Barton Community College
Great Bend, KA

PACE Personnel Class Report
Personal Assessment of the College Environment

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall Count	Overall %	Faculty Count	Faculty %	Administrator Count	Administrator %	Staff Count	Staff %
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	3	1%	2	1%	1	6%	0	0%
	Dissatisfied	8	3%	2	1%	0	0%	6	4%
	Neither	29	9%	11	8%	0	0%	18	12%
	Satisfied	157	51%	73	54%	8	47%	71	48%
	Very satisfied	112	36%	48	35%	8	47%	54	36%
	Total	**309**	**100%**	**136**	**100%**	**17**	**100%**	**149**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	8	3%	4	3%	1	6%	3	2%
	Dissatisfied	24	8%	12	9%	0	0%	12	8%
	Neither	51	17%	20	15%	1	6%	28	19%
	Satisfied	127	42%	52	39%	8	47%	66	44%
	Very satisfied	96	31%	44	33%	7	41%	40	27%
	Total	**306**	**100%**	**132**	**100%**	**17**	**100%**	**149**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	10	3%	6	5%	2	12%	2	1%
	Dissatisfied	15	5%	9	7%	2	12%	3	2%
	Neither	55	18%	24	19%	3	18%	26	18%
	Satisfied	120	40%	47	36%	7	41%	64	43%
	Very satisfied	102	34%	43	33%	3	18%	53	36%
	Total	**302**	**100%**	**129**	**100%**	**17**	**100%**	**148**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	6	2%	3	2%	1	6%	2	1%
	Dissatisfied	12	4%	8	6%	1	6%	3	2%
	Neither	37	12%	13	9%	1	6%	22	15%
	Satisfied	129	42%	58	42%	7	41%	61	42%
	Very satisfied	122	40%	55	40%	7	41%	56	39%
	Total	**306**	**100%**	**137**	**100%**	**17**	**100%**	**144**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	9	3%	3	2%	1	6%	5	3%
	Dissatisfied	41	13%	17	13%	1	6%	21	14%
	Neither	55	18%	18	14%	1	6%	33	22%
	Satisfied	110	36%	44	33%	6	35%	57	39%
	Very satisfied	92	30%	51	38%	8	47%	31	21%
	Total	**307**	**100%**	**133**	**100%**	**17**	**100%**	**147**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	5	2%	2	2%	0	0%	3	2%
	Dissatisfied	10	4%	5	4%	0	0%	4	3%
	Neither	64	22%	25	20%	2	12%	35	26%
	Satisfied	145	51%	61	49%	11	65%	69	51%
	Very satisfied	61	21%	32	26%	4	24%	25	18%
	Total	**285**	**100%**	**125**	**100%**	**17**	**100%**	**136**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	12	4%	7	6%	1	6%	4	3%
	Dissatisfied	29	10%	13	10%	1	6%	14	10%
	Neither	78	28%	38	31%	1	6%	37	27%
	Satisfied	108	38%	42	34%	9	53%	55	40%
	Very satisfied	56	20%	24	19%	5	29%	26	19%
	Total	**283**	**100%**	**124**	**100%**	**17**	**100%**	**136**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	12	4%	4	3%	1	6%	7	5%
	Dissatisfied	23	7%	10	7%	0	0%	12	8%
	Neither	51	17%	21	16%	3	18%	25	17%
	Satisfied	128	42%	48	36%	7	41%	69	47%
	Very satisfied	93	30%	51	38%	6	35%	34	23%
	Total	**307**	**100%**	**134**	**100%**	**17**	**100%**	**147**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	11	4%	7	5%	1	6%	3	2%
	Dissatisfied	32	10%	15	11%	3	18%	14	10%
	Neither	55	18%	23	17%	2	12%	24	16%
	Satisfied	111	36%	48	35%	5	29%	56	38%
	Very satisfied	101	33%	43	32%	6	35%	50	34%
	Total	**310**	**100%**	**136**	**100%**	**17**	**100%**	**147**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	9	3%	4	3%	1	6%	4	3%
	Dissatisfied	26	8%	11	8%	0	0%	14	9%
	Neither	58	19%	26	19%	2	12%	28	19%
	Satisfied	119	39%	44	33%	10	59%	61	41%
	Very satisfied	96	31%	49	37%	4	24%	41	28%
	Total	**308**	**100%**	**134**	**100%**	**17**	**100%**	**148**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	4	1%	1	1%	1	6%	2	1%
	Dissatisfied	5	2%	3	2%	0	0%	2	1%
	Neither	48	16%	21	15%	1	6%	23	16%
	Satisfied	149	48%	62	46%	9	53%	75	51%
	Very satisfied	103	33%	49	36%	6	35%	45	31%
	Total	**309**	**100%**	**136**	**100%**	**17**	**100%**	**147**	**100%**
32 this institution is appropriately organized	Very dissatisfied	6	2%	3	2%	1	6%	2	1%
	Dissatisfied	25	8%	14	10%	0	0%	11	8%
	Neither	54	18%	24	18%	3	19%	26	18%
	Satisfied	123	41%	46	34%	7	44%	67	47%
	Very satisfied	91	30%	47	35%	5	31%	37	26%
	Total	**299**	**100%**	**134**	**100%**	**16**	**100%**	**143**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	21	8%	9	8%	2	13%	9	6%
	Dissatisfied	24	9%	8	7%	0	0%	15	11%
	Neither	74	27%	37	34%	2	13%	33	23%
	Satisfied	92	34%	33	31%	6	38%	52	37%
	Very satisfied	62	23%	21	19%	6	38%	33	23%
	Total	**273**	**100%**	**108**	**100%**	**16**	**100%**	**142**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	5	2%	3	2%	0	0%	2	1%
	Dissatisfied	16	5%	5	4%	0	0%	11	7%
	Neither	49	16%	18	14%	3	18%	26	17%
	Satisfied	132	43%	56	42%	7	41%	67	45%
	Very satisfied	105	34%	51	38%	7	41%	44	29%
	Total	**307**	**100%**	**133**	**100%**	**17**	**100%**	**150**	**100%**
44 my work is guided by clearly defined administrative processes	Very dissatisfied	8	3%	3	2%	1	6%	3	2%
	Dissatisfied	18	6%	8	6%	0	0%	10	7%
	Neither	49	16%	22	16%	1	6%	25	17%
	Satisfied	130	42%	56	41%	9	53%	62	42%
	Very satisfied	102	33%	47	35%	6	35%	47	32%
	Total	**307**	**100%**	**136**	**100%**	**17**	**100%**	**147**	**100%**

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	3	1%	1	1%	1	6%	1	1%
	Dissatisfied	8	3%	5	4%	1	6%	2	1%
	Neither	29	9%	14	10%	1	6%	14	10%
	Satisfied	135	44%	60	44%	5	29%	65	45%
	Very satisfied	134	43%	57	42%	9	53%	63	43%
	Total	**309**	**100%**	**137**	**100%**	**17**	**100%**	**145**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	2	1%	1	1%	1	6%	0	0%
	Dissatisfied	7	2%	7	5%	0	0%	0	0%
	Neither	18	6%	7	5%	1	6%	10	7%
	Satisfied	112	36%	39	28%	6	35%	63	43%
	Very satisfied	172	55%	83	61%	9	53%	75	51%
	Total	**311**	**100%**	**137**	**100%**	**17**	**100%**	**148**	**100%**
17 faculty meet the needs of students	Very dissatisfied	5	2%	2	2%	1	6%	1	1%
	Dissatisfied	10	3%	2	2%	1	6%	7	5%
	Neither	37	13%	11	8%	3	19%	21	16%
	Satisfied	132	46%	60	45%	9	56%	61	47%
	Very satisfied	105	36%	58	44%	2	13%	41	31%
	Total	**289**	**100%**	**133**	**100%**	**16**	**100%**	**131**	**100%**
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	4	1%	3	2%	1	6%	0	0%
	Dissatisfied	7	2%	3	2%	1	6%	3	2%
	Neither	51	17%	23	17%	4	24%	23	16%
	Satisfied	116	38%	48	36%	5	29%	59	41%
	Very satisfied	126	41%	56	42%	6	35%	60	41%
	Total	**304**	**100%**	**133**	**100%**	**17**	**100%**	**145**	**100%**

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	3	1%	2	1%	1	6%	0	0%
	Dissatisfied	6	2%	1	1%	0	0%	5	4%
	Neither	41	14%	11	8%	4	25%	24	18%
	Satisfied	147	51%	70	51%	6	38%	66	50%
	Very satisfied	94	32%	52	38%	5	31%	36	27%
	Total	**291**	**100%**	**136**	**100%**	**16**	**100%**	**131**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	1%	2	2%	1	6%	0	0%
	Dissatisfied	7	2%	4	3%	0	0%	3	2%
	Neither	38	13%	18	15%	1	6%	19	13%
	Satisfied	139	48%	50	41%	9	56%	75	52%
	Very satisfied	101	35%	48	39%	5	31%	46	32%
	Total	**288**	**100%**	**122**	**100%**	**16**	**100%**	**143**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	2	2%	1	7%	0	0%
	Dissatisfied	3	1%	1	1%	0	0%	2	2%
	Neither	52	19%	23	20%	1	7%	28	21%
	Satisfied	123	46%	47	41%	8	53%	63	48%
	Very satisfied	89	33%	43	37%	5	33%	39	30%
	Total	**270**	**100%**	**116**	**100%**	**15**	**100%**	**132**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	4	1%	2	1%	1	6%	1	1%
	Dissatisfied	7	2%	3	2%	0	0%	4	3%
	Neither	36	12%	15	11%	2	13%	19	13%
	Satisfied	136	45%	56	41%	10	63%	65	46%
	Very satisfied	117	39%	60	44%	3	19%	52	37%
	Total	**300**	**100%**	**136**	**100%**	**16**	**100%**	**141**	**100%**

		Overall		Faculty		Administrator		Staff	
Student Focus (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	4	1%	3	2%	1	6%	0	0%
	Dissatisfied	5	2%	2	2%	0	0%	3	2%
	Neither	32	11%	13	10%	0	0%	18	13%
	Satisfied	139	47%	56	42%	12	75%	69	49%
	Very satisfied	115	39%	59	44%	3	19%	51	36%
	Total	**295**	**100%**	**133**	**100%**	**16**	**100%**	**141**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	2	1%	2	1%	0	0%	0	0%
	Dissatisfied	3	1%	1	1%	0	0%	2	1%
	Neither	32	11%	10	7%	3	19%	18	13%
	Satisfied	141	47%	63	46%	9	56%	66	46%
	Very satisfied	124	41%	61	45%	4	25%	56	39%
	Total	**302**	**100%**	**137**	**100%**	**16**	**100%**	**142**	**100%**
40 students are assisted with their personal development	Very dissatisfied	5	2%	2	2%	1	6%	1	1%
	Dissatisfied	7	2%	2	2%	0	0%	5	4%
	Neither	44	15%	19	15%	3	19%	21	16%
	Satisfied	129	45%	59	45%	7	44%	60	45%
	Very satisfied	101	35%	49	37%	5	31%	46	35%
	Total	**286**	**100%**	**131**	**100%**	**16**	**100%**	**133**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	2	2%	1	6%	0	0%
	Dissatisfied	5	2%	2	2%	0	0%	3	2%
	Neither	46	17%	18	14%	2	13%	26	21%
	Satisfied	144	52%	68	53%	9	56%	61	48%
	Very satisfied	80	29%	39	30%	4	25%	36	29%
	Total	**278**	**100%**	**129**	**100%**	**16**	**100%**	**126**	**100%**

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor expresses confidence in my work	Very dissatisfied	5	2%	5	4%	0	0%	0	0%
	Dissatisfied	17	5%	13	10%	0	0%	4	3%
	Neither	29	9%	15	11%	2	12%	11	7%
	Satisfied	78	25%	34	25%	6	35%	34	23%
	Very satisfied	182	59%	67	50%	9	53%	101	67%
	Total	**311**	**100%**	**134**	**100%**	**17**	**100%**	**150**	**100%**
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	8	3%	7	5%	0	0%	1	1%
	Dissatisfied	18	6%	9	7%	1	6%	8	5%
	Neither	28	9%	15	11%	1	6%	11	7%
	Satisfied	85	27%	33	25%	6	35%	41	28%
	Very satisfied	171	55%	70	52%	9	53%	88	59%
	Total	**310**	**100%**	**134**	**100%**	**17**	**100%**	**149**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	8	3%	5	4%	1	6%	2	1%
	Dissatisfied	24	8%	15	11%	1	6%	7	5%
	Neither	41	13%	18	13%	1	6%	20	13%
	Satisfied	134	43%	49	36%	10	59%	73	49%
	Very satisfied	103	33%	48	36%	4	24%	47	32%
	Total	**310**	**100%**	**135**	**100%**	**17**	**100%**	**149**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	2%	4	3%	0	0%	2	1%
	Dissatisfied	8	3%	6	5%	0	0%	2	1%
	Neither	57	20%	25	20%	3	18%	26	18%
	Satisfied	127	43%	45	36%	10	59%	71	50%
	Very satisfied	94	32%	45	36%	4	24%	42	29%
	Total	**292**	**100%**	**125**	**100%**	**17**	**100%**	**143**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	11	4%	7	5%	1	6%	3	2%
	Dissatisfied	13	4%	9	7%	1	6%	2	1%
	Neither	43	14%	16	12%	2	13%	22	15%
	Satisfied	119	39%	43	32%	6	38%	67	45%
	Very satisfied	121	39%	58	44%	6	38%	55	37%
	Total	**307**	**100%**	**133**	**100%**	**16**	**100%**	**149**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	7	2%	4	3%	0	0%	3	2%
	Dissatisfied	22	7%	11	8%	1	6%	9	6%
	Neither	41	13%	18	13%	3	18%	16	11%
	Satisfied	125	40%	49	36%	8	47%	64	43%
	Very satisfied	117	38%	53	39%	5	29%	58	39%
	Total	**312**	**100%**	**135**	**100%**	**17**	**100%**	**150**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	13	4%	11	8%	1	6%	1	1%
	Dissatisfied	22	7%	11	8%	0	0%	11	7%
	Neither	36	12%	20	15%	1	6%	10	7%
	Satisfied	96	31%	31	24%	8	47%	55	37%
	Very satisfied	138	45%	57	44%	7	41%	72	48%
	Total	**305**	**100%**	**130**	**100%**	**17**	**100%**	**149**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	14	5%	11	8%	1	6%	2	1%
	Dissatisfied	23	8%	12	9%	0	0%	10	7%
	Neither	31	10%	16	12%	1	6%	11	7%
	Satisfied	92	30%	34	26%	6	35%	50	34%
	Very satisfied	144	47%	57	44%	9	53%	75	51%
	Total	**304**	**100%**	**130**	**100%**	**17**	**100%**	**148**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	6	2%	4	3%	0	0%	2	1%
	Dissatisfied	13	4%	7	5%	0	0%	5	3%
	Neither	42	14%	17	13%	3	18%	21	14%
	Satisfied	141	46%	57	43%	8	47%	72	48%
	Very satisfied	107	35%	49	37%	6	35%	49	33%
	Total	**309**	**100%**	**134**	**100%**	**17**	**100%**	**149**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	13	4%	9	7%	1	6%	3	2%
	Dissatisfied	16	5%	9	7%	0	0%	7	5%
	Neither	42	14%	18	13%	3	19%	19	13%
	Satisfied	101	33%	42	31%	6	38%	52	35%
	Very satisfied	134	44%	56	42%	6	38%	69	46%
	Total	**306**	**100%**	**134**	**100%**	**16**	**100%**	**150**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	7	2%	5	4%	0	0%	2	1%
	Dissatisfied	11	4%	3	2%	0	0%	5	3%
	Neither	33	11%	13	10%	3	18%	17	11%
	Satisfied	121	39%	49	36%	7	41%	63	42%
	Very satisfied	136	44%	65	48%	7	41%	62	42%
	Total	**308**	**100%**	**135**	**100%**	**17**	**100%**	**149**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	12	4%	6	5%	1	6%	4	3%
	Dissatisfied	14	5%	4	3%	0	0%	9	6%
	Neither	40	13%	19	14%	1	6%	20	14%
	Satisfied	130	43%	56	42%	7	41%	64	43%
	Very satisfied	107	35%	47	36%	8	47%	51	34%
	Total	**303**	**100%**	**132**	**100%**	**17**	**100%**	**148**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and training opportunities are available	Very dissatisfied	8	3%	2	2%	1	6%	5	3%
	Dissatisfied	15	5%	5	4%	0	0%	8	5%
	Neither	43	14%	17	13%	2	12%	24	16%
	Satisfied	135	45%	62	48%	7	41%	63	43%
	Very satisfied	99	33%	42	33%	7	41%	48	32%
	Total	**300**	**100%**	**128**	**100%**	**17**	**100%**	**148**	**100%**

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	8	3%	4	3%	1	6%	3	2%
	Dissatisfied	25	8%	12	9%	0	0%	12	8%
	Neither	25	8%	14	11%	0	0%	9	6%
	Satisfied	92	30%	31	24%	6	35%	52	35%
	Very satisfied	153	50%	68	53%	10	59%	71	48%
	Total	**303**	**100%**	**129**	**100%**	**17**	**100%**	**147**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	9	3%	4	3%	1	6%	4	3%
	Dissatisfied	11	4%	5	4%	0	0%	6	4%
	Neither	52	18%	23	18%	2	12%	24	16%
	Satisfied	117	39%	48	38%	7	41%	60	41%
	Very satisfied	108	36%	46	37%	7	41%	53	36%
	Total	**297**	**100%**	**126**	**100%**	**17**	**100%**	**147**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	11	4%	6	5%	1	6%	4	3%
	Dissatisfied	21	7%	9	7%	0	0%	10	7%
	Neither	39	13%	19	15%	1	6%	18	12%
	Satisfied	105	35%	41	32%	8	47%	53	36%
	Very satisfied	125	42%	53	41%	7	41%	63	43%
	Total	**301**	**100%**	**128**	**100%**	**17**	**100%**	**148**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	6	2%	3	2%	1	6%	2	1%
	Dissatisfied	24	8%	10	8%	0	0%	13	9%
	Neither	35	12%	17	13%	2	12%	13	9%
	Satisfied	112	37%	46	35%	7	41%	57	39%
	Very satisfied	126	42%	55	42%	7	41%	63	43%
	Total	**303**	**100%**	**131**	**100%**	**17**	**100%**	**148**	**100%**

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	5	2%	3	2%	1	6%	1	1%
	Dissatisfied	11	4%	5	4%	0	0%	6	4%
	Neither	41	14%	19	15%	1	6%	20	14%
	Satisfied	124	43%	49	40%	8	50%	65	45%
	Very satisfied	107	37%	48	39%	6	38%	51	36%
	Total	**288**	**100%**	**124**	**100%**	**16**	**100%**	**143**	**100%**
43 a spirit of cooperation exists in my department	Very dissatisfied	11	4%	5	4%	1	6%	5	3%
	Dissatisfied	18	6%	9	7%	0	0%	9	6%
	Neither	31	10%	17	13%	1	6%	12	8%
	Satisfied	106	35%	38	30%	5	29%	60	40%
	Very satisfied	135	45%	59	46%	10	59%	64	43%
	Total	**301**	**100%**	**128**	**100%**	**17**	**100%**	**150**	**100%**

Figure 1. Means by Personnel Classification and Climate Factor
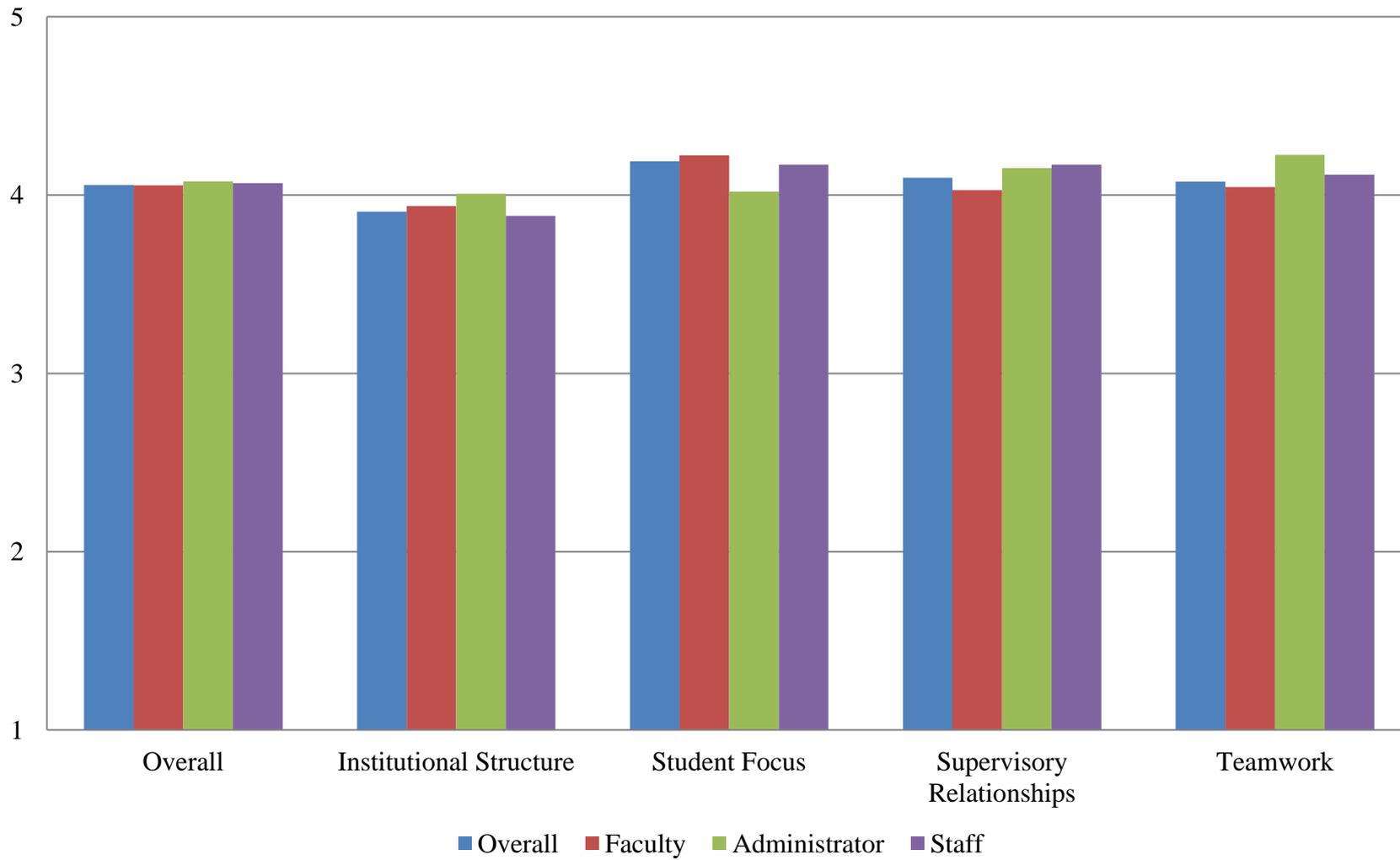
Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall Mean	Faculty N	Faculty Mean	Administrator N	Administrator Mean	Staff N	Staff Mean
Overall	4.056	137	4.054	17	4.077	150	4.066
Institutional Structure	3.906	137	3.938	17	4.008	150	3.883
Student Focus	4.190	137	4.222	17	4.020	150	4.170
Supervisory Relationships	4.097	137	4.027	17	4.151	150	4.170
Teamwork	4.074	136	4.044	17	4.225	150	4.115

Table 6. Institutional Structure Item Means by Personnel Classification

	Institutional Structure	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean

The extent to which…

	Institutional Structure	N	Mean	Mean	Mean	Mean
1	the actions of this institution reflect its mission	309	4.188	4.199	4.294	4.161
4	decisions are made at the appropriate level at this institution	306	3.912	3.909	4.176	3.859
5	the institution effectively promotes diversity in the workplace	302	3.957	3.868	3.412	4.101
6	administrative leadership is focused on meeting the needs of students	306	4.141	4.124	4.059	4.153
10	information is shared within the institution	307	3.765	3.925	4.118	3.599
11	institutional teams use problem-solving techniques	285	3.867	3.928	4.118	3.801
15	I am able to appropriately influence the direction of this institution	283	3.590	3.508	3.941	3.625
16	open and ethical communication is practiced at this institution	307	3.870	3.985	4.000	3.755
22	this institution has been successful in positively motivating my performance	310	3.835	3.772	3.706	3.925
25	a spirit of cooperation exists at this institution	308	3.867	3.918	3.941	3.818
29	institution-wide policies guide my work	309	4.107	4.140	4.118	4.082
32	this institution is appropriately organized	299	3.896	3.896	3.938	3.881
38	I have the opportunity for advancement within this institution	273	3.549	3.454	3.875	3.599
41	I receive adequate information regarding important activities at this institution	307	4.029	4.105	4.235	3.933
44	my work is guided by clearly defined administrative processes	307	3.977	4.000	4.118	3.952

Table 7. Student Focus Item Means by Personnel Classification

	Student Focus	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
	The extent to which…					
7	student needs are central to what we do	309	4.259	4.219	4.176	4.290
8	I feel my job is relevant to this institution's mission	311	4.431	4.431	4.294	4.439
17	faculty meet the needs of students	289	4.114	4.278	3.625	4.023
18	student ethnic and cultural diversity are important at this institution	304	4.161	4.135	3.824	4.214
19	students' competencies are enhanced	291	4.110	4.243	3.875	4.015
23	non-teaching professional personnel meet the needs of students	288	4.139	4.131	4.063	4.147
28	classified personnel meet the needs of students	270	4.081	4.103	4.067	4.053
31	students receive an excellent education at this institution	300	4.183	4.243	3.875	4.156
35	this institution prepares students for a career	295	4.207	4.248	4.000	4.191
37	this institution prepares students for further learning	302	4.265	4.314	4.063	4.239
40	students are assisted with their personal development	286	4.098	4.153	3.938	4.090
42	students are satisfied with their educational experience at this institution	278	4.054	4.085	3.938	4.032

Table 8. Supervisory Relationships Item Means by Personnel Classification

	Supervisory Relationships	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
	The extent to which…					
2	my supervisor expresses confidence in my work	311	4.334	4.082	4.412	4.547
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	310	4.268	4.119	4.353	4.389
12	positive work expectations are communicated to me	310	3.968	3.889	3.882	4.047
13	unacceptable behaviors are identified and communicated to me	292	4.010	3.968	4.059	4.042
20	I receive timely feedback for my work	307	4.062	4.023	3.938	4.134
21	I receive appropriate feedback for my work	312	4.035	4.007	4.000	4.100
26	my supervisor actively seeks my ideas	305	4.062	3.862	4.176	4.248
27	my supervisor seriously considers my ideas	304	4.082	3.877	4.294	4.257
30	work outcomes are clarified for me	309	4.068	4.045	4.176	4.081
34	my supervisor helps me to improve my work	306	4.069	3.948	4.000	4.180
39	I am given the opportunity to be creative in my work	308	4.195	4.230	4.235	4.195
45	I have the opportunity to express my ideas in appropriate forums	303	4.010	4.015	4.235	4.007
46	professional development and training opportunities are available	300	4.007	4.070	4.118	3.953

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall N	Overall Mean	Faculty Mean	Administrator Mean	Staff Mean
The extent to which…					
3 there is a spirit of cooperation within my work team	303	4.178	4.140	4.412	4.197
14 my primary work team uses problem-solving techniques	297	4.024	4.008	4.118	4.034
24 there is an opportunity for all ideas to be exchanged within my work team	301	4.037	3.984	4.176	4.088
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	303	4.083	4.069	4.118	4.122
36 my work team coordinates its efforts with appropriate individuals and teams	288	4.101	4.081	4.125	4.112
43 a spirit of cooperation exists in my department	301	4.116	4.070	4.353	4.127

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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