Illinois Valley Community College
Oglesby, Illinois

PACE Personnel Classification Report
Personal Assessment of the College Environment

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NILIE

NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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NC STATE UNIVERSITY College of Education

Table of Contents   **Page**

Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	16	7%	11	10%	0	0%	4	5%
	Dissatisfied	27	12%	18	16%	1	5%	7	8%
	Neither	35	16%	15	14%	0	0%	19	22%
	Satisfied	97	44%	41	37%	11	55%	42	49%
	Very satisfied	47	21%	25	23%	8	40%	14	16%
	Total	**222**	**100%**	**110**	**100%**	**20**	**100%**	**86**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	23	11%	18	17%	0	0%	5	6%
	Dissatisfied	33	15%	20	19%	1	5%	10	12%
	Neither	48	22%	21	19%	2	10%	23	27%
	Satisfied	71	32%	25	23%	12	60%	33	39%
	Very satisfied	44	20%	24	22%	5	25%	14	16%
	Total	**219**	**100%**	**108**	**100%**	**20**	**100%**	**85**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	8	4%	5	5%	0	0%	3	4%
	Dissatisfied	9	4%	5	5%	1	5%	3	4%
	Neither	63	29%	31	28%	7	35%	22	26%
	Satisfied	80	36%	34	31%	8	40%	37	44%
	Very satisfied	60	27%	35	32%	4	20%	19	23%
	Total	**220**	**100%**	**110**	**100%**	**20**	**100%**	**84**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	16	7%	12	11%	0	0%	4	5%
	Dissatisfied	24	11%	18	16%	0	0%	5	6%
	Neither	34	15%	16	14%	1	5%	15	17%
	Satisfied	84	38%	35	32%	9	45%	39	45%
	Very satisfied	66	29%	30	27%	10	50%	24	28%
	Total	**224**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	25	11%	17	16%	0	0%	8	9%
	Dissatisfied	49	22%	26	24%	2	10%	18	21%
	Neither	49	22%	19	17%	6	30%	23	26%
	Satisfied	59	27%	23	21%	7	35%	27	31%
	Very satisfied	40	18%	24	22%	5	25%	11	13%
	Total	**222**	**100%**	**109**	**100%**	**20**	**100%**	**87**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	9	4%	6	6%	0	0%	3	4%
	Dissatisfied	29	14%	16	16%	3	15%	9	12%
	Neither	61	30%	27	27%	7	35%	25	32%
	Satisfied	75	37%	36	36%	9	45%	29	37%
	Very satisfied	28	14%	15	15%	1	5%	12	15%
	Total	**202**	**100%**	**100**	**100%**	**20**	**100%**	**78**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	32	15%	24	22%	0	0%	7	9%
	Dissatisfied	33	16%	15	14%	2	10%	14	18%
	Neither	62	30%	27	25%	4	20%	30	39%
	Satisfied	59	28%	26	24%	12	60%	20	26%
	Very satisfied	23	11%	15	14%	2	10%	6	8%
	Total	**209**	**100%**	**107**	**100%**	**20**	**100%**	**77**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	28	13%	19	17%	0	0%	8	9%
	Dissatisfied	35	16%	19	17%	2	10%	13	15%
	Neither	45	20%	21	19%	3	15%	19	22%
	Satisfied	77	35%	32	29%	10	50%	34	40%
	Very satisfied	37	17%	20	18%	5	25%	12	14%
	Total	**222**	**100%**	**111**	**100%**	**20**	**100%**	**86**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	23	10%	18	16%	0	0%	5	6%
	Dissatisfied	27	12%	13	12%	0	0%	13	15%
	Neither	53	24%	26	23%	6	30%	20	23%
	Satisfied	67	30%	28	25%	6	30%	31	36%
	Very satisfied	51	23%	26	23%	8	40%	17	20%
	Total	**221**	**100%**	**111**	**100%**	**20**	**100%**	**86**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	29	13%	20	18%	0	0%	9	10%
	Dissatisfied	30	14%	16	14%	3	15%	10	12%
	Neither	52	24%	22	20%	7	35%	21	24%
	Satisfied	69	31%	28	25%	8	40%	32	37%
	Very satisfied	41	19%	25	23%	2	10%	14	16%
	Total	**221**	**100%**	**111**	**100%**	**20**	**100%**	**86**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	10	5%	6	6%	0	0%	4	5%
	Dissatisfied	13	6%	9	8%	0	0%	4	5%
	Neither	49	22%	26	24%	2	10%	20	23%
	Satisfied	101	46%	42	39%	13	65%	43	50%
	Very satisfied	46	21%	26	24%	5	25%	15	17%
	Total	**219**	**100%**	**109**	**100%**	**20**	**100%**	**86**	**100%**
32 this institution is appropriately organized	Very dissatisfied	14	6%	9	8%	0	0%	5	6%
	Dissatisfied	44	20%	27	25%	3	15%	13	15%
	Neither	54	25%	17	16%	6	30%	30	35%
	Satisfied	74	34%	35	33%	9	45%	28	33%
	Very satisfied	31	14%	19	18%	2	10%	10	12%
	Total	**217**	**100%**	**107**	**100%**	**20**	**100%**	**86**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	26	13%	11	11%	0	0%	14	17%
	Dissatisfied	25	12%	10	10%	3	16%	11	14%
	Neither	61	30%	32	32%	4	21%	24	30%
	Satisfied	59	29%	25	25%	7	37%	26	32%
	Very satisfied	32	16%	21	21%	5	26%	6	7%
	Total	**203**	**100%**	**99**	**100%**	**19**	**100%**	**81**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	12	5%	9	8%	0	0%	3	4%
	Dissatisfied	24	11%	15	13%	1	5%	7	8%
	Neither	37	17%	18	16%	2	10%	15	18%
	Satisfied	98	45%	44	39%	13	65%	40	48%
	Very satisfied	49	22%	26	23%	4	20%	19	23%
	Total	**220**	**100%**	**112**	**100%**	**20**	**100%**	**84**	**100%**
44 my work is guided by clearly defined administrative processes	Very dissatisfied	21	9%	15	13%	1	5%	5	6%
	Dissatisfied	18	8%	9	8%	1	5%	7	8%
	Neither	54	24%	35	31%	1	5%	16	19%
	Satisfied	88	40%	33	29%	14	70%	40	47%
	Very satisfied	41	18%	20	18%	3	15%	18	21%
	Total	**222**	**100%**	**112**	**100%**	**20**	**100%**	**86**	**100%**

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	10	4%	7	6%	0	0%	3	3%
	Dissatisfied	18	8%	14	13%	0	0%	4	5%
	Neither	32	14%	12	11%	2	10%	17	20%
	Satisfied	78	35%	39	35%	7	35%	31	36%
	Very satisfied	85	38%	38	35%	11	55%	32	37%
	Total	**223**	**100%**	**110**	**100%**	**20**	**100%**	**87**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	2%	4	4%	0	0%	0	0%
	Dissatisfied	5	2%	4	4%	0	0%	1	1%
	Neither	24	11%	11	10%	0	0%	11	13%
	Satisfied	76	34%	33	30%	7	35%	35	40%
	Very satisfied	114	51%	58	53%	13	65%	40	46%
	Total	**223**	**100%**	**110**	**100%**	**20**	**100%**	**87**	**100%**
17 faculty meet the needs of students	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	11	5%	3	3%	2	11%	5	7%
	Neither	38	18%	12	11%	7	37%	18	24%
	Satisfied	97	46%	47	42%	9	47%	38	51%
	Very satisfied	63	30%	49	44%	1	5%	13	17%
	Total	**210**	**100%**	**111**	**100%**	**19**	**100%**	**75**	**100%**
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	4	2%	2	2%	1	5%	1	1%
	Dissatisfied	5	2%	4	4%	0	0%	1	1%
	Neither	45	21%	22	20%	4	20%	17	20%
	Satisfied	106	48%	47	42%	10	50%	47	56%
	Very satisfied	59	27%	36	32%	5	25%	18	21%
	Total	**219**	**100%**	**111**	**100%**	**20**	**100%**	**84**	**100%**

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	4	2%	2	2%	0	0%	1	1%
	Neither	46	22%	18	16%	3	17%	23	31%
	Satisfied	113	55%	60	55%	14	78%	38	51%
	Very satisfied	42	20%	30	27%	1	6%	11	15%
	Total	**206**	**100%**	**110**	**100%**	**18**	**100%**	**74**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	5	2%	4	4%	0	0%	1	1%
	Neither	21	10%	11	10%	0	0%	9	11%
	Satisfied	117	54%	56	52%	13	65%	45	53%
	Very satisfied	72	33%	36	33%	7	35%	29	34%
	Total	**217**	**100%**	**108**	**100%**	**20**	**100%**	**85**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	1	1%	0	0%	0	0%	1	1%
	Dissatisfied	6	3%	2	2%	0	0%	4	5%
	Neither	41	21%	22	22%	2	11%	16	21%
	Satisfied	99	50%	48	48%	11	61%	38	50%
	Very satisfied	50	25%	28	28%	5	28%	17	22%
	Total	**197**	**100%**	**100**	**100%**	**18**	**100%**	**76**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	4	2%	1	1%	0	0%	2	2%
	Neither	25	11%	11	10%	4	20%	9	11%
	Satisfied	108	49%	45	41%	11	55%	50	60%
	Very satisfied	82	37%	54	49%	5	25%	23	27%
	Total	**219**	**100%**	**111**	**100%**	**20**	**100%**	**84**	**100%**

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	6	3%	2	2%	0	0%	4	5%
	Neither	27	13%	12	11%	3	15%	11	13%
	Satisfied	111	51%	49	45%	11	55%	48	58%
	Very satisfied	71	33%	45	41%	6	30%	20	24%
	Total	**216**	**100%**	**109**	**100%**	**20**	**100%**	**83**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	2	1%	0	0%	1	5%	1	1%
	Neither	24	11%	9	8%	4	20%	9	11%
	Satisfied	110	50%	48	43%	11	55%	49	59%
	Very satisfied	81	37%	54	49%	4	20%	23	28%
	Total	**218**	**100%**	**111**	**100%**	**20**	**100%**	**83**	**100%**
40 students are assisted with their personal development	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	2	1%	1	1%	0	0%	1	1%
	Neither	43	21%	18	17%	6	32%	17	23%
	Satisfied	98	47%	49	45%	11	58%	36	48%
	Very satisfied	63	30%	41	38%	2	11%	20	27%
	Total	**207**	**100%**	**109**	**100%**	**19**	**100%**	**75**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	3	2%	1	1%	0	0%	2	3%
	Neither	42	21%	19	17%	3	17%	18	26%
	Satisfied	115	58%	67	60%	13	72%	34	50%
	Very satisfied	39	20%	23	21%	2	11%	14	21%
	Total	**200**	**100%**	**111**	**100%**	**18**	**100%**	**68**	**100%**

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor expresses confidence in my work	Very dissatisfied	4	2%	3	3%	0	0%	1	1%
	Dissatisfied	10	4%	7	6%	0	0%	3	3%
	Neither	25	11%	12	11%	0	0%	11	13%
	Satisfied	62	28%	31	28%	5	25%	25	29%
	Very satisfied	123	55%	58	52%	15	75%	47	54%
	Total	**224**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	6	3%	4	4%	0	0%	2	2%
	Dissatisfied	13	6%	9	8%	1	5%	3	3%
	Neither	22	10%	11	10%	0	0%	9	10%
	Satisfied	66	29%	32	29%	6	30%	27	31%
	Very satisfied	117	52%	55	50%	13	65%	46	53%
	Total	**224**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	6	3%	5	5%	0	0%	1	1%
	Dissatisfied	18	8%	10	9%	0	0%	8	10%
	Neither	36	17%	24	22%	1	5%	9	11%
	Satisfied	93	43%	39	36%	10	50%	43	51%
	Very satisfied	63	29%	30	28%	9	45%	23	27%
	Total	**216**	**100%**	**108**	**100%**	**20**	**100%**	**84**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	5	2%	2	2%	1	5%	2	3%
	Dissatisfied	10	5%	5	5%	0	0%	5	7%
	Neither	50	25%	32	31%	5	26%	11	15%
	Satisfied	98	49%	44	42%	9	47%	43	58%
	Very satisfied	38	19%	21	20%	4	21%	13	18%
	Total	**201**	**100%**	**104**	**100%**	**19**	**100%**	**74**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	7	3%	6	5%	0	0%	1	1%
	Dissatisfied	16	7%	9	8%	1	5%	6	7%
	Neither	43	20%	27	25%	3	15%	11	13%
	Satisfied	88	40%	35	32%	7	35%	45	52%
	Very satisfied	66	30%	33	30%	9	45%	23	27%
	Total	**220**	**100%**	**110**	**100%**	**20**	**100%**	**86**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	6	3%	5	5%	0	0%	1	1%
	Dissatisfied	16	7%	13	12%	0	0%	3	3%
	Neither	41	18%	24	22%	3	15%	12	14%
	Satisfied	96	43%	37	33%	9	45%	49	56%
	Very satisfied	63	28%	32	29%	8	40%	22	25%
	Total	**222**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	11	5%	9	8%	0	0%	2	2%
	Dissatisfied	14	6%	11	10%	0	0%	3	4%
	Neither	32	15%	19	17%	2	10%	9	11%
	Satisfied	81	37%	35	32%	6	30%	39	46%
	Very satisfied	82	37%	37	33%	12	60%	32	38%
	Total	**220**	**100%**	**111**	**100%**	**20**	**100%**	**85**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	10	5%	9	8%	0	0%	1	1%
	Dissatisfied	11	5%	7	6%	0	0%	4	5%
	Neither	31	14%	17	15%	2	10%	10	11%
	Satisfied	81	36%	35	32%	6	30%	39	45%
	Very satisfied	89	40%	43	39%	12	60%	33	38%
	Total	**222**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	9	4%	7	6%	0	0%	2	2%
	Dissatisfied	19	9%	10	9%	1	5%	8	9%
	Neither	36	16%	24	22%	2	10%	8	9%
	Satisfied	108	49%	47	43%	10	50%	49	56%
	Very satisfied	49	22%	22	20%	7	35%	20	23%
	Total	**221**	**100%**	**110**	**100%**	**20**	**100%**	**87**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	9	4%	7	6%	0	0%	2	2%
	Dissatisfied	13	6%	8	7%	0	0%	5	6%
	Neither	41	18%	24	22%	2	10%	13	15%
	Satisfied	85	38%	36	32%	10	50%	38	44%
	Very satisfied	74	33%	36	32%	8	40%	29	33%
	Total	**222**	**100%**	**111**	**100%**	**20**	**100%**	**87**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	6	3%	2	2%	1	5%	3	4%
	Dissatisfied	9	4%	6	5%	0	0%	2	2%
	Neither	34	16%	16	15%	1	5%	15	18%
	Satisfied	94	43%	43	39%	10	50%	40	47%
	Very satisfied	76	35%	43	39%	8	40%	25	29%
	Total	**219**	**100%**	**110**	**100%**	**20**	**100%**	**85**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	8	4%	5	5%	0	0%	3	4%
	Dissatisfied	13	6%	7	6%	0	0%	6	7%
	Neither	47	21%	25	23%	2	10%	17	20%
	Satisfied	96	44%	44	40%	12	60%	39	46%
	Very satisfied	56	25%	30	27%	6	30%	20	24%
	Total	**220**	**100%**	**111**	**100%**	**20**	**100%**	**85**	**100%**

		Overall		Faculty		Administrator		Staff	
Supervisory Relationships (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and training opportunities are available	Very dissatisfied	23	11%	11	10%	0	0%	12	14%
	Dissatisfied	33	15%	17	15%	1	5%	14	17%
	Neither	34	16%	18	16%	3	15%	11	13%
	Satisfied	76	35%	31	28%	13	65%	31	37%
	Very satisfied	51	24%	33	30%	3	15%	15	18%
	Total	**217**	**100%**	**110**	**100%**	**20**	**100%**	**83**	**100%**

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall Count	Overall %	Faculty Count	Faculty %	Administrator Count	Administrator %	Staff Count	Staff %
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	5	2%	4	4%	0	0%	1	1%
	Dissatisfied	17	8%	12	11%	0	0%	5	6%
	Neither	27	13%	15	14%	1	5%	9	10%
	Satisfied	67	31%	26	25%	9	47%	29	34%
	Very satisfied	100	46%	48	46%	9	47%	42	49%
	Total	**216**	**100%**	**105**	**100%**	**19**	**100%**	**86**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	12	6%	8	8%	1	5%	3	3%
	Neither	35	17%	24	24%	3	15%	7	8%
	Satisfied	101	48%	38	38%	10	50%	50	58%
	Very satisfied	59	28%	28	28%	6	30%	25	29%
	Total	**209**	**100%**	**99**	**100%**	**20**	**100%**	**86**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	13	6%	9	8%	1	5%	3	3%
	Dissatisfied	14	6%	11	10%	0	0%	3	3%
	Neither	23	11%	15	14%	0	0%	7	8%
	Satisfied	95	44%	41	39%	9	45%	42	49%
	Very satisfied	71	33%	30	28%	10	50%	31	36%
	Total	**216**	**100%**	**106**	**100%**	**20**	**100%**	**86**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	4	2%	3	3%	0	0%	1	1%
	Dissatisfied	21	10%	14	13%	2	10%	5	6%
	Neither	32	15%	19	18%	1	5%	9	10%
	Satisfied	89	41%	35	33%	12	60%	41	47%
	Very satisfied	72	33%	36	34%	5	25%	31	36%
	Total	**218**	**100%**	**107**	**100%**	**20**	**100%**	**87**	**100%**

		Overall		Faculty		Administrator		Staff	
Teamwork (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts	Very dissatisfied	6	3%	4	4%	0	0%	2	2%
with appropriate individuals and	Dissatisfied	13	6%	11	11%	0	0%	2	2%
teams	Neither	43	20%	22	22%	6	30%	14	16%
	Satisfied	93	44%	35	35%	9	45%	46	53%
	Very satisfied	56	27%	28	28%	5	25%	23	26%
	Total	**211**	**100%**	**100**	**100%**	**20**	**100%**	**87**	**100%**
43 a spirit of cooperation exists in my	Very dissatisfied	11	5%	8	7%	0	0%	3	3%
department	Dissatisfied	11	5%	7	6%	1	5%	3	3%
	Neither	32	14%	21	19%	2	10%	7	8%
	Satisfied	90	41%	39	35%	8	40%	41	47%
	Very satisfied	77	35%	35	32%	9	45%	33	38%
	Total	**221**	**100%**	**110**	**100%**	**20**	**100%**	**87**	**100%**

Figure 1. Means by Personnel Classification and Climate Factor
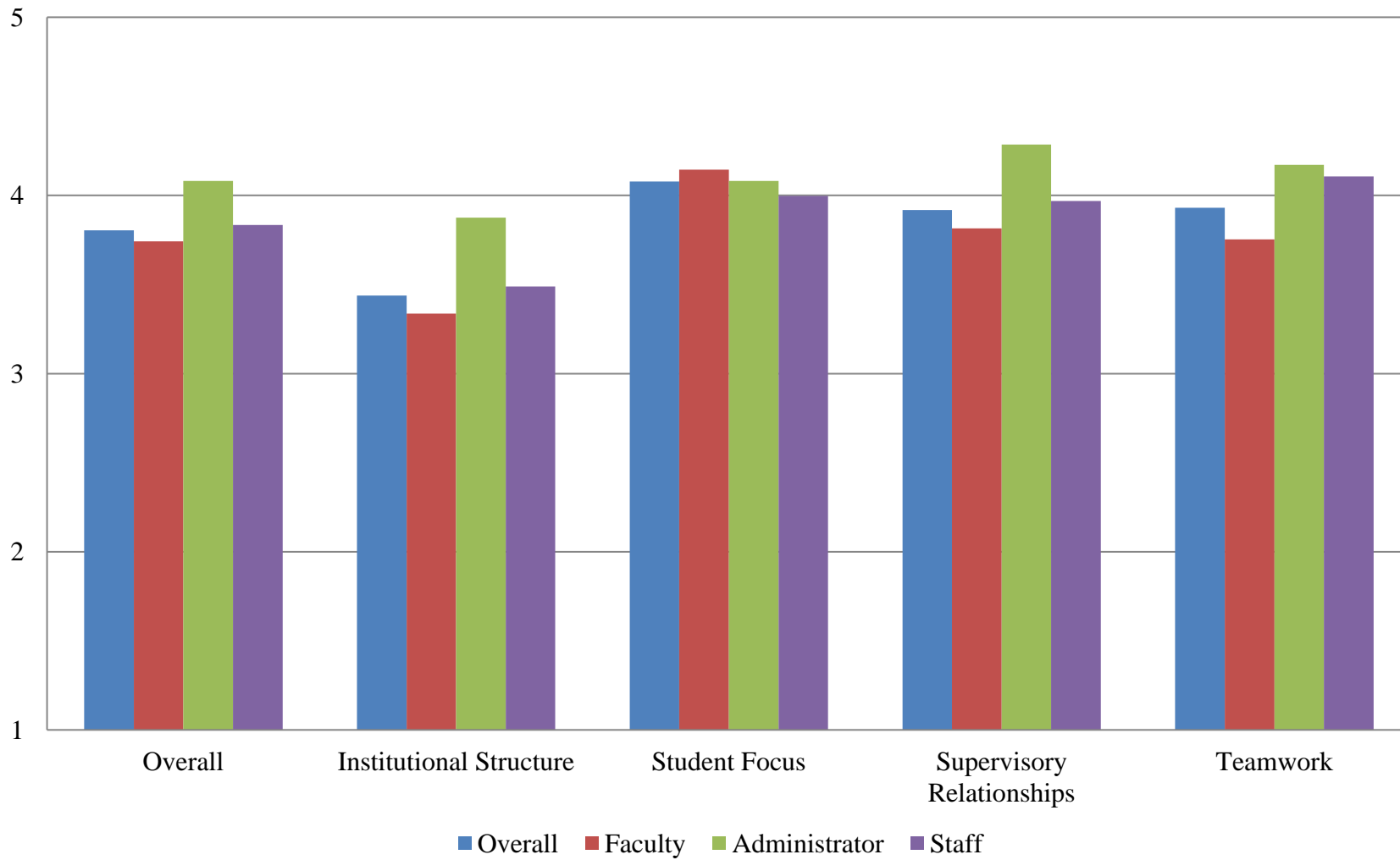
Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall Mean	Faculty N	Faculty Mean	Administrator N	Administrator Mean	Staff N	Staff Mean
Overall	3.803	112	3.742	20	4.082	87	3.834
Institutional Structure	3.438	112	3.337	20	3.875	87	3.488
Student Focus	4.077	112	4.145	20	4.082	87	3.997
Supervisory Relationships	3.918	112	3.815	20	4.286	87	3.969
Teamwork	3.930	112	3.753	20	4.172	87	4.107

Table 6. Institutional Structure Item Means by Personnel Classification

	Institutional Structure	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
The extent to which…						
1	the actions of this institution reflect its mission	222	3.595	3.464	4.300	3.640
4	decisions are made at the appropriate level at this institution	219	3.365	3.157	4.050	3.482
5	the institution effectively promotes diversity in the workplace	220	3.795	3.809	3.750	3.786
6	administrative leadership is focused on meeting the needs of students	224	3.714	3.477	4.450	3.851
10	information is shared within the institution	222	3.180	3.101	3.750	3.172
11	institutional teams use problem-solving techniques	202	3.416	3.380	3.400	3.487
15	I am able to appropriately influence the direction of this institution	209	3.038	2.935	3.700	3.052
16	open and ethical communication is practiced at this institution	222	3.270	3.135	3.900	3.337
22	this institution has been successful in positively motivating my performance	221	3.434	3.279	4.100	3.488
25	a spirit of cooperation exists at this institution	221	3.285	3.198	3.450	3.372
29	institution-wide policies guide my work	219	3.731	3.670	4.150	3.709
32	this institution is appropriately organized	217	3.295	3.262	3.500	3.291
38	I have the opportunity for advancement within this institution	203	3.227	3.354	3.737	2.988
41	I receive adequate information regarding important activities at this institution	220	3.673	3.563	4.000	3.774
44	my work is guided by clearly defined administrative processes	222	3.495	3.304	3.850	3.686

Table 7. Student Focus Item Means by Personnel Classification

		Overall		Faculty	Administrator	Staff
	Student Focus	N	Mean	Mean	Mean	Mean
The extent to which…						
7	student needs are central to what we do	223	3.942	3.791	4.450	3.977
8	I feel my job is relevant to this institution's mission	223	4.305	4.245	4.650	4.310
17	faculty meet the needs of students	210	4.000	4.279	3.474	3.760
18	student ethnic and cultural diversity are important at this institution	219	3.963	4.000	3.900	3.952
19	students' competencies are enhanced	206	3.927	4.073	3.889	3.770
23	non-teaching professional personnel meet the needs of students	217	4.161	4.130	4.350	4.176
28	classified personnel meet the needs of students	197	3.970	4.020	4.167	3.868
31	students receive an excellent education at this institution	219	4.224	4.369	4.050	4.119
35	this institution prepares students for a career	216	4.134	4.239	4.150	4.012
37	this institution prepares students for further learning	218	4.229	4.405	3.900	4.108
40	students are assisted with their personal development	207	4.063	4.193	3.789	3.973
42	students are satisfied with their educational experience at this institution	200	3.940	3.991	3.944	3.882

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
The extent to which…					
2 my supervisor expresses confidence in my work	224	4.295	4.207	4.750	4.310
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	224	4.228	4.126	4.550	4.287
12 positive work expectations are communicated to me	216	3.875	3.731	4.400	3.940
13 unacceptable behaviors are identified and communicated to me	201	3.766	3.740	3.789	3.811
20 I receive timely feedback for my work	220	3.864	3.727	4.200	3.965
21 I receive appropriate feedback for my work	222	3.874	3.703	4.250	4.011
26 my supervisor actively seeks my ideas	220	3.950	3.721	4.500	4.129
27 my supervisor seriously considers my ideas	222	4.027	3.865	4.500	4.138
30 work outcomes are clarified for me	221	3.765	3.609	4.150	3.885
34 my supervisor helps me to improve my work	222	3.910	3.775	4.300	4.000
39 I am given the opportunity to be creative in my work	219	4.027	4.082	4.200	3.965
45 I have the opportunity to express my ideas in appropriate forums	220	3.814	3.784	4.200	3.788
46 professional development and training opportunities are available	217	3.456	3.527	3.900	3.277

Table 9. Teamwork Item Means by Personnel Classification

	Teamwork	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
	The extent to which…					
3	there is a spirit of cooperation within my work team	216	4.111	3.971	4.421	4.233
14	my primary work team uses problem-solving techniques	209	3.971	3.848	4.050	4.105
24	there is an opportunity for all ideas to be exchanged within my work team	216	3.912	3.679	4.350	4.105
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	218	3.936	3.813	4.000	4.103
36	my work team coordinates its efforts with appropriate individuals and teams	211	3.853	3.720	3.950	3.989
43	a spirit of cooperation exists in my department	221	3.955	3.782	4.250	4.126