



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

Barton County Community College

Great Bend, Kansas

PACE Personnel Classification Report

PACE Climate Survey for Community Colleges

Lead Researchers
Emily R. VanZoest &
Greyson A. B. Norcross

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Research Team

Audrey J. Jaeger, Ph.D.
Executive Director

Andrea L. DeSantis
Assistant Director of Research

Greyson A. B. Norcross
Research Associate

Daniel R. West
Research Associate

Emily R. VanZoest
Research Associate

Additional Report Editors

Renee Barger
Research Associate

Monique Colclough, Ph.D.
Senior Research Associate

Melissa Whatley, Ph.D.
Senior Research Associate

Phone
(919)515-8567

Web
nilie.ncsu.edu

North Carolina State University
706 Hillsborough Street
Raleigh, NC 27603

Fax
(919)515-6305

Email
pace_survey@ncsu.edu

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	6	2%	3	3%	0	0%	3	2%
	Neither	15	6%	3	3%	0	0%	10	8%
	Satisfied	111	45%	39	43%	7	44%	60	47%
	Very satisfied	113	46%	45	50%	9	56%	55	43%
	Total	245	100%	90	100%	16	100%	128	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	5	2%	4	4%	0	0%	1	1%
	Dissatisfied	12	5%	5	6%	0	0%	7	6%
	Neither	50	21%	14	16%	4	25%	30	24%
	Satisfied	83	34%	33	37%	4	25%	42	33%
	Very satisfied	93	38%	34	38%	8	50%	46	37%
	Total	243	100%	90	100%	16	100%	126	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	1%	1	1%	0	0%	2	2%
	Dissatisfied	20	8%	7	8%	2	13%	10	8%
	Neither	41	17%	14	16%	2	13%	24	19%
	Satisfied	85	35%	28	32%	6	38%	48	38%
	Very satisfied	93	38%	37	43%	6	38%	44	34%
	Total	242	100%	87	100%	16	100%	128	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	8	3%	3	3%	1	6%	3	2%
	Neither	18	7%	9	10%	0	0%	8	6%
	Satisfied	91	38%	29	33%	5	31%	54	43%
	Very satisfied	123	51%	46	52%	10	63%	61	48%
	Total	242	100%	88	100%	16	100%	127	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	8	3%	4	4%	0	0%	4	3%
	Dissatisfied	29	12%	9	10%	0	0%	20	16%
	Neither	48	20%	12	13%	3	19%	28	22%
	Satisfied	75	31%	23	26%	6	38%	45	35%
	Very satisfied	84	34%	42	47%	7	44%	30	24%
	Total	244	100%	90	100%	16	100%	127	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	10	4%	3	3%	0	0%	7	6%
	Neither	47	20%	15	17%	3	19%	27	23%
	Satisfied	110	47%	42	48%	7	44%	58	49%
	Very satisfied	65	28%	28	32%	6	38%	26	22%
	Total	232	100%	88	100%	16	100%	118	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	5	2%	4	5%	0	0%	1	1%
	Dissatisfied	25	11%	13	15%	0	0%	12	11%
	Neither	63	28%	22	26%	3	19%	35	31%
	Satisfied	67	30%	21	25%	6	38%	39	35%
	Very satisfied	62	28%	24	29%	7	44%	26	23%
	Total	222	100%	84	100%	16	100%	113	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	7	3%	5	6%	0	0%	2	2%
	Dissatisfied	15	6%	3	3%	1	6%	11	9%
	Neither	48	20%	13	14%	3	19%	29	23%
	Satisfied	92	38%	32	36%	5	31%	53	42%
	Very satisfied	81	33%	37	41%	7	44%	32	25%
	Total	243	100%	90	100%	16	100%	127	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	5	2%	3	3%	1	6%	1	1%
	Dissatisfied	14	6%	6	7%	0	0%	8	6%
	Neither	45	19%	17	19%	2	13%	25	20%
	Satisfied	88	37%	28	31%	6	38%	51	40%
	Very satisfied	88	37%	36	40%	7	44%	42	33%
	Total	240	100%	90	100%	16	100%	127	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	4	2%	3	3%	0	0%	1	1%
	Dissatisfied	24	10%	9	10%	0	0%	15	12%
	Neither	29	12%	6	7%	2	13%	20	16%
	Satisfied	100	41%	32	36%	6	38%	59	46%
	Very satisfied	85	35%	40	44%	8	50%	34	26%
	Total	242	100%	90	100%	16	100%	129	100%
29 institution-wide policies guide my work	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	5	2%	3	3%	0	0%	2	2%
	Neither	30	13%	10	11%	0	0%	19	15%
	Satisfied	114	48%	39	43%	8	50%	65	52%
	Very satisfied	88	37%	38	42%	8	50%	38	31%
	Total	237	100%	90	100%	16	100%	124	100%
32 this institution is appropriately organized	Very dissatisfied	4	2%	1	1%	1	6%	2	2%
	Dissatisfied	14	6%	5	6%	0	0%	9	8%
	Neither	41	18%	13	14%	1	6%	25	21%
	Satisfied	92	40%	32	36%	7	44%	52	43%
	Very satisfied	80	35%	39	43%	7	44%	32	27%
	Total	231	100%	90	100%	16	100%	120	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	15	7%	5	6%	1	7%	8	7%
	Dissatisfied	21	10%	8	10%	0	0%	13	11%
	Neither	61	28%	18	23%	5	33%	36	30%
	Satisfied	67	31%	22	29%	4	27%	41	34%
	Very satisfied	54	25%	24	31%	5	33%	23	19%
	Total	218	100%	77	100%	15	100%	121	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	2	1%	2	2%	0	0%	0	0%
	Dissatisfied	11	5%	3	3%	0	0%	8	6%
	Neither	34	14%	9	10%	1	6%	23	18%
	Satisfied	105	44%	36	40%	7	44%	60	47%
	Very satisfied	87	36%	40	44%	8	50%	37	29%
	Total	239	100%	90	100%	16	100%	128	100%
44 administrative processes are clearly defined	Very dissatisfied	4	2%	3	3%	0	0%	1	1%
	Dissatisfied	17	7%	5	6%	0	0%	12	10%
	Neither	46	20%	14	16%	0	0%	31	25%
	Satisfied	92	39%	33	38%	7	44%	49	39%
	Very satisfied	76	32%	33	38%	9	56%	33	26%
	Total	235	100%	88	100%	16	100%	126	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	4	2%	1	1%	1	6%	2	2%
	Neither	21	9%	12	13%	0	0%	7	6%
	Satisfied	84	35%	26	29%	4	25%	51	40%
	Very satisfied	132	55%	49	55%	11	69%	66	52%
	Total	242	100%	89	100%	16	100%	126	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	4	2%	2	2%	0	0%	2	2%
	Neither	10	4%	4	5%	0	0%	5	4%
	Satisfied	80	33%	26	30%	6	38%	44	35%
	Very satisfied	146	61%	55	63%	10	63%	75	60%
	Total	241	100%	88	100%	16	100%	126	100%
17 faculty meet the needs of students	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	5	2%	1	1%	0	0%	4	4%
	Neither	30	13%	10	11%	1	7%	18	16%
	Satisfied	99	43%	33	36%	7	47%	58	51%
	Very satisfied	94	41%	47	52%	7	47%	34	30%
	Total	228	100%	91	100%	15	100%	114	100%
18 student diversity is important at this institution	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	6	3%	2	2%	0	0%	4	3%
	Neither	41	17%	14	16%	3	19%	22	18%
	Satisfied	85	36%	25	28%	6	38%	51	41%
	Very satisfied	106	44%	46	52%	7	44%	48	38%
	Total	239	100%	88	100%	16	100%	125	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	2	1%	0	0%	0	0%	2	2%
	Neither	35	15%	10	11%	1	7%	23	20%
	Satisfied	105	46%	36	40%	9	60%	57	50%
	Very satisfied	87	38%	44	49%	5	33%	33	29%
	Total	229	100%	90	100%	15	100%	115	100%
23 non-teaching professional staff meet the needs of students	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	8	4%	3	4%	0	0%	5	4%
	Neither	26	12%	10	13%	1	7%	15	12%
	Satisfied	101	45%	35	44%	8	53%	57	46%
	Very satisfied	90	40%	32	40%	6	40%	47	38%
	Total	225	100%	80	100%	15	100%	124	100%
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	3	1%	2	2%	0	0%	1	1%
	Neither	36	17%	10	12%	2	13%	23	20%
	Satisfied	92	43%	33	40%	7	47%	52	46%
	Very satisfied	84	39%	37	45%	6	40%	37	33%
	Total	215	100%	82	100%	15	100%	113	100%
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	2	1%	0	0%	0	0%	2	2%
	Neither	28	12%	10	11%	1	6%	16	13%
	Satisfied	97	42%	31	34%	6	38%	59	49%
	Very satisfied	106	45%	50	55%	9	56%	44	36%
	Total	233	100%	91	100%	16	100%	121	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	0	0%	0	0%	0	0%	0	0%
	Neither	30	13%	12	13%	0	0%	18	15%
	Satisfied	93	40%	31	35%	7	44%	52	43%
	Very satisfied	107	47%	46	52%	9	56%	50	42%
	Total	230	100%	89	100%	16	100%	120	100%
37 this institution prepares students for further learning	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	2	1%	0	0%	0	0%	2	2%
	Neither	24	10%	6	7%	1	6%	17	14%
	Satisfied	103	44%	39	43%	7	44%	54	44%
	Very satisfied	104	45%	45	50%	8	50%	49	40%
	Total	233	100%	90	100%	16	100%	122	100%
40 students are assisted with their personal development	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	3	1%	0	0%	0	0%	3	3%
	Neither	40	18%	14	16%	1	7%	23	20%
	Satisfied	90	41%	34	39%	8	53%	48	42%
	Very satisfied	86	39%	39	45%	6	40%	39	35%
	Total	219	100%	87	100%	15	100%	113	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	0	0%	0	0%	0	0%
	Dissatisfied	2	1%	0	0%	0	0%	2	2%
	Neither	36	17%	10	11%	2	13%	21	19%
	Satisfied	108	50%	45	52%	8	53%	55	51%
	Very satisfied	69	32%	32	37%	5	33%	30	28%
	Total	215	100%	87	100%	15	100%	108	100%

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	2	1%	2	2%	0	0%	0	0%
	Dissatisfied	10	4%	6	7%	0	0%	4	3%
	Neither	21	9%	11	12%	2	13%	8	6%
	Satisfied	65	26%	21	23%	3	19%	38	29%
	Very satisfied	149	60%	51	56%	11	69%	79	61%
	Total	247	100%	91	100%	16	100%	129	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	8	3%	6	7%	0	0%	2	2%
	Dissatisfied	15	6%	4	4%	1	6%	10	8%
	Neither	21	9%	6	7%	0	0%	13	10%
	Satisfied	58	24%	16	18%	7	44%	33	26%
	Very satisfied	144	59%	59	65%	8	50%	70	55%
	Total	246	100%	91	100%	16	100%	128	100%
12 positive work expectations are communicated to me	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	14	6%	8	9%	1	6%	5	4%
	Neither	30	12%	7	8%	1	6%	22	17%
	Satisfied	90	37%	37	41%	6	38%	41	32%
	Very satisfied	111	45%	38	42%	8	50%	61	47%
	Total	246	100%	91	100%	16	100%	129	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	6	3%	4	5%	1	6%	1	1%
	Neither	47	21%	14	17%	0	0%	31	26%
	Satisfied	96	42%	26	32%	10	63%	57	47%
	Very satisfied	78	34%	37	45%	5	31%	32	26%
	Total	228	100%	82	100%	16	100%	121	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	4	2%	3	3%	0	0%	1	1%
	Dissatisfied	6	2%	2	2%	0	0%	4	3%
	Neither	41	17%	12	13%	1	6%	27	21%
	Satisfied	88	36%	31	35%	7	44%	47	37%
	Very satisfied	104	43%	41	46%	8	50%	49	38%
	Total	243	100%	89	100%	16	100%	128	100%
21 I receive appropriate feedback for my work	Very dissatisfied	3	1%	3	3%	0	0%	0	0%
	Dissatisfied	12	5%	6	7%	0	0%	6	5%
	Neither	31	13%	12	13%	1	6%	17	13%
	Satisfied	104	43%	36	40%	7	44%	59	46%
	Very satisfied	93	38%	34	37%	8	50%	47	36%
	Total	243	100%	91	100%	16	100%	129	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	11	5%	7	8%	0	0%	4	3%
	Dissatisfied	14	6%	7	8%	0	0%	7	5%
	Neither	30	12%	9	10%	1	7%	19	15%
	Satisfied	69	29%	23	25%	5	33%	39	30%
	Very satisfied	118	49%	45	49%	9	60%	60	47%
	Total	242	100%	91	100%	15	100%	129	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	9	4%	6	7%	0	0%	3	2%
	Dissatisfied	17	7%	10	11%	0	0%	7	5%
	Neither	31	13%	11	12%	1	6%	18	14%
	Satisfied	64	26%	17	19%	6	38%	39	30%
	Very satisfied	121	50%	46	51%	9	56%	62	48%
	Total	242	100%	90	100%	16	100%	129	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	3	1%	3	3%	0	0%	0	0%
	Dissatisfied	5	2%	5	6%	0	0%	0	0%
	Neither	34	14%	11	12%	0	0%	22	17%
	Satisfied	105	44%	33	37%	9	56%	61	48%
	Very satisfied	94	39%	38	42%	7	44%	45	35%
	Total	241	100%	90	100%	16	100%	128	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	5	2%	3	3%	0	0%	2	2%
	Dissatisfied	10	4%	8	9%	0	0%	2	2%
	Neither	37	15%	10	11%	2	13%	24	19%
	Satisfied	73	31%	26	29%	4	27%	41	32%
	Very satisfied	114	48%	43	48%	9	60%	60	47%
	Total	239	100%	90	100%	15	100%	129	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	2	1%	1	1%	0	0%	1	1%
	Dissatisfied	9	4%	3	3%	0	0%	6	5%
	Neither	25	10%	5	6%	1	6%	18	14%
	Satisfied	77	32%	28	31%	5	31%	42	33%
	Very satisfied	126	53%	53	59%	10	63%	61	48%
	Total	239	100%	90	100%	16	100%	128	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	5	2%	3	3%	0	0%	2	2%
	Dissatisfied	12	5%	2	2%	0	0%	10	8%
	Neither	40	17%	13	15%	1	6%	25	20%
	Satisfied	84	35%	28	31%	5	31%	49	39%
	Very satisfied	96	41%	43	48%	10	63%	41	32%
	Total	237	100%	89	100%	16	100%	127	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	2	1%	0	0%	0	0%	1	1%
	Dissatisfied	6	3%	1	1%	0	0%	5	4%
	Neither	25	10%	8	9%	1	6%	16	13%
	Satisfied	96	40%	31	34%	8	50%	55	43%
	Very satisfied	111	46%	51	56%	7	44%	51	40%
	Total	240	100%	91	100%	16	100%	128	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	5	2%	4	4%	0	0%	1	1%
	Dissatisfied	13	5%	4	4%	0	0%	9	7%
	Neither	22	9%	7	8%	2	13%	12	9%
	Satisfied	81	33%	33	37%	3	19%	40	31%
	Very satisfied	123	50%	41	46%	11	69%	66	52%
	Total	244	100%	89	100%	16	100%	128	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	1	0%	1	1%	0	0%	0	0%
	Dissatisfied	10	4%	3	3%	0	0%	7	6%
	Neither	27	11%	10	12%	1	6%	14	11%
	Satisfied	96	40%	31	36%	7	44%	55	44%
	Very satisfied	104	44%	41	48%	8	50%	50	40%
	Total	238	100%	86	100%	16	100%	126	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	6	3%	3	3%	0	0%	3	2%
	Dissatisfied	17	7%	6	7%	0	0%	11	9%
	Neither	25	10%	6	7%	1	6%	17	13%
	Satisfied	89	37%	36	41%	6	38%	45	35%
	Very satisfied	102	43%	37	42%	9	56%	52	41%
	Total	239	100%	88	100%	16	100%	128	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	8	3%	4	4%	0	0%	4	3%
	Dissatisfied	16	7%	4	4%	0	0%	12	9%
	Neither	22	9%	7	8%	1	6%	14	11%
	Satisfied	81	34%	31	34%	7	44%	40	31%
	Very satisfied	112	47%	45	49%	8	50%	57	45%
	Total	239	100%	91	100%	16	100%	127	100%

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	3	1%	2	2%	0	0%	1	1%
	Dissatisfied	4	2%	1	1%	0	0%	3	2%
	Neither	28	12%	7	8%	1	6%	19	15%
	Satisfied	108	45%	39	43%	7	44%	60	47%
	Very satisfied	95	40%	41	46%	8	50%	44	35%
	Total	238	100%	90	100%	16	100%	127	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	5	2%	2	2%	1	6%	2	2%
	Dissatisfied	13	5%	6	7%	1	6%	6	5%
	Neither	28	12%	8	9%	1	6%	19	15%
	Satisfied	80	33%	29	32%	6	38%	42	33%
	Very satisfied	114	48%	46	51%	7	44%	59	46%
	Total	240	100%	91	100%	16	100%	128	100%

Figure 1. Means by Personnel Classification and Climate Factor

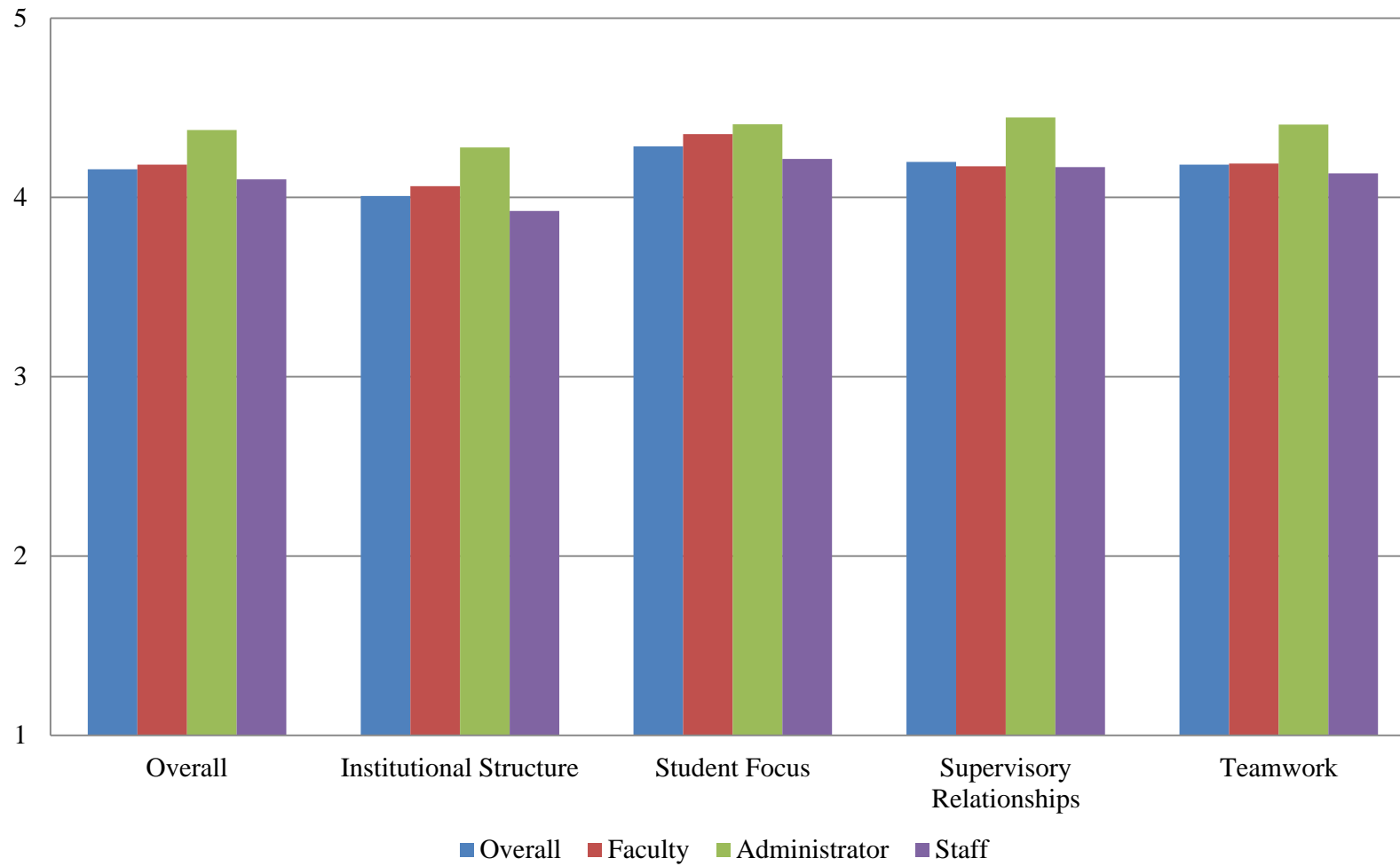


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall		Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean	
Overall	4.157	91	4.183	16	4.376	130	4.101	
Institutional Structure	4.009	91	4.062	16	4.279	130	3.924	
Student Focus	4.284	91	4.354	16	4.408	130	4.215	
Supervisory Relationships	4.198	91	4.174	16	4.446	129	4.170	
Teamwork	4.183	91	4.189	16	4.406	128	4.135	

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
1 the actions of this institution reflect its mission	245	4.351	4.400	4.563	4.305
4 decisions are made at the appropriate level at this institution	243	4.016	3.978	4.250	3.992
5 the institution effectively promotes diversity in the workplace	242	4.012	4.069	4.000	3.953
6 administrative leadership is focused on meeting the needs of students	242	4.343	4.318	4.500	4.346
10 information is shared within the institution	244	3.811	4.000	4.250	3.606
11 institutional teams use problem-solving techniques	232	3.991	4.080	4.188	3.873
15 I am able to appropriately influence the direction of this institution	222	3.703	3.571	4.250	3.681
16 open and ethical communication is practiced at this institution	243	3.926	4.033	4.125	3.803
22 this institution has been successful in positively motivating my performance	240	4.000	3.978	4.125	3.984
25 a spirit of cooperation exists at this institution	242	3.983	4.078	4.375	3.853
29 institution-wide policies guide my work	237	4.203	4.244	4.500	4.121
32 this institution is appropriately organized	231	3.996	4.144	4.188	3.858
38 I have the opportunity for advancement within this institution	218	3.569	3.675	3.800	3.479
41 I receive adequate information regarding important activities at this institution	239	4.105	4.211	4.438	3.984
44 administrative processes are clearly defined	235	3.932	4.000	4.563	3.802

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
7 student needs are central to what we do	242	4.413	4.360	4.563	4.437
8 I feel my job is relevant to this institution's mission	241	4.519	4.500	4.625	4.524
17 faculty meet the needs of students	228	4.237	4.385	4.400	4.070
18 student diversity is important at this institution	239	4.209	4.284	4.250	4.144
19 students' competencies are enhanced	229	4.210	4.378	4.267	4.052
23 non-teaching professional staff meet the needs of students	225	4.213	4.200	4.333	4.177
28 classified personnel meet the needs of students	215	4.195	4.280	4.267	4.106
31 students receive an excellent education at this institution	233	4.318	4.440	4.500	4.198
35 this institution prepares students for a career	230	4.335	4.382	4.563	4.267
37 this institution prepares students for further learning	233	4.326	4.433	4.438	4.230
40 students are assisted with their personal development	219	4.183	4.287	4.333	4.088
42 students are satisfied with their educational experience at this institution	215	4.135	4.253	4.200	4.046

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
2 my supervisor/chair expresses confidence in my work	247	4.413	4.242	4.563	4.488
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	246	4.280	4.297	4.375	4.242
12 positive work expectations are communicated to me	246	4.203	4.132	4.313	4.225
13 unacceptable behaviors are identified and communicated to me	228	4.070	4.146	4.188	3.992
20 I receive timely feedback for my work	243	4.160	4.180	4.438	4.086
21 I receive appropriate feedback for my work	243	4.119	4.011	4.438	4.140
26 my supervisor/chair actively seeks my ideas	242	4.112	4.011	4.533	4.116
27 my supervisor/chair seriously considers my ideas	242	4.120	3.967	4.500	4.163
30 work outcomes are clarified for me	241	4.170	4.089	4.438	4.180
34 my supervisor/chair helps me to improve my work	239	4.176	4.089	4.467	4.202
39 I am given the opportunity to be creative in my work	239	4.322	4.433	4.563	4.219
45 I have the opportunity to express my ideas in appropriate forums	237	4.072	4.191	4.563	3.921
46 professional development and training opportunities are available	240	4.283	4.451	4.375	4.172

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
3 there is a spirit of cooperation within my work team	244	4.246	4.157	4.563	4.258
14 my primary work team uses problem-solving techniques	238	4.227	4.256	4.438	4.175
24 there is an opportunity for all ideas to be exchanged within my work team	239	4.105	4.114	4.500	4.031
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	239	4.142	4.198	4.438	4.055
36 my work team coordinates its efforts with appropriate individuals and teams	238	4.210	4.289	4.438	4.126
43 a spirit of cooperation exists in my department	240	4.188	4.220	4.063	4.172