



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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**Fond du Lac Tribal
and Community College**
Cloquet, Minnesota

PACE Report

PACE Climate Survey for Community Colleges

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Table of Contents

Page

PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	3
Table 2. Student Focus Frequency Distributions	7
Table 3. Supervisory Relationships Frequency Distributions	10
Table 4. Teamwork Frequency Distributions	14
Table 5. Climate Factor Mean Comparisons	16
Figure 1. Means by Comparison Group and Climate Factor	17
Table 6. Institutional Structure Item Mean Comparisons	18
Table 7. Student Focus Item Mean Comparisons	19
Table 8. Supervisory Relationships Item Mean Comparisons	20
Table 9. Teamwork Item Mean Comparisons	21

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 communication within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees’ abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, 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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Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Bass.

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.

Yukl, G. S. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Table 1. Institutional Structure Frequency Distributions

FDLTCC compared with:

Institutional Structure	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	1	1%	114	2%	187	2%	606	2%
	Dissatisfied	6	8%	431	8%	681	9%	2597	9%
	Neither	4	5%	732	13%	1059	14%	3957	14%
	Satisfied	24	33%	2778	50%	3702	48%	13461	48%
	Very satisfied	38	52%	1482	27%	2009	26%	7187	26%
	Total	73	100%	5537	100%	7638	100%	27808	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	3	4%	336	6%	570	8%	2057	7%
	Dissatisfied	10	14%	904	16%	1336	18%	5484	20%
	Neither	7	10%	1154	21%	1561	21%	6357	23%
	Satisfied	26	36%	2103	38%	2695	36%	9537	35%
	Very satisfied	27	37%	1017	18%	1422	19%	4128	15%
	Total	73	100%	5514	100%	7584	100%	27563	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	2	3%	173	3%	251	3%	874	3%
	Dissatisfied	4	5%	412	8%	517	7%	2115	8%
	Neither	9	12%	1230	22%	1664	22%	5428	20%
	Satisfied	21	29%	2154	39%	2955	39%	10850	39%
	Very satisfied	37	51%	1511	28%	2180	29%	8440	30%
	Total	73	100%	5480	100%	7567	100%	27707	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	1	1%	231	4%	414	5%	1324	5%
	Dissatisfied	2	3%	590	11%	899	12%	3359	12%
	Neither	7	10%	810	15%	1096	14%	4350	16%
	Satisfied	19	26%	2182	40%	2917	38%	10792	39%
	Very satisfied	44	60%	1703	31%	2316	30%	7934	29%
	Total	73	100%	5516	100%	7642	100%	27759	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	5	7%	496	9%	801	10%	2903	10%
	Dissatisfied	9	12%	1082	19%	1461	19%	5739	21%
	Neither	14	19%	1194	22%	1555	20%	6097	22%
	Satisfied	21	29%	1803	32%	2376	31%	8672	31%
	Very satisfied	24	33%	977	18%	1466	19%	4519	16%
	Total	73	100%	5552	100%	7659	100%	27930	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	1	1%	181	4%	262	4%	965	4%
	Dissatisfied	6	9%	568	11%	858	12%	3186	12%
	Neither	20	29%	1490	29%	2084	29%	7830	30%
	Satisfied	24	34%	2183	43%	2923	41%	10410	41%
	Very satisfied	19	27%	714	14%	1058	15%	3284	13%
	Total	70	100%	5136	100%	7185	100%	25675	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	4	6%	448	9%	703	10%	2743	11%
	Dissatisfied	5	7%	835	16%	1172	16%	4711	18%
	Neither	19	28%	1532	30%	2063	29%	7841	30%
	Satisfied	29	42%	1631	31%	2149	30%	7547	29%
	Very satisfied	12	17%	742	14%	1079	15%	3254	12%
	Total	69	100%	5188	100%	7166	100%	26096	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	6	8%	486	9%	784	10%	2579	9%
	Dissatisfied	10	14%	847	15%	1231	16%	4613	17%
	Neither	5	7%	1181	22%	1519	20%	5968	22%
	Satisfied	24	34%	1921	35%	2581	34%	9537	35%
	Very satisfied	26	37%	1050	19%	1475	19%	4837	18%
	Total	71	100%	5485	100%	7590	100%	27534	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	5	7%	385	7%	614	8%	2384	9%
	Dissatisfied	4	6%	709	13%	1041	14%	4194	15%
	Neither	17	24%	1092	20%	1504	20%	5692	21%
	Satisfied	19	27%	1966	36%	2615	35%	9370	34%
	Very satisfied	25	36%	1286	24%	1798	24%	5728	21%
	Total	70	100%	5438	100%	7572	100%	27368	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	5	7%	418	8%	686	9%	2339	9%
	Dissatisfied	6	9%	787	14%	1197	16%	4565	17%
	Neither	6	9%	1113	20%	1504	20%	5657	21%
	Satisfied	24	34%	2029	37%	2658	35%	9912	36%
	Very satisfied	29	41%	1118	20%	1531	20%	4954	18%
	Total	70	100%	5465	100%	7576	100%	27427	100%
29 institution-wide policies guide my work	Very dissatisfied	1	1%	119	2%	221	3%	778	3%
	Dissatisfied	0	0%	275	5%	452	6%	1728	6%
	Neither	13	19%	1315	24%	1738	23%	6667	25%
	Satisfied	27	39%	2471	46%	3386	45%	12195	45%
	Very satisfied	29	41%	1214	23%	1700	23%	5594	21%
	Total	70	100%	5394	100%	7497	100%	26962	100%
32 this institution is appropriately organized	Very dissatisfied	3	4%	350	7%	583	8%	2060	8%
	Dissatisfied	5	7%	867	16%	1333	18%	4994	19%
	Neither	11	16%	1248	23%	1733	23%	6557	24%
	Satisfied	25	37%	1997	37%	2628	35%	9244	34%
	Very satisfied	24	35%	910	17%	1194	16%	4093	15%
	Total	68	100%	5372	100%	7471	100%	26948	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	5	8%	612	12%	932	13%	3789	15%
	Dissatisfied	5	8%	802	16%	1042	15%	4109	16%
	Neither	16	26%	1469	29%	1930	28%	6903	27%
	Satisfied	21	34%	1406	28%	1949	28%	6729	26%
	Very satisfied	14	23%	778	15%	1158	17%	3951	16%
	Total	61	100%	5067	100%	7011	100%	25481	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	2	3%	253	5%	393	5%	1281	5%
	Dissatisfied	7	10%	585	11%	879	12%	3178	12%
	Neither	4	6%	961	18%	1243	16%	4793	18%
	Satisfied	34	50%	2415	44%	3257	43%	12010	44%
	Very satisfied	21	31%	1220	22%	1774	24%	6019	22%
	Total	68	100%	5434	100%	7546	100%	27281	100%
44 administrative processes are clearly defined	Very dissatisfied	3	4%	319	6%	482	6%	1908	7%
	Dissatisfied	9	13%	590	11%	926	12%	3568	13%
	Neither	13	19%	1174	22%	1631	22%	6413	24%
	Satisfied	29	43%	2157	40%	2870	38%	10265	38%
	Very satisfied	13	19%	1107	21%	1547	21%	4722	18%
	Total	67	100%	5347	100%	7456	100%	26876	100%

Table 2. Student Focus Frequency Distributions

FDLTCC compared with:

Student Focus	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	2	3%	166	3%	278	4%	863	3%
	Dissatisfied	2	3%	488	9%	742	10%	2692	10%
	Neither	4	5%	680	12%	942	12%	3566	13%
	Satisfied	17	23%	2137	39%	2890	38%	10729	39%
	Very satisfied	48	66%	2050	37%	2785	36%	9951	36%
	Total	73	100%	5521	100%	7637	100%	27801	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	1%	63	1%	117	2%	387	1%
	Dissatisfied	0	0%	133	2%	195	3%	716	3%
	Neither	4	5%	356	6%	509	7%	1816	7%
	Satisfied	22	30%	1858	33%	2571	34%	9175	33%
	Very satisfied	46	63%	3137	57%	4269	56%	15813	57%
	Total	73	100%	5547	100%	7661	100%	27907	100%
17 faculty meet the needs of students	Very dissatisfied	3	4%	74	1%	113	2%	370	1%
	Dissatisfied	3	4%	285	5%	444	6%	1444	6%
	Neither	7	10%	804	15%	1163	16%	4059	16%
	Satisfied	23	32%	2446	47%	3246	44%	12044	46%
	Very satisfied	35	49%	1644	31%	2342	32%	8036	31%
	Total	71	100%	5253	100%	7308	100%	25953	100%
18 student diversity is important at this institution	Very dissatisfied	1	1%	110	2%	145	2%	459	2%
	Dissatisfied	6	8%	277	5%	372	5%	1099	4%
	Neither	5	7%	1029	19%	1430	19%	3972	15%
	Satisfied	14	20%	2331	43%	3205	43%	11651	43%
	Very satisfied	45	63%	1646	31%	2347	31%	10090	37%
	Total	71	100%	5393	100%	7499	100%	27271	100%

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	1	1%	43	1%	68	1%	271	1%
	Dissatisfied	1	1%	170	3%	274	4%	971	4%
	Neither	7	10%	925	18%	1328	18%	4661	18%
	Satisfied	28	40%	2660	51%	3633	50%	12961	50%
	Very satisfied	33	47%	1405	27%	1953	27%	7149	27%
	Total		70	100%	5203	100%	7256	100%	26013
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	1	1%	87	2%	140	2%	452	2%
	Dissatisfied	0	0%	236	4%	389	5%	1429	5%
	Neither	10	14%	743	14%	1077	15%	4212	16%
	Satisfied	19	28%	2578	49%	3461	47%	12413	47%
	Very satisfied	39	57%	1642	31%	2276	31%	7825	30%
	Total		69	100%	5286	100%	7343	100%	26331
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	72	1%	114	2%	404	2%
	Dissatisfied	0	0%	164	3%	289	4%	957	4%
	Neither	9	13%	904	18%	1455	21%	5619	23%
	Satisfied	29	43%	2502	49%	3271	47%	11085	46%
	Very satisfied	30	44%	1459	29%	1853	27%	5884	25%
	Total		68	100%	5101	100%	6982	100%	23949
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	29	1%	57	1%	195	1%
	Dissatisfied	0	0%	150	3%	262	4%	773	3%
	Neither	5	7%	569	11%	897	12%	2923	11%
	Satisfied	32	46%	2545	48%	3574	48%	12456	47%
	Very satisfied	31	45%	2033	38%	2622	35%	10371	39%
	Total		69	100%	5326	100%	7412	100%	26718

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	0	0%	41	1%	73	1%	216	1%
	Dissatisfied	1	1%	155	3%	238	3%	637	2%
	Neither	8	12%	586	11%	932	13%	2776	10%
	Satisfied	25	36%	2604	49%	3604	49%	12220	46%
	Very satisfied	35	51%	1928	36%	2550	34%	10785	40%
	Total	69	100%	5314	100%	7397	100%	26634	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	44	1%	69	1%	236	1%
	Dissatisfied	1	1%	123	2%	213	3%	689	3%
	Neither	6	9%	534	10%	821	11%	2781	10%
	Satisfied	25	37%	2646	50%	3690	50%	12947	49%
	Very satisfied	36	53%	1968	37%	2614	35%	9953	37%
	Total	68	100%	5315	100%	7407	100%	26606	100%
40 students are assisted with their personal development	Very dissatisfied	0	0%	66	1%	103	1%	325	1%
	Dissatisfied	2	3%	213	4%	319	4%	1069	4%
	Neither	6	9%	908	18%	1322	19%	4732	19%
	Satisfied	24	36%	2479	48%	3435	48%	12205	48%
	Very satisfied	35	52%	1448	28%	1965	28%	7103	28%
	Total	67	100%	5114	100%	7144	100%	25434	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	2%	26	1%	46	1%	182	1%
	Dissatisfied	0	0%	128	3%	220	3%	673	3%
	Neither	7	11%	893	18%	1375	20%	4561	18%
	Satisfied	30	46%	2895	58%	3851	55%	13955	56%
	Very satisfied	27	42%	1029	21%	1459	21%	5406	22%
	Total	65	100%	4971	100%	6951	100%	24777	100%

Table 3. Supervisory Relationships Frequency Distributions

FDLTCC compared with:

Supervisory Relationships	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	3	4%	147	3%	229	3%	936	3%
	Dissatisfied	3	4%	307	6%	417	5%	1776	6%
	Neither	7	10%	445	8%	674	9%	2641	9%
	Satisfied	24	33%	1604	29%	2175	28%	8418	30%
	Very satisfied	36	49%	3042	55%	4172	54%	14062	51%
	Total	73	100%	5545	100%	7667	100%	27833	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	5	7%	237	4%	361	5%	1430	5%
	Dissatisfied	6	8%	347	6%	506	7%	2210	8%
	Neither	6	8%	531	10%	736	10%	2890	10%
	Satisfied	18	25%	1574	28%	2170	28%	7868	28%
	Very satisfied	38	52%	2863	52%	3890	51%	13425	48%
	Total	73	100%	5552	100%	7663	100%	27823	100%
12 positive work expectations are communicated to me	Very dissatisfied	4	6%	194	4%	331	4%	1215	4%
	Dissatisfied	4	6%	493	9%	731	10%	2878	10%
	Neither	14	20%	838	15%	1186	16%	4600	17%
	Satisfied	23	32%	2473	45%	3285	43%	12185	44%
	Very satisfied	26	37%	1497	27%	2069	27%	6650	24%
	Total	71	100%	5495	100%	7602	100%	27528	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	2	3%	162	3%	214	3%	864	4%
	Dissatisfied	3	5%	351	7%	493	7%	1870	8%
	Neither	22	34%	1191	24%	1697	24%	6265	25%
	Satisfied	20	31%	2294	45%	3073	44%	10983	45%
	Very satisfied	17	27%	1046	21%	1500	21%	4675	19%
	Total	64	100%	5044	100%	6977	100%	24657	100%

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	5	7%	220	4%	378	5%	1545	6%
	Dissatisfied	4	6%	441	8%	622	8%	2784	10%
	Neither	15	21%	991	18%	1374	18%	5243	19%
	Satisfied	23	33%	2276	42%	2996	40%	10759	39%
	Very satisfied	23	33%	1529	28%	2186	29%	7018	26%
	Total	70	100%	5457	100%	7556	100%	27349	100%
21 I receive appropriate feedback for my work	Very dissatisfied	4	6%	185	3%	296	4%	1350	5%
	Dissatisfied	3	4%	453	8%	667	9%	2751	10%
	Neither	13	19%	903	17%	1289	17%	4911	18%
	Satisfied	27	39%	2393	44%	3197	42%	11394	42%
	Very satisfied	23	33%	1510	28%	2119	28%	6943	25%
	Total	70	100%	5444	100%	7568	100%	27349	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	5	7%	272	5%	428	6%	1938	7%
	Dissatisfied	5	7%	439	8%	630	8%	2584	10%
	Neither	9	13%	803	15%	1099	15%	4436	16%
	Satisfied	17	24%	1807	33%	2526	34%	8925	33%
	Very satisfied	34	49%	2096	39%	2819	38%	9214	34%
	Total	70	100%	5417	100%	7502	100%	27097	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	5	7%	268	5%	424	6%	1826	7%
	Dissatisfied	6	9%	369	7%	548	7%	2292	8%
	Neither	7	10%	746	14%	1003	13%	4080	15%
	Satisfied	16	23%	1799	33%	2529	34%	8923	33%
	Very satisfied	36	51%	2247	41%	3019	40%	9935	37%
	Total	70	100%	5429	100%	7523	100%	27056	100%

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	2	3%	169	3%	273	4%	1081	4%
	Dissatisfied	2	3%	409	8%	604	8%	2446	9%
	Neither	15	22%	1111	20%	1476	20%	5650	21%
	Satisfied	26	38%	2420	45%	3322	44%	12100	45%
	Very satisfied	24	35%	1317	24%	1853	25%	5861	22%
	Total		69	100%	5426	100%	7528	100%	27138
34 my supervisor/chair helps me to improve my work	Very dissatisfied	4	6%	231	4%	370	5%	1654	6%
	Dissatisfied	3	4%	415	8%	577	8%	2396	9%
	Neither	11	16%	911	17%	1264	17%	5032	19%
	Satisfied	25	36%	1912	36%	2670	36%	9291	35%
	Very satisfied	26	38%	1906	35%	2597	35%	8536	32%
	Total		69	100%	5375	100%	7478	100%	26909
39 I am given the opportunity to be creative in my work	Very dissatisfied	3	4%	159	3%	265	4%	1094	4%
	Dissatisfied	0	0%	260	5%	370	5%	1562	6%
	Neither	10	15%	646	12%	924	12%	3508	13%
	Satisfied	22	32%	2042	38%	2879	38%	10462	39%
	Very satisfied	33	49%	2295	42%	3064	41%	10475	39%
	Total		68	100%	5402	100%	7502	100%	27101
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	4	6%	238	4%	378	5%	1480	5%
	Dissatisfied	8	12%	479	9%	689	9%	2708	10%
	Neither	6	9%	942	18%	1321	18%	5095	19%
	Satisfied	24	35%	2251	42%	3106	42%	11369	42%
	Very satisfied	26	38%	1453	27%	1981	27%	6297	23%
	Total		68	100%	5363	100%	7475	100%	26949

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	3	4%	250	5%	451	6%	1460	5%
	Dissatisfied	2	3%	528	10%	760	10%	2596	10%
	Neither	15	22%	857	16%	1194	16%	4175	15%
	Satisfied	24	36%	2145	40%	2973	40%	10620	39%
	Very satisfied	23	34%	1568	29%	2073	28%	8207	30%
	Total	67	100%	5348	100%	7451	100%	27058	100%

Table 4. Teamwork Frequency Distributions

FDLTCC compared with:

Teamwork	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	4	6%	205	4%	312	4%	1355	5%
	Dissatisfied	4	6%	499	9%	689	9%	3079	11%
	Neither	4	6%	493	9%	740	10%	3096	11%
	Satisfied	28	39%	1919	35%	2664	35%	9615	35%
	Very satisfied	32	44%	2418	44%	3220	42%	10642	38%
	Total	72	100%	5534	100%	7625	100%	27787	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	3	4%	126	2%	180	2%	762	3%
	Dissatisfied	2	3%	308	6%	453	6%	2032	8%
	Neither	9	13%	792	15%	1171	16%	4355	16%
	Satisfied	31	45%	2350	44%	3187	43%	11565	43%
	Very satisfied	24	35%	1747	33%	2361	32%	7896	30%
	Total	69	100%	5323	100%	7352	100%	26610	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	3	4%	214	4%	338	5%	1400	5%
	Dissatisfied	4	6%	430	8%	597	8%	2725	10%
	Neither	9	13%	712	13%	1017	14%	3906	14%
	Satisfied	25	36%	2171	40%	2983	40%	10865	40%
	Very satisfied	28	41%	1866	35%	2535	34%	8155	30%
	Total	69	100%	5393	100%	7470	100%	27051	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	3	4%	242	5%	340	5%	1498	6%
	Dissatisfied	3	4%	410	8%	591	8%	2543	9%
	Neither	13	19%	679	13%	973	13%	3707	14%
	Satisfied	21	31%	2132	40%	2948	40%	10313	38%
	Very satisfied	27	40%	1901	35%	2584	35%	8800	33%
	Total	67	100%	5364	100%	7436	100%	26861	100%

FDLTCC compared with:

Teamwork (continued)	Response Option	FDLTCC		Town		Small 2-year		Midwest	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	2	3%	141	3%	213	3%	889	3%
	Dissatisfied	1	1%	306	6%	462	6%	1940	7%
	Neither	8	12%	783	15%	1117	15%	4207	16%
	Satisfied	32	47%	2419	46%	3294	45%	11628	44%
	Very satisfied	25	37%	1626	31%	2248	31%	7739	29%
	Total	68	100%	5275	100%	7334	100%	26403	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	3	4%	241	4%	360	5%	1721	6%
	Dissatisfied	5	7%	419	8%	558	7%	2737	10%
	Neither	6	9%	570	11%	856	11%	3380	12%
	Satisfied	25	37%	1998	37%	2797	37%	9969	37%
	Very satisfied	28	42%	2163	40%	2921	39%	9326	34%
	Total	67	100%	5391	100%	7492	100%	27133	100%

Table 5. Climate Factor Mean Comparisons

FDLTCC compared with:

Climate Factor	FDLTCC		Town			Small 2-year			Midwest		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	73	4.027	3.849	*	.245	3.818	*	.279	3.775	**	.342
Institutional Structure	73	3.882	3.557	**	.370	3.524	***	.391	3.477	***	.459
Student Focus	73	4.315	4.077	**	.380	4.044	***	.420	4.070	***	.388
Supervisory Relationships	73	3.934	3.925			3.896			3.825		
Teamwork	72	4.013	3.979			3.951			3.852		

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

Figure 1. Means by Comparison Group and Climate Factor

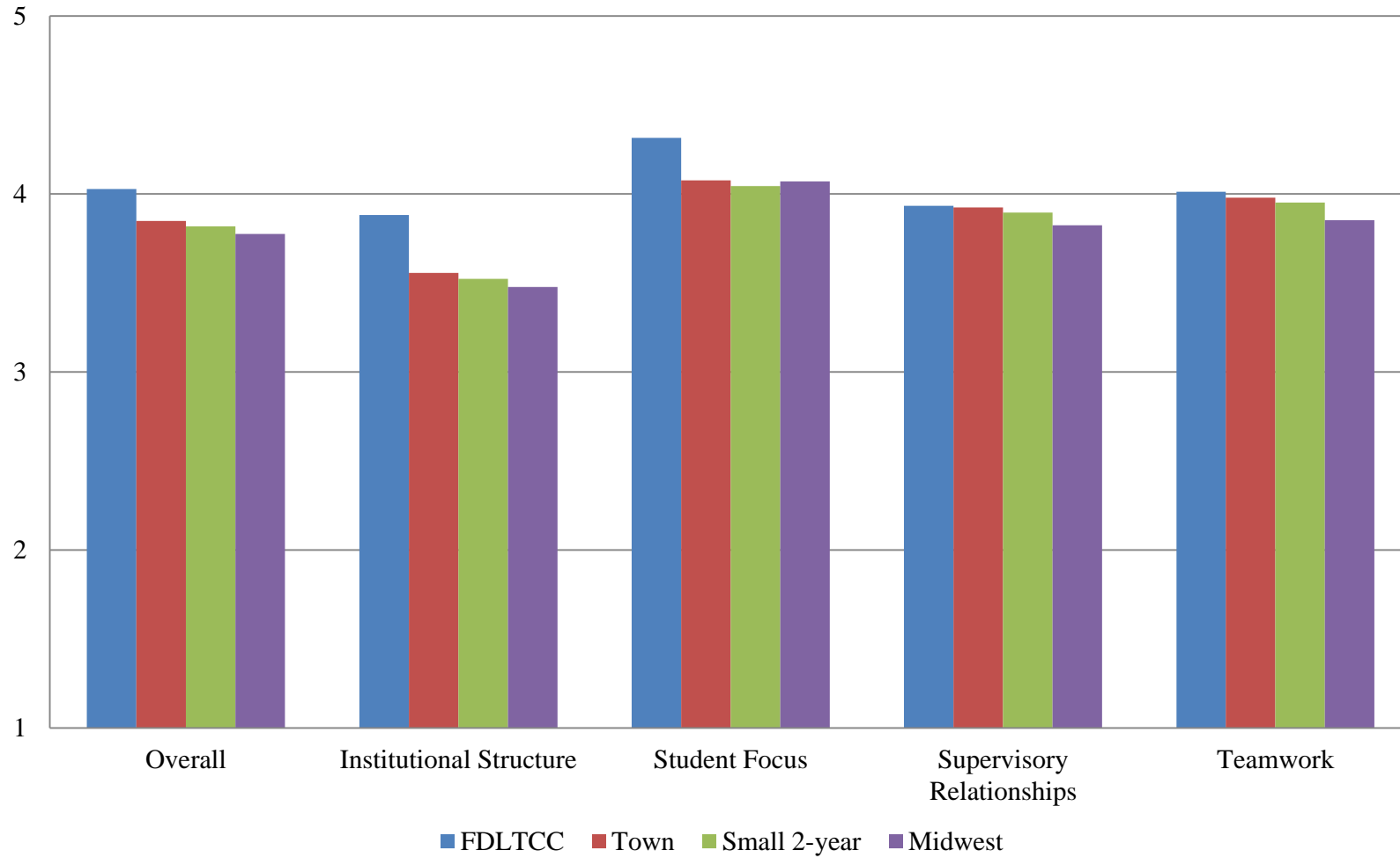


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>FDLTCC compared with:</i>										
		FDLTCC		Town			Small 2-year			Midwest		
		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	73	4.260	3.918	**	.363	3.873	***	.395	3.864	***	.406
4	decisions are made at the appropriate level at this institution	73	3.877	3.464	**	.360	3.404	***	.397	3.297	***	.498
5	the institution effectively promotes diversity in the workplace	73	4.192	3.806	**	.377	3.832	**	.351	3.861	**	.319
6	administrative leadership is focused on meeting the needs of students	73	4.411	3.822	***	.532	3.762	***	.560	3.744	***	.587
10	information is shared within the institution	73	3.685	3.303	**	.313	3.293	**	.310	3.221	**	.375
11	institutional teams use problem-solving techniques	70	3.771	3.522	*	.254	3.509	*	.262	3.462	**	.313
15	I am able to appropriately influence the direction of this institution	69	3.580	3.267	*	.272	3.241	*	.286	3.148	**	.369
16	open and ethical communication is practiced at this institution	71	3.761	3.401	*	.296	3.360	**	.320	3.343	**	.344
22	this institution has been successful in positively motivating my performance	70	3.786	3.563			3.521			3.433	*	.288
25	a spirit of cooperation exists at this institution	70	3.943	3.483	**	.387	3.416	***	.429	3.386	***	.464
29	institution-wide policies guide my work	70	4.186	3.813	***	.408	3.786	***	.417	3.745	***	.463
32	this institution is appropriately organized	68	3.912	3.419	***	.433	3.337	***	.492	3.309	***	.520
38	I have the opportunity for advancement within this institution	61	3.557	3.185	*	.304	3.194	*	.289	3.116	**	.346
41	I receive adequate information regarding important activities at this institution	68	3.956	3.693	*	.245	3.681	*	.248	3.671	*	.263
44	administrative processes are clearly defined	67	3.597	3.588			3.546			3.459		

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

Table 7. Student Focus Item Mean Comparisons

FDLTCC compared with:

Student Focus	FDLTCC		Town			Small 2-year			Midwest		
	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	73	4.466	3.981	***	.459	3.938	***	.482	3.943	***	.488
8 I feel my job is relevant to this institution's mission	73	4.534	4.419			4.394			4.409		
17 faculty meet the needs of students	71	4.183	4.009			3.993			3.999		
18 student diversity is important at this institution	71	4.352	3.950	***	.427	3.965	***	.413	4.093	*	.286
19 students' competencies are enhanced	70	4.300	4.002	**	.369	3.982	**	.383	3.990	**	.372
23 non-teaching professional staff meet the needs of students	69	4.377	4.031	**	.392	4.000	***	.411	3.977	***	.439
28 classified personnel meet the needs of students	68	4.309	4.002	**	.362	3.925	***	.435	3.881	***	.486
31 students receive an excellent education at this institution	69	4.333	4.202			4.139	*	.238	4.199		
35 this institution prepares students for a career	69	4.362	4.171	*	.241	4.125	*	.290	4.229		
37 this institution prepares students for further learning	68	4.412	4.199	*	.276	4.157	**	.320	4.191	*	.279
40 students are assisted with their personal development	67	4.373	3.984	***	.452	3.957	***	.475	3.971	***	.465
42 students are satisfied with their educational experience at this institution	65	4.262	3.960	***	.412	3.929	***	.433	3.958	**	.401

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

Table 8. Supervisory Relationships Item Mean Comparisons

FDLTCC compared with:

Supervisory Relationships	FDLTCC		Town			Small 2-year			Midwest		
	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	73	4.192	4.278			4.258			4.182		
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	73	4.068	4.167			4.138			4.066		
12 positive work expectations are communicated to me	71	3.887	3.835			3.793			3.733		
13 unacceptable behaviors are identified and communicated to me	64	3.734	3.736			3.738			3.679		
20 I receive timely feedback for my work	70	3.786	3.816			3.793			3.692		
21 I receive appropriate feedback for my work	70	3.886	3.843			3.816			3.725		
26 my supervisor/chair actively seeks my ideas	70	4.000	3.926			3.890			3.771		
27 my supervisor/chair seriously considers my ideas	70	4.029	3.992			3.953			3.845		
30 work outcomes are clarified for me	69	3.986	3.794			3.781			3.708	*	.270
34 my supervisor/chair helps me to improve my work	69	3.957	3.902			3.876			3.768		
39 I am given the opportunity to be creative in my work	68	4.206	4.121			4.081			4.021		
45 I have the opportunity to express my ideas in appropriate forums	68	3.882	3.784			3.752			3.679		
46 professional development and training opportunities are available	67	3.925	3.795			3.732			3.795		

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

Table 9. Teamwork Item Mean Comparisons

FDLTCC compared with:

Teamwork	FDLTCC		Town			Small 2-year			Midwest		
	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	72	4.111	4.056			4.022			3.904		
14 my primary work team uses problem-solving techniques	69	4.029	3.993			3.965			3.894		
24 there is an opportunity for all ideas to be exchanged within my work team	69	4.029	3.935			3.908			3.800		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	67	3.985	3.940			3.921			3.833		
36 my work team coordinates its efforts with appropriate individuals and teams	68	4.132	3.964			3.941			3.886	*	.242
43 a spirit of cooperation exists in my department	67	4.045	4.006			3.983			3.827		

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