

**NC STATE  
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## **PACE CAMPUS CLIMATE SURVEY**

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

# **Illinois Valley Community College**

Oglesby, Illinois

### **PACE Report**

PACE Climate Survey for Community Colleges

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**Conducted**

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## **PACE Literature Review**

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially, climate is a subset of an organization's culture, emerging from the assumptions made about the underlying value system and finding expression through members' attitudes and actions (Baker et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they perceive a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker et al., 1992).

Thus, the mission of the PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act as a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus:

- Institutional Structure focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution.
- Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees' abilities to be creative and express ideas related to their work.
- The Teamwork climate factor explores the spirit of cooperation that exists within teams.
- The Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas to improve. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

## References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.  
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

**Table 1. Institutional Structure Frequency Distributions**

*IVCC compared with:*

Institutional Structure	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>1</b> The actions of this institution reflect its mission	Strongly Disagree	1	1%	1429	3%	9	5%	339	2%
	Disagree	13	7%	4745	9%	29	16%	1322	8%
	Neither	14	8%	7159	13%	37	20%	1987	12%
	Agree	91	52%	25112	47%	78	42%	7751	49%
	Strongly Agree	55	32%	15124	28%	31	17%	4556	29%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>53569</b>	<b>100%</b>	<b>184</b>	<b>100%</b>	<b>15955</b>	<b>100%</b>
<b>4</b> Decisions are made at the appropriate level at this institution	Strongly Disagree	3	2%	4007	8%	21	11%	1030	7%
	Disagree	27	16%	9904	19%	44	24%	2741	17%
	Neither	37	22%	11589	22%	38	21%	3303	21%
	Agree	79	46%	18000	34%	50	27%	5734	36%
	Strongly Agree	25	15%	9410	18%	30	16%	2968	19%
	<b>Total</b>	<b>171</b>	<b>100%</b>	<b>52910</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>15776</b>	<b>100%</b>
<b>5</b> The institution effectively promotes diversity in the workplace	Strongly Disagree	2	1%	1998	4%	18	10%	573	4%
	Disagree	14	8%	4386	8%	22	12%	1376	9%
	Neither	28	17%	9598	18%	46	25%	3038	19%
	Agree	77	46%	19838	37%	57	31%	6138	39%
	Strongly Agree	48	28%	17336	33%	42	23%	4683	30%
	<b>Total</b>	<b>169</b>	<b>100%</b>	<b>53156</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>15808</b>	<b>100%</b>
<b>6</b> Institutional leadership is focused on meeting the needs of students	Strongly Disagree	0	0%	2420	5%	15	8%	666	4%
	Disagree	13	7%	5237	10%	28	15%	1542	10%
	Neither	17	10%	7061	13%	39	21%	1972	12%
	Agree	69	40%	20392	38%	61	33%	6226	39%
	Strongly Agree	75	43%	18196	34%	42	23%	5508	35%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>53306</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>15914</b>	<b>100%</b>

*IVCC compared with:*

Institutional Structure (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>10</b> Information is shared within this institution	Strongly Disagree	9	5%	5212	10%	38	20%	1555	10%
	Disagree	23	13%	9542	18%	42	22%	2910	18%
	Neither	31	18%	10782	20%	37	20%	3193	20%
	Agree	78	44%	17266	32%	42	22%	5137	32%
	Strongly Agree	35	20%	10762	20%	28	15%	3169	20%
	<b>Total</b>	<b>176</b>	<b>100%</b>	<b>53564</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>15964</b>	<b>100%</b>
<b>11</b> Institutional teams use problem-solving techniques	Strongly Disagree	1	1%	1774	4%	13	8%	450	3%
	Disagree	21	13%	5367	11%	30	17%	1512	10%
	Neither	44	27%	13810	28%	57	33%	4008	27%
	Agree	71	44%	20379	41%	54	31%	6422	43%
	Strongly Agree	25	15%	8080	16%	18	10%	2442	16%
	<b>Total</b>	<b>162</b>	<b>100%</b>	<b>49410</b>	<b>100%</b>	<b>172</b>	<b>100%</b>	<b>14834</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Strongly Disagree	10	6%	5417	11%	25	14%	1402	9%
	Disagree	26	16%	8686	17%	33	19%	2427	16%
	Neither	53	33%	14070	28%	52	30%	4174	28%
	Agree	54	33%	14398	29%	43	25%	4637	31%
	Strongly Agree	20	12%	7265	15%	22	13%	2312	15%
	<b>Total</b>	<b>163</b>	<b>100%</b>	<b>49836</b>	<b>100%</b>	<b>175</b>	<b>100%</b>	<b>14952</b>	<b>100%</b>
<b>16</b> Open and ethical communication is practiced at this institution	Strongly Disagree	6	3%	4511	9%	27	15%	1314	8%
	Disagree	17	10%	7746	15%	42	23%	2329	15%
	Neither	37	21%	10757	20%	37	20%	3181	20%
	Agree	77	45%	18517	35%	46	25%	5554	35%
	Strongly Agree	36	21%	11196	21%	33	18%	3399	22%
	<b>Total</b>	<b>173</b>	<b>100%</b>	<b>52727</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>15777</b>	<b>100%</b>

N/A indicates survey item previously unavailable

*IVCC compared with:*

Institutional Structure (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>22</b> This institution has been successful in positively motivating my performance	Strongly Disagree	9	5%	4648	9%	20	11%	1231	8%
	Disagree	17	10%	7462	14%	32	18%	2181	14%
	Neither	34	20%	10614	20%	43	24%	3069	20%
	Agree	70	42%	17305	33%	51	28%	5387	34%
	Strongly Agree	38	23%	12262	23%	36	20%	3774	24%
	<b>Total</b>	<b>168</b>	<b>100%</b>	<b>52291</b>	<b>100%</b>	<b>182</b>	<b>100%</b>	<b>15642</b>	<b>100%</b>
<b>25</b> A spirit of cooperation exists at this institution	Strongly Disagree	4	2%	3935	8%	26	14%	1113	7%
	Disagree	19	11%	7270	14%	39	21%	2233	14%
	Neither	29	17%	9743	19%	36	20%	2918	19%
	Agree	81	48%	19691	38%	51	28%	5877	38%
	Strongly Agree	35	21%	11696	22%	30	16%	3531	23%
	<b>Total</b>	<b>168</b>	<b>100%</b>	<b>52335</b>	<b>100%</b>	<b>182</b>	<b>100%</b>	<b>15672</b>	<b>100%</b>
<b>29</b> Institution-wide policies guide my work	Strongly Disagree	1	1%	1567	3%	7	4%	404	3%
	Disagree	9	5%	3078	6%	10	6%	908	6%
	Neither	26	15%	10646	21%	53	29%	3184	21%
	Agree	95	55%	22964	44%	79	44%	7009	45%
	Strongly Agree	41	24%	13361	26%	32	18%	3976	26%
	<b>Total</b>	<b>172</b>	<b>100%</b>	<b>51616</b>	<b>100%</b>	<b>181</b>	<b>100%</b>	<b>15481</b>	<b>100%</b>
<b>32</b> This institution is appropriately organized	Strongly Disagree	4	2%	4627	9%	19	11%	1114	7%
	Disagree	25	15%	9429	18%	36	20%	2739	18%
	Neither	42	25%	11874	23%	50	28%	3575	23%
	Agree	71	43%	16593	32%	54	30%	5261	34%
	Strongly Agree	24	14%	8709	17%	19	11%	2675	17%
	<b>Total</b>	<b>166</b>	<b>100%</b>	<b>51232</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>15364</b>	<b>100%</b>

N/A indicates survey item previously unavailable

*IVCC compared with:*

Institutional Structure (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>38</b> I have the opportunity for advancement within this institution	Strongly Disagree	10	6%	6786	14%	23	15%	1791	12%
	Disagree	26	17%	7756	16%	23	15%	2352	16%
	Neither	40	26%	11862	24%	51	32%	3802	26%
	Agree	52	34%	13380	27%	38	24%	4006	28%
	Strongly Agree	27	17%	9164	19%	23	15%	2536	18%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>48948</b>	<b>100%</b>	<b>158</b>	<b>100%</b>	<b>14487</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Strongly Disagree	1	1%	2385	5%	13	7%	700	5%
	Disagree	20	12%	5894	11%	39	22%	1899	12%
	Neither	16	9%	7886	15%	38	21%	2417	16%
	Agree	90	53%	22661	44%	61	34%	6796	44%
	Strongly Agree	44	26%	12713	25%	29	16%	3669	24%
	<b>Total</b>	<b>171</b>	<b>100%</b>	<b>51539</b>	<b>100%</b>	<b>180</b>	<b>100%</b>	<b>15481</b>	<b>100%</b>
<b>44</b> Administrative processes are clearly defined	Strongly Disagree	5	3%	4838	9%	20	11%	1228	8%
	Disagree	33	20%	9449	19%	38	22%	2740	18%
	Neither	35	21%	11466	23%	43	25%	3426	22%
	Agree	66	40%	16728	33%	54	31%	5282	34%
	Strongly Agree	28	17%	8458	17%	20	11%	2644	17%
	<b>Total</b>	<b>167</b>	<b>100%</b>	<b>50939</b>	<b>100%</b>	<b>175</b>	<b>100%</b>	<b>15320</b>	<b>100%</b>

N/A indicates survey item previously unavailable

**Table 2. Student Focus Frequency Distributions**

*IVCC compared with:*

Student Focus	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	0	0%	1622	3%	13	7%	428	3%
	Disagree	16	9%	4094	8%	21	11%	1231	8%
	Neither	16	9%	5702	11%	33	18%	1671	10%
	Agree	67	38%	19601	37%	68	36%	6027	38%
	Strongly Agree	78	44%	22451	42%	53	28%	6595	41%
	<b>Total</b>	<b>177</b>	<b>100%</b>	<b>53470</b>	<b>100%</b>	<b>188</b>	<b>100%</b>	<b>15952</b>	<b>100%</b>
8 I feel my job is relevant to this institution's mission	Strongly Disagree	0	0%	758	1%	5	3%	188	1%
	Disagree	2	1%	1119	2%	5	3%	287	2%
	Neither	8	5%	2988	6%	17	9%	831	5%
	Agree	60	34%	16012	30%	63	34%	5032	32%
	Strongly Agree	105	60%	32509	61%	93	51%	9579	60%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>53386</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>15917</b>	<b>100%</b>
17 Faculty meet the needs of students	Strongly Disagree	1	1%	790	2%	8	5%	207	1%
	Disagree	12	7%	2424	5%	12	7%	712	5%
	Neither	37	23%	7581	15%	36	21%	2124	14%
	Agree	72	45%	21695	44%	80	46%	6832	46%
	Strongly Agree	39	24%	16695	34%	39	22%	5095	34%
	<b>Total</b>	<b>161</b>	<b>100%</b>	<b>49185</b>	<b>100%</b>	<b>175</b>	<b>100%</b>	<b>14970</b>	<b>100%</b>
18 Student diversity is important at this institution	Strongly Disagree	2	1%	902	2%	5	3%	278	2%
	Disagree	6	4%	1950	4%	15	8%	716	5%
	Neither	30	18%	6570	13%	50	27%	2387	15%
	Agree	78	46%	20320	39%	72	39%	6412	41%
	Strongly Agree	54	32%	22381	43%	41	22%	5784	37%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>52123</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>15577</b>	<b>100%</b>

*IVCC compared with:*

Student Focus (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>19</b> Students' competencies are enhanced	Strongly Disagree	0	0%	716	1%	3	2%	161	1%
	Disagree	1	1%	1861	4%	5	3%	490	3%
	Neither	37	22%	8950	18%	37	22%	2593	17%
	Agree	89	54%	23166	47%	86	50%	7317	49%
	Strongly Agree	38	23%	14739	30%	40	23%	4287	29%
	<b>Total</b>	<b>165</b>	<b>100%</b>	<b>49432</b>	<b>100%</b>	<b>171</b>	<b>100%</b>	<b>14848</b>	<b>100%</b>
<b>23</b> Administrators meet the needs of students	Strongly Disagree	3	2%	1233	2%	1	1%	343	2%
	Disagree	13	8%	2891	6%	4	2%	842	6%
	Neither	26	16%	8091	16%	28	16%	2402	16%
	Agree	81	49%	22140	44%	77	44%	6939	46%
	Strongly Agree	43	26%	15474	31%	64	37%	4534	30%
	<b>Total</b>	<b>166</b>	<b>100%</b>	<b>49829</b>	<b>100%</b>	<b>174</b>	<b>100%</b>	<b>15060</b>	<b>100%</b>
<b>28</b> Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	2	1%	759	2%	2	1%	195	1%
	Disagree	4	2%	1653	4%	8	5%	490	3%
	Neither	15	9%	9275	20%	42	27%	2540	18%
	Agree	91	54%	20664	45%	67	42%	6760	47%
	Strongly Agree	57	34%	13895	30%	39	25%	4300	30%
	<b>Total</b>	<b>169</b>	<b>100%</b>	<b>46246</b>	<b>100%</b>	<b>158</b>	<b>100%</b>	<b>14285</b>	<b>100%</b>
<b>31</b> Students receive an excellent education at this institution	Strongly Disagree	1	1%	527	1%	2	1%	140	1%
	Disagree	7	4%	1447	3%	7	4%	358	2%
	Neither	18	11%	5921	12%	31	18%	1800	12%
	Agree	74	45%	23018	45%	76	43%	7209	47%
	Strongly Agree	65	39%	19717	39%	61	34%	5693	37%
	<b>Total</b>	<b>165</b>	<b>100%</b>	<b>50630</b>	<b>100%</b>	<b>177</b>	<b>100%</b>	<b>15200</b>	<b>100%</b>

N/A indicates survey item previously unavailable

*IVCC compared with:*

Student Focus (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>35</b> This institution prepares students for a career	Strongly Disagree	0	0%	538	1%	2	1%	137	1%
	Disagree	2	1%	1294	3%	3	2%	354	2%
	Neither	7	4%	5491	11%	29	16%	1568	10%
	Agree	97	58%	22847	45%	94	53%	7069	46%
	Strongly Agree	60	36%	20438	40%	50	28%	6095	40%
	<b>Total</b>	<b>166</b>	<b>100%</b>	<b>50608</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>15223</b>	<b>100%</b>
<b>37</b> This institution prepares students for further learning	Strongly Disagree	0	0%	590	1%	2	1%	135	1%
	Disagree	2	1%	1251	2%	3	2%	307	2%
	Neither	12	7%	5190	10%	32	18%	1558	10%
	Agree	80	49%	23673	47%	77	44%	7384	49%
	Strongly Agree	70	43%	19845	39%	62	35%	5817	38%
	<b>Total</b>	<b>164</b>	<b>100%</b>	<b>50549</b>	<b>100%</b>	<b>176</b>	<b>100%</b>	<b>15201</b>	<b>100%</b>
<b>40</b> Students are assisted with their personal development	Strongly Disagree	0	0%	636	1%	3	2%	159	1%
	Disagree	3	2%	1896	4%	11	6%	570	4%
	Neither	22	14%	8762	18%	35	20%	2606	18%
	Agree	81	51%	22382	46%	83	49%	7006	48%
	Strongly Agree	53	33%	14560	30%	39	23%	4224	29%
	<b>Total</b>	<b>159</b>	<b>100%</b>	<b>48236</b>	<b>100%</b>	<b>171</b>	<b>100%</b>	<b>14565</b>	<b>100%</b>
<b>42</b> Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	453	1%	1	1%	105	1%
	Disagree	7	4%	1488	3%	10	6%	430	3%
	Neither	25	16%	8389	18%	36	23%	2426	17%
	Agree	92	58%	25681	54%	92	58%	8039	56%
	Strongly Agree	36	23%	11418	24%	21	13%	3336	23%
	<b>Total</b>	<b>160</b>	<b>100%</b>	<b>47429</b>	<b>100%</b>	<b>160</b>	<b>100%</b>	<b>14336</b>	<b>100%</b>

N/A indicates survey item previously unavailable

**Table 3. Supervisory Relationships Frequency Distributions**

*IVCC compared with:*

Supervisory Relationships	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>2</b> My supervisor expresses confidence in my work	Strongly Disagree	0	0%	1439	3%	2	1%	342	2%
	Disagree	9	5%	2705	5%	7	4%	717	4%
	Neither	15	9%	4342	8%	26	14%	1203	8%
	Agree	68	39%	15296	28%	51	28%	4680	29%
	Strongly Agree	84	48%	29956	56%	97	53%	9090	57%
	<b>Total</b>	<b>176</b>	<b>100%</b>	<b>53738</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>16032</b>	<b>100%</b>
<b>9</b> My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	3	2%	2231	4%	4	2%	538	3%
	Disagree	11	6%	3239	6%	12	7%	910	6%
	Neither	20	11%	4903	9%	27	15%	1384	9%
	Agree	61	35%	14454	27%	45	25%	4523	28%
	Strongly Agree	79	45%	28561	53%	91	51%	8558	54%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>53388</b>	<b>100%</b>	<b>179</b>	<b>100%</b>	<b>15913</b>	<b>100%</b>
<b>12</b> Work expectations are communicated to me	Strongly Disagree	5	3%	1856	4%	10	5%	462	3%
	Disagree	11	6%	4355	8%	22	12%	1260	8%
	Neither	15	9%	7295	14%	26	14%	2145	14%
	Agree	95	54%	23466	44%	77	42%	7181	45%
	Strongly Agree	49	28%	15995	30%	48	26%	4797	30%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>52967</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>15845</b>	<b>100%</b>
<b>13</b> Unacceptable behaviors are identified and communicated to me	Strongly Disagree	3	2%	1381	3%	6	4%	355	3%
	Disagree	12	8%	2992	6%	5	3%	846	6%
	Neither	23	15%	10306	22%	40	25%	2991	21%
	Agree	80	53%	20782	45%	81	50%	6500	46%
	Strongly Agree	34	22%	11171	24%	29	18%	3341	24%
	<b>Total</b>	<b>152</b>	<b>100%</b>	<b>46632</b>	<b>100%</b>	<b>161</b>	<b>100%</b>	<b>14033</b>	<b>100%</b>

*IVCC compared with:*

Supervisory Relationships (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>20</b> I receive timely feedback for my work	Strongly Disagree	4	2%	2477	5%	9	5%	643	4%
	Disagree	16	9%	4472	9%	11	6%	1314	8%
	Neither	29	17%	8851	17%	35	19%	2565	16%
	Agree	74	44%	20254	39%	77	42%	6392	41%
	Strongly Agree	47	28%	16355	31%	50	27%	4757	30%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>52409</b>	<b>100%</b>	<b>182</b>	<b>100%</b>	<b>15671</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Strongly Disagree	1	1%	2081	4%	11	6%	524	3%
	Disagree	12	7%	4217	8%	8	4%	1183	8%
	Neither	20	12%	8144	16%	40	22%	2425	15%
	Agree	88	52%	21759	42%	75	42%	6772	43%
	Strongly Agree	47	28%	16015	31%	45	25%	4751	30%
	<b>Total</b>	<b>168</b>	<b>100%</b>	<b>52216</b>	<b>100%</b>	<b>179</b>	<b>100%</b>	<b>15655</b>	<b>100%</b>
<b>26</b> My supervisor actively seeks my ideas	Strongly Disagree	6	4%	2884	6%	11	6%	725	5%
	Disagree	8	5%	4052	8%	13	7%	1153	7%
	Neither	36	21%	7274	14%	32	18%	2023	13%
	Agree	68	40%	16845	32%	49	28%	5274	34%
	Strongly Agree	52	31%	20793	40%	69	40%	6351	41%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>51848</b>	<b>100%</b>	<b>174</b>	<b>100%</b>	<b>15526</b>	<b>100%</b>
<b>27</b> My supervisor seriously considers my ideas	Strongly Disagree	4	2%	2704	5%	9	5%	667	4%
	Disagree	7	4%	3558	7%	12	7%	993	6%
	Neither	29	17%	7162	14%	25	14%	1984	13%
	Agree	68	40%	16647	32%	57	32%	5218	34%
	Strongly Agree	62	36%	21685	42%	74	42%	6657	43%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>51756</b>	<b>100%</b>	<b>177</b>	<b>100%</b>	<b>15519</b>	<b>100%</b>

N/A indicates survey item previously unavailable

*IVCC compared with:*

Supervisory Relationships (continued)	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>30</b> Work outcomes are clarified for me	Strongly Disagree	1	1%	1884	4%	8	4%	469	3%
	Disagree	10	6%	4170	8%	5	3%	1202	8%
	Neither	37	22%	10008	19%	52	29%	2960	19%
	Agree	84	49%	22311	43%	80	45%	6886	44%
	Strongly Agree	39	23%	13505	26%	33	19%	4043	26%
	<b>Total</b>	<b>171</b>	<b>100%</b>	<b>51878</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>15560</b>	<b>100%</b>
<b>34</b> My supervisor helps me to improve my work	Strongly Disagree	6	4%	2431	5%	9	5%	575	4%
	Disagree	16	10%	3716	7%	10	6%	1049	7%
	Neither	21	13%	8019	16%	34	19%	2308	15%
	Agree	68	40%	17708	34%	54	31%	5560	36%
	Strongly Agree	57	34%	19537	38%	68	39%	5922	38%
	<b>Total</b>	<b>168</b>	<b>100%</b>	<b>51411</b>	<b>100%</b>	<b>175</b>	<b>100%</b>	<b>15414</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Strongly Disagree	1	1%	1878	4%	7	4%	437	3%
	Disagree	8	5%	2630	5%	8	4%	679	4%
	Neither	21	12%	6141	12%	27	15%	1714	11%
	Agree	87	51%	19922	39%	85	47%	6271	41%
	Strongly Agree	52	31%	20895	41%	52	29%	6337	41%
	<b>Total</b>	<b>169</b>	<b>100%</b>	<b>51466</b>	<b>100%</b>	<b>179</b>	<b>100%</b>	<b>15438</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	2	1%	883	4%	N/A	N/A	229	4%
	Disagree	10	6%	1311	6%	N/A	N/A	360	6%
	Neither	10	6%	2378	12%	N/A	N/A	652	10%
	Agree	85	51%	8528	41%	N/A	N/A	2746	42%
	Strongly Agree	60	36%	7542	37%	N/A	N/A	2509	39%
	<b>Total</b>	<b>167</b>	<b>100%</b>	<b>20642</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>6496</b>	<b>100%</b>

N/A indicates survey item previously unavailable

*IVCC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>IVCC</b>		<b>PACE Normbase</b>		<b>2021</b>		<b>Small</b>	
		Count	%	Count	%	Count	%	Count	%
<b>46</b> Professional development and training opportunities are available	Strongly Disagree	6	4%	1959	4%	9	5%	606	4%
	Disagree	13	8%	3461	7%	20	11%	1120	7%
	Neither	25	15%	6495	13%	38	21%	2066	13%
	Agree	75	44%	20903	41%	71	40%	6441	42%
	Strongly Agree	51	30%	18374	36%	39	22%	5112	33%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>51192</b>	<b>100%</b>	<b>177</b>	<b>100%</b>	<b>15345</b>	<b>100%</b>

N/A indicates survey item previously unavailable

**Table 4. Teamwork Frequency Distributions**

*IVCC compared with:*

Teamwork	Response Option	IVCC		PACE Normbase		2021		Small	
		Count	%	Count	%	Count	%	Count	%
<b>3</b> There is a spirit of cooperation within my work team	Strongly Disagree	2	1%	1984	4%	10	5%	481	3%
	Disagree	17	10%	4067	8%	21	11%	1147	7%
	Neither	11	6%	5009	9%	18	10%	1344	8%
	Agree	76	44%	18131	34%	62	34%	5580	35%
	Strongly Agree	68	39%	24376	46%	74	40%	7407	46%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>53567</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>15959</b>	<b>100%</b>
<b>14</b> My primary work team uses problem-solving techniques	Strongly Disagree	1	1%	1192	2%	6	3%	275	2%
	Disagree	7	4%	2659	5%	13	8%	735	5%
	Neither	15	9%	6532	13%	26	15%	1793	12%
	Agree	90	54%	21471	42%	77	45%	6718	44%
	Strongly Agree	54	32%	19336	38%	50	29%	5844	38%
	<b>Total</b>	<b>167</b>	<b>100%</b>	<b>51190</b>	<b>100%</b>	<b>172</b>	<b>100%</b>	<b>15365</b>	<b>100%</b>
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	2	1%	2217	4%	12	7%	529	3%
	Disagree	15	9%	4134	8%	15	8%	1148	7%
	Neither	18	11%	6199	12%	23	13%	1755	11%
	Agree	83	50%	20418	39%	76	43%	6378	41%
	Strongly Agree	49	29%	18835	36%	52	29%	5710	37%
	<b>Total</b>	<b>167</b>	<b>100%</b>	<b>51803</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>15520</b>	<b>100%</b>
<b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	2	1%	2262	4%	8	4%	546	4%
	Disagree	12	7%	3648	7%	14	8%	1014	7%
	Neither	19	11%	5886	11%	25	14%	1728	11%
	Agree	86	51%	19322	38%	69	39%	6083	40%
	Strongly Agree	50	30%	20197	39%	62	35%	6020	39%
	<b>Total</b>	<b>169</b>	<b>100%</b>	<b>51315</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>15391</b>	<b>100%</b>

*IVCC compared with:*

<b>Teamwork (continued)</b>	Response Option	<b>IVCC</b>		<b>PACE Normbase</b>		<b>2021</b>		<b>Small</b>	
		Count	%	Count	%	Count	%	Count	%
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	0	0%	1429	3%	6	3%	316	2%
	Disagree	7	4%	2669	5%	16	9%	767	5%
	Neither	17	10%	6470	13%	26	15%	1834	12%
	Agree	92	55%	21994	44%	87	50%	6909	46%
	Strongly Agree	50	30%	17994	36%	38	22%	5346	35%
	<b>Total</b>	<b>166</b>	<b>100%</b>	<b>50556</b>	<b>100%</b>	<b>173</b>	<b>100%</b>	<b>15172</b>	<b>100%</b>
<b>43</b> A spirit of cooperation exists in my department	Strongly Disagree	5	3%	2360	5%	13	7%	519	3%
	Disagree	12	7%	3650	7%	13	7%	966	6%
	Neither	10	6%	5329	10%	19	10%	1435	9%
	Agree	77	45%	18731	36%	63	35%	5840	38%
	Strongly Agree	66	39%	21322	41%	73	40%	6657	43%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>51392</b>	<b>100%</b>	<b>181</b>	<b>100%</b>	<b>15417</b>	<b>100%</b>

N/A indicates survey item previously unavailable

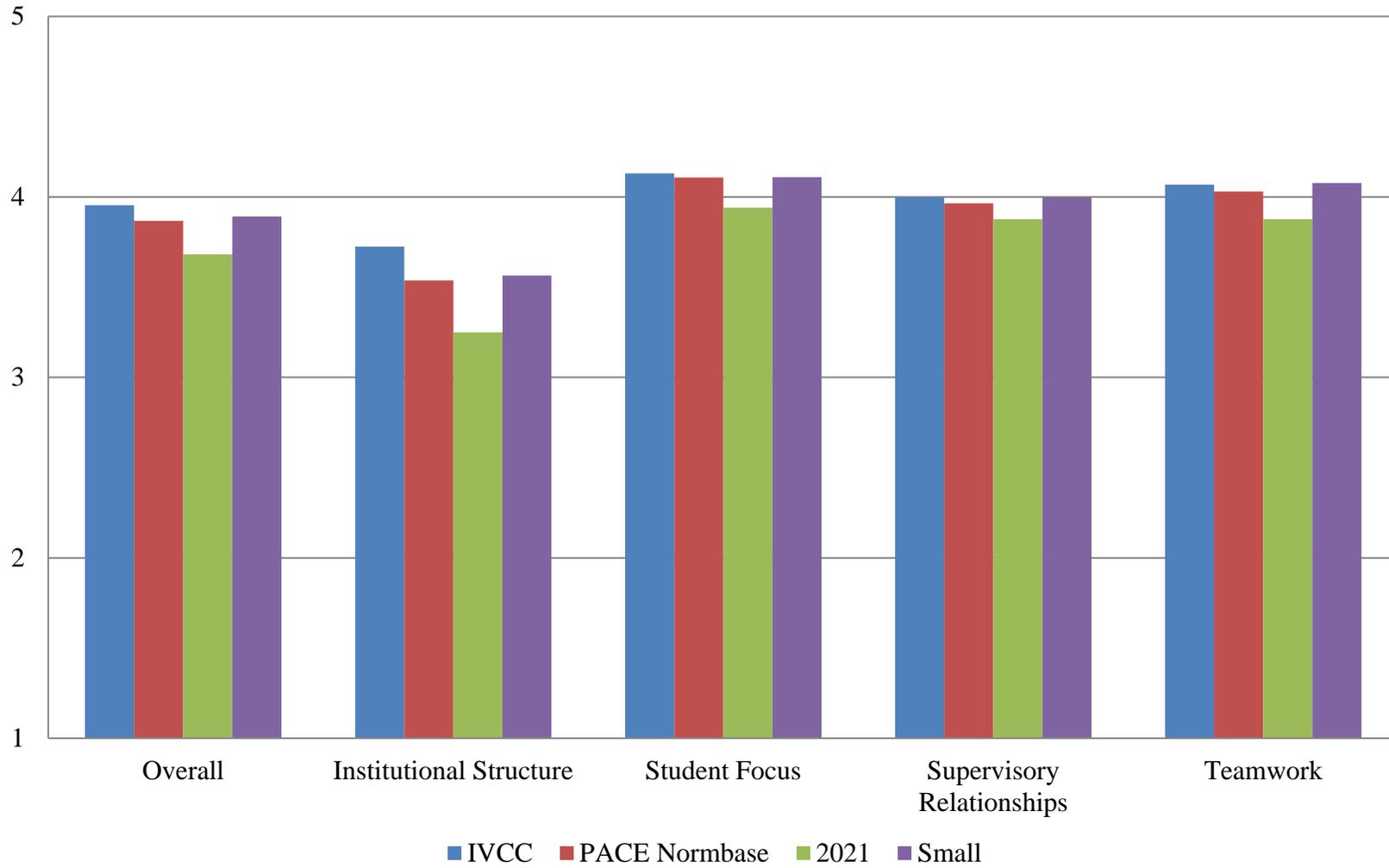
**Table 5. Climate Factor Mean Comparisons**

*IVCC compared with:*

Climate Factor	IVCC		PACE Normbase			2021			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	177	3.953	3.867			3.682	***	.379	3.892		
Institutional Structure	177	3.724	3.538	**	.205	3.250	***	.524	3.564	*	.178
Student Focus	177	4.130	4.108			3.939	**	.312	4.108		
Supervisory Relationships	177	3.997	3.965			3.877			3.996		
Teamwork	177	4.068	4.029			3.877	*	.217	4.077		

\* 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>IVCC compared with:</i>										
		IVCC		PACE Normbase			2021			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>1</b>	The actions of this institution reflect its mission	174	4.069	3.892	*	.178	3.505	***	.569	3.932		
<b>4</b>	Decisions are made at the appropriate level at this institution	171	3.561	3.357	*	.172	3.131	***	.377	3.435		
<b>5</b>	The institution effectively promotes diversity in the workplace	169	3.917	3.868			3.449	***	.424	3.821		
<b>6</b>	Institutional leadership is focused on meeting the needs of students	174	4.184	3.876	***	.274	3.470	***	.663	3.903	***	.254
<b>10</b>	Information is shared within this institution	176	3.608	3.351	**	.205	2.893	***	.575	3.342	**	.213
<b>11</b>	Institutional teams use problem-solving techniques	162	3.605	3.559			3.198	***	.404	3.600		
<b>15</b>	I am able to appropriately influence the direction of this institution	163	3.294	3.189			3.023	*	.235	3.270		
<b>16</b>	Open and ethical communication is practiced at this institution	173	3.694	3.458	*	.194	3.086	***	.510	3.469	*	.185
<b>22</b>	This institution has been successful in positively motivating my performance	168	3.661	3.479			3.280	**	.319	3.530		
<b>25</b>	A spirit of cooperation exists at this institution	168	3.738	3.534	*	.171	3.110	***	.537	3.541	*	.166
<b>29</b>	Institution-wide policies guide my work	172	3.965	3.842			3.657	**	.345	3.856		
<b>32</b>	This institution is appropriately organized	166	3.518	3.299	*	.181	3.101	***	.384	3.367		
<b>38</b>	I have the opportunity for advancement within this institution	155	3.387	3.212			3.095	*	.244	3.217		
<b>41</b>	I receive adequate information regarding important activities at this institution	171	3.912	3.726	*	.170	3.300	***	.572	3.700	*	.194
<b>44</b>	Administrative processes are clearly defined	167	3.473	3.285	*	.155	3.091	**	.334	3.351		

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

N/A indicates survey item previously unavailable

**Table 7. Student Focus Item Mean Comparisons**

*IVCC compared with:*

Student Focus	IVCC		PACE Normbase			2021			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	177	4.169	4.069			3.676	***	.459	4.074		
8 I feel my job is relevant to this institution's mission	175	4.531	4.468			4.279	**	.313	4.478		
17 Faculty meet the needs of students	161	3.845	4.039	**	-.212	3.743			4.062	**	-.244
18 Student diversity is important at this institution	170	4.035	4.177	*	-.155	3.705	***	.354	4.073		
19 Students' competencies are enhanced	165	3.994	3.998			3.906			4.016		
23 Administrators meet the needs of students	166	3.892	3.958			4.144	**	-.288	3.961		
28 Staff (non-instructional, non-administrator) meet the needs of students	169	4.166	3.979	**	.210	3.842	***	.386	4.014	*	.177
31 Students receive an excellent education at this institution	165	4.182	4.184			4.056			4.181		
35 This institution prepares students for a career	166	4.295	4.212			4.051	**	.348	4.224		
37 This institution prepares students for further learning	164	4.329	4.205			4.102	**	.299	4.213		
40 Students are assisted with their personal development	159	4.157	4.002	*	.178	3.842	***	.381	4.000	*	.185
42 Students seem satisfied with their educational experience at this institution	160	3.981	3.972			3.763	*	.286	3.982		

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

N/A indicates survey item previously unavailable

**Table 8. Supervisory Relationships Item Mean Comparisons**

*IVCC compared with:*

Supervisory Relationships	IVCC		PACE Normbase			2021			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>2</b> My supervisor expresses confidence in my work	176	4.290	4.296			4.279			4.339		
<b>9</b> My supervisor is open to the ideas, opinions, and beliefs of everyone	174	4.161	4.196			4.156			4.235		
<b>12</b> Work expectations are communicated to me	175	3.983	3.895			3.716	*	.255	3.921		
<b>13</b> Unacceptable behaviors are identified and communicated to me	152	3.855	3.801			3.758			3.828		
<b>20</b> I receive timely feedback for my work	170	3.847	3.831			3.813			3.849		
<b>21</b> I receive appropriate feedback for my work	168	4.000	3.870			3.754	*	.252	3.897		
<b>26</b> My supervisor actively seeks my ideas	170	3.894	3.938			3.874			3.990		
<b>27</b> My supervisor seriously considers my ideas	170	4.041	3.986			3.989			4.044		
<b>30</b> Work outcomes are clarified for me	171	3.877	3.798			3.702			3.825		
<b>34</b> My supervisor helps me to improve my work	168	3.917	3.938			3.926			3.986		
<b>39</b> I am given the opportunity to be creative in my work	169	4.071	4.075			3.933			4.127		
<b>45</b> I have the opportunity to express my ideas to my supervisor in appropriate forums	167	4.144	3.995			N/A			4.069		
<b>46</b> Professional development and training opportunities are available	170	3.894	3.982			3.627	*	.250	3.934		

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

N/A indicates survey item previously unavailable

**Table 9. Teamwork Item Mean Comparisons**

*IVCC compared with:*

Teamwork	IVCC		PACE Normbase			2021			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>3</b> There is a spirit of cooperation within my work team	174	4.098	4.099			3.914			4.146		
<b>14</b> My primary work team uses problem-solving techniques	167	4.132	4.076			3.884	*	.271	4.114		
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	167	3.970	3.956			3.792			4.005		
<b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs	169	4.006	4.004			3.916			4.041		
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	166	4.114	4.038			3.780	***	.376	4.068		
<b>43</b> A spirit of cooperation exists in my department	170	4.100	4.031			3.939			4.112		

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

N/A indicates survey item previously unavailable