

Fond du Lac Tribal and Community College Cloquet, Minnesota

PACE Report

PACE Climate Survey for Community Colleges

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus.

- 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.
- 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas improvement. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

FDLTCC compared with:

Institutional Structure	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	0	0%	1433	2%	164	2%	335	4%
	Disagree	1	2%	5306	9%	650	8%	1224	13%
	Neither	2	3%	8280	14%	1029	13%	1674	18%
	Agree	30	48%	27128	46%	3988	49%	4061	44%
	Strongly Agree	29	47%	16194	28%	2372	29%	1929	21%
	Total	62	100%	58341	100%	8203	100%	9223	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	0	0%	4335	8%	507	6%	865	9%
	Disagree	4	7%	10977	19%	1358	17%	2096	23%
	Neither	3	5%	12511	22%	1643	20%	2122	23%
	Agree	38	62%	19488	34%	2983	37%	2751	30%
	Strongly Agree	16	26%	10348	18%	1644	20%	1296	14%
	Total	61	100%	57659	100%	8135	100%	9130	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	0	0%	2091	4%	253	3%	420	5%
	Disagree	1	2%	4588	8%	604	7%	885	10%
	Neither	5	8%	10881	19%	1638	20%	1935	21%
	Agree	31	52%	21459	37%	3140	39%	3324	36%
	Strongly Agree	23	38%	18976	33%	2505	31%	2617	29%
	Total	60	100%	57995	100%	8140	100%	9181	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	0	0%	2813	5%	329	4%	683	7%
	Disagree	1	2%	6340	11%	841	10%	1318	14%
	Neither	2	3%	8254	14%	1002	12%	1566	17%
	Agree	19	32%	21843	38%	3213	39%	3263	35%
	Strongly Agree	38	63%	18894	32%	2800	34%	2365	26%
	Total	60	100%	58144	100%	8185	100%	9195	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	0	0%	5966	10%	761	9%	1255	14%
	Disagree	4	7%	10927	19%	1514	18%	1980	21%
	Neither	10	16%	11842	20%	1623	20%	1991	21%
	Agree	31	51%	18169	31%	2656	32%	2538	27%
	Strongly Agree	16	26%	11556	20%	1665	20%	1504	16%
	Total	61	100%	58460	100%	8219	100%	9268	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	0	0%	2109	4%	235	3%	463	5%
	Disagree	1	2%	6259	12%	784	10%	1227	15%
	Neither	14	25%	15455	29%	2084	27%	2724	32%
	Agree	34	61%	21417	40%	3284	43%	3004	36%
	Strongly Agree	7	13%	8521	16%	1297	17%	1036	12%
	Total	56	100%	53761	100%	7684	100%	8454	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	0	0%	5625	10%	671	9%	1103	13%
	Disagree	8	14%	9163	17%	1111	14%	1673	20%
	Neither	11	19%	15614	29%	2163	28%	2519	29%
	Agree	29	51%	15756	29%	2428	32%	2231	26%
	Strongly Agree	9	16%	7913	15%	1295	17%	1015	12%
	Total	57	100%	54071	100%	7668	100%	8541	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	0	0%	5201	9%	654	8%	1057	12%
	Disagree	3	5%	8816	15%	1232	15%	1608	18%
	Neither	6	10%	11838	21%	1606	20%	1996	22%
	Agree	31	53%	19567	34%	2833	35%	2826	31%
	Strongly Agree	19	32%	12223	21%	1802	22%	1634	18%
	Total	59	100%	57645	100%	8127	100%	9121	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	0	0%	4948	9%	594	7%	978	11%
	Disagree	5	8%	8134	14%	1046	13%	1489	16%
	Neither	13	22%	11652	20%	1601	20%	1899	21%
	Agree	23	39%	18925	33%	2840	35%	2818	31%
	Strongly Agree	18	31%	13548	24%	2004	25%	1868	21%
	Total	59	100%	57207	100%	8085	100%	9052	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	0	0%	4520	8%	571	7%	910	10%
	Disagree	3	5%	8453	15%	1163	14%	1634	18%
	Neither	9	15%	11034	19%	1528	19%	1909	21%
	Agree	24	41%	20746	36%	2998	37%	2991	33%
	Strongly Agree	23	39%	12576	22%	1847	23%	1623	18%
	Total	59	100%	57329	100%	8107	100%	9067	100%
29 Institution-wide policies guide my work	Strongly Disagree	0	0%	1738	3%	190	2%	354	4%
	Disagree	2	3%	3429	6%	426	5%	667	7%
	Neither	9	16%	12713	23%	1711	21%	2229	25%
	Agree	26	45%	24653	44%	3695	46%	3659	41%
	Strongly Agree	21	36%	13916	25%	1969	25%	1993	22%
	Total	58	100%	56449	100%	7991	100%	8902	100%
32 This institution is appropriately organized	Strongly Disagree	2	3%	4893	9%	529	7%	1129	13%
	Disagree	6	10%	10148	18%	1340	17%	2058	23%
	Neither	12	20%	13041	23%	1818	23%	2243	25%
	Agree	29	49%	18541	33%	2871	36%	2418	27%
	Strongly Agree	10	17%	9663	17%	1422	18%	1038	12%
	Total	59	100%	56286	100%	7980	100%	8886	100%

N/A indicates survey item previously unavailable

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	2	4%	7610	14%	883	12%	1327	16%
	Disagree	14	25%	8301	16%	1096	15%	1392	17%
	Neither	16	29%	13478	25%	2071	28%	2201	26%
	Agree	14	25%	14343	27%	2104	28%	2175	26%
	Strongly Agree	9	16%	9750	18%	1342	18%	1334	16%
	Total	55	100%	53482	100%	7496	100%	8429	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	1	2%	2701	5%	337	4%	547	6%
	Disagree	4	7%	6482	11%	960	12%	1162	13%
	Neither	7	12%	9287	16%	1275	16%	1638	18%
	Agree	31	53%	24294	43%	3486	43%	3690	41%
	Strongly Agree	16	27%	14034	25%	1985	25%	1943	22%
	Total	59	100%	56798	100%	8043	100%	8980	100%
44 Administrative processes are clearly defined	Strongly Disagree	1	2%	4520	8%	498	6%	853	10%
	Disagree	9	16%	8555	15%	1117	14%	1525	17%
	Neither	11	19%	12511	22%	1699	21%	2077	23%
	Agree	29	50%	19759	35%	3024	38%	2851	32%
	Strongly Agree	8	14%	10721	19%	1608	20%	1547	17%
	Total	58	100%	56066	100%	7946	100%	8853	100%

Table 2. Student Focus Frequency Distributions

FDLTCC compared with:

Student Focus	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	0	0%	1892	3%	228	3%	435	5%
	Disagree	1	2%	5177	9%	693	8%	1122	12%
	Neither	0	0%	6800	12%	903	11%	1310	14%
	Agree	17	27%	21305	37%	3127	38%	3282	36%
	Strongly Agree	44	71%	23102	40%	3242	40%	3071	33%
	Total	62	100%	58276	100%	8193	100%	9220	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	0	0%	815	1%	89	1%	177	2%
	Disagree	0	0%	1424	2%	178	2%	249	3%
	Neither	1	2%	3578	6%	481	6%	603	7%
	Agree	15	25%	17955	31%	2642	32%	2812	30%
	Strongly Agree	44	73%	34611	59%	4803	59%	5402	58%
	Total	60	100%	58383	100%	8193	100%	9243	100%
17 Faculty meet the needs of students	Strongly Disagree	0	0%	859	2%	108	1%	200	2%
	Disagree	0	0%	2926	5%	435	6%	608	7%
	Neither	2	4%	8417	16%	1145	15%	1556	18%
	Agree	28	49%	23831	44%	3562	46%	3761	44%
	Strongly Agree	27	47%	18100	33%	2509	32%	2461	29%
	Total	57	100%	54133	100%	7759	100%	8586	100%
18 Student diversity is important at this institution	Strongly Disagree	0	0%	1022	2%	141	2%	200	2%
	Disagree	0	0%	2320	4%	382	5%	415	5%
	Neither	2	3%	7709	14%	1353	17%	1380	15%
	Agree	18	31%	22526	39%	3427	43%	3540	39%
	Strongly Agree	39	66%	23489	41%	2738	34%	3472	39%
	Total	59	100%	57066	100%	8041	100%	9007	100%

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	0	0%	736	1%	68	1%	168	2%
	Disagree	0	0%	2235	4%	253	3%	499	6%
	Neither	12	21%	9672	18%	1298	17%	1918	22%
	Agree	24	43%	25622	47%	3875	50%	3924	46%
	Strongly Agree	20	36%	16127	30%	2186	28%	2033	24%
	Total	56	100%	54392	100%	7680	100%	8542	100%
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	0	0%	1091	2%	127	2%	259	3%
	Disagree	0	0%	3137	6%	349	4%	720	8%
	Neither	2	3%	8454	15%	1056	13%	1563	18%
	Agree	26	45%	24723	45%	3781	48%	3771	43%
	Strongly Agree	30	52%	17348	32%	2530	32%	2368	27%
	Total	58	100%	54753	100%	7843	100%	8681	100%
28 Classified personnel meet the needs of students	Strongly Disagree	0	0%	885	2%	90	1%	192	2%
	Disagree	2	4%	2037	4%	258	4%	446	6%
	Neither	5	9%	10822	21%	1446	20%	1873	23%
	Agree	25	45%	22205	44%	3444	47%	3407	42%
	Strongly Agree	24	43%	14440	29%	2091	29%	2187	27%
	Total	56	100%	50389	100%	7329	100%	8105	100%
31 Students receive an excellent education at this institution	Strongly Disagree	0	0%	565	1%	56	1%	156	2%
	Disagree	1	2%	1800	3%	224	3%	448	5%
	Neither	5	8%	6367	11%	867	11%	1357	16%
	Agree	21	36%	25283	45%	3718	47%	4192	48%
	Strongly Agree	32	54%	21571	39%	3011	38%	2565	29%
	Total	59	100%	55586	100%	7876	100%	8718	100%

N/A indicates survey item previously unavailable

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	0	0%	595	1%	65	1%	138	2%
	Disagree	1	2%	1648	3%	210	3%	367	4%
	Neither	7	12%	6488	12%	814	10%	1366	16%
	Agree	22	37%	24849	45%	3646	46%	4084	47%
	Strongly Agree	29	49%	21914	39%	3149	40%	2748	32%
	Total	59	100%	55494	100%	7884	100%	8703	100%
37 This institution prepares students for further learning	Strongly Disagree	0	0%	646	1%	68	1%	148	2%
	Disagree	1	2%	1602	3%	170	2%	395	5%
	Neither	5	8%	5979	11%	828	10%	1259	14%
	Agree	25	42%	25791	46%	3802	48%	4185	48%
	Strongly Agree	28	47%	21546	39%	3021	38%	2717	31%
	Total	59	100%	55564	100%	7889	100%	8704	100%
40 Students are assisted with their personal development	Strongly Disagree	0	0%	761	1%	86	1%	176	2%
	Disagree	2	4%	2337	4%	311	4%	552	7%
	Neither	3	5%	9742	18%	1259	17%	1932	23%
	Agree	23	40%	24431	46%	3708	49%	3691	44%
	Strongly Agree	29	51%	15848	30%	2210	29%	1955	24%
	Total	57	100%	53119	100%	7574	100%	8306	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	498	1%	37	1%	147	2%
	Disagree	1	2%	1680	3%	200	3%	494	6%
	Neither	4	7%	9939	19%	1366	19%	2074	26%
	Agree	27	47%	26951	53%	3998	55%	3974	50%
	Strongly Agree	25	44%	12113	24%	1692	23%	1283	16%
	Total	57	100%	51181	100%	7293	100%	7972	100%

N/A indicates survey item previously unavailable

Table 3. Supervisory Relationships Frequency Distributions

FDLTCC compared with:

Supervisory Relationships	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	0	0%	1803	3%	192	2%	320	3%
	Disagree	1	2%	3255	6%	395	5%	529	6%
	Neither	1	2%	5125	9%	671	8%	775	8%
	Agree	25	41%	16512	28%	2347	29%	2517	27%
	Strongly Agree	34	56%	31787	54%	4627	56%	5148	55%
	Total	61	100%	58482	100%	8232	100%	9289	100%
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	0	0%	2706	5%	303	4%	470	5%
	Disagree	2	3%	3902	7%	490	6%	606	7%
	Neither	6	10%	5679	10%	755	9%	930	10%
	Agree	19	31%	15630	27%	2288	28%	2327	25%
	Strongly Agree	35	56%	30347	52%	4371	53%	4904	53%
	Total	62	100%	58264	100%	8207	100%	9237	100%
12 Work expectations are communicated to me	Strongly Disagree	0	0%	2401	4%	274	3%	445	5%
	Disagree	2	3%	5295	9%	635	8%	914	10%
	Neither	4	7%	9154	16%	1190	15%	1555	17%
	Agree	34	57%	24485	42%	3632	45%	3782	41%
	Strongly Agree	20	33%	16428	28%	2419	30%	2438	27%
	Total	60	100%	57763	100%	8150	100%	9134	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	0	0%	1749	3%	194	3%	332	4%
	Disagree	3	6%	3602	7%	428	6%	598	7%
	Neither	10	19%	12299	24%	1676	23%	2107	26%
	Agree	29	54%	22214	43%	3324	45%	3382	42%
	Strongly Agree	12	22%	11727	23%	1704	23%	1691	21%
	Total	54	100%	51591	100%	7326	100%	8110	100%

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	0	0%	2950	5%	321	4%	517	6%
	Disagree	7	12%	5084	9%	635	8%	866	10%
	Neither	10	17%	10180	18%	1349	17%	1716	19%
	Agree	30	50%	21787	38%	3286	41%	3288	36%
	Strongly Agree	13	22%	17331	30%	2500	31%	2670	29%
	Total	60	100%	57332	100%	8091	100%	9057	100%
21 I receive appropriate feedback for my work	Strongly Disagree	0	0%	2549	4%	256	3%	455	5%
	Disagree	5	8%	4979	9%	619	8%	785	9%
	Neither	12	20%	9417	16%	1279	16%	1529	17%
	Agree	25	42%	23129	40%	3452	43%	3552	39%
	Strongly Agree	17	29%	17087	30%	2474	31%	2708	30%
	Total	59	100%	57161	100%	8080	100%	9029	100%
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	0	0%	3463	6%	367	5%	607	7%
	Disagree	3	5%	4573	8%	577	7%	734	8%
	Neither	10	17%	8627	15%	1081	13%	1384	15%
	Agree	20	34%	18038	32%	2701	34%	2772	31%
	Strongly Agree	25	43%	21953	39%	3294	41%	3454	39%
	Total	58	100%	56654	100%	8020	100%	8951	100%
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	0	0%	3290	6%	355	4%	573	6%
	Disagree	2	3%	4121	7%	522	6%	632	7%
	Neither	8	14%	8130	14%	1014	13%	1308	15%
	Agree	21	36%	17801	31%	2675	33%	2751	31%
	Strongly Agree	28	47%	23205	41%	3470	43%	3674	41%
	Total	59	100%	56547	100%	8036	100%	8938	100%

N/A indicates survey item previously unavailable

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	0	0%	2192	4%	234	3%	415	5%
	Disagree	4	7%	4726	8%	594	7%	849	9%
	Neither	12	21%	11269	20%	1496	19%	1911	21%
	Agree	25	43%	24054	42%	3604	45%	3631	40%
	Strongly Agree	17	29%	14569	26%	2107	26%	2165	24%
	Total	58	100%	56810	100%	8035	100%	8971	100%
34 My supervisor/chair helps me to improve my work	Strongly Disagree	0	0%	3016	5%	314	4%	524	6%
	Disagree	3	5%	4232	8%	524	7%	665	7%
	Neither	13	22%	9400	17%	1225	15%	1511	17%
	Agree	18	31%	18900	34%	2876	36%	2908	33%
	Strongly Agree	25	42%	20694	37%	3032	38%	3274	37%
	Total	59	100%	56242	100%	7971	100%	8882	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	0	0%	2249	4%	233	3%	406	5%
	Disagree	0	0%	3014	5%	381	5%	530	6%
	Neither	6	10%	6982	12%	901	11%	1181	13%
	Agree	24	41%	21176	37%	3118	39%	3337	37%
	Strongly Agree	29	49%	23121	41%	3344	42%	3476	39%
	Total	59	100%	56542	100%	7977	100%	8930	100%
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	0	0%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	1	2%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	8	14%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	22	37%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	28	47%	N/A	N/A	N/A	N/A	N/A	N/A
	Total	59	100%	N/A	N/A	N/A	N/A	N/A	N/A

N/A indicates survey item previously unavailable

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	1	2%	2702	5%	339	4%	490	5%
	Disagree	3	5%	4569	8%	654	8%	751	8%
	Neither	5	8%	8104	14%	1118	14%	1378	15%
	Agree	25	42%	21944	39%	3255	41%	3432	38%
	Strongly Agree	25	42%	19080	34%	2579	32%	2865	32%
	Total	59	100%	56399	100%	7945	100%	8916	100%

N/A indicates survey item previously unavailable

Table 4. Teamwork Frequency Distributions

FDLTCC compared with:

Teamwork	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	0	0%	2397	4%	260	3%	419	5%
	Disagree	2	3%	5253	9%	653	8%	862	9%
	Neither	4	7%	5883	10%	760	9%	958	10%
	Agree	25	42%	19460	33%	2830	34%	2992	32%
	Strongly Agree	28	47%	25336	43%	3706	45%	4035	44%
	Total	59	100%	58329	100%	8209	100%	9266	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	0	0%	1451	3%	151	2%	268	3%
	Disagree	2	4%	3482	6%	425	5%	583	7%
	Neither	5	9%	7959	14%	1036	13%	1252	14%
	Agree	31	56%	23287	42%	3495	44%	3599	41%
	Strongly Agree	17	31%	19530	35%	2811	36%	3143	36%
	Total	55	100%	55709	100%	7918	100%	8845	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	0	0%	2670	5%	293	4%	459	5%
	Disagree	2	3%	4818	9%	562	7%	846	9%
	Neither	8	14%	7453	13%	974	12%	1185	13%
	Agree	23	40%	21860	39%	3218	40%	3407	38%
	Strongly Agree	25	43%	19835	35%	2972	37%	3081	34%
	Total	58	100%	56636	100%	8019	100%	8978	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	0	0%	2780	5%	294	4%	516	6%
	Disagree	1	2%	4412	8%	562	7%	701	8%
	Neither	11	19%	7015	12%	955	12%	1156	13%
	Agree	24	41%	20824	37%	3103	39%	3286	37%
	Strongly Agree	23	39%	21144	38%	3045	38%	3231	36%
	Total	59	100%	56175	100%	7959	100%	8890	100%

FDLTCC compared with:

Teamwork (continued)	Response Option	FDLTCC		PACE Normbase		Small		Bacc./Assoc.	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	0	0%	1751	3%	178	2%	304	3%
	Disagree	2	3%	3396	6%	446	6%	588	7%
	Neither	9	15%	7946	14%	1025	13%	1367	16%
	Agree	28	47%	23441	42%	3481	44%	3654	42%
	Strongly Agree	20	34%	18707	34%	2739	35%	2814	32%
	Total	59	100%	55241	100%	7869	100%	8727	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	1	2%	3078	5%	321	4%	523	6%
	Disagree	2	3%	4587	8%	541	7%	720	8%
	Neither	8	14%	6346	11%	784	10%	1025	11%
	Agree	22	37%	20128	36%	2966	37%	3113	35%
	Strongly Agree	26	44%	22462	40%	3388	42%	3578	40%
	Total	59	100%	56601	100%	8000	100%	8959	100%

N/A indicates survey item previously unavailable

Table 5. Climate Factor Mean Comparisons

FDLTCC compared with:

Climate Factor	FDLTCC		PACE Normbase			Small			Bacc./Assoc.		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	62	4.187	3.836	***	.466	3.891	**	.409	3.729	***	.600
Institutional Structure	62	3.994	3.530	***	.506	3.595	***	.444	3.361	***	.679
Student Focus	62	4.440	4.087	***	.535	4.100	***	.541	3.947	***	.711
Supervisory Relationships	62	4.174	3.911	*	.298	3.980			3.871	**	.339
Teamwork	62	4.203	3.966	*	.249	4.044			3.937	*	.276

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

Figure 1. Means by Comparison Group and Climate Factor

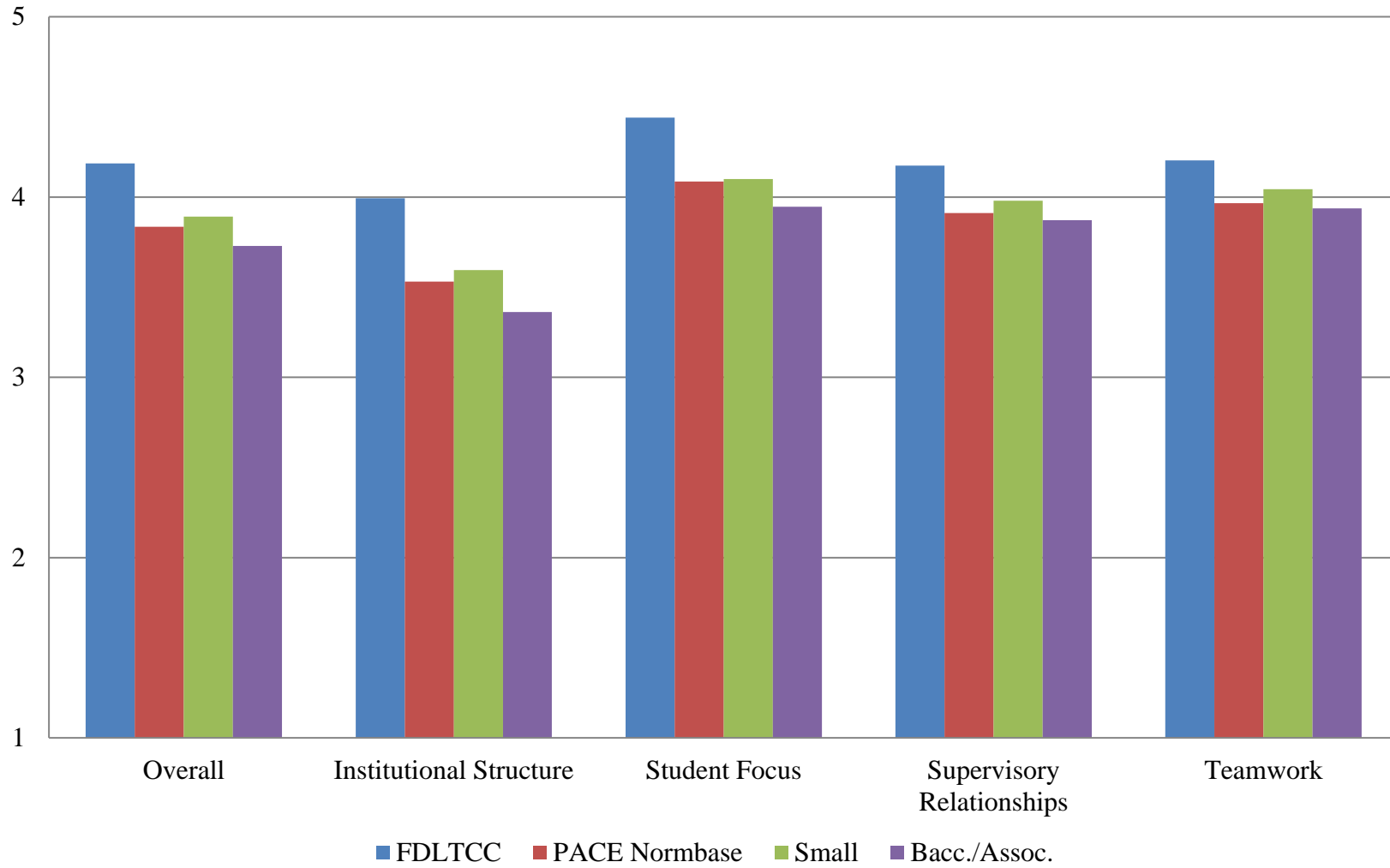


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>FDLTCC compared with:</i>										
		FDLTCC		PACE Normbase			Small			Bacc./Assoc.		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	62	4.403	3.880	***	.526	3.945	***	.481	3.653	***	.708
4	Decisions are made at the appropriate level at this institution	61	4.082	3.356	***	.609	3.479	***	.518	3.166	***	.762
5	The institution effectively promotes diversity in the workplace	60	4.267	3.873	**	.369	3.865	**	.390	3.744	***	.472
6	Institutional leadership is focused on meeting the needs of students	60	4.567	3.820	***	.654	3.894	***	.609	3.577	***	.812
10	Information is shared within the institution	61	3.967	3.315	***	.516	3.359	***	.488	3.114	***	.662
11	Institutional teams use problem-solving techniques	56	3.839	3.520	*	.313	3.602			3.346	***	.474
15	I am able to appropriately influence the direction of this institution	57	3.684	3.207	**	.401	3.335	*	.299	3.045	***	.532
16	Open and ethical communication is practiced at this institution	59	4.119	3.430	***	.559	3.480	***	.527	3.260	***	.680
22	This institution has been successful in positively motivating my performance	59	3.915	3.489	**	.345	3.571	*	.287	3.343	***	.451
25	A spirit of cooperation exists at this institution	59	4.136	3.495	***	.531	3.541	***	.501	3.307	***	.670
29	Institution-wide policies guide my work	58	4.138	3.807	*	.338	3.854	*	.305	3.704	**	.425
32	This institution is appropriately organized	59	3.661	3.319	*	.285	3.416			3.020	***	.528
38	I have the opportunity for advancement within this institution	55	3.255	3.193			3.257			3.095		
41	I receive adequate information regarding important activities at this institution	59	3.966	3.713			3.724			3.592	*	.328
44	Administrative processes are clearly defined	58	3.586	3.421			3.519			3.307		

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

N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

FDLTCC compared with:

Student Focus	FDLTCC		PACE Normbase			Small			Bacc./Assoc.		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	62	4.677	4.005	***	.625	4.033	***	.618	3.806	***	.752
8 I feel my job is relevant to this institution's mission	60	4.717	4.441	**	.334	4.451	**	.336	4.408	**	.354
17 Faculty meet the needs of students	57	4.439	4.023	***	.451	4.022	***	.461	3.894	***	.560
18 Student diversity is important at this institution	59	4.627	4.141	***	.527	4.025	***	.653	4.073	***	.579
19 Students' competencies are enhanced	56	4.143	3.996			4.023			3.838	*	.332
23 Non-teaching professional personnel meet the needs of students	58	4.483	3.988	***	.528	4.050	***	.491	3.837	***	.638
28 Classified personnel meet the needs of students	56	4.268	3.938	**	.365	3.981	*	.335	3.858	**	.430
31 Students receive an excellent education at this institution	59	4.424	4.178	*	.295	4.194	*	.289	3.982	***	.489
35 This institution prepares students for a career	59	4.339	4.186			4.218			4.027	**	.353
37 This institution prepares students for further learning	59	4.356	4.188			4.209			4.026	**	.372
40 Students are assisted with their personal development	57	4.386	3.984	***	.453	4.009	***	.443	3.806	***	.616
42 Students seem satisfied with their educational experience at this institution	57	4.333	3.948	***	.480	3.975	***	.474	3.722	***	.704

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

N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

FDLTCC compared with:

Supervisory Relationships	FDLTCC		PACE Normbase			Small			Bacc./Assoc.		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor/chair expresses confidence in my work	61	4.508	4.252			4.315			4.254		
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	62	4.403	4.150			4.210			4.146		
12 Work expectations are communicated to me	60	4.200	3.818	**	.356	3.894	*	.300	3.750	**	.409
13 Unacceptable behaviors are identified and communicated to me	54	3.926	3.748			3.808			3.678		
20 I receive timely feedback for my work	60	3.817	3.793			3.866			3.743		
21 I receive appropriate feedback for my work	59	3.915	3.826			3.900			3.806		
26 My supervisor/chair actively seeks my ideas	58	4.155	3.890			3.995			3.864		
27 My supervisor/chair seriously considers my ideas	59	4.271	3.946	*	.278	4.043			3.931	*	.287
30 Work outcomes are clarified for me	58	3.948	3.776			3.841			3.700		
34 My supervisor/chair helps me to improve my work	59	4.102	3.889			3.977			3.872		
39 I am given the opportunity to be creative in my work	59	4.390	4.059	*	.315	4.123	*	.271	4.002	**	.360
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	59	4.305	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
46 Professional development and training opportunities are available	59	4.186	3.889	*	.269	3.891	*	.274	3.833	*	.312

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

N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

FDLTCC compared with:

Teamwork	FDLTCC		PACE Normbase			Small			Bacc./Assoc.		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3 There is a spirit of cooperation within my work team	59	4.339	4.030	*	.275	4.105			4.010	*	.287
14 My primary work team uses problem-solving techniques	55	4.145	4.005			4.060			3.991		
24 There is an opportunity for all ideas to be exchanged within my work team	58	4.224	3.907	*	.285	3.999			3.869	*	.312
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	59	4.169	3.946			4.011			3.902		
36 My work team coordinates its efforts with appropriate individuals and teams	59	4.119	3.977			4.037			3.927		
43 A spirit of cooperation exists in my department	59	4.186	3.960			4.070			3.949		

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

N/A indicates survey item previously unavailable