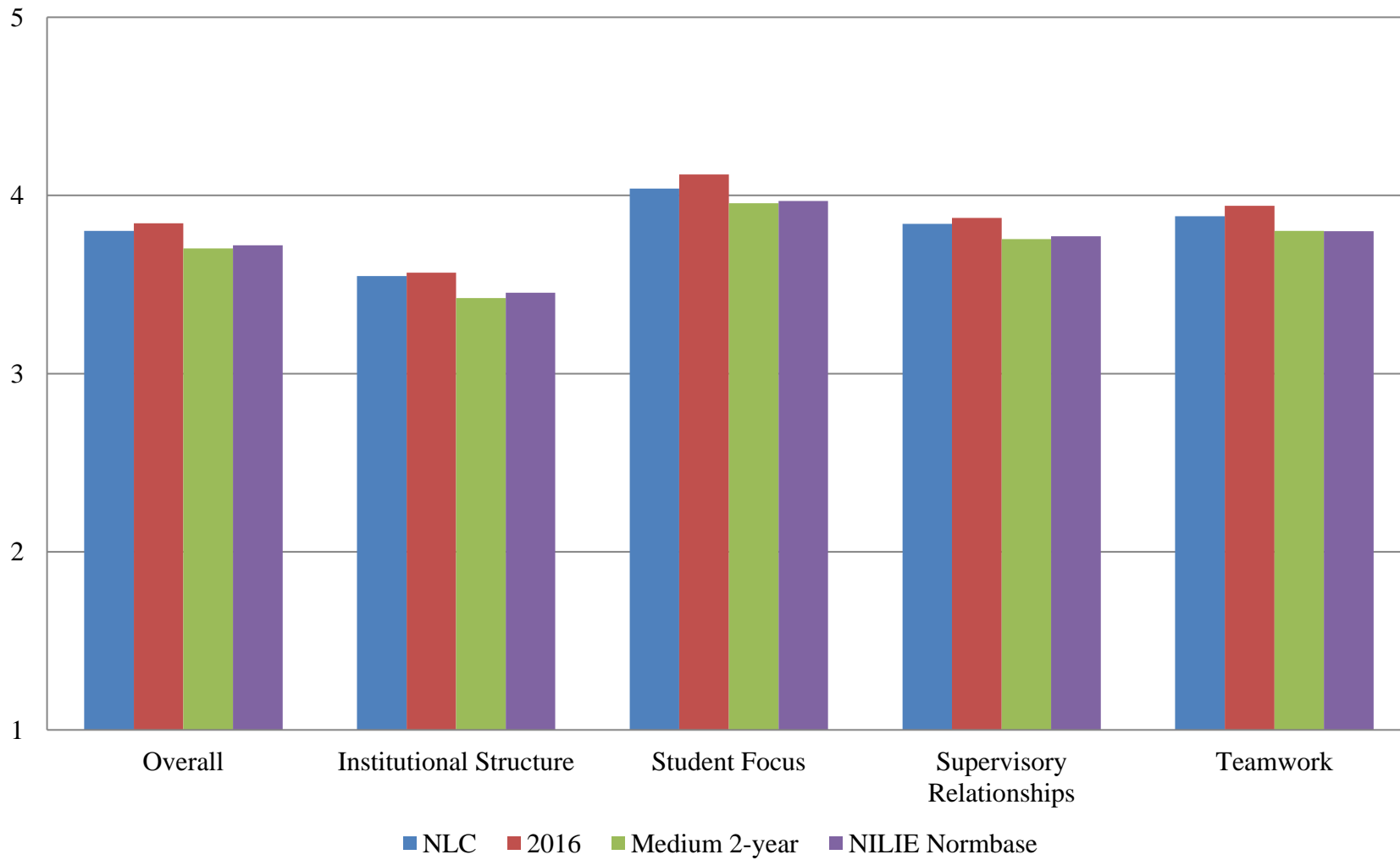


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>NLC compared with:</i>										
		NLC		2016			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	190	3.895	3.878			3.783			3.795		
4	decisions are made at the appropriate level at this institution	189	3.270	3.308			3.258			3.289		
5	the institution effectively promotes diversity in the workplace	190	3.879	3.792			3.788			3.822		
6	administrative leadership is focused on meeting the needs of students	192	3.771	3.763			3.654			3.683		
10	information is shared within the institution	190	3.647	3.563			3.177	***	.374	3.237	***	.325
11	institutional teams use problem-solving techniques	182	3.555	3.566			3.409			3.433		
15	I am able to appropriately influence the direction of this institution	178	3.107	3.167			3.144			3.143		
16	open and ethical communication is practiced at this institution	191	3.424	3.369			3.282			3.340		
22	this institution has been successful in positively motivating my performance	187	3.428	3.513			3.404			3.426		
25	a spirit of cooperation exists at this institution	189	3.418	3.492			3.349			3.385		
29	institution-wide policies guide my work	188	3.718	3.792			3.651			3.674		
32	this institution is appropriately organized	187	3.417	3.521			3.257			3.292		
38	I have the opportunity for advancement within this institution	179	3.223	3.190			3.112			3.125		
41	I receive adequate information regarding important activities at this institution	188	3.878	3.838			3.557	***	.281	3.613	**	.232
44	my work is guided by clearly defined administrative processes	188	3.516	3.604			3.444			3.467		

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

Table 7. Student Focus Item Mean Comparisons

NLC compared with:

Student Focus	NLC		2016			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	193	3.948	4.081			3.846			3.869		
8 I feel my job is relevant to this institution's mission	192	4.292	4.406			4.297			4.312		
17 faculty meet the needs of students	184	4.065	4.195			3.931			3.931		
18 student ethnic and cultural diversity are important at this institution	190	3.942	4.076			3.954			4.002		
19 students' competencies are enhanced	186	4.038	4.063			3.886	*	.163	3.893	*	.154
23 non-teaching professional personnel meet the needs of students	179	3.933	4.062			3.866			3.868		
28 classified personnel meet the needs of students	174	3.874	3.910			3.812			3.824		
31 students receive an excellent education at this institution	182	4.225	4.249			4.056	*	.179	4.068	*	.167
35 this institution prepares students for a career	185	3.962	4.063			4.047			4.061		
37 this institution prepares students for further learning	187	4.182	4.228			4.037	*	.153	4.059		
40 students are assisted with their personal development	176	3.875	4.043			3.849			3.870		
42 students are satisfied with their educational experience at this institution	172	4.076	4.081			3.855	***	.258	3.866	**	.243

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

Table 8. Supervisory Relationships Item Mean Comparisons

NLC compared with:

Supervisory Relationships	NLC		2016			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	191	4.204	4.188			4.110			4.117		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	191	4.068	4.097			3.997			4.001		
12 positive work expectations are communicated to me	192	3.719	3.701			3.663			3.686		
13 unacceptable behaviors are identified and communicated to me	184	3.707	3.742			3.623			3.639		
20 I receive timely feedback for my work	192	3.766	3.838			3.624			3.646		
21 I receive appropriate feedback for my work	190	3.716	3.888			3.665			3.680		
26 my supervisor actively seeks my ideas	189	3.952	3.797			3.720	*	.187	3.719	*	.187
27 my supervisor seriously considers my ideas	187	3.984	3.919			3.791	*	.155	3.787	*	.159
30 work outcomes are clarified for me	187	3.754	3.817			3.623			3.645		
34 my supervisor helps me to improve my work	187	3.888	3.969			3.715	*	.144	3.724		
39 I am given the opportunity to be creative in my work	186	3.898	4.000			3.917			3.934		
45 I have the opportunity to express my ideas in appropriate forums	187	3.727	3.772			3.615			3.626		
46 professional development and training opportunities are available	189	3.624	3.629			3.699			3.751		

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

Table 9. Teamwork Item Mean Comparisons

NLC compared with:

Teamwork	NLC		2016			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	192	3.922	4.000			3.876			3.873		
14 my primary work team uses problem-solving techniques	186	3.930	3.995			3.814			3.820		
24 there is an opportunity for all ideas to be exchanged within my work team	185	3.773	3.873			3.747			3.750		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	189	3.921	3.908			3.765			3.775		
36 my work team coordinates its efforts with appropriate individuals and teams	185	3.865	3.995			3.801			3.806		
43 a spirit of cooperation exists in my department	189	3.926	3.904			3.806			3.792		

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



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Northeast Lakeview College
San Antonio, Texas

PACE Personnel Classification Report
Personal Assessment of the College Environment

Lead Researchers
Laura A. Garland & Haruna Suzuki

Conducted
September & October 2017



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	3	2%	1	1%	0	0%	2	2%
	Dissatisfied	18	9%	10	11%	0	0%	6	7%
	Neither	27	14%	11	13%	1	9%	11	14%
	Satisfied	90	47%	41	47%	2	18%	46	57%
	Very satisfied	52	27%	25	28%	8	73%	16	20%
	Total	190	100%	88	100%	11	100%	81	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	8%	9	10%	1	9%	5	6%
	Dissatisfied	37	20%	13	15%	0	0%	20	25%
	Neither	51	27%	24	28%	1	9%	23	28%
	Satisfied	50	26%	23	26%	2	18%	23	28%
	Very satisfied	35	19%	18	21%	7	64%	10	12%
	Total	189	100%	87	100%	11	100%	81	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	9	5%	4	5%	0	0%	4	5%
	Dissatisfied	10	5%	0	0%	1	9%	9	11%
	Neither	38	20%	16	18%	3	27%	17	21%
	Satisfied	71	37%	39	44%	0	0%	30	37%
	Very satisfied	62	33%	29	33%	7	64%	22	27%
	Total	190	100%	88	100%	11	100%	82	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	16	8%	8	9%	1	9%	6	7%
	Dissatisfied	21	11%	9	10%	0	0%	10	12%
	Neither	19	10%	11	12%	0	0%	6	7%
	Satisfied	71	37%	32	36%	1	9%	36	44%
	Very satisfied	65	34%	29	33%	9	82%	24	29%
	Total	192	100%	89	100%	11	100%	82	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	16	8%	8	9%	1	9%	5	6%
	Dissatisfied	20	11%	6	7%	0	0%	13	16%
	Neither	30	16%	11	13%	1	9%	15	18%
	Satisfied	73	38%	38	44%	3	27%	30	37%
	Very satisfied	51	27%	24	28%	6	55%	19	23%
	Total	190	100%	87	100%	11	100%	82	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	8	4%	4	5%	0	0%	3	4%
	Dissatisfied	23	13%	8	10%	1	9%	13	16%
	Neither	46	25%	18	21%	1	9%	25	32%
	Satisfied	70	38%	33	39%	3	27%	30	38%
	Very satisfied	35	19%	21	25%	6	55%	8	10%
	Total	182	100%	84	100%	11	100%	79	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	22	12%	8	10%	1	10%	10	13%
	Dissatisfied	36	20%	16	19%	0	0%	18	24%
	Neither	46	26%	19	23%	1	10%	25	33%
	Satisfied	49	28%	27	32%	4	40%	17	22%
	Very satisfied	25	14%	14	17%	4	40%	6	8%
	Total	178	100%	84	100%	10	100%	76	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	21	11%	7	8%	1	9%	11	13%
	Dissatisfied	28	15%	13	15%	1	9%	14	17%
	Neither	34	18%	16	18%	1	9%	13	16%
	Satisfied	65	34%	30	34%	3	27%	30	36%
	Very satisfied	43	23%	21	24%	5	45%	15	18%
	Total	191	100%	87	100%	11	100%	83	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	17	9%	4	5%	1	9%	12	15%	
	Dissatisfied	32	17%	16	18%	0	0%	13	16%	
	Neither	34	18%	12	14%	1	9%	20	24%	
	Satisfied	62	33%	30	34%	4	36%	25	30%	
	Very satisfied	42	22%	25	29%	5	45%	12	15%	
	Total	187	100%	87	100%	11	100%	82	100%	
25 a spirit of cooperation exists at this institution	Very dissatisfied	21	11%	9	10%	1	9%	9	11%	
	Dissatisfied	19	10%	3	3%	0	0%	14	17%	
	Neither	46	24%	21	24%	1	9%	23	28%	
	Satisfied	66	35%	33	37%	4	36%	27	33%	
	Very satisfied	37	20%	23	26%	5	45%	9	11%	
	Total	189	100%	89	100%	11	100%	82	100%	
29 institution-wide policies guide my work	Very dissatisfied	4	2%	2	2%	1	9%	1	1%	
	Dissatisfied	19	10%	8	9%	0	0%	9	11%	
	Neither	46	24%	24	27%	0	0%	20	25%	
	Satisfied	76	40%	34	38%	3	27%	37	46%	
	Very satisfied	43	23%	22	24%	7	64%	14	17%	
	Total	188	100%	90	100%	11	100%	81	100%	
32 this institution is appropriately organized	Very dissatisfied	13	7%	5	6%	1	9%	7	9%	
	Dissatisfied	32	17%	13	14%	0	0%	17	21%	
	Neither	39	21%	15	17%	2	18%	21	26%	
	Satisfied	70	37%	34	38%	5	45%	29	36%	
	Very satisfied	33	18%	23	26%	3	27%	7	9%	
	Total	187	100%	90	100%	11	100%	81	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	30	17%	7	9%	2	20%	19	23%
	Dissatisfied	21	12%	8	10%	0	0%	11	14%
	Neither	41	23%	17	21%	3	30%	20	25%
	Satisfied	53	30%	34	41%	0	0%	18	22%
	Very satisfied	34	19%	16	20%	5	50%	13	16%
	Total	179	100%	82	100%	10	100%	81	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	8	4%	2	2%	1	10%	5	6%
	Dissatisfied	15	8%	5	6%	0	0%	9	11%
	Neither	24	13%	10	11%	0	0%	12	15%
	Satisfied	86	46%	44	49%	3	30%	36	44%
	Very satisfied	55	29%	29	32%	6	60%	20	24%
	Total	188	100%	90	100%	10	100%	82	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	17	9%	6	7%	1	9%	9	11%
	Dissatisfied	23	12%	10	11%	0	0%	12	15%
	Neither	32	17%	15	17%	1	9%	15	19%
	Satisfied	78	41%	40	44%	1	9%	34	42%
	Very satisfied	38	20%	19	21%	8	73%	11	14%
	Total	188	100%	90	100%	11	100%	81	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	8	4%	4	4%	0	0%	4	5%	
	Dissatisfied	21	11%	11	12%	1	9%	7	8%	
	Neither	22	11%	7	8%	0	0%	12	14%	
	Satisfied	64	33%	32	36%	2	18%	29	35%	
	Very satisfied	78	40%	35	39%	8	73%	31	37%	
	Total	193	100%	89	100%	11	100%	83	100%	
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	2%	2	2%	0	0%	2	2%	
	Dissatisfied	10	5%	3	3%	0	0%	5	6%	
	Neither	13	7%	4	5%	0	0%	6	7%	
	Satisfied	64	33%	26	30%	2	18%	35	42%	
	Very satisfied	101	53%	53	60%	9	82%	35	42%	
	Total	192	100%	88	100%	11	100%	83	100%	
17 faculty meet the needs of students	Very dissatisfied	2	1%	1	1%	0	0%	1	1%	
	Dissatisfied	15	8%	4	5%	2	18%	8	11%	
	Neither	29	16%	5	6%	1	9%	20	26%	
	Satisfied	61	33%	33	38%	3	27%	24	32%	
	Very satisfied	77	42%	45	51%	5	45%	23	30%	
	Total	184	100%	88	100%	11	100%	76	100%	
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	3%	2	2%	0	0%	4	5%	
	Dissatisfied	12	6%	5	6%	1	9%	6	7%	
	Neither	33	17%	11	13%	1	9%	16	20%	
	Satisfied	75	39%	35	40%	3	27%	34	42%	
	Very satisfied	64	34%	35	40%	6	55%	21	26%	
	Total	190	100%	88	100%	11	100%	81	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	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	11	6%	5	6%	0	0%	5	6%
	Neither	31	17%	9	10%	0	0%	19	24%
	Satisfied	84	45%	41	46%	7	64%	35	45%
	Very satisfied	60	32%	34	38%	4	36%	19	24%
	Total	186	100%	89	100%	11	100%	78	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	4%	4	5%	0	0%	2	3%
	Dissatisfied	15	8%	6	7%	2	20%	5	6%
	Neither	23	13%	15	18%	0	0%	8	10%
	Satisfied	72	40%	31	37%	1	10%	38	48%
	Very satisfied	62	35%	28	33%	7	70%	27	34%
	Total	179	100%	84	100%	10	100%	80	100%
28 classified personnel meet the needs of students	Very dissatisfied	5	3%	2	2%	0	0%	2	3%
	Dissatisfied	12	7%	5	6%	2	20%	4	5%
	Neither	32	18%	15	19%	0	0%	16	20%
	Satisfied	76	44%	40	49%	3	30%	32	41%
	Very satisfied	49	28%	19	23%	5	50%	25	32%
	Total	174	100%	81	100%	10	100%	79	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	5	3%	1	1%	0	0%	3	4%
	Neither	20	11%	7	8%	0	0%	13	17%
	Satisfied	82	45%	37	42%	6	55%	37	47%
	Very satisfied	74	41%	43	48%	5	45%	25	32%
	Total	182	100%	89	100%	11	100%	78	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	3	2%	2	2%	1	9%	0	0%
	Dissatisfied	6	3%	1	1%	0	0%	4	5%
	Neither	39	21%	18	20%	1	9%	20	24%
	Satisfied	84	45%	39	44%	5	45%	38	46%
	Very satisfied	53	29%	29	33%	4	36%	20	24%
	Total	185	100%	89	100%	11	100%	82	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	11	6%	6	7%	0	0%	4	5%
	Neither	17	9%	6	7%	0	0%	10	12%
	Satisfied	86	46%	37	41%	6	55%	41	51%
	Very satisfied	73	39%	41	46%	5	45%	26	32%
	Total	187	100%	90	100%	11	100%	81	100%
40 students are assisted with their personal development	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	14	8%	5	6%	1	11%	7	9%
	Neither	34	19%	11	13%	0	0%	21	28%
	Satisfied	80	45%	47	54%	4	44%	28	37%
	Very satisfied	46	26%	23	26%	4	44%	19	25%
	Total	176	100%	87	100%	9	100%	76	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	4	2%	1	1%	0	0%	3	4%
	Neither	26	15%	10	12%	0	0%	13	18%
	Satisfied	95	55%	47	56%	7	70%	41	55%
	Very satisfied	47	27%	26	31%	3	30%	17	23%
	Total	172	100%	84	100%	10	100%	74	100%

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	10	5%	3	3%	0	0%	7	9%
	Dissatisfied	12	6%	1	1%	1	9%	9	11%
	Neither	13	7%	7	8%	0	0%	5	6%
	Satisfied	50	26%	25	28%	2	18%	19	23%
	Very satisfied	106	55%	52	59%	8	73%	42	51%
	Total	191	100%	88	100%	11	100%	82	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	15	8%	2	2%	1	9%	10	12%
	Dissatisfied	13	7%	4	5%	0	0%	7	9%
	Neither	19	10%	9	10%	0	0%	8	10%
	Satisfied	41	21%	20	23%	1	9%	19	23%
	Very satisfied	103	54%	53	60%	9	82%	38	46%
	Total	191	100%	88	100%	11	100%	82	100%
12 positive work expectations are communicated to me	Very dissatisfied	11	6%	5	6%	1	9%	4	5%
	Dissatisfied	24	13%	6	7%	0	0%	16	20%
	Neither	26	14%	8	9%	1	9%	14	17%
	Satisfied	78	41%	45	51%	3	27%	28	34%
	Very satisfied	53	28%	25	28%	6	55%	20	24%
	Total	192	100%	89	100%	11	100%	82	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	3%	1	1%	1	10%	3	4%
	Dissatisfied	23	13%	9	11%	1	10%	12	15%
	Neither	35	19%	16	19%	2	20%	14	18%
	Satisfied	75	41%	36	43%	2	20%	35	44%
	Very satisfied	45	24%	22	26%	4	40%	16	20%
	Total	184	100%	84	100%	10	100%	80	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	17	9%	4	5%	1	9%	11	13%	
	Dissatisfied	12	6%	4	5%	0	0%	8	10%	
	Neither	29	15%	10	11%	1	9%	14	17%	
	Satisfied	75	39%	38	43%	3	27%	33	40%	
	Very satisfied	59	31%	32	36%	6	55%	17	20%	
	Total	192	100%	88	100%	11	100%	83	100%	
21 I receive appropriate feedback for my work	Very dissatisfied	14	7%	4	4%	1	9%	9	11%	
	Dissatisfied	18	9%	6	7%	0	0%	11	13%	
	Neither	27	14%	8	9%	1	9%	15	18%	
	Satisfied	80	42%	46	52%	3	27%	30	36%	
	Very satisfied	51	27%	25	28%	6	55%	18	22%	
	Total	190	100%	89	100%	11	100%	83	100%	
26 my supervisor actively seeks my ideas	Very dissatisfied	15	8%	3	3%	1	9%	9	11%	
	Dissatisfied	12	6%	4	4%	0	0%	7	9%	
	Neither	23	12%	9	10%	0	0%	13	16%	
	Satisfied	56	30%	26	29%	1	9%	27	33%	
	Very satisfied	83	44%	47	53%	9	82%	26	32%	
	Total	189	100%	89	100%	11	100%	82	100%	
27 my supervisor seriously considers my ideas	Very dissatisfied	16	9%	3	3%	1	9%	10	12%	
	Dissatisfied	7	4%	2	2%	0	0%	5	6%	
	Neither	24	13%	10	11%	0	0%	12	15%	
	Satisfied	57	30%	27	31%	1	9%	27	33%	
	Very satisfied	83	44%	45	52%	9	82%	28	34%	
	Total	187	100%	87	100%	11	100%	82	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	10	5%	3	3%	1	9%	5	6%
	Dissatisfied	14	7%	2	2%	0	0%	11	14%
	Neither	37	20%	18	20%	1	9%	16	20%
	Satisfied	77	41%	40	45%	2	18%	32	40%
	Very satisfied	49	26%	26	29%	7	64%	16	20%
	Total	187	100%	89	100%	11	100%	80	100%
34 my supervisor helps me to improve my work	Very dissatisfied	14	7%	3	3%	1	9%	10	12%
	Dissatisfied	13	7%	3	3%	0	0%	8	10%
	Neither	26	14%	14	16%	0	0%	11	13%
	Satisfied	61	33%	32	36%	2	18%	26	32%
	Very satisfied	73	39%	36	41%	8	73%	27	33%
	Total	187	100%	88	100%	11	100%	82	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	15	8%	5	6%	1	10%	8	10%
	Dissatisfied	12	6%	3	3%	0	0%	8	10%
	Neither	21	11%	5	6%	0	0%	15	19%
	Satisfied	67	36%	35	39%	2	20%	27	33%
	Very satisfied	71	38%	41	46%	7	70%	23	28%
	Total	186	100%	89	100%	10	100%	81	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	15	8%	3	3%	1	9%	9	11%
	Dissatisfied	9	5%	3	3%	0	0%	6	7%
	Neither	33	18%	13	15%	1	9%	18	22%
	Satisfied	85	45%	46	52%	2	18%	34	42%
	Very satisfied	45	24%	24	27%	7	64%	14	17%
	Total	187	100%	89	100%	11	100%	81	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	18	10%	9	10%	1	9%	7	8%
	Dissatisfied	18	10%	4	4%	0	0%	12	14%
	Neither	32	17%	13	15%	0	0%	18	22%
	Satisfied	70	37%	32	36%	2	18%	34	41%
	Very satisfied	51	27%	31	35%	8	73%	12	14%
	Total	189	100%	89	100%	11	100%	83	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	11	6%	4	5%	0	0%	6	7%	
	Dissatisfied	18	9%	6	7%	0	0%	11	13%	
	Neither	25	13%	9	10%	1	9%	11	13%	
	Satisfied	59	31%	26	30%	4	36%	28	34%	
	Very satisfied	79	41%	43	49%	6	55%	27	33%	
	Total	192	100%	88	100%	11	100%	83	100%	
14 my primary work team uses problem-solving techniques	Very dissatisfied	6	3%	1	1%	0	0%	4	5%	
	Dissatisfied	11	6%	4	5%	0	0%	6	7%	
	Neither	35	19%	14	16%	0	0%	20	25%	
	Satisfied	72	39%	35	41%	4	36%	30	37%	
	Very satisfied	62	33%	31	36%	7	64%	21	26%	
	Total	186	100%	85	100%	11	100%	81	100%	
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	15	8%	4	5%	0	0%	10	12%	
	Dissatisfied	13	7%	4	5%	0	0%	7	9%	
	Neither	26	14%	13	15%	0	0%	13	16%	
	Satisfied	76	41%	40	47%	4	36%	29	35%	
	Very satisfied	55	30%	25	29%	7	64%	23	28%	
	Total	185	100%	86	100%	11	100%	82	100%	
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	10	5%	3	3%	0	0%	7	8%	
	Dissatisfied	13	7%	2	2%	1	9%	10	12%	
	Neither	28	15%	10	11%	0	0%	15	18%	
	Satisfied	69	37%	36	40%	3	27%	29	35%	
	Very satisfied	69	37%	38	43%	7	64%	22	27%	
	Total	189	100%	89	100%	11	100%	83	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	8	4%	3	3%	0	0%	5	6%
	Dissatisfied	11	6%	3	3%	0	0%	8	10%
	Neither	32	17%	14	16%	1	9%	14	17%
	Satisfied	81	44%	42	49%	3	27%	34	41%
	Very satisfied	53	29%	24	28%	7	64%	21	26%
	Total	185	100%	86	100%	11	100%	82	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	14	7%	3	3%	0	0%	10	12%
	Dissatisfied	8	4%	5	6%	0	0%	3	4%
	Neither	27	14%	9	10%	0	0%	16	19%
	Satisfied	69	37%	34	38%	4	40%	30	36%
	Very satisfied	71	38%	39	43%	6	60%	24	29%
	Total	189	100%	90	100%	10	100%	83	100%

Figure 1. Means by Personnel Classification and Climate Factor

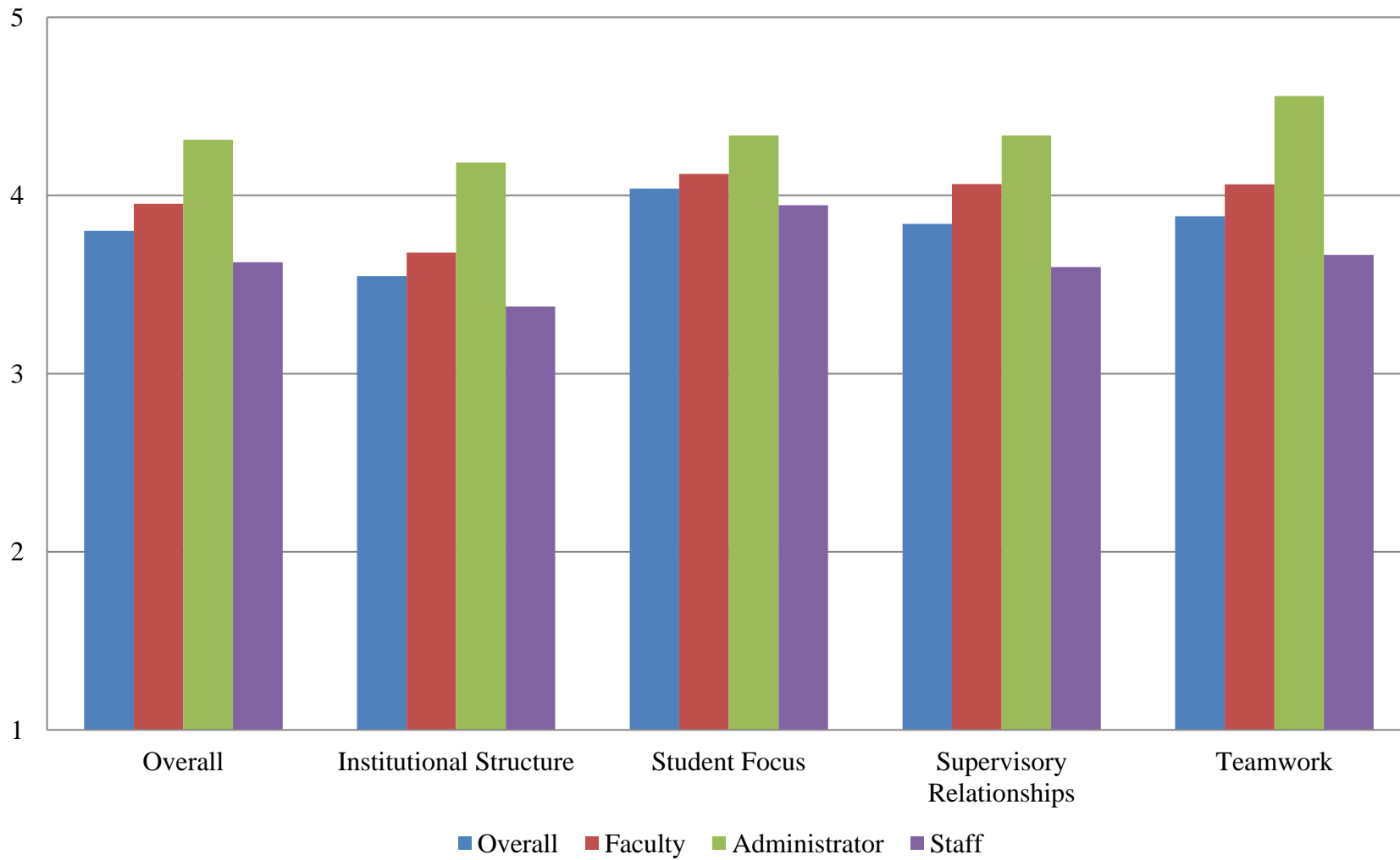


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.801	90	3.952	11	4.313	83	3.625
Institutional Structure	3.547	90	3.678	11	4.184	83	3.376
Student Focus	4.038	90	4.120	11	4.336	83	3.944
Supervisory Relationships	3.841	90	4.063	11	4.337	83	3.598
Teamwork	3.884	90	4.062	11	4.558	83	3.665

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	3.895	3.898	4.636	3.840
4 decisions are made at the appropriate level at this institution	189	3.270	3.322	4.273	3.160
5 the institution effectively promotes diversity in the workplace	190	3.879	4.011	4.182	3.695
6 administrative leadership is focused on meeting the needs of students	192	3.771	3.730	4.545	3.756
10 information is shared within the institution	190	3.647	3.736	4.182	3.549
11 institutional teams use problem-solving techniques	182	3.555	3.702	4.273	3.342
15 I am able to appropriately influence the direction of this institution	178	3.107	3.274	4.000	2.882
16 open and ethical communication is practiced at this institution	191	3.424	3.517	3.909	3.289
22 this institution has been successful in positively motivating my performance	187	3.428	3.644	4.091	3.146
25 a spirit of cooperation exists at this institution	189	3.418	3.652	4.091	3.159
29 institution-wide policies guide my work	188	3.718	3.733	4.364	3.667
32 this institution is appropriately organized	187	3.417	3.633	3.818	3.148
38 I have the opportunity for advancement within this institution	179	3.223	3.537	3.600	2.938
41 I receive adequate information regarding important activities at this institution	188	3.878	4.033	4.300	3.695
44 my work is guided by clearly defined administrative processes	188	3.516	3.622	4.364	3.321

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	193	3.948	3.933	4.545	3.916
8 I feel my job is relevant to this institution's mission	192	4.292	4.420	4.818	4.157
17 faculty meet the needs of students	184	4.065	4.330	4.000	3.789
18 student ethnic and cultural diversity are important at this institution	190	3.942	4.091	4.273	3.765
19 students' competencies are enhanced	186	4.038	4.169	4.364	3.872
23 non-teaching professional personnel meet the needs of students	179	3.933	3.869	4.300	4.038
28 classified personnel meet the needs of students	174	3.874	3.852	4.100	3.937
31 students receive an excellent education at this institution	182	4.225	4.348	4.455	4.077
35 this institution prepares students for a career	185	3.962	4.034	4.000	3.902
37 this institution prepares students for further learning	187	4.182	4.256	4.455	4.099
40 students are assisted with their personal development	176	3.875	3.989	4.222	3.750
42 students are satisfied with their educational experience at this institution	172	4.076	4.167	4.300	3.973

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	191	4.204	4.386	4.545	3.976
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	191	4.068	4.341	4.545	3.829
12 positive work expectations are communicated to me	192	3.719	3.888	4.182	3.537
13 unacceptable behaviors are identified and communicated to me	184	3.707	3.821	3.700	3.613
20 I receive timely feedback for my work	192	3.766	4.023	4.182	3.446
21 I receive appropriate feedback for my work	190	3.716	3.921	4.182	3.446
26 my supervisor actively seeks my ideas	189	3.952	4.236	4.545	3.659
27 my supervisor seriously considers my ideas	187	3.984	4.253	4.545	3.707
30 work outcomes are clarified for me	187	3.754	3.944	4.273	3.538
34 my supervisor helps me to improve my work	187	3.888	4.080	4.455	3.634
39 I am given the opportunity to be creative in my work	186	3.898	4.169	4.400	3.605
45 I have the opportunity to express my ideas in appropriate forums	187	3.727	3.955	4.273	3.469
46 professional development and training opportunities are available	189	3.624	3.809	4.455	3.386

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	192	3.922	4.114	4.455	3.711
14 my primary work team uses problem-solving techniques	186	3.930	4.071	4.636	3.716
24 there is an opportunity for all ideas to be exchanged within my work team	185	3.773	3.907	4.636	3.585
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	189	3.921	4.169	4.455	3.590
36 my work team coordinates its efforts with appropriate individuals and teams	185	3.865	3.942	4.545	3.707
43 a spirit of cooperation exists in my department	189	3.926	4.122	4.600	3.663



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Northeast Lakeview College
San Antonio, Texas

PACE Demographic Report
Personal Assessment of the College Environment

Lead Researchers
Laura A. Garland & Haruna Suzuki

Conducted
September & October 2017



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Table 1. Demographic Frequency Distributions

NLC compared with:

Demographic Items	Response Option	NLC		2016		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
1 What is your personnel classification:	Faculty	90	49%	99	50%	13565	44%	41603	46%
	Administrator	11	6%	7	4%	3772	12%	9437	11%
	Staff	83	45%	91	46%	13198	43%	38493	43%
	Total	184	100%	197	100%	30535	100%	89533	100%
2 Please select the race/ethnicity that best describes you:	Hispanic or Latino, of any race	58	32%	67	36%	2661	9%	10012	11%
	American Indian or Alaska Native, not Hispanic or Latino	0	0%	0	0%	165	1%	844	1%
	Asian, not Hispanic or Latino	2	1%	5	3%	527	2%	2576	3%
	Black, not Hispanic or Latino	27	15%	25	13%	1337	4%	6973	8%
	Pacific Islander, not Hispanic or Latino	1	1%	0	0%	45	0%	950	1%
	White, not Hispanic or Latino	80	44%	79	42%	24301	81%	66086	73%
	Two or more races, not Hispanic or Latino	14	8%	12	6%	942	3%	2954	3%
	Total	182	100%	188	100%	29978	100%	90395	100%
3 Your status at this institution is:	Full-Time	136	73%	137	88%	24220	79%	66653	72%
	Part-Time	50	27%	19	12%	6305	21%	25568	28%
	Total	186	100%	156	100%	30525	100%	92221	100%
4 What is the highest degree you have earned:	First Professional degree	0	0%	2	1%	512	2%	1671	2%
	Doctoral degree	25	14%	24	12%	2107	7%	7795	9%
	Master's degree	105	57%	108	56%	13185	44%	40119	44%
	Bachelor's degree	19	10%	26	13%	6962	23%	20352	22%
	Associate's degree	20	11%	21	11%	4737	16%	12684	14%
	High School diploma or GED	13	7%	12	6%	2559	8%	8272	9%
	No diploma or degree	1	1%	1	1%	130	0%	399	0%
Total	183	100%	194	100%	30192	100%	91292	100%	

NLC compared with:

Demographic Items (continued)		NLC		2016		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
5 What is your gender identity:	Man	65	36%	70	36%	10736	36%	33376	36%
	Woman	96	52%	105	54%	17942	59%	54449	59%
	Another gender identity	1	1%	0	0%	35	0%	104	0%
	I prefer not to respond	21	11%	20	10%	1489	5%	4297	5%
	Total	183	100%	195	100%	30202	100%	92226	100%
6 How many years have you worked at this institution:	5 years or less	85	48%	91	47%	11428	41%	35254	41%
	6-10 years	64	36%	79	41%	6344	23%	19559	23%
	11-15 years	17	10%	17	9%	4260	15%	13305	15%
	16-20 years	6	3%	2	1%	2786	10%	8292	10%
	21-25 years	3	2%	5	3%	1688	6%	5130	6%
	26 years or more	1	1%	1	1%	1599	6%	5147	6%
Total	176	100%	195	100%	28105	100%	86687	100%	
7 How many years have you worked in higher education:	5 years or less	39	22%	41	22%	8071	28%	24168	28%
	6-10 years	48	27%	49	26%	6162	22%	19028	22%
	11-15 years	26	15%	37	19%	4966	17%	15172	17%
	16-20 years	26	15%	33	17%	3903	14%	11374	13%
	21-25 years	23	13%	15	8%	2527	9%	7690	9%
	26 years or more	17	9%	15	8%	2938	10%	9665	11%
Total	179	100%	190	100%	28567	100%	87097	100%	
8 Age:	29 or younger	7	4%	12	7%	1360	5%	4194	5%
	30-39	33	20%	37	21%	4519	17%	13374	17%
	40-49	52	32%	50	28%	6365	24%	19080	24%
	50-59	35	21%	45	25%	8098	31%	24340	30%
	60 or older	37	23%	33	19%	5692	22%	18944	24%
Total	164	100%	177	100%	26034	100%	79932	100%	

Figure 1. Overall Climate by Personnel Classification

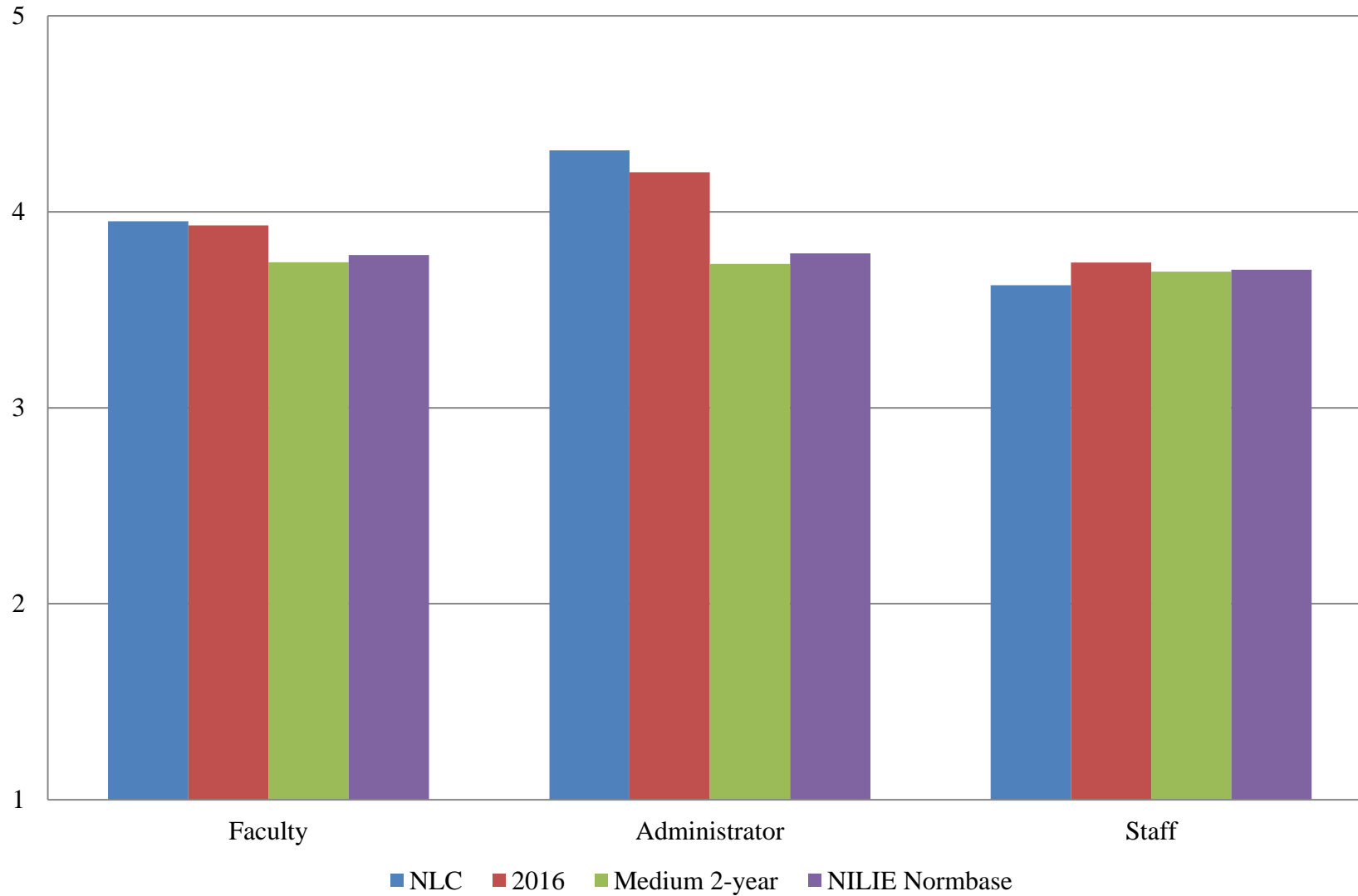


Table 2. Institutional Structure Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
Faculty	90	3.678	3.648			3.443	*	.249	3.498		
Administrator	11	4.184	4.009			3.516	*	.735	3.545	*	.702
Staff	83	3.376	3.472			3.409			3.433		

Table 3. Student Focus Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
Faculty	90	4.120	4.166			4.022			4.048		
Administrator	11	4.336	4.155			3.888			3.957		
Staff	83	3.944	4.061			3.947			3.965		

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

Table 4. Supervisory Relationships Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
Faculty	90	4.063	3.961			3.786	**	.302	3.824	*	.265
Administrator	11	4.337	4.308			3.787			3.852		
Staff	83	3.598	3.776			3.757			3.759		

Table 5. Teamwork Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
Faculty	90	4.062	4.101			3.835	*	.227	3.852	*	.212
Administrator	11	4.558	4.524			3.865	*	.665	3.935	*	.631
Staff	83	3.665	3.743			3.793			3.783		

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

Table 6. Overall Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
Faculty	90	3.952	3.930			3.742	*	.264	3.779	*	.219
Administrator	11	4.313	4.201			3.734	*	.670	3.788	*	.636
Staff	83	3.625	3.742			3.694			3.705		

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

Figure 2. Overall Climate by Race/Ethnicity

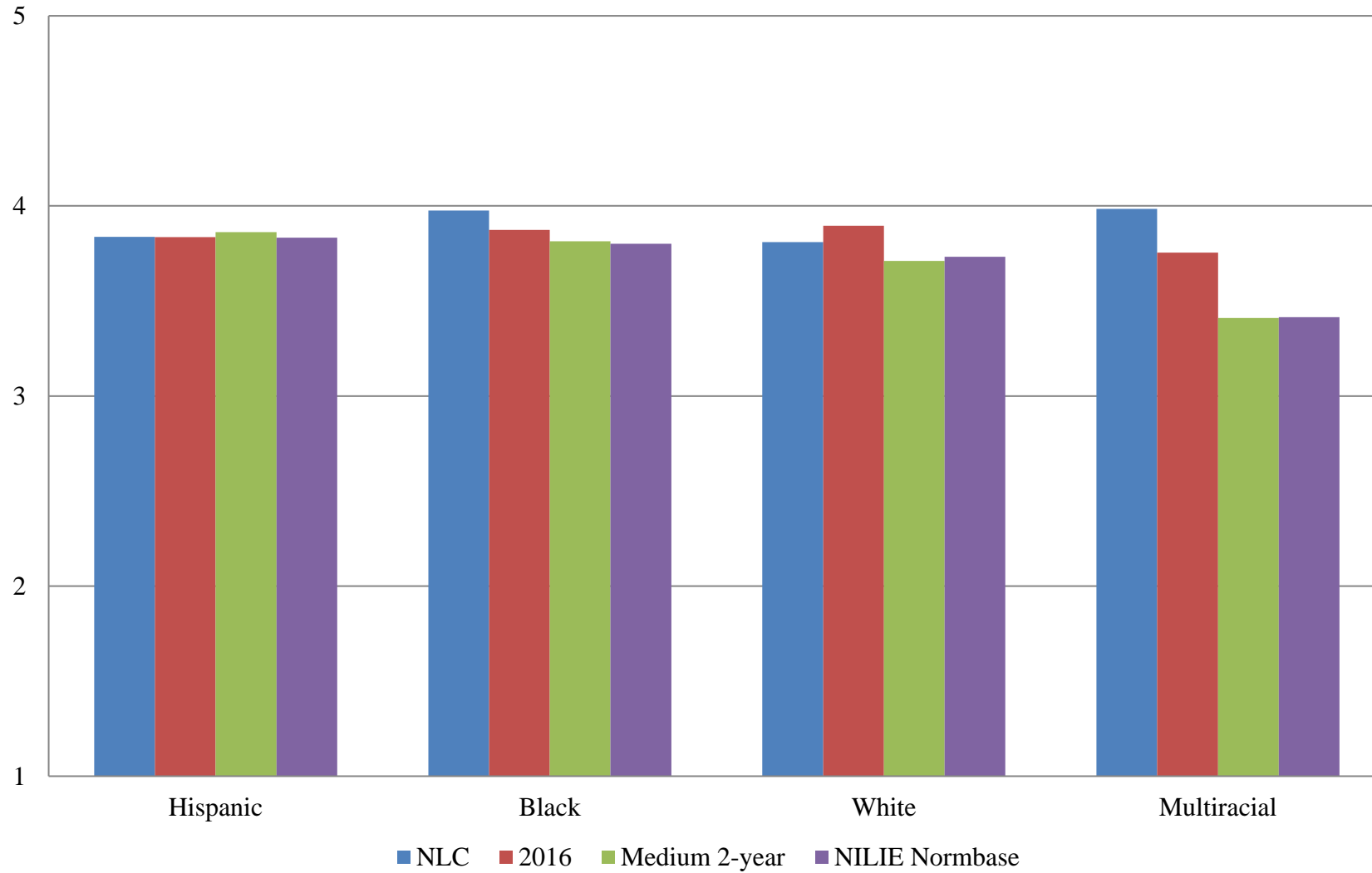


Table 7. Institutional Structure Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
Hispanic or Latino, of any race	58	3.615	3.622			3.617			3.603		
American Indian or Alaska Native, not Hispanic or Latino	0	--									
Asian, not Hispanic or Latino	2	--									
Black, not Hispanic or Latino	27	3.810	3.617			3.599			3.567		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--									
White, not Hispanic or Latino	80	3.509	3.551			3.428			3.464		
Two or more races, not Hispanic or Latino	14	3.699	3.567			3.051	*	.693	3.065	*	.645

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

-- indicates results redacted for confidentiality

Table 8. Student Focus Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
Hispanic or Latino, of any race	58	4.111	4.116			4.076			4.066		
American Indian or Alaska Native, not Hispanic or Latino	0	--									
Asian, not Hispanic or Latino	2	--									
Black, not Hispanic or Latino	27	4.112	4.151			3.983			4.020		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--									
White, not Hispanic or Latino	80	3.996	4.123			3.962			3.980		
Two or more races, not Hispanic or Latino	14	4.273	4.045			3.769	**	.697	3.748	*	.657

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

-- indicates results redacted for confidentiality

Table 9. Supervisory Relationships Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
Hispanic or Latino, of any race	58	3.824	3.837			3.904			3.865		
American Indian or Alaska Native, not Hispanic or Latino	0	--									
Asian, not Hispanic or Latino	2	--									
Black, not Hispanic or Latino	27	4.024	3.858			3.874			3.851		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--									
White, not Hispanic or Latino	80	3.898	3.987			3.764			3.782		
Two or more races, not Hispanic or Latino	14	4.085	3.722			3.456	*	.640	3.468	*	.598

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

-- indicates results redacted for confidentiality

Table 10. Teamwork Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
Hispanic or Latino, of any race	58	3.855	3.833			3.970			3.903		
American Indian or Alaska Native, not Hispanic or Latino	0	--									
Asian, not Hispanic or Latino	2	--									
Black, not Hispanic or Latino	27	4.054	3.980			3.899			3.854		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--									
White, not Hispanic or Latino	80	3.994	4.108			3.808			3.815		
Two or more races, not Hispanic or Latino	14	3.917	3.697			3.505			3.522		

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

-- indicates results redacted for confidentiality

Table 11. Overall Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
Hispanic or Latino, of any race	58	3.837	3.836			3.862			3.833		
American Indian or Alaska Native, not Hispanic or Latino	0	--									
Asian, not Hispanic or Latino	2	--									
Black, not Hispanic or Latino	27	3.975	3.873			3.815			3.801		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--									
White, not Hispanic or Latino	80	3.809	3.896			3.710			3.733		
Two or more races, not Hispanic or Latino	14	3.985	3.754			3.410	**	.722	3.414	*	.666

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

-- indicates results redacted for confidentiality

Figure 3. Overall Climate by Employment Status

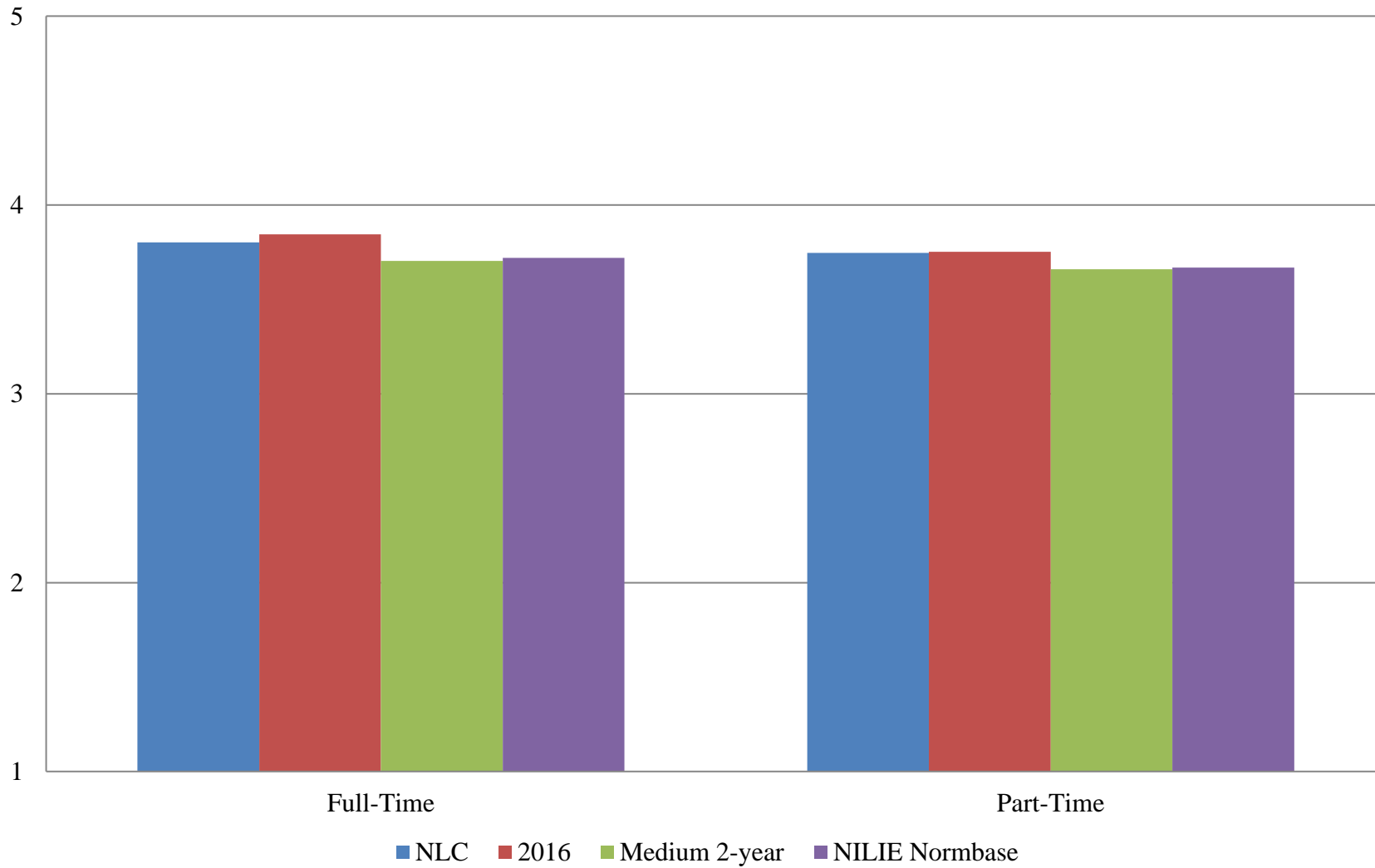


Table 12. Institutional Structure Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
Full-Time	136	3.447	3.437			3.357			3.364		
Part-Time	50	3.950	3.612			3.689	*	.294	3.702		

Table 13. Student Focus Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
Full-Time	136	3.996	4.057			3.928			3.941		
Part-Time	50	4.231	4.118			4.061			4.054		

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

Table 14. Supervisory Relationships Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
Full-Time	136	3.803	3.772			3.718			3.729		
Part-Time	50	4.104	4.043			3.903			3.889		

Table 15. Teamwork Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
Full-Time	136	3.877	3.915			3.775			3.772		
Part-Time	50	4.062	3.886			3.911			3.888		

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

Table 16. Overall Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
Full-Time	136	3.747	3.752			3.660			3.668		
Part-Time	50	4.081	3.902			3.876			3.871		

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

Figure 4. Overall Climate by Highest Degree Earned

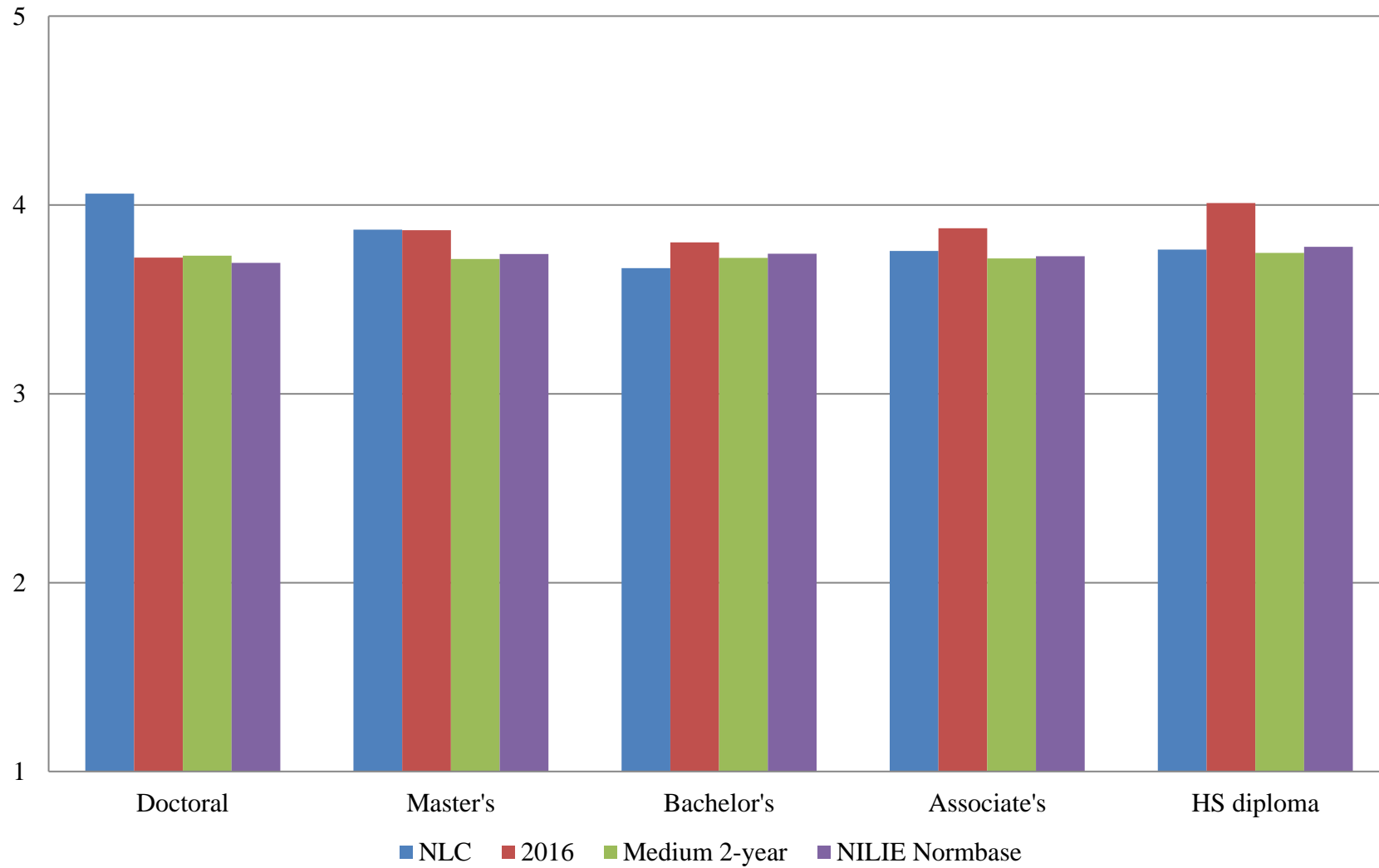


Table 17. Institutional Structure Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	25	3.784	3.311			3.428			3.386	*	.395
Master's degree	105	3.619	3.620			3.414	*	.222	3.458		
Bachelor's degree	19	3.399	3.487			3.453			3.487		
Associate's degree	20	3.536	3.654			3.463			3.488		
High School diploma or GED	13	3.543	3.778			3.523			3.558		
No diploma or degree	1	--									

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

-- indicates results redacted for confidentiality

Table 18. Student Focus Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	25	4.161	4.082			3.985			3.964		
Master's degree	105	4.070	4.101			3.976			3.992		
Bachelor's degree	19	4.035	4.107			3.949			3.979		
Associate's degree	20	4.010	4.234			3.962			3.976		
High School diploma or GED	13	4.066	4.210			3.983			4.015		
No diploma or degree	1	--									

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

-- indicates results redacted for confidentiality

Table 19. Supervisory Relationships Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	25	4.198	3.771			3.801	*	.414	3.754	*	.453
Master's degree	105	3.932	3.874			3.766			3.792		
Bachelor's degree	19	3.601	3.857			3.772			3.791		
Associate's degree	20	3.753	3.842			3.769			3.772		
High School diploma or GED	13	3.735	4.149			3.789			3.822		
No diploma or degree	1	--									

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

-- indicates results redacted for confidentiality

Table 20. Teamwork Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	25	4.257	3.919			3.841	*	.402	3.801	*	.432
Master's degree	105	3.957	3.996			3.834			3.838		
Bachelor's degree	19	3.726	3.859			3.829			3.828		
Associate's degree	20	3.783	3.844			3.773			3.763		
High School diploma or GED	13	3.828	4.076			3.772			3.805		
No diploma or degree	1	--									

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

-- indicates results redacted for confidentiality

Table 21. Overall Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	25	4.060	3.721			3.731			3.694	*	.429
Master's degree	105	3.869	3.866			3.714	*	.195	3.740		
Bachelor's degree	19	3.665	3.802			3.719			3.742		
Associate's degree	20	3.756	3.876			3.717			3.728		
High School diploma or GED	13	3.764	4.010			3.746			3.779		
No diploma or degree	1	--									

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

-- indicates results redacted for confidentiality

Figure 5. Overall Climate by Gender



Table 22. Institutional Structure Mean Comparisons by Gender

What gender are you:	NLC		<i>NLC compared with:</i>								
	N	Mean	2016			Medium 2-year			NILIE Normbase		
			Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
Man	65	3.838	3.705			3.480	**	.387	3.507	**	.354
Woman	96	3.531	3.568			3.462			3.493		
Another gender identity	1	--									
I prefer not to respond	21	3.062	3.226			2.898			2.914		

Table 23. Student Focus Mean Comparisons by Gender

What gender are you:	NLC		<i>NLC compared with:</i>								
	N	Mean	2016			Medium 2-year			NILIE Normbase		
			Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
Man	65	4.251	4.199			3.959	**	.372	3.987	**	.343
Woman	96	4.013	4.115			3.983			3.997		
Another gender identity	1	--									
I prefer not to respond	21	3.718	3.924			3.761			3.743		

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

-- indicates results redacted for confidentiality

Table 24. Supervisory Relationships Mean Comparisons by Gender

What gender are you:	<i>NLC compared with:</i>										
	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
Man	65	4.069	3.974			3.793	*	.294	3.811	*	.275
Woman	96	3.857	3.889			3.787			3.799		
Another gender identity	1	--									
I prefer not to respond	21	3.480	3.554			3.375			3.394		

Table 25. Teamwork Mean Comparisons by Gender

What gender are you:	<i>NLC compared with:</i>										
	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
Man	65	4.165	4.037			3.847	*	.319	3.850	*	.318
Woman	96	3.885	3.974			3.821			3.820		
Another gender identity	1	--									
I prefer not to respond	21	3.489	3.508			3.498			3.488		

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

-- indicates results redacted for confidentiality

Table 26. Overall Mean Comparisons by Gender

NLC compared with:

What gender are you:	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
Man	65	4.054	3.952			3.739	**	.385	3.761	**	.359
Woman	96	3.795	3.854			3.735			3.752		
Another gender identity	1	--									
I prefer not to respond	21	3.408	3.517			3.332			3.336		

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

-- indicates results redacted for confidentiality

Figure 6. Overall Climate by Years at this Institution

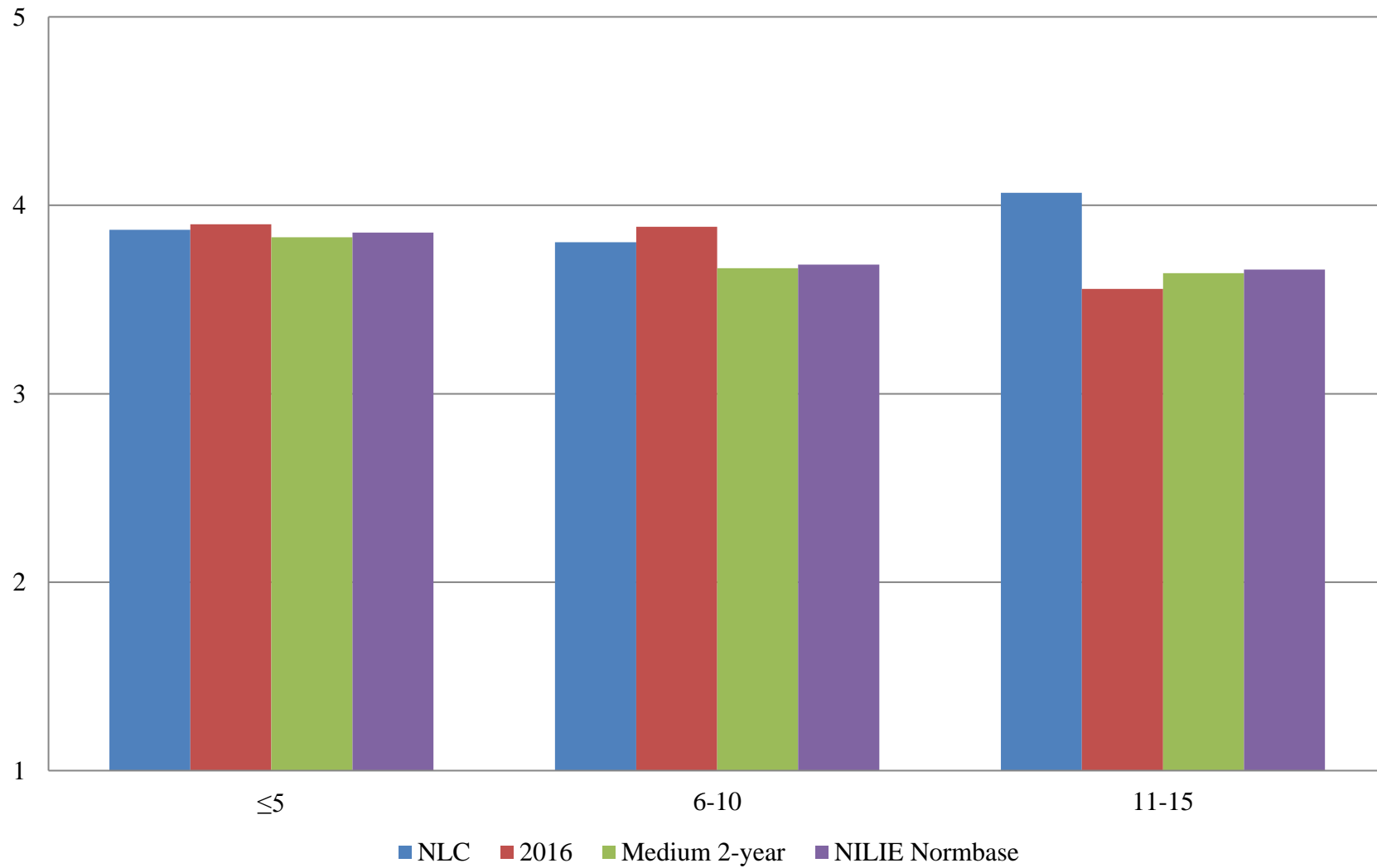


Table 27. Institutional Structure Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
5 years or less	85	3.668	3.667			3.619			3.657		
6-10 years	64	3.456	3.573			3.369			3.402		
11-15 years	17	3.948	3.275	*	.895	3.318	**	.687	3.347	**	.654
16-20 years	6	--									
21-25 years	3	--									
26 years or more	1	--									

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

-- indicates results redacted for confidentiality

Table 28. Student Focus Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
5 years or less	85	4.089	4.143			4.009			4.031		
6-10 years	64	3.981	4.164			3.936			3.953		
11-15 years	17	4.207	3.985			3.930			3.957		
16-20 years	6	--									
21-25 years	3	--									
26 years or more	1	--									

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

-- indicates results redacted for confidentiality

Table 29. Supervisory Relationships Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
5 years or less	85	3.865	3.925			3.882			3.903		
6-10 years	64	3.949	3.931			3.722			3.736		
11-15 years	17	4.124	3.461	*	.824	3.698			3.708		
16-20 years	6	--									
21-25 years	3	--									
26 years or more	1	--									

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

-- indicates results redacted for confidentiality

Table 30. Teamwork Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
5 years or less	85	3.932	3.941			3.910			3.910		
6-10 years	64	4.010	4.042			3.762			3.761		
11-15 years	17	3.986	3.641			3.749			3.756		
16-20 years	6	--									
21-25 years	3	--									
26 years or more	1	--									

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

-- indicates results redacted for confidentiality

Table 31. Overall Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
5 years or less	85	3.870	3.899			3.831			3.855		
6-10 years	64	3.805	3.886			3.666			3.685		
11-15 years	17	4.066	3.557	*	.846	3.640	*	.532	3.659	*	.512
16-20 years	6	--									
21-25 years	3	--									
26 years or more	1	--									

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

-- indicates results redacted for confidentiality

Figure 7. Overall Climate by Years in Higher Education

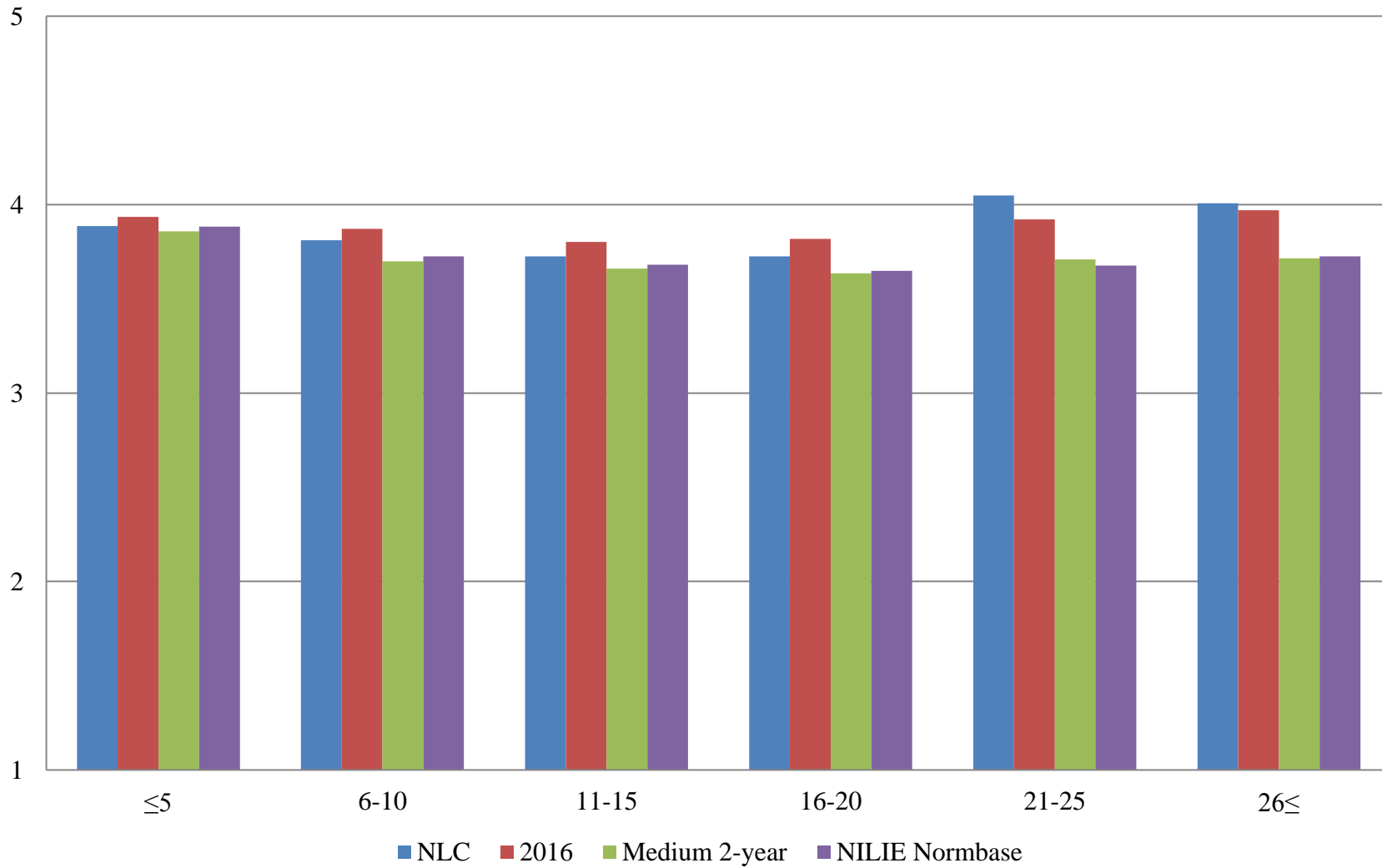


Table 32. Institutional Structure Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
5 years or less	39	3.670	3.723			3.664			3.705		
6-10 years	48	3.569	3.616			3.417			3.464		
11-15 years	26	3.346	3.472			3.350			3.386		
16-20 years	26	3.411	3.504			3.311			3.331		
21-25 years	23	3.792	3.655			3.388	*	.450	3.342	*	.489
26 years or more	17	3.894	3.745			3.403	*	.529	3.407	*	.513

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

Table 33. Student Focus Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
5 years or less	39	4.074	4.178			4.030			4.049		
6-10 years	48	4.047	4.102			3.942			3.961		
11-15 years	26	3.935	4.148			3.932			3.962		
16-20 years	26	3.970	4.089			3.932			3.944		
21-25 years	23	4.264	4.149			3.990			3.973		
26 years or more	17	4.134	4.245			3.984			4.007		

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

Table 34. Supervisory Relationships Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
5 years or less	39	3.918	3.942			3.900			3.921		
6-10 years	48	3.849	3.922			3.762			3.784		
11-15 years	26	3.866	3.798			3.720			3.729		
16-20 years	26	3.769	3.845			3.688			3.703		
21-25 years	23	4.103	3.953			3.766			3.736		
26 years or more	17	4.059	3.986			3.773			3.784		

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

Table 35. Teamwork Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
5 years or less	39	3.969	3.963			3.923			3.927		
6-10 years	48	3.861	3.945			3.789			3.792		
11-15 years	26	3.953	3.973			3.777			3.767		
16-20 years	26	3.911	4.029			3.750			3.752		
21-25 years	23	4.174	4.045			3.841			3.807		
26 years or more	17	3.941	3.944			3.838			3.848		

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

Table 36. Overall Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
5 years or less	39	3.887	3.935			3.858			3.883		
6-10 years	48	3.811	3.871			3.698			3.725		
11-15 years	26	3.725	3.803			3.660			3.680		
16-20 years	26	3.725	3.818			3.635			3.648		
21-25 years	23	4.049	3.922			3.710	*	.439	3.676	*	.477
26 years or more	17	4.007	3.971			3.714			3.725		

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

Figure 8. Overall Climate by Age

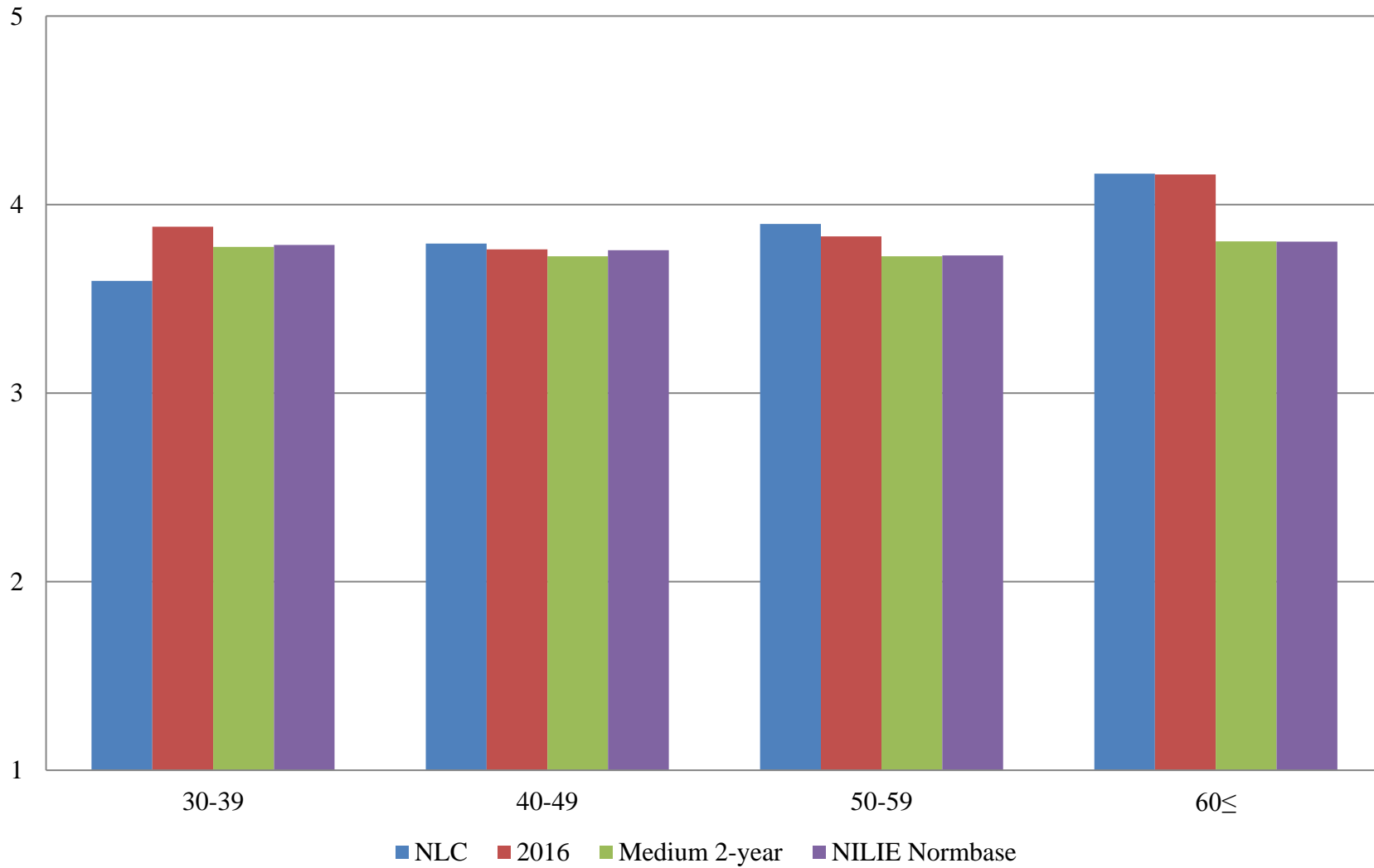


Table 37. Institutional Structure Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.547	3.567			3.424			3.455		
29 or younger	7	--									
30-39	33	3.255	3.567			3.512			3.533		
40-49	52	3.501	3.480			3.453			3.498		
50-59	35	3.679	3.588			3.452			3.465		
60 or older	37	4.020	4.039			3.541	**	.526	3.550	**	.504

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

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Table 38. Student Focus Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	4.038	4.118			3.956			3.968		
29 or younger	7	--									
30-39	33	3.836	4.133			3.968			3.982		
40-49	52	3.997	4.088			3.965			3.993		
50-59	35	4.131	4.157			3.986			3.991		
60 or older	37	4.344	4.329			4.038	*	.402	4.045	*	.394

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

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Table 39. Supervisory Relationships Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.841	3.873			3.756			3.770		
29 or younger	7	--									
30-39	33	3.706	3.958			3.852			3.856		
40-49	52	3.862	3.753			3.777			3.814		
50-59	35	3.962	3.806			3.774			3.773		
60 or older	37	4.160	4.161			3.856	*	.329	3.844	*	.335

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

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Table 40. Teamwork Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.884	3.942			3.800			3.799		
29 or younger	7	--									
30-39	33	3.727	4.000			3.896			3.886		
40-49	52	3.971	3.899			3.829			3.837		
50-59	35	3.870	3.867			3.803			3.796		
60 or older	37	4.191	4.121			3.896			3.877		

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

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Table 41. Overall Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		2016			Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.801	3.844			3.703			3.719		
29 or younger	7	--									
30-39	33	3.595	3.882			3.776			3.786		
40-49	52	3.794	3.763			3.725			3.759		
50-59	35	3.898	3.831			3.726			3.730		
60 or older	37	4.165	4.160			3.805	**	.449	3.804	**	.442

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

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PACE Custom Report
Personal Assessment of the College Environment

Lead Researchers
Laura A. Garland & Haruna Suzuki

Conducted
September & October 2017



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Table 1. Custom Demographic Frequency Distributions

NLC compared with:

Demographic Items	Response Option	NLC		2016	
		Count	%	Count	%
1 What is your personnel classification?	Administrator	11	6%	7	4%
	Professional	46	25%	49	25%
	Classified	33	18%	42	21%
	Faculty	90	49%	99	50%
	Work Study	4	2%	0	0%
	Total	184	100%	197	100%

Table 2. Institutional Structure Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification?	NLC		2016		
	N	Mean	Mean	Sig.	Effect size
Overall	194	3.547	3.567		
Administrator	11	4.184	--		
Professional	46	3.278	3.430		
Classified	33	3.444	3.521		
Faculty	90	3.678	3.648		
Work Study	4	--			

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Table 3. Student Focus Item Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification?	NLC		2016		
	N	Mean	Mean	Sig.	Effect size
Overall	194	4.038	4.118		
Administrator	11	4.336	--		
Professional	46	3.848	4.049		
Classified	33	4.070	4.076		
Faculty	90	4.120	4.166		
Work Study	4	--			

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Table 4. Supervisory Relationships Item Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification?	NLC		2016		
	N	Mean	Mean	Sig.	Effect size
Overall	194	3.841	3.873		
Administrator	11	4.337	--		
Professional	46	3.453	3.610		
Classified	33	3.747	3.974		
Faculty	90	4.063	3.961		
Work Study	4	--			

Table 5. Teamwork Item Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification?	NLC		2016		
	N	Mean	Mean	Sig.	Effect size
Overall	194	3.884	3.942		
Administrator	11	4.558	--		
Professional	46	3.493	3.537		
Classified	33	3.861	3.989		
Faculty	90	4.062	4.101		
Work Study	4	--			

-- indicates results redacted for confidentiality

Table 6. Overall Item Mean Comparisons by Personnel Classification

NLC compared with:

What is your personnel classification?	NLC		2016		
	N	Mean	Mean	Sig.	Effect size
Overall	194	3.801	3.844		
Administrator	11	4.313	--		
Professional	46	3.504	3.653		
Classified	33	3.747	3.847		
Faculty	90	3.952	3.930		
Work Study	4	--			

-- indicates results redacted for confidentiality



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Northeast Lakeview College
San Antonio, Texas

PACE Institutional Structure Subscale Report
Personal Assessment of the College Environment

Lead Researchers
Laura A. Garland & Haruna Suzuki

Conducted
September & October 2017



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Institutional Structure Literature Review

The Institutional Structure climate factor focuses on the mission, leadership, structural organization, decision-making, and communication within the institution. Supervisory Relationship provides insight into the relationship between employee and their supervisors and employees' ability to be creative and express ideas related to their work. Cooperation and effective coordination within work teams is explored within the Teamwork climate factor. 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. Together, the unique focus of each climate factor provides a comprehensive picture of campus climate at an institution.

As institutions of higher education seek to improve and meet external demands, issues specifically related to the Institutional Structure climate factor often create challenges. Research suggests that organizations function best when they are effectively coordinated, labor and control is appropriately divided, and structural design adapts to current circumstances (Bolman & Deal, 2013). However, PACE survey data consistently reveals that community colleges have relatively negative perceptions of campus climate related to these areas, which are connected to the Institutional Structure climate factor. The Institutional Structure report is designed to provide insight into employee perceptions of institutional structure climate, specifically related to the institution's mission, leadership, decision-making, organization, and communication. Gaining insight into these areas is particularly helpful considering the unique structural organization found in institutions of higher education.

Mintzberg (1979) described the structure of institutions of higher education as a professional bureaucracy, in which a highly specialized workforce conducts decentralized work according to standards often determined by external bodies. Within a professional bureaucracy, two hierarchies often emerge: one democratic, from the bottom up; and one bureaucratic, from the top down (Mintzberg). As a result of the decentralized structure and highly specialized workforce within a professional bureaucracy, institutions of higher education may face problems of coordination between units and staff, difficulty in innovation due to an inflexible structure, slow change processes, and complex relationships, particularly with regard to authority, decision-making, and control of work.

Institutions of higher education have also been described as loosely coupled organizations (Weick, 1976), where functions and units might be momentarily attached and responsive to one another, but each retains its own identity and is often minimally interdependent. While loosely coupled organizations have benefits such as a lower probability that every environmental change will necessitate a response or greater ability to sense necessary adaptations (Weick), they are not without problems. Institutions of higher education that are loosely coupled may experience difficulty in diffusing new policies or procedures, improving weak or problematic functions, and in streamlining processes so that each autonomous unit is not duplicating the work of other units.

Understanding the climate around institutional structure within a community college is more important now than ever. Over the last decade, community colleges have faced a challenging environment defined by resource constraints, greater demands for services and unprecedented enrollment pressure (Boggs, 2004). Hill and Jones (2001) suggest that organizational renewal and better understanding of an institution's mission and mode of operation might assist community colleges in surviving and overcoming these challenges. Furthermore, Ayers (2002) identified organizational structure, empowerment, interdependence/communication, and shared vision—all components of the Institutional Structure climate factor—as variables which might provide community college leaders with an understanding of how to foster positive campus climate and effectively respond to internal and external challenges.

The National Initiative for Leadership and Institutional Effectiveness recognizes the need to understand more about institutional structure and provides a tool that institutional leaders can use to gain insight into climate around institutional structure at their campus. The collected data will be analyzed using a six-factor framework derived from the current Institutional Structure climate factor and higher education organizational structure literature. The Institutional Structure subscale six-factor framework includes:

- Mission
- Leadership
- Decision-Making and Influence
- Policies and Structural Organization
- Teams and Cooperation
- Communication and Information Sharing.

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Table 1. Mission Frequency Distributions

NLC compared with:

Mission	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
1 employees in this institution share a common definition of its mission	Strongly disagree	11	6%	138	5%	390	5%
	Disagree somewhat	11	6%	288	11%	867	11%
	Neither	33	18%	609	23%	1901	24%
	Agree somewhat	93	49%	1157	44%	3419	43%
	Strongly agree	40	21%	421	16%	1339	17%
	Total	188	100%	2613	100%	7916	100%
2 employees are supportive of the mission of this institution	Strongly disagree	3	2%	59	2%	185	2%
	Disagree somewhat	4	2%	143	5%	434	5%
	Neither	29	16%	569	22%	1662	21%
	Agree somewhat	102	55%	1338	51%	4000	51%
	Strongly agree	48	26%	503	19%	1615	20%
	Total	186	100%	2612	100%	7896	100%
3 employees take action to fulfill the mission of this institution	Strongly disagree	2	1%	61	2%	169	2%
	Disagree somewhat	4	2%	129	5%	413	5%
	Neither	24	13%	584	22%	1763	22%
	Agree somewhat	108	58%	1318	51%	3938	50%
	Strongly agree	48	26%	509	20%	1596	20%
	Total	186	100%	2601	100%	7879	100%
4 there is consensus among employees about the goals of the institution	Strongly disagree	16	9%	175	7%	491	6%
	Disagree somewhat	19	10%	373	14%	1083	14%
	Neither	46	25%	705	27%	2269	29%
	Agree somewhat	69	37%	1025	39%	3013	38%
	Strongly agree	35	19%	326	13%	1046	13%
	Total	185	100%	2604	100%	7902	100%

Table 2. Leadership Frequency Distributions

NLC compared with:

Leadership	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
5 leaders of this institution communicate a clear sense of purpose	Strongly disagree	16	9%	259	10%	619	8%
	Disagree somewhat	15	8%	373	14%	1047	13%
	Neither	40	21%	595	23%	1770	22%
	Agree somewhat	78	42%	988	38%	3099	39%
	Strongly agree	38	20%	387	15%	1347	17%
	Total	187	100%	2602	100%	7882	100%
6 leaders of this institution effectively interact with internal constituents	Strongly disagree	14	8%	288	11%	702	9%
	Disagree somewhat	21	12%	455	18%	1188	16%
	Neither	35	20%	716	28%	2261	30%
	Agree somewhat	75	42%	813	32%	2550	34%
	Strongly agree	32	18%	260	10%	894	12%
	Total	177	100%	2532	100%	7595	100%
7 leaders of this institution effectively interact with external constituents	Strongly disagree	8	5%	237	10%	515	7%
	Disagree somewhat	8	5%	274	11%	664	9%
	Neither	48	28%	705	29%	2150	30%
	Agree somewhat	64	38%	884	36%	2722	37%
	Strongly agree	41	24%	353	14%	1216	17%
	Total	169	100%	2453	100%	7267	100%
8 leaders of this institution effectively address crises	Strongly disagree	13	7%	344	14%	768	10%
	Disagree somewhat	18	10%	462	18%	1114	15%
	Neither	34	19%	614	24%	1866	24%
	Agree somewhat	69	39%	806	32%	2781	36%
	Strongly agree	44	25%	316	12%	1125	15%
	Total	178	100%	2542	100%	7654	100%

NLC compared with:

Leadership (continued)	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
9 leaders of this institution carefully plan resource allocation	Strongly disagree	24	13%	302	12%	734	10%
	Disagree somewhat	21	12%	400	16%	1077	14%
	Neither	45	25%	717	29%	2190	29%
	Agree somewhat	57	32%	767	31%	2482	33%
	Strongly agree	33	18%	321	13%	1041	14%
Total		180	100%	2507	100%	7524	100%

Table 3. Decision-Making and Influence Frequency Distributions

NLC compared with:

Decision-Making and Influence	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
10 leaders use employee feedback to improve this institution	Strongly disagree	24	13%	362	14%	915	12%
	Disagree somewhat	18	10%	507	20%	1422	18%
	Neither	57	30%	713	28%	2316	30%
	Agree somewhat	54	29%	703	27%	2222	28%
	Strongly agree	35	19%	278	11%	945	12%
	Total	188	100%	2563	100%	7820	100%
11 this institution considers employee feedback in decision-making	Strongly disagree	23	12%	353	14%	920	12%
	Disagree somewhat	21	11%	510	20%	1449	19%
	Neither	58	31%	696	27%	2322	30%
	Agree somewhat	57	30%	740	29%	2218	28%
	Strongly agree	29	15%	280	11%	915	12%
	Total	188	100%	2579	100%	7824	100%
12 employees participate in decision-making	Strongly disagree	18	10%	332	13%	866	11%
	Disagree somewhat	37	20%	541	21%	1587	20%
	Neither	44	24%	646	25%	2137	27%
	Agree somewhat	58	31%	801	31%	2435	31%
	Strongly agree	29	16%	296	11%	906	11%
	Total	186	100%	2616	100%	7931	100%
13 employees are made aware of the outcome of decisions	Strongly disagree	12	6%	267	10%	632	8%
	Disagree somewhat	27	14%	487	19%	1345	17%
	Neither	36	19%	615	23%	1944	24%
	Agree somewhat	78	41%	986	38%	3098	39%
	Strongly agree	35	19%	270	10%	971	12%
	Total	188	100%	2625	100%	7990	100%

Table 4. Policies and Structural Organization Frequency Distributions

NLC compared with:

Policies and Structural Organization	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
14 institutional policies allow for collaboration	Strongly disagree	7	4%	221	9%	536	7%
	Disagree somewhat	16	9%	330	13%	910	12%
	Neither	44	24%	738	29%	2222	29%
	Agree somewhat	83	45%	983	38%	3072	39%
	Strongly agree	34	18%	294	11%	1056	14%
	Total	184	100%	2566	100%	7796	100%
15 the structure of this institution allows for collaboration	Strongly disagree	13	7%	263	10%	634	8%
	Disagree somewhat	17	9%	460	18%	1228	16%
	Neither	42	22%	638	25%	1898	24%
	Agree somewhat	85	45%	936	36%	3061	39%
	Strongly agree	31	16%	298	11%	1095	14%
	Total	188	100%	2595	100%	7916	100%
16 the structure of this institution fosters innovation	Strongly disagree	14	8%	270	10%	662	8%
	Disagree somewhat	26	14%	482	19%	1260	16%
	Neither	49	26%	713	27%	2098	27%
	Agree somewhat	62	34%	859	33%	2800	36%
	Strongly agree	34	18%	271	10%	1037	13%
	Total	185	100%	2595	100%	7857	100%
17 this institution follows clear processes for recognizing employee achievement	Strongly disagree	11	6%	264	10%	670	9%
	Disagree somewhat	25	14%	451	18%	1283	16%
	Neither	33	18%	723	28%	2079	27%
	Agree somewhat	74	40%	875	34%	2736	35%
	Strongly agree	41	22%	262	10%	1013	13%
	Total	184	100%	2575	100%	7781	100%

NLC compared with:

Policies and Structural Organization (Continued)		NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
18 institutional policies govern activities at this institution	Strongly disagree	11	6%	188	7%	410	5%
	Disagree somewhat	12	6%	253	10%	639	8%
	Neither	35	19%	696	28%	2165	28%
	Agree somewhat	88	47%	1045	41%	3358	43%
	Strongly agree	40	22%	347	14%	1197	15%
Total		186	100%	2529	100%	7769	100%

Table 5. Teams and Cooperation Frequency Distributions

NLC compared with:

Teams and Cooperation	Response Option	NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
19 there is effective collaboration among employees	Strongly disagree	15	8%	209	8%	555	7%
	Disagree somewhat	27	14%	409	16%	1148	15%
	Neither	41	22%	703	27%	2154	27%
	Agree somewhat	73	39%	927	36%	3010	38%
	Strongly agree	31	17%	317	12%	1025	13%
	Total	187	100%	2565	100%	7892	100%
20 employee expertise is considered when forming teams	Strongly disagree	17	10%	229	9%	609	8%
	Disagree somewhat	21	12%	450	18%	1176	15%
	Neither	35	20%	712	28%	2107	28%
	Agree somewhat	72	41%	840	33%	2699	35%
	Strongly agree	32	18%	310	12%	1023	13%
	Total	177	100%	2541	100%	7614	100%
21 teams utilize expertise to accomplish tasks	Strongly disagree	2	1%	111	4%	309	4%
	Disagree somewhat	12	7%	237	9%	633	8%
	Neither	35	19%	676	26%	1949	25%
	Agree somewhat	96	52%	1165	46%	3501	46%
	Strongly agree	39	21%	365	14%	1269	17%
	Total	184	100%	2554	100%	7661	100%
22 teams accomplish tasks	Strongly disagree	4	2%	118	5%	312	4%
	Disagree somewhat	7	4%	292	11%	710	9%
	Neither	32	17%	661	26%	1978	26%
	Agree somewhat	101	55%	1155	45%	3554	46%
	Strongly agree	40	22%	337	13%	1114	15%
	Total	184	100%	2563	100%	7668	100%

Table 6. Communication and Information Sharing Frequency Distributions

NLC compared with:

Communication and Information Sharing		NLC		Medium 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%
<i>The extent to which...</i>							
23 there is good communication at this institution	Strongly disagree	18	10%	286	14%	791	12%
	Disagree somewhat	27	15%	467	22%	1376	21%
	Neither	31	17%	515	25%	1670	25%
	Agree somewhat	80	43%	650	31%	2140	32%
	Strongly agree	30	16%	175	8%	724	11%
	Total	186	100%	2093	100%	6701	100%
24 campus climate encourages differences of opinion to be aired openly	Strongly disagree	18	10%	307	12%	811	10%
	Disagree somewhat	27	15%	563	22%	1504	19%
	Neither	44	24%	659	25%	2006	25%
	Agree somewhat	63	34%	807	31%	2603	33%
	Strongly agree	31	17%	259	10%	956	12%
	Total	183	100%	2595	100%	7880	100%
25 the administration at this institution shares information with employees in a timely manner	Strongly disagree	19	10%	286	11%	720	9%
	Disagree somewhat	17	9%	461	18%	1238	16%
	Neither	33	18%	663	26%	2037	26%
	Agree somewhat	83	44%	909	35%	2866	36%
	Strongly agree	35	19%	280	11%	1018	13%
	Total	187	100%	2599	100%	7879	100%
26 the information shared by the administration at this institution is useful	Strongly disagree	12	6%	219	8%	521	7%
	Disagree somewhat	18	10%	356	14%	923	12%
	Neither	35	19%	803	31%	2279	29%
	Agree somewhat	83	45%	934	36%	3082	39%
	Strongly agree	38	20%	269	10%	1039	13%
	Total	186	100%	2581	100%	7844	100%

Table 7. Mission Item Mean Comparisons

NLC compared with:

Mission	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>								
1								
employees in this institution share a common definition of its mission	188	3.745	3.549	*	.186	3.562	*	.174
2								
employees are supportive of the mission of this institution	186	4.011	3.797	**	.241	3.814	**	.219
3								
employees take action to fulfill the mission of this institution	186	4.054	3.802	***	.286	3.810	***	.275
4								
there is consensus among employees about the goals of the institution	185	3.476	3.366			3.385		

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

Table 8. Leadership Item Mean Comparisons

NLC compared with:

Leadership	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>								
5 leaders of this institution communicate a clear sense of purpose	187	3.572	3.335	**	.201	3.445		
6 leaders of this institution effectively interact with internal constituents	177	3.508	3.119	***	.335	3.230	**	.246
7 leaders of this institution effectively interact with external constituents	169	3.722	3.343	***	.332	3.476	**	.225
8 leaders of this institution effectively address crises	178	3.635	3.113	***	.424	3.311	***	.274
9 leaders of this institution carefully plan resource allocation	180	3.300	3.162			3.268		

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

Table 9. Decision-Making and Influence Item Mean Comparisons

NLC compared with:

Decision-Making and Influence		NLC		Medium 2-year			NILIE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>									
10	leaders use employee feedback to improve this institution	188	3.309	3.011	**	.245	3.110	*	.167
11	this institution considers employee feedback in decision-making	188	3.255	3.033	*	.184	3.097		
12	employees participate in decision-making	186	3.231	3.072			3.117		
13	employees are made aware of the outcome of decisions	188	3.516	3.192	***	.280	3.304	*	.188

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

Table 10. Policies and Structural Organization Item Mean Comparisons

NLC compared with:

Policies and Structural Organization	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>								
14 institutional policies allow for collaboration	184	3.658	3.311	***	.316	3.411	**	.230
15 the structure of this institution allows for collaboration	188	3.553	3.210	***	.295	3.348	*	.181
16 the structure of this institution fosters innovation	185	3.411	3.146	**	.229	3.291		
17 this institution follows clear processes for recognizing employee achievement	184	3.592	3.163	***	.375	3.275	***	.278
18 institutional policies govern activities at this institution	186	3.720	3.439	***	.261	3.553	*	.165

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

Table 11. Teams and Cooperation Item Mean Comparisons

NLC compared with:

Teams and Cooperation	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>								
19 there is effective collaboration among employees	187	3.417	3.286			3.355		
20 employee expertise is considered when forming teams	177	3.458	3.217	**	.209	3.309		
21 teams utilize expertise to accomplish tasks	184	3.859	3.562	***	.302	3.625	**	.238
22 teams accomplish tasks	184	3.902	3.508	***	.395	3.580	***	.329

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

Table 12. Communication and Information Sharing Item Mean

NLC compared with:

Communication and Information Sharing	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>								
23 there is good communication at this institution	186	3.414	2.981	***	.363	3.094	***	.268
24 campus climate encourages differences of opinion to be aired openly	183	3.339	3.057	**	.238	3.176		
25 the administration at this institution shares information with employees in a timely manner	187	3.524	3.168	***	.304	3.282	**	.210
26 the information shared by the administration at this institution is useful	186	3.629	3.263	***	.336	3.407	**	.207

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

Table 13. Mean Comparisons by Personnel Classification

NLC compared with:

	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
Faculty	90	3.706	3.275	***	.466	3.375	***	.361
Administrator	11	4.148	3.620	*	.652	3.497	*	.739
Staff	83	3.372	3.210			3.341		

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

-- indicates results redacted for confidentiality

Table 14. Mean Comparisons by Race/Ethnicity

NLC compared with:

Please select the race/ethnicity that best describes you:	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
Hispanic or Latino, of any race	58	3.687	3.457			3.423	*	.283
American Indian or Alaska Native, not Hispanic or Latino	0	--						
Asian, not Hispanic or Latino	2	--						
Black, not Hispanic or Latino	27	3.859	3.499			3.582		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	1	--						
White, not Hispanic or Latino	80	3.446	3.280			3.379		
Two or more races, not Hispanic or Latino	14	3.731	3.025	**	.827	3.053	**	.714

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

-- indicates results redacted for confidentiality

Table 15. Mean Comparisons by Employment Status

NLC compared with:

Your status at this institution is:	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
Full-Time	136	3.471	3.221	**	.276	3.298	*	.195
Part-Time	50	3.905	3.565	**	.401	3.629	*	.327

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

-- indicates results redacted for confidentiality

Table 16. Mean Comparisons by Highest Degree Earned

NLC compared with:

What is the highest degree you have earned?	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	0	--						
Doctoral degree (e.g., Ph.D., Ed.D.)	25	3.729	3.433			3.312	*	.429
Master's degree	105	3.616	3.235	***	.420	3.360	**	.286
Bachelor's degree	19	3.478	3.305			3.359		
Associate's degree	20	3.594	3.359			3.429		
High School diploma or GED	13	3.635	3.366			3.533		
No diploma or degree	1	--						

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

-- indicates results redacted for confidentiality

Table 17. Mean Comparisons by Gender

NLC compared with:

What gender are you:	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
Man	65	3.827	3.322	***	.549	3.431	***	.442
Woman	96	3.543	3.347	*	.224	3.432		
Another gender identity	1	--						
I prefer not to respond	21	3.106	2.896			2.875		

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

-- indicates results redacted for confidentiality

Table 18. Mean Comparisons by Years at this Institution

NLC compared with:

How many years have you worked at this institution?	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
5 years or less	85	3.668	3.512			3.597		
6-10 years	64	3.512	3.160	**	.400	3.266	*	.281
11-15 years	17	3.899	3.108	***	.836	3.255	**	.706
16-20 years	6	--						
21-25 years	3	--						
26 years or more	1	--						

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

-- indicates results redacted for confidentiality

Table 19. Mean Comparisons by Years in Higher Education

NLC compared with:

How many years have you worked in higher education?	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
5 years or less	39	3.725	3.548			3.630		
6-10 years	48	3.511	3.252	*	.302	3.363		
11-15 years	26	3.408	3.229			3.317		
16-20 years	26	3.401	3.147			3.256		
21-25 years	23	3.791	3.275	**	.609	3.243	**	.616
26 years or more	17	3.917	3.269	**	.683	3.354	*	.601

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

-- indicates results redacted for confidentiality

Table 20. Mean Comparisons by Age

NLC compared with:

What is your age?	NLC		Medium 2-year			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.571	3.277	***	.324	3.371	**	.226
29 or younger	7	--						
30 - 39	33	3.314	3.420			3.456		
40 - 49	52	3.482	3.310			3.398		
50 - 59	35	3.660	3.376			3.415		
60 or older	37	3.955	3.292	***	.729	3.425	***	.607

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

-- indicates results redacted for confidentiality