

**Illinois Valley
Community College
Oglesby, Illinois**

PACE Report

PACE Climate Survey for Community Colleges

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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as “the shared values and beliefs of members about the activities of the organization and interpersonal relationships” (p. 108). Schein (2004) observes that culture “points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual” (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization’s culture, emerging from the assumptions made about the underlying value system and finding expression through members’ attitudes and actions (Baker & Associates, 1992).

The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and commination 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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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 & Baker, 1987). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, The Belk Center 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 (Caison, 2005; Tiu, 2001).

References

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Table 1. Institutional Structure Frequency Distributions

Institutional Structure		IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	9	5%	16	7%	1417	2%	298	2%
	Dissatisfied	29	16%	27	12%	5405	9%	1147	9%
	Neither	37	20%	35	16%	8492	14%	1794	14%
	Satisfied	78	42%	97	44%	28501	47%	6386	49%
	Very satisfied	31	17%	47	21%	17171	28%	3540	27%
	Total	184	100%	222	100%	60986	100%	13165	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	21	11%	23	11%	4425	7%	864	7%
	Dissatisfied	44	24%	33	15%	11324	19%	2388	18%
	Neither	38	21%	48	22%	12909	21%	2733	21%
	Satisfied	50	27%	71	32%	20853	35%	4647	36%
	Very satisfied	30	16%	44	20%	10802	18%	2422	19%
	Total	183	100%	219	100%	60313	100%	13054	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	18	10%	8	4%	2064	3%	407	3%
	Dissatisfied	22	12%	9	4%	4693	8%	1017	8%
	Neither	46	25%	63	29%	11318	19%	2751	21%
	Satisfied	57	31%	80	36%	22711	37%	5043	39%
	Very satisfied	42	23%	60	27%	19926	33%	3852	29%
	Total	185	100%	220	100%	60712	100%	13070	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	15	8%	16	7%	2907	5%	613	5%
	Dissatisfied	28	15%	24	11%	6768	11%	1483	11%
	Neither	39	21%	34	15%	8728	14%	1870	14%
	Satisfied	61	33%	84	38%	22963	38%	5046	38%
	Very satisfied	42	23%	66	29%	19496	32%	4148	32%
	Total	185	100%	224	100%	60862	100%	13160	100%

IVCC compared with:

Institutional Structure (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	38	20%	25	11%	6130	10%	1355	10%
	Dissatisfied	42	22%	49	22%	11410	19%	2578	20%
	Neither	37	20%	49	22%	12490	20%	2778	21%
	Satisfied	42	22%	59	27%	19089	31%	4029	31%
	Very satisfied	28	15%	40	18%	12062	20%	2445	19%
	Total	187	100%	222	100%	61181	100%	13185	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	13	8%	9	4%	2136	4%	408	3%
	Dissatisfied	30	17%	29	14%	6516	12%	1382	11%
	Neither	57	33%	61	30%	16350	29%	3565	29%
	Satisfied	54	31%	75	37%	22363	40%	5122	42%
	Very satisfied	18	10%	28	14%	8850	16%	1833	15%
	Total	172	100%	202	100%	56215	100%	12310	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	25	14%	32	15%	5781	10%	1126	9%
	Dissatisfied	33	19%	33	16%	9605	17%	1993	16%
	Neither	52	30%	62	30%	16288	29%	3535	29%
	Satisfied	43	25%	59	28%	16685	29%	3818	31%
	Very satisfied	22	13%	23	11%	8245	15%	1857	15%
	Total	175	100%	209	100%	56604	100%	12329	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	27	15%	28	13%	5426	9%	1205	9%
	Dissatisfied	42	23%	35	16%	9176	15%	2066	16%
	Neither	37	20%	45	20%	12245	20%	2637	20%
	Satisfied	46	25%	77	35%	20751	34%	4559	35%
	Very satisfied	33	18%	37	17%	12744	21%	2595	20%
	Total	185	100%	222	100%	60342	100%	13062	100%

IVCC compared with:

Institutional Structure (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	20	11%	23	10%	5039	8%	992	8%
	Dissatisfied	32	18%	27	12%	8489	14%	1800	14%
	Neither	43	24%	53	24%	11997	20%	2676	21%
	Satisfied	51	28%	67	30%	20112	34%	4489	35%
	Very satisfied	36	20%	51	23%	14272	24%	3050	23%
	Total	182	100%	221	100%	59909	100%	13007	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	26	14%	29	13%	4747	8%	1025	8%
	Dissatisfied	39	21%	30	14%	8961	15%	2014	15%
	Neither	36	20%	52	24%	11500	19%	2533	19%
	Satisfied	51	28%	69	31%	21706	36%	4770	37%
	Very satisfied	30	16%	41	19%	13143	22%	2694	21%
	Total	182	100%	221	100%	60057	100%	13036	100%
29 institution-wide policies guide my work	Very dissatisfied	7	4%	10	5%	1760	3%	339	3%
	Dissatisfied	10	6%	13	6%	3567	6%	746	6%
	Neither	53	29%	49	22%	13462	23%	2928	23%
	Satisfied	79	44%	101	46%	25933	44%	5847	46%
	Very satisfied	32	18%	46	21%	14372	24%	2986	23%
	Total	181	100%	219	100%	59094	100%	12846	100%
32 this institution is appropriately organized	Very dissatisfied	19	11%	14	6%	4838	8%	953	7%
	Dissatisfied	36	20%	44	20%	10479	18%	2344	18%
	Neither	50	28%	54	25%	13617	23%	2916	23%
	Satisfied	54	30%	74	34%	19785	34%	4501	35%
	Very satisfied	19	11%	31	14%	10284	17%	2114	16%
	Total	178	100%	217	100%	59003	100%	12828	100%

IVCC compared with:

Institutional Structure (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	23	15%	26	13%	8078	14%	1531	13%
	Dissatisfied	23	15%	25	12%	8739	16%	1835	15%
	Neither	51	32%	61	30%	14144	25%	3409	28%
	Satisfied	38	24%	59	29%	14999	27%	3230	27%
	Very satisfied	23	15%	32	16%	10061	18%	1985	17%
	Total	158	100%	203	100%	56021	100%	11990	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	13	7%	12	5%	2750	5%	641	5%
	Dissatisfied	39	22%	24	11%	6700	11%	1605	12%
	Neither	38	21%	37	17%	9749	16%	2233	17%
	Satisfied	61	34%	98	45%	25581	43%	5553	43%
	Very satisfied	29	16%	49	22%	14849	25%	2921	23%
	Total	180	100%	220	100%	59629	100%	12953	100%
44 administrative processes are clearly defined	Very dissatisfied	20	11%	21	9%	4308	7%	826	6%
	Dissatisfied	38	22%	18	8%	8074	14%	1722	13%
	Neither	43	25%	54	24%	12914	22%	2847	22%
	Satisfied	54	31%	88	40%	21599	37%	4826	38%
	Very satisfied	20	11%	41	18%	11909	20%	2561	20%
	Total	175	100%	222	100%	58804	100%	12782	100%

Table 2. Student Focus Frequency Distributions

IVCC compared with:

Student Focus	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	13	7%	10	4%	1929	3%	405	3%
	Dissatisfied	21	11%	18	8%	5603	9%	1220	9%
	Neither	33	18%	32	14%	7137	12%	1579	12%
	Satisfied	68	36%	78	35%	22437	37%	5001	38%
	Very satisfied	53	28%	85	38%	23893	39%	4957	38%
	Total	188	100%	223	100%	60999	100%	13162	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	3%	4	2%	839	1%	165	1%
	Dissatisfied	5	3%	5	2%	1463	2%	299	2%
	Neither	17	9%	24	11%	3616	6%	782	6%
	Satisfied	63	34%	76	34%	18908	31%	4280	32%
	Very satisfied	93	51%	114	51%	36327	59%	7659	58%
	Total	183	100%	223	100%	61153	100%	13185	100%
17 faculty meet the needs of students	Very dissatisfied	8	5%	1	0%	860	2%	179	1%
	Dissatisfied	12	7%	11	5%	3070	5%	722	6%
	Neither	36	21%	38	18%	8691	15%	1887	15%
	Satisfied	80	46%	97	46%	25187	44%	5700	46%
	Very satisfied	39	22%	63	30%	19006	33%	4012	32%
	Total	175	100%	210	100%	56814	100%	12500	100%
18 student diversity is important at this institution	Very dissatisfied	5	3%	4	2%	1042	2%	237	2%
	Dissatisfied	15	8%	5	2%	2430	4%	632	5%
	Neither	50	27%	45	21%	8195	14%	2207	17%
	Satisfied	72	39%	106	48%	23988	40%	5469	42%
	Very satisfied	41	22%	59	27%	24141	40%	4382	34%
	Total	183	100%	219	100%	59796	100%	12927	100%

IVCC compared with:

Student Focus (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	3	2%	1	0%	684	1%	112	1%
	Dissatisfied	5	3%	4	2%	2266	4%	459	4%
	Neither	37	22%	46	22%	10029	18%	2174	18%
	Satisfied	86	50%	113	55%	27096	47%	6222	50%
	Very satisfied	40	23%	42	20%	16975	30%	3421	28%
	Total		171	100%	206	100%	57050	100%	12388
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	1	1%	2	1%	1118	2%	232	2%
	Dissatisfied	4	2%	5	2%	3292	6%	697	6%
	Neither	28	16%	21	10%	8767	15%	1865	15%
	Satisfied	77	44%	117	54%	25907	45%	5982	47%
	Very satisfied	64	37%	72	33%	18325	32%	3820	30%
	Total		174	100%	217	100%	57409	100%	12596
28 classified personnel meet the needs of students	Very dissatisfied	2	1%	1	1%	901	2%	176	1%
	Dissatisfied	8	5%	6	3%	2172	4%	486	4%
	Neither	42	27%	41	21%	11136	21%	2386	20%
	Satisfied	67	42%	99	50%	23663	44%	5624	47%
	Very satisfied	39	25%	50	25%	15393	29%	3276	27%
	Total		158	100%	197	100%	53265	100%	11948
31 students receive an excellent education at this institution	Very dissatisfied	2	1%	0	0%	539	1%	99	1%
	Dissatisfied	7	4%	4	2%	1793	3%	411	3%
	Neither	31	18%	25	11%	6546	11%	1491	12%
	Satisfied	76	43%	108	49%	26531	45%	6173	49%
	Very satisfied	61	34%	82	37%	22974	39%	4527	36%
	Total		177	100%	219	100%	58383	100%	12701

IVCC compared with:

Student Focus (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	2	1%	1	0%	610	1%	112	1%
	Dissatisfied	3	2%	6	3%	1676	3%	358	3%
	Neither	29	16%	27	13%	6861	12%	1489	12%
	Satisfied	94	53%	111	51%	26246	45%	6032	48%
	Very satisfied	50	28%	71	33%	22815	39%	4693	37%
	Total	178	100%	216	100%	58208	100%	12684	100%
37 this institution prepares students for further learning	Very dissatisfied	2	1%	1	0%	636	1%	110	1%
	Dissatisfied	3	2%	2	1%	1623	3%	324	3%
	Neither	32	18%	24	11%	6167	11%	1387	11%
	Satisfied	77	44%	110	50%	27151	47%	6239	49%
	Very satisfied	62	35%	81	37%	22706	39%	4628	36%
	Total	176	100%	218	100%	58283	100%	12688	100%
40 students are assisted with their personal development	Very dissatisfied	3	2%	1	0%	762	1%	141	1%
	Dissatisfied	11	6%	2	1%	2449	4%	543	4%
	Neither	35	20%	43	21%	10161	18%	2194	18%
	Satisfied	83	49%	98	47%	25737	46%	5929	48%
	Very satisfied	39	23%	63	30%	16647	30%	3437	28%
	Total	171	100%	207	100%	55756	100%	12244	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	1	1%	481	1%	86	1%
	Dissatisfied	10	6%	3	2%	1656	3%	372	3%
	Neither	36	23%	42	21%	10197	19%	2314	20%
	Satisfied	92	58%	115	58%	28875	53%	6604	56%
	Very satisfied	21	13%	39	20%	12843	24%	2476	21%
	Total	160	100%	200	100%	54052	100%	11852	100%

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships		IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	2	1%	4	2%	1907	3%	348	3%
	Dissatisfied	7	4%	10	4%	3468	6%	713	5%
	Neither	26	14%	25	11%	5318	9%	1159	9%
	Satisfied	51	28%	62	28%	17463	29%	3842	29%
	Very satisfied	97	53%	123	55%	33031	54%	7154	54%
	Total	183	100%	224	100%	61187	100%	13216	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	4	2%	6	3%	2859	5%	546	4%
	Dissatisfied	12	7%	13	6%	4161	7%	853	6%
	Neither	27	15%	22	10%	5968	10%	1254	10%
	Satisfied	45	25%	66	29%	16439	27%	3708	28%
	Very satisfied	91	51%	117	52%	31592	52%	6807	52%
	Total	179	100%	224	100%	61019	100%	13168	100%
12 positive work expectations are communicated to me	Very dissatisfied	10	5%	6	3%	2542	4%	484	4%
	Dissatisfied	22	12%	18	8%	5679	9%	1172	9%
	Neither	26	14%	36	17%	9499	16%	2090	16%
	Satisfied	77	42%	93	43%	25739	43%	5733	44%
	Very satisfied	48	26%	63	29%	17014	28%	3602	28%
	Total	183	100%	216	100%	60473	100%	13081	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	4%	5	2%	1798	3%	351	3%
	Dissatisfied	5	3%	10	5%	3843	7%	772	7%
	Neither	40	25%	50	25%	12863	24%	2854	24%
	Satisfied	81	50%	98	49%	23410	43%	5281	45%
	Very satisfied	29	18%	38	19%	12164	22%	2562	22%
	Total	161	100%	201	100%	54078	100%	11820	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	9	5%	7	3%	3117	5%	605	5%
	Dissatisfied	11	6%	16	7%	5417	9%	1138	9%
	Neither	35	19%	43	20%	10553	18%	2374	18%
	Satisfied	77	42%	88	40%	23020	38%	5202	40%
	Very satisfied	50	27%	66	30%	17897	30%	3690	28%
	Total	182	100%	220	100%	60004	100%	13009	100%
21 I receive appropriate feedback for my work	Very dissatisfied	11	6%	6	3%	2698	5%	488	4%
	Dissatisfied	8	4%	16	7%	5346	9%	1119	9%
	Neither	40	22%	41	18%	9773	16%	2207	17%
	Satisfied	75	42%	96	43%	24427	41%	5552	43%
	Very satisfied	45	25%	63	28%	17623	29%	3636	28%
	Total	179	100%	222	100%	59867	100%	13002	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	11	6%	11	5%	3744	6%	708	5%
	Dissatisfied	13	7%	14	6%	4917	8%	1042	8%
	Neither	32	18%	32	15%	9176	15%	1898	15%
	Satisfied	49	28%	81	37%	18933	32%	4310	33%
	Very satisfied	69	40%	82	37%	22519	38%	4929	38%
	Total	174	100%	220	100%	59289	100%	12887	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	9	5%	10	5%	3533	6%	682	5%
	Dissatisfied	12	7%	11	5%	4420	7%	915	7%
	Neither	25	14%	31	14%	8590	15%	1765	14%
	Satisfied	57	32%	81	36%	18692	32%	4277	33%
	Very satisfied	74	42%	89	40%	23963	40%	5260	41%
	Total	177	100%	222	100%	59198	100%	12899	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	8	4%	9	4%	2259	4%	423	3%
	Dissatisfied	5	3%	19	9%	4991	8%	1055	8%
	Neither	52	29%	36	16%	11841	20%	2528	20%
	Satisfied	80	45%	108	49%	25229	42%	5726	44%
	Very satisfied	33	19%	49	22%	15160	25%	3204	25%
	Total	178	100%	221	100%	59480	100%	12936	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	9	5%	9	4%	3252	6%	596	5%
	Dissatisfied	10	6%	13	6%	4544	8%	953	7%
	Neither	34	19%	41	18%	10044	17%	2154	17%
	Satisfied	54	31%	85	38%	19765	34%	4525	35%
	Very satisfied	68	39%	74	33%	21292	36%	4578	36%
	Total	175	100%	222	100%	58897	100%	12806	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	7	4%	6	3%	2339	4%	395	3%
	Dissatisfied	8	4%	9	4%	3195	5%	607	5%
	Neither	27	15%	34	16%	7227	12%	1486	12%
	Satisfied	85	47%	94	43%	22202	37%	5043	39%
	Very satisfied	52	29%	76	35%	24366	41%	5343	42%
	Total	179	100%	219	100%	59329	100%	12874	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	9	5%	8	4%	3069	5%	569	4%
	Dissatisfied	15	8%	13	6%	5319	9%	1169	9%
	Neither	42	23%	47	21%	10794	18%	2376	19%
	Satisfied	74	41%	96	44%	23993	41%	5294	41%
	Very satisfied	39	22%	56	25%	15672	27%	3417	27%
	Total	179	100%	220	100%	58847	100%	12825	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	9	5%	23	11%	2998	5%	725	6%
	Dissatisfied	20	11%	33	15%	5032	9%	1255	10%
	Neither	38	21%	34	16%	8623	15%	2002	16%
	Satisfied	71	40%	76	35%	22747	38%	5100	40%
	Very satisfied	39	22%	51	24%	19775	33%	3734	29%
	Total	177	100%	217	100%	59175	100%	12816	100%

Table 4. Teamwork Frequency Distributions

Teamwork		IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	10	5%	5	2%	2559	4%	464	4%
	Dissatisfied	21	11%	17	8%	5665	9%	1182	9%
	Neither	18	10%	27	13%	6218	10%	1315	10%
	Satisfied	62	34%	67	31%	20418	33%	4578	35%
	Very satisfied	74	40%	100	46%	26126	43%	5634	43%
	Total	185	100%	216	100%	60986	100%	13173	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	6	3%	2	1%	1541	3%	261	2%
	Dissatisfied	13	8%	12	6%	3798	7%	775	6%
	Neither	26	15%	35	17%	8515	15%	1838	14%
	Satisfied	77	45%	101	48%	24312	42%	5516	44%
	Very satisfied	50	29%	59	28%	19968	34%	4287	34%
	Total	172	100%	209	100%	58134	100%	12677	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	12	7%	13	6%	2799	5%	520	4%
	Dissatisfied	15	8%	14	6%	5159	9%	1057	8%
	Neither	23	13%	23	11%	7853	13%	1640	13%
	Satisfied	76	43%	95	44%	23001	39%	5183	40%
	Very satisfied	52	29%	71	33%	20383	34%	4475	35%
	Total	178	100%	216	100%	59195	100%	12875	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	4%	4	2%	2945	5%	548	4%
	Dissatisfied	14	8%	21	10%	4719	8%	1013	8%
	Neither	25	14%	32	15%	7493	13%	1626	13%
	Satisfied	69	39%	89	41%	21933	37%	5002	39%
	Very satisfied	62	35%	72	33%	21692	37%	4612	36%
	Total	178	100%	218	100%	58782	100%	12801	100%

IVCC compared with:

Teamwork (continued)	Response Option	IVCC		2018		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	6	3%	6	3%	1842	3%	327	3%
	Dissatisfied	16	9%	13	6%	3613	6%	773	6%
	Neither	26	15%	43	20%	8542	15%	1833	15%
	Satisfied	87	50%	93	44%	24438	42%	5602	44%
	Very satisfied	38	22%	56	27%	19313	33%	4090	32%
	Total	173	100%	211	100%	57748	100%	12625	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	13	7%	11	5%	3327	6%	574	4%
	Dissatisfied	13	7%	11	5%	4934	8%	1013	8%
	Neither	19	10%	32	14%	6752	11%	1396	11%
	Satisfied	63	35%	90	41%	21171	36%	4773	37%
	Very satisfied	73	40%	77	35%	23214	39%	5120	40%
	Total	181	100%	221	100%	59398	100%	12876	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>IVCC compared with:</i>										
	IVCC		2018			PACE Normbase			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	189	3.682	3.803			3.835	**	-.204	3.837	**	-.210
Institutional Structure	189	3.250	3.438			3.540	***	-.319	3.536	***	-.317
Student Focus	189	3.939	4.077	*	-.227	4.090	**	-.230	4.067	**	-.201
Supervisory Relationships	189	3.877	3.918			3.902			3.914		
Teamwork	189	3.877	3.930			3.951			3.979		

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

Figure 1. Means by Comparison Group and Climate Factor

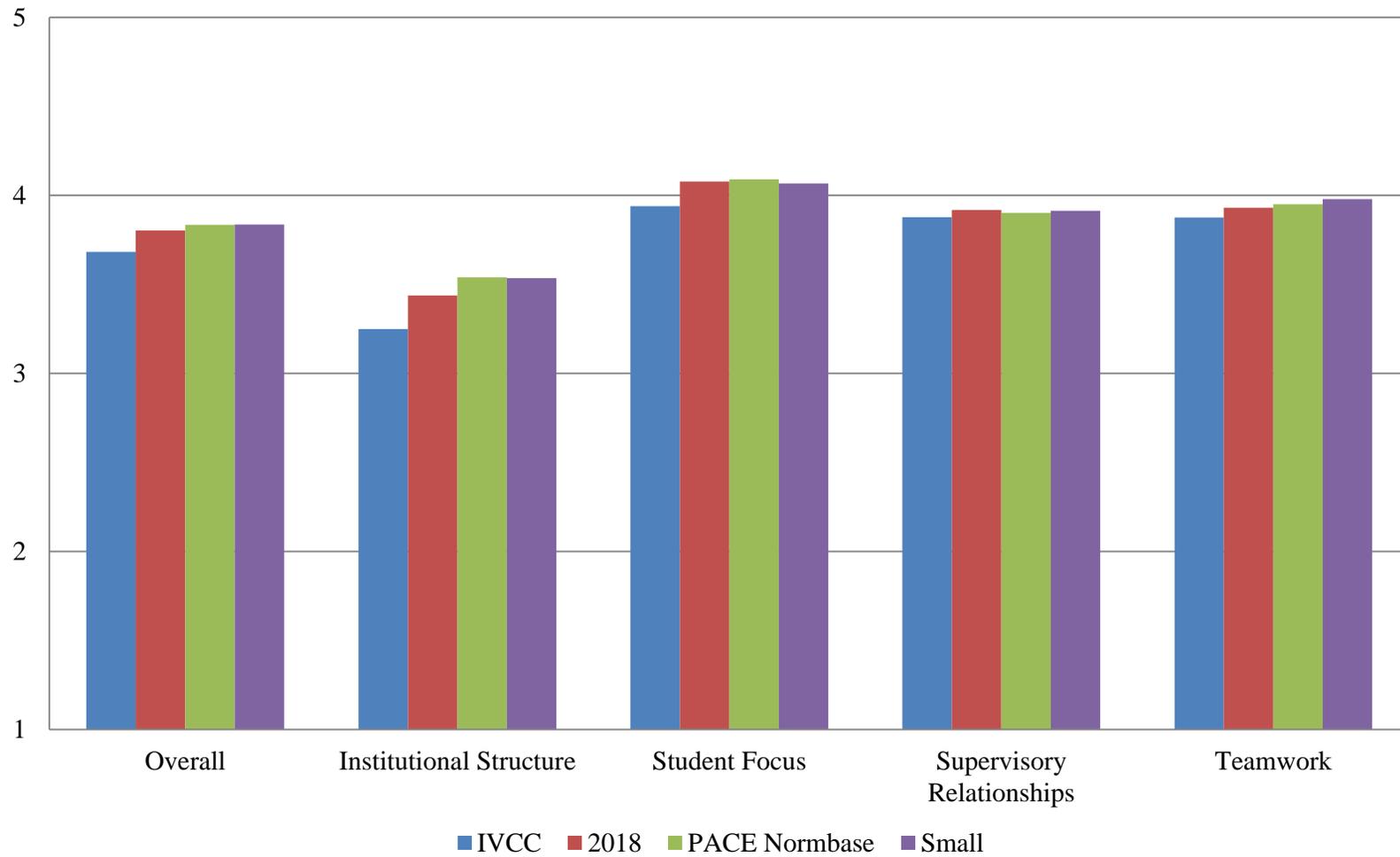


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>IVCC compared with:</i>										
		IVCC		2018			PACE Normbase			Small		
		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	184	3.505	3.595			3.895	***	-.395	3.890	***	-.395
4	decisions are made at the appropriate level at this institution	183	3.131	3.365			3.369	**	-.201	3.412	**	-.239
5	the institution effectively promotes diversity in the workplace	185	3.449	3.795	**	-.310	3.885	***	-.413	3.835	***	-.373
6	administrative leadership is focused on meeting the needs of students	185	3.470	3.714	*	-.201	3.811	***	-.299	3.808	***	-.297
10	information is shared within the institution	187	2.893	3.180	*	-.218	3.319	***	-.338	3.275	***	-.304
11	institutional teams use problem-solving techniques	172	3.198	3.416	*	-.206	3.521	***	-.319	3.535	***	-.342
15	I am able to appropriately influence the direction of this institution	175	3.023	3.038			3.212	*	-.159	3.267	**	-.208
16	open and ethical communication is practiced at this institution	185	3.086	3.270			3.434	***	-.283	3.404	***	-.258
22	this institution has been successful in positively motivating my performance	182	3.280	3.434			3.502	*	-.180	3.523	**	-.201
25	a spirit of cooperation exists at this institution	182	3.110	3.285			3.492	***	-.316	3.467	***	-.297
29	institution-wide policies guide my work	181	3.657	3.731			3.805	*	-.152	3.809	*	-.160
32	this institution is appropriately organized	178	3.101	3.295			3.342	**	-.202	3.349	**	-.212
38	I have the opportunity for advancement within this institution	158	3.095	3.227			3.183			3.192		
41	I receive adequate information regarding important activities at this institution	180	3.300	3.673	**	-.327	3.722	***	-.386	3.657	***	-.323
44	administrative processes are clearly defined	175	3.091	3.495	***	-.342	3.489	***	-.339	3.514	***	-.370

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

Table 7. Student Focus Item Mean Comparisons

IVCC compared with:

Student Focus	IVCC		2018			PACE Normbase			Small		
	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	188	3.676	3.942	*	-.230	3.996	***	-.297	3.979	***	-.283
8 I feel my job is relevant to this institution's mission	183	4.279	4.305			4.446	**	-.204	4.439	**	-.198
17 faculty meet the needs of students	175	3.743	4.000	**	-.274	4.028	***	-.311	4.012	***	-.294
18 student diversity is important at this institution	183	3.705	3.963	**	-.281	4.133	***	-.466	4.015	***	-.333
19 students' competencies are enhanced	171	3.906	3.927			4.006			3.999		
23 non-teaching professional personnel meet the needs of students	174	4.144	4.161			3.993	*	.161	3.989	*	.169
28 classified personnel meet the needs of students	158	3.842	3.970			3.948			3.949		
31 students receive an excellent education at this institution	177	4.056	4.224	*	-.210	4.192	*	-.165	4.151		
35 this institution prepares students for a career	178	4.051	4.134			4.185	*	-.163	4.170		
37 this institution prepares students for further learning	176	4.102	4.229			4.195			4.178		
40 students are assisted with their personal development	171	3.842	4.063	*	-.264	3.987	*	-.165	3.978	*	-.158
42 students are satisfied with their educational experience at this institution	160	3.763	3.940	*	-.239	3.961	**	-.251	3.929	**	-.217

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>IVCC compared with:</i>										
		IVCC		2018			PACE Normbase			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
2	my supervisor/chair expresses confidence in my work	183	4.279	4.295		4.246			4.267			
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	179	4.156	4.228		4.143			4.168			
12	positive work expectations are communicated to me	183	3.716	3.875		3.810			3.825			
13	unacceptable behaviors are identified and communicated to me	161	3.758	3.766		3.745			3.756			
20	I receive timely feedback for my work	182	3.813	3.864		3.786			3.787			
21	I receive appropriate feedback for my work	179	3.754	3.874		3.817			3.825			
26	my supervisor/chair actively seeks my ideas	174	3.874	3.950		3.870			3.909			
27	my supervisor/chair seriously considers my ideas	177	3.989	4.027		3.931			3.970			
30	work outcomes are clarified for me	178	3.702	3.765		3.774			3.791			
34	my supervisor/chair helps me to improve my work	175	3.926	3.910		3.871			3.901			
39	I am given the opportunity to be creative in my work	179	3.933	4.027		4.063			4.113	*	-.182	
45	I have the opportunity to express my ideas in appropriate forums	179	3.665	3.814		3.746			3.766			
46	professional development and training opportunities are available	177	3.627	3.456		3.866	**	-.213	3.770			

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>IVCC compared with:</i>										
		IVCC		2018			PACE Normbase			Small		
		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	185	3.914	4.111			4.015			4.043		
14	my primary work team uses problem-solving techniques	172	3.884	3.971			3.987			4.009		
24	there is an opportunity for all ideas to be exchanged within my work team	178	3.792	3.912			3.896			3.935		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	178	3.916	3.936			3.931			3.947		
36	my work team coordinates its efforts with appropriate individuals and teams	173	3.780	3.853			3.966	*	-.184	3.979	**	-.204
43	a spirit of cooperation exists in my department	181	3.939	3.955			3.943			3.998		

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