



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

# Northeast Lakeview College

## San Antonio, Texas

### **PACE Report**

PACE Climate Survey for Community Colleges

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**Conducted**

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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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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).

NILIE’s present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (p. 7). The concept of leadership has been studied for many years in a variety of

work settings, and there is no one theory of management and leadership that is universally accepted (Baker & Associates, 1992). However, organizational research conducted to date shows a strong relationship between leadership processes and other aspects of the organizational culture. Intensive efforts to conceptualize and measure organizational climate began in the 1960s with Rensis Likert's work at the University of Michigan (Rouche and Baker, 1987). NILIE has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by NILIE at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through a rigorous review of the instrument's questions by scholars and professionals in higher education to ensure that the instrument's items capture the essential aspects of institutional effectiveness. Building on this foundation of content validity, the PACE instrument has been thoroughly tested to ensure construct (climate factors) validity through two separate factor analysis studies (Tiu, 2001; Caison, 2005).

### References

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- Tiu, S. (2001). Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument. Unpublished doctoral dissertation, North Carolina State University, Raleigh.
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**Table 1. Institutional Structure Frequency Distributions**

*NLC compared with:*

Institutional Structure	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	1	1%	4	3%	1614	3%	181	2%
	Dissatisfied	7	4%	8	5%	6209	10%	717	9%
	Neither	18	10%	15	10%	9509	15%	1088	14%
	Satisfied	96	51%	87	55%	30328	47%	3692	48%
	Very satisfied	67	35%	43	27%	16456	26%	1965	26%
	<b>Total</b>	<b>189</b>	<b>100%</b>	<b>157</b>	<b>100%</b>	<b>64116</b>	<b>100%</b>	<b>7643</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	10	5%	15	10%	5108	8%	582	8%
	Dissatisfied	24	13%	25	17%	12595	20%	1337	18%
	Neither	36	19%	31	21%	14062	22%	1581	21%
	Satisfied	78	41%	53	35%	21390	34%	2699	36%
	Very satisfied	41	22%	27	18%	10277	16%	1380	18%
	<b>Total</b>	<b>189</b>	<b>100%</b>	<b>151</b>	<b>100%</b>	<b>63432</b>	<b>100%</b>	<b>7579</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	5	3%	9	6%	2202	3%	255	3%
	Dissatisfied	12	6%	8	5%	4777	7%	530	7%
	Neither	31	16%	26	17%	12331	19%	1707	23%
	Satisfied	73	39%	53	34%	24644	39%	2939	39%
	Very satisfied	67	36%	58	38%	19907	31%	2132	28%
	<b>Total</b>	<b>188</b>	<b>100%</b>	<b>154</b>	<b>100%</b>	<b>63861</b>	<b>100%</b>	<b>7563</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	6	3%	10	6%	3456	5%	421	6%
	Dissatisfied	11	6%	14	9%	7880	12%	942	12%
	Neither	21	11%	12	8%	10047	16%	1138	15%
	Satisfied	87	46%	67	43%	24253	38%	2885	38%
	Very satisfied	65	34%	52	34%	18388	29%	2261	30%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>64024</b>	<b>100%</b>	<b>7647</b>	<b>100%</b>

*NLC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>NLC</b>		<b>2018</b>		<b>NILIE Normbase</b>		<b>Small 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	11	6%	8	5%	6894	11%	832	11%
	Dissatisfied	16	8%	17	11%	12922	20%	1507	20%
	Neither	42	22%	28	18%	13450	21%	1534	20%
	Satisfied	73	38%	57	37%	19714	31%	2369	31%
	Very satisfied	48	25%	46	29%	11340	18%	1418	19%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>156</b>	<b>100%</b>	<b>64320</b>	<b>100%</b>	<b>7660</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	3	2%	5	4%	2479	4%	276	4%
	Dissatisfied	10	6%	15	11%	7386	13%	878	12%
	Neither	48	27%	37	26%	17983	30%	2092	29%
	Satisfied	84	47%	58	41%	23023	39%	2910	41%
	Very satisfied	35	19%	27	19%	8162	14%	1023	14%
	<b>Total</b>	<b>180</b>	<b>100%</b>	<b>142</b>	<b>100%</b>	<b>59033</b>	<b>100%</b>	<b>7179</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	9	5%	17	12%	6557	11%	705	10%
	Dissatisfied	22	13%	20	14%	10639	18%	1187	17%
	Neither	46	26%	38	26%	17448	29%	2063	29%
	Satisfied	63	36%	49	34%	17042	29%	2165	30%
	Very satisfied	36	20%	21	14%	7989	13%	1048	15%
	<b>Total</b>	<b>176</b>	<b>100%</b>	<b>145</b>	<b>100%</b>	<b>59675</b>	<b>100%</b>	<b>7168</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	12	6%	15	10%	6205	10%	799	11%
	Dissatisfied	12	6%	20	13%	10365	16%	1253	16%
	Neither	28	15%	24	15%	13412	21%	1514	20%
	Satisfied	86	46%	63	40%	21433	34%	2580	34%
	Very satisfied	51	27%	34	22%	11983	19%	1453	19%
	<b>Total</b>	<b>189</b>	<b>100%</b>	<b>156</b>	<b>100%</b>	<b>63398</b>	<b>100%</b>	<b>7599</b>	<b>100%</b>

*NLC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>NLC</b>		<b>2018</b>		<b>NILIE Normbase</b>		<b>Small 2-year</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	13	7%	16	10%	5723	9%	625	8%
	Dissatisfied	15	8%	25	16%	9476	15%	1056	14%
	Neither	31	17%	28	18%	12672	20%	1492	20%
	Satisfied	76	41%	46	30%	21110	34%	2600	34%
	Very satisfied	50	27%	40	26%	13914	22%	1800	24%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>62895</b>	<b>100%</b>	<b>7573</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	6	3%	11	7%	5536	9%	710	9%
	Dissatisfied	17	9%	26	17%	10127	16%	1203	16%
	Neither	22	12%	28	18%	12799	20%	1513	20%
	Satisfied	94	50%	56	37%	22437	36%	2635	35%
	Very satisfied	48	26%	32	21%	12236	19%	1515	20%
	<b>Total</b>	<b>187</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>63135</b>	<b>100%</b>	<b>7576</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	6	3%	6	4%	2086	3%	222	3%
	Dissatisfied	8	4%	8	5%	4147	7%	470	6%
	Neither	35	19%	32	21%	15089	24%	1746	23%
	Satisfied	83	45%	67	44%	27332	44%	3393	45%
	Very satisfied	53	29%	41	27%	13422	22%	1658	22%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>154</b>	<b>100%</b>	<b>62076</b>	<b>100%</b>	<b>7489</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	6	3%	9	6%	5482	9%	594	8%
	Dissatisfied	21	11%	26	17%	11610	19%	1365	18%
	Neither	38	20%	32	21%	14517	23%	1711	23%
	Satisfied	79	42%	63	41%	20625	33%	2640	35%
	Very satisfied	42	23%	23	15%	9771	16%	1165	16%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>62005</b>	<b>100%</b>	<b>7475</b>	<b>100%</b>



*NLC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>NLC</b>		<b>2018</b>		<b>NILIE Normbase</b>		<b>Small 2-year</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	19	11%	29	20%	8908	15%	960	14%
	Dissatisfied	17	10%	27	18%	9525	16%	1031	15%
	Neither	27	15%	25	17%	15065	25%	1906	27%
	Satisfied	62	35%	36	25%	15893	27%	1967	28%
	Very satisfied	50	29%	29	20%	9723	16%	1128	16%
	<b>Total</b>	<b>175</b>	<b>100%</b>	<b>146</b>	<b>100%</b>	<b>59114</b>	<b>100%</b>	<b>6992</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	5	3%	2	1%	3127	5%	398	5%
	Dissatisfied	12	6%	16	10%	7506	12%	891	12%
	Neither	18	10%	19	12%	10831	17%	1248	17%
	Satisfied	93	50%	66	42%	27044	43%	3291	44%
	Very satisfied	58	31%	53	34%	14271	23%	1727	23%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>156</b>	<b>100%</b>	<b>62779</b>	<b>100%</b>	<b>7555</b>	<b>100%</b>
<b>44</b> administrative processes are clearly defined	Very dissatisfied	11	6%	9	6%	4400	7%	475	6%
	Dissatisfied	30	16%	23	15%	7703	12%	880	12%
	Neither	47	25%	29	19%	13853	22%	1598	21%
	Satisfied	71	38%	61	40%	23478	38%	2935	39%
	Very satisfied	26	14%	29	19%	12390	20%	1574	21%
	<b>Total</b>	<b>185</b>	<b>100%</b>	<b>151</b>	<b>100%</b>	<b>61824</b>	<b>100%</b>	<b>7462</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

Student Focus		NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	3	2%	7	4%	2280	4%	275	4%
	Dissatisfied	9	5%	12	8%	6492	10%	793	10%
	Neither	24	13%	15	10%	8090	13%	963	13%
	Satisfied	69	36%	57	36%	24208	38%	2873	38%
	Very satisfied	85	45%	66	42%	23085	36%	2739	36%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>157</b>	<b>100%</b>	<b>64155</b>	<b>100%</b>	<b>7643</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	4	2%	5	3%	972	2%	123	2%
	Dissatisfied	2	1%	6	4%	1678	3%	215	3%
	Neither	10	5%	5	3%	4036	6%	503	7%
	Satisfied	64	34%	47	30%	20674	32%	2582	34%
	Very satisfied	111	58%	93	60%	36936	57%	4238	55%
	<b>Total</b>	<b>191</b>	<b>100%</b>	<b>156</b>	<b>100%</b>	<b>64296</b>	<b>100%</b>	<b>7661</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	3	2%	1	1%	948	2%	110	2%
	Dissatisfied	7	4%	5	3%	3431	6%	471	6%
	Neither	22	12%	21	14%	9519	16%	1159	16%
	Satisfied	69	38%	52	35%	27400	46%	3288	45%
	Very satisfied	79	44%	70	47%	18731	31%	2291	31%
	<b>Total</b>	<b>180</b>	<b>100%</b>	<b>149</b>	<b>100%</b>	<b>60029</b>	<b>100%</b>	<b>7319</b>	<b>100%</b>
<b>18</b> student diversity is important at this institution	Very dissatisfied	3	2%	3	2%	1179	2%	151	2%
	Dissatisfied	4	2%	9	6%	2629	4%	414	6%
	Neither	31	16%	24	16%	9252	15%	1489	20%
	Satisfied	68	36%	56	36%	26495	42%	3218	43%
	Very satisfied	84	44%	62	40%	23274	37%	2234	30%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>154</b>	<b>100%</b>	<b>62829</b>	<b>100%</b>	<b>7506</b>	<b>100%</b>

*NLC compared with:*

Student Focus (continued)	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	1	1%	1	1%	798	1%	67	1%
	Dissatisfied	4	2%	7	5%	2589	4%	301	4%
	Neither	30	16%	22	15%	11123	18%	1370	19%
	Satisfied	85	46%	69	46%	29176	48%	3618	50%
	Very satisfied	64	35%	51	34%	16573	28%	1917	26%
	<b>Total</b>	<b>184</b>	<b>100%</b>	<b>150</b>	<b>100%</b>	<b>60259</b>	<b>100%</b>	<b>7273</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	3	2%	5	3%	1292	2%	132	2%
	Dissatisfied	7	4%	14	9%	3875	6%	410	6%
	Neither	16	9%	15	10%	9939	16%	1103	15%
	Satisfied	85	47%	57	39%	27707	46%	3464	47%
	Very satisfied	71	39%	57	39%	17719	29%	2228	30%
	<b>Total</b>	<b>182</b>	<b>100%</b>	<b>148</b>	<b>100%</b>	<b>60532</b>	<b>100%</b>	<b>7337</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	2	1%	4	3%	1092	2%	110	2%
	Dissatisfied	6	3%	9	6%	2560	5%	291	4%
	Neither	24	14%	21	14%	12788	23%	1504	22%
	Satisfied	84	49%	63	43%	25157	45%	3272	47%
	Very satisfied	56	33%	49	34%	14745	26%	1799	26%
	<b>Total</b>	<b>172</b>	<b>100%</b>	<b>146</b>	<b>100%</b>	<b>56342</b>	<b>100%</b>	<b>6976</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	0	0%	1	1%	599	1%	58	1%
	Dissatisfied	2	1%	4	3%	2076	3%	265	4%
	Neither	16	9%	13	8%	7379	12%	933	13%
	Satisfied	80	44%	77	50%	28697	47%	3606	49%
	Very satisfied	85	46%	58	38%	22768	37%	2572	35%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>61519</b>	<b>100%</b>	<b>7434</b>	<b>100%</b>

*NLC compared with:*

Student Focus (continued)	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	1	1%	1	1%	698	1%	71	1%
	Dissatisfied	6	3%	8	5%	1935	3%	246	3%
	Neither	19	11%	12	8%	7714	13%	964	13%
	Satisfied	97	54%	77	51%	28394	46%	3613	49%
	Very satisfied	56	31%	52	35%	22583	37%	2512	34%
	<b>Total</b>	<b>179</b>	<b>100%</b>	<b>150</b>	<b>100%</b>	<b>61324</b>	<b>100%</b>	<b>7406</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	711	1%	64	1%
	Dissatisfied	4	2%	9	6%	1930	3%	229	3%
	Neither	15	8%	7	5%	6996	11%	870	12%
	Satisfied	85	47%	71	46%	29502	48%	3706	50%
	Very satisfied	78	43%	66	43%	22271	36%	2551	34%
	<b>Total</b>	<b>182</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>61410</b>	<b>100%</b>	<b>7420</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	0	0%	4	3%	890	2%	93	1%
	Dissatisfied	8	5%	7	5%	2732	5%	312	4%
	Neither	29	16%	19	13%	11356	19%	1343	19%
	Satisfied	89	50%	72	47%	27638	47%	3470	48%
	Very satisfied	51	29%	50	33%	16246	28%	1941	27%
	<b>Total</b>	<b>177</b>	<b>100%</b>	<b>152</b>	<b>100%</b>	<b>58862</b>	<b>100%</b>	<b>7159</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	1	1%	544	1%	44	1%
	Dissatisfied	1	1%	5	3%	1900	3%	222	3%
	Neither	19	11%	15	10%	11281	20%	1398	20%
	Satisfied	101	58%	84	56%	31046	54%	3879	56%
	Very satisfied	53	30%	44	30%	12441	22%	1430	21%
	<b>Total</b>	<b>174</b>	<b>100%</b>	<b>149</b>	<b>100%</b>	<b>57212</b>	<b>100%</b>	<b>6973</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*NLC compared with:*

Supervisory Relationships	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor/chair expresses confidence in my work	Very dissatisfied	4	2%	11	7%	2152	3%	238	3%
	Dissatisfied	7	4%	3	2%	3857	6%	416	5%
	Neither	19	10%	16	10%	5720	9%	665	9%
	Satisfied	56	29%	44	28%	18719	29%	2176	28%
	Very satisfied	105	55%	81	52%	33640	52%	4157	54%
	<b>Total</b>	<b>191</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>64088</b>	<b>100%</b>	<b>7652</b>	<b>100%</b>
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	7	4%	13	8%	3288	5%	363	5%
	Dissatisfied	6	3%	6	4%	4669	7%	523	7%
	Neither	19	10%	17	11%	6505	10%	739	10%
	Satisfied	58	30%	40	26%	17692	28%	2129	28%
	Very satisfied	101	53%	79	51%	32024	50%	3904	51%
	<b>Total</b>	<b>191</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>64178</b>	<b>100%</b>	<b>7658</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	6	3%	12	8%	2921	5%	329	4%
	Dissatisfied	13	7%	14	9%	6440	10%	736	10%
	Neither	22	12%	22	14%	10403	16%	1205	16%
	Satisfied	91	48%	63	40%	27251	43%	3275	43%
	Very satisfied	58	31%	46	29%	16348	26%	2055	27%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>157</b>	<b>100%</b>	<b>63363</b>	<b>100%</b>	<b>7600</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	3	2%	7	5%	2074	4%	218	3%
	Dissatisfied	12	7%	12	9%	4352	8%	483	7%
	Neither	44	26%	33	24%	14017	24%	1721	25%
	Satisfied	76	45%	52	38%	25114	44%	3078	44%
	Very satisfied	35	21%	33	24%	11769	21%	1507	22%
	<b>Total</b>	<b>170</b>	<b>100%</b>	<b>137</b>	<b>100%</b>	<b>57326</b>	<b>100%</b>	<b>7007</b>	<b>100%</b>

*NLC compared with:*

Supervisory Relationships (continued)	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	5	3%	10	6%	3546	6%	379	5%
	Dissatisfied	8	4%	16	10%	6172	10%	631	8%
	Neither	32	17%	26	17%	11571	18%	1373	18%
	Satisfied	76	41%	60	39%	24474	39%	3018	40%
	Very satisfied	65	35%	42	27%	17263	27%	2165	29%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>154</b>	<b>100%</b>	<b>63026</b>	<b>100%</b>	<b>7566</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	3	2%	8	5%	3079	5%	314	4%
	Dissatisfied	9	5%	15	10%	6142	10%	659	9%
	Neither	31	17%	23	15%	10878	17%	1302	17%
	Satisfied	84	45%	66	43%	25799	41%	3180	42%
	Very satisfied	59	32%	41	27%	17048	27%	2119	28%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>62946</b>	<b>100%</b>	<b>7574</b>	<b>100%</b>
<b>26</b> my supervisor/chair actively seeks my ideas	Very dissatisfied	8	4%	9	6%	4246	7%	449	6%
	Dissatisfied	6	3%	12	8%	5646	9%	615	8%
	Neither	27	15%	24	16%	10127	16%	1107	15%
	Satisfied	69	37%	51	33%	20164	32%	2520	34%
	Very satisfied	76	41%	57	37%	22051	35%	2793	37%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>62234</b>	<b>100%</b>	<b>7484</b>	<b>100%</b>
<b>27</b> my supervisor/chair seriously considers my ideas	Very dissatisfied	8	4%	11	7%	3987	6%	435	6%
	Dissatisfied	4	2%	10	7%	5009	8%	551	7%
	Neither	25	13%	23	15%	9376	15%	1023	14%
	Satisfied	66	35%	47	31%	20054	32%	2495	33%
	Very satisfied	83	45%	60	40%	23755	38%	3008	40%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>151</b>	<b>100%</b>	<b>62181</b>	<b>100%</b>	<b>7512</b>	<b>100%</b>

*NLC compared with:*

Supervisory Relationships (continued)	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	5	3%	9	6%	2645	4%	280	4%
	Dissatisfied	8	4%	15	10%	5702	9%	612	8%
	Neither	34	18%	33	22%	12991	21%	1477	20%
	Satisfied	89	48%	58	38%	26563	43%	3351	44%
	Very satisfied	51	27%	37	24%	14536	23%	1813	24%
	<b>Total</b>	<b>187</b>	<b>100%</b>	<b>152</b>	<b>100%</b>	<b>62437</b>	<b>100%</b>	<b>7533</b>	<b>100%</b>
<b>34</b> my supervisor/chair helps me to improve my work	Very dissatisfied	7	4%	10	7%	3640	6%	373	5%
	Dissatisfied	9	5%	12	8%	5191	8%	600	8%
	Neither	30	16%	20	13%	11176	18%	1257	17%
	Satisfied	68	36%	57	38%	21022	34%	2650	35%
	Very satisfied	74	39%	53	35%	20812	34%	2589	35%
	<b>Total</b>	<b>188</b>	<b>100%</b>	<b>152</b>	<b>100%</b>	<b>61841</b>	<b>100%</b>	<b>7469</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	5	3%	9	6%	2665	4%	273	4%
	Dissatisfied	4	2%	11	7%	3635	6%	373	5%
	Neither	21	11%	18	12%	7917	13%	915	12%
	Satisfied	68	36%	52	34%	23760	38%	2914	39%
	Very satisfied	90	48%	62	41%	24439	39%	3034	40%
	<b>Total</b>	<b>188</b>	<b>100%</b>	<b>152</b>	<b>100%</b>	<b>62416</b>	<b>100%</b>	<b>7509</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	6	3%	10	6%	3489	6%	389	5%
	Dissatisfied	7	4%	16	10%	5942	10%	702	9%
	Neither	23	12%	16	10%	11756	19%	1347	18%
	Satisfied	91	49%	70	45%	25336	41%	3079	41%
	Very satisfied	59	32%	43	28%	15422	25%	1966	26%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>61945</b>	<b>100%</b>	<b>7483</b>	<b>100%</b>

*NLC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>NLC</b>		<b>2018</b>		<b>NILIE Normbase</b>		<b>Small 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	8	4%	9	6%	3466	6%	453	6%
	Dissatisfied	7	4%	19	12%	5701	9%	724	10%
	Neither	23	12%	18	12%	9417	15%	1194	16%
	Satisfied	81	43%	60	39%	24184	39%	3037	41%
	Very satisfied	69	37%	49	32%	19474	31%	2049	27%
	<b>Total</b>	<b>188</b>	<b>100%</b>	<b>155</b>	<b>100%</b>	<b>62242</b>	<b>100%</b>	<b>7457</b>	<b>100%</b>



**Table 4. Teamwork Frequency Distributions**

		<i>NLC compared with:</i>							
Teamwork	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		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	3	2%	6	4%	2946	5%	328	4%
	Dissatisfied	13	7%	8	5%	6536	10%	706	9%
	Neither	10	5%	14	9%	6791	11%	753	10%
	Satisfied	76	40%	60	39%	21665	34%	2595	34%
	Very satisfied	88	46%	65	42%	26013	41%	3226	42%
	<b>Total</b>	<b>190</b>	<b>100%</b>	<b>153</b>	<b>100%</b>	<b>63951</b>	<b>100%</b>	<b>7608</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	2	1%	2	1%	1811	3%	195	3%
	Dissatisfied	10	5%	9	6%	4354	7%	451	6%
	Neither	31	17%	19	13%	9751	16%	1207	16%
	Satisfied	78	42%	65	45%	25907	42%	3162	43%
	Very satisfied	65	35%	51	35%	19166	31%	2315	32%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>146</b>	<b>100%</b>	<b>60989</b>	<b>100%</b>	<b>7330</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	4	2%	4	3%	3195	5%	350	5%
	Dissatisfied	8	4%	9	6%	5909	10%	614	8%
	Neither	29	16%	20	13%	8738	14%	1014	14%
	Satisfied	82	44%	67	45%	24473	39%	2981	40%
	Very satisfied	63	34%	49	33%	19786	32%	2506	34%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>149</b>	<b>100%</b>	<b>62101</b>	<b>100%</b>	<b>7465</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	4	2%	7	5%	3321	5%	350	5%
	Dissatisfied	5	3%	12	8%	5438	9%	608	8%
	Neither	23	12%	12	8%	8377	14%	988	13%
	Satisfied	82	44%	62	41%	23489	38%	2927	39%
	Very satisfied	72	39%	57	38%	21082	34%	2549	34%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>150</b>	<b>100%</b>	<b>61707</b>	<b>100%</b>	<b>7422</b>	<b>100%</b>

*NLC compared with:*

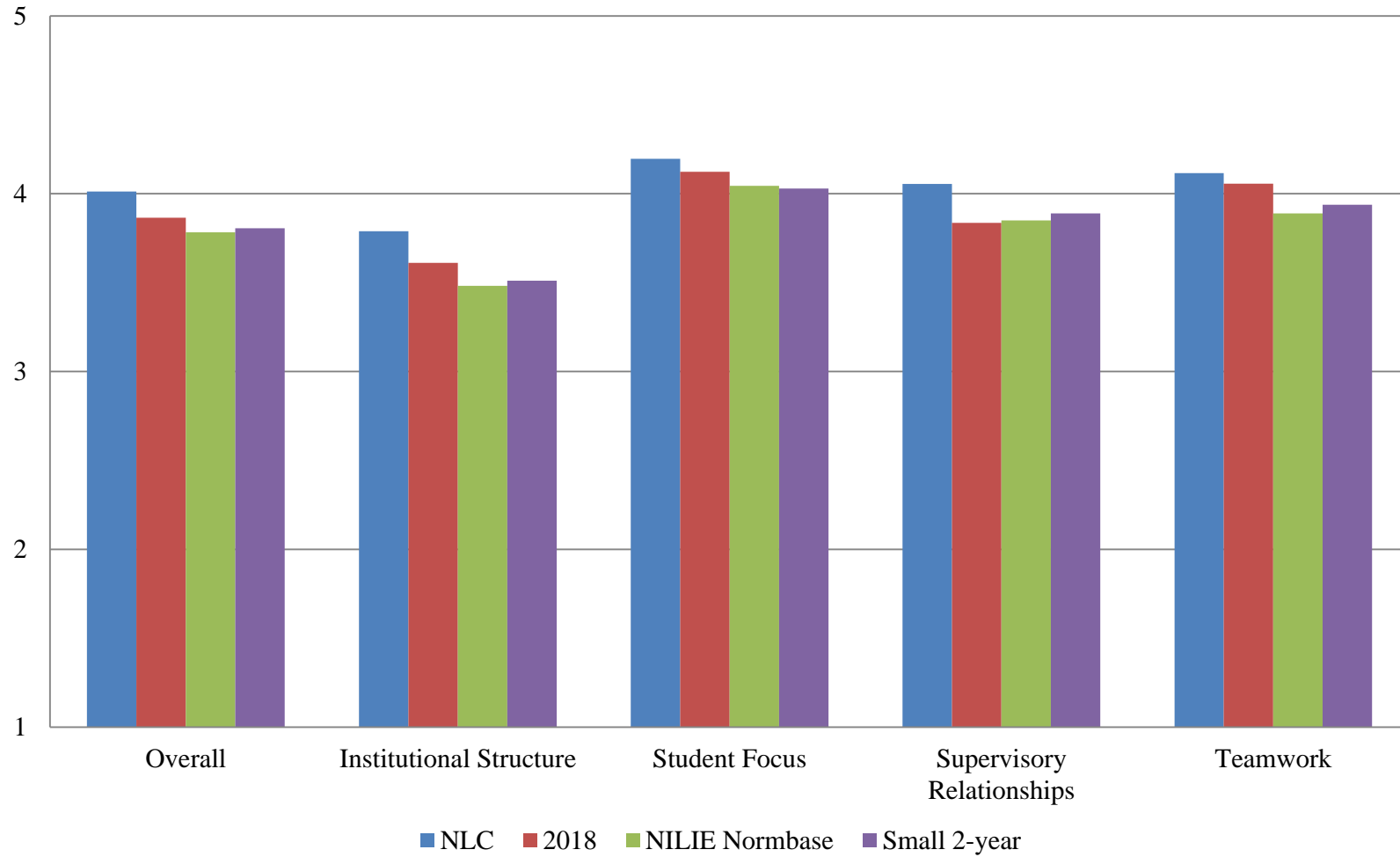
Teamwork (continued)	Response Option	NLC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	5	3%	2	1%	2053	3%	215	3%
	Dissatisfied	3	2%	7	5%	4207	7%	476	7%
	Neither	22	12%	16	11%	9802	16%	1169	16%
	Satisfied	90	49%	69	46%	25963	43%	3246	44%
	Very satisfied	63	34%	55	37%	18531	31%	2208	30%
	<b>Total</b>	<b>183</b>	<b>100%</b>	<b>149</b>	<b>100%</b>	<b>60556</b>	<b>100%</b>	<b>7314</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	4	2%	7	5%	3821	6%	372	5%
	Dissatisfied	7	4%	8	5%	5660	9%	565	8%
	Neither	20	11%	18	12%	7552	12%	868	12%
	Satisfied	74	40%	64	42%	22632	36%	2779	37%
	Very satisfied	81	44%	57	37%	22828	37%	2917	39%
	<b>Total</b>	<b>186</b>	<b>100%</b>	<b>154</b>	<b>100%</b>	<b>62493</b>	<b>100%</b>	<b>7501</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>NLC compared with:</i>										
	NLC		2018			NILIE Normbase			Small 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	192	4.013	3.865	*	.213	3.783	***	.305	3.807	***	.274
Institutional Structure	192	3.789	3.612	*	.213	3.483	***	.337	3.512	***	.302
Student Focus	192	4.196	4.124			4.044	**	.231	4.030	***	.259
Supervisory Relationships	192	4.055	3.837	*	.254	3.850	**	.229	3.889	**	.188
Teamwork	191	4.116	4.057			3.889	**	.234	3.938	**	.190

\* 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>NLC compared with:</i>										
		NLC		2018			NILIE Normbase			Small 2-year		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>1</b>	the actions of this institution reflect its mission	189	4.169	4.000			3.839	***	.331	3.856	***	.320
<b>4</b>	decisions are made at the appropriate level at this institution	189	3.614	3.344	*	.230	3.302	***	.262	3.390	*	.188
<b>5</b>	the institution effectively promotes diversity in the workplace	188	3.984	3.929			3.866			3.815	*	.165
<b>6</b>	administrative leadership is focused on meeting the needs of students	190	4.021	3.884			3.722	***	.258	3.735	***	.246
<b>10</b>	information is shared within the institution	190	3.689	3.744			3.244	***	.354	3.266	***	.335
<b>11</b>	institutional teams use problem-solving techniques	180	3.767	3.613			3.457	***	.305	3.491	***	.275
<b>15</b>	I am able to appropriately influence the direction of this institution	176	3.540	3.255	*	.246	3.155	***	.323	3.232	***	.261
<b>16</b>	open and ethical communication is practiced at this institution	189	3.804	3.519	*	.245	3.357	***	.363	3.347	***	.366
<b>22</b>	this institution has been successful in positively motivating my performance	185	3.730	3.445	*	.232	3.445	**	.229	3.514	*	.176
<b>25</b>	a spirit of cooperation exists at this institution	187	3.861	3.471	**	.355	3.407	***	.374	3.402	***	.374
<b>29</b>	institution-wide policies guide my work	185	3.914	3.838			3.739	*	.178	3.774		
<b>32</b>	this institution is appropriately organized	186	3.699	3.425	*	.255	3.284	***	.348	3.323	***	.321
<b>38</b>	I have the opportunity for advancement within this institution	175	3.611	3.062	***	.406	3.135	***	.368	3.182	***	.340
<b>41</b>	I receive adequate information regarding important activities at this institution	186	4.005	3.974			3.666	***	.308	3.669	***	.304
<b>44</b>	administrative processes are clearly defined	185	3.384	3.517			3.514			3.570	*	-.164

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

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

Student Focus	<i>NLC compared with:</i>										
	NLC		2018			NILIE Normbase			Small 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7	190	4.179	4.038			3.925	**	.232	3.917	**	.238
8	191	4.445	4.391			4.414			4.383		
17	180	4.189	4.242			3.992	**	.215	3.981	**	.224
18	190	4.189	4.071			4.083			3.929	***	.276
19	184	4.125	4.080			3.965	*	.185	3.965	*	.192
23	182	4.176	3.993			3.936	***	.252	3.988	**	.206
28	172	4.081	3.986			3.886	**	.215	3.912	*	.193
31	183	4.355	4.222			4.153	**	.243	4.126	***	.282
35	179	4.123	4.140			4.145			4.114		
37	182	4.302	4.268			4.151	*	.183	4.139	**	.204
40	177	4.034	4.033			3.945			3.957		
42	174	4.184	4.107			3.925	***	.327	3.922	***	.344

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

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

Supervisory Relationships		<i>NLC compared with:</i>										
		NLC		2018			NILIE Normbase			Small 2-year		
		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	191	4.314	4.168			4.215			4.254		
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	191	4.257	4.071			4.098			4.134		
12	positive work expectations are communicated to me	190	3.958	3.745			3.752	**	.189	3.788	*	
13	unacceptable behaviors are identified and communicated to me	170	3.753	3.672			3.700			3.738		
20	I receive timely feedback for my work	186	4.011	3.701	**	.291	3.726	***	.252	3.788	**	
21	I receive appropriate feedback for my work	186	4.005	3.765	*	.239	3.756	**	.226	3.809	*	
26	my supervisor/chair actively seeks my ideas	186	4.070	3.882			3.805	**	.219	3.881	*	
27	my supervisor/chair seriously considers my ideas	186	4.140	3.894	*	.221	3.878	**	.220	3.944	*	
30	work outcomes are clarified for me	187	3.925	3.651	*	.267	3.715	**	.200	3.771	*	
34	my supervisor/chair helps me to improve my work	188	4.027	3.862			3.811	*	.185	3.868		
39	I am given the opportunity to be creative in my work	188	4.245	3.967	*	.267	4.020	**	.211	4.074	*	
45	I have the opportunity to express my ideas in appropriate forums	186	4.022	3.774	*	.237	3.698	***	.291	3.739	***	
46	professional development and training opportunities are available	188	4.043	3.781	*	.239	3.811	**	.203	3.738	***	

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

**Table 9. Teamwork Item Mean Comparisons**

Teamwork		<i>NLC compared with:</i>										
		NLC		2018			NILIE Normbase			Small 2-year		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>3</b>	there is a spirit of cooperation within my work team	190	4.226	4.111			3.958	**	.232	4.010	**	.192
<b>14</b>	my primary work team uses problem-solving techniques	186	4.043	4.055			3.923			3.948		
<b>24</b>	there is an opportunity for all ideas to be exchanged within my work team	186	4.032	3.993			3.833	*	.176	3.895		
<b>33</b>	my work team provides an environment for free and open expression of ideas, opinions and beliefs	186	4.145	4.000			3.868	***	.243	3.905	**	.218
<b>36</b>	my work team coordinates its efforts with appropriate individuals and teams	183	4.109	4.128			3.903	**	.202	3.924	*	.188
<b>43</b>	a spirit of cooperation exists in my department	186	4.188	4.013			3.880	***	.262	3.974	**	.192

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