

Lake Land College Mattoon, Illinois

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Greyson A. B. Norcross and
Emily R. VanZoest

Conducted

February & March 2023

Research Team

Audrey J. Jaeger, Ph.D.

Executive Director

Kaitlin S. Newhouse, Ph.D.

Senior Research Associate

Jessica R. Bank

Research Associate

Maso H. Cotton

Research Associate

Dion T. Harry

Research Associate

Lauren E. McGuire

Research Associate

Greyson A. B. Norcross

Research Associate

Emily R. VanZoest

Research Associate

Daniel R. West

Research Associate

Ece Yilmaz

Research Associate

Phone

(919)515-8567

Web

pace.ncsu.edu

Fax

(919)515-6305

Email

pace_survey@ncsu.edu

North Carolina State University

Belk Center for Community College
Leadership and Research
706 Hillsborough Street
Raleigh, NC 27603

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Report, by Norcross, G. A. B., & VanZoest, E. R. Raleigh, NC: 2023.

Table of Contents	Page
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	3
Table 2. Student Focus Frequency Distributions	7
Table 3. Supervisory Relationships Frequency Distributions	10
Table 4. Teamwork Frequency Distributions	14
Table 5. Climate Factor Mean Comparisons	16
Figure 1. Means by Comparison Group and Climate Factor	17
Table 6. Institutional Structure Item Mean Comparisons	18
Table 7. Student Focus Item Mean Comparisons	19
Table 8. Supervisory Relationships Item Mean Comparisons	20
Table 9. Teamwork Item Mean Comparisons	21

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

Lake Land compared with:

Institutional Structure	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	8	4%	1433	2%	324	2%	103	2%
	Disagree	23	10%	5306	9%	1314	9%	396	7%
	Neither	23	10%	8280	14%	2135	14%	621	11%
	Agree	114	52%	27128	46%	7563	49%	2936	51%
	Strongly Agree	53	24%	16194	28%	3990	26%	1744	30%
	Total	221	100%	58341	100%	15326	100%	5800	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	22	10%	4335	8%	1123	7%	344	6%
	Disagree	38	17%	10977	19%	2869	19%	916	16%
	Neither	50	23%	12511	22%	3289	22%	1139	20%
	Agree	84	38%	19488	34%	5312	35%	2162	38%
	Strongly Agree	28	13%	10348	18%	2569	17%	1191	21%
	Total	222	100%	57659	100%	15162	100%	5752	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	14	6%	2091	4%	510	3%	191	3%
	Disagree	7	3%	4588	8%	1182	8%	436	8%
	Neither	39	18%	10881	19%	3006	20%	1180	21%
	Agree	99	45%	21459	37%	5820	38%	2164	38%
	Strongly Agree	60	27%	18976	33%	4703	31%	1758	31%
	Total	219	100%	57995	100%	15221	100%	5729	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	11	5%	2813	5%	686	4%	225	4%
	Disagree	25	11%	6340	11%	1636	11%	572	10%
	Neither	29	13%	8254	14%	2151	14%	670	12%
	Agree	92	42%	21843	38%	6070	40%	2278	40%
	Strongly Agree	62	28%	18894	32%	4744	31%	2017	35%
	Total	219	100%	58144	100%	15287	100%	5762	100%

Lake Land compared with:

Institutional Structure (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	24	11%	5966	10%	1536	10%	483	8%
	Disagree	40	18%	10927	19%	3060	20%	1060	18%
	Neither	42	19%	11842	20%	3175	21%	1154	20%
	Agree	76	34%	18169	31%	4867	32%	1911	33%
	Strongly Agree	40	18%	11556	20%	2733	18%	1199	21%
	Total	222	100%	58460	100%	15371	100%	5807	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	7	3%	2109	4%	504	4%	160	3%
	Disagree	23	11%	6259	12%	1637	12%	506	9%
	Neither	51	24%	15455	29%	4241	30%	1413	26%
	Agree	100	48%	21417	40%	5742	41%	2399	44%
	Strongly Agree	29	14%	8521	16%	1973	14%	919	17%
	Total	210	100%	53761	100%	14097	100%	5397	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	24	11%	5625	10%	1390	10%	451	8%
	Disagree	44	21%	9163	17%	2511	18%	799	15%
	Neither	56	26%	15614	29%	4183	29%	1515	28%
	Agree	58	27%	15756	29%	4229	30%	1726	32%
	Strongly Agree	30	14%	7913	15%	1963	14%	895	17%
	Total	212	100%	54071	100%	14276	100%	5386	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	23	10%	5201	9%	1379	9%	434	8%
	Disagree	29	13%	8816	15%	2446	16%	795	14%
	Neither	42	19%	11838	21%	3191	21%	1162	20%
	Agree	85	38%	19567	34%	5237	35%	2013	35%
	Strongly Agree	45	20%	12223	21%	2892	19%	1331	23%
	Total	224	100%	57645	100%	15145	100%	5735	100%

Lake Land compared with:

Institutional Structure (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	22	10%	4948	9%	1234	8%	372	7%
	Disagree	40	18%	8134	14%	2197	15%	710	12%
	Neither	47	21%	11652	20%	3111	21%	1140	20%
	Agree	77	35%	18925	33%	5140	34%	2065	36%
	Strongly Agree	36	16%	13548	24%	3348	22%	1424	25%
	Total	222	100%	57207	100%	15030	100%	5711	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	25	11%	4520	8%	1149	8%	359	6%
	Disagree	41	18%	8453	15%	2329	15%	763	13%
	Neither	40	18%	11034	19%	2939	20%	1044	18%
	Agree	85	38%	20746	36%	5656	38%	2223	39%
	Strongly Agree	31	14%	12576	22%	2989	20%	1331	23%
	Total	222	100%	57329	100%	15062	100%	5720	100%
29 Institution-wide policies guide my work	Strongly Disagree	3	1%	1738	3%	436	3%	113	2%
	Disagree	15	7%	3429	6%	918	6%	256	5%
	Neither	50	23%	12713	23%	3394	23%	1186	21%
	Agree	94	43%	24653	44%	6713	45%	2645	47%
	Strongly Agree	55	25%	13916	25%	3377	23%	1450	26%
	Total	217	100%	56449	100%	14838	100%	5650	100%
32 This institution is appropriately organized	Strongly Disagree	24	11%	4893	9%	1167	8%	340	6%
	Disagree	33	15%	10148	18%	2593	17%	855	15%
	Neither	57	26%	13041	23%	3534	24%	1265	22%
	Agree	73	34%	18541	33%	5130	35%	2083	37%
	Strongly Agree	30	14%	9663	17%	2398	16%	1099	19%
	Total	217	100%	56286	100%	14822	100%	5642	100%

Lake Land compared with:

Institutional Structure (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	39	19%	7610	14%	2006	14%	583	11%
	Disagree	39	19%	8301	16%	2240	16%	771	15%
	Neither	52	25%	13478	25%	3709	27%	1504	28%
	Agree	51	25%	14343	27%	3714	27%	1527	29%
	Strongly Agree	27	13%	9750	18%	2301	16%	918	17%
	Total	208	100%	53482	100%	13970	100%	5303	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	5	2%	2701	5%	703	5%	227	4%
	Disagree	26	12%	6482	11%	1780	12%	639	11%
	Neither	31	14%	9287	16%	2507	17%	922	16%
	Agree	109	50%	24294	43%	6523	44%	2501	44%
	Strongly Agree	49	22%	14034	25%	3424	23%	1397	25%
	Total	220	100%	56798	100%	14937	100%	5686	100%
44 Administrative processes are clearly defined	Strongly Disagree	26	12%	4520	8%	1126	8%	320	6%
	Disagree	44	20%	8555	15%	2251	15%	727	13%
	Neither	48	22%	12511	22%	3396	23%	1207	22%
	Agree	73	33%	19759	35%	5396	37%	2219	40%
	Strongly Agree	28	13%	10721	19%	2577	17%	1140	20%
	Total	219	100%	56066	100%	14746	100%	5613	100%

Table 2. Student Focus Frequency Distributions

Lake Land compared with:

Student Focus	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	12	5%	1892	3%	465	3%	159	3%
	Disagree	23	10%	5177	9%	1319	9%	463	8%
	Neither	23	10%	6800	12%	1766	12%	620	11%
	Agree	80	36%	21305	37%	5922	39%	2210	38%
	Strongly Agree	84	38%	23102	40%	5851	38%	2322	40%
	Total	222	100%	58276	100%	15323	100%	5774	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	3	1%	815	1%	182	1%	55	1%
	Disagree	2	1%	1424	2%	355	2%	123	2%
	Neither	13	6%	3578	6%	913	6%	336	6%
	Agree	71	32%	17955	31%	4885	32%	1891	33%
	Strongly Agree	131	60%	34611	59%	9005	59%	3379	58%
	Total	220	100%	58383	100%	15340	100%	5784	100%
17 Faculty meet the needs of students	Strongly Disagree	7	3%	859	2%	184	1%	68	1%
	Disagree	13	6%	2926	5%	696	5%	251	5%
	Neither	31	15%	8417	16%	2202	15%	718	13%
	Agree	103	49%	23831	44%	6370	45%	2513	46%
	Strongly Agree	55	26%	18100	33%	4835	34%	1901	35%
	Total	209	100%	54133	100%	14287	100%	5451	100%
18 Student diversity is important at this institution	Strongly Disagree	9	4%	1022	2%	257	2%	109	2%
	Disagree	11	5%	2320	4%	650	4%	259	5%
	Neither	37	17%	7709	14%	2081	14%	958	17%
	Agree	100	46%	22526	39%	6175	41%	2356	42%
	Strongly Agree	59	27%	23489	41%	5833	39%	1965	35%
	Total	216	100%	57066	100%	14996	100%	5647	100%

Lake Land compared with:

Student Focus (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	4	2%	736	1%	172	1%	43	1%
	Disagree	5	2%	2235	4%	548	4%	142	3%
	Neither	43	21%	9672	18%	2495	17%	850	16%
	Agree	112	54%	25622	47%	7029	49%	2711	50%
	Strongly Agree	45	22%	16127	30%	4126	29%	1647	31%
	Total	209	100%	54392	100%	14370	100%	5393	100%
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	3	1%	1091	2%	254	2%	99	2%
	Disagree	11	5%	3137	6%	822	6%	219	4%
	Neither	33	16%	8454	15%	2236	16%	690	13%
	Agree	97	47%	24723	45%	6822	47%	2681	49%
	Strongly Agree	64	31%	17348	32%	4273	30%	1830	33%
	Total	208	100%	54753	100%	14407	100%	5519	100%
28 Classified personnel meet the needs of students	Strongly Disagree	1	1%	885	2%	217	2%	61	1%
	Disagree	11	6%	2037	4%	519	4%	132	2%
	Neither	52	27%	10822	21%	2918	22%	862	16%
	Agree	91	48%	22205	44%	6124	46%	2593	49%
	Strongly Agree	36	19%	14440	29%	3461	26%	1638	31%
	Total	191	100%	50389	100%	13239	100%	5286	100%
31 Students receive an excellent education at this institution	Strongly Disagree	0	0%	565	1%	122	1%	36	1%
	Disagree	3	1%	1800	3%	419	3%	111	2%
	Neither	20	9%	6367	11%	1585	11%	488	9%
	Agree	107	50%	25283	45%	7019	48%	2629	47%
	Strongly Agree	84	39%	21571	39%	5537	38%	2285	41%
	Total	214	100%	55586	100%	14682	100%	5549	100%

Lake Land compared with:

Student Focus (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	0	0%	595	1%	131	1%	33	1%
	Disagree	5	2%	1648	3%	420	3%	144	3%
	Neither	15	7%	6488	12%	1606	11%	510	9%
	Agree	111	52%	24849	45%	6806	46%	2579	46%
	Strongly Agree	84	39%	21914	39%	5689	39%	2282	41%
	Total	215	100%	55494	100%	14652	100%	5548	100%
37 This institution prepares students for further learning	Strongly Disagree	1	0%	646	1%	135	1%	40	1%
	Disagree	3	1%	1602	3%	379	3%	111	2%
	Neither	15	7%	5979	11%	1446	10%	489	9%
	Agree	112	51%	25791	46%	7069	48%	2678	48%
	Strongly Agree	87	40%	21546	39%	5643	38%	2229	40%
	Total	218	100%	55564	100%	14672	100%	5547	100%
40 Students are assisted with their personal development	Strongly Disagree	1	0%	761	1%	168	1%	53	1%
	Disagree	9	4%	2337	4%	584	4%	188	4%
	Neither	43	21%	9742	18%	2551	18%	859	16%
	Agree	107	52%	24431	46%	6779	48%	2565	48%
	Strongly Agree	46	22%	15848	30%	3999	28%	1635	31%
	Total	206	100%	53119	100%	14081	100%	5300	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	498	1%	104	1%	25	0%
	Disagree	7	3%	1680	3%	389	3%	119	2%
	Neither	30	14%	9939	19%	2524	19%	813	16%
	Agree	120	56%	26951	53%	7545	56%	2897	57%
	Strongly Agree	57	27%	12113	24%	3015	22%	1271	25%
	Total	214	100%	51181	100%	13577	100%	5125	100%

Table 3. Supervisory Relationships Frequency Distributions

Lake Land compared with:

Supervisory Relationships	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	6	3%	1803	3%	427	3%	113	2%
	Disagree	4	2%	3255	6%	866	6%	257	4%
	Neither	12	5%	5125	9%	1365	9%	443	8%
	Agree	63	28%	16512	28%	4426	29%	1715	29%
	Strongly Agree	139	62%	31787	54%	8271	54%	3301	57%
Total		224	100%	58482	100%	15355	100%	5829	100%
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	11	5%	2706	5%	671	4%	202	3%
	Disagree	13	6%	3902	7%	1021	7%	335	6%
	Neither	11	5%	5679	10%	1518	10%	513	9%
	Agree	64	29%	15630	27%	4263	28%	1678	29%
	Strongly Agree	122	55%	30347	52%	7817	51%	3085	53%
Total		221	100%	58264	100%	15290	100%	5813	100%
12 Work expectations are communicated to me	Strongly Disagree	6	3%	2401	4%	592	4%	158	3%
	Disagree	16	7%	5295	9%	1423	9%	416	7%
	Neither	26	12%	9154	16%	2450	16%	844	15%
	Agree	107	48%	24485	42%	6520	43%	2617	45%
	Strongly Agree	70	31%	16428	28%	4200	28%	1727	30%
Total		225	100%	57763	100%	15185	100%	5762	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	8	4%	1749	3%	436	3%	122	2%
	Disagree	10	5%	3602	7%	948	7%	284	5%
	Neither	35	18%	12299	24%	3234	24%	1167	22%
	Agree	95	48%	22214	43%	5981	44%	2440	47%
	Strongly Agree	48	24%	11727	23%	2931	22%	1226	23%
Total		196	100%	51591	100%	13530	100%	5239	100%

Lake Land compared with:

Supervisory Relationships (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	9	4%	2950	5%	755	5%	191	3%
	Disagree	16	7%	5084	9%	1360	9%	455	8%
	Neither	29	13%	10180	18%	2631	17%	939	16%
	Agree	106	48%	21787	38%	5890	39%	2410	42%
	Strongly Agree	60	27%	17331	30%	4463	30%	1730	30%
	Total	220	100%	57332	100%	15099	100%	5725	100%
21 I receive appropriate feedback for my work	Strongly Disagree	4	2%	2549	4%	649	4%	168	3%
	Disagree	15	7%	4979	9%	1345	9%	428	7%
	Neither	30	14%	9417	16%	2474	16%	854	15%
	Agree	110	50%	23129	40%	6223	41%	2509	44%
	Strongly Agree	63	28%	17087	30%	4360	29%	1751	31%
	Total	222	100%	57161	100%	15051	100%	5710	100%
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	12	5%	3463	6%	870	6%	238	4%
	Disagree	12	5%	4573	8%	1238	8%	400	7%
	Neither	24	11%	8627	15%	2305	15%	778	14%
	Agree	87	40%	18038	32%	4787	32%	1954	34%
	Strongly Agree	85	39%	21953	39%	5693	38%	2308	41%
	Total	220	100%	56654	100%	14893	100%	5678	100%
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	12	5%	3290	6%	835	6%	235	4%
	Disagree	13	6%	4121	7%	1117	8%	365	6%
	Neither	25	11%	8130	14%	2153	14%	732	13%
	Agree	82	37%	17801	31%	4726	32%	1903	33%
	Strongly Agree	89	40%	23205	41%	6029	41%	2447	43%
	Total	221	100%	56547	100%	14860	100%	5682	100%

Lake Land compared with:

Supervisory Relationships (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	7	3%	2192	4%	550	4%	146	3%
	Disagree	17	8%	4726	8%	1237	8%	380	7%
	Neither	42	19%	11269	20%	3039	20%	1073	19%
	Agree	106	48%	24054	42%	6511	44%	2576	45%
	Strongly Agree	50	23%	14569	26%	3612	24%	1505	26%
	Total	222	100%	56810	100%	14949	100%	5680	100%
34 My supervisor/chair helps me to improve my work	Strongly Disagree	9	4%	3016	5%	747	5%	191	3%
	Disagree	19	9%	4232	8%	1159	8%	365	6%
	Neither	24	11%	9400	17%	2458	17%	863	15%
	Agree	91	42%	18900	34%	5084	34%	2077	37%
	Strongly Agree	76	35%	20694	37%	5352	36%	2158	38%
	Total	219	100%	56242	100%	14800	100%	5654	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	8	4%	2249	4%	528	4%	149	3%
	Disagree	13	6%	3014	5%	784	5%	249	4%
	Neither	26	12%	6982	12%	1775	12%	663	12%
	Agree	107	49%	21176	37%	5737	39%	2218	39%
	Strongly Agree	66	30%	23121	41%	6069	41%	2367	42%
	Total	220	100%	56542	100%	14893	100%	5646	100%
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	6	3%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	10	5%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	20	9%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	106	48%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	78	35%	N/A	N/A	N/A	N/A	N/A	N/A
	Total	220	100%	N/A	N/A	N/A	N/A	N/A	N/A

Lake Land compared with:

Supervisory Relationships (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	4	2%	2702	5%	764	5%	223	4%
	Disagree	16	7%	4569	8%	1280	9%	466	8%
	Neither	27	12%	8104	14%	2253	15%	856	15%
	Agree	102	47%	21944	39%	5888	40%	2283	41%
	Strongly Agree	70	32%	19080	34%	4649	31%	1787	32%
Total		219	100%	56399	100%	14834	100%	5615	100%

Table 4. Teamwork Frequency Distributions

Lake Land compared with:

Teamwork	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	12	5%	2397	4%	559	4%	181	3%
	Disagree	16	7%	5253	9%	1381	9%	430	7%
	Neither	13	6%	5883	10%	1480	10%	493	9%
	Agree	95	43%	19460	33%	5201	34%	2054	35%
	Strongly Agree	87	39%	25336	43%	6666	44%	2642	46%
Total		223	100%	58329	100%	15287	100%	5800	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	5	2%	1451	3%	336	2%	95	2%
	Disagree	9	4%	3482	6%	875	6%	258	5%
	Neither	18	8%	7959	14%	2112	14%	705	13%
	Agree	109	49%	23287	42%	6193	42%	2517	45%
	Strongly Agree	82	37%	19530	35%	5120	35%	2023	36%
Total		223	100%	55709	100%	14636	100%	5598	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	9	4%	2670	5%	666	4%	190	3%
	Disagree	21	10%	4818	9%	1227	8%	377	7%
	Neither	16	7%	7453	13%	1959	13%	714	13%
	Agree	103	47%	21860	39%	5860	39%	2282	40%
	Strongly Agree	71	32%	19835	35%	5153	35%	2095	37%
Total		220	100%	56636	100%	14865	100%	5658	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	10	5%	2780	5%	656	4%	194	3%
	Disagree	8	4%	4412	8%	1140	8%	361	6%
	Neither	21	10%	7015	12%	1836	12%	664	12%
	Agree	100	46%	20824	37%	5621	38%	2259	40%
	Strongly Agree	79	36%	21144	38%	5512	37%	2151	38%
Total		218	100%	56175	100%	14765	100%	5629	100%

Lake Land compared with:

Teamwork (continued)	Response Option	Lake Land		PACE Normbase		Medium		Town	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	5	2%	1751	3%	413	3%	113	2%
	Disagree	11	5%	3396	6%	855	6%	275	5%
	Neither	17	8%	7946	14%	2034	14%	699	13%
	Agree	117	54%	23441	42%	6390	44%	2553	46%
	Strongly Agree	65	30%	18707	34%	4812	33%	1900	34%
	Total	215	100%	55241	100%	14504	100%	5540	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	13	6%	3078	5%	695	5%	190	3%
	Disagree	14	6%	4587	8%	1178	8%	374	7%
	Neither	19	9%	6346	11%	1648	11%	551	10%
	Agree	90	41%	20128	36%	5417	36%	2132	38%
	Strongly Agree	85	38%	22462	40%	5931	40%	2404	43%
	Total	221	100%	56601	100%	14869	100%	5651	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>Lake Land compared with:</i>										
	Lake Land		PACE Normbase			Medium			Town		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	225	3.844	3.836			3.831			3.918		
Institutional Structure	225	3.454	3.530			3.513			3.627	**	-.197
Student Focus	225	4.064	4.087			4.089			4.138		
Supervisory Relationships	225	4.016	3.911			3.904			3.994		
Teamwork	225	4.028	3.966			3.982			4.067		

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

Figure 1. Means by Comparison Group and Climate Factor

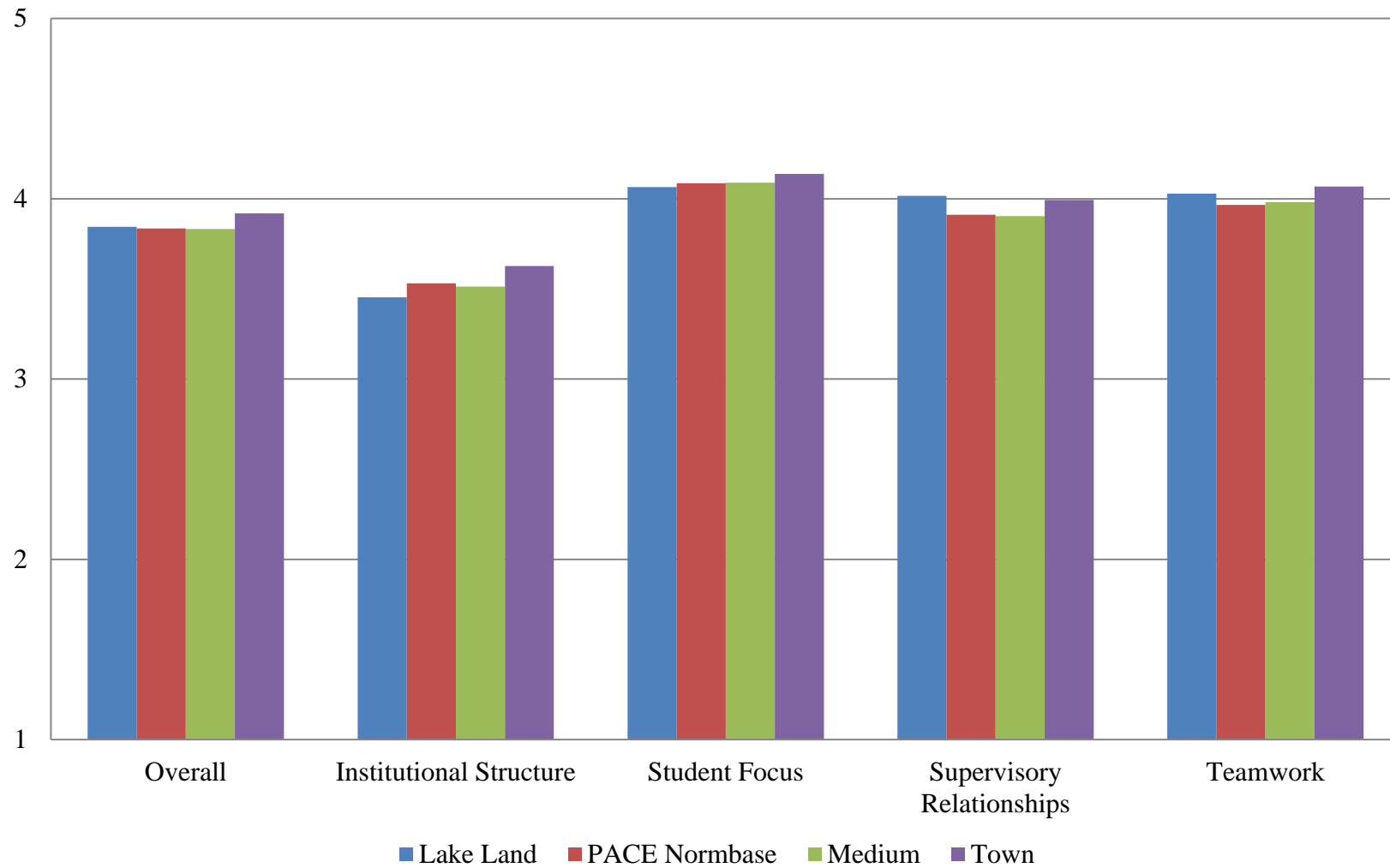


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure			Lake Land compared with:										
			Lake Land		PACE Normbase			Medium			Town		
			N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission		221	3.819	3.880			3.886			4.004	**	-.201
4	Decisions are made at the appropriate level at this institution		222	3.261	3.356			3.352			3.511	**	-.216
5	The institution effectively promotes diversity in the workplace		219	3.840	3.873			3.856			3.849		
6	Institutional leadership is focused on meeting the needs of students		219	3.772	3.820			3.821			3.918		
10	Information is shared within the institution		222	3.306	3.315			3.273			3.393		
11	Institutional teams use problem-solving techniques		210	3.576	3.520			3.500			3.632		
15	I am able to appropriately influence the direction of this institution		212	3.123	3.207			3.201			3.337	**	-.184
16	Open and ethical communication is practiced at this institution		224	3.446	3.430			3.384			3.525		
22	This institution has been successful in positively motivating my performance		222	3.293	3.489	*	-.159	3.477	*	-.151	3.606	***	-.266
25	A spirit of cooperation exists at this institution		222	3.252	3.495	**	-.202	3.465	**	-.179	3.595	***	-.294
29	Institution-wide policies guide my work		217	3.843	3.807			3.787			3.896		
32	This institution is appropriately organized		217	3.240	3.319			3.337			3.487	**	-.216
38	I have the opportunity for advancement within this institution		208	2.942	3.193	**	-.193	3.148	*	-.160	3.269	***	-.267
41	I receive adequate information regarding important activities at this institution		220	3.777	3.713			3.682			3.739		
44	Administrative processes are clearly defined		219	3.151	3.421	***	-.227	3.410	**	-.223	3.558	***	-.362

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

N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

Lake Land compared with:

Student Focus	Lake Land		PACE Normbase			Medium			Town		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	222	3.905	4.005			4.003			4.052	*	-.140
8 I feel my job is relevant to this institution's mission	220	4.477	4.441			4.446			4.455		
17 Faculty meet the needs of students	209	3.890	4.023	*	-.145	4.048	*	-.177	4.088	**	-.224
18 Student diversity is important at this institution	216	3.875	4.141	***	-.289	4.112	***	-.258	4.029	*	-.164
19 Students' competencies are enhanced	209	3.904	3.996			4.001			4.071	**	-.209
23 Non-teaching professional personnel meet the needs of students	208	4.000	3.988			3.974			4.073		
28 Classified personnel meet the needs of students	191	3.785	3.938	*	-.169	3.913	*	-.145	4.062	***	-.337
31 Students receive an excellent education at this institution	214	4.271	4.178			4.187			4.264		
35 This institution prepares students for a career	215	4.274	4.186			4.195			4.250		
37 This institution prepares students for further learning	218	4.289	4.188			4.207			4.252		
40 Students are assisted with their personal development	206	3.913	3.984			3.984			4.045	*	-.159
42 Students seem satisfied with their educational experience at this institution	214	4.061	3.948	*	.141	3.956	*	.137	4.028		

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

N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons*Lake Land compared with:*

Supervisory Relationships	Lake Land		PACE Normbase			Medium			Town		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor/chair expresses confidence in my work	224	4.451	4.252	**	.192	4.254	**	.194	4.344		
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	221	4.235	4.150			4.147			4.223		
12 Work expectations are communicated to me	225	3.973	3.818	*	.145	3.811	*	.153	3.927		
13 Unacceptable behaviors are identified and communicated to me	196	3.842	3.748			3.741			3.833		
20 I receive timely feedback for my work	220	3.873	3.793			3.791			3.879		
21 I receive appropriate feedback for my work	222	3.959	3.826			3.817			3.919		
26 My supervisor/chair actively seeks my ideas	220	4.005	3.890			3.886			4.003		
27 My supervisor/chair seriously considers my ideas	221	4.009	3.946			3.942			4.049		
30 Work outcomes are clarified for me	222	3.788	3.776			3.762			3.865		
34 My supervisor/chair helps me to improve my work	219	3.941	3.889			3.888			3.999		
39 I am given the opportunity to be creative in my work	220	3.955	4.059			4.077			4.134	**	-.186
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	220	4.091	N/A			N/A			N/A		
46 Professional development and training opportunities are available	219	3.995	3.889			3.834	*	.144	3.881		

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

N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

Lake Land compared with:

Teamwork	Lake Land		PACE Normbase			Medium			Town		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3 There is a spirit of cooperation within my work team	223	4.027	4.030			4.049			4.129		
14 My primary work team uses problem-solving techniques	223	4.139	4.005	*	.136	4.017			4.092		
24 There is an opportunity for all ideas to be exchanged within my work team	220	3.936	3.907			3.915			4.010		
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	218	4.055	3.946			3.961			4.033		
36 My work team coordinates its efforts with appropriate individuals and teams	215	4.051	3.977			3.988			4.056		
43 A spirit of cooperation exists in my department	221	3.995	3.960			3.989			4.095		

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

N/A indicates survey item previously unavailable