



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Stanislaus State
Turlock, California

PACE Report

Personal Assessment of the College Environment

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Conducted

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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).

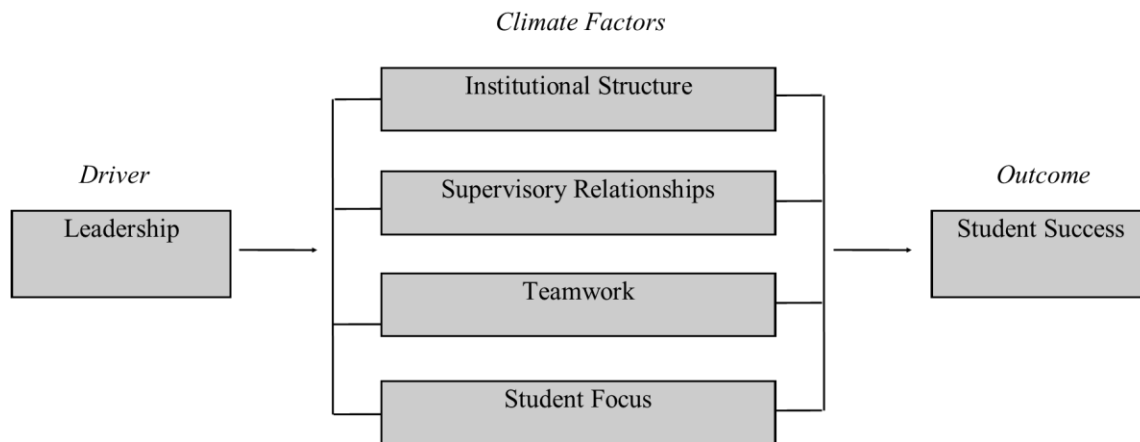
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, 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

Stan State compared with:

Institutional Structure	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	7	2%	2146	3%	30	3%	219	3%
	Dissatisfied	24	7%	7726	10%	137	13%	904	12%
	Neither	61	19%	11613	15%	198	19%	1372	19%
	Satisfied	171	53%	37372	47%	477	46%	3437	47%
	Very satisfied	60	19%	20529	26%	185	18%	1333	18%
	Total	323	100%	79386	100%	1027	100%	7265	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	5%	6615	8%	93	9%	641	9%
	Dissatisfied	70	22%	15647	20%	246	24%	1684	23%
	Neither	65	20%	17183	22%	254	25%	1666	23%
	Satisfied	132	41%	26257	33%	319	31%	2247	31%
	Very satisfied	36	11%	12839	16%	101	10%	934	13%
	Total	319	100%	78541	100%	1013	100%	7172	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	10	3%	2811	4%	61	6%	325	4%
	Dissatisfied	27	8%	5729	7%	155	15%	669	9%
	Neither	62	19%	15035	19%	201	20%	1472	20%
	Satisfied	131	41%	30532	39%	364	36%	2732	38%
	Very satisfied	93	29%	24970	32%	244	24%	2047	28%
	Total	323	100%	79077	100%	1025	100%	7245	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	10	3%	4449	6%	47	5%	457	6%
	Dissatisfied	29	9%	9647	12%	147	14%	1027	14%
	Neither	57	18%	12544	16%	206	20%	1394	19%
	Satisfied	131	41%	29739	38%	411	40%	2768	38%
	Very satisfied	96	30%	22837	29%	213	21%	1625	22%
	Total	323	100%	79216	100%	1024	100%	7271	100%

Stan State compared with:

Institutional Structure (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	28	9%	8686	11%	125	12%	908	12%
	Dissatisfied	68	21%	15625	20%	238	23%	1626	22%
	Neither	77	24%	16652	21%	231	22%	1624	22%
	Satisfied	95	30%	24271	31%	319	31%	2121	29%
	Very satisfied	53	17%	14215	18%	116	11%	1025	14%
	Total		321	100%	79449	100%	1029	100%	7304
11 institutional teams use problem-solving techniques	Very dissatisfied	15	5%	3139	4%	45	5%	338	5%
	Dissatisfied	36	13%	9049	12%	196	21%	987	15%
	Neither	97	35%	22257	30%	313	33%	2324	35%
	Satisfied	102	36%	28582	39%	320	34%	2289	35%
	Very satisfied	31	11%	10214	14%	63	7%	673	10%
	Total		281	100%	73241	100%	937	100%	6611
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	25	8%	8387	11%	117	12%	832	12%
	Dissatisfied	48	16%	13095	18%	194	20%	1407	21%
	Neither	85	29%	21588	29%	310	32%	2122	31%
	Satisfied	96	33%	20886	28%	254	26%	1723	25%
	Very satisfied	41	14%	9892	13%	95	10%	701	10%
	Total		295	100%	73848	100%	970	100%	6785
16 open and ethical communication is practiced at this institution	Very dissatisfied	23	7%	7877	10%	124	12%	776	11%
	Dissatisfied	57	19%	12859	16%	189	19%	1355	19%
	Neither	74	24%	16321	21%	244	24%	1620	23%
	Satisfied	101	33%	26522	34%	337	33%	2367	33%
	Very satisfied	53	17%	14849	19%	123	12%	1058	15%
	Total		308	100%	78428	100%	1017	100%	7176

Stan State compared with:

Institutional Structure (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	37	12%	7276	9%	108	11%	779	11%
	Dissatisfied	43	14%	11522	15%	171	17%	1253	18%
	Neither	77	25%	15856	20%	226	23%	1583	22%
	Satisfied	88	29%	25896	33%	335	34%	2218	31%
	Very satisfied	58	19%	17264	22%	153	15%	1280	18%
	Total	303	100%	77814	100%	993	100%	7113	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	18	6%	7096	9%	108	11%	734	10%
	Dissatisfied	33	11%	12527	16%	174	17%	1346	19%
	Neither	77	25%	15838	20%	237	24%	1617	23%
	Satisfied	119	39%	27455	35%	348	35%	2424	34%
	Very satisfied	55	18%	15207	19%	131	13%	1017	14%
	Total	302	100%	78123	100%	998	100%	7138	100%
29 institution-wide policies guide my work	Very dissatisfied	13	4%	2803	4%	50	5%	293	4%
	Dissatisfied	20	7%	5185	7%	80	8%	541	8%
	Neither	85	29%	18840	25%	283	29%	2012	29%
	Satisfied	123	41%	33449	44%	413	42%	2899	41%
	Very satisfied	57	19%	16518	22%	162	16%	1265	18%
	Total	298	100%	76795	100%	988	100%	7010	100%
32 this institution is appropriately organized	Very dissatisfied	17	6%	6830	9%	94	10%	729	10%
	Dissatisfied	56	19%	14354	19%	234	24%	1545	22%
	Neither	89	30%	17731	23%	250	26%	1829	26%
	Satisfied	98	33%	25639	33%	301	31%	2104	30%
	Very satisfied	33	11%	12237	16%	93	10%	751	11%
	Total	293	100%	76791	100%	972	100%	6958	100%

Stan State compared with:

Institutional Structure (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	39	14%	11153	15%	176	19%	1155	17%
	Dissatisfied	51	18%	11739	16%	167	18%	1242	19%
	Neither	68	24%	18455	25%	234	25%	1761	26%
	Satisfied	73	25%	19716	27%	266	28%	1643	25%
	Very satisfied	56	20%	12135	17%	108	11%	884	13%
	Total	287	100%	73198	100%	951	100%	6685	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	12	4%	4096	5%	62	6%	391	6%
	Dissatisfied	34	11%	9283	12%	129	13%	889	13%
	Neither	53	18%	13419	17%	202	20%	1361	19%
	Satisfied	142	48%	33113	43%	436	44%	3055	43%
	Very satisfied	56	19%	17801	23%	164	17%	1392	20%
	Total	297	100%	77712	100%	993	100%	7088	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	21	7%	5706	7%	102	10%	602	9%
	Dissatisfied	45	15%	9711	13%	153	16%	1041	15%
	Neither	69	23%	17286	23%	242	25%	1718	25%
	Satisfied	105	36%	28704	37%	348	36%	2430	35%
	Very satisfied	54	18%	15141	20%	133	14%	1162	17%
	Total	294	100%	76548	100%	978	100%	6953	100%

Table 2. Student Focus Frequency Distributions

Stan State compared with:

Student Focus	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	6	2%	2952	4%	34	3%	301	4%
	Dissatisfied	31	10%	7919	10%	133	13%	918	13%
	Neither	39	12%	10022	13%	153	15%	1085	15%
	Satisfied	130	40%	29915	38%	411	40%	2780	38%
	Very satisfied	118	36%	28571	36%	295	29%	2192	30%
	Total	324	100%	79379	100%	1026	100%	7276	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	2%	1264	2%	27	3%	127	2%
	Dissatisfied	11	3%	2111	3%	39	4%	235	3%
	Neither	16	5%	5092	6%	77	7%	517	7%
	Satisfied	107	33%	25644	32%	362	35%	2368	33%
	Very satisfied	186	57%	45227	57%	524	51%	4038	55%
	Total	325	100%	79338	100%	1029	100%	7285	100%
17 faculty meet the needs of students	Very dissatisfied	6	2%	1189	2%	16	2%	134	2%
	Dissatisfied	19	7%	4091	6%	70	7%	491	7%
	Neither	60	21%	11684	16%	200	21%	1272	19%
	Satisfied	134	47%	33788	46%	464	48%	3220	47%
	Very satisfied	68	24%	23300	31%	217	22%	1722	25%
	Total	287	100%	74052	100%	967	100%	6839	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	2%	1453	2%	32	3%	160	2%
	Dissatisfied	11	4%	3028	4%	81	8%	380	5%
	Neither	39	13%	11561	15%	154	15%	1134	16%
	Satisfied	135	44%	32605	42%	409	41%	3023	42%
	Very satisfied	118	38%	28835	37%	322	32%	2427	34%
	Total	309	100%	77482	100%	998	100%	7124	100%

Stan State compared with:

Student Focus (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	1%	1037	1%	17	2%	103	2%
	Dissatisfied	13	4%	3145	4%	53	5%	370	5%
	Neither	67	23%	13579	18%	201	20%	1542	23%
	Satisfied	143	49%	36188	49%	479	49%	3284	48%
	Very satisfied	62	21%	20572	28%	236	24%	1541	23%
	Total		289	100%	74521	100%	986	100%	6840
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	1%	1665	2%	18	2%	198	3%
	Dissatisfied	16	5%	4721	6%	60	6%	565	8%
	Neither	52	18%	12511	17%	176	18%	1362	20%
	Satisfied	134	46%	34160	46%	462	48%	3075	45%
	Very satisfied	86	30%	21872	29%	244	25%	1647	24%
	Total		291	100%	74929	100%	960	100%	6847
28 classified personnel meet the needs of students	Very dissatisfied	4	2%	1407	2%	15	2%	147	2%
	Dissatisfied	12	5%	3259	5%	45	5%	397	6%
	Neither	69	26%	15587	22%	231	26%	1522	23%
	Satisfied	116	44%	31506	45%	417	46%	2917	44%
	Very satisfied	61	23%	18441	26%	195	22%	1581	24%
	Total		262	100%	70200	100%	903	100%	6564
31 students receive an excellent education at this institution	Very dissatisfied	3	1%	769	1%	17	2%	99	1%
	Dissatisfied	15	5%	2562	3%	47	5%	327	5%
	Neither	44	15%	9152	12%	161	17%	1085	16%
	Satisfied	146	50%	35091	46%	460	48%	3394	49%
	Very satisfied	82	28%	28482	37%	281	29%	1978	29%
	Total		290	100%	76056	100%	966	100%	6883

Stan State compared with:

Student Focus (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	8	3%	883	1%	16	2%	98	1%
	Dissatisfied	15	5%	2331	3%	55	6%	264	4%
	Neither	71	25%	9743	13%	173	18%	1133	17%
	Satisfied	141	49%	35109	46%	463	49%	3338	49%
	Very satisfied	52	18%	27777	37%	247	26%	2013	29%
	Total	287	100%	75843	100%	954	100%	6846	100%
37 this institution prepares students for further learning	Very dissatisfied	8	3%	895	1%	15	2%	84	1%
	Dissatisfied	15	5%	2355	3%	53	6%	265	4%
	Neither	57	20%	8809	12%	169	18%	1060	15%
	Satisfied	145	51%	36426	48%	462	48%	3452	50%
	Very satisfied	62	22%	27453	36%	260	27%	2012	29%
	Total	287	100%	75938	100%	959	100%	6873	100%
40 students are assisted with their personal development	Very dissatisfied	6	2%	1106	2%	21	2%	124	2%
	Dissatisfied	24	9%	3356	5%	53	6%	416	6%
	Neither	64	24%	14188	20%	219	23%	1573	24%
	Satisfied	124	46%	33923	47%	442	47%	3033	46%
	Very satisfied	53	20%	19951	28%	200	21%	1467	22%
	Total	271	100%	72524	100%	935	100%	6613	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	699	1%	8	1%	91	1%
	Dissatisfied	9	3%	2390	3%	34	4%	343	5%
	Neither	69	26%	13627	19%	222	25%	1591	25%
	Satisfied	150	56%	38431	54%	501	56%	3366	53%
	Very satisfied	38	14%	15713	22%	131	15%	997	16%
	Total	270	100%	70860	100%	896	100%	6388	100%

Table 3. Supervisory Relationships Frequency Distributions

Stan State compared with:

Supervisory Relationships	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	14	4%	2747	3%	52	5%	310	4%
	Dissatisfied	24	7%	4947	6%	70	7%	511	7%
	Neither	34	11%	7194	9%	106	10%	735	10%
	Satisfied	78	24%	23137	29%	306	30%	2086	29%
	Very satisfied	171	53%	41202	52%	484	48%	3604	50%
	Total	321	100%	79227	100%	1018	100%	7246	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	25	8%	4284	5%	69	7%	440	6%
	Dissatisfied	26	8%	5976	8%	83	8%	533	7%
	Neither	30	9%	8300	10%	102	10%	843	12%
	Satisfied	82	25%	21916	28%	292	29%	2042	28%
	Very satisfied	161	50%	38854	49%	477	47%	3423	47%
	Total	324	100%	79330	100%	1023	100%	7281	100%
12 positive work expectations are communicated to me	Very dissatisfied	18	6%	3785	5%	61	6%	390	5%
	Dissatisfied	28	9%	8267	11%	127	13%	876	12%
	Neither	61	20%	13053	17%	185	18%	1336	19%
	Satisfied	122	40%	33193	42%	442	44%	2939	41%
	Very satisfied	78	25%	19981	26%	193	19%	1600	22%
	Total	307	100%	78279	100%	1008	100%	7141	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	17	6%	2661	4%	50	6%	299	5%
	Dissatisfied	24	9%	5563	8%	98	11%	586	9%
	Neither	88	33%	17482	24%	247	27%	1780	27%
	Satisfied	92	34%	31224	44%	373	41%	2708	42%
	Very satisfied	46	17%	14435	20%	134	15%	1120	17%
	Total	267	100%	71365	100%	902	100%	6493	100%

Stan State compared with:

Supervisory Relationships (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	22	7%	4650	6%	71	7%	474	7%
	Dissatisfied	36	12%	7889	10%	137	14%	876	12%
	Neither	64	21%	14467	19%	203	20%	1472	21%
	Satisfied	109	35%	30151	39%	389	39%	2655	37%
	Very satisfied	77	25%	20829	27%	207	21%	1660	23%
	Total	308	100%	77986	100%	1007	100%	7137	100%
21 I receive appropriate feedback for my work	Very dissatisfied	19	6%	4009	5%	59	6%	400	6%
	Dissatisfied	29	10%	7866	10%	131	13%	866	12%
	Neither	55	18%	13548	17%	195	20%	1424	20%
	Satisfied	130	43%	31788	41%	417	42%	2766	39%
	Very satisfied	71	23%	20724	27%	198	20%	1666	23%
	Total	304	100%	77935	100%	1000	100%	7122	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	25	8%	5446	7%	86	9%	597	8%
	Dissatisfied	25	8%	7222	9%	100	10%	748	11%
	Neither	59	20%	12652	16%	154	15%	1235	18%
	Satisfied	88	29%	24934	32%	308	31%	2166	31%
	Very satisfied	105	35%	26709	35%	346	35%	2280	32%
	Total	302	100%	76963	100%	994	100%	7026	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	24	8%	5165	7%	77	8%	548	8%
	Dissatisfied	27	9%	6389	8%	88	9%	631	9%
	Neither	43	14%	11902	15%	138	14%	1149	16%
	Satisfied	90	30%	24719	32%	318	32%	2178	31%
	Very satisfied	117	39%	28765	37%	373	38%	2503	36%
	Total	301	100%	76940	100%	994	100%	7009	100%

Stan State compared with:

Supervisory Relationships (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	13	4%	3485	5%	55	6%	363	5%
	Dissatisfied	29	10%	7199	9%	115	12%	820	12%
	Neither	76	26%	16443	21%	237	24%	1685	24%
	Satisfied	125	42%	32373	42%	420	42%	2771	39%
	Very satisfied	54	18%	17684	23%	169	17%	1404	20%
	Total		297	100%	77184	100%	996	100%	7043
34 my supervisor helps me to improve my work	Very dissatisfied	25	9%	4711	6%	72	7%	506	7%
	Dissatisfied	26	9%	6624	9%	115	12%	728	10%
	Neither	67	23%	14005	18%	201	21%	1409	20%
	Satisfied	104	36%	25992	34%	315	33%	2293	33%
	Very satisfied	70	24%	25217	33%	263	27%	2022	29%
	Total		292	100%	76549	100%	966	100%	6958
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	4%	3546	5%	61	6%	346	5%
	Dissatisfied	11	4%	4637	6%	67	7%	464	7%
	Neither	51	17%	9999	13%	112	11%	926	13%
	Satisfied	101	35%	29066	38%	378	38%	2621	37%
	Very satisfied	116	40%	30048	39%	369	37%	2693	38%
	Total		292	100%	77296	100%	987	100%	7050
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	12	4%	4569	6%	68	7%	432	6%
	Dissatisfied	21	7%	7559	10%	102	10%	754	11%
	Neither	60	20%	14991	20%	176	18%	1433	21%
	Satisfied	133	45%	30730	40%	431	44%	2813	40%
	Very satisfied	71	24%	18816	25%	210	21%	1552	22%
	Total		297	100%	76665	100%	987	100%	6984

Stan State compared with:

Supervisory Relationships (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	23	8%	4431	6%	73	7%	465	7%
	Dissatisfied	40	13%	7043	9%	104	11%	691	10%
	Neither	61	21%	11827	15%	150	15%	1155	16%
	Satisfied	107	36%	29815	39%	388	39%	2713	39%
	Very satisfied	66	22%	23884	31%	269	27%	1980	28%
Total		297	100%	77000	100%	984	100%	7004	100%

Table 4. Teamwork Frequency Distributions

Stan State compared with:

Teamwork	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	24	7%	3813	5%	52	5%	411	6%
	Dissatisfied	36	11%	8200	10%	131	13%	853	12%
	Neither	30	9%	8664	11%	104	10%	819	11%
	Satisfied	116	36%	26599	34%	363	35%	2337	32%
	Very satisfied	118	36%	31563	40%	377	37%	2815	39%
	Total	324	100%	78839	100%	1027	100%	7235	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	17	6%	2441	3%	34	4%	271	4%
	Dissatisfied	23	8%	5442	7%	103	11%	603	9%
	Neither	54	19%	12310	16%	172	18%	1238	18%
	Satisfied	116	40%	31973	42%	427	44%	2812	41%
	Very satisfied	79	27%	23110	31%	232	24%	1926	28%
	Total	289	100%	75276	100%	968	100%	6850	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	18	6%	4155	5%	62	6%	430	6%
	Dissatisfied	32	11%	7439	10%	91	9%	742	11%
	Neither	53	18%	11031	14%	138	14%	1091	16%
	Satisfied	118	39%	30115	39%	410	42%	2723	39%
	Very satisfied	78	26%	23973	31%	281	29%	2003	29%
	Total	299	100%	76713	100%	982	100%	6989	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	24	8%	4277	6%	76	8%	475	7%
	Dissatisfied	29	10%	6945	9%	95	10%	686	10%
	Neither	40	14%	10712	14%	124	13%	1043	15%
	Satisfied	119	40%	28887	38%	389	40%	2595	37%
	Very satisfied	83	28%	25478	33%	285	29%	2133	31%
	Total	295	100%	76299	100%	969	100%	6932	100%

Stan State compared with:

Teamwork (continued)	Response Option	Stan State		NILIE Normbase		Bac. & Higher		4 year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	17	6%	2678	4%	44	5%	278	4%
	Dissatisfied	20	7%	5237	7%	75	8%	582	9%
	Neither	54	19%	12510	17%	180	19%	1287	19%
	Satisfied	131	45%	32009	43%	450	47%	2868	42%
	Very satisfied	68	23%	22449	30%	206	22%	1773	26%
	Total	290	100%	74883	100%	955	100%	6788	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	30	10%	4929	6%	73	7%	543	8%
	Dissatisfied	25	8%	7254	9%	111	11%	718	10%
	Neither	35	12%	9664	12%	117	12%	909	13%
	Satisfied	113	38%	27742	36%	380	39%	2542	36%
	Very satisfied	95	32%	27774	36%	302	31%	2328	33%
	Total	298	100%	77363	100%	983	100%	7040	100%

Table 5. Climate Factor Mean Comparisons

Stan State compared with:

Climate Factor	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		
Institutional Structure	327	3.470	3.479			3.281	***	.219	3.336	**	.151
Student Focus	327	3.943	4.044	**	-.152	3.896			3.925		
Supervisory Relationships	326	3.774	3.830			3.714			3.745		
Teamwork	326	3.741	3.868	*	-.130	3.767			3.780		

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

Figure 1. Means by Comparison Group and Climate Factor

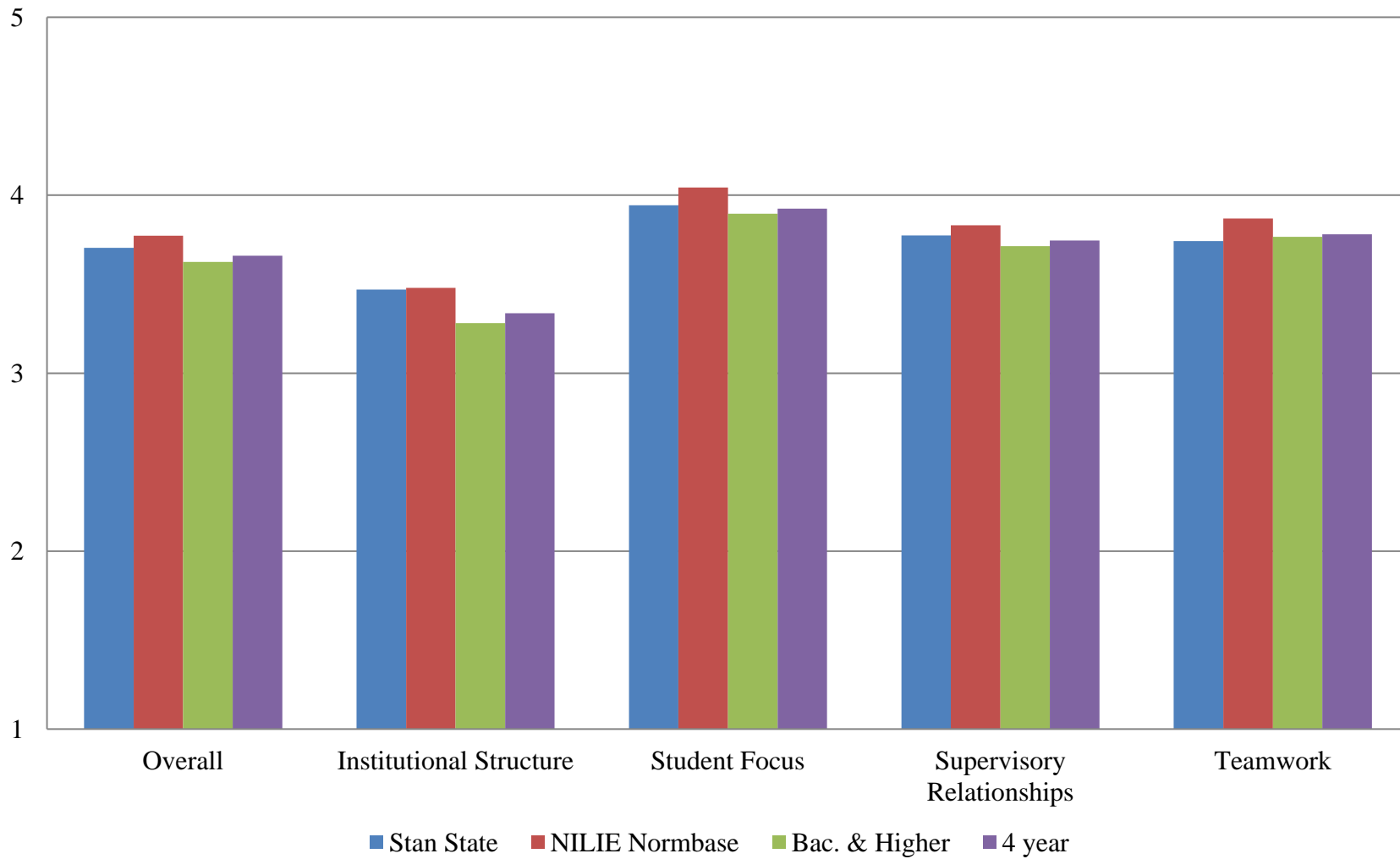


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>Stan State compared with:</i>										
		Stan State		NILIE Normbase			Bac. & Higher			4 year		
		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	323	3.783	3.837			3.633	*	.152	3.655	*	.127
4	decisions are made at the appropriate level at this institution	319	3.320	3.294			3.088	**	.204	3.160	*	.135
5	the institution effectively promotes diversity in the workplace	323	3.836	3.874			3.561	***	.240	3.760		
6	administrative leadership is focused on meeting the needs of students	323	3.848	3.718	*	.112	3.582	***	.244	3.561	***	.248
10	information is shared within the institution	321	3.240	3.248			3.061	*	.147	3.100	*	.112
11	institutional teams use problem-solving techniques	281	3.349	3.460			3.171	**	.179	3.298		
15	I am able to appropriately influence the direction of this institution	295	3.271	3.146			3.016	***	.221	3.008	***	.225
16	open and ethical communication is practiced at this institution	308	3.338	3.352			3.144	*	.161	3.220		
22	this institution has been successful in positively motivating my performance	303	3.287	3.441	*	-.124	3.256			3.277		
25	a spirit of cooperation exists at this institution	302	3.530	3.399			3.220	***	.264	3.230	***	.249
29	institution-wide policies guide my work	298	3.641	3.725			3.564			3.614		
32	this institution is appropriately organized	293	3.253	3.288			3.067	*	.164	3.087	*	.142
38	I have the opportunity for advancement within this institution	287	3.195	3.136			2.961	**	.181	2.979	**	.168
41	I receive adequate information regarding important activities at this institution	297	3.660	3.659			3.515	*	.134	3.588		
44	my work is guided by clearly defined administrative processes	294	3.429	3.495			3.263	*	.140	3.361		

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

Table 7. Student Focus Item Mean Comparisons

Stan State compared with:

Student Focus	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	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	324	3.997	3.923			3.780	**	.201	3.776	***	.197
8 I feel my job is relevant to this institution's mission	325	4.409	4.405			4.280	*	.140	4.367		
17 faculty meet the needs of students	287	3.833	3.998	**	-.181	3.823			3.863		
18 student ethnic and cultural diversity are important at this institution	309	4.126	4.089			3.910	**	.214	4.007	*	.124
19 students' competencies are enhanced	289	3.851	3.968	*	-.134	3.876			3.846		
23 non-teaching professional personnel meet the needs of students	291	3.976	3.932			3.890			3.790	**	.188
28 classified personnel meet the needs of students	262	3.832	3.888			3.811			3.821		
31 students receive an excellent education at this institution	290	3.997	4.156	**	-.192	3.974			3.992		
35 this institution prepares students for a career	287	3.746	4.141	***	-.472	3.912	**	-.184	4.008	***	-.304
37 this institution prepares students for further learning	287	3.829	4.148	***	-.385	3.937			4.025	***	-.231
40 students are assisted with their personal development	271	3.716	3.941	***	-.253	3.799			3.802		
42 students are satisfied with their educational experience at this institution	270	3.774	3.932	**	-.199	3.796			3.757		

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

Table 8. Supervisory Relationships Item Mean Comparisons

Stan State compared with:

Supervisory Relationships	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	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	321	4.146	4.200			4.081			4.127		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	324	4.012	4.072			4.002			4.027		
12 positive work expectations are communicated to me	307	3.697	3.732			3.574			3.628		
13 unacceptable behaviors are identified and communicated to me	267	3.472	3.690	***	-.218	3.491			3.580		
20 I receive timely feedback for my work	308	3.594	3.700			3.520			3.582		
21 I receive appropriate feedback for my work	304	3.674	3.736			3.564			3.622		
26 my supervisor actively seeks my ideas	302	3.738	3.783			3.732			3.681		
27 my supervisor seriously considers my ideas	301	3.827	3.852			3.827			3.779		
30 work outcomes are clarified for me	297	3.599	3.694			3.535			3.573		
34 my supervisor helps me to improve my work	292	3.575	3.789	**	-.182	3.602			3.661		
39 I am given the opportunity to be creative in my work	292	4.014	4.002			3.939			3.972		
45 I have the opportunity to express my ideas in appropriate forums	297	3.774	3.674			3.621	*	.138	3.616	*	.142
46 professional development and training opportunities are available	297	3.515	3.801	***	-.250	3.687	*	-.144	3.721	**	-.176

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

Table 9. Teamwork Item Mean Comparisons

Stan State compared with:

Teamwork	Stan State		NILIE Normbase			Bac. & Higher			4 year		
	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	324	3.827	3.937			3.859			3.870		
14 my primary work team uses problem-solving techniques	289	3.751	3.902	*	-.148	3.744			3.806		
24 there is an opportunity for all ideas to be exchanged within my work team	299	3.689	3.812			3.771			3.734		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	295	3.705	3.843	*	-.120	3.735			3.754		
36 my work team coordinates its efforts with appropriate individuals and teams	290	3.734	3.886	*	-.147	3.732			3.777		
43 a spirit of cooperation exists in my department	298	3.732	3.855			3.740			3.766		

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