

**Illinois Valley  
Community College  
Oglesby, Illinois**

**PACE Personnel Classification Report**  
PACE Climate Survey for Community Colleges

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**Table 1. Institutional Structure Frequencies by Personnel Classification**

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	9	5%	8	10%	0	0%	1	1%
	Dissatisfied	29	16%	11	14%	1	6%	16	21%
	Neither	37	20%	10	13%	3	18%	21	27%
	Satisfied	78	42%	31	39%	10	59%	33	43%
	Very satisfied	31	17%	20	25%	3	18%	6	8%
	<b>Total</b>	<b>184</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	21	11%	15	19%	0	0%	4	5%
	Dissatisfied	44	24%	12	15%	3	18%	28	37%
	Neither	38	21%	14	17%	2	12%	19	25%
	Satisfied	50	27%	23	28%	8	47%	17	22%
	Very satisfied	30	16%	17	21%	4	24%	8	11%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>76</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	18	10%	9	11%	0	0%	8	10%
	Dissatisfied	22	12%	7	9%	2	12%	12	16%
	Neither	46	25%	25	31%	4	24%	15	19%
	Satisfied	57	31%	16	20%	9	53%	29	38%
	Very satisfied	42	23%	24	30%	2	12%	13	17%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	15	8%	8	10%	0	0%	7	9%
	Dissatisfied	28	15%	16	20%	1	6%	11	14%
	Neither	39	21%	16	20%	2	12%	17	22%
	Satisfied	61	33%	20	25%	8	47%	29	37%
	Very satisfied	42	23%	20	25%	6	35%	14	18%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	38	20%	17	21%	1	6%	17	22%
	Dissatisfied	42	22%	16	20%	2	12%	22	28%
	Neither	37	20%	15	19%	4	24%	16	20%
	Satisfied	42	22%	17	21%	6	35%	17	22%
	Very satisfied	28	15%	16	20%	4	24%	7	9%
	<b>Total</b>	<b>187</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	13	8%	7	9%	1	6%	5	7%
	Dissatisfied	30	17%	10	14%	3	18%	14	19%
	Neither	57	33%	22	30%	6	35%	28	37%
	Satisfied	54	31%	26	35%	4	24%	22	29%
	Very satisfied	18	10%	9	12%	3	18%	6	8%
	<b>Total</b>	<b>172</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>75</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	25	14%	11	14%	0	0%	13	18%
	Dissatisfied	33	19%	15	19%	2	12%	15	21%
	Neither	52	30%	22	28%	5	29%	23	32%
	Satisfied	43	25%	19	24%	5	29%	17	23%
	Very satisfied	22	13%	11	14%	5	29%	5	7%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>78</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>73</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	27	15%	15	19%	0	0%	11	14%
	Dissatisfied	42	23%	18	22%	4	24%	19	24%
	Neither	37	20%	10	12%	3	18%	21	27%
	Satisfied	46	25%	21	26%	6	35%	18	23%
	Very satisfied	33	18%	17	21%	4	24%	10	13%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	20	11%	11	14%	0	0%	9	12%
	Dissatisfied	32	18%	10	12%	0	0%	17	22%
	Neither	43	24%	17	21%	5	29%	21	27%
	Satisfied	51	28%	23	28%	6	35%	22	28%
	Very satisfied	36	20%	20	25%	6	35%	9	12%
	<b>Total</b>	<b>182</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	26	14%	15	19%	0	0%	10	13%
	Dissatisfied	39	21%	12	15%	4	24%	21	27%
	Neither	36	20%	13	16%	4	24%	17	22%
	Satisfied	51	28%	22	28%	6	35%	23	29%
	Very satisfied	30	16%	18	23%	3	18%	8	10%
	<b>Total</b>	<b>182</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	7	4%	3	4%	0	0%	4	5%
	Dissatisfied	10	6%	3	4%	1	6%	6	8%
	Neither	53	29%	24	30%	2	12%	27	34%
	Satisfied	79	44%	32	40%	12	71%	31	39%
	Very satisfied	32	18%	18	23%	2	12%	11	14%
	<b>Total</b>	<b>181</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	19	11%	9	11%	1	6%	8	11%
	Dissatisfied	36	20%	15	19%	3	18%	17	23%
	Neither	50	28%	16	20%	7	41%	25	33%
	Satisfied	54	30%	27	34%	5	29%	21	28%
	Very satisfied	19	11%	13	16%	1	6%	4	5%
	<b>Total</b>	<b>178</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>75</b>	<b>100%</b>

<b>Institutional Structure (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	23	15%	8	12%	0	0%	14	19%
	Dissatisfied	23	15%	7	10%	1	6%	15	21%
	Neither	51	32%	23	34%	8	50%	20	28%
	Satisfied	38	24%	18	27%	4	25%	15	21%
	Very satisfied	23	15%	11	16%	3	19%	8	11%
	<b>Total</b>	<b>158</b>	<b>100%</b>	<b>67</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>72</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	13	7%	5	6%	0	0%	7	9%
	Dissatisfied	39	22%	18	23%	2	12%	19	24%
	Neither	38	21%	11	14%	4	24%	21	26%
	Satisfied	61	34%	28	35%	7	41%	25	31%
	Very satisfied	29	16%	17	22%	4	24%	8	10%
	<b>Total</b>	<b>180</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>80</b>	<b>100%</b>
<b>44</b> administrative processes are clearly defined	Very dissatisfied	20	11%	10	13%	0	0%	10	13%
	Dissatisfied	38	22%	16	21%	1	6%	20	26%
	Neither	43	25%	20	26%	5	29%	17	22%
	Satisfied	54	31%	21	27%	8	47%	23	30%
	Very satisfied	20	11%	11	14%	3	18%	6	8%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>78</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>76</b>	<b>100%</b>

**Table 2. Student Focus Frequencies by Personnel Classification**

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	13	7%	8	10%	0	0%	5	6%
	Dissatisfied	21	11%	10	12%	1	6%	9	11%
	Neither	33	18%	13	16%	1	6%	15	19%
	Satisfied	68	36%	26	32%	8	47%	33	41%
	Very satisfied	53	28%	24	30%	7	41%	18	23%
	<b>Total</b>	<b>188</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>80</b>	<b>100%</b>
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	3%	2	3%	0	0%	3	4%
	Dissatisfied	5	3%	4	5%	0	0%	1	1%
	Neither	17	9%	6	8%	1	6%	9	12%
	Satisfied	63	34%	24	30%	5	29%	32	42%
	Very satisfied	93	51%	43	54%	11	65%	32	42%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
17 faculty meet the needs of students	Very dissatisfied	8	5%	2	2%	1	6%	5	7%
	Dissatisfied	12	7%	2	2%	3	18%	5	7%
	Neither	36	21%	8	10%	5	29%	22	31%
	Satisfied	80	46%	40	49%	7	41%	30	43%
	Very satisfied	39	22%	29	36%	1	6%	8	11%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>70</b>	<b>100%</b>
18 student diversity is important at this institution	Very dissatisfied	5	3%	3	4%	0	0%	2	3%
	Dissatisfied	15	8%	5	6%	2	12%	7	9%
	Neither	50	27%	18	22%	5	29%	24	31%
	Satisfied	72	39%	30	37%	8	47%	32	42%
	Very satisfied	41	22%	25	31%	2	12%	12	16%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	3	2%	2	3%	0	0%	1	1%
	Dissatisfied	5	3%	1	1%	0	0%	3	4%
	Neither	37	22%	9	11%	4	24%	23	34%
	Satisfied	86	50%	42	53%	10	59%	30	45%
	Very satisfied	40	23%	26	33%	3	18%	10	15%
	<b>Total</b>		<b>171</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>67</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	1	1%	0	0%	0	0%	1	1%
	Dissatisfied	4	2%	2	3%	0	0%	2	3%
	Neither	28	16%	13	17%	2	12%	13	18%
	Satisfied	77	44%	25	32%	11	65%	38	51%
	Very satisfied	64	37%	37	48%	4	24%	20	27%
	<b>Total</b>		<b>174</b>	<b>100%</b>	<b>77</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>74</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	8	5%	2	3%	1	6%	5	7%
	Neither	42	27%	21	29%	3	19%	18	27%
	Satisfied	67	42%	23	32%	7	44%	34	51%
	Very satisfied	39	25%	25	35%	5	31%	9	13%
	<b>Total</b>		<b>158</b>	<b>100%</b>	<b>72</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>67</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	2	1%	2	3%	0	0%	0	0%
	Dissatisfied	7	4%	2	3%	0	0%	5	7%
	Neither	31	18%	9	11%	3	18%	17	23%
	Satisfied	76	43%	34	43%	8	47%	32	43%
	Very satisfied	61	34%	33	41%	6	35%	20	27%
	<b>Total</b>		<b>177</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>74</b>

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	2	1%	2	2%	0	0%	0	0%
	Dissatisfied	3	2%	0	0%	0	0%	3	4%
	Neither	29	16%	12	15%	2	12%	14	19%
	Satisfied	94	53%	40	49%	11	65%	41	55%
	Very satisfied	50	28%	27	33%	4	24%	16	22%
	<b>Total</b>	<b>178</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>74</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	2	1%	2	3%	0	0%	0	0%
	Dissatisfied	3	2%	0	0%	0	0%	3	4%
	Neither	32	18%	11	14%	3	18%	16	22%
	Satisfied	77	44%	34	43%	8	47%	34	47%
	Very satisfied	62	35%	33	41%	6	35%	20	27%
	<b>Total</b>	<b>176</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>73</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	3	2%	1	1%	0	0%	2	3%
	Dissatisfied	11	6%	3	4%	1	6%	6	9%
	Neither	35	20%	14	18%	4	24%	16	23%
	Satisfied	83	49%	39	49%	9	53%	33	47%
	Very satisfied	39	23%	22	28%	3	18%	13	19%
	<b>Total</b>	<b>171</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>70</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	1	1%	0	0%	0	0%
	Dissatisfied	10	6%	3	4%	0	0%	7	11%
	Neither	36	23%	12	16%	3	18%	20	32%
	Satisfied	92	58%	45	58%	14	82%	31	49%
	Very satisfied	21	13%	16	21%	0	0%	5	8%
	<b>Total</b>	<b>160</b>	<b>100%</b>	<b>77</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>63</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequencies by Personnel Classification**

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor/chair expresses confidence in my work	Very dissatisfied	2	1%	1	1%	0	0%	0	0%
	Dissatisfied	7	4%	4	5%	0	0%	3	4%
	Neither	26	14%	14	18%	2	12%	10	13%
	Satisfied	51	28%	13	17%	6	35%	29	36%
	Very satisfied	97	53%	44	58%	9	53%	38	48%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>80</b>	<b>100%</b>
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	4	2%	2	3%	0	0%	2	3%
	Dissatisfied	12	7%	4	5%	1	6%	5	6%
	Neither	27	15%	10	14%	2	12%	14	18%
	Satisfied	45	25%	17	23%	5	29%	22	28%
	Very satisfied	91	51%	41	55%	9	53%	36	46%
	<b>Total</b>	<b>179</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	10	5%	5	6%	0	0%	5	6%
	Dissatisfied	22	12%	12	15%	1	6%	8	10%
	Neither	26	14%	9	11%	1	6%	15	19%
	Satisfied	77	42%	30	38%	10	59%	32	41%
	Very satisfied	48	26%	24	30%	5	29%	18	23%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	4%	3	4%	0	0%	3	4%
	Dissatisfied	5	3%	2	3%	1	6%	2	3%
	Neither	40	25%	18	26%	1	6%	20	29%
	Satisfied	81	50%	30	43%	11	65%	35	51%
	Very satisfied	29	18%	16	23%	4	24%	9	13%
	<b>Total</b>	<b>161</b>	<b>100%</b>	<b>69</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>69</b>	<b>100%</b>

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	9	5%	5	6%	0	0%	3	4%
	Dissatisfied	11	6%	6	8%	0	0%	5	6%
	Neither	35	19%	14	18%	3	18%	17	22%
	Satisfied	77	42%	29	37%	9	53%	33	42%
	Very satisfied	50	27%	24	31%	5	29%	21	27%
	<b>Total</b>	<b>182</b>	<b>100%</b>	<b>78</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	11	6%	6	8%	0	0%	4	5%
	Dissatisfied	8	4%	4	5%	0	0%	4	5%
	Neither	40	22%	18	23%	3	18%	17	22%
	Satisfied	75	42%	29	38%	8	47%	35	44%
	Very satisfied	45	25%	20	26%	6	35%	19	24%
	<b>Total</b>	<b>179</b>	<b>100%</b>	<b>77</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>26</b> my supervisor/chair actively seeks my ideas	Very dissatisfied	11	6%	7	9%	0	0%	3	4%
	Dissatisfied	13	7%	6	8%	2	12%	4	5%
	Neither	32	18%	13	18%	1	6%	17	22%
	Satisfied	49	28%	17	23%	5	29%	24	31%
	Very satisfied	69	40%	31	42%	9	53%	29	38%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
<b>27</b> my supervisor/chair seriously considers my ideas	Very dissatisfied	9	5%	6	8%	0	0%	3	4%
	Dissatisfied	12	7%	5	7%	2	12%	3	4%
	Neither	25	14%	11	14%	0	0%	13	17%
	Satisfied	57	32%	21	28%	6	35%	27	35%
	Very satisfied	74	42%	33	43%	9	53%	32	41%
	<b>Total</b>	<b>177</b>	<b>100%</b>	<b>76</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>	<b>100%</b>

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	8	4%	4	5%	0	0%	4	5%
	Dissatisfied	5	3%	2	2%	0	0%	3	4%
	Neither	52	29%	27	33%	3	18%	19	26%
	Satisfied	80	45%	31	38%	11	65%	35	47%
	Very satisfied	33	19%	17	21%	3	18%	13	18%
	<b>Total</b>		<b>178</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>74</b>
<b>34</b> my supervisor/chair helps me to improve my work	Very dissatisfied	9	5%	3	4%	0	0%	6	8%
	Dissatisfied	10	6%	4	5%	1	6%	4	5%
	Neither	34	19%	16	22%	1	6%	13	17%
	Satisfied	54	31%	20	27%	8	47%	26	33%
	Very satisfied	68	39%	31	42%	7	41%	29	37%
	<b>Total</b>		<b>175</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	7	4%	2	2%	0	0%	5	7%
	Dissatisfied	8	4%	5	6%	0	0%	3	4%
	Neither	27	15%	11	14%	2	12%	12	16%
	Satisfied	85	47%	37	46%	10	59%	36	48%
	Very satisfied	52	29%	26	32%	5	29%	19	25%
	<b>Total</b>		<b>179</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>75</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	9	5%	5	6%	0	0%	4	5%
	Dissatisfied	15	8%	4	5%	1	6%	10	13%
	Neither	42	23%	21	26%	2	12%	18	23%
	Satisfied	74	41%	34	43%	8	47%	30	38%
	Very satisfied	39	22%	16	20%	6	35%	16	21%
	<b>Total</b>		<b>179</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>

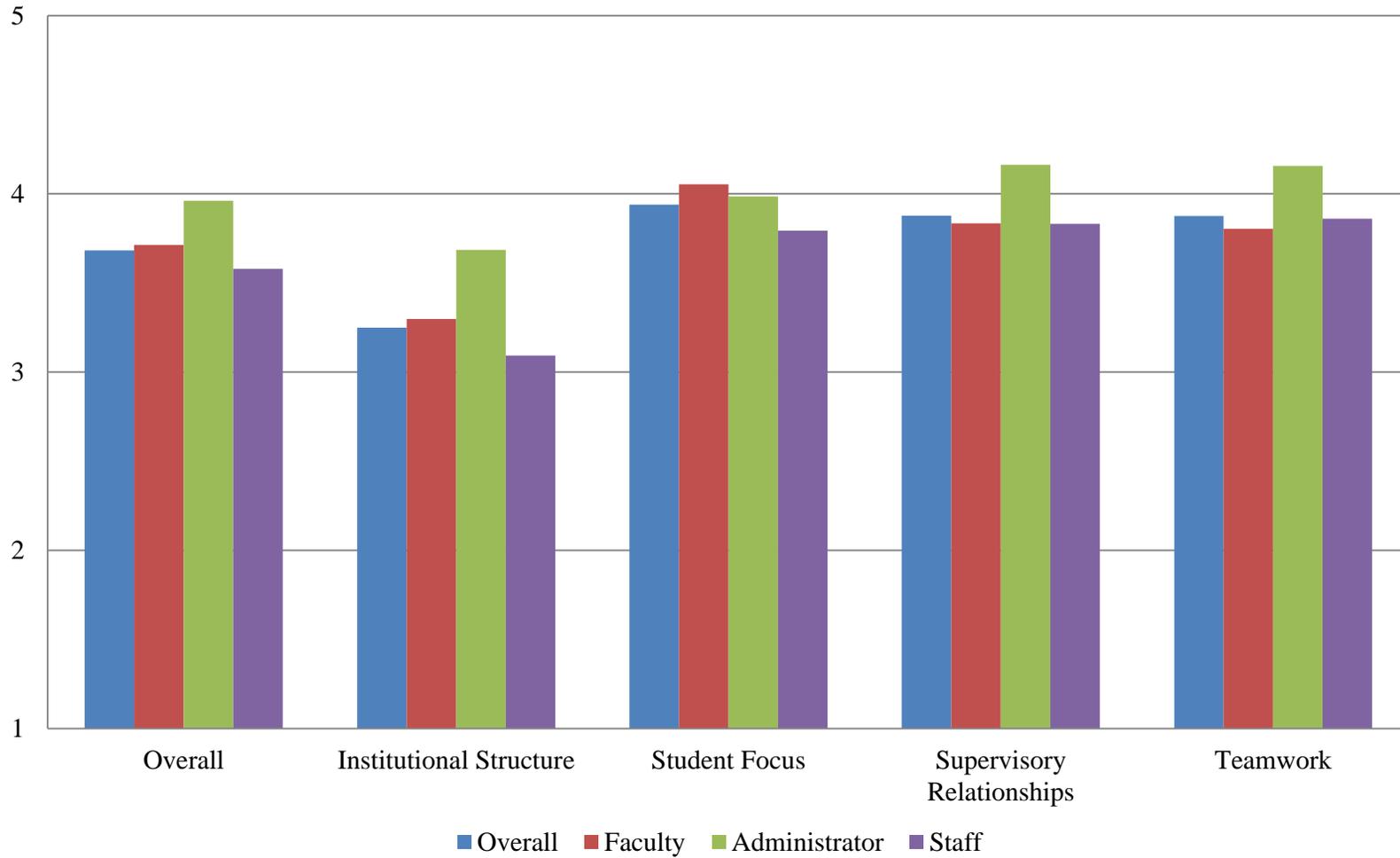
<b>Supervisory Relationships (continued)</b>	Response Option	<b>Overall</b>		<b>Faculty</b>		<b>Administrator</b>		<b>Staff</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	9	5%	4	5%	0	0%	4	5%
	Dissatisfied	20	11%	9	11%	2	12%	9	12%
	Neither	38	21%	18	22%	2	12%	17	23%
	Satisfied	71	40%	28	35%	9	53%	32	43%
	Very satisfied	39	22%	22	27%	4	24%	13	17%
<b>Total</b>		<b>177</b>	<b>100%</b>	<b>81</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>75</b>	<b>100%</b>

**Table 4. Teamwork Frequencies by Personnel Classification**

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	10	5%	6	8%	1	6%	3	4%
	Dissatisfied	21	11%	10	13%	1	6%	8	10%
	Neither	18	10%	7	9%	1	6%	10	13%
	Satisfied	62	34%	27	35%	6	35%	25	31%
	Very satisfied	74	40%	28	36%	8	47%	34	43%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>78</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>80</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	6	3%	3	4%	0	0%	3	4%
	Dissatisfied	13	8%	5	7%	0	0%	6	8%
	Neither	26	15%	13	18%	4	24%	9	12%
	Satisfied	77	45%	31	43%	7	41%	36	48%
	Very satisfied	50	29%	20	28%	6	35%	21	28%
	<b>Total</b>	<b>172</b>	<b>100%</b>	<b>72</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>75</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	12	7%	6	8%	0	0%	5	6%
	Dissatisfied	15	8%	7	9%	1	6%	6	8%
	Neither	23	13%	12	15%	2	12%	9	12%
	Satisfied	76	43%	31	40%	6	35%	36	47%
	Very satisfied	52	29%	22	28%	8	47%	21	27%
	<b>Total</b>	<b>178</b>	<b>100%</b>	<b>78</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	4%	4	5%	0	0%	4	5%
	Dissatisfied	14	8%	5	6%	2	12%	6	8%
	Neither	25	14%	13	17%	0	0%	11	14%
	Satisfied	69	39%	30	39%	8	47%	28	36%
	Very satisfied	62	35%	25	32%	7	41%	29	37%
	<b>Total</b>	<b>178</b>	<b>100%</b>	<b>77</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>78</b>	<b>100%</b>

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	6	3%	2	3%	0	0%	4	5%
	Dissatisfied	16	9%	5	7%	2	12%	8	11%
	Neither	26	15%	14	19%	1	6%	10	13%
	Satisfied	87	50%	37	50%	9	53%	38	50%
	Very satisfied	38	22%	16	22%	5	29%	16	21%
	<b>Total</b>	<b>173</b>	<b>100%</b>	<b>74</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>76</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	13	7%	8	10%	0	0%	5	6%
	Dissatisfied	13	7%	6	8%	1	6%	6	8%
	Neither	19	10%	7	9%	0	0%	10	13%
	Satisfied	63	35%	23	29%	9	53%	30	38%
	Very satisfied	73	40%	36	45%	7	41%	29	36%
	<b>Total</b>	<b>181</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>80</b>	<b>100%</b>

**Figure 1. Means by Personnel Classification and Climate Factor**



**Table 5. Climate Factor Means by Personnel Classification**

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.682	81	3.714	17	3.960	80	3.579
Institutional Structure	3.250	81	3.298	17	3.685	80	3.092
Student Focus	3.939	81	4.054	17	3.986	80	3.794
Supervisory Relationships	3.877	81	3.834	17	4.163	80	3.832
Teamwork	3.877	81	3.804	17	4.157	80	3.861

**Table 6. Institutional Structure Item Means by Personnel Classification**

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>1</b> the actions of this institution reflect its mission	184	3.505	3.550	3.882	3.351
<b>4</b> decisions are made at the appropriate level at this institution	183	3.131	3.185	3.765	2.961
<b>5</b> the institution effectively promotes diversity in the workplace	185	3.449	3.481	3.647	3.351
<b>6</b> administrative leadership is focused on meeting the needs of students	185	3.470	3.350	4.118	3.410
<b>10</b> information is shared within the institution	187	2.893	2.988	3.588	2.684
<b>11</b> institutional teams use problem-solving techniques	172	3.198	3.270	3.294	3.133
<b>15</b> I am able to appropriately influence the direction of this institution	175	3.023	3.051	3.765	2.808
<b>16</b> open and ethical communication is practiced at this institution	185	3.086	3.086	3.588	2.962
<b>22</b> this institution has been successful in positively motivating my performance	182	3.280	3.383	4.059	3.064
<b>25</b> a spirit of cooperation exists at this institution	182	3.110	3.200	3.471	2.975
<b>29</b> institution-wide policies guide my work	181	3.657	3.738	3.882	3.494
<b>32</b> this institution is appropriately organized	178	3.101	3.250	3.118	2.947
<b>38</b> I have the opportunity for advancement within this institution	158	3.095	3.254	3.563	2.833
<b>41</b> I receive adequate information regarding important activities at this institution	180	3.300	3.430	3.765	3.100
<b>44</b> administrative processes are clearly defined	175	3.091	3.090	3.765	2.934

**Table 7. Student Focus Item Means by Personnel Classification**

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>7</b> student needs are central to what we do	188	3.676	3.593	4.235	3.625
<b>8</b> I feel my job is relevant to this institution's mission	183	4.279	4.291	4.588	4.156
<b>17</b> faculty meet the needs of students	175	3.743	4.136	3.235	3.443
<b>18</b> student diversity is important at this institution	183	3.705	3.852	3.588	3.584
<b>19</b> students' competencies are enhanced	171	3.906	4.113	3.941	3.672
<b>23</b> non-teaching professional personnel meet the needs of students	174	4.144	4.260	4.118	4.000
<b>28</b> classified personnel meet the needs of students	158	3.842	3.958	4.000	3.672
<b>31</b> students receive an excellent education at this institution	177	4.056	4.175	4.176	3.905
<b>35</b> this institution prepares students for a career	178	4.051	4.111	4.118	3.946
<b>37</b> this institution prepares students for further learning	176	4.102	4.200	4.176	3.973
<b>40</b> students are assisted with their personal development	171	3.842	3.987	3.824	3.700
<b>42</b> students are satisfied with their educational experience at this institution	160	3.763	3.935	3.824	3.540

**Table 8. Supervisory Relationships Item Means by Personnel Classification**

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>2</b> my supervisor/chair expresses confidence in my work	183	4.279	4.250	4.412	4.275
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	179	4.156	4.230	4.294	4.076
<b>12</b> positive work expectations are communicated to me	183	3.716	3.700	4.118	3.641
<b>13</b> unacceptable behaviors are identified and communicated to me	161	3.758	3.783	4.059	3.652
<b>20</b> I receive timely feedback for my work	182	3.813	3.782	4.118	3.810
<b>21</b> I receive appropriate feedback for my work	179	3.754	3.688	4.176	3.772
<b>26</b> my supervisor/chair actively seeks my ideas	174	3.874	3.797	4.235	3.935
<b>27</b> my supervisor/chair seriously considers my ideas	177	3.989	3.921	4.294	4.051
<b>30</b> work outcomes are clarified for me	178	3.702	3.679	4.000	3.676
<b>34</b> my supervisor/chair helps me to improve my work	175	3.926	3.973	4.235	3.872
<b>39</b> I am given the opportunity to be creative in my work	179	3.933	3.988	4.176	3.813
<b>45</b> I have the opportunity to express my ideas in appropriate forums	179	3.665	3.650	4.118	3.564
<b>46</b> professional development and training opportunities are available	177	3.627	3.679	3.882	3.547

**Table 9. Teamwork Item Means by Personnel Classification**

<b>Teamwork</b>	<b>Overall</b>		<b>Faculty</b>	<b>Administrator</b>	<b>Staff</b>
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
<b>3</b> there is a spirit of cooperation within my work team	185	3.914	3.782	4.118	3.988
<b>14</b> my primary work team uses problem-solving techniques	172	3.884	3.833	4.118	3.880
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	178	3.792	3.718	4.235	3.805
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	178	3.916	3.870	4.176	3.923
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	173	3.780	3.811	4.000	3.711
<b>43</b> a spirit of cooperation exists in my department	181	3.939	3.913	4.294	3.900