



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

NILIE Technical College Raleigh, North Carolina

Personal Assessment of the College Environment (PACE) Personnel Classification Report

by

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The National Initiative for Leadership
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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	8	3%	3	4%	0	0%	5	3%
	Dissatisfied	27	10%	5	7%	8	20%	13	9%
	Neither	39	15%	7	9%	9	22%	22	15%
	Satisfied	123	47%	34	46%	15	37%	73	51%
	Very satisfied	65	25%	25	34%	9	22%	31	22%
	Total	262	100%	74	100%	41	100%	144	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	16	6%	3	4%	2	5%	11	8%
	Dissatisfied	56	21%	12	16%	11	27%	31	21%
	Neither	59	22%	13	18%	11	27%	35	24%
	Satisfied	86	33%	32	44%	10	24%	43	29%
	Very satisfied	46	17%	13	18%	7	17%	26	18%
	Total	263	100%	73	100%	41	100%	146	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	12	5%	4	5%	0	0%	8	6%
	Dissatisfied	19	7%	6	8%	2	5%	10	7%
	Neither	56	21%	10	14%	9	22%	37	26%
	Satisfied	99	38%	24	32%	17	41%	56	39%
	Very satisfied	77	29%	30	41%	13	32%	34	23%
	Total	263	100%	74	100%	41	100%	145	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	5%	3	4%	0	0%	8	5%
	Dissatisfied	34	13%	12	16%	9	22%	13	9%
	Neither	49	18%	10	13%	6	15%	33	22%
	Satisfied	94	35%	23	31%	11	27%	58	39%
	Very satisfied	77	29%	27	36%	15	37%	35	24%
	Total	266	100%	75	100%	41	100%	147	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff		
		Count	%	Count	%	Count	%	Count	%	
<i>The extent to which...</i>										
10 information is shared within the institution	Very dissatisfied	33	12%	5	7%	6	15%	20	14%	
	Dissatisfied	65	25%	16	22%	11	27%	37	25%	
	Neither	54	20%	13	18%	10	24%	31	21%	
	Satisfied	75	28%	23	31%	8	20%	44	30%	
	Very satisfied	38	14%	17	23%	6	15%	15	10%	
	Total	265	100%	74	100%	41	100%	147	100%	
11 institutional teams use problem-solving techniques	Very dissatisfied	5	2%	1	1%	1	2%	3	2%	
	Dissatisfied	39	16%	9	13%	12	29%	18	14%	
	Neither	73	30%	17	25%	10	24%	46	35%	
	Satisfied	88	37%	29	43%	12	29%	46	35%	
	Very satisfied	35	15%	12	18%	6	15%	17	13%	
	Total	240	100%	68	100%	41	100%	130	100%	
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	26	11%	3	4%	4	11%	19	14%	
	Dissatisfied	36	15%	11	16%	8	22%	16	12%	
	Neither	72	30%	22	33%	6	16%	43	32%	
	Satisfied	74	31%	20	30%	12	32%	42	31%	
	Very satisfied	34	14%	11	16%	7	19%	16	12%	
	Total	242	100%	67	100%	37	100%	136	100%	
16 open and ethical communication is practiced at this institution	Very dissatisfied	22	8%	3	4%	5	12%	14	10%	
	Dissatisfied	57	22%	13	17%	12	29%	30	21%	
	Neither	61	23%	13	17%	8	20%	39	27%	
	Satisfied	80	30%	28	37%	8	20%	44	31%	
	Very satisfied	43	16%	18	24%	8	20%	17	12%	
	Total	263	100%	75	100%	41	100%	144	100%	

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff		
		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%	3	4%	4	10%	14	10%	
	Dissatisfied	41	16%	9	12%	7	17%	24	16%	
	Neither	63	24%	17	23%	12	29%	34	23%	
	Satisfied	80	30%	24	32%	9	22%	46	32%	
	Very satisfied	58	22%	21	28%	9	22%	28	19%	
	Total	263	100%	74	100%	41	100%	146	100%	
25 a spirit of cooperation exists at this institution	Very dissatisfied	21	8%	2	3%	5	12%	13	9%	
	Dissatisfied	57	21%	10	13%	16	39%	30	20%	
	Neither	60	23%	15	20%	6	15%	38	26%	
	Satisfied	73	27%	27	36%	7	17%	39	27%	
	Very satisfied	55	21%	21	28%	7	17%	27	18%	
	Total	266	100%	75	100%	41	100%	147	100%	
29 institution-wide policies guide my work	Very dissatisfied	11	4%	2	3%	1	3%	8	6%	
	Dissatisfied	17	7%	1	1%	7	18%	9	6%	
	Neither	69	26%	20	27%	10	25%	39	27%	
	Satisfied	107	41%	34	45%	13	33%	58	40%	
	Very satisfied	57	22%	18	24%	9	23%	30	21%	
	Total	261	100%	75	100%	40	100%	144	100%	
32 this institution is appropriately organized	Very dissatisfied	26	10%	4	5%	6	15%	16	11%	
	Dissatisfied	48	18%	9	12%	13	32%	24	16%	
	Neither	70	27%	20	27%	10	24%	39	27%	
	Satisfied	87	33%	27	36%	8	20%	52	36%	
	Very satisfied	33	13%	14	19%	4	10%	15	10%	
	Total	264	100%	74	100%	41	100%	146	100%	

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	47	19%	8	13%	9	23%	29	20%
	Dissatisfied	42	17%	10	16%	7	18%	24	17%
	Neither	53	21%	14	22%	4	10%	34	24%
	Satisfied	63	25%	14	22%	13	33%	36	25%
	Very satisfied	45	18%	18	28%	7	18%	20	14%
	Total	250	100%	64	100%	40	100%	143	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	20	8%	2	3%	6	15%	12	8%
	Dissatisfied	38	14%	7	9%	8	20%	23	16%
	Neither	36	14%	6	8%	4	10%	26	18%
	Satisfied	114	43%	36	48%	14	35%	62	42%
	Very satisfied	57	22%	24	32%	8	20%	24	16%
	Total	265	100%	75	100%	40	100%	147	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	19	7%	2	3%	1	2%	16	11%
	Dissatisfied	32	12%	11	15%	7	17%	14	10%
	Neither	50	19%	12	16%	6	15%	30	21%
	Satisfied	104	40%	30	40%	17	41%	57	40%
	Very satisfied	58	22%	20	27%	10	24%	27	19%
	Total	263	100%	75	100%	41	100%	144	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	8	3%	2	3%	1	3%	4	3%
	Dissatisfied	19	7%	6	8%	5	13%	8	6%
	Neither	39	15%	10	13%	3	8%	24	17%
	Satisfied	105	40%	26	35%	13	33%	66	46%
	Very satisfied	91	35%	31	41%	17	44%	43	30%
	Total	262	100%	75	100%	39	100%	145	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	5	2%	1	1%	2	5%	2	1%
	Neither	14	5%	1	1%	1	2%	12	8%
	Satisfied	90	35%	25	34%	9	22%	54	38%
	Very satisfied	150	58%	46	63%	29	71%	74	52%
	Total	260	100%	73	100%	41	100%	143	100%
17 faculty meet the needs of students	Very dissatisfied	1	0%	0	0%	1	3%	0	0%
	Dissatisfied	17	7%	4	5%	3	8%	10	7%
	Neither	56	23%	6	8%	15	39%	33	25%
	Satisfied	114	46%	36	49%	11	29%	67	50%
	Very satisfied	60	24%	28	38%	8	21%	24	18%
	Total	248	100%	74	100%	38	100%	134	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	8	3%	5	7%	1	2%	2	1%
	Dissatisfied	7	3%	0	0%	1	2%	6	4%
	Neither	43	16%	8	11%	8	20%	27	19%
	Satisfied	115	44%	32	43%	18	44%	62	43%
	Very satisfied	89	34%	30	40%	13	32%	46	32%
	Total	262	100%	75	100%	41	100%	143	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	6	2%	3	4%	1	3%	2	1%
	Dissatisfied	12	5%	1	1%	2	5%	9	7%
	Neither	50	20%	11	15%	6	16%	32	24%
	Satisfied	120	48%	32	43%	19	51%	68	50%
	Very satisfied	62	25%	28	37%	9	24%	25	18%
	Total	250	100%	75	100%	37	100%	136	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	16	6%	6	9%	2	5%	8	6%
	Neither	47	18%	14	20%	5	13%	28	19%
	Satisfied	121	47%	30	43%	19	49%	70	49%
	Very satisfied	69	27%	18	26%	13	33%	37	26%
	Total	255	100%	69	100%	39	100%	144	100%
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	1	2%	1	3%	1	1%
	Dissatisfied	13	5%	4	6%	2	5%	7	5%
	Neither	58	23%	16	24%	9	24%	33	23%
	Satisfied	106	43%	27	41%	16	42%	62	44%
	Very satisfied	67	27%	18	27%	10	26%	39	27%
	Total	247	100%	66	100%	38	100%	142	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	9	3%	3	4%	3	7%	2	1%
	Neither	35	13%	5	7%	6	15%	24	17%
	Satisfied	122	47%	29	39%	19	46%	72	50%
	Very satisfied	95	36%	38	51%	13	32%	44	31%
	Total	262	100%	75	100%	41	100%	143	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	15	6%	4	5%	3	8%	7	5%
	Neither	39	15%	4	5%	7	18%	28	20%
	Satisfied	124	48%	34	47%	17	43%	71	50%
	Very satisfied	80	31%	31	42%	13	33%	36	25%
	Total		259	100%	73	100%	40	100%	143
37 this institution prepares students for further learning	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	10	4%	3	4%	1	3%	5	4%
	Neither	32	12%	8	11%	7	18%	17	12%
	Satisfied	139	53%	36	48%	22	55%	79	56%
	Very satisfied	78	30%	27	36%	10	25%	41	29%
	Total		260	100%	75	100%	40	100%	142
40 students are assisted with their personal development	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	8	3%	2	3%	3	9%	3	2%
	Neither	66	27%	19	26%	8	23%	39	29%
	Satisfied	107	44%	28	38%	15	43%	62	46%
	Very satisfied	64	26%	24	33%	9	26%	31	23%
	Total		245	100%	73	100%	35	100%	135
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	0%	0	0%	0	0%	1	1%
	Dissatisfied	8	3%	1	1%	3	8%	3	2%
	Neither	64	26%	14	20%	10	27%	39	29%
	Satisfied	112	46%	33	47%	15	41%	63	46%
	Very satisfied	61	25%	22	31%	9	24%	30	22%
	Total		246	100%	70	100%	37	100%	136

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	6	2%	0	0%	1	3%	5	3%
	Dissatisfied	14	5%	5	7%	2	5%	7	5%
	Neither	28	11%	8	11%	2	5%	17	12%
	Satisfied	74	28%	20	27%	10	25%	43	30%
	Very satisfied	140	53%	41	55%	25	63%	73	50%
	Total	262	100%	74	100%	40	100%	145	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	11	4%	3	4%	0	0%	8	6%
	Dissatisfied	18	7%	2	3%	3	8%	13	9%
	Neither	18	7%	5	7%	1	3%	11	8%
	Satisfied	71	27%	21	29%	6	15%	44	30%
	Very satisfied	143	55%	42	58%	30	75%	69	48%
	Total	261	100%	73	100%	40	100%	145	100%
12 positive work expectations are communicated to me	Very dissatisfied	7	3%	1	1%	2	5%	4	3%
	Dissatisfied	30	11%	7	9%	3	7%	19	13%
	Neither	48	18%	15	20%	6	15%	27	18%
	Satisfied	112	42%	30	40%	20	49%	61	42%
	Very satisfied	67	25%	22	29%	10	24%	35	24%
	Total	264	100%	75	100%	41	100%	146	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	2%	1	1%	0	0%	5	4%
	Dissatisfied	19	8%	7	10%	5	13%	7	5%
	Neither	59	24%	17	25%	10	25%	31	23%
	Satisfied	119	49%	30	44%	23	58%	65	49%
	Very satisfied	41	17%	13	19%	2	5%	26	19%
	Total	244	100%	68	100%	40	100%	134	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	12	5%	3	4%	1	3%	8	6%
	Dissatisfied	27	10%	8	11%	5	13%	14	10%
	Neither	49	19%	13	18%	5	13%	30	21%
	Satisfied	97	37%	27	37%	18	45%	51	35%
	Very satisfied	76	29%	22	30%	11	28%	42	29%
	Total	261	100%	73	100%	40	100%	145	100%
21 I receive appropriate feedback for my work	Very dissatisfied	11	4%	2	3%	2	5%	7	5%
	Dissatisfied	23	9%	3	4%	4	10%	16	11%
	Neither	47	18%	15	20%	4	10%	27	18%
	Satisfied	109	41%	30	41%	21	51%	57	39%
	Very satisfied	74	28%	24	32%	10	24%	39	27%
	Total	264	100%	74	100%	41	100%	146	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	9	3%	0	0%	1	2%	8	6%
	Dissatisfied	22	8%	7	10%	2	5%	12	8%
	Neither	47	18%	13	18%	4	10%	30	21%
	Satisfied	90	35%	27	38%	11	27%	51	35%
	Very satisfied	92	35%	24	34%	23	56%	44	30%
	Total	260	100%	71	100%	41	100%	145	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	11	4%	0	0%	1	3%	10	7%
	Dissatisfied	23	9%	7	10%	2	5%	14	10%
	Neither	36	14%	9	13%	4	10%	22	15%
	Satisfied	87	34%	27	38%	9	23%	50	35%
	Very satisfied	101	39%	29	40%	24	60%	47	33%
	Total	258	100%	72	100%	40	100%	143	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	12	5%	1	1%	3	8%	8	5%
	Dissatisfied	29	11%	8	11%	5	14%	16	11%
	Neither	58	22%	14	19%	7	19%	36	25%
	Satisfied	101	39%	32	43%	15	41%	53	36%
	Very satisfied	59	23%	19	26%	7	19%	33	23%
	Total	259	100%	74	100%	37	100%	146	100%
34 my supervisor helps me to improve my work	Very dissatisfied	9	3%	1	1%	1	3%	7	5%
	Dissatisfied	24	9%	9	12%	1	3%	14	10%
	Neither	48	18%	12	16%	10	25%	25	17%
	Satisfied	88	33%	23	31%	10	25%	54	37%
	Very satisfied	95	36%	30	40%	18	45%	46	32%
	Total	264	100%	75	100%	40	100%	146	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	9	3%	0	0%	2	5%	7	5%
	Dissatisfied	16	6%	2	3%	1	3%	13	9%
	Neither	33	13%	2	3%	4	10%	27	19%
	Satisfied	103	39%	30	40%	20	50%	51	36%
	Very satisfied	100	38%	41	55%	13	33%	45	31%
	Total	261	100%	75	100%	40	100%	143	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	11	4%	1	1%	2	5%	8	6%
	Dissatisfied	22	8%	2	3%	6	15%	13	9%
	Neither	56	21%	14	19%	9	22%	33	23%
	Satisfied	106	40%	33	44%	12	29%	60	42%
	Very satisfied	67	26%	25	33%	12	29%	29	20%
	Total	262	100%	75	100%	41	100%	143	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	15	6%	3	4%	2	5%	9	6%
	Dissatisfied	36	14%	7	10%	8	20%	20	14%
	Neither	47	18%	10	14%	9	23%	28	20%
	Satisfied	102	39%	33	45%	13	33%	55	38%
	Very satisfied	59	23%	20	27%	8	20%	31	22%
	Total	259	100%	73	100%	40	100%	143	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff		
		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%	2	3%	0	0%	7	5%	
	Dissatisfied	24	9%	6	8%	4	10%	13	9%	
	Neither	33	13%	7	9%	7	17%	18	12%	
	Satisfied	78	30%	24	32%	9	22%	44	30%	
	Very satisfied	119	45%	35	47%	21	51%	63	43%	
	Total	263	100%	74	100%	41	100%	145	100%	
14 my primary work team uses problem-solving techniques	Very dissatisfied	9	4%	0	0%	0	0%	9	6%	
	Dissatisfied	11	4%	1	2%	3	8%	6	4%	
	Neither	32	13%	9	14%	4	10%	18	13%	
	Satisfied	118	47%	34	52%	19	48%	65	45%	
	Very satisfied	81	32%	22	33%	14	35%	45	31%	
	Total	251	100%	66	100%	40	100%	143	100%	
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	7	3%	0	0%	1	3%	6	4%	
	Dissatisfied	22	9%	3	4%	4	10%	14	10%	
	Neither	36	14%	7	10%	3	8%	25	17%	
	Satisfied	99	38%	34	48%	16	40%	49	34%	
	Very satisfied	94	36%	27	38%	16	40%	50	35%	
	Total	258	100%	71	100%	40	100%	144	100%	
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	9	3%	2	3%	1	3%	6	4%	
	Dissatisfied	22	9%	4	6%	4	10%	13	9%	
	Neither	35	14%	9	13%	1	3%	25	17%	
	Satisfied	102	40%	29	41%	23	58%	49	34%	
	Very satisfied	90	35%	27	38%	11	28%	51	35%	
	Total	258	100%	71	100%	40	100%	144	100%	

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		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%	1	1%	1	3%	4	3%
	Dissatisfied	13	5%	2	3%	2	5%	9	6%
	Neither	43	17%	11	15%	4	10%	26	18%
	Satisfied	108	42%	32	44%	21	53%	55	38%
	Very satisfied	87	34%	26	36%	12	30%	49	34%
	Total	257	100%	72	100%	40	100%	143	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	7	3%	0	0%	0	0%	7	5%
	Dissatisfied	24	9%	5	7%	2	5%	16	11%
	Neither	33	12%	7	9%	4	10%	21	14%
	Satisfied	85	32%	23	31%	19	46%	43	29%
	Very satisfied	116	44%	39	53%	16	39%	60	41%
	Total	265	100%	74	100%	41	100%	147	100%

Figure 1. Means by Personnel Classification and Climate Factor

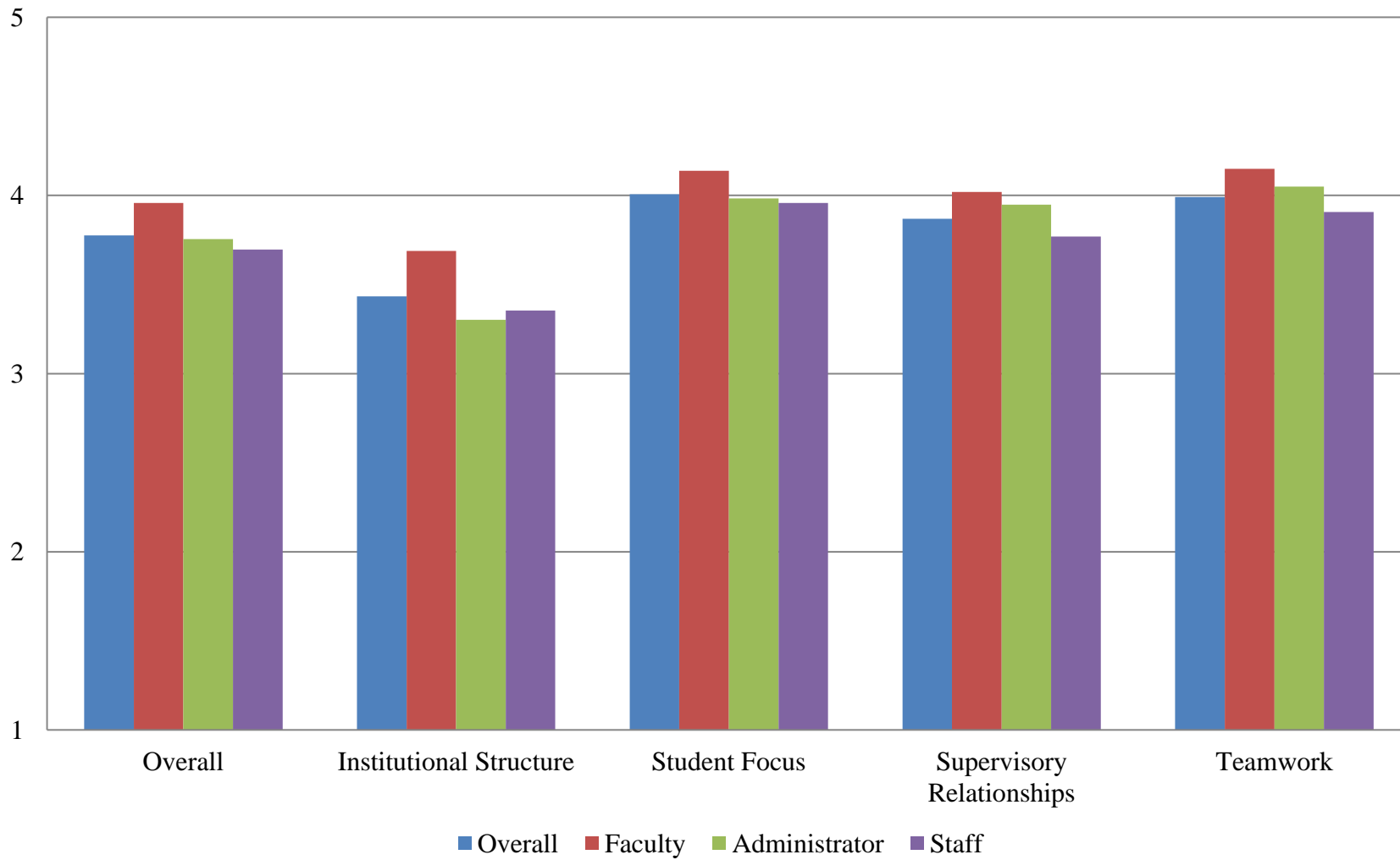


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.775	75	3.957	41	3.755	147	3.697
Institutional Structure	3.434	75	3.688	41	3.301	147	3.354
Student Focus	4.007	75	4.138	41	3.983	147	3.958
Supervisory Relationships	3.868	75	4.020	41	3.949	147	3.770
Teamwork	3.991	75	4.149	41	4.049	147	3.906

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
1 the actions of this institution reflect its mission	262	3.802	3.986	3.610	3.778
4 decisions are made at the appropriate level at this institution	263	3.342	3.548	3.220	3.288
5 the institution effectively promotes diversity in the workplace	263	3.798	3.946	4.000	3.676
6 administrative leadership is focused on meeting the needs of students	266	3.714	3.787	3.780	3.673
10 information is shared within the institution	265	3.075	3.419	2.927	2.980
11 institutional teams use problem-solving techniques	240	3.454	3.618	3.244	3.431
15 I am able to appropriately influence the direction of this institution	242	3.223	3.373	3.270	3.147
16 open and ethical communication is practiced at this institution	263	3.247	3.600	3.049	3.139
22 this institution has been successful in positively motivating my performance	263	3.430	3.689	3.293	3.342
25 a spirit of cooperation exists at this institution	266	3.316	3.733	2.878	3.252
29 institution-wide policies guide my work	261	3.697	3.867	3.550	3.646
32 this institution is appropriately organized	264	3.201	3.514	2.780	3.178
38 I have the opportunity for advancement within this institution	250	3.068	3.375	3.050	2.958
41 I receive adequate information regarding important activities at this institution	265	3.566	3.973	3.250	3.429
44 my work is guided by clearly defined administrative processes	263	3.570	3.733	3.683	3.451

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
7 student needs are central to what we do	262	3.962	4.040	4.026	3.938
8 I feel my job is relevant to this institution's mission	260	4.473	4.589	4.585	4.385
17 faculty meet the needs of students	248	3.867	4.189	3.579	3.784
18 student ethnic and cultural diversity are important at this institution	262	4.031	4.093	4.000	4.007
19 students' competencies are enhanced	250	3.880	4.080	3.892	3.772
23 non-teaching professional personnel meet the needs of students	255	3.937	3.841	4.103	3.931
28 classified personnel meet the needs of students	247	3.895	3.864	3.842	3.923
31 students receive an excellent education at this institution	262	4.149	4.360	4.024	4.091
35 this institution prepares students for a career	259	4.031	4.260	4.000	3.937
37 this institution prepares students for further learning	260	4.088	4.133	4.025	4.099
40 students are assisted with their personal development	245	3.927	4.014	3.857	3.896
42 students are satisfied with their educational experience at this institution	246	3.911	4.086	3.811	3.868

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
2 my supervisor expresses confidence in my work	262	4.252	4.311	4.400	4.186
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	261	4.215	4.329	4.575	4.055
12 positive work expectations are communicated to me	264	3.765	3.867	3.805	3.712
13 unacceptable behaviors are identified and communicated to me	244	3.697	3.691	3.550	3.746
20 I receive timely feedback for my work	261	3.759	3.781	3.825	3.724
21 I receive appropriate feedback for my work	264	3.803	3.959	3.805	3.719
26 my supervisor actively seeks my ideas	260	3.900	3.958	4.293	3.766
27 my supervisor seriously considers my ideas	258	3.946	4.083	4.325	3.769
30 work outcomes are clarified for me	259	3.641	3.811	3.486	3.596
34 my supervisor helps me to improve my work	264	3.894	3.960	4.075	3.808
39 I am given the opportunity to be creative in my work	261	4.031	4.467	4.025	3.797
45 I have the opportunity to express my ideas in appropriate forums	262	3.748	4.053	3.634	3.622
46 professional development and training opportunities are available	259	3.595	3.822	3.425	3.552

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
3 there is a spirit of cooperation within my work team	263	4.042	4.135	4.146	3.986
14 my primary work team uses problem-solving techniques	251	4.000	4.167	4.100	3.916
24 there is an opportunity for all ideas to be exchanged within my work team	258	3.973	4.197	4.050	3.854
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	258	3.938	4.056	3.975	3.875
36 my work team coordinates its efforts with appropriate individuals and teams	257	4.000	4.111	4.025	3.951
43 a spirit of cooperation exists in my department	265	4.053	4.297	4.195	3.905