



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Barton County Community College

Great Bend, Kansas

PACE Report

PACE Climate Survey for Community Colleges

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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.

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

BCCC compared with:

Institutional Structure	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	0	0%	3	1%	1543	2%	187	2%
	Dissatisfied	6	2%	8	3%	5807	9%	681	9%
	Neither	15	6%	29	9%	8990	15%	1059	14%
	Satisfied	111	45%	157	51%	29031	47%	3702	48%
	Very satisfied	113	46%	112	36%	16460	27%	2009	26%
	Total	245	100%	309	100%	61831	100%	7638	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	5	2%	8	3%	4807	8%	570	8%
	Dissatisfied	12	5%	24	8%	11904	19%	1336	18%
	Neither	50	21%	51	17%	13476	22%	1561	21%
	Satisfied	83	34%	127	42%	20796	34%	2695	36%
	Very satisfied	93	38%	96	31%	10270	17%	1422	19%
	Total	243	100%	306	100%	61253	100%	7584	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	1%	10	3%	2147	3%	251	3%
	Dissatisfied	20	8%	15	5%	4636	8%	517	7%
	Neither	41	17%	55	18%	11689	19%	1664	22%
	Satisfied	85	35%	120	40%	23467	38%	2955	39%
	Very satisfied	93	38%	102	34%	19705	32%	2180	29%
	Total	242	100%	302	100%	61644	100%	7567	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	2	1%	6	2%	3257	5%	414	5%
	Dissatisfied	8	3%	12	4%	7286	12%	899	12%
	Neither	18	7%	37	12%	9396	15%	1096	14%
	Satisfied	91	38%	129	42%	23374	38%	2917	38%
	Very satisfied	123	51%	122	40%	18461	30%	2316	30%
	Total	242	100%	306	100%	61774	100%	7642	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	8	3%	9	3%	6551	11%	801	10%
	Dissatisfied	29	12%	41	13%	12080	19%	1461	19%
	Neither	48	20%	55	18%	12941	21%	1555	20%
	Satisfied	75	31%	110	36%	19108	31%	2376	31%
	Very satisfied	84	34%	92	30%	11405	18%	1466	19%
	Total	244	100%	307	100%	62085	100%	7659	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	0	0%	5	2%	2359	4%	262	4%
	Dissatisfied	10	4%	10	4%	6984	12%	858	12%
	Neither	47	20%	64	22%	17067	30%	2084	29%
	Satisfied	110	47%	145	51%	22302	39%	2923	41%
	Very satisfied	65	28%	61	21%	8282	15%	1058	15%
	Total	232	100%	285	100%	56994	100%	7185	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	5	2%	12	4%	6219	11%	703	10%
	Dissatisfied	25	11%	29	10%	10028	17%	1172	16%
	Neither	63	28%	78	28%	16742	29%	2063	29%
	Satisfied	67	30%	108	38%	16590	29%	2149	30%
	Very satisfied	62	28%	56	20%	7982	14%	1079	15%
	Total	222	100%	283	100%	57561	100%	7166	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	7	3%	12	4%	5912	10%	784	10%
	Dissatisfied	15	6%	23	7%	9773	16%	1231	16%
	Neither	48	20%	51	17%	12798	21%	1519	20%
	Satisfied	92	38%	128	42%	20720	34%	2581	34%
	Very satisfied	81	33%	93	30%	12007	20%	1475	19%
	Total	243	100%	307	100%	61210	100%	7590	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 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	5	2%	11	4%	5421	9%	614	8%
	Dissatisfied	14	6%	32	10%	8888	15%	1041	14%
	Neither	45	19%	55	18%	12230	20%	1504	20%
	Satisfied	88	37%	111	36%	20339	33%	2615	35%
	Very satisfied	88	37%	101	33%	13856	23%	1798	24%
	Total	240	100%	310	100%	60734	100%	7572	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	4	2%	9	3%	5227	9%	686	9%
	Dissatisfied	24	10%	26	8%	9605	16%	1197	16%
	Neither	29	12%	58	19%	12089	20%	1504	20%
	Satisfied	100	41%	119	39%	21675	36%	2658	35%
	Very satisfied	85	35%	96	31%	12329	20%	1531	20%
	Total	242	100%	308	100%	60925	100%	7576	100%
29 institution-wide policies guide my work	Very dissatisfied	0	0%	4	1%	1960	3%	221	3%
	Dissatisfied	5	2%	5	2%	3855	6%	452	6%
	Neither	30	13%	48	16%	14255	24%	1738	23%
	Satisfied	114	48%	149	48%	26280	44%	3386	45%
	Very satisfied	88	37%	103	33%	13586	23%	1700	23%
	Total	237	100%	309	100%	59936	100%	7497	100%
32 this institution is appropriately organized	Very dissatisfied	4	2%	6	2%	5097	9%	583	8%
	Dissatisfied	14	6%	25	8%	10911	18%	1333	18%
	Neither	41	18%	54	18%	13967	23%	1733	23%
	Satisfied	92	40%	123	41%	19994	33%	2628	35%
	Very satisfied	80	35%	91	30%	9869	16%	1194	16%
	Total	231	100%	299	100%	59838	100%	7471	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	15	7%	21	8%	8432	15%	932	13%
	Dissatisfied	21	10%	24	9%	9034	16%	1042	15%
	Neither	61	28%	74	27%	14403	25%	1930	28%
	Satisfied	67	31%	92	34%	15305	27%	1949	28%
	Very satisfied	54	25%	62	23%	9828	17%	1158	17%
	Total	218	100%	273	100%	57002	100%	7011	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	2	1%	5	2%	2976	5%	393	5%
	Dissatisfied	11	5%	16	5%	7033	12%	879	12%
	Neither	34	14%	49	16%	10302	17%	1243	16%
	Satisfied	105	44%	132	43%	25941	43%	3257	43%
	Very satisfied	87	36%	105	34%	14268	24%	1774	24%
	Total	239	100%	307	100%	60520	100%	7546	100%
44 administrative processes are clearly defined	Very dissatisfied	4	2%	8	3%	4329	7%	482	6%
	Dissatisfied	17	7%	18	6%	7665	13%	926	12%
	Neither	46	20%	49	16%	13314	22%	1631	22%
	Satisfied	92	39%	130	42%	22289	37%	2870	38%
	Very satisfied	76	32%	102	33%	12045	20%	1547	21%
	Total	235	100%	307	100%	59642	100%	7456	100%

Table 2. Student Focus Frequency Distributions

BCCC compared with:

Student Focus	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	1	0%	3	1%	2140	3%	278	4%
	Dissatisfied	4	2%	8	3%	5963	10%	742	10%
	Neither	21	9%	29	9%	7642	12%	942	12%
	Satisfied	84	35%	135	44%	23204	37%	2890	38%
	Very satisfied	132	55%	134	43%	22949	37%	2785	36%
	Total	242	100%	309	100%	61898	100%	7637	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	2	1%	901	1%	117	2%
	Dissatisfied	4	2%	7	2%	1564	3%	195	3%
	Neither	10	4%	18	6%	3851	6%	509	7%
	Satisfied	80	33%	112	36%	19764	32%	2571	34%
	Very satisfied	146	61%	172	55%	36014	58%	4269	56%
	Total	241	100%	311	100%	62094	100%	7661	100%
17 faculty meet the needs of students	Very dissatisfied	0	0%	5	2%	901	2%	113	2%
	Dissatisfied	5	2%	10	3%	3230	6%	444	6%
	Neither	30	13%	37	13%	9072	16%	1163	16%
	Satisfied	99	43%	132	46%	26046	45%	3246	44%
	Very satisfied	94	41%	105	36%	18548	32%	2342	32%
	Total	228	100%	289	100%	57797	100%	7308	100%
18 student diversity is important at this institution	Very dissatisfied	1	0%	4	1%	1125	2%	145	2%
	Dissatisfied	6	3%	7	2%	2441	4%	372	5%
	Neither	41	17%	51	17%	8680	14%	1430	19%
	Satisfied	85	36%	116	38%	25096	41%	3205	43%
	Very satisfied	106	44%	126	41%	23318	38%	2347	31%
	Total	239	100%	304	100%	60660	100%	7499	100%

BCCC compared with:

Student Focus (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	0	0%	3	1%	757	1%	68	1%
	Dissatisfied	2	1%	6	2%	2409	4%	274	4%
	Neither	35	15%	41	14%	10537	18%	1328	18%
	Satisfied	105	46%	147	51%	27932	48%	3633	50%
	Very satisfied	87	38%	94	32%	16439	28%	1953	27%
	Total	229	100%	291	100%	58074	100%	7256	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	0	0%	3	1%	1240	2%	140	2%
	Dissatisfied	8	4%	7	2%	3614	6%	389	5%
	Neither	26	12%	38	13%	9399	16%	1077	15%
	Satisfied	101	45%	139	48%	26619	46%	3461	47%
	Very satisfied	90	40%	101	35%	17536	30%	2276	31%
	Total	225	100%	288	100%	58408	100%	7343	100%
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	3	1%	1028	2%	114	2%
	Dissatisfied	3	1%	3	1%	2403	4%	289	4%
	Neither	36	17%	52	19%	12027	22%	1455	21%
	Satisfied	92	43%	123	46%	24082	44%	3271	47%
	Very satisfied	84	39%	89	33%	14657	27%	1853	27%
	Total	215	100%	270	100%	54197	100%	6982	100%
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	4	1%	565	1%	57	1%
	Dissatisfied	2	1%	7	2%	1939	3%	262	4%
	Neither	28	12%	36	12%	6978	12%	897	12%
	Satisfied	97	42%	136	45%	27294	46%	3574	48%
	Very satisfied	106	45%	117	39%	22503	38%	2622	35%
	Total	233	100%	300	100%	59279	100%	7412	100%

BCCC compared with:

Student Focus (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	0	0%	4	1%	669	1%	73	1%
	Dissatisfied	0	0%	5	2%	1786	3%	238	3%
	Neither	30	13%	32	11%	7257	12%	932	13%
	Satisfied	93	40%	139	47%	27134	46%	3604	49%
	Very satisfied	107	47%	115	39%	22263	38%	2550	34%
	Total	230	100%	295	100%	59109	100%	7397	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	2	1%	692	1%	69	1%
	Dissatisfied	2	1%	3	1%	1772	3%	213	3%
	Neither	24	10%	32	11%	6561	11%	821	11%
	Satisfied	103	44%	141	47%	28126	48%	3690	50%
	Very satisfied	104	45%	124	41%	22033	37%	2614	35%
	Total	233	100%	302	100%	59184	100%	7407	100%
40 students are assisted with their personal development	Very dissatisfied	0	0%	5	2%	845	1%	103	1%
	Dissatisfied	3	1%	7	2%	2557	5%	319	4%
	Neither	40	18%	44	15%	10687	19%	1322	19%
	Satisfied	90	41%	129	45%	26384	47%	3435	48%
	Very satisfied	86	39%	101	35%	16239	29%	1965	28%
	Total	219	100%	286	100%	56712	100%	7144	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	3	1%	527	1%	46	1%
	Dissatisfied	2	1%	5	2%	1799	3%	220	3%
	Neither	36	17%	46	17%	10692	19%	1375	20%
	Satisfied	108	50%	144	52%	29521	54%	3851	55%
	Very satisfied	69	32%	80	29%	12526	23%	1459	21%
	Total	215	100%	278	100%	55065	100%	6951	100%

Table 3. Supervisory Relationships Frequency Distributions

BCCC compared with:

Supervisory Relationships	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	2	1%	5	2%	2046	3%	229	3%
	Dissatisfied	10	4%	17	5%	3677	6%	417	5%
	Neither	21	9%	29	9%	5465	9%	674	9%
	Satisfied	65	26%	78	25%	17900	29%	2175	28%
	Very satisfied	149	60%	182	59%	32905	53%	4172	54%
	Total	247	100%	311	100%	61993	100%	7667	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	8	3%	8	3%	3130	5%	361	5%
	Dissatisfied	15	6%	18	6%	4458	7%	506	7%
	Neither	21	9%	28	9%	6214	10%	736	10%
	Satisfied	58	24%	85	27%	16942	27%	2170	28%
	Very satisfied	144	59%	171	55%	31231	50%	3890	51%
	Total	246	100%	310	100%	61975	100%	7663	100%
12 positive work expectations are communicated to me	Very dissatisfied	1	0%	8	3%	2795	5%	331	4%
	Dissatisfied	14	6%	24	8%	6100	10%	731	10%
	Neither	30	12%	41	13%	9858	16%	1186	16%
	Satisfied	90	37%	134	43%	26232	43%	3285	43%
	Very satisfied	111	45%	103	33%	16282	27%	2069	27%
	Total	246	100%	310	100%	61267	100%	7602	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	1	0%	6	2%	1965	4%	214	3%
	Dissatisfied	6	3%	8	3%	4120	7%	493	7%
	Neither	47	21%	57	20%	13338	24%	1697	24%
	Satisfied	96	42%	127	43%	24092	44%	3073	44%
	Very satisfied	78	34%	94	32%	11711	21%	1500	21%
	Total	228	100%	292	100%	55226	100%	6977	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	4	2%	11	4%	3331	5%	378	5%
	Dissatisfied	6	2%	13	4%	5743	9%	622	8%
	Neither	41	17%	43	14%	10955	18%	1374	18%
	Satisfied	88	36%	119	39%	23588	39%	2996	40%
	Very satisfied	104	43%	121	39%	17240	28%	2186	29%
	Total	243	100%	307	100%	60857	100%	7556	100%
21 I receive appropriate feedback for my work	Very dissatisfied	3	1%	7	2%	2897	5%	296	4%
	Dissatisfied	12	5%	22	7%	5703	9%	667	9%
	Neither	31	13%	41	13%	10246	17%	1289	17%
	Satisfied	104	43%	125	40%	24871	41%	3197	42%
	Very satisfied	93	38%	117	38%	17005	28%	2119	28%
	Total	243	100%	312	100%	60722	100%	7568	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	11	5%	13	4%	4036	7%	428	6%
	Dissatisfied	14	6%	22	7%	5292	9%	630	8%
	Neither	30	12%	36	12%	9587	16%	1099	15%
	Satisfied	69	29%	96	31%	19373	32%	2526	34%
	Very satisfied	118	49%	138	45%	21856	36%	2819	38%
	Total	242	100%	305	100%	60144	100%	7502	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	9	4%	14	5%	3802	6%	424	6%
	Dissatisfied	17	7%	23	8%	4708	8%	548	7%
	Neither	31	13%	31	10%	8880	15%	1003	13%
	Satisfied	64	26%	92	30%	19251	32%	2529	34%
	Very satisfied	121	50%	144	47%	23447	39%	3019	40%
	Total	242	100%	304	100%	60088	100%	7523	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	3	1%	6	2%	2469	4%	273	4%
	Dissatisfied	5	2%	13	4%	5354	9%	604	8%
	Neither	34	14%	42	14%	12273	20%	1476	20%
	Satisfied	105	44%	141	46%	25629	43%	3322	44%
	Very satisfied	94	39%	107	35%	14568	24%	1853	25%
	Total	241	100%	309	100%	60293	100%	7528	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	5	2%	13	4%	3487	6%	370	5%
	Dissatisfied	10	4%	16	5%	4828	8%	577	8%
	Neither	37	15%	42	14%	10508	18%	1264	17%
	Satisfied	73	31%	101	33%	20202	34%	2670	36%
	Very satisfied	114	48%	134	44%	20681	35%	2597	35%
	Total	239	100%	306	100%	59706	100%	7478	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	2	1%	7	2%	2549	4%	265	4%
	Dissatisfied	9	4%	11	4%	3418	6%	370	5%
	Neither	25	10%	33	11%	7588	13%	924	12%
	Satisfied	77	32%	121	39%	22737	38%	2879	38%
	Very satisfied	126	53%	136	44%	23879	40%	3064	41%
	Total	239	100%	308	100%	60171	100%	7502	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	5	2%	12	4%	3338	6%	378	5%
	Dissatisfied	12	5%	14	5%	5621	9%	689	9%
	Neither	40	17%	40	13%	11201	19%	1321	18%
	Satisfied	84	35%	130	43%	24370	41%	3106	42%
	Very satisfied	96	41%	107	35%	15197	25%	1981	27%
	Total	237	100%	303	100%	59727	100%	7475	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	2	1%	8	3%	3197	5%	451	6%
	Dissatisfied	6	3%	15	5%	5382	9%	760	10%
	Neither	25	10%	43	14%	8893	15%	1194	16%
	Satisfied	96	40%	135	45%	23300	39%	2973	40%
	Very satisfied	111	46%	99	33%	19261	32%	2073	28%
	Total	240	100%	300	100%	60033	100%	7451	100%

Table 4. Teamwork Frequency Distributions

BCCC compared with:

Teamwork	Response Option	BCCC		2018		NILIE Normbase		Small 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	5	2%	8	3%	2783	5%	312	4%
	Dissatisfied	13	5%	25	8%	6177	10%	689	9%
	Neither	22	9%	25	8%	6476	10%	740	10%
	Satisfied	81	33%	92	30%	20906	34%	2664	35%
	Very satisfied	123	50%	153	50%	25460	41%	3220	42%
	Total	244	100%	303	100%	61802	100%	7625	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	1	0%	9	3%	1698	3%	180	2%
	Dissatisfied	10	4%	11	4%	4076	7%	453	6%
	Neither	27	11%	52	18%	9162	16%	1171	16%
	Satisfied	96	40%	117	39%	24919	42%	3187	43%
	Very satisfied	104	44%	108	36%	19127	32%	2361	32%
	Total	238	100%	297	100%	58982	100%	7352	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	6	3%	11	4%	3039	5%	338	5%
	Dissatisfied	17	7%	21	7%	5536	9%	597	8%
	Neither	25	10%	39	13%	8301	14%	1017	14%
	Satisfied	89	37%	105	35%	23545	39%	2983	40%
	Very satisfied	102	43%	125	42%	19583	33%	2535	34%
	Total	239	100%	301	100%	60004	100%	7470	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	3%	6	2%	3180	5%	340	5%
	Dissatisfied	16	7%	24	8%	5080	9%	591	8%
	Neither	22	9%	35	12%	7941	13%	973	13%
	Satisfied	81	34%	112	37%	22574	38%	2948	40%
	Very satisfied	112	47%	126	42%	20818	35%	2584	35%
	Total	239	100%	303	100%	59593	100%	7436	100%

BCCC compared with:

Teamwork (continued)	Response Option	BCCC		2018		NILIE Normbase		Small 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%	5	2%	1951	3%	213	3%
	Dissatisfied	4	2%	11	4%	3945	7%	462	6%
	Neither	28	12%	41	14%	9110	16%	1117	15%
	Satisfied	108	45%	124	43%	25075	43%	3294	45%
	Very satisfied	95	40%	107	37%	18440	32%	2248	31%
	Total	238	100%	288	100%	58521	100%	7334	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	5	2%	11	4%	3619	6%	360	5%
	Dissatisfied	13	5%	18	6%	5363	9%	558	7%
	Neither	28	12%	31	10%	7119	12%	856	11%
	Satisfied	80	33%	106	35%	21695	36%	2797	37%
	Very satisfied	114	48%	135	45%	22467	37%	2921	39%
	Total	240	100%	301	100%	60263	100%	7492	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>BCCC compared with:</i>										
	BCCC		2018			NILIE Normbase			Small 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	248	4.157	4.056			3.800	***	.473	3.818	***	.454
Institutional Structure	248	4.009	3.906			3.502	***	.557	3.524	***	.531
Student Focus	248	4.284	4.190			4.060	***	.340	4.044	***	.374
Supervisory Relationships	247	4.198	4.097			3.867	***	.369	3.896	***	.346
Teamwork	246	4.183	4.074			3.907	***	.286	3.951	***	.251

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

Figure 1. Means by Comparison Group and Climate Factor

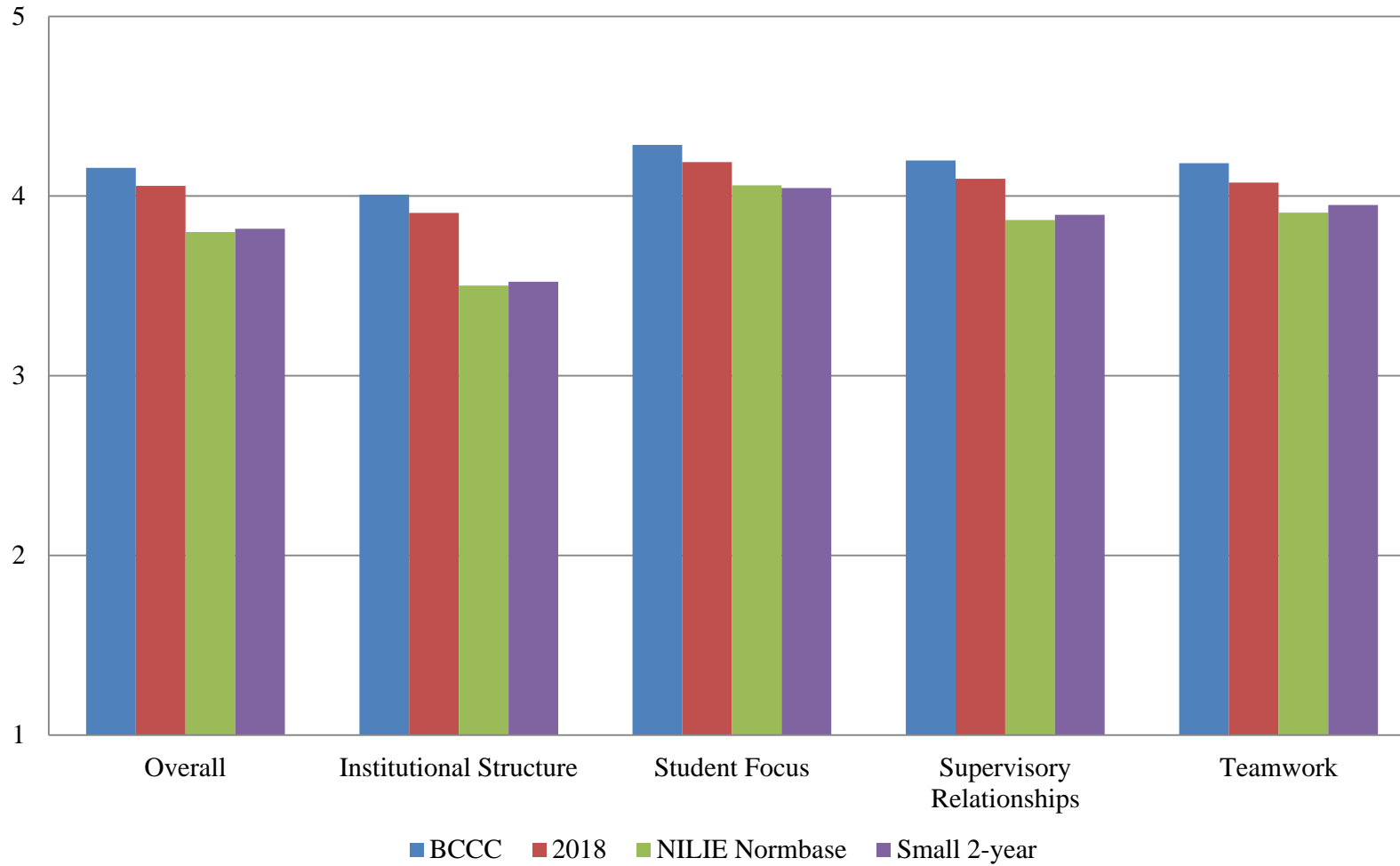


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>BCCC compared with:</i>										
		BCCC		2018			NILIE Normbase			Small 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	245	4.351	4.188	*	.218	3.858	***	.495	3.873	***	.491
4	decisions are made at the appropriate level at this institution	243	4.016	3.912			3.324	***	.583	3.404	***	.517
5	the institution effectively promotes diversity in the workplace	242	4.012	3.957			3.875	*	.130	3.832	**	.176
6	administrative leadership is focused on meeting the needs of students	242	4.343	4.141	**	.232	3.753	***	.511	3.762	***	.504
10	information is shared within the institution	244	3.811	3.765			3.270	***	.430	3.293	***	.411
11	institutional teams use problem-solving techniques	232	3.991	3.867			3.477	***	.507	3.509	***	.484
15	I am able to appropriately influence the direction of this institution	222	3.703	3.590			3.175	***	.443	3.241	***	.391
16	open and ethical communication is practiced at this institution	243	3.926	3.870			3.378	***	.444	3.360	***	.455
22	this institution has been successful in positively motivating my performance	240	4.000	3.835			3.466	***	.431	3.521	***	.395
25	a spirit of cooperation exists at this institution	242	3.983	3.867			3.431	***	.454	3.416	***	.465
29	institution-wide policies guide my work	237	4.203	4.107			3.762	***	.450	3.786	***	.437
32	this institution is appropriately organized	231	3.996	3.896			3.311	***	.575	3.337	***	.566
38	I have the opportunity for advancement within this institution	218	3.569	3.549			3.159	***	.316	3.194	***	.299
41	I receive adequate information regarding important activities at this institution	239	4.105	4.029			3.686	***	.380	3.681	***	.384
44	administrative processes are clearly defined	235	3.932	3.977			3.504	***	.369	3.546	***	.340

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

Table 7. Student Focus Item Mean Comparisons

Student Focus		<i>BCCC compared with:</i>										
		BCCC		2018			NILIE Normbase			Small 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	242	4.413	4.259	*	.197	3.951	***	.425	3.938	***	.437
8	I feel my job is relevant to this institution's mission	241	4.519	4.431			4.424			4.394	*	.149
17	faculty meet the needs of students	228	4.237	4.114			4.005	***	.252	3.993	***	.264
18	student diversity is important at this institution	239	4.209	4.161			4.105			3.965	***	.262
19	students' competencies are enhanced	229	4.210	4.110			3.980	***	.266	3.982	***	.275
23	non-teaching professional staff meet the needs of students	225	4.213	4.139			3.952	***	.276	4.000	***	.234
28	classified personnel meet the needs of students	215	4.195	4.081			3.903	***	.321	3.925	***	.307
31	students receive an excellent education at this institution	233	4.318	4.183			4.168	**	.181	4.139	***	.220
35	this institution prepares students for a career	230	4.335	4.207			4.159	**	.210	4.125	***	.257
37	this institution prepares students for further learning	233	4.326	4.265			4.166	**	.194	4.157	**	.213
40	students are assisted with their personal development	219	4.183	4.098			3.963	***	.248	3.957	***	.258
42	students are satisfied with their educational experience at this institution	215	4.135	4.054			3.939	***	.246	3.929	***	.269

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>BCCC compared with:</i>										
		BCCC		2018			NILIE Normbase			Small 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/chair expresses confidence in my work	247	4.413	4.334			4.225	**	.179	4.258	*	.152
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	246	4.280	4.268			4.108	*	.149	4.138		
12	positive work expectations are communicated to me	246	4.203	3.968	**	.246	3.769	***	.400	3.793	***	.382
13	unacceptable behaviors are identified and communicated to me	228	4.070	4.010			3.715	***	.357	3.738	***	.342
20	I receive timely feedback for my work	243	4.160	4.062			3.750	***	.364	3.793	***	.336
21	I receive appropriate feedback for my work	243	4.119	4.035			3.780	***	.309	3.816	***	.288
26	my supervisor/chair actively seeks my ideas	242	4.112	4.062			3.827	***	.237	3.890	**	.190
27	my supervisor/chair seriously considers my ideas	242	4.120	4.082			3.896	**	.189	3.953	*	.145
30	work outcomes are clarified for me	241	4.170	4.068			3.738	***	.413	3.781	***	.383
34	my supervisor/chair helps me to improve my work	239	4.176	4.069			3.833	***	.295	3.876	***	.269
39	I am given the opportunity to be creative in my work	239	4.322	4.195			4.030	***	.275	4.081	***	.238
45	I have the opportunity to express my ideas in appropriate forums	237	4.072	4.010			3.711	***	.324	3.752	***	.292
46	professional development and training opportunities are available	240	4.283	4.007	***	.308	3.834	***	.398	3.732	***	.483

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>BCCC compared with:</i>										
		BCCC		2018			NILIE Normbase			Small 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	244	4.246	4.178			3.972	***	.238	4.022	**	.201
14	my primary work team uses problem-solving techniques	238	4.227	4.024	*	.221	3.944	***	.281	3.965	***	.270
24	there is an opportunity for all ideas to be exchanged within my work team	239	4.105	4.037			3.852	***	.225	3.908	**	.181
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	239	4.142	4.083			3.886	***	.226	3.921	**	.203
36	my work team coordinates its efforts with appropriate individuals and teams	238	4.210	4.101			3.925	***	.281	3.941	***	.275
43	a spirit of cooperation exists in my department	240	4.188	4.116			3.897	***	.248	3.983	**	.185

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