



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Stanislaus State
Turlock, California

PACE Demographic Report
Personal Assessment of the College Environment

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Table 1. Demographic Frequency Distributions

Stan State compared with:

Demographic Items	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
1 What is your personnel classification:	Faculty	115	40%	34103	45%	488	44%	3117	48%
	Administrator	43	15%	7515	10%	73	7%	626	10%
	Staff	132	46%	34007	45%	551	50%	2799	43%
	Total	290	100%	75625	100%	1112	100%	6542	100%
2 Please select the race/ethnicity that best describes you:	Hispanic or Latino, of any race	44	15%	10943	15%	121	11%	486	7%
	American Indian or Alaska Native, not Hispanic or Latino	2	1%	564	1%	8	1%	93	1%
	Asian, not Hispanic or Latino	11	4%	1836	2%	58	5%	307	5%
	Black, not Hispanic or Latino	9	3%	6363	9%	43	4%	1456	22%
	Pacific Islander, not Hispanic or Latino	3	1%	797	1%	2	0%	95	1%
	White, not Hispanic or Latino	195	68%	50427	68%	827	75%	3949	59%
	Two or more races, not Hispanic or Latino	22	8%	2850	4%	41	4%	322	5%
	Total	286	100%	73780	100%	1100	100%	6708	100%
3 Your status at this institution is:	Full-Time	250	88%	56353	75%	938	85%	5255	75%
	Part-Time	35	12%	18730	25%	172	15%	1771	25%
	Total	285	100%	75083	100%	1110	100%	7026	100%
4 What is the highest degree you have earned:	First Professional degree	1	0%	1296	2%	92	8%	203	3%
	Doctoral degree	87	30%	6828	9%	292	26%	949	14%
	Master's degree	99	34%	33272	44%	388	35%	2796	40%
	Bachelor's degree	56	19%	16707	22%	228	21%	1454	21%
	Associate's degree	13	4%	10487	14%	44	4%	838	12%
	High School diploma or GED	33	11%	6312	8%	58	5%	678	10%
	No diploma or degree	0	0%	281	0%	2	0%	44	1%
Total	289	100%	75183	100%	1104	100%	6962	100%	

Stan State compared with:

Demographic Items (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
5 What is your gender identity:	Man	83	29%	26516	35%	489	44%	2484	36%
	Woman	189	66%	43120	57%	547	49%	3872	56%
	Another gender identity	0	0%	157	0%	9	1%	28	0%
	I prefer not to respond	15	5%	5319	7%	65	6%	493	7%
	Total	287	100%	75112	100%	1110	100%	6877	100%
6 How many years have you worked at this institution:	5 years or less	127	45%	28531	40%	490	49%	2800	42%
	6-10 years	38	13%	15980	22%	204	21%	1473	22%
	11-15 years	47	17%	11056	16%	129	13%	1056	16%
	16-20 years	33	12%	7154	10%	95	10%	659	10%
	21-25 years	22	8%	4141	6%	35	4%	365	5%
	26 years or more	16	6%	4349	6%	37	4%	294	4%
Total	283	100%	71211	100%	990	100%	6647	100%	
7 How many years have you worked in higher education:	5 years or less	74	26%	18992	26%	242	24%	1775	27%
	6-10 years	51	18%	15515	22%	225	23%	1456	22%
	11-15 years	44	16%	12668	18%	172	17%	1179	18%
	16-20 years	44	16%	9930	14%	150	15%	902	14%
	21-25 years	31	11%	6375	9%	84	8%	617	9%
	26 years or more	39	14%	8310	12%	123	12%	717	11%
Total	283	100%	71790	100%	996	100%	6646	100%	
8 Age:	29 or younger	18	7%	3412	5%	52	6%	348	6%
	30-39	52	19%	11152	17%	169	19%	991	16%
	40-49	61	23%	15707	24%	232	26%	1462	24%
	50-59	78	29%	19604	30%	240	27%	1749	29%
	60 or older	58	22%	15812	24%	211	23%	1549	25%
Total	267	100%	65687	100%	904	100%	6099	100%	

Figure 1. Overall Climate by Personnel Classification

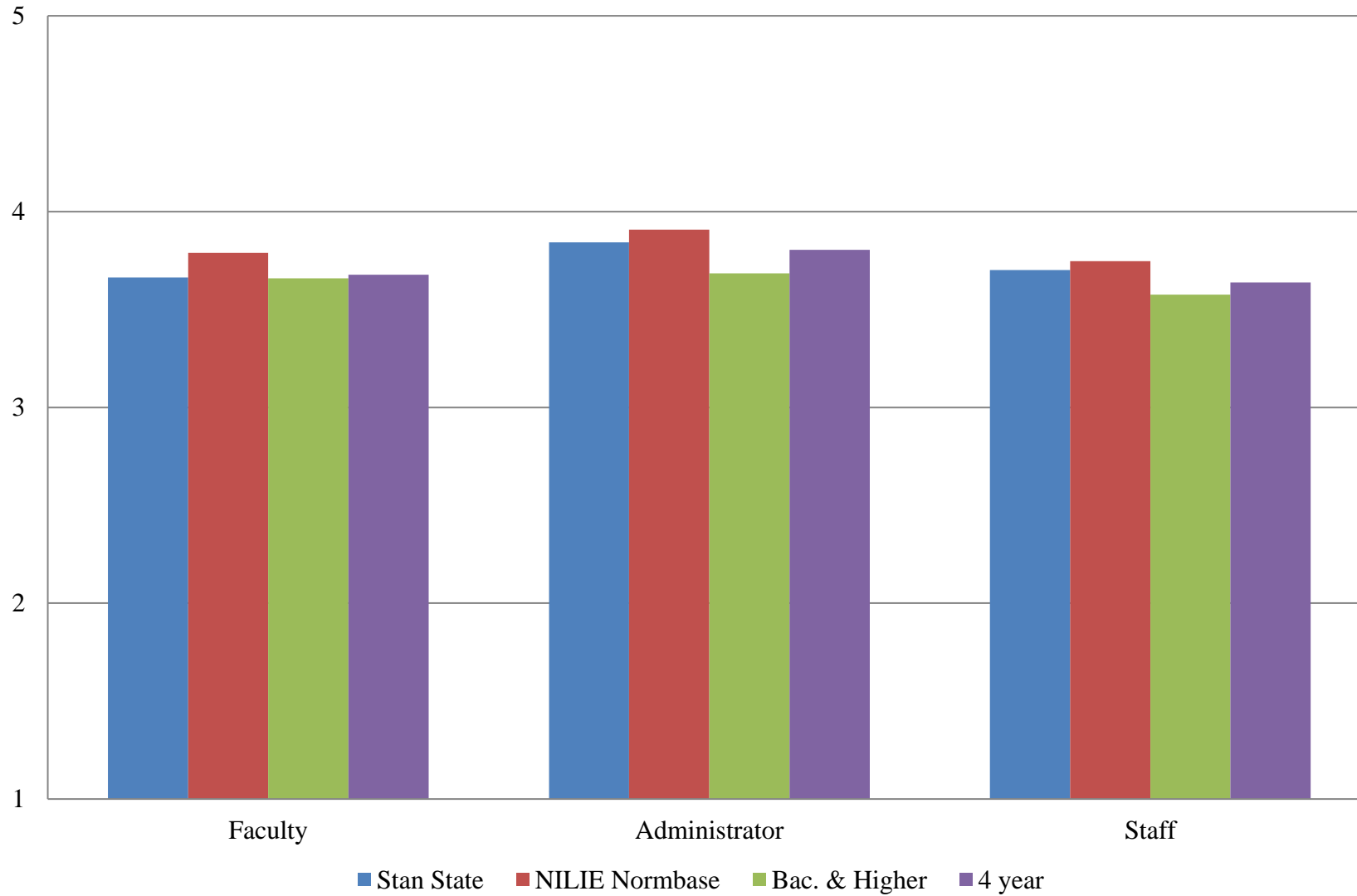


Table 2. Institutional Structure Mean Comparisons by Personnel Classification

Stan State compared with:

What is your personnel classification:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
Faculty	115	3.471	3.483			3.330			3.380		
Administrator	43	3.644	3.629			3.328			3.444		
Staff	132	3.434	3.460			3.212	**	.259	3.299		

Table 3. Student Focus Mean Comparisons by Personnel Classification

Stan State compared with:

What is your personnel classification:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
Faculty	115	3.935	4.077	*	-.213	3.979			3.984		
Administrator	43	3.956	4.096			3.952			3.989		
Staff	132	3.951	4.015			3.820	*	.191	3.869		

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

Table 4. Supervisory Relationships Mean Comparisons by Personnel Classification

Stan State compared with:

What is your personnel classification:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
Faculty	115	3.698	3.838			3.697			3.715		
Administrator	43	3.892	3.984			3.779			3.932		
Staff	132	3.737	3.807			3.695			3.757		

Table 5. Teamwork Mean Comparisons by Personnel Classification

Stan State compared with:

What is your personnel classification:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
Faculty	115	3.562	3.877	***	-.322	3.755			3.735		
Administrator	43	4.031	4.086			3.852			4.078		
Staff	132	3.831	3.835			3.753			3.794		

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

Table 6. Overall Mean Comparisons by Personnel Classification

Stan State compared with:

What is your personnel classification:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
Faculty	115	3.663	3.789			3.659			3.678		
Administrator	43	3.843	3.909			3.684			3.805		
Staff	132	3.701	3.747			3.576			3.637		

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

Figure 2. Overall Climate by Race/Ethnicity

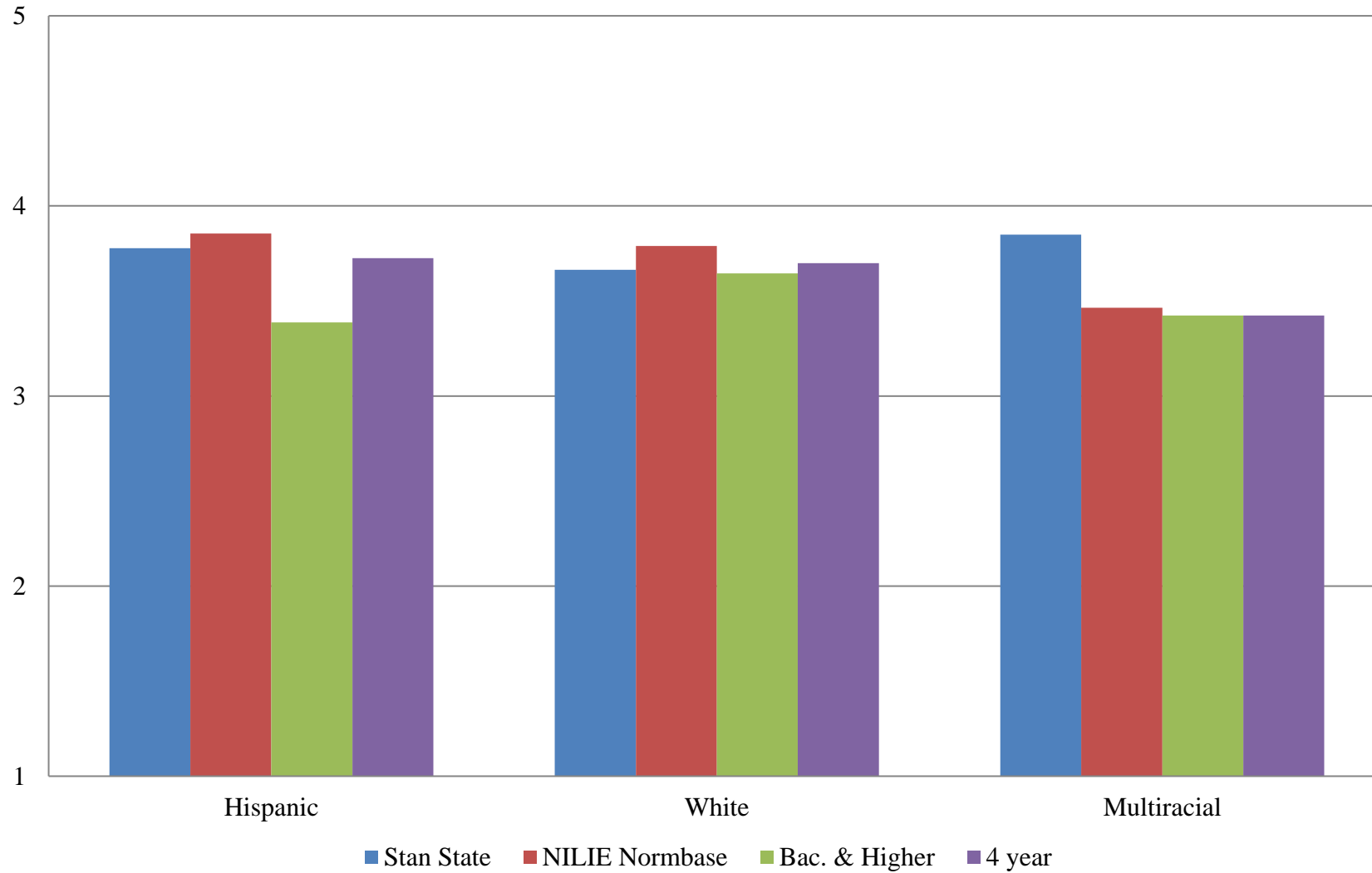


Table 7. Institutional Structure Mean Comparisons by Race/Ethnicity

Stan State compared with:

Please select the race/ethnicity that best describes you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
Hispanic or Latino, of any race	44	3.583	3.625			2.967	**	.655	3.449		
American Indian or Alaska Native, not Hispanic or Latino	2	--									
Asian, not Hispanic or Latino	11	--									
Black, not Hispanic or Latino	9	--									
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	3	--									
White, not Hispanic or Latino	195	3.424	3.480			3.300			3.363		
Two or more races, not Hispanic or Latino	22	3.627	3.085	**	.553	3.007	*	.679	3.031	**	.664

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

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Table 8. Student Focus Mean Comparisons by Race/Ethnicity

Stan State compared with:

Please select the race/ethnicity that best describes you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
Hispanic or Latino, of any race	44	3.985	4.095			3.719			3.911		
American Indian or Alaska Native, not Hispanic or Latino	2	--									
Asian, not Hispanic or Latino	11	--									
Black, not Hispanic or Latino	9	--									
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	3	--									
White, not Hispanic or Latino	195	3.951	4.065	*	-.181	3.921			3.955		
Two or more races, not Hispanic or Latino	22	3.867	3.810			3.690			3.745		

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

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Table 9. Supervisory Relationships Mean Comparisons by Race/Ethnicity

Stan State compared with:

Please select the race/ethnicity that best describes you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
Hispanic or Latino, of any race	44	3.777	3.883			3.447			3.811		
American Indian or Alaska Native, not Hispanic or Latino	2	--									
Asian, not Hispanic or Latino	11	--									
Black, not Hispanic or Latino	9	--									
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	3	--									
White, not Hispanic or Latino	195	3.696	3.850	*	-.174	3.736			3.787		
Two or more races, not Hispanic or Latino	22	3.988	3.536	*	.447	3.524			3.526	*	.458

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

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Table 10. Teamwork Mean Comparisons by Race/Ethnicity

Stan State compared with:

Please select the race/ethnicity that best describes you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
Hispanic or Latino, of any race	44	3.859	3.917			3.706			3.896		
American Indian or Alaska Native, not Hispanic or Latino	2	--									
Asian, not Hispanic or Latino	11	--									
Black, not Hispanic or Latino	9	--									
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	3	--									
White, not Hispanic or Latino	195	3.673	3.897	**	-.233	3.764			3.851	*	-.182
Two or more races, not Hispanic or Latino	22	4.068	3.590	*	.442	3.671			3.550	*	.479

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

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Table 11. Overall Mean Comparisons by Race/Ethnicity

Stan State compared with:

Please select the race/ethnicity that best describes you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
Hispanic or Latino, of any race	44	3.777	3.854			3.387	*	.492	3.725		
American Indian or Alaska Native, not Hispanic or Latino	2	--									
Asian, not Hispanic or Latino	11	--									
Black, not Hispanic or Latino	9	--									
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	3	--									
White, not Hispanic or Latino	195	3.664	3.789	*	-.170	3.644			3.699		
Two or more races, not Hispanic or Latino	22	3.849	3.464	*	.461	3.424	*	.553	3.424	*	.539

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

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Figure 3. Overall Climate by Employment Status

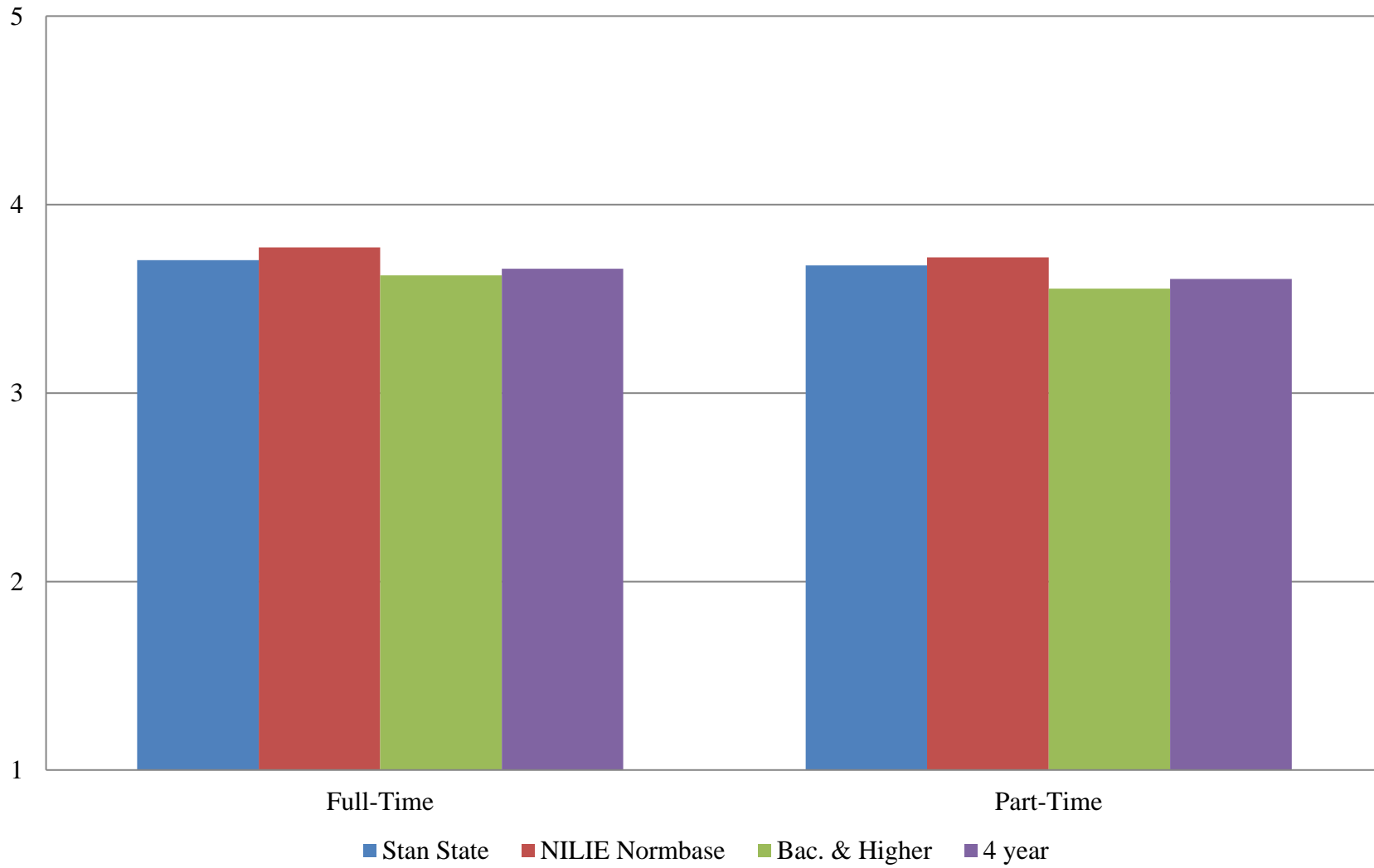


Table 12. Institutional Structure Mean Comparisons by Employment Status

Stan State compared with:

Your status at this institution is:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
Full-Time	250	3.426	3.392			3.177	***	.294	3.234	***	.218
Part-Time	35	3.867	3.750			3.751			3.626		

Table 13. Student Focus Mean Comparisons by Employment Status

Stan State compared with:

Your status at this institution is:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
Full-Time	250	3.931	4.013	*	-.126	3.852			3.884		
Part-Time	35	4.081	4.153			4.092			4.050		

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

Table 14. Supervisory Relationships Mean Comparisons by Employment Status

Stan State compared with:

Your status at this institution is:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
Full-Time	250	3.729	3.786			3.646			3.716		
Part-Time	35	3.898	3.972			4.006			3.821		

Table 15. Teamwork Mean Comparisons by Employment Status

Stan State compared with:

Your status at this institution is:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
Full-Time	250	3.732	3.839			3.719			3.762		
Part-Time	35	3.926	3.982			3.992			3.850		

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

Table 16. Overall Mean Comparisons by Employment Status

Stan State compared with:

Your status at this institution is:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
Full-Time	250	3.678	3.720			3.554	*	.164	3.605		
Part-Time	35	3.939	3.948			3.948			3.822		

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

Figure 4. Overall Climate by Highest Degree Earned

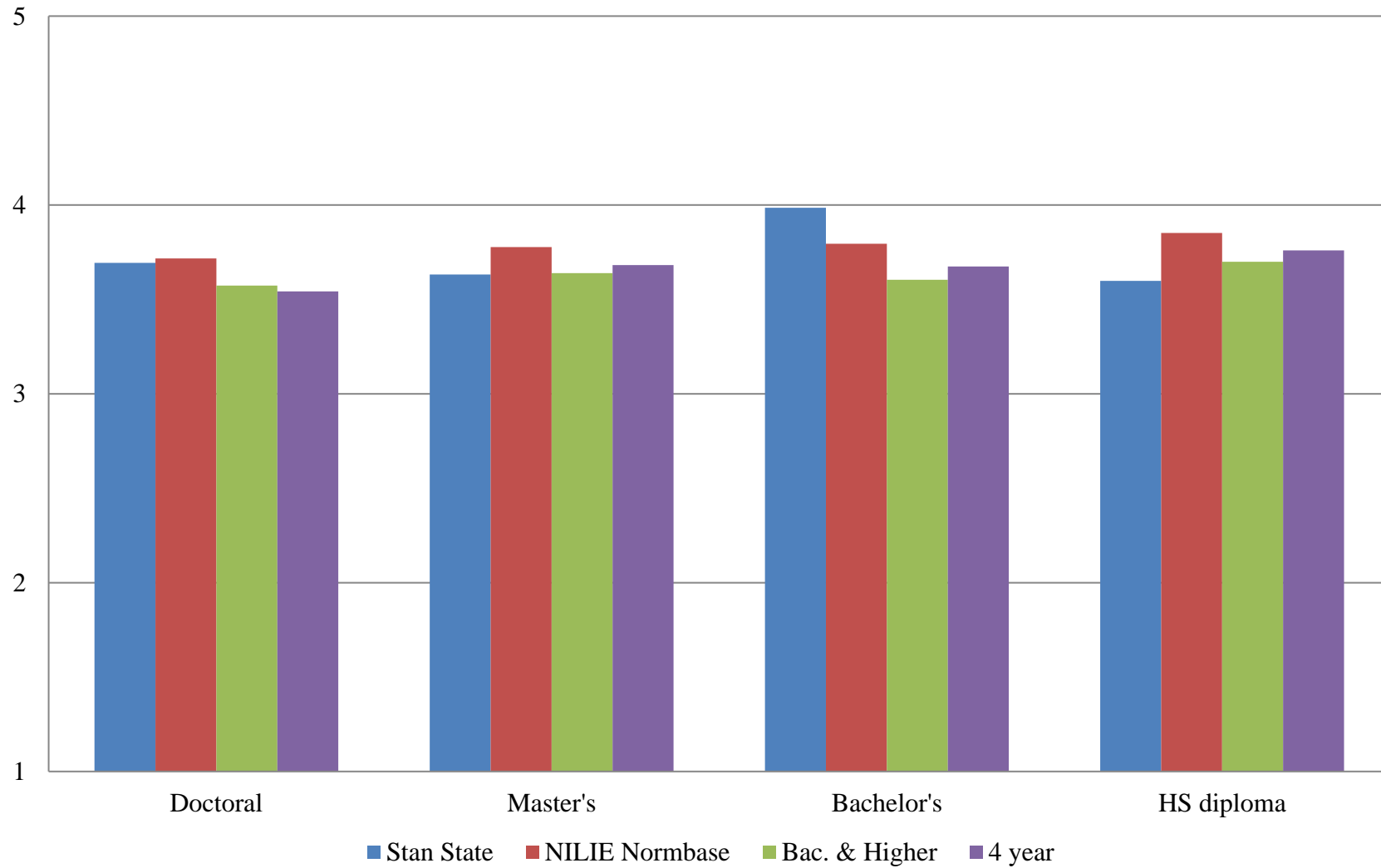


Table 17. Institutional Structure Mean Comparisons by Highest Degree Earned

Stan State compared with:

What is the highest degree you have earned?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	1	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	87	3.509	3.377			3.205	**	.342	3.179	**	.353
Master's degree	99	3.380	3.463			3.287			3.346		
Bachelor's degree	56	3.792	3.508	*	.324	3.257	***	.643	3.344	***	.523
Associate's degree	13	--									
High School diploma or GED	33	3.316	3.633	*	-.368	3.386			3.506		
No diploma or degree	0	--									

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

-- indicates results redacted for confidentiality

Table 18. Student Focus Mean Comparisons by Highest Degree Earned

Stan State compared with:

What is the highest degree you have earned?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	1	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	87	3.916	4.008			3.910			3.867		
Master's degree	99	3.880	4.052	**	-.261	3.892			3.949		
Bachelor's degree	56	4.183	4.049			3.868	***	.521	3.928	**	.402
Associate's degree	13	--									
High School diploma or GED	33	3.864	4.092	*	-.357	3.935			3.951		
No diploma or degree	0	--									

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

-- indicates results redacted for confidentiality

Table 19. Supervisory Relationships Mean Comparisons by Highest Degree Earned

Stan State compared with:

What is the highest degree you have earned?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	1	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	87	3.708	3.785			3.621			3.617		
Master's degree	99	3.695	3.835			3.740			3.767		
Bachelor's degree	56	3.994	3.852			3.725	*	.312	3.764		
Associate's degree	13	--									
High School diploma or GED	33	3.682	3.889			3.783			3.863		
No diploma or degree	0	--									

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

-- indicates results redacted for confidentiality

Table 20. Teamwork Mean Comparisons by Highest Degree Earned

Stan State compared with:

What is the highest degree you have earned?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	1	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	87	3.675	3.844			3.717			3.649		
Master's degree	99	3.654	3.893	*	-.248	3.801			3.806		
Bachelor's degree	56	4.104	3.899			3.710	**	.413	3.824	*	.283
Associate's degree	13	--									
High School diploma or GED	33	3.732	3.881			3.804			3.842		
No diploma or degree	0	--									

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

-- indicates results redacted for confidentiality

Table 21. Overall Mean Comparisons by Highest Degree Earned

Stan State compared with:

What is the highest degree you have earned?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	1	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	87	3.693	3.716			3.573			3.542		
Master's degree	99	3.631	3.777			3.640			3.681		
Bachelor's degree	56	3.985	3.794			3.604	***	.550	3.675	**	.427
Associate's degree	13	--									
High School diploma or GED	33	3.598	3.852			3.699			3.760		
No diploma or degree	0	--									

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

-- indicates results redacted for confidentiality

Figure 5. Overall Climate by Gender

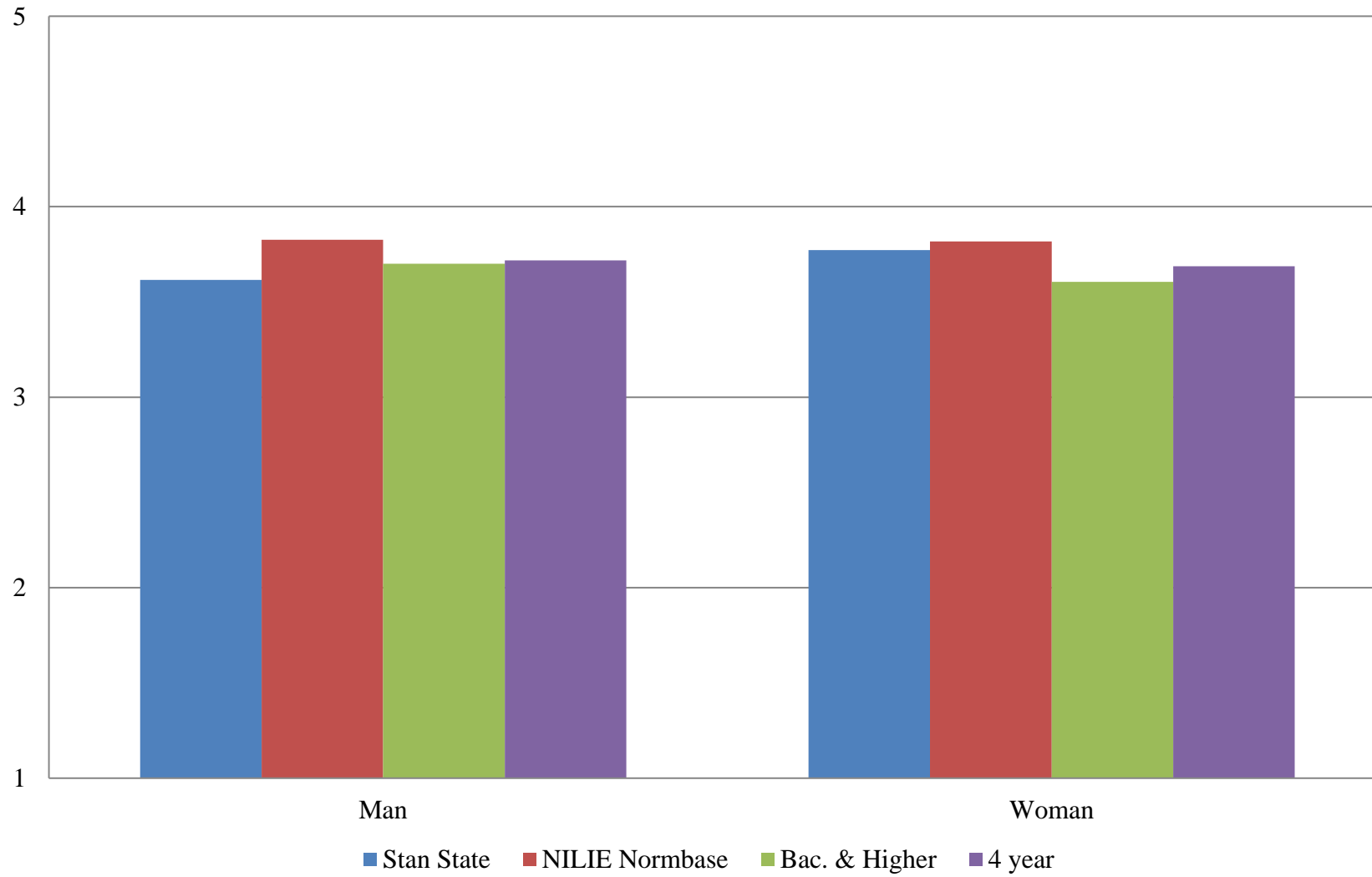


Table 22. Institutional Structure Mean Comparisons by Gender

Stan State compared with:

What gender are you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
Man	83	3.408	3.546			3.366			3.425		
Woman	189	3.539	3.531			3.253	***	.333	3.356	**	.208
Another gender identity	0	--									
I prefer not to respond	15	--									

Table 23. Student Focus Mean Comparisons by Gender

Stan State compared with:

What gender are you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
Man	83	3.859	4.073	**	-.323	3.928			3.960		
Woman	189	3.992	4.081			3.900			3.951		
Another gender identity	0	--									
I prefer not to respond	15	--									

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

-- indicates results redacted for confidentiality

Table 24. Supervisory Relationships Mean Comparisons by Gender

Stan State compared with:

What gender are you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
Man	83	3.658	3.883	*	-.254	3.785			3.784		
Woman	189	3.821	3.872			3.703			3.777		
Another gender identity	0	--									
I prefer not to respond	15	--									

Table 25. Teamwork Mean Comparisons by Gender

Stan State compared with:

What gender are you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
Man	83	3.636	3.934	**	-.318	3.890	*	-.281	3.845	*	-.225
Woman	189	3.823	3.901			3.699			3.803		
Another gender identity	0	--									
I prefer not to respond	15	--									

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

-- indicates results redacted for confidentiality

Table 26. Overall Mean Comparisons by Gender

Stan State compared with:

What gender are you:	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
Man	83	3.616	3.827	*	-.275	3.700			3.717		
Woman	189	3.772	3.817			3.606	*	.219	3.687		
Another gender identity	0	--									
I prefer not to respond	15	--									

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

-- indicates results redacted for confidentiality

Figure 6. Overall Climate by Years at this Institution

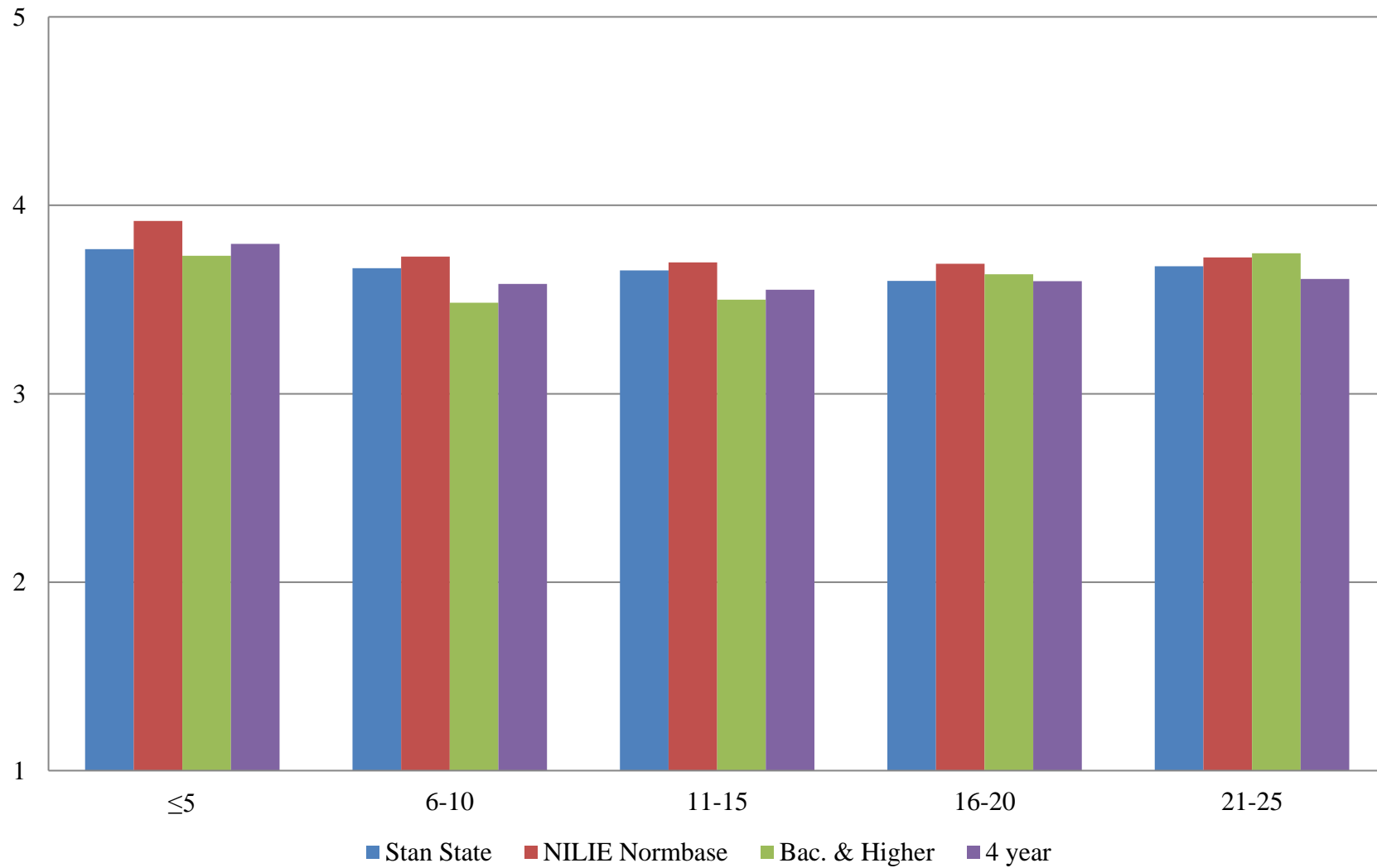


Table 27. Institutional Structure Mean Comparisons by Years at this Institution

Stan State compared with:

How many years have you worked at this institution?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
5 years or less	127	3.598	3.693			3.416	*	.217	3.526		
6-10 years	38	3.456	3.414			3.148	*	.359	3.242		
11-15 years	47	3.351	3.364			3.095			3.191		
16-20 years	33	3.352	3.336			3.213			3.212		
21-25 years	22	3.424	3.370			3.453			3.232		
26 years or more	16	--									

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

-- indicates results redacted for confidentiality

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

Stan State compared with:

How many years have you worked at this institution?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
5 years or less	127	4.021	4.112			3.931			3.983		
6-10 years	38	3.785	4.016	*	-.347	3.784			3.865		
11-15 years	47	3.933	4.019			3.890			3.894		
16-20 years	33	3.852	4.014			3.932			3.920		
21-25 years	22	3.962	4.049			4.039			3.940		
26 years or more	16	--									

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

-- indicates results redacted for confidentiality

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

Stan State compared with:

How many years have you worked at this institution?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
5 years or less	127	3.774	3.972	*	-.227	3.850			3.888		
6-10 years	38	3.774	3.788			3.562			3.668		
11-15 years	47	3.668	3.747			3.549			3.618		
16-20 years	33	3.687	3.749			3.727			3.672		
21-25 years	22	3.678	3.774			3.829			3.690		
26 years or more	16	--									

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

-- indicates results redacted for confidentiality

Table 30. Teamwork Mean Comparisons by Years at this Institution

Stan State compared with:

How many years have you worked at this institution?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
5 years or less	127	3.740	3.987	**	-.264	3.881			3.916	*	-.186
6-10 years	38	3.739	3.822			3.569			3.695		
11-15 years	47	3.808	3.801			3.633			3.654		
16-20 years	33	3.513	3.816			3.881			3.764		
21-25 years	22	3.797	3.865			3.711			3.723		
26 years or more	16	--									

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

-- indicates results redacted for confidentiality

Table 31. Overall Mean Comparisons by Years at this Institution

Stan State compared with:

How many years have you worked at this institution?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
5 years or less	127	3.767	3.917	*	-.201	3.732			3.796		
6-10 years	38	3.667	3.728			3.484			3.582		
11-15 years	47	3.655	3.697			3.500			3.552		
16-20 years	33	3.598	3.689			3.634			3.598		
21-25 years	22	3.676	3.723			3.746			3.610		
26 years or more	16	--									

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

-- indicates results redacted for confidentiality

Figure 7. Overall Climate by Years in Higher Education

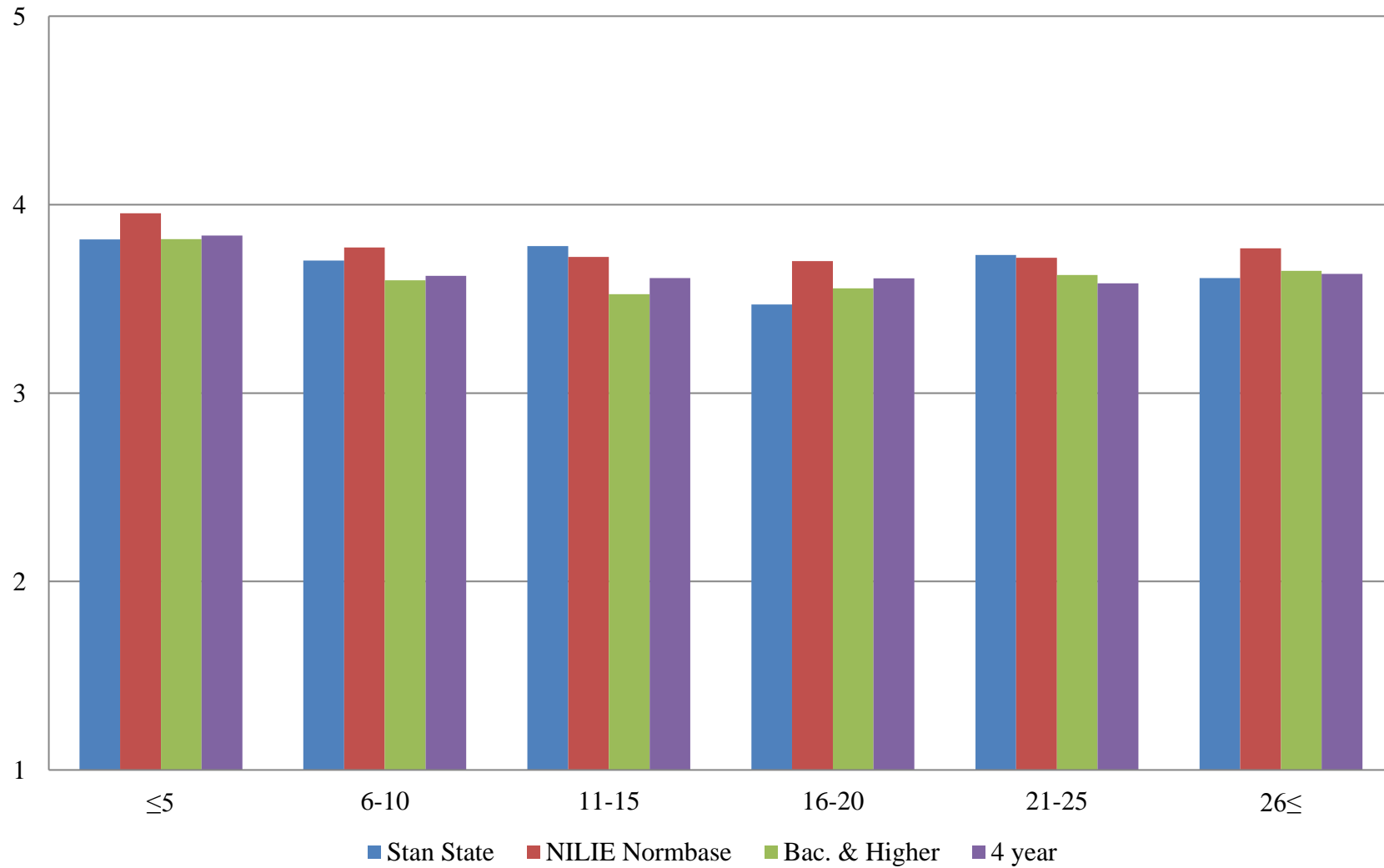


Table 32. Institutional Structure Mean Comparisons by Years in Higher Education

Stan State compared with:

How many years have you worked in higher education?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
5 years or less	74	3.656	3.751			3.537			3.593		
6-10 years	51	3.518	3.482			3.254	*	.315	3.289		
11-15 years	44	3.542	3.405			3.142	**	.500	3.266	*	.317
16-20 years	44	3.198	3.361			3.215			3.246		
21-25 years	31	3.468	3.357			3.246			3.181		
26 years or more	39	3.340	3.426			3.263			3.280		

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

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

Stan State compared with:

How many years have you worked in higher education?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
5 years or less	74	4.097	4.138			3.988			4.004		
6-10 years	51	3.870	4.026			3.812			3.876		
11-15 years	44	3.945	4.027			3.864			3.910		
16-20 years	44	3.750	4.007	**	-.394	3.904			3.931		
21-25 years	31	3.974	4.040			3.920			3.918		
26 years or more	39	3.899	4.070			3.978			3.935		

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

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

Stan State compared with:

How many years have you worked in higher education?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
5 years or less	74	3.790	4.000	*	-.246	3.915			3.920		
6-10 years	51	3.758	3.842			3.749			3.722		
11-15 years	44	3.865	3.771			3.599			3.690		
16-20 years	44	3.529	3.762			3.567			3.680		
21-25 years	31	3.808	3.783			3.775			3.681		
26 years or more	39	3.614	3.829			3.703			3.693		

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

Table 35. Teamwork Mean Comparisons by Years in Higher Education

Stan State compared with:

How many years have you worked in higher education?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
5 years or less	74	3.810	4.012			3.963			3.953		
6-10 years	51	3.748	3.859			3.717			3.737		
11-15 years	44	3.856	3.819			3.675			3.720		
16-20 years	44	3.473	3.820	*	-.353	3.694			3.736		
21-25 years	31	3.783	3.859			3.669			3.721		
26 years or more	39	3.709	3.910			3.841			3.786		

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

Table 36. Overall Mean Comparisons by Years in Higher Education

Stan State compared with:

How many years have you worked in higher education?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
5 years or less	74	3.816	3.954			3.817			3.836		
6-10 years	51	3.703	3.773			3.599			3.622		
11-15 years	44	3.780	3.722			3.524	*	.368	3.611		
16-20 years	44	3.470	3.701	*	-.301	3.556			3.608		
21-25 years	31	3.733	3.718			3.626			3.582		
26 years or more	39	3.610	3.769			3.649			3.632		

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

Figure 8. Overall Climate by Age

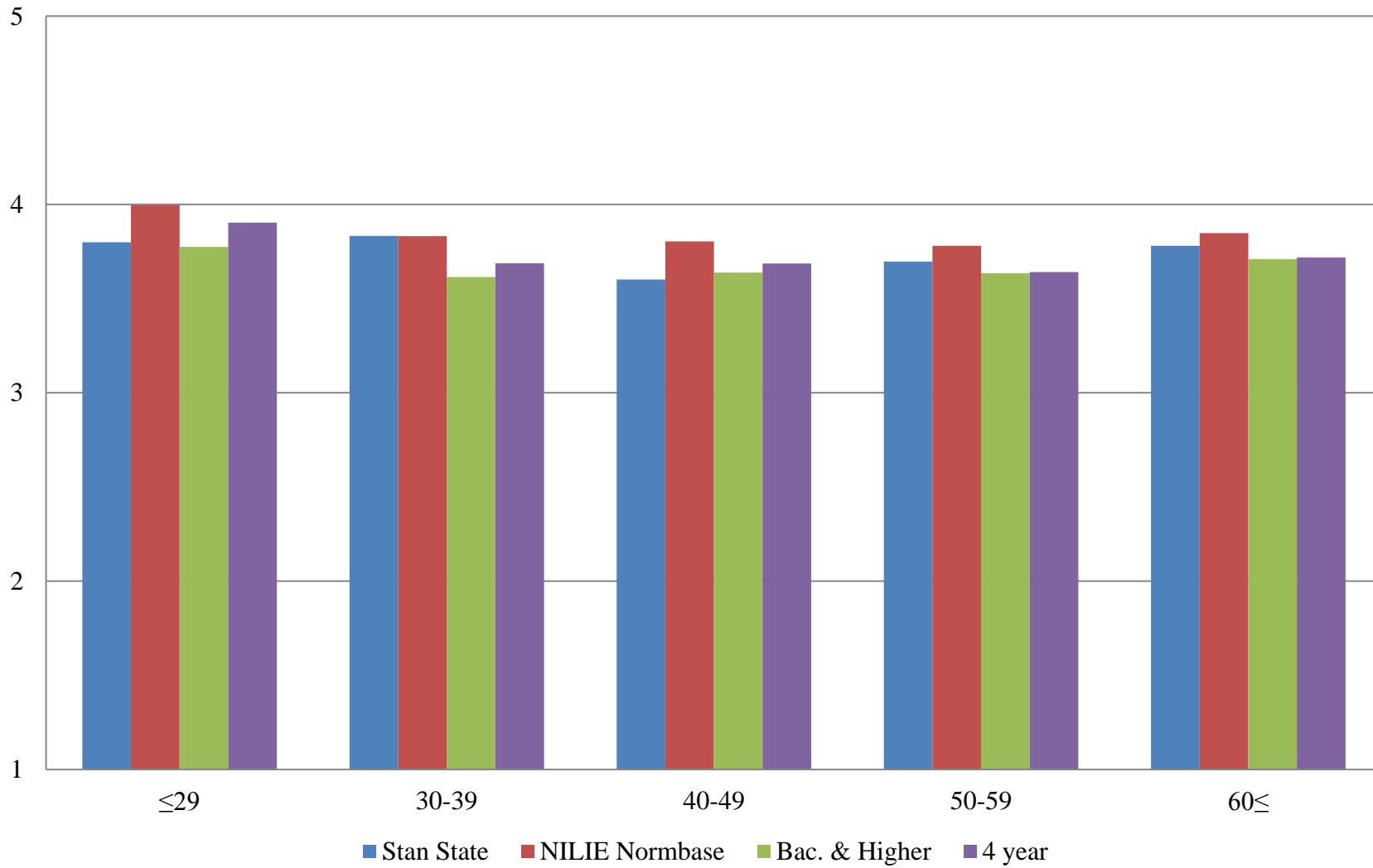


Table 37. Institutional Structure Mean Comparisons by Age

Stan State compared with:

What is your age?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.470	3.479			3.281	***	.219	3.336	**	.151
29 or younger	18	3.560	3.783			3.510			3.657		
30-39	52	3.651	3.548			3.256	**	.475	3.347	*	.360
40-49	61	3.419	3.517			3.267			3.356		
50-59	78	3.435	3.489			3.348			3.325		
60 or older	58	3.557	3.568			3.338			3.408		

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

Table 38. Student Focus Mean Comparisons by Age

Stan State compared with:

What is your age?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.943	4.044	**	-.152	3.896			3.925		
29 or younger	18	4.023	4.139			3.893			4.023		
30-39	52	4.066	4.046			3.763	**	.477	3.896		
40-49	61	3.799	4.058	**	-.397	3.908			3.933		
50-59	78	3.892	4.066	*	-.268	3.958			3.934		
60 or older	58	4.040	4.111			4.009			3.986		

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

Table 39. Supervisory Relationships Mean Comparisons by Age

Stan State compared with:

What is your age?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.774	3.830			3.714			3.745		
29 or younger	18	3.891	4.066			3.876			3.997		
30-39	52	3.814	3.914			3.814			3.819		
40-49	61	3.632	3.863	*	-.258	3.758			3.786		
50-59	78	3.772	3.829			3.634			3.704		
60 or older	58	3.849	3.892			3.804			3.784		

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

Table 40. Teamwork Mean Comparisons by Age

Stan State compared with:

What is your age?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	326	3.741	3.868	*	-.130	3.767			3.780		
29 or younger	18	3.989	4.115			3.981			4.098		
30-39	52	3.882	3.946			3.800			3.853		
40-49	61	3.633	3.898	*	-.274	3.769			3.809		
50-59	78	3.804	3.858			3.724			3.728		
60 or older	58	3.701	3.940			3.829			3.834		

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

Table 41. Overall Mean Comparisons by Age

Stan State compared with:

What is your age?	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	327	3.705	3.772			3.625			3.659		
29 or younger	18	3.800	3.998			3.774			3.904		
30-39	52	3.833	3.831			3.615			3.687		
40-49	61	3.602	3.804	*	-.266	3.638			3.686		
50-59	78	3.697	3.781			3.635			3.641		
60 or older	58	3.780	3.848			3.710			3.719		

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