

**Barton County Community College**  
Great Bend, Kansas

**PACE Report**

PACE Climate Survey for Community Colleges

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**Conducted**

August & September 2022

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Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Report, by VanZoest, E. R., & Norcross, G. A. B. Raleigh, NC: 2022.

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## **PACE Literature Review**

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus.

- Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and commination 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.
- 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas improvement. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

## References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.  
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60 (3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

**Table 1. Institutional Structure Frequency Distributions**

*BCCC compared with:*

Institutional Structure	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>1</b> The actions of this institution reflect its mission	Strongly Disagree	2	1%	1433	2%	324	2%	0	0%
	Disagree	5	2%	5306	9%	1314	9%	6	2%
	Neither	21	8%	8280	14%	2135	14%	15	6%
	Agree	99	40%	27128	46%	7563	49%	111	45%
	Strongly Agree	123	49%	16194	28%	3990	26%	113	46%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>58341</b>	<b>100%</b>	<b>15326</b>	<b>100%</b>	<b>245</b>	<b>100%</b>
<b>4</b> Decisions are made at the appropriate level at this institution	Strongly Disagree	7	3%	4335	8%	1123	7%	5	2%
	Disagree	10	4%	10977	19%	2869	19%	12	5%
	Neither	45	18%	12511	22%	3289	22%	50	21%
	Agree	106	42%	19488	34%	5312	35%	83	34%
	Strongly Agree	82	33%	10348	18%	2569	17%	93	38%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>57659</b>	<b>100%</b>	<b>15162</b>	<b>100%</b>	<b>243</b>	<b>100%</b>
<b>5</b> The institution effectively promotes diversity in the workplace	Strongly Disagree	5	2%	2091	4%	510	3%	3	1%
	Disagree	16	7%	4588	8%	1182	8%	20	8%
	Neither	43	17%	10881	19%	3006	20%	41	17%
	Agree	99	40%	21459	37%	5820	38%	85	35%
	Strongly Agree	83	34%	18976	33%	4703	31%	93	38%
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>57995</b>	<b>100%</b>	<b>15221</b>	<b>100%</b>	<b>242</b>	<b>100%</b>
<b>6</b> Institutional leadership is focused on meeting the needs of students	Strongly Disagree	2	1%	2813	5%	686	4%	2	1%
	Disagree	5	2%	6340	11%	1636	11%	8	3%
	Neither	22	9%	8254	14%	2151	14%	18	7%
	Agree	100	40%	21843	38%	6070	40%	91	38%
	Strongly Agree	121	48%	18894	32%	4744	31%	123	51%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>58144</b>	<b>100%</b>	<b>15287</b>	<b>100%</b>	<b>242</b>	<b>100%</b>

*BCCC compared with:*

Institutional Structure (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>10</b> Information is shared within the institution	Strongly Disagree	10	4%	5966	10%	1536	10%	8	3%
	Disagree	28	11%	10927	19%	3060	20%	29	12%
	Neither	35	14%	11842	20%	3175	21%	48	20%
	Agree	102	41%	18169	31%	4867	32%	75	31%
	Strongly Agree	73	29%	11556	20%	2733	18%	84	34%
	<b>Total</b>	<b>248</b>	<b>100%</b>	<b>58460</b>	<b>100%</b>	<b>15371</b>	<b>100%</b>	<b>244</b>	<b>100%</b>
<b>11</b> Institutional teams use problem-solving techniques	Strongly Disagree	3	1%	2109	4%	504	4%	0	0%
	Disagree	15	6%	6259	12%	1637	12%	10	4%
	Neither	41	17%	15455	29%	4241	30%	47	20%
	Agree	115	49%	21417	40%	5742	41%	110	47%
	Strongly Agree	61	26%	8521	16%	1973	14%	65	28%
	<b>Total</b>	<b>235</b>	<b>100%</b>	<b>53761</b>	<b>100%</b>	<b>14097</b>	<b>100%</b>	<b>232</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Strongly Disagree	11	5%	5625	10%	1390	10%	5	2%
	Disagree	21	9%	9163	17%	2511	18%	25	11%
	Neither	70	30%	15614	29%	4183	29%	63	28%
	Agree	86	36%	15756	29%	4229	30%	67	30%
	Strongly Agree	48	20%	7913	15%	1963	14%	62	28%
	<b>Total</b>	<b>236</b>	<b>100%</b>	<b>54071</b>	<b>100%</b>	<b>14276</b>	<b>100%</b>	<b>222</b>	<b>100%</b>
<b>16</b> Open and ethical communication is practiced at this institution	Strongly Disagree	11	4%	5201	9%	1379	9%	7	3%
	Disagree	14	6%	8816	15%	2446	16%	15	6%
	Neither	33	13%	11838	21%	3191	21%	48	20%
	Agree	112	45%	19567	34%	5237	35%	92	38%
	Strongly Agree	79	32%	12223	21%	2892	19%	81	33%
	<b>Total</b>	<b>249</b>	<b>100%</b>	<b>57645</b>	<b>100%</b>	<b>15145</b>	<b>100%</b>	<b>243</b>	<b>100%</b>

*BCCC compared with:*

Institutional Structure (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>22</b> This institution has been successful in positively motivating my performance	Strongly Disagree	11	4%	4948	9%	1234	8%	5	2%
	Disagree	14	6%	8134	14%	2197	15%	14	6%
	Neither	37	15%	11652	20%	3111	21%	45	19%
	Agree	95	38%	18925	33%	5140	34%	88	37%
	Strongly Agree	90	36%	13548	24%	3348	22%	88	37%
	<b>Total</b>	<b>247</b>	<b>100%</b>	<b>57207</b>	<b>100%</b>	<b>15030</b>	<b>100%</b>	<b>240</b>	<b>100%</b>
<b>25</b> A spirit of cooperation exists at this institution	Strongly Disagree	6	2%	4520	8%	1149	8%	4	2%
	Disagree	15	6%	8453	15%	2329	15%	24	10%
	Neither	36	15%	11034	19%	2939	20%	29	12%
	Agree	104	42%	20746	36%	5656	38%	100	41%
	Strongly Agree	87	35%	12576	22%	2989	20%	85	35%
	<b>Total</b>	<b>248</b>	<b>100%</b>	<b>57329</b>	<b>100%</b>	<b>15062</b>	<b>100%</b>	<b>242</b>	<b>100%</b>
<b>29</b> Institution-wide policies guide my work	Strongly Disagree	1	0%	1738	3%	436	3%	0	0%
	Disagree	7	3%	3429	6%	918	6%	5	2%
	Neither	21	9%	12713	23%	3394	23%	30	13%
	Agree	128	52%	24653	44%	6713	45%	114	48%
	Strongly Agree	90	36%	13916	25%	3377	23%	88	37%
	<b>Total</b>	<b>247</b>	<b>100%</b>	<b>56449</b>	<b>100%</b>	<b>14838</b>	<b>100%</b>	<b>237</b>	<b>100%</b>
<b>32</b> This institution is appropriately organized	Strongly Disagree	7	3%	4893	9%	1167	8%	4	2%
	Disagree	16	7%	10148	18%	2593	17%	14	6%
	Neither	41	17%	13041	23%	3534	24%	41	18%
	Agree	112	46%	18541	33%	5130	35%	92	40%
	Strongly Agree	66	27%	9663	17%	2398	16%	80	35%
	<b>Total</b>	<b>242</b>	<b>100%</b>	<b>56286</b>	<b>100%</b>	<b>14822</b>	<b>100%</b>	<b>231</b>	<b>100%</b>



*BCCC compared with:*

Institutional Structure (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>38</b> I have the opportunity for advancement within this institution	Strongly Disagree	14	6%	7610	14%	2006	14%	15	7%
	Disagree	28	12%	8301	16%	2240	16%	21	10%
	Neither	39	17%	13478	25%	3709	27%	61	28%
	Agree	74	33%	14343	27%	3714	27%	67	31%
	Strongly Agree	70	31%	9750	18%	2301	16%	54	25%
	<b>Total</b>	<b>225</b>	<b>100%</b>	<b>53482</b>	<b>100%</b>	<b>13970</b>	<b>100%</b>	<b>218</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Strongly Disagree	3	1%	2701	5%	703	5%	2	1%
	Disagree	19	8%	6482	11%	1780	12%	11	5%
	Neither	27	11%	9287	16%	2507	17%	34	14%
	Agree	119	48%	24294	43%	6523	44%	105	44%
	Strongly Agree	78	32%	14034	25%	3424	23%	87	36%
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>56798</b>	<b>100%</b>	<b>14937</b>	<b>100%</b>	<b>239</b>	<b>100%</b>
<b>44</b> Administrative processes are clearly defined	Strongly Disagree	10	4%	4520	8%	1126	8%	4	2%
	Disagree	17	7%	8555	15%	2251	15%	17	7%
	Neither	43	18%	12511	22%	3396	23%	46	20%
	Agree	101	42%	19759	35%	5396	37%	92	39%
	Strongly Agree	72	30%	10721	19%	2577	17%	76	32%
	<b>Total</b>	<b>243</b>	<b>100%</b>	<b>56066</b>	<b>100%</b>	<b>14746</b>	<b>100%</b>	<b>235</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*BCCC compared with:*

Student Focus	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	2	1%	1892	3%	465	3%	1	0%
	Disagree	4	2%	5177	9%	1319	9%	4	2%
	Neither	13	5%	6800	12%	1766	12%	21	9%
	Agree	91	36%	21305	37%	5922	39%	84	35%
	Strongly Agree	140	56%	23102	40%	5851	38%	132	55%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>58276</b>	<b>100%</b>	<b>15323</b>	<b>100%</b>	<b>242</b>	<b>100%</b>
8 I feel my job is relevant to this institution's mission	Strongly Disagree	2	1%	815	1%	182	1%	1	0%
	Disagree	1	0%	1424	2%	355	2%	4	2%
	Neither	8	3%	3578	6%	913	6%	10	4%
	Agree	79	32%	17955	31%	4885	32%	80	33%
	Strongly Agree	159	64%	34611	59%	9005	59%	146	61%
	<b>Total</b>	<b>249</b>	<b>100%</b>	<b>58383</b>	<b>100%</b>	<b>15340</b>	<b>100%</b>	<b>241</b>	<b>100%</b>
17 Faculty meet the needs of students	Strongly Disagree	2	1%	859	2%	184	1%	0	0%
	Disagree	1	0%	2926	5%	696	5%	5	2%
	Neither	21	9%	8417	16%	2202	15%	30	13%
	Agree	116	50%	23831	44%	6370	45%	99	43%
	Strongly Agree	93	40%	18100	33%	4835	34%	94	41%
	<b>Total</b>	<b>233</b>	<b>100%</b>	<b>54133</b>	<b>100%</b>	<b>14287</b>	<b>100%</b>	<b>228</b>	<b>100%</b>
18 Student diversity is important at this institution	Strongly Disagree	1	0%	1022	2%	257	2%	1	0%
	Disagree	4	2%	2320	4%	650	4%	6	3%
	Neither	26	11%	7709	14%	2081	14%	41	17%
	Agree	103	42%	22526	39%	6175	41%	85	36%
	Strongly Agree	111	45%	23489	41%	5833	39%	106	44%
	<b>Total</b>	<b>245</b>	<b>100%</b>	<b>57066</b>	<b>100%</b>	<b>14996</b>	<b>100%</b>	<b>239</b>	<b>100%</b>

*BCCC compared with:*

Student Focus (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>19</b> Students' competencies are enhanced	Strongly Disagree	1	0%	736	1%	172	1%	0	0%
	Disagree	1	0%	2235	4%	548	4%	2	1%
	Neither	34	14%	9672	18%	2495	17%	35	15%
	Agree	111	47%	25622	47%	7029	49%	105	46%
	Strongly Agree	89	38%	16127	30%	4126	29%	87	38%
	<b>Total</b>	<b>236</b>	<b>100%</b>	<b>54392</b>	<b>100%</b>	<b>14370</b>	<b>100%</b>	<b>229</b>	<b>100%</b>
<b>23</b> Non-teaching professional personnel meet the needs of students	Strongly Disagree	2	1%	1091	2%	254	2%	0	0%
	Disagree	4	2%	3137	6%	822	6%	8	4%
	Neither	25	10%	8454	15%	2236	16%	26	12%
	Agree	110	46%	24723	45%	6822	47%	101	45%
	Strongly Agree	99	41%	17348	32%	4273	30%	90	40%
	<b>Total</b>	<b>240</b>	<b>100%</b>	<b>54753</b>	<b>100%</b>	<b>14407</b>	<b>100%</b>	<b>225</b>	<b>100%</b>
<b>28</b> Classified personnel meet the needs of students	Strongly Disagree	1	0%	885	2%	217	2%	0	0%
	Disagree	4	2%	2037	4%	519	4%	3	1%
	Neither	30	14%	10822	21%	2918	22%	36	17%
	Agree	100	47%	22205	44%	6124	46%	92	43%
	Strongly Agree	80	37%	14440	29%	3461	26%	84	39%
	<b>Total</b>	<b>215</b>	<b>100%</b>	<b>50389</b>	<b>100%</b>	<b>13239</b>	<b>100%</b>	<b>215</b>	<b>100%</b>
<b>31</b> Students receive an excellent education at this institution	Strongly Disagree	1	0%	565	1%	122	1%	0	0%
	Disagree	0	0%	1800	3%	419	3%	2	1%
	Neither	28	12%	6367	11%	1585	11%	28	12%
	Agree	112	46%	25283	45%	7019	48%	97	42%
	Strongly Agree	101	42%	21571	39%	5537	38%	106	45%
	<b>Total</b>	<b>242</b>	<b>100%</b>	<b>55586</b>	<b>100%</b>	<b>14682</b>	<b>100%</b>	<b>233</b>	<b>100%</b>

*BCCC compared with:*

Student Focus (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	595	1%	131	1%	0	0%
	Disagree	2	1%	1648	3%	420	3%	0	0%
	Neither	17	7%	6488	12%	1606	11%	30	13%
	Agree	111	45%	24849	45%	6806	46%	93	40%
	Strongly Agree	112	46%	21914	39%	5689	39%	107	47%
	<b>Total</b>	<b>244</b>	<b>100%</b>	<b>55494</b>	<b>100%</b>	<b>14652</b>	<b>100%</b>	<b>230</b>	<b>100%</b>
37 This institution prepares students for further learning	Strongly Disagree	1	0%	646	1%	135	1%	0	0%
	Disagree	3	1%	1602	3%	379	3%	2	1%
	Neither	13	5%	5979	11%	1446	10%	24	10%
	Agree	110	45%	25791	46%	7069	48%	103	44%
	Strongly Agree	116	48%	21546	39%	5643	38%	104	45%
	<b>Total</b>	<b>243</b>	<b>100%</b>	<b>55564</b>	<b>100%</b>	<b>14672</b>	<b>100%</b>	<b>233</b>	<b>100%</b>
40 Students are assisted with their personal development	Strongly Disagree	1	0%	761	1%	168	1%	0	0%
	Disagree	4	2%	2337	4%	584	4%	3	1%
	Neither	28	12%	9742	18%	2551	18%	40	18%
	Agree	112	48%	24431	46%	6779	48%	90	41%
	Strongly Agree	88	38%	15848	30%	3999	28%	86	39%
	<b>Total</b>	<b>233</b>	<b>100%</b>	<b>53119</b>	<b>100%</b>	<b>14081</b>	<b>100%</b>	<b>219</b>	<b>100%</b>
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	1	0%	498	1%	104	1%	0	0%
	Disagree	1	0%	1680	3%	389	3%	2	1%
	Neither	19	8%	9939	19%	2524	19%	36	17%
	Agree	136	57%	26951	53%	7545	56%	108	50%
	Strongly Agree	80	34%	12113	24%	3015	22%	69	32%
	<b>Total</b>	<b>237</b>	<b>100%</b>	<b>51181</b>	<b>100%</b>	<b>13577</b>	<b>100%</b>	<b>215</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*BCCC compared with:*

Supervisory Relationships	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>2</b> My supervisor/chair expresses confidence in my work	Strongly Disagree	2	1%	1803	3%	427	3%	2	1%
	Disagree	13	5%	3255	6%	866	6%	10	4%
	Neither	15	6%	5125	9%	1365	9%	21	9%
	Agree	72	29%	16512	28%	4426	29%	65	26%
	Strongly Agree	148	59%	31787	54%	8271	54%	149	60%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>58482</b>	<b>100%</b>	<b>15355</b>	<b>100%</b>	<b>247</b>	<b>100%</b>
<b>9</b> My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	9	4%	2706	5%	671	4%	8	3%
	Disagree	13	5%	3902	7%	1021	7%	15	6%
	Neither	17	7%	5679	10%	1518	10%	21	9%
	Agree	64	26%	15630	27%	4263	28%	58	24%
	Strongly Agree	146	59%	30347	52%	7817	51%	144	59%
	<b>Total</b>	<b>249</b>	<b>100%</b>	<b>58264</b>	<b>100%</b>	<b>15290</b>	<b>100%</b>	<b>246</b>	<b>100%</b>
<b>12</b> Work expectations are communicated to me	Strongly Disagree	4	2%	2401	4%	592	4%	1	0%
	Disagree	16	6%	5295	9%	1423	9%	14	6%
	Neither	14	6%	9154	16%	2450	16%	30	12%
	Agree	117	47%	24485	42%	6520	43%	90	37%
	Strongly Agree	99	40%	16428	28%	4200	28%	111	45%
	<b>Total</b>	<b>250</b>	<b>100%</b>	<b>57763</b>	<b>100%</b>	<b>15185</b>	<b>100%</b>	<b>246</b>	<b>100%</b>
<b>13</b> Unacceptable behaviors are identified and communicated to me	Strongly Disagree	2	1%	1749	3%	436	3%	1	0%
	Disagree	9	4%	3602	7%	948	7%	6	3%
	Neither	30	13%	12299	24%	3234	24%	47	21%
	Agree	113	48%	22214	43%	5981	44%	96	42%
	Strongly Agree	81	34%	11727	23%	2931	22%	78	34%
	<b>Total</b>	<b>235</b>	<b>100%</b>	<b>51591</b>	<b>100%</b>	<b>13530</b>	<b>100%</b>	<b>228</b>	<b>100%</b>

*BCCC compared with:*

Supervisory Relationships (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>20</b> I receive timely feedback for my work	Strongly Disagree	4	2%	2950	5%	755	5%	4	2%
	Disagree	14	6%	5084	9%	1360	9%	6	2%
	Neither	32	13%	10180	18%	2631	17%	41	17%
	Agree	110	45%	21787	38%	5890	39%	88	36%
	Strongly Agree	87	35%	17331	30%	4463	30%	104	43%
	<b>Total</b>	<b>247</b>	<b>100%</b>	<b>57332</b>	<b>100%</b>	<b>15099</b>	<b>100%</b>	<b>243</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Strongly Disagree	5	2%	2549	4%	649	4%	3	1%
	Disagree	13	5%	4979	9%	1345	9%	12	5%
	Neither	30	12%	9417	16%	2474	16%	31	13%
	Agree	109	44%	23129	40%	6223	41%	104	43%
	Strongly Agree	92	37%	17087	30%	4360	29%	93	38%
	<b>Total</b>	<b>249</b>	<b>100%</b>	<b>57161</b>	<b>100%</b>	<b>15051</b>	<b>100%</b>	<b>243</b>	<b>100%</b>
<b>26</b> My supervisor/chair actively seeks my ideas	Strongly Disagree	11	4%	3463	6%	870	6%	11	5%
	Disagree	14	6%	4573	8%	1238	8%	14	6%
	Neither	39	16%	8627	15%	2305	15%	30	12%
	Agree	78	32%	18038	32%	4787	32%	69	29%
	Strongly Agree	104	42%	21953	39%	5693	38%	118	49%
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>56654</b>	<b>100%</b>	<b>14893</b>	<b>100%</b>	<b>242</b>	<b>100%</b>
<b>27</b> My supervisor/chair seriously considers my ideas	Strongly Disagree	10	4%	3290	6%	835	6%	9	4%
	Disagree	12	5%	4121	7%	1117	8%	17	7%
	Neither	31	13%	8130	14%	2153	14%	31	13%
	Agree	86	35%	17801	31%	4726	32%	64	26%
	Strongly Agree	107	43%	23205	41%	6029	41%	121	50%
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>56547</b>	<b>100%</b>	<b>14860</b>	<b>100%</b>	<b>242</b>	<b>100%</b>

*BCCC compared with:*

Supervisory Relationships (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>30</b> Work outcomes are clarified for me	Strongly Disagree	4	2%	2192	4%	550	4%	3	1%
	Disagree	11	4%	4726	8%	1237	8%	5	2%
	Neither	27	11%	11269	20%	3039	20%	34	14%
	Agree	125	50%	24054	42%	6511	44%	105	44%
	Strongly Agree	81	33%	14569	26%	3612	24%	94	39%
	<b>Total</b>	<b>248</b>	<b>100%</b>	<b>56810</b>	<b>100%</b>	<b>14949</b>	<b>100%</b>	<b>241</b>	<b>100%</b>
<b>34</b> My supervisor/chair helps me to improve my work	Strongly Disagree	6	2%	3016	5%	747	5%	5	2%
	Disagree	19	8%	4232	8%	1159	8%	10	4%
	Neither	31	13%	9400	17%	2458	17%	37	15%
	Agree	84	34%	18900	34%	5084	34%	73	31%
	Strongly Agree	104	43%	20694	37%	5352	36%	114	48%
	<b>Total</b>	<b>244</b>	<b>100%</b>	<b>56242</b>	<b>100%</b>	<b>14800</b>	<b>100%</b>	<b>239</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Strongly Disagree	5	2%	2249	4%	528	4%	2	1%
	Disagree	9	4%	3014	5%	784	5%	9	4%
	Neither	21	9%	6982	12%	1775	12%	25	10%
	Agree	97	39%	21176	37%	5737	39%	77	32%
	Strongly Agree	114	46%	23121	41%	6069	41%	126	53%
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>56542</b>	<b>100%</b>	<b>14893</b>	<b>100%</b>	<b>239</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	7	3%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	10	4%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	21	9%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	103	42%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	105	43%	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Total</b>	<b>246</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

*BCCC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>BCCC</b>		<b>PACE Normbase</b>		<b>Medium</b>		<b>2020</b>	
		Count	%	Count	%	Count	%	Count	%
<b>46</b> Professional development and training opportunities are available	Strongly Disagree	3	1%	2702	5%	764	5%	2	1%
	Disagree	9	4%	4569	8%	1280	9%	6	3%
	Neither	16	7%	8104	14%	2253	15%	25	10%
	Agree	111	46%	21944	39%	5888	40%	96	40%
	Strongly Agree	104	43%	19080	34%	4649	31%	111	46%
	<b>Total</b>	<b>243</b>	<b>100%</b>	<b>56399</b>	<b>100%</b>	<b>14834</b>	<b>100%</b>	<b>240</b>	<b>100%</b>



**Table 4. Teamwork Frequency Distributions**

*BCCC compared with:*

Teamwork	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	4	2%	2397	4%	559	4%	5	2%
	Disagree	12	5%	5253	9%	1381	9%	13	5%
	Neither	19	8%	5883	10%	1480	10%	22	9%
	Agree	84	34%	19460	33%	5201	34%	81	33%
	Strongly Agree	128	52%	25336	43%	6666	44%	123	50%
	<b>Total</b>	<b>247</b>	<b>100%</b>	<b>58329</b>	<b>100%</b>	<b>15287</b>	<b>100%</b>	<b>244</b>	<b>100%</b>
14 My primary work team uses problem-solving techniques	Strongly Disagree	3	1%	1451	3%	336	2%	1	0%
	Disagree	4	2%	3482	6%	875	6%	10	4%
	Neither	29	12%	7959	14%	2112	14%	27	11%
	Agree	103	43%	23287	42%	6193	42%	96	40%
	Strongly Agree	101	42%	19530	35%	5120	35%	104	44%
	<b>Total</b>	<b>240</b>	<b>100%</b>	<b>55709</b>	<b>100%</b>	<b>14636</b>	<b>100%</b>	<b>238</b>	<b>100%</b>
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	5	2%	2670	5%	666	4%	6	3%
	Disagree	11	5%	4818	9%	1227	8%	17	7%
	Neither	21	9%	7453	13%	1959	13%	25	10%
	Agree	103	43%	21860	39%	5860	39%	89	37%
	Strongly Agree	102	42%	19835	35%	5153	35%	102	43%
	<b>Total</b>	<b>242</b>	<b>100%</b>	<b>56636</b>	<b>100%</b>	<b>14865</b>	<b>100%</b>	<b>239</b>	<b>100%</b>
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	6	2%	2780	5%	656	4%	8	3%
	Disagree	10	4%	4412	8%	1140	8%	16	7%
	Neither	25	10%	7015	12%	1836	12%	22	9%
	Agree	91	38%	20824	37%	5621	38%	81	34%
	Strongly Agree	109	45%	21144	38%	5512	37%	112	47%
	<b>Total</b>	<b>241</b>	<b>100%</b>	<b>56175</b>	<b>100%</b>	<b>14765</b>	<b>100%</b>	<b>239</b>	<b>100%</b>

*BCCC compared with:*

Teamwork (continued)	Response Option	BCCC		PACE Normbase		Medium		2020	
		Count	%	Count	%	Count	%	Count	%
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	3	1%	1751	3%	413	3%	3	1%
	Disagree	8	3%	3396	6%	855	6%	4	2%
	Neither	20	8%	7946	14%	2034	14%	28	12%
	Agree	102	43%	23441	42%	6390	44%	108	45%
	Strongly Agree	105	44%	18707	34%	4812	33%	95	40%
	<b>Total</b>	<b>238</b>	<b>100%</b>	<b>55241</b>	<b>100%</b>	<b>14504</b>	<b>100%</b>	<b>238</b>	<b>100%</b>
<b>43</b> A spirit of cooperation exists in my department	Strongly Disagree	5	2%	3078	5%	695	5%	5	2%
	Disagree	9	4%	4587	8%	1178	8%	13	5%
	Neither	25	10%	6346	11%	1648	11%	28	12%
	Agree	99	41%	20128	36%	5417	36%	80	33%
	Strongly Agree	105	43%	22462	40%	5931	40%	114	48%
	<b>Total</b>	<b>243</b>	<b>100%</b>	<b>56601</b>	<b>100%</b>	<b>14869</b>	<b>100%</b>	<b>240</b>	<b>100%</b>

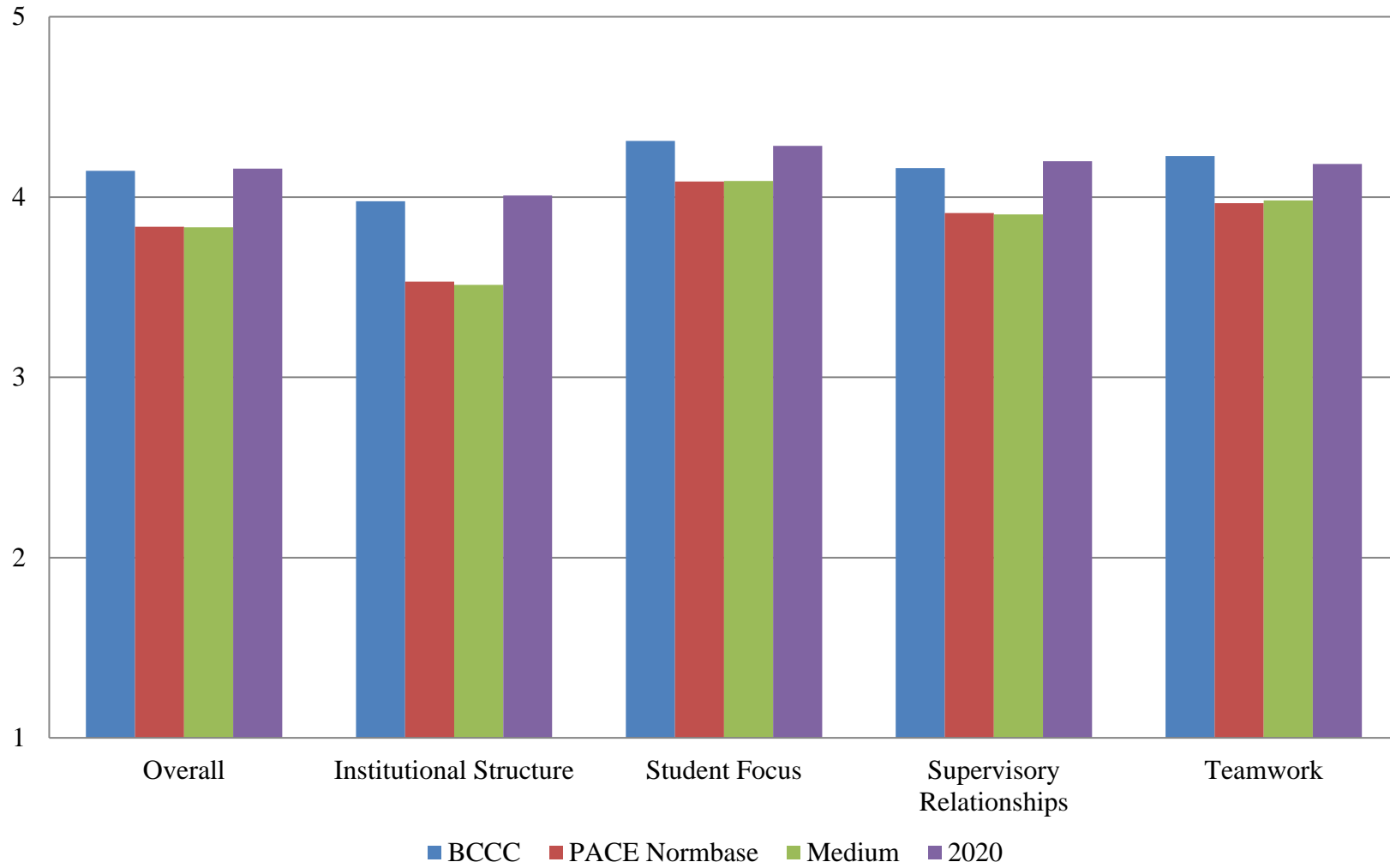
**Table 5. Climate Factor Mean Comparisons**

*BCCC compared with:*

Climate Factor	BCCC		PACE Normbase			Medium			2020		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	252	4.146	3.836	***	.412	3.831	***	.433	4.157		
Institutional Structure	251	3.977	3.530	***	.488	3.513	***	.522	4.009		
Student Focus	252	4.311	4.087	***	.340	4.089	***	.352	4.284		
Supervisory Relationships	252	4.161	3.911	***	.283	3.904	***	.296	4.198		
Teamwork	251	4.227	3.966	***	.275	3.982	***	.266	4.183		

\* 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		PACE Normbase			Medium			2020		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	250	4.344	3.880	***	.467	3.886	***	.479	4.351		
4	Decisions are made at the appropriate level at this institution	250	3.984	3.356	***	.527	3.352	***	.538	4.016		
5	The institution effectively promotes diversity in the workplace	246	3.972	3.873			3.856			4.012		
6	Institutional leadership is focused on meeting the needs of students	250	4.332	3.820	***	.449	3.821	***	.459	4.343		
10	Information is shared within the institution	248	3.806	3.315	***	.389	3.273	***	.429	3.811		
11	Institutional teams use problem-solving techniques	235	3.919	3.520	***	.392	3.500	***	.425	3.991		
15	I am able to appropriately influence the direction of this institution	236	3.589	3.207	***	.321	3.201	***	.332	3.703		
16	Open and ethical communication is practiced at this institution	249	3.940	3.430	***	.414	3.384	***	.457	3.926		
22	This institution has been successful in positively motivating my performance	247	3.968	3.489	***	.387	3.477	***	.404	4.000		
25	A spirit of cooperation exists at this institution	248	4.012	3.495	***	.428	3.465	***	.461	3.983		
29	Institution-wide policies guide my work	247	4.211	3.807	***	.413	3.787	***	.442	4.203		
32	This institution is appropriately organized	242	3.884	3.319	***	.471	3.337	***	.469	3.996		
38	I have the opportunity for advancement within this institution	225	3.702	3.193	***	.392	3.148	***	.434	3.569		
41	I receive adequate information regarding important activities at this institution	246	4.016	3.713	***	.276	3.682	***	.306	4.105		
44	Administrative processes are clearly defined	243	3.856	3.421	***	.366	3.410	***	.384	3.932		

N/A indicates survey item previously unavailable

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

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

*BCCC compared with:*

Student Focus	BCCC		PACE Normbase			Medium			2020		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	250	4.452	4.005	***	.416	4.003	***	.427	4.413		
8 I feel my job is relevant to this institution's mission	249	4.574	4.441	*	.162	4.446	*	.160	4.519		
17 Faculty meet the needs of students	233	4.275	4.023	***	.273	4.048	***	.254	4.237		
18 Student diversity is important at this institution	245	4.302	4.141	**	.174	4.112	**	.207	4.209		
19 Students' competencies are enhanced	236	4.212	3.996	***	.248	4.001	***	.248	4.210		
23 Non-teaching professional personnel meet the needs of students	240	4.250	3.988	***	.279	3.974	***	.302	4.213		
28 Classified personnel meet the needs of students	215	4.181	3.938	***	.269	3.913	***	.304	4.195		
31 Students receive an excellent education at this institution	242	4.289	4.178	*	.134	4.187	*	.128	4.318		
35 This institution prepares students for a career	244	4.348	4.186	**	.195	4.195	**	.190	4.335		
37 This institution prepares students for further learning	243	4.387	4.188	***	.242	4.207	***	.228	4.326		
40 Students are assisted with their personal development	233	4.210	3.984	***	.255	3.984	***	.264	4.183		
42 Students seem satisfied with their educational experience at this institution	237	4.236	3.948	***	.359	3.956	***	.366	4.135		

N/A indicates survey item previously unavailable

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

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

*BCCC compared with:*

Supervisory Relationships	BCCC		PACE Normbase			Medium			2020		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>2</b> My supervisor/chair expresses confidence in my work	250	4.404	4.252	*	.147	4.254	*	.148	4.413		
<b>9</b> My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	249	4.305	4.150	*	.137	4.147	*	.142	4.280		
<b>12</b> Work expectations are communicated to me	250	4.164	3.818	***	.323	3.811	***	.333	4.203		
<b>13</b> Unacceptable behaviors are identified and communicated to me	235	4.115	3.748	***	.370	3.741	***	.383	4.070		
<b>20</b> I receive timely feedback for my work	247	4.061	3.793	***	.239	3.791	***	.243	4.160		
<b>21</b> I receive appropriate feedback for my work	249	4.084	3.826	***	.237	3.817	***	.248	4.119		
<b>26</b> My supervisor/chair actively seeks my ideas	246	4.016	3.890			3.886			4.112		
<b>27</b> My supervisor/chair seriously considers my ideas	246	4.089	3.946			3.942	*	.127	4.120		
<b>30</b> Work outcomes are clarified for me	248	4.081	3.776	***	.293	3.762	***	.311	4.170		
<b>34</b> My supervisor/chair helps me to improve my work	244	4.070	3.889	*	.158	3.888	*	.161	4.176		
<b>39</b> I am given the opportunity to be creative in my work	246	4.244	4.059	**	.176	4.077	*	.163	4.322		
<b>45</b> I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	246	4.175	N/A			N/A			N/A		
<b>46</b> Professional development and training opportunities are available	243	4.251	3.889	***	.328	3.834	***	.374	4.283		

N/A indicates survey item previously unavailable

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

**Table 9. Teamwork Item Mean Comparisons**

*BCCC compared with:*

Teamwork	BCCC		PACE Normbase			Medium			2020		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>3</b> There is a spirit of cooperation within my work team	247	4.296	4.030	***	.236	4.049	***	.224	4.246		
<b>14</b> My primary work team uses problem-solving techniques	240	4.229	4.005	***	.227	4.017	***	.219	4.227		
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	242	4.182	3.907	***	.247	3.915	***	.243	4.105		
<b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs	241	4.191	3.946	***	.218	3.961	**	.210	4.142		
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	238	4.252	3.977	***	.274	3.988	***	.269	4.210		
<b>43</b> A spirit of cooperation exists in my department	243	4.193	3.960	**	.204	3.989	**	.183	4.188		

N/A indicates survey item previously unavailable

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