



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Lower Columbia College Longview, Washington

Personal Assessment of the College Environment (PACE) Report

by

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The National Initiative for Leadership
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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).

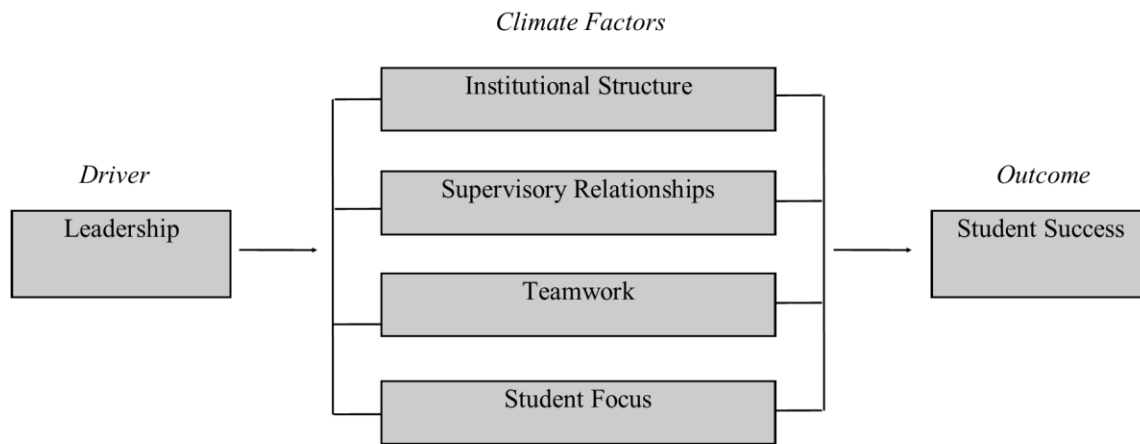
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission,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

LCC compared with:

Institutional Structure	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	1	0%	4	1%	2009	3%	570	2%
	Dissatisfied	11	5%	19	7%	7680	10%	2412	9%
	Neither	31	13%	38	13%	11388	14%	3683	14%
	Satisfied	105	44%	138	47%	37776	48%	12690	49%
	Very satisfied	89	38%	92	32%	20542	26%	6691	26%
	Total	237	100%	291	100%	79395	100%	26046	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	8	3%	17	6%	6578	8%	2059	8%
	Dissatisfied	37	16%	55	19%	15709	20%	5293	21%
	Neither	53	22%	68	24%	17077	22%	5584	22%
	Satisfied	80	34%	91	32%	26314	34%	8679	34%
	Very satisfied	58	25%	56	20%	12768	16%	4127	16%
	Total	236	100%	287	100%	78446	100%	25742	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	5	2%	10	3%	2662	3%	816	3%
	Dissatisfied	19	8%	22	8%	5550	7%	1816	7%
	Neither	42	18%	66	23%	15070	19%	5104	20%
	Satisfied	82	35%	93	32%	30887	39%	10378	40%
	Very satisfied	88	37%	98	34%	24790	31%	7786	30%
	Total	236	100%	289	100%	78959	100%	25900	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	4	2%	9	3%	4370	6%	1364	5%
	Dissatisfied	23	10%	29	10%	9502	12%	3116	12%
	Neither	30	13%	54	19%	12478	16%	4163	16%
	Satisfied	93	40%	109	38%	30012	38%	10094	39%
	Very satisfied	82	35%	89	31%	22805	29%	7250	28%
	Total	232	100%	290	100%	79167	100%	25987	100%

LCC compared with:

Institutional Structure (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	12	5%	28	10%	8723	11%	2937	11%
	Dissatisfied	40	17%	59	20%	15834	20%	5376	21%
	Neither	55	24%	53	18%	16532	21%	5425	21%
	Satisfied	79	34%	92	32%	24245	31%	7977	31%
	Very satisfied	46	20%	60	21%	14049	18%	4332	17%
	Total	232	100%	292	100%	79383	100%	26047	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	5	2%	8	3%	2939	4%	932	4%
	Dissatisfied	16	7%	39	15%	9005	12%	3033	13%
	Neither	56	25%	59	22%	22327	31%	7329	30%
	Satisfied	103	46%	103	39%	28723	39%	9756	40%
	Very satisfied	43	19%	54	21%	9887	14%	3171	13%
	Total	223	100%	263	100%	72881	100%	24221	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	10	5%	11	4%	8364	11%	2565	11%
	Dissatisfied	30	14%	54	20%	13030	18%	4288	18%
	Neither	56	26%	70	27%	21900	30%	7285	30%
	Satisfied	74	34%	75	28%	20827	28%	7053	29%
	Very satisfied	45	21%	54	20%	9607	13%	3220	13%
	Total	215	100%	264	100%	73728	100%	24411	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	13	6%	24	8%	7841	10%	2614	10%
	Dissatisfied	31	14%	42	15%	12993	17%	4437	17%
	Neither	42	18%	60	21%	16438	21%	5428	21%
	Satisfied	71	31%	92	32%	26575	34%	8644	33%
	Very satisfied	72	31%	69	24%	14603	19%	4688	18%
	Total	229	100%	287	100%	78450	100%	25811	100%

LCC compared with:

Institutional Structure (continued)		LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	8	4%	21	8%	7105	9%	2233	9%
	Dissatisfied	22	10%	31	11%	11550	15%	3790	15%
	Neither	36	16%	42	15%	15919	20%	5280	21%
	Satisfied	83	37%	107	38%	26223	34%	8748	34%
	Very satisfied	76	34%	79	28%	17184	22%	5680	22%
	Total	225	100%	280	100%	77981	100%	25731	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	8	4%	20	7%	7064	9%	2240	9%
	Dissatisfied	22	10%	44	16%	12662	16%	4266	17%
	Neither	47	21%	45	16%	15894	20%	5209	20%
	Satisfied	85	37%	100	36%	27623	35%	9260	36%
	Very satisfied	66	29%	71	25%	15007	19%	4828	19%
	Total	228	100%	280	100%	78250	100%	25803	100%
29 institution-wide policies guide my work	Very dissatisfied	4	2%	3	1%	2781	4%	818	3%
	Dissatisfied	8	4%	12	4%	5168	7%	1720	7%
	Neither	47	21%	63	23%	19011	25%	6203	24%
	Satisfied	93	42%	129	47%	33833	44%	11427	45%
	Very satisfied	69	31%	70	25%	16058	21%	5208	21%
	Total	221	100%	277	100%	76851	100%	25376	100%
32 this institution is appropriately organized	Very dissatisfied	8	4%	16	6%	6706	9%	2123	8%
	Dissatisfied	27	12%	49	18%	14193	18%	4694	18%
	Neither	44	20%	52	19%	17714	23%	5900	23%
	Satisfied	91	41%	100	37%	26145	34%	8901	35%
	Very satisfied	53	24%	50	19%	12243	16%	3860	15%
	Total	223	100%	267	100%	77001	100%	25478	100%

LCC compared with:

Institutional Structure (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	16	8%	29	11%	10969	15%	3409	14%
	Dissatisfied	30	14%	31	12%	11798	16%	3869	16%
	Neither	50	24%	56	22%	18638	25%	6343	26%
	Satisfied	67	32%	86	33%	19977	27%	6721	28%
	Very satisfied	48	23%	58	22%	11917	16%	3772	16%
	Total	211	100%	260	100%	73299	100%	24114	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	4	2%	12	4%	4088	5%	1324	5%
	Dissatisfied	19	8%	32	12%	9447	12%	3318	13%
	Neither	40	18%	51	19%	13427	17%	4519	18%
	Satisfied	97	43%	98	36%	33413	43%	11052	43%
	Very satisfied	64	29%	81	30%	17621	23%	5546	22%
	Total	224	100%	274	100%	77996	100%	25759	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	7	3%	13	5%	5546	7%	1736	7%
	Dissatisfied	22	10%	25	9%	9778	13%	3180	13%
	Neither	49	22%	54	20%	17650	23%	5861	23%
	Satisfied	82	37%	106	40%	29042	38%	9817	39%
	Very satisfied	62	28%	69	26%	14756	19%	4814	19%
	Total	222	100%	267	100%	76772	100%	25408	100%

Table 2. Student Focus Frequency Distributions

LCC compared with:

Student Focus	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	2	1%	3	1%	2828	4%	858	3%
	Dissatisfied	17	7%	22	8%	7827	10%	2548	10%
	Neither	18	8%	35	12%	9927	13%	3296	13%
	Satisfied	89	38%	111	39%	30225	38%	10169	39%
	Very satisfied	107	46%	114	40%	28544	36%	9152	35%
	Total	233	100%	285	100%	79351	100%	26023	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	2	1%	1	0%	1198	2%	385	1%
	Dissatisfied	5	2%	5	2%	2047	3%	624	2%
	Neither	10	4%	9	3%	4956	6%	1615	6%
	Satisfied	51	22%	91	31%	25732	32%	8611	33%
	Very satisfied	168	71%	184	63%	45341	57%	14754	57%
	Total	236	100%	290	100%	79274	100%	25989	100%
17 faculty meet the needs of students	Very dissatisfied	1	0%	2	1%	1083	1%	297	1%
	Dissatisfied	7	3%	12	4%	4039	5%	1214	5%
	Neither	27	12%	36	13%	11535	16%	3657	15%
	Satisfied	91	42%	106	39%	34312	46%	11552	47%
	Very satisfied	92	42%	116	43%	23417	31%	7935	32%
	Total	218	100%	272	100%	74386	100%	24655	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	4	2%	6	2%	1364	2%	427	2%
	Dissatisfied	8	3%	11	4%	2937	4%	1017	4%
	Neither	33	14%	55	20%	11670	15%	4011	16%
	Satisfied	92	40%	103	37%	33108	43%	11047	43%
	Very satisfied	92	40%	105	38%	28460	37%	9044	35%
	Total	229	100%	280	100%	77539	100%	25546	100%

LCC compared with:

Student Focus (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	1	0%	1	0%	963	1%	251	1%
	Dissatisfied	2	1%	4	1%	3190	4%	924	4%
	Neither	29	13%	44	16%	13486	18%	4343	18%
	Satisfied	107	49%	137	49%	36686	49%	12464	51%
	Very satisfied	78	36%	91	33%	20406	27%	6686	27%
	Total	217	100%	277	100%	74731	100%	24668	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	1%	0	0%	1580	2%	473	2%
	Dissatisfied	3	1%	14	5%	4681	6%	1457	6%
	Neither	23	11%	32	12%	12352	16%	3894	16%
	Satisfied	95	44%	132	50%	34631	46%	11793	47%
	Very satisfied	92	43%	87	33%	21840	29%	7320	29%
	Total	216	100%	265	100%	75084	100%	24937	100%
28 classified personnel meet the needs of students	Very dissatisfied	2	1%	1	0%	1335	2%	373	2%
	Dissatisfied	1	0%	9	3%	3228	5%	999	4%
	Neither	25	12%	32	12%	15580	22%	5141	22%
	Satisfied	105	48%	120	45%	31888	45%	10901	47%
	Very satisfied	84	39%	105	39%	18096	26%	5815	25%
	Total	217	100%	267	100%	70127	100%	23229	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	0%	1	0%	678	1%	177	1%
	Dissatisfied	3	1%	4	1%	2523	3%	743	3%
	Neither	22	10%	25	9%	9022	12%	2877	11%
	Satisfied	101	45%	136	50%	35327	46%	12066	48%
	Very satisfied	96	43%	107	39%	28867	38%	9460	37%
	Total	223	100%	273	100%	76417	100%	25323	100%

LCC compared with:

Student Focus (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	0%	2	1%	787	1%	217	1%
	Dissatisfied	1	0%	3	1%	2299	3%	685	3%
	Neither	24	11%	33	12%	9477	12%	2977	12%
	Satisfied	105	48%	124	46%	35439	47%	11921	47%
	Very satisfied	88	40%	105	39%	28138	37%	9422	37%
	Total	219	100%	267	100%	76140	100%	25222	100%
37 this institution prepares students for further learning	Very dissatisfied	1	0%	2	1%	824	1%	251	1%
	Dissatisfied	1	0%	4	1%	2283	3%	689	3%
	Neither	15	7%	22	8%	8629	11%	2830	11%
	Satisfied	100	45%	129	47%	36989	48%	12558	50%
	Very satisfied	104	47%	115	42%	27550	36%	8935	35%
	Total	221	100%	272	100%	76275	100%	25263	100%
40 students are assisted with their personal development	Very dissatisfied	1	0%	1	0%	1046	1%	320	1%
	Dissatisfied	5	2%	3	1%	3188	4%	1036	4%
	Neither	26	12%	39	15%	14182	19%	4653	19%
	Satisfied	100	48%	126	49%	34470	47%	11737	49%
	Very satisfied	78	37%	89	34%	19919	27%	6420	27%
	Total	210	100%	258	100%	72805	100%	24166	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	0%	0	0%	617	1%	158	1%
	Dissatisfied	0	0%	6	2%	2269	3%	623	3%
	Neither	31	15%	42	16%	13435	19%	4367	18%
	Satisfied	127	60%	144	56%	39258	55%	13493	57%
	Very satisfied	51	24%	63	25%	15797	22%	5161	22%
	Total	210	100%	255	100%	71376	100%	23802	100%

Table 3. Supervisory Relationships Frequency Distributions

LCC compared with:

Supervisory Relationships	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	8	3%	6	2%	2679	3%	824	3%
	Dissatisfied	15	6%	21	7%	4987	6%	1634	6%
	Neither	14	6%	24	8%	7159	9%	2281	9%
	Satisfied	52	22%	67	23%	23213	29%	7577	29%
	Very satisfied	148	62%	172	59%	41061	52%	13650	53%
	Total	237	100%	290	100%	79099	100%	25966	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	10	4%	10	3%	4238	5%	1305	5%
	Dissatisfied	15	6%	19	7%	5972	8%	1924	7%
	Neither	15	6%	33	11%	8279	10%	2643	10%
	Satisfied	54	23%	74	25%	22083	28%	7342	28%
	Very satisfied	141	60%	156	53%	38694	49%	12811	49%
	Total	235	100%	292	100%	79266	100%	26025	100%
12 positive work expectations are communicated to me	Very dissatisfied	3	1%	11	4%	3665	5%	1131	4%
	Dissatisfied	22	10%	21	7%	8198	10%	2645	10%
	Neither	30	13%	40	14%	13155	17%	4319	17%
	Satisfied	90	39%	118	41%	33550	43%	11271	44%
	Very satisfied	83	36%	96	34%	19707	25%	6385	25%
	Total	228	100%	286	100%	78275	100%	25751	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	3	1%	7	3%	2591	4%	792	3%
	Dissatisfied	16	8%	22	9%	5593	8%	1754	7%
	Neither	41	20%	66	26%	17429	24%	5698	24%
	Satisfied	91	45%	103	40%	31687	44%	10710	45%
	Very satisfied	53	26%	60	23%	14130	20%	4604	20%
	Total	204	100%	258	100%	71430	100%	23558	100%

LCC compared with:

Supervisory Relationships (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	7	3%	12	4%	4591	6%	1426	6%
	Dissatisfied	16	7%	24	8%	7974	10%	2711	11%
	Neither	35	15%	46	16%	14668	19%	4727	18%
	Satisfied	88	38%	113	40%	30398	39%	10140	39%
	Very satisfied	83	36%	90	32%	20419	26%	6714	26%
	Total	229	100%	285	100%	78050	100%	25718	100%
21 I receive appropriate feedback for my work	Very dissatisfied	6	3%	11	4%	3874	5%	1203	5%
	Dissatisfied	14	6%	26	9%	8028	10%	2633	10%
	Neither	38	17%	44	16%	13786	18%	4462	17%
	Satisfied	94	41%	110	39%	32035	41%	10720	42%
	Very satisfied	76	33%	89	32%	20389	26%	6758	26%
	Total	228	100%	280	100%	78112	100%	25776	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	11	5%	21	8%	5370	7%	1606	6%
	Dissatisfied	16	7%	30	11%	7338	10%	2412	9%
	Neither	26	12%	43	16%	12882	17%	4166	16%
	Satisfied	76	34%	73	26%	25021	32%	8391	33%
	Very satisfied	97	43%	109	39%	26450	34%	8929	35%
	Total	226	100%	276	100%	77061	100%	25504	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	10	4%	14	5%	5080	7%	1502	6%
	Dissatisfied	14	6%	21	8%	6442	8%	2085	8%
	Neither	23	10%	40	14%	12040	16%	3851	15%
	Satisfied	69	31%	77	28%	24929	32%	8367	33%
	Very satisfied	109	48%	124	45%	28539	37%	9683	38%
	Total	225	100%	276	100%	77030	100%	25488	100%

LCC compared with:

Supervisory Relationships (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	1	0%	8	3%	3415	4%	1035	4%
	Dissatisfied	12	5%	15	5%	7225	9%	2326	9%
	Neither	47	21%	55	20%	16748	22%	5538	22%
	Satisfied	88	39%	124	45%	32733	42%	11043	43%
	Very satisfied	77	34%	73	27%	17157	22%	5576	22%
	Total	225	100%	275	100%	77278	100%	25518	100%
34 my supervisor helps me to improve my work	Very dissatisfied	11	5%	14	5%	4612	6%	1390	5%
	Dissatisfied	15	7%	16	6%	6674	9%	2183	9%
	Neither	25	11%	50	18%	14395	19%	4702	18%
	Satisfied	67	30%	77	28%	26359	34%	8903	35%
	Very satisfied	102	46%	117	43%	24736	32%	8273	33%
	Total	220	100%	274	100%	76776	100%	25451	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	3	1%	5	2%	3424	4%	1016	4%
	Dissatisfied	12	5%	10	4%	4617	6%	1470	6%
	Neither	24	11%	26	10%	9952	13%	3291	13%
	Satisfied	71	32%	95	35%	29322	38%	9877	39%
	Very satisfied	111	50%	133	49%	30231	39%	9964	39%
	Total	221	100%	269	100%	77546	100%	25618	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	5	2%	10	4%	4502	6%	1361	5%
	Dissatisfied	15	7%	24	9%	7645	10%	2487	10%
	Neither	37	17%	60	22%	15198	20%	4943	19%
	Satisfied	90	40%	99	37%	31018	40%	10560	42%
	Very satisfied	76	34%	76	28%	18478	24%	6079	24%
	Total	223	100%	269	100%	76841	100%	25430	100%

LCC compared with:

Supervisory Relationships (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	4	2%	9	3%	4225	5%	1364	5%
	Dissatisfied	15	7%	17	6%	6898	9%	2398	9%
	Neither	44	20%	38	14%	11762	15%	4033	16%
	Satisfied	77	34%	115	42%	30185	39%	10305	40%
	Very satisfied	85	38%	95	35%	24153	31%	7411	29%
Total		225	100%	274	100%	77223	100%	25511	100%

Table 4. Teamwork Frequency Distributions

LCC compared with:

Teamwork	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	4	2%	6	2%	3757	5%	1090	4%
	Dissatisfied	20	8%	26	9%	8218	10%	2687	10%
	Neither	13	6%	20	7%	8634	11%	2752	11%
	Satisfied	79	33%	97	33%	26710	34%	8896	35%
	Very satisfied	120	51%	142	49%	31224	40%	10351	40%
	Total	236	100%	291	100%	78543	100%	25776	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	2	1%	4	1%	2418	3%	696	3%
	Dissatisfied	11	5%	16	6%	5487	7%	1747	7%
	Neither	28	13%	41	15%	12604	17%	4058	16%
	Satisfied	82	37%	99	36%	31954	43%	10890	44%
	Very satisfied	99	45%	118	42%	22454	30%	7435	30%
	Total	222	100%	278	100%	74917	100%	24826	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	5	2%	11	4%	4063	5%	1174	5%
	Dissatisfied	19	8%	25	9%	7479	10%	2423	10%
	Neither	28	12%	32	12%	11141	15%	3639	14%
	Satisfied	79	35%	101	36%	30236	39%	10138	40%
	Very satisfied	95	42%	109	39%	23711	31%	7950	31%
	Total	226	100%	278	100%	76630	100%	25324	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	10	4%	11	4%	4203	6%	1254	5%
	Dissatisfied	14	6%	18	7%	7058	9%	2301	9%
	Neither	24	11%	34	12%	10892	14%	3502	14%
	Satisfied	80	36%	98	36%	29083	38%	9875	39%
	Very satisfied	95	43%	112	41%	25072	33%	8354	33%
	Total	223	100%	273	100%	76308	100%	25286	100%

LCC compared with:

Teamwork (continued)	Response Option	LCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	3	1%	7	3%	2648	4%	764	3%
	Dissatisfied	9	4%	18	7%	5292	7%	1668	7%
	Neither	27	12%	34	13%	12777	17%	4133	17%
	Satisfied	89	40%	113	42%	32188	43%	11004	44%
	Very satisfied	92	42%	97	36%	21903	29%	7320	29%
	Total	220	100%	269	100%	74808	100%	24889	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	7	3%	14	5%	4840	6%	1376	5%
	Dissatisfied	17	8%	19	7%	7340	9%	2322	9%
	Neither	21	9%	29	11%	9887	13%	3164	12%
	Satisfied	75	33%	90	33%	28042	36%	9325	36%
	Very satisfied	106	47%	123	45%	27445	35%	9396	37%
	Total	226	100%	275	100%	77554	100%	25583	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>LCC compared with:</i>										
	LCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	239	4.015	3.919			3.773	***	.320	3.784	***	.312
Institutional Structure	239	3.760	3.628			3.479	***	.309	3.478	***	.314
Student Focus	237	4.247	4.189			4.051	***	.302	4.061	***	.297
Supervisory Relationships	239	4.071	3.957			3.829	***	.269	3.842	***	.259
Teamwork	239	4.129	4.046			3.862	***	.275	3.892	***	.250

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

Figure 1. Means by Comparison Group and Climate Factor

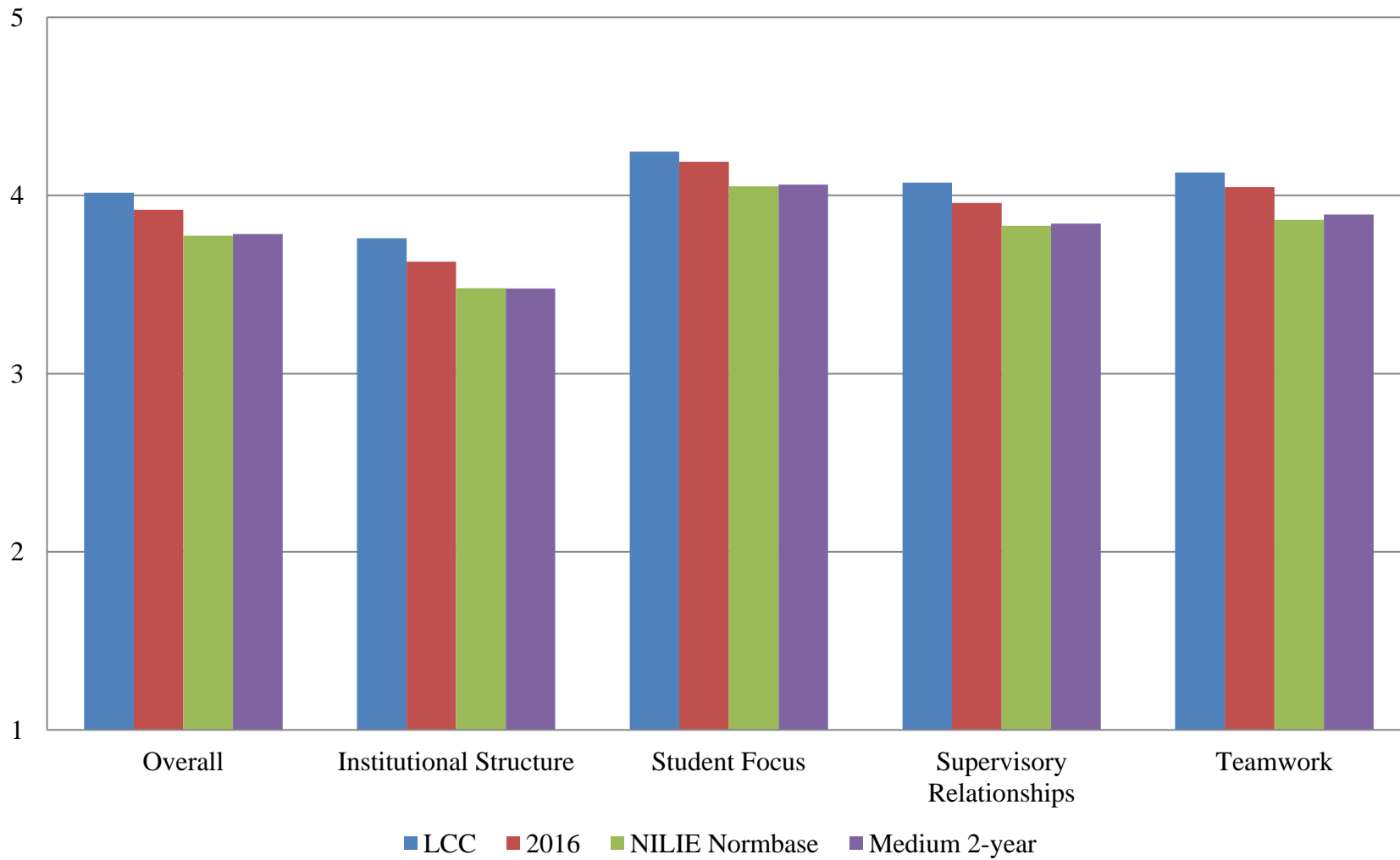


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>LCC compared with:</i>										
		LCC		2016			NILIE Normbase			Medium 2-year		
		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	237	4.139	4.014			3.846	***	.294	3.865	***	.282
4	decisions are made at the appropriate level at this institution	236	3.606	3.397	*	.182	3.293	***	.261	3.292	***	.264
5	the institution effectively promotes diversity in the workplace	236	3.970	3.855			3.881			3.869		
6	administrative leadership is focused on meeting the needs of students	232	3.974	3.828			3.725	**	.215	3.722	***	.221
10	information is shared within the institution	232	3.461	3.332			3.240	**	.175	3.207	**	.202
11	institutional teams use problem-solving techniques	223	3.731	3.593			3.461	***	.269	3.462	***	.270
15	I am able to appropriately influence the direction of this institution	215	3.530	3.405			3.139	***	.329	3.167	***	.309
16	open and ethical communication is practiced at this institution	229	3.690	3.488			3.346	***	.279	3.324	***	.296
22	this institution has been successful in positively motivating my performance	225	3.876	3.686			3.447	***	.347	3.461	***	.339
25	a spirit of cooperation exists at this institution	228	3.785	3.564	*	.190	3.394	***	.321	3.394	***	.323
29	institution-wide policies guide my work	221	3.973	3.906			3.719	***	.258	3.729	***	.252
32	this institution is appropriately organized	223	3.691	3.446	*	.218	3.299	***	.329	3.301	***	.331
38	I have the opportunity for advancement within this institution	211	3.479	3.435			3.137	***	.265	3.148	***	.261
41	I receive adequate information regarding important activities at this institution	224	3.884	3.745			3.654	**	.207	3.628	***	.231
44	my work is guided by clearly defined administrative processes	222	3.766	3.723			3.491	***	.239	3.504	***	.231

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

Table 7. Student Focus Item Mean Comparisons

LCC compared with:

Student Focus	LCC		2016			NILIE Normbase			Medium 2-year		
	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	233	4.210	4.091			3.930	***	.256	3.930	***	.260
8 I feel my job is relevant to this institution's mission	236	4.602	4.559			4.412	***	.226	4.413	***	.227
17 faculty meet the needs of students	218	4.220	4.184			4.007	***	.235	4.039	**	.206
18 student ethnic and cultural diversity are important at this institution	229	4.135	4.036			4.088			4.067		
19 students' competencies are enhanced	217	4.194	4.130			3.969	***	.262	3.990	***	.246
23 non-teaching professional personnel meet the needs of students	216	4.250	4.102	*	.183	3.939	***	.330	3.964	***	.310
28 classified personnel meet the needs of students	217	4.235	4.195			3.887	***	.384	3.895	***	.386
31 students receive an excellent education at this institution	223	4.291	4.260			4.167	*	.151	4.180	*	.140
35 this institution prepares students for a career	219	4.269	4.225			4.154	*	.140	4.175		
37 this institution prepares students for further learning	221	4.380	4.290			4.156	***	.275	4.157	***	.279
40 students are assisted with their personal development	210	4.186	4.159			3.948	***	.271	3.948	***	.276
42 students are satisfied with their educational experience at this institution	210	4.081	4.035			3.944	*	.176	3.961	*	.160

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

Table 8. Supervisory Relationships Item Mean Comparisons

LCC compared with:

Supervisory Relationships	LCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	237	4.338	4.303			4.201	*	.129	4.217		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	235	4.281	4.188			4.073	**	.178	4.092	*	.163
12 positive work expectations are communicated to me	228	4.000	3.934			3.734	***	.244	3.743	***	.239
13 unacceptable behaviors are identified and communicated to me	204	3.858	3.725			3.688	*	.171	3.704	*	.158
20 I receive timely feedback for my work	229	3.978	3.860			3.693	***	.251	3.700	***	.246
21 I receive appropriate feedback for my work	228	3.965	3.857			3.730	**	.212	3.745	**	.201
26 my supervisor actively seeks my ideas	226	4.027	3.793	*	.192	3.777	**	.206	3.809	**	.183
27 my supervisor seriously considers my ideas	225	4.124	4.000			3.849	***	.230	3.888	**	.201
30 work outcomes are clarified for me	225	4.013	3.869			3.686	***	.311	3.698	***	.305
34 my supervisor helps me to improve my work	220	4.064	3.974			3.781	***	.244	3.805	***	.226
39 I am given the opportunity to be creative in my work	221	4.244	4.268			4.010	**	.218	4.027	**	.207
45 I have the opportunity to express my ideas in appropriate forums	223	3.973	3.770	*	.197	3.668	***	.273	3.689	***	.259
46 professional development and training opportunities are available	225	3.996	3.985			3.818	*	.157	3.784	**	.189

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

Table 9. Teamwork Item Mean Comparisons

LCC compared with:

Teamwork	LCC		2016			NILIE Normbase			Medium 2-year		
	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	236	4.233	4.179			3.935	***	.257	3.959	***	.240
14 my primary work team uses problem-solving techniques	222	4.194	4.119			3.888	***	.300	3.911	***	.284
24 there is an opportunity for all ideas to be exchanged within my work team	226	4.062	3.978			3.810	***	.222	3.840	**	.200
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	223	4.058	4.033			3.836	**	.195	3.861	**	.176
36 my work team coordinates its efforts with appropriate individuals and teams	220	4.173	4.022			3.874	***	.291	3.902	***	.272
43 a spirit of cooperation exists in my department	226	4.133	4.051			3.850	***	.239	3.901	**	.201

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