



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

North Carolina State University | College of Education  
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**Northeast Lakeview College**  
San Antonio, Texas

**PACE Report**  
Personal Assessment of the College Environment

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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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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).

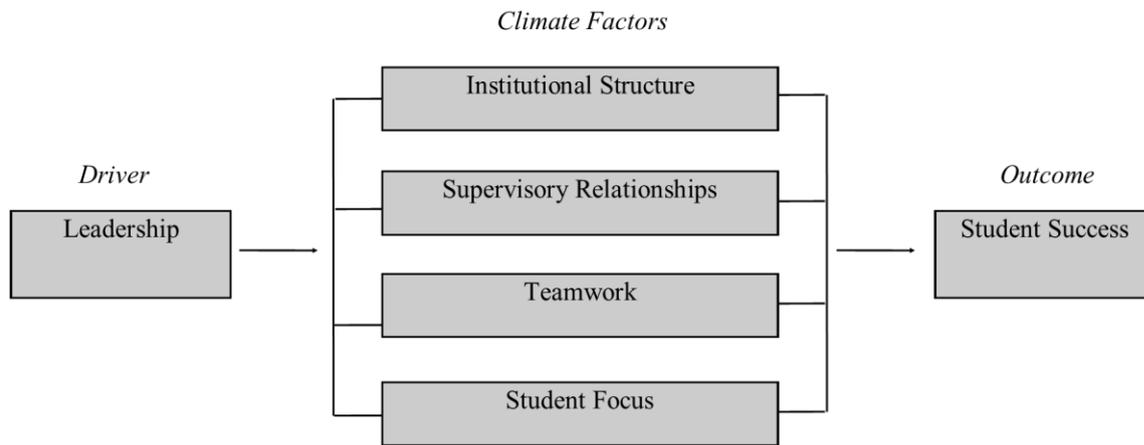
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, 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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- Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument*. Unpublished doctoral dissertation, North Carolina State University, Raleigh.
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**Table 1. Institutional Structure Frequency Distributions**

*NLC compared with:*

Institutional Structure	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	4	3%	3	2%	1602	3%	484	2%
	Dissatisfied	8	5%	18	9%	6013	10%	1767	9%
	Neither	15	10%	27	14%	9217	15%	2838	14%
	Satisfied	87	55%	90	47%	29220	47%	9471	48%
	Very satisfied	43	27%	52	27%	15642	25%	5200	26%
	<b>Total</b>	<b>157</b>	<b>100%</b>	<b>190</b>	<b>100%</b>	<b>61694</b>	<b>100%</b>	<b>19760</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	15	10%	16	8%	5023	8%	1560	8%
	Dissatisfied	25	17%	37	20%	12248	20%	3933	20%
	Neither	31	21%	51	27%	13590	22%	4232	22%
	Satisfied	53	35%	50	26%	20566	34%	6657	34%
	Very satisfied	27	18%	35	19%	9604	16%	3192	16%
	<b>Total</b>	<b>151</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>61031</b>	<b>100%</b>	<b>19574</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	9	6%	9	5%	2114	3%	637	3%
	Dissatisfied	8	5%	10	5%	4573	7%	1475	7%
	Neither	26	17%	38	20%	11841	19%	3890	20%
	Satisfied	53	34%	71	37%	23725	39%	7696	39%
	Very satisfied	58	38%	62	33%	19192	31%	5985	30%
	<b>Total</b>	<b>154</b>	<b>100%</b>	<b>190</b>	<b>100%</b>	<b>61445</b>	<b>100%</b>	<b>19683</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	10	6%	16	8%	3430	6%	1045	5%
	Dissatisfied	14	9%	21	11%	7612	12%	2371	12%
	Neither	12	8%	19	10%	9888	16%	3156	16%
	Satisfied	67	43%	71	37%	23140	38%	7572	38%
	Very satisfied	52	34%	65	34%	17509	28%	5568	28%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>192</b>	<b>100%</b>	<b>61579</b>	<b>100%</b>	<b>19712</b>	<b>100%</b>

*NLC compared with:*

Institutional Structure (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	8	5%	16	8%	6753	11%	2160	11%
	Dissatisfied	17	11%	20	11%	12523	20%	4008	20%
	Neither	28	18%	30	16%	13081	21%	4140	21%
	Satisfied	57	37%	73	38%	18852	30%	6086	31%
	Very satisfied	46	29%	51	27%	10630	17%	3397	17%
	<b>Total</b>	<b>156</b>	<b>100%</b>	<b>190</b>	<b>100%</b>	<b>61839</b>	<b>100%</b>	<b>19791</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	5	4%	8	4%	2390	4%	757	4%
	Dissatisfied	15	11%	23	13%	7010	12%	2252	12%
	Neither	37	26%	46	25%	17452	31%	5445	29%
	Satisfied	58	41%	70	38%	22297	39%	7486	40%
	Very satisfied	27	19%	35	19%	7653	13%	2579	14%
	<b>Total</b>	<b>142</b>	<b>100%</b>	<b>182</b>	<b>100%</b>	<b>56802</b>	<b>100%</b>	<b>18519</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	17	12%	22	12%	6435	11%	1931	10%
	Dissatisfied	20	14%	36	20%	10415	18%	3244	17%
	Neither	38	26%	46	26%	16923	29%	5424	29%
	Satisfied	49	34%	49	28%	16242	28%	5436	29%
	Very satisfied	21	14%	25	14%	7435	13%	2553	14%
	<b>Total</b>	<b>145</b>	<b>100%</b>	<b>178</b>	<b>100%</b>	<b>57450</b>	<b>100%</b>	<b>18588</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	15	10%	21	11%	6064	10%	1992	10%
	Dissatisfied	20	13%	28	15%	10147	17%	3297	17%
	Neither	24	15%	34	18%	12863	21%	4059	21%
	Satisfied	63	40%	65	34%	20594	34%	6557	33%
	Very satisfied	34	22%	43	23%	11270	18%	3670	19%
	<b>Total</b>	<b>156</b>	<b>100%</b>	<b>191</b>	<b>100%</b>	<b>60938</b>	<b>100%</b>	<b>19575</b>	<b>100%</b>

*NLC compared with:*

Institutional Structure (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	16	10%	17	9%	5581	9%	1721	9%
	Dissatisfied	25	16%	32	17%	9029	15%	2834	15%
	Neither	28	18%	34	18%	12277	20%	3939	20%
	Satisfied	46	30%	62	33%	20356	34%	6657	34%
	Very satisfied	40	26%	42	22%	13235	22%	4308	22%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>60478</b>	<b>100%</b>	<b>19459</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	11	7%	21	11%	5466	9%	1727	9%
	Dissatisfied	26	17%	19	10%	9897	16%	3137	16%
	Neither	28	18%	46	24%	12329	20%	3869	20%
	Satisfied	56	37%	66	35%	21431	35%	7024	36%
	Very satisfied	32	21%	37	20%	11569	19%	3781	19%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>60692</b>	<b>100%</b>	<b>19538</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	6	4%	4	2%	2071	3%	609	3%
	Dissatisfied	8	5%	19	10%	4010	7%	1261	7%
	Neither	32	21%	46	24%	14899	25%	4624	24%
	Satisfied	67	44%	76	40%	26077	44%	8602	45%
	Very satisfied	41	27%	43	23%	12541	21%	4129	21%
	<b>Total</b>	<b>154</b>	<b>100%</b>	<b>188</b>	<b>100%</b>	<b>59598</b>	<b>100%</b>	<b>19225</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	9	6%	13	7%	5226	9%	1610	8%
	Dissatisfied	26	17%	32	17%	11154	19%	3461	18%
	Neither	32	21%	39	21%	14013	24%	4423	23%
	Satisfied	63	41%	70	37%	19869	33%	6679	35%
	Very satisfied	23	15%	33	18%	9336	16%	3094	16%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59598</b>	<b>100%</b>	<b>19267</b>	<b>100%</b>

*NLC compared with:*

Institutional Structure (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	29	20%	30	17%	8565	15%	2548	14%
	Dissatisfied	27	18%	21	12%	9191	16%	2886	16%
	Neither	25	17%	41	23%	14648	26%	4785	26%
	Satisfied	36	25%	53	30%	15188	27%	5089	28%
	Very satisfied	29	20%	34	19%	9138	16%	2984	16%
	<b>Total</b>	<b>146</b>	<b>100%</b>	<b>179</b>	<b>100%</b>	<b>56730</b>	<b>100%</b>	<b>18292</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	2	1%	8	4%	3102	5%	983	5%
	Dissatisfied	16	10%	15	8%	7305	12%	2436	13%
	Neither	19	12%	24	13%	10459	17%	3341	17%
	Satisfied	66	42%	86	46%	25848	43%	8346	43%
	Very satisfied	53	34%	55	29%	13647	23%	4340	22%
	<b>Total</b>	<b>156</b>	<b>100%</b>	<b>188</b>	<b>100%</b>	<b>60361</b>	<b>100%</b>	<b>19446</b>	<b>100%</b>
<b>44</b> my work is guided by clearly defined administrative processes	Very dissatisfied	9	6%	17	9%	4272	7%	1314	7%
	Dissatisfied	23	15%	23	12%	7569	13%	2374	12%
	Neither	29	19%	32	17%	13684	23%	4353	23%
	Satisfied	61	40%	78	41%	22335	38%	7392	39%
	Very satisfied	29	19%	38	20%	11551	19%	3751	20%
	<b>Total</b>	<b>151</b>	<b>100%</b>	<b>188</b>	<b>100%</b>	<b>59411</b>	<b>100%</b>	<b>19184</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*NLC compared with:*

Student Focus	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	7	4%	8	4%	2257	4%	700	4%
	Dissatisfied	12	8%	21	11%	6277	10%	1913	10%
	Neither	15	10%	22	11%	7808	13%	2466	12%
	Satisfied	57	36%	64	33%	23353	38%	7587	38%
	Very satisfied	66	42%	78	40%	22008	36%	7070	36%
	<b>Total</b>	<b>157</b>	<b>100%</b>	<b>193</b>	<b>100%</b>	<b>61703</b>	<b>100%</b>	<b>19736</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	5	3%	4	2%	949	2%	301	2%
	Dissatisfied	6	4%	10	5%	1616	3%	457	2%
	Neither	5	3%	13	7%	3871	6%	1203	6%
	Satisfied	47	30%	64	33%	19991	32%	6527	33%
	Very satisfied	93	60%	101	53%	35281	57%	11260	57%
	<b>Total</b>	<b>156</b>	<b>100%</b>	<b>192</b>	<b>100%</b>	<b>61708</b>	<b>100%</b>	<b>19748</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	1	1%	2	1%	910	2%	246	1%
	Dissatisfied	5	3%	15	8%	3256	6%	898	5%
	Neither	21	14%	29	16%	9091	16%	2811	15%
	Satisfied	52	35%	61	33%	26553	46%	8636	46%
	Very satisfied	70	47%	77	42%	18125	31%	6057	32%
	<b>Total</b>	<b>149</b>	<b>100%</b>	<b>184</b>	<b>100%</b>	<b>57935</b>	<b>100%</b>	<b>18648</b>	<b>100%</b>
<b>18</b> student ethnic and cultural diversity are important at this institution	Very dissatisfied	3	2%	6	3%	1123	2%	361	2%
	Dissatisfied	9	6%	12	6%	2513	4%	840	4%
	Neither	24	16%	33	17%	8972	15%	2969	15%
	Satisfied	56	36%	75	39%	25447	42%	8218	42%
	Very satisfied	62	40%	64	34%	22311	37%	7017	36%
	<b>Total</b>	<b>154</b>	<b>100%</b>	<b>190</b>	<b>100%</b>	<b>60366</b>	<b>100%</b>	<b>19405</b>	<b>100%</b>

*NLC compared with:*

Student Focus (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	1	1%	0	0%	756	1%	197	1%
	Dissatisfied	7	5%	11	6%	2445	4%	682	4%
	Neither	22	15%	31	17%	10641	18%	3316	18%
	Satisfied	69	46%	84	45%	28315	49%	9301	50%
	Very satisfied	51	34%	60	32%	15943	27%	5185	28%
	<b>Total</b>	<b>150</b>	<b>100%</b>	<b>186</b>	<b>100%</b>	<b>58100</b>	<b>100%</b>	<b>18681</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	5	3%	7	4%	1228	2%	341	2%
	Dissatisfied	14	9%	15	8%	3641	6%	1053	6%
	Neither	15	10%	23	13%	9601	16%	2867	15%
	Satisfied	57	39%	72	40%	26643	46%	8927	47%
	Very satisfied	57	39%	62	35%	17200	29%	5720	30%
	<b>Total</b>	<b>148</b>	<b>100%</b>	<b>179</b>	<b>100%</b>	<b>58313</b>	<b>100%</b>	<b>18908</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	4	3%	5	3%	1060	2%	297	2%
	Dissatisfied	9	6%	12	7%	2441	4%	713	4%
	Neither	21	14%	32	18%	12270	23%	3748	21%
	Satisfied	63	43%	76	44%	24332	45%	8255	47%
	Very satisfied	49	34%	49	28%	14191	26%	4695	27%
	<b>Total</b>	<b>146</b>	<b>100%</b>	<b>174</b>	<b>100%</b>	<b>54294</b>	<b>100%</b>	<b>17708</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	1	1%	1	1%	553	1%	133	1%
	Dissatisfied	4	3%	5	3%	1980	3%	583	3%
	Neither	13	8%	20	11%	6959	12%	2164	11%
	Satisfied	77	50%	82	45%	27395	46%	9083	47%
	Very satisfied	58	38%	74	41%	22387	38%	7168	37%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>182</b>	<b>100%</b>	<b>59274</b>	<b>100%</b>	<b>19131</b>	<b>100%</b>

*NLC compared with:*

Student Focus (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	1	1%	3	2%	641	1%	179	1%
	Dissatisfied	8	5%	6	3%	1751	3%	499	3%
	Neither	12	8%	39	21%	7270	12%	2248	12%
	Satisfied	77	51%	84	45%	27188	46%	8854	46%
	Very satisfied	52	35%	53	29%	22230	38%	7284	38%
	<b>Total</b>	<b>150</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>59080</b>	<b>100%</b>	<b>19064</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	664	1%	201	1%
	Dissatisfied	9	6%	11	6%	1787	3%	532	3%
	Neither	7	5%	17	9%	6798	11%	2121	11%
	Satisfied	71	46%	86	46%	28309	48%	9298	49%
	Very satisfied	66	43%	73	39%	21581	36%	6931	36%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59139</b>	<b>100%</b>	<b>19083</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	4	3%	2	1%	835	1%	248	1%
	Dissatisfied	7	5%	14	8%	2627	5%	780	4%
	Neither	19	13%	34	19%	10964	19%	3439	19%
	Satisfied	72	47%	80	45%	26659	47%	8853	48%
	Very satisfied	50	33%	46	26%	15590	28%	5010	27%
	<b>Total</b>	<b>152</b>	<b>100%</b>	<b>176</b>	<b>100%</b>	<b>56675</b>	<b>100%</b>	<b>18330</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	0	0%	495	1%	119	1%
	Dissatisfied	5	3%	4	2%	1829	3%	497	3%
	Neither	15	10%	26	15%	10639	19%	3290	18%
	Satisfied	84	56%	95	55%	30267	55%	10074	56%
	Very satisfied	44	30%	47	27%	12069	22%	3961	22%
	<b>Total</b>	<b>149</b>	<b>100%</b>	<b>172</b>	<b>100%</b>	<b>55299</b>	<b>100%</b>	<b>17941</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*NLC compared with:*

Supervisory Relationships	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor expresses confidence in my work	Very dissatisfied	11	7%	10	5%	2057	3%	624	3%
	Dissatisfied	3	2%	12	6%	3845	6%	1237	6%
	Neither	16	10%	13	7%	5581	9%	1739	9%
	Satisfied	44	28%	50	26%	18000	29%	5801	29%
	Very satisfied	81	52%	106	55%	32061	52%	10307	52%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>191</b>	<b>100%</b>	<b>61544</b>	<b>100%</b>	<b>19708</b>	<b>100%</b>
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	13	8%	15	8%	3177	5%	985	5%
	Dissatisfied	6	4%	13	7%	4641	8%	1503	8%
	Neither	17	11%	19	10%	6407	10%	2021	10%
	Satisfied	40	26%	41	21%	17008	28%	5521	28%
	Very satisfied	79	51%	103	54%	30426	49%	9720	49%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>191</b>	<b>100%</b>	<b>61659</b>	<b>100%</b>	<b>19750</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	12	8%	11	6%	2816	5%	884	5%
	Dissatisfied	14	9%	24	13%	6322	10%	1986	10%
	Neither	22	14%	26	14%	10135	17%	3189	16%
	Satisfied	63	40%	78	41%	26130	43%	8497	43%
	Very satisfied	46	29%	53	28%	15429	25%	4985	26%
	<b>Total</b>	<b>157</b>	<b>100%</b>	<b>192</b>	<b>100%</b>	<b>60832</b>	<b>100%</b>	<b>19541</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	7	5%	6	3%	1978	4%	585	3%
	Dissatisfied	12	9%	23	13%	4239	8%	1268	7%
	Neither	33	24%	35	19%	13744	25%	4342	24%
	Satisfied	52	38%	75	41%	24169	44%	8021	45%
	Very satisfied	33	24%	45	24%	10991	20%	3616	20%
	<b>Total</b>	<b>137</b>	<b>100%</b>	<b>184</b>	<b>100%</b>	<b>55121</b>	<b>100%</b>	<b>17832</b>	<b>100%</b>

*NLC compared with:*

Supervisory Relationships (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	10	6%	17	9%	3498	6%	1075	6%
	Dissatisfied	16	10%	12	6%	6105	10%	1960	10%
	Neither	26	17%	29	15%	11336	19%	3571	18%
	Satisfied	60	39%	75	39%	23553	39%	7702	39%
	Very satisfied	42	27%	59	31%	16107	27%	5205	27%
	<b>Total</b>	<b>154</b>	<b>100%</b>	<b>192</b>	<b>100%</b>	<b>60599</b>	<b>100%</b>	<b>19513</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	8	5%	14	7%	3019	5%	930	5%
	Dissatisfied	15	10%	18	9%	6094	10%	1904	10%
	Neither	23	15%	27	14%	10590	17%	3362	17%
	Satisfied	66	43%	80	42%	24875	41%	8122	42%
	Very satisfied	41	27%	51	27%	15959	26%	5190	27%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>190</b>	<b>100%</b>	<b>60537</b>	<b>100%</b>	<b>19508</b>	<b>100%</b>
<b>26</b> my supervisor actively seeks my ideas	Very dissatisfied	9	6%	15	8%	4163	7%	1223	6%
	Dissatisfied	12	8%	12	6%	5571	9%	1784	9%
	Neither	24	16%	23	12%	9875	17%	3160	16%
	Satisfied	51	33%	56	30%	19340	32%	6350	33%
	Very satisfied	57	37%	83	44%	20828	35%	6806	35%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>59777</b>	<b>100%</b>	<b>19323</b>	<b>100%</b>
<b>27</b> my supervisor seriously considers my ideas	Very dissatisfied	11	7%	16	9%	3927	7%	1141	6%
	Dissatisfied	10	7%	7	4%	4909	8%	1563	8%
	Neither	23	15%	24	13%	9196	15%	2941	15%
	Satisfied	47	31%	57	30%	19252	32%	6336	33%
	Very satisfied	60	40%	83	44%	22469	38%	7335	38%
	<b>Total</b>	<b>151</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59753</b>	<b>100%</b>	<b>19316</b>	<b>100%</b>

*NLC compared with:*

Supervisory Relationships (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	9	6%	10	5%	2624	4%	795	4%
	Dissatisfied	15	10%	14	7%	5534	9%	1736	9%
	Neither	33	22%	37	20%	12844	21%	4039	21%
	Satisfied	58	38%	77	41%	25433	42%	8361	43%
	Very satisfied	37	24%	49	26%	13541	23%	4411	23%
	<b>Total</b>	<b>152</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59976</b>	<b>100%</b>	<b>19342</b>	<b>100%</b>
<b>34</b> my supervisor helps me to improve my work	Very dissatisfied	10	7%	14	7%	3566	6%	1069	6%
	Dissatisfied	12	8%	13	7%	5144	9%	1644	9%
	Neither	20	13%	26	14%	10968	18%	3481	18%
	Satisfied	57	38%	61	33%	20346	34%	6664	35%
	Very satisfied	53	35%	73	39%	19405	33%	6390	33%
	<b>Total</b>	<b>152</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59429</b>	<b>100%</b>	<b>19248</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	9	6%	15	8%	2561	4%	776	4%
	Dissatisfied	11	7%	12	6%	3530	6%	1095	6%
	Neither	18	12%	21	11%	7687	13%	2513	13%
	Satisfied	52	34%	67	36%	22691	38%	7498	39%
	Very satisfied	62	41%	71	38%	23555	39%	7477	39%
	<b>Total</b>	<b>152</b>	<b>100%</b>	<b>186</b>	<b>100%</b>	<b>60024</b>	<b>100%</b>	<b>19359</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	10	6%	15	8%	3404	6%	1053	5%
	Dissatisfied	16	10%	9	5%	5927	10%	1860	10%
	Neither	16	10%	33	18%	11513	19%	3667	19%
	Satisfied	70	45%	85	45%	24119	41%	7943	41%
	Very satisfied	43	28%	45	24%	14563	24%	4730	25%
	<b>Total</b>	<b>155</b>	<b>100%</b>	<b>187</b>	<b>100%</b>	<b>59526</b>	<b>100%</b>	<b>19253</b>	<b>100%</b>

*NLC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>NLC</b>		<b>2017</b>		<b>NILIE Normbase</b>		<b>Medium 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	9	6%	18	10%	3348	6%	1037	5%
	Dissatisfied	19	12%	18	10%	5465	9%	1770	9%
	Neither	18	12%	32	17%	9127	15%	2920	15%
	Satisfied	60	39%	70	37%	23148	39%	7654	40%
	Very satisfied	49	32%	51	27%	18694	31%	5919	31%
<b>Total</b>		<b>155</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>59782</b>	<b>100%</b>	<b>19300</b>	<b>100%</b>

**Table 4. Teamwork Frequency Distributions**

*NLC compared with:*

Teamwork	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	6	4%	11	6%	2928	5%	842	4%
	Dissatisfied	8	5%	18	9%	6425	10%	2026	10%
	Neither	14	9%	25	13%	6615	11%	2072	11%
	Satisfied	60	39%	59	31%	20774	34%	6750	34%
	Very satisfied	65	42%	79	41%	24573	40%	7973	41%
	<b>Total</b>	<b>153</b>	<b>100%</b>	<b>192</b>	<b>100%</b>	<b>61315</b>	<b>100%</b>	<b>19663</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	2	1%	6	3%	1809	3%	532	3%
	Dissatisfied	9	6%	11	6%	4306	7%	1323	7%
	Neither	19	13%	35	19%	9602	16%	2996	16%
	Satisfied	65	45%	72	39%	24849	42%	8233	43%
	Very satisfied	51	35%	62	33%	17928	31%	5890	31%
	<b>Total</b>	<b>146</b>	<b>100%</b>	<b>186</b>	<b>100%</b>	<b>58494</b>	<b>100%</b>	<b>18974</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	4	3%	15	8%	3095	5%	918	5%
	Dissatisfied	9	6%	13	7%	5879	10%	1853	10%
	Neither	20	13%	26	14%	8594	14%	2686	14%
	Satisfied	67	45%	76	41%	23419	39%	7725	40%
	Very satisfied	49	33%	55	30%	18606	31%	6090	32%
	<b>Total</b>	<b>149</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>59593</b>	<b>100%</b>	<b>19272</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	7	5%	10	5%	3244	5%	982	5%
	Dissatisfied	12	8%	13	7%	5420	9%	1702	9%
	Neither	12	8%	28	15%	8255	14%	2622	14%
	Satisfied	62	41%	69	37%	22529	38%	7436	39%
	Very satisfied	57	38%	69	37%	19814	33%	6468	34%
	<b>Total</b>	<b>150</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>59262</b>	<b>100%</b>	<b>19210</b>	<b>100%</b>

*NLC compared with:*

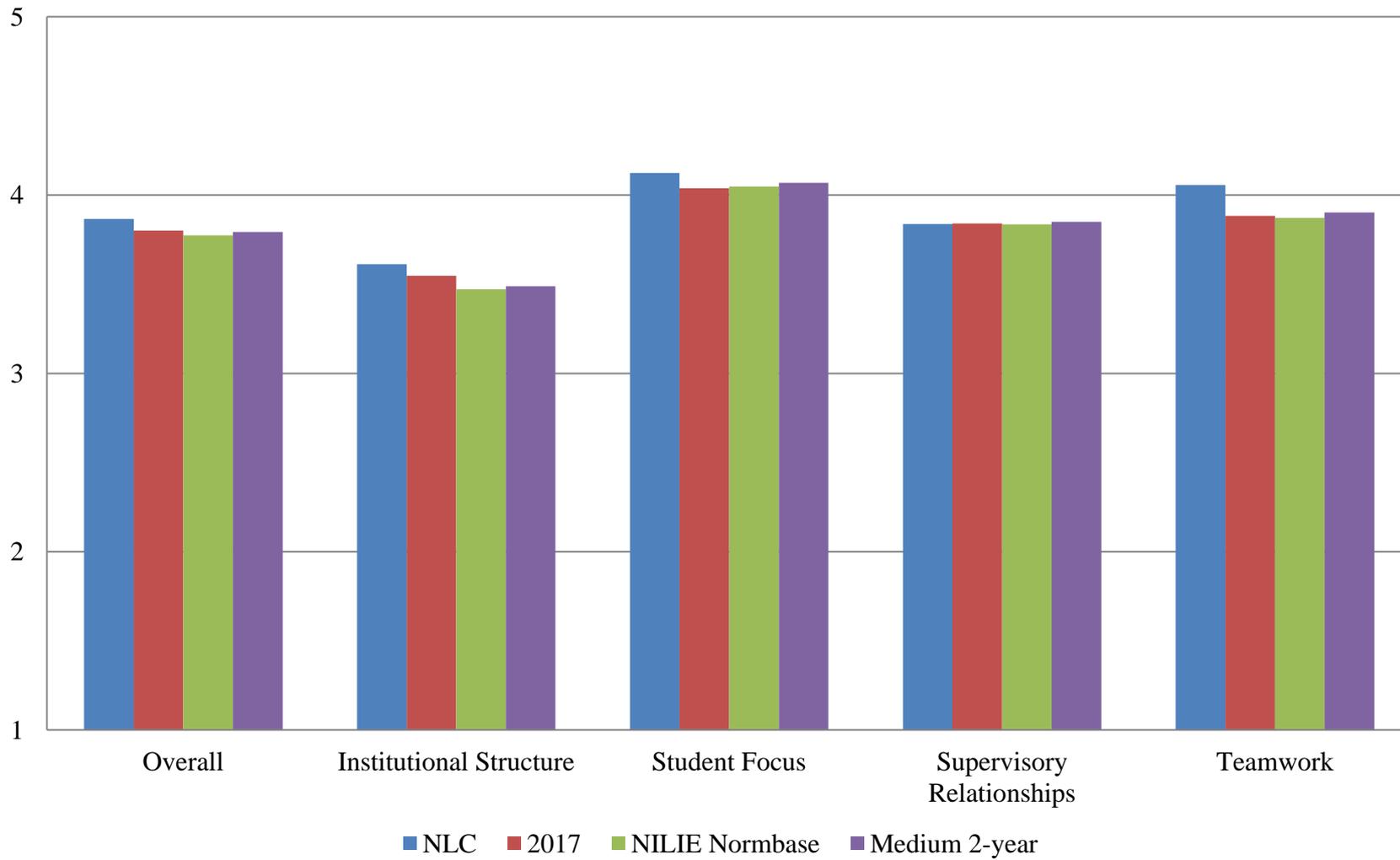
Teamwork (continued)	Response Option	NLC		2017		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	2	1%	8	4%	2016	3%	587	3%
	Dissatisfied	7	5%	11	6%	4137	7%	1221	6%
	Neither	16	11%	32	17%	9613	17%	2982	16%
	Satisfied	69	46%	81	44%	24959	43%	8355	44%
	Very satisfied	55	37%	53	29%	17426	30%	5804	31%
	<b>Total</b>	<b>149</b>	<b>100%</b>	<b>185</b>	<b>100%</b>	<b>58151</b>	<b>100%</b>	<b>18949</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	7	5%	14	7%	3678	6%	1076	6%
	Dissatisfied	8	5%	8	4%	5589	9%	1744	9%
	Neither	18	12%	27	14%	7433	12%	2287	12%
	Satisfied	64	42%	69	37%	21744	36%	7029	36%
	Very satisfied	57	37%	71	38%	21617	36%	7216	37%
	<b>Total</b>	<b>154</b>	<b>100%</b>	<b>189</b>	<b>100%</b>	<b>60061</b>	<b>100%</b>	<b>19352</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>NLC compared with:</i>										
	NLC		2017			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	157	3.865	3.801			3.774			3.793		
Institutional Structure	157	3.612	3.547			3.472			3.489		
Student Focus	157	4.124	4.038			4.048			4.068		
Supervisory Relationships	157	3.837	3.841			3.836			3.849		
Teamwork	156	4.057	3.884			3.872	*	.190	3.902	*	.163

\* 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>NLC compared with:</i>										
		NLC		2017			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>												
<b>1</b>	the actions of this institution reflect its mission	157	4.000	3.895			3.831	*	.169	3.867		
<b>4</b>	decisions are made at the appropriate level at this institution	151	3.344	3.270			3.286			3.306		
<b>5</b>	the institution effectively promotes diversity in the workplace	154	3.929	3.879			3.868			3.859		
<b>6</b>	administrative leadership is focused on meeting the needs of students	155	3.884	3.771			3.709			3.723		
<b>10</b>	information is shared within the institution	156	3.744	3.647			3.228	***	.410	3.230	***	.409
<b>11</b>	institutional teams use problem-solving techniques	142	3.613	3.555			3.454			3.479		
<b>15</b>	I am able to appropriately influence the direction of this institution	145	3.255	3.107			3.136			3.185		
<b>16</b>	open and ethical communication is practiced at this institution	156	3.519	3.424			3.342			3.338		
<b>22</b>	this institution has been successful in positively motivating my performance	155	3.445	3.428			3.440			3.462		
<b>25</b>	a spirit of cooperation exists at this institution	153	3.471	3.418			3.391			3.409		
<b>29</b>	institution-wide policies guide my work	154	3.838	3.718			3.722			3.748		
<b>32</b>	this institution is appropriately organized	153	3.425	3.417			3.284			3.321		
<b>38</b>	I have the opportunity for advancement within this institution	146	3.062	3.223			3.126			3.168		
<b>41</b>	I receive adequate information regarding important activities at this institution	156	3.974	3.878			3.657	***	.287	3.649	***	.294
<b>44</b>	my work is guided by clearly defined administrative processes	151	3.517	3.516			3.494			3.516		

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

**Table 7. Student Focus Item Mean Comparisons**

*NLC compared with:*

Student Focus	NLC		2017			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	157	4.038	3.948			3.917			3.933		
8 I feel my job is relevant to this institution's mission	156	4.391	4.292			4.410			4.417		
17 faculty meet the needs of students	149	4.242	4.065			3.996	**	.268	4.038	**	.230
18 student ethnic and cultural diversity are important at this institution	154	4.071	3.942			4.082			4.066		
19 students' competencies are enhanced	150	4.080	4.038			3.968			3.995		
23 non-teaching professional personnel meet the needs of students	148	3.993	3.933			3.942			3.985		
28 classified personnel meet the needs of students	146	3.986	3.874			3.887			3.923		
31 students receive an excellent education at this institution	153	4.222	4.225			4.165			4.180		
35 this institution prepares students for a career	150	4.140	3.962			4.161			4.184		
37 this institution prepares students for further learning	153	4.268	4.182			4.156			4.165		
40 students are assisted with their personal development	152	4.033	3.875			3.945			3.960		
42 students are satisfied with their educational experience at this institution	149	4.107	4.076			3.933	**	.222	3.962	*	.192

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

**Table 8. Supervisory Relationships Item Mean Comparisons**

*NLC compared with:*

Supervisory Relationships	NLC		2017			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>											
<b>2</b> my supervisor expresses confidence in my work	155	4.168	4.204			4.205			4.214		
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	155	4.071	4.068			4.084			4.088		
<b>12</b> positive work expectations are communicated to me	157	3.745	3.719			3.740			3.753		
<b>13</b> unacceptable behaviors are identified and communicated to me	137	3.672	3.707			3.689			3.719		
<b>20</b> I receive timely feedback for my work	154	3.701	3.766			3.704			3.718		
<b>21</b> I receive appropriate feedback for my work	153	3.765	3.716			3.738			3.755		
<b>26</b> my supervisor actively seeks my ideas	153	3.882	3.952			3.788			3.814		
<b>27</b> my supervisor seriously considers my ideas	151	3.894	3.984			3.861			3.888		
<b>30</b> work outcomes are clarified for me	152	3.651	3.754			3.696			3.716		
<b>34</b> my supervisor helps me to improve my work	152	3.862	3.888			3.789			3.814		
<b>39</b> I am given the opportunity to be creative in my work	152	3.967	3.898			4.019			4.023		
<b>45</b> I have the opportunity to express my ideas in appropriate forums	155	3.774	3.727			3.681			3.698		
<b>46</b> professional development and training opportunities are available	155	3.781	3.624			3.809			3.811		

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

**Table 9. Teamwork Item Mean Comparisons**

*NLC compared with:*

Teamwork	NLC		2017			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>											
<b>3</b> there is a spirit of cooperation within my work team	153	4.111	3.922			3.940			3.966		
<b>14</b> my primary work team uses problem-solving techniques	146	4.055	3.930			3.902			3.929		
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	149	3.993	3.773			3.815			3.841		
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	150	4.000	3.921			3.848			3.870		
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	149	4.128	3.865	*	.271	3.888	**	.234	3.927	*	.201
<b>43</b> a spirit of cooperation exists in my department	154	4.013	3.926			3.866			3.908		

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