



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

NILIE Technical College Raleigh, North Carolina

Personal Assessment of the College Environment (PACE) Report

by

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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).

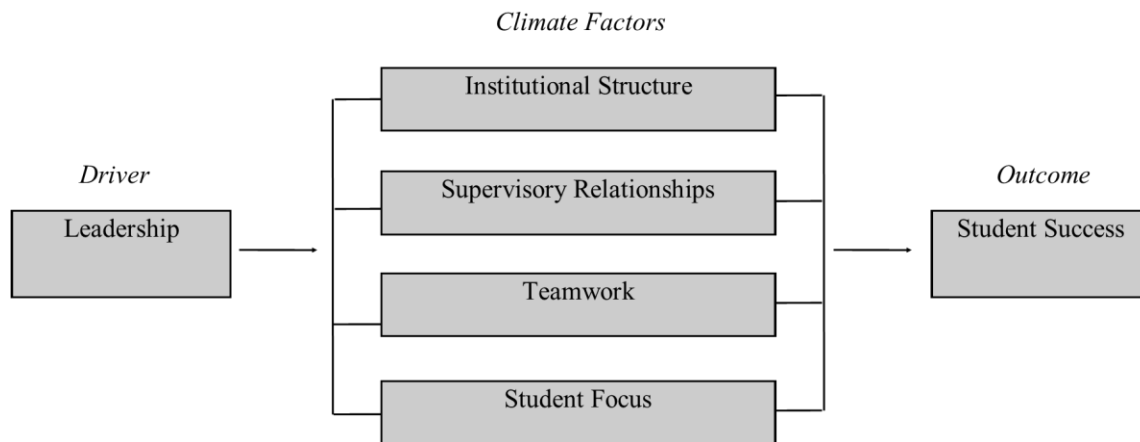
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission,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

Figure 1. The PACE Model



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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Table 1. Institutional Structure Frequency Distributions

NILIE Tech compared with:

Institutional Structure	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	8	3%	634	4%	1290	3%	2506	3%
	Dissatisfied	27	10%	1724	10%	4516	11%	8966	12%
	Neither	39	15%	2199	13%	5807	15%	10926	14%
	Satisfied	123	47%	7950	46%	18238	46%	35248	46%
	Very satisfied	65	25%	4806	28%	9448	24%	18920	25%
	Total	262	100%	17313	100%	39299	100%	76566	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	6%	1520	9%	3422	9%	6286	8%
	Dissatisfied	56	21%	3368	20%	8324	21%	15833	21%
	Neither	59	22%	3475	20%	8508	22%	16539	22%
	Satisfied	86	33%	5621	33%	12618	33%	24975	33%
	Very satisfied	46	17%	3099	18%	5946	15%	11936	16%
	Total	263	100%	17083	100%	38818	100%	75569	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	12	5%	682	4%	1618	4%	3246	4%
	Dissatisfied	19	7%	1329	8%	3191	8%	6774	9%
	Neither	56	21%	3018	18%	7330	19%	14615	19%
	Satisfied	99	38%	6463	38%	14832	38%	28693	38%
	Very satisfied	77	29%	5713	33%	12114	31%	22631	30%
	Total	263	100%	17205	100%	39085	100%	75959	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	5%	1185	7%	2525	6%	4717	6%
	Dissatisfied	34	13%	2070	12%	5398	14%	10378	14%
	Neither	49	18%	2483	14%	6292	16%	12018	16%
	Satisfied	94	35%	6271	36%	14323	37%	28209	37%
	Very satisfied	77	29%	5258	30%	10667	27%	20997	28%
	Total	266	100%	17267	100%	39205	100%	76319	100%

NILIE Tech compared with:

Institutional Structure (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	33	12%	1917	11%	4520	11%	8478	11%
	Dissatisfied	65	25%	3336	19%	8240	21%	16047	21%
	Neither	54	20%	3345	19%	8111	21%	15879	21%
	Satisfied	75	28%	5305	31%	11748	30%	23097	30%
	Very satisfied	38	14%	3407	20%	6691	17%	13020	17%
	Total	265	100%	17310	100%	39310	100%	76521	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	5	2%	699	4%	1615	4%	3048	4%
	Dissatisfied	39	16%	2015	13%	4931	14%	9731	14%
	Neither	73	30%	4576	29%	11269	31%	21773	31%
	Satisfied	88	37%	6148	39%	13612	38%	26750	38%
	Very satisfied	35	15%	2470	16%	4590	13%	8833	13%
	Total	240	100%	15908	100%	36017	100%	70135	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	26	11%	1890	12%	4354	12%	7789	11%
	Dissatisfied	36	15%	2792	18%	6819	19%	13179	19%
	Neither	72	30%	4567	29%	10889	30%	21405	30%
	Satisfied	74	31%	4386	27%	9936	27%	19822	28%
	Very satisfied	34	14%	2316	15%	4535	12%	8967	13%
	Total	242	100%	15951	100%	36533	100%	71162	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	22	8%	1694	10%	3972	10%	7631	10%
	Dissatisfied	57	22%	2731	16%	6847	18%	13358	18%
	Neither	61	23%	3325	19%	8282	21%	15912	21%
	Satisfied	80	30%	5703	33%	12824	33%	25117	33%
	Very satisfied	43	16%	3624	21%	6930	18%	13642	18%
	Total	263	100%	17077	100%	38855	100%	75660	100%

NILIE Tech compared with:

Institutional Structure (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	21	8%	1572	9%	3746	10%	6986	9%
	Dissatisfied	41	16%	2516	15%	6172	16%	12085	16%
	Neither	63	24%	3347	20%	8018	21%	15431	20%
	Satisfied	80	30%	5533	33%	12627	33%	24813	33%
	Very satisfied	58	22%	4038	24%	8112	21%	16028	21%
	Total	263	100%	17006	100%	38675	100%	75343	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	21	8%	1500	9%	3729	10%	6975	9%
	Dissatisfied	57	21%	2629	15%	6743	17%	13094	17%
	Neither	60	23%	3183	19%	8001	21%	15397	20%
	Satisfied	73	27%	6005	35%	13214	34%	26189	35%
	Very satisfied	55	21%	3770	22%	7137	18%	13953	18%
	Total	266	100%	17087	100%	38824	100%	75608	100%
29 institution-wide policies guide my work	Very dissatisfied	11	4%	788	5%	1601	4%	3070	4%
	Dissatisfied	17	7%	1411	8%	3151	8%	6605	9%
	Neither	69	26%	3702	22%	9727	26%	18530	25%
	Satisfied	107	41%	7085	42%	16143	42%	31387	42%
	Very satisfied	57	22%	3832	23%	7509	20%	14607	20%
	Total	261	100%	16818	100%	38131	100%	74199	100%
32 this institution is appropriately organized	Very dissatisfied	26	10%	1592	9%	3639	10%	6520	9%
	Dissatisfied	48	18%	3103	18%	7601	20%	14481	19%
	Neither	70	27%	3681	22%	8851	23%	17202	23%
	Satisfied	87	33%	5520	33%	12548	33%	24817	33%
	Very satisfied	33	13%	2913	17%	5545	15%	11456	15%
	Total	264	100%	16809	100%	38184	100%	74476	100%

NILIE Tech compared with:

Institutional Structure (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	47	19%	2490	15%	5576	15%	10465	15%
	Dissatisfied	42	17%	2721	17%	6162	17%	12158	17%
	Neither	53	21%	3773	23%	9302	26%	18445	26%
	Satisfied	63	25%	4300	27%	9764	27%	18755	26%
	Very satisfied	45	18%	2841	18%	5627	15%	10961	15%
	Total	250	100%	16125	100%	36431	100%	70784	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	20	8%	1061	6%	2274	6%	4471	6%
	Dissatisfied	38	14%	2261	13%	5310	14%	10588	14%
	Neither	36	14%	2729	16%	6776	17%	12736	17%
	Satisfied	114	43%	6961	41%	16181	42%	31243	41%
	Very satisfied	57	22%	4022	24%	8188	21%	16388	22%
	Total	265	100%	17034	100%	38729	100%	75426	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	19	7%	1243	7%	2951	8%	5434	7%
	Dissatisfied	32	12%	2248	13%	5377	14%	10589	14%
	Neither	50	19%	3526	21%	8923	23%	17296	23%
	Satisfied	104	40%	6157	37%	13978	37%	27338	37%
	Very satisfied	58	22%	3631	22%	6887	18%	13580	18%
	Total	263	100%	16805	100%	38116	100%	74237	100%

Table 2. Student Focus Frequency Distributions

NILIE Tech compared with:

Student Focus	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	8	3%	868	5%	1846	5%	3626	5%
	Dissatisfied	19	7%	1808	10%	4568	12%	8890	12%
	Neither	39	15%	2014	12%	5022	13%	9527	12%
	Satisfied	105	40%	6245	36%	14439	37%	28359	37%
	Very satisfied	91	35%	6372	37%	13428	34%	26047	34%
	Total	262	100%	17307	100%	39303	100%	76449	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	524	3%	1207	3%	2829	4%
	Dissatisfied	5	2%	601	3%	1518	4%	3475	5%
	Neither	14	5%	991	6%	2419	6%	4605	6%
	Satisfied	90	35%	5328	31%	12156	31%	23792	31%
	Very satisfied	150	58%	9827	57%	21934	56%	41755	55%
	Total	260	100%	17271	100%	39234	100%	76456	100%
17 faculty meet the needs of students	Very dissatisfied	1	0%	442	3%	858	2%	1858	3%
	Dissatisfied	17	7%	1171	7%	2708	7%	5740	8%
	Neither	56	23%	2340	14%	5744	15%	11166	15%
	Satisfied	114	46%	7060	43%	16772	45%	32203	45%
	Very satisfied	60	24%	5271	32%	11069	30%	21239	29%
	Total	248	100%	16284	100%	37151	100%	72206	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	8	3%	555	3%	1078	3%	2357	3%
	Dissatisfied	7	3%	836	5%	1937	5%	4661	6%
	Neither	43	16%	2387	14%	5597	15%	11524	15%
	Satisfied	115	44%	6800	40%	15887	41%	30540	41%
	Very satisfied	89	34%	6301	37%	14061	36%	25728	34%
	Total	262	100%	16879	100%	38560	100%	74810	100%

NILIE Tech compared with:

Student Focus (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	6	2%	409	2%	781	2%	1690	2%
	Dissatisfied	12	5%	1063	6%	2331	6%	5087	7%
	Neither	50	20%	2818	17%	6824	18%	13060	18%
	Satisfied	120	48%	7476	46%	17630	47%	34076	47%
	Very satisfied	62	25%	4632	28%	9708	26%	18396	25%
	Total		250	100%	16398	100%	37274	100%	72309
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	588	4%	1220	3%	2336	3%
	Dissatisfied	16	6%	1381	8%	3154	8%	6345	9%
	Neither	47	18%	2582	16%	6439	17%	12103	17%
	Satisfied	121	47%	7021	43%	16428	44%	31940	44%
	Very satisfied	69	27%	4798	29%	10063	27%	19818	27%
	Total		255	100%	16370	100%	37304	100%	72542
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	453	3%	944	3%	1862	3%
	Dissatisfied	13	5%	1064	7%	2369	7%	4767	7%
	Neither	58	23%	3250	21%	8079	23%	15458	23%
	Satisfied	106	43%	6343	42%	15035	43%	29393	43%
	Very satisfied	67	27%	4084	27%	8380	24%	16210	24%
	Total		247	100%	15194	100%	34807	100%	67690
31 students receive an excellent education at this institution	Very dissatisfied	1	0%	402	2%	788	2%	1850	2%
	Dissatisfied	9	3%	928	6%	1967	5%	4481	6%
	Neither	35	13%	2015	12%	4652	12%	8817	12%
	Satisfied	122	47%	7189	43%	17177	45%	32790	44%
	Very satisfied	95	36%	6207	37%	13423	35%	26119	35%
	Total		262	100%	16741	100%	38007	100%	74057

NILIE Tech compared with:

Student Focus (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	0%	426	3%	787	2%	1919	3%
	Dissatisfied	15	6%	893	5%	1807	5%	4192	6%
	Neither	39	15%	2211	13%	4692	12%	8996	12%
	Satisfied	124	48%	7340	44%	17020	45%	32686	44%
	Very satisfied	80	31%	5800	35%	13568	36%	25935	35%
	Total	259	100%	16670	100%	37874	100%	73728	100%
37 this institution prepares students for further learning	Very dissatisfied	1	0%	436	3%	817	2%	1925	3%
	Dissatisfied	10	4%	901	5%	1868	5%	4340	6%
	Neither	32	12%	1842	11%	4552	12%	8458	11%
	Satisfied	139	53%	7501	45%	17877	47%	34167	46%
	Very satisfied	78	30%	6053	36%	12835	34%	24978	34%
	Total	260	100%	16733	100%	37949	100%	73868	100%
40 students are assisted with their personal development	Very dissatisfied	0	0%	425	3%	833	2%	1757	2%
	Dissatisfied	8	3%	1016	6%	2295	6%	4920	7%
	Neither	66	27%	3094	19%	7364	20%	14081	20%
	Satisfied	107	44%	7093	44%	16620	46%	31958	45%
	Very satisfied	64	26%	4378	27%	9182	25%	17853	25%
	Total	245	100%	16006	100%	36294	100%	70569	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	0%	328	2%	553	2%	1210	2%
	Dissatisfied	8	3%	949	6%	1898	5%	4280	6%
	Neither	64	26%	2896	19%	6909	19%	13165	19%
	Satisfied	112	46%	7911	51%	19081	54%	36551	53%
	Very satisfied	61	25%	3562	23%	7202	20%	14068	20%
	Total	246	100%	15646	100%	35643	100%	69274	100%

Table 3. Supervisory Relationships Frequency Distributions

NILIE Tech compared with:

Supervisory Relationships	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	6	2%	690	4%	1906	5%	4066	5%
	Dissatisfied	14	5%	1014	6%	2900	7%	6008	8%
	Neither	28	11%	1356	8%	3664	9%	7011	9%
	Satisfied	74	28%	4767	28%	11105	28%	21606	28%
	Very satisfied	140	53%	9425	55%	19566	50%	37583	49%
	Total	262	100%	17252	100%	39141	100%	76274	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	11	4%	965	6%	2644	7%	5395	7%
	Dissatisfied	18	7%	1229	7%	3318	8%	6848	9%
	Neither	18	7%	1652	10%	4135	11%	8006	10%
	Satisfied	71	27%	4490	26%	10691	27%	20506	27%
	Very satisfied	143	55%	8922	52%	18454	47%	35588	47%
	Total	261	100%	17258	100%	39242	100%	76343	100%
12 positive work expectations are communicated to me	Very dissatisfied	7	3%	883	5%	2074	5%	4046	5%
	Dissatisfied	30	11%	1823	11%	4675	12%	9351	12%
	Neither	48	18%	2570	15%	6590	17%	12714	17%
	Satisfied	112	42%	6994	41%	16119	42%	31216	41%
	Very satisfied	67	25%	4763	28%	9278	24%	18128	24%
	Total	264	100%	17033	100%	38736	100%	75455	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	2%	615	4%	1489	4%	2938	4%
	Dissatisfied	19	8%	1334	9%	3372	10%	6962	10%
	Neither	59	24%	3312	21%	8696	25%	16999	25%
	Satisfied	119	49%	6847	44%	15222	43%	29387	43%
	Very satisfied	41	17%	3532	23%	6639	19%	12779	19%
	Total	244	100%	15640	100%	35418	100%	69065	100%

NILIE Tech compared with:

Supervisory Relationships (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	12	5%	986	6%	2594	7%	5017	7%
	Dissatisfied	27	10%	1775	10%	4683	12%	9158	12%
	Neither	49	19%	2883	17%	7438	19%	14223	19%
	Satisfied	97	37%	6453	38%	14405	37%	28299	38%
	Very satisfied	76	29%	4923	29%	9524	25%	18616	25%
	Total	261	100%	17020	100%	38644	100%	75313	100%
21 I receive appropriate feedback for my work	Very dissatisfied	11	4%	833	5%	2208	6%	4307	6%
	Dissatisfied	23	9%	1782	10%	4703	12%	9316	12%
	Neither	47	18%	2706	16%	7056	18%	13449	18%
	Satisfied	109	41%	6864	40%	15278	39%	29828	40%
	Very satisfied	74	28%	4876	29%	9492	25%	18573	25%
	Total	264	100%	17061	100%	38737	100%	75473	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	9	3%	1135	7%	3077	8%	6092	8%
	Dissatisfied	22	8%	1606	10%	4112	11%	8274	11%
	Neither	47	18%	2600	16%	6495	17%	12595	17%
	Satisfied	90	35%	5254	31%	12051	32%	23315	31%
	Very satisfied	92	35%	6175	37%	12483	33%	24205	32%
	Total	260	100%	16770	100%	38218	100%	74481	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	11	4%	1135	7%	2958	8%	5893	8%
	Dissatisfied	23	9%	1392	8%	3644	10%	7408	10%
	Neither	36	14%	2484	15%	6068	16%	11702	16%
	Satisfied	87	34%	5162	31%	12062	32%	23229	31%
	Very satisfied	101	39%	6594	39%	13452	35%	26195	35%
	Total	258	100%	16767	100%	38184	100%	74427	100%

NILIE Tech compared with:

Supervisory Relationships (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	12	5%	837	5%	1940	5%	3707	5%
	Dissatisfied	29	11%	1689	10%	4167	11%	8401	11%
	Neither	58	22%	3341	20%	8521	22%	16311	22%
	Satisfied	101	39%	6849	41%	15610	41%	30624	41%
	Very satisfied	59	23%	4152	25%	8055	21%	15596	21%
	Total		259	100%	16868	100%	38293	100%	74639
34 my supervisor helps me to improve my work	Very dissatisfied	9	3%	986	6%	2655	7%	5286	7%
	Dissatisfied	24	9%	1435	9%	3772	10%	7720	10%
	Neither	48	18%	2826	17%	7370	19%	14213	19%
	Satisfied	88	33%	5591	33%	12729	33%	24674	33%
	Very satisfied	95	36%	5909	35%	11557	30%	22381	30%
	Total		264	100%	16747	100%	38083	100%	74274
39 I am given the opportunity to be creative in my work	Very dissatisfied	9	3%	978	6%	2140	6%	4314	6%
	Dissatisfied	16	6%	1263	7%	2812	7%	5959	8%
	Neither	33	13%	2045	12%	4915	13%	9572	13%
	Satisfied	103	39%	6011	36%	14145	37%	27175	36%
	Very satisfied	100	38%	6607	39%	14494	38%	27963	37%
	Total		261	100%	16904	100%	38506	100%	74983
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	11	4%	1096	7%	2506	7%	4773	6%
	Dissatisfied	22	8%	1819	11%	4285	11%	8750	12%
	Neither	56	21%	3149	19%	7588	20%	14667	20%
	Satisfied	106	40%	6453	38%	15195	40%	29096	39%
	Very satisfied	67	26%	4278	25%	8580	22%	17040	23%
	Total		262	100%	16795	100%	38154	100%	74326

NILIE Tech compared with:

Supervisory Relationships (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	15	6%	1042	6%	2483	6%	4886	7%
	Dissatisfied	36	14%	1542	9%	3920	10%	8175	11%
	Neither	47	18%	2357	14%	5849	15%	11274	15%
	Satisfied	102	39%	6257	37%	14503	38%	28118	38%
	Very satisfied	59	23%	5697	34%	11602	30%	22226	30%
	Total	259	100%	16895	100%	38357	100%	74679	100%

Table 4. Teamwork Frequency Distributions

NILIE Tech compared with:

Teamwork	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	9	3%	785	5%	2247	6%	4627	6%
	Dissatisfied	24	9%	1650	10%	4562	12%	9107	12%
	Neither	33	13%	1701	10%	4422	11%	8409	11%
	Satisfied	78	30%	5676	33%	12859	33%	24943	33%
	Very satisfied	119	45%	7290	43%	14783	38%	28463	38%
	Total	263	100%	17102	100%	38873	100%	75549	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	9	4%	600	4%	1497	4%	3088	4%
	Dissatisfied	11	4%	1262	8%	3365	9%	6951	10%
	Neither	32	13%	2521	15%	6361	17%	12546	17%
	Satisfied	118	47%	6652	41%	15281	41%	29441	41%
	Very satisfied	81	32%	5260	32%	10548	28%	19946	28%
	Total	251	100%	16295	100%	37052	100%	71972	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	7	3%	929	6%	2368	6%	4670	6%
	Dissatisfied	22	9%	1678	10%	4258	11%	8724	12%
	Neither	36	14%	2259	14%	5667	15%	10880	15%
	Satisfied	99	38%	6284	38%	14499	38%	28088	38%
	Very satisfied	94	36%	5531	33%	11162	29%	21542	29%
	Total	258	100%	16681	100%	37954	100%	73904	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	9	3%	942	6%	2446	6%	4906	7%
	Dissatisfied	22	9%	1562	9%	3956	10%	8222	11%
	Neither	35	14%	2208	13%	5548	15%	10598	14%
	Satisfied	102	40%	6110	37%	14090	37%	27078	37%
	Very satisfied	90	35%	5827	35%	11791	31%	22835	31%
	Total	258	100%	16649	100%	37831	100%	73639	100%

NILIE Tech compared with:

Teamwork (continued)	Response Option	NILIE Tech		South		City		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	6	2%	658	4%	1624	4%	3319	5%
	Dissatisfied	13	5%	1273	8%	3288	9%	6858	10%
	Neither	43	17%	2632	16%	6516	18%	12580	17%
	Satisfied	108	42%	6667	41%	15444	42%	29797	41%
	Very satisfied	87	34%	5077	31%	10170	27%	19579	27%
	Total	257	100%	16307	100%	37042	100%	72133	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	7	3%	1066	6%	2745	7%	5513	7%
	Dissatisfied	24	9%	1602	9%	4100	11%	8409	11%
	Neither	33	12%	2042	12%	5073	13%	9651	13%
	Satisfied	85	32%	5841	34%	13683	36%	26269	35%
	Very satisfied	116	44%	6401	38%	12896	33%	25086	33%
	Total	265	100%	16952	100%	38497	100%	74928	100%

Table 5. Climate Factor Mean Comparisons

NILIE Tech compared with:

Climate Factor	NILIE Tech		South			City			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	266	3.775	3.767			3.702			3.693		
Institutional Structure	266	3.434	3.492			3.422			3.432		
Student Focus	266	4.007	3.976			3.964			3.939		
Supervisory Relationships	266	3.868	3.849			3.755			3.742	*	.131
Teamwork	266	3.991	3.886			3.787	**	.200	3.766	***	.217

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

Figure 1. Means by Comparison Group and Climate Factor

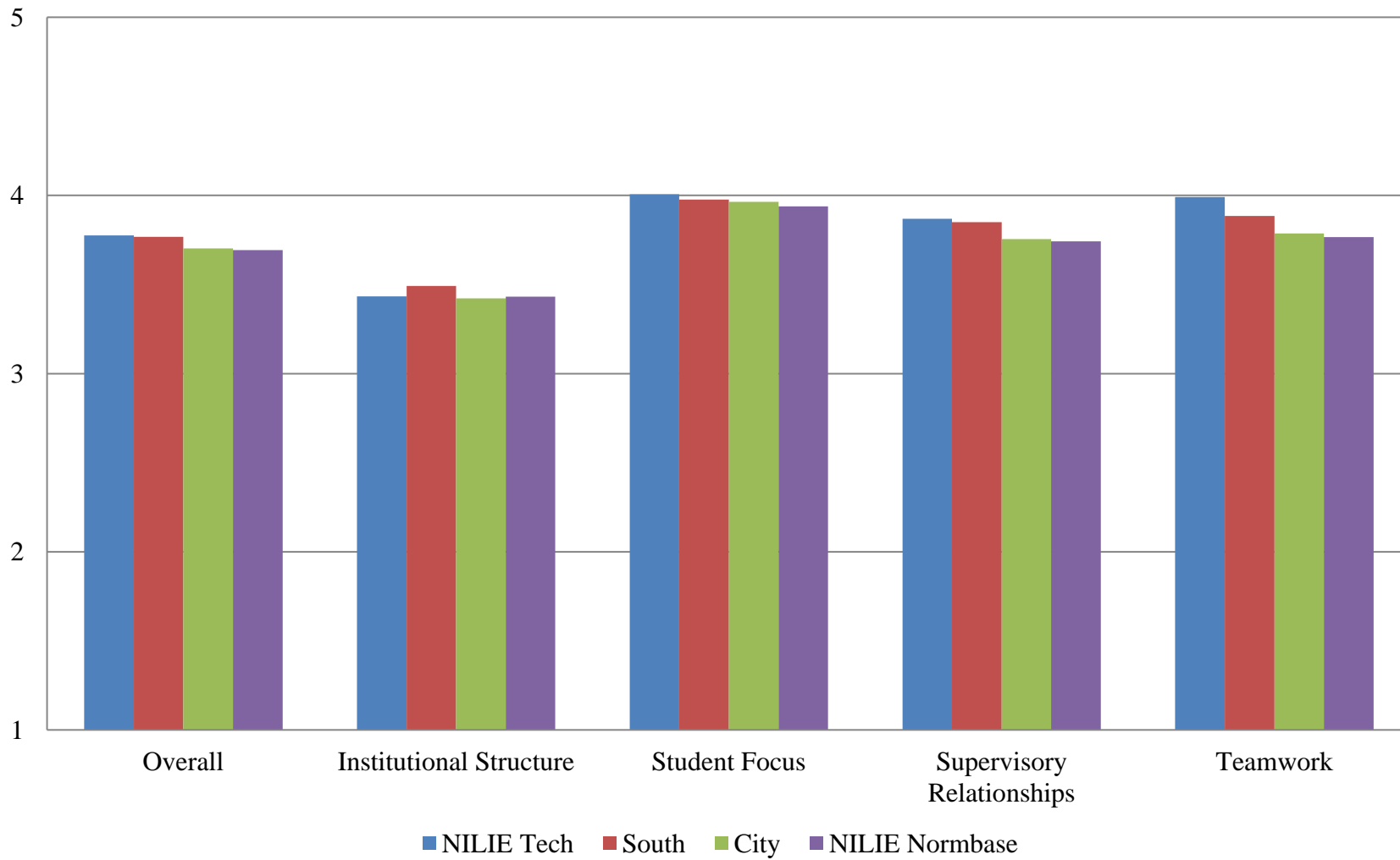


Table 6. Institutional Structure Item Mean Comparisons

NILIE Tech compared with:

Institutional Structure	NILIE Tech		South			City			NILIE Normbase		
	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	262	3.802	3.842			3.764			3.772		
4 decisions are made at the appropriate level at this institution	263	3.342	3.317			3.241			3.271		
5 the institution effectively promotes diversity in the workplace	263	3.798	3.883			3.835			3.799		
6 administrative leadership is focused on meeting the needs of students	266	3.714	3.715			3.643			3.660		
10 information is shared within the institution	265	3.075	3.286	**	-.164	3.200			3.211		
11 institutional teams use problem-solving techniques	240	3.454	3.482			3.406			3.408		
15 I am able to appropriately influence the direction of this institution	242	3.223	3.153			3.095			3.126		
16 open and ethical communication is practiced at this institution	263	3.247	3.400			3.306			3.314		
22 this institution has been successful in positively motivating my performance	263	3.430	3.467			3.393			3.409		
25 a spirit of cooperation exists at this institution	266	3.316	3.463			3.342			3.358		
29 institution-wide policies guide my work	261	3.697	3.699			3.651			3.645		
32 this institution is appropriately organized	264	3.201	3.301			3.229			3.271		
38 I have the opportunity for advancement within this institution	250	3.068	3.141			3.102			3.107		
41 I receive adequate information regarding important activities at this institution	265	3.566	3.624			3.586			3.590		
44 my work is guided by clearly defined administrative processes	263	3.570	3.517			3.432			3.445		

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

Table 7. Student Focus Item Mean Comparisons

NILIE Tech compared with:

Student Focus	NILIE Tech		South			City			NILIE Normbase		
	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	262	3.962	3.892			3.841			3.841		
8 I feel my job is relevant to this institution's mission	260	4.473	4.351	*	.128	4.328	*	.150	4.284	**	.186
17 faculty meet the needs of students	248	3.867	3.955			3.928			3.903		
18 student ethnic and cultural diversity are important at this institution	262	4.031	4.034			4.035			3.971		
19 students' competencies are enhanced	250	3.880	3.906			3.889			3.863		
23 non-teaching professional personnel meet the needs of students	255	3.937	3.859			3.830			3.835		
28 classified personnel meet the needs of students	247	3.895	3.825			3.791			3.788		
31 students receive an excellent education at this institution	262	4.149	4.067			4.065			4.038		
35 this institution prepares students for a career	259	4.031	4.031			4.077			4.038		
37 this institution prepares students for further learning	260	4.088	4.066			4.055			4.028		
40 students are assisted with their personal development	245	3.927	3.874			3.855			3.839		
42 students are satisfied with their educational experience at this institution	246	3.911	3.858			3.855			3.837		

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

Table 8. Supervisory Relationships Item Mean Comparisons

NILIE Tech compared with:

Supervisory Relationships	NILIE Tech		South			City			NILIE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	262	4.252	4.230			4.112	*	.122	4.083	*	.144
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	261	4.215	4.111			3.994	**	.179	3.970	**	.196
12 positive work expectations are communicated to me	264	3.765	3.759			3.667			3.663		
13 unacceptable behaviors are identified and communicated to me	244	3.697	3.726			3.625			3.610		
20 I receive timely feedback for my work	261	3.759	3.737			3.610	*	.127	3.615	*	.122
21 I receive appropriate feedback for my work	264	3.803	3.772			3.649	*	.135	3.650	*	.134
26 my supervisor actively seeks my ideas	260	3.900	3.819			3.700	*	.160	3.688	**	.169
27 my supervisor seriously considers my ideas	258	3.946	3.876			3.770	*	.142	3.758	*	.150
30 work outcomes are clarified for me	259	3.641	3.699			3.618			3.616		
34 my supervisor helps me to improve my work	264	3.894	3.836			3.703	**	.160	3.689	**	.170
39 I am given the opportunity to be creative in my work	261	4.031	3.947			3.936			3.914		
45 I have the opportunity to express my ideas in appropriate forums	262	3.748	3.655			3.604	*	.126	3.604	*	.126
46 professional development and training opportunities are available	259	3.595	3.830	**	-.201	3.751	*	-.133	3.731		

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

Table 9. Teamwork Item Mean Comparisons

NILIE Tech compared with:

Teamwork	NILIE Tech		South			City			NILIE Normbase		
	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	263	4.042	3.996			3.858	*	.152	3.841	**	.165
14 my primary work team uses problem-solving techniques	251	4.000	3.903			3.810	**	.177	3.781	**	.202
24 there is an opportunity for all ideas to be exchanged within my work team	258	3.973	3.828	*	.125	3.733	**	.204	3.719	***	.215
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	258	3.938	3.860			3.762	*	.149	3.743	**	.163
36 my work team coordinates its efforts with appropriate individuals and teams	257	4.000	3.873			3.790	**	.196	3.769	***	.212
43 a spirit of cooperation exists in my department	265	4.053	3.879	*	.145	3.776	***	.227	3.761	***	.237

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