



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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**Fond du Lac Tribal and Community College
Cloquet, Minnesota**

PACE Report

Personal Assessment of the College Environment

Lead Researchers

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Conducted

February & March 2018



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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Suggested Citation: National Initiative for Leadership & Institutional Effectiveness, North Carolina State University. Personal Assessment of the College Environment (PACE) Report, by Davis, J. S. & Garland, L. A. Raleigh, NC: 2018.

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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).

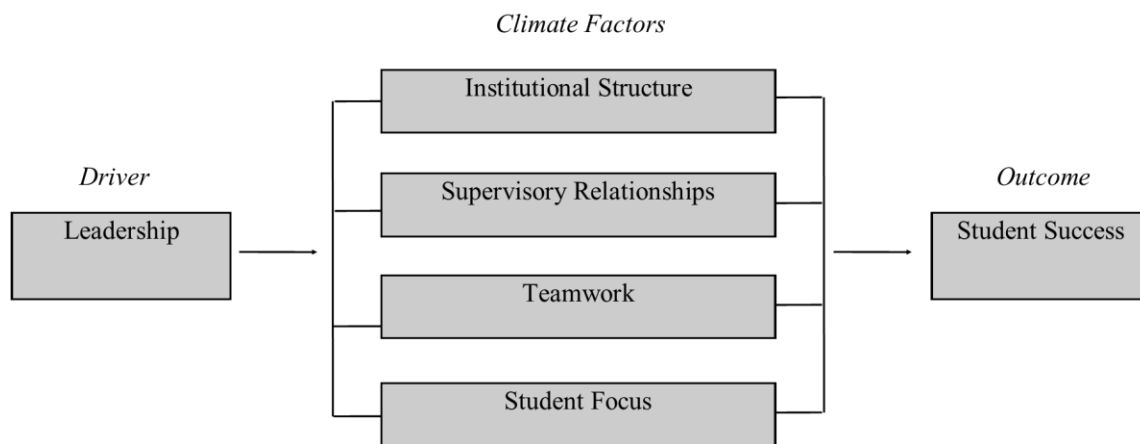
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, 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.

Figure 1. The PACE Model



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

FDLTCC compared with:

Institutional Structure	Response Option	FDLTCC		2014		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	1	2%	1	1%	2099	3%	134	3%
	Dissatisfied	6	10%	4	5%	7531	10%	558	11%
	Neither	3	5%	4	5%	11253	15%	829	16%
	Satisfied	24	39%	34	43%	36401	47%	2513	47%
	Very satisfied	27	44%	37	46%	20135	26%	1273	24%
	Total	61	100%	80	100%	77419	100%	5307	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	3	5%	6	8%	6463	8%	431	8%
	Dissatisfied	6	10%	14	18%	15235	20%	1058	20%
	Neither	11	18%	8	10%	16693	22%	1122	21%
	Satisfied	23	38%	34	43%	25608	33%	1788	34%
	Very satisfied	17	28%	17	22%	12577	16%	862	16%
	Total	60	100%	79	100%	76576	100%	5261	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	5%	4	5%	2739	4%	188	4%
	Dissatisfied	2	3%	0	0%	5541	7%	408	8%
	Neither	6	10%	3	4%	14644	19%	1260	24%
	Satisfied	19	32%	25	32%	29764	39%	2072	39%
	Very satisfied	29	49%	46	59%	24426	32%	1325	25%
	Total	59	100%	78	100%	77114	100%	5253	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	2	3%	2	3%	4345	6%	333	6%
	Dissatisfied	1	2%	2	3%	9394	12%	715	13%
	Neither	4	7%	6	8%	12217	16%	858	16%
	Satisfied	17	28%	23	29%	28977	38%	1937	36%
	Very satisfied	36	60%	47	59%	22316	29%	1467	28%
	Total	60	100%	80	100%	77249	100%	5310	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		2014		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	2	3%	10	13%	8448	11%	652	12%
	Dissatisfied	14	23%	9	11%	15166	20%	1225	23%
	Neither	12	20%	15	19%	16178	21%	1101	21%
	Satisfied	19	32%	27	34%	23752	31%	1493	28%
	Very satisfied	13	22%	19	24%	13926	18%	838	16%
	Total	60	100%	80	100%	77470	100%	5309	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	1	2%	2	3%	3045	4%	213	4%
	Dissatisfied	7	14%	7	9%	8811	12%	662	13%
	Neither	14	27%	25	32%	21632	30%	1542	31%
	Satisfied	21	41%	31	40%	27926	39%	1929	39%
	Very satisfied	8	16%	12	16%	10037	14%	641	13%
	Total	51	100%	77	100%	71451	100%	4987	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	2	4%	7	9%	8211	11%	504	10%
	Dissatisfied	5	9%	8	11%	12721	18%	877	18%
	Neither	18	32%	20	26%	21039	29%	1447	29%
	Satisfied	23	40%	24	32%	20375	28%	1487	30%
	Very satisfied	9	16%	17	22%	9679	13%	673	13%
	Total	57	100%	76	100%	72025	100%	4988	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	5	8%	6	8%	7646	10%	578	11%
	Dissatisfied	4	7%	14	18%	12500	16%	997	19%
	Neither	12	20%	12	15%	15873	21%	1107	21%
	Satisfied	23	39%	28	35%	25898	34%	1687	32%
	Very satisfied	15	25%	20	25%	14573	19%	916	17%
	Total	59	100%	80	100%	76490	100%	5285	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		2014		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	3	5%	5	6%	7098	9%	457	9%
	Dissatisfied	5	8%	9	11%	11226	15%	798	15%
	Neither	13	22%	17	21%	15418	20%	1026	19%
	Satisfied	21	36%	28	35%	25248	33%	1825	35%
	Very satisfied	17	29%	22	27%	16887	22%	1156	22%
	Total	59	100%	81	100%	75877	100%	5262	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	4	7%	5	6%	6886	9%	530	10%
	Dissatisfied	6	10%	9	11%	12176	16%	953	18%
	Neither	10	17%	14	18%	15386	20%	1088	21%
	Satisfied	21	36%	33	41%	26821	35%	1744	33%
	Very satisfied	18	31%	19	24%	14913	20%	956	18%
	Total	59	100%	80	100%	76182	100%	5271	100%
29 institution-wide policies guide my work	Very dissatisfied	1	2%	2	3%	2738	4%	175	3%
	Dissatisfied	0	0%	5	6%	5061	7%	399	8%
	Neither	11	19%	11	14%	18313	24%	1278	25%
	Satisfied	22	38%	36	46%	32629	44%	2293	44%
	Very satisfied	24	41%	24	31%	16169	22%	1020	20%
	Total	58	100%	78	100%	74910	100%	5165	100%
32 this institution is appropriately organized	Very dissatisfied	5	9%	8	10%	6659	9%	472	9%
	Dissatisfied	4	7%	9	11%	13945	19%	1095	21%
	Neither	12	21%	20	25%	17201	23%	1269	24%
	Satisfied	28	49%	32	40%	25054	33%	1675	32%
	Very satisfied	8	14%	12	15%	12043	16%	701	13%
	Total	57	100%	81	100%	74902	100%	5212	100%

FDLTCC compared with:

Institutional Structure (continued)	Response Option	FDLTCC		2014		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	2	4%	5	7%	10876	15%	686	14%
	Dissatisfied	8	15%	9	13%	11409	16%	789	16%
	Neither	20	38%	23	33%	17977	25%	1437	30%
	Satisfied	15	28%	20	29%	19307	27%	1294	27%
	Very satisfied	8	15%	12	17%	11865	17%	658	14%
	Total	53	100%	69	100%	71434	100%	4864	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	1	2%	7	9%	3998	5%	311	6%
	Dissatisfied	5	8%	11	14%	9039	12%	733	14%
	Neither	10	17%	15	19%	13034	17%	915	17%
	Satisfied	27	45%	28	35%	32295	43%	2227	42%
	Very satisfied	17	28%	20	25%	17425	23%	1082	21%
	Total	60	100%	81	100%	75791	100%	5268	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	2	3%	6	8%	5559	7%	346	7%
	Dissatisfied	7	12%	12	15%	9448	13%	752	14%
	Neither	11	19%	18	23%	16811	23%	1214	23%
	Satisfied	24	41%	26	33%	28033	38%	1922	37%
	Very satisfied	14	24%	17	22%	14815	20%	956	18%
	Total	58	100%	79	100%	74666	100%	5190	100%

Table 2. Student Focus Frequency Distributions

FDLTCC compared with:

Student Focus	Response Option	FDLTCC		2014		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	2	3%	0	0%	2887	4%	211	4%
	Dissatisfied	1	2%	3	4%	7711	10%	628	12%
	Neither	2	3%	5	6%	9744	13%	708	13%
	Satisfied	18	30%	19	24%	29159	38%	2000	38%
	Very satisfied	38	62%	53	66%	27903	36%	1769	33%
	Total	61	100%	80	100%	77404	100%	5316	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	0	0%	1	1%	1242	2%	79	1%
	Dissatisfied	2	3%	2	3%	2068	3%	137	3%
	Neither	0	0%	1	1%	4967	6%	346	7%
	Satisfied	19	31%	19	24%	25009	32%	1829	35%
	Very satisfied	40	66%	55	71%	44069	57%	2907	55%
	Total	61	100%	78	100%	77355	100%	5298	100%
17 faculty meet the needs of students	Very dissatisfied	0	0%	1	1%	1150	2%	84	2%
	Dissatisfied	2	4%	7	9%	3947	5%	351	7%
	Neither	7	13%	8	10%	11331	16%	802	16%
	Satisfied	28	51%	30	39%	32927	46%	2341	46%
	Very satisfied	18	33%	31	40%	22850	32%	1526	30%
	Total	55	100%	77	100%	72205	100%	5104	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	1	2%	1	1%	1418	2%	119	2%
	Dissatisfied	4	7%	1	1%	2930	4%	335	6%
	Neither	5	8%	4	5%	11281	15%	1158	22%
	Satisfied	13	22%	14	18%	31798	42%	2227	43%
	Very satisfied	36	61%	59	75%	28127	37%	1356	26%
	Total	59	100%	79	100%	75554	100%	5195	100%

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		2014		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	0	0%	1	1%	1015	1%	59	1%
	Dissatisfied	1	2%	5	6%	3065	4%	224	4%
	Neither	8	15%	10	13%	13198	18%	950	19%
	Satisfied	32	58%	35	44%	35254	49%	2548	50%
	Very satisfied	14	25%	28	35%	20147	28%	1265	25%
	Total	55	100%	79	100%	72679	100%	5046	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	0	0%	0	0%	1631	2%	100	2%
	Dissatisfied	0	0%	0	0%	4619	6%	312	6%
	Neither	7	12%	4	5%	12172	17%	857	17%
	Satisfied	20	34%	37	46%	33272	46%	2437	47%
	Very satisfied	31	53%	39	49%	21370	29%	1427	28%
	Total	58	100%	80	100%	73064	100%	5133	100%
28 classified personnel meet the needs of students	Very dissatisfied	0	0%	0	0%	1380	2%	95	2%
	Dissatisfied	0	0%	1	1%	3168	5%	216	4%
	Neither	9	16%	9	12%	15187	22%	1008	21%
	Satisfied	24	44%	33	45%	30700	45%	2313	47%
	Very satisfied	22	40%	31	42%	18019	26%	1248	26%
	Total	55	100%	74	100%	68454	100%	4880	100%
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	0	0%	754	1%	48	1%
	Dissatisfied	2	4%	6	8%	2488	3%	194	4%
	Neither	5	9%	7	9%	8896	12%	692	13%
	Satisfied	29	51%	36	46%	34152	46%	2494	48%
	Very satisfied	21	37%	30	38%	27884	38%	1745	34%
	Total	57	100%	79	100%	74174	100%	5173	100%

FDLTCC compared with:

Student Focus (continued)	Response Option	FDLTCC		2014		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%	0	0%	866	1%	49	1%
	Dissatisfied	2	4%	5	6%	2274	3%	185	4%
	Neither	10	18%	10	13%	9454	13%	650	13%
	Satisfied	27	47%	36	46%	34172	46%	2468	48%
	Very satisfied	18	32%	28	35%	27203	37%	1826	35%
	Total		57	100%	79	100%	73969	100%	5178
37 this institution prepares students for further learning	Very dissatisfied	0	0%	1	1%	878	1%	48	1%
	Dissatisfied	3	5%	1	1%	2299	3%	192	4%
	Neither	5	9%	7	9%	8581	12%	716	14%
	Satisfied	30	53%	41	52%	35480	48%	2548	49%
	Very satisfied	19	33%	29	37%	26831	36%	1652	32%
	Total		57	100%	79	100%	74069	100%	5156
40 students are assisted with their personal development	Very dissatisfied	0	0%	0	0%	1083	2%	74	1%
	Dissatisfied	0	0%	2	3%	3259	5%	244	5%
	Neither	6	11%	10	13%	13817	20%	1037	21%
	Satisfied	28	49%	38	49%	33056	47%	2372	48%
	Very satisfied	23	40%	28	36%	19501	28%	1245	25%
	Total		57	100%	78	100%	70716	100%	4972
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	0	0%	688	1%	50	1%
	Dissatisfied	3	6%	3	4%	2327	3%	206	4%
	Neither	6	11%	10	13%	13223	19%	987	20%
	Satisfied	36	67%	47	61%	37450	54%	2722	56%
	Very satisfied	9	17%	17	22%	15437	22%	919	19%
	Total		54	100%	77	100%	69125	100%	4884

Table 3. Supervisory Relationships Frequency Distributions

FDLTCC compared with:

Supervisory Relationships	Response Option	FDLTCC		2014		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	2	3%	4	5%	2663	3%	165	3%
	Dissatisfied	2	3%	5	7%	4805	6%	348	7%
	Neither	3	5%	10	13%	7022	9%	481	9%
	Satisfied	16	27%	26	35%	22564	29%	1513	29%
	Very satisfied	36	61%	30	40%	40193	52%	2775	53%
	Total	59	100%	75	100%	77247	100%	5282	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	3	5%	4	5%	4167	5%	254	5%
	Dissatisfied	4	7%	6	8%	5826	8%	433	8%
	Neither	2	3%	11	14%	8084	10%	579	11%
	Satisfied	17	28%	20	26%	21394	28%	1434	27%
	Very satisfied	34	57%	37	47%	37881	49%	2578	49%
	Total	60	100%	78	100%	77352	100%	5278	100%
12 positive work expectations are communicated to me	Very dissatisfied	3	5%	4	5%	3667	5%	245	5%
	Dissatisfied	5	8%	4	5%	8063	11%	596	11%
	Neither	7	12%	18	23%	12695	17%	904	17%
	Satisfied	27	46%	28	35%	32381	42%	2215	42%
	Very satisfied	17	29%	26	33%	19529	26%	1311	25%
	Total	59	100%	80	100%	76335	100%	5271	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	2	4%	3	4%	2573	4%	167	3%
	Dissatisfied	0	0%	5	7%	5429	8%	411	8%
	Neither	16	30%	19	26%	16960	24%	1322	27%
	Satisfied	20	37%	29	39%	30549	44%	2047	42%
	Very satisfied	16	30%	18	24%	14151	20%	928	19%
	Total	54	100%	74	100%	69662	100%	4875	100%

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		2014		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	3	5%	7	9%	4523	6%	321	6%
	Dissatisfied	4	7%	8	10%	7687	10%	499	9%
	Neither	9	15%	21	27%	14074	19%	1044	20%
	Satisfied	27	46%	27	35%	29410	39%	2107	40%
	Very satisfied	16	27%	14	18%	20357	27%	1282	24%
	Total	59	100%	77	100%	76051	100%	5253	100%
21 I receive appropriate feedback for my work	Very dissatisfied	1	2%	6	8%	3905	5%	264	5%
	Dissatisfied	5	8%	10	13%	7663	10%	525	10%
	Neither	11	18%	18	23%	13185	17%	966	18%
	Satisfied	28	47%	27	34%	31004	41%	2244	43%
	Very satisfied	15	25%	19	24%	20244	27%	1269	24%
	Total	60	100%	80	100%	76001	100%	5268	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	3	5%	7	9%	5292	7%	354	7%
	Dissatisfied	3	5%	5	7%	7051	9%	500	10%
	Neither	9	16%	16	21%	12353	16%	815	16%
	Satisfied	21	36%	22	29%	24275	32%	1721	33%
	Very satisfied	22	38%	25	33%	26088	35%	1802	35%
	Total	58	100%	75	100%	75059	100%	5192	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	2	3%	6	8%	5017	7%	345	7%
	Dissatisfied	3	5%	4	5%	6246	8%	423	8%
	Neither	8	14%	18	24%	11616	15%	775	15%
	Satisfied	21	36%	18	24%	24076	32%	1725	33%
	Very satisfied	25	42%	28	38%	28080	37%	1934	37%
	Total	59	100%	74	100%	75035	100%	5202	100%

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		2014		NILIE Normbase		Small 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	1	2%	5	6%	3398	5%	235	4%
	Dissatisfied	3	5%	5	6%	7007	9%	517	10%
	Neither	11	19%	25	32%	16008	21%	1149	22%
	Satisfied	28	47%	20	25%	31560	42%	2222	43%
	Very satisfied	16	27%	24	30%	17300	23%	1101	21%
	Total		59	100%	79	100%	75273	100%	5224
34 my supervisor helps me to improve my work	Very dissatisfied	1	2%	5	6%	4580	6%	288	6%
	Dissatisfied	3	5%	9	12%	6438	9%	505	10%
	Neither	14	24%	16	21%	13648	18%	939	18%
	Satisfied	18	31%	29	37%	25361	34%	1824	35%
	Very satisfied	22	38%	19	24%	24634	33%	1634	31%
	Total		58	100%	78	100%	74661	100%	5190
39 I am given the opportunity to be creative in my work	Very dissatisfied	0	0%	3	4%	3470	5%	179	3%
	Dissatisfied	1	2%	4	5%	4550	6%	284	5%
	Neither	4	7%	13	16%	9748	13%	651	12%
	Satisfied	18	31%	17	21%	28334	38%	2034	39%
	Very satisfied	35	60%	44	54%	29287	39%	2094	40%
	Total		58	100%	81	100%	75389	100%	5242
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	3	5%	5	6%	4463	6%	268	5%
	Dissatisfied	4	7%	6	8%	7374	10%	558	11%
	Neither	12	20%	18	23%	14640	20%	1033	20%
	Satisfied	16	27%	24	30%	29945	40%	2117	41%
	Very satisfied	24	41%	27	34%	18348	25%	1220	23%
	Total		59	100%	80	100%	74770	100%	5196

FDLTCC compared with:

Supervisory Relationships (continued)	Response Option	FDLTCC		2014		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	3%	5	6%	4293	6%	342	7%
	Dissatisfied	3	5%	3	4%	6877	9%	561	11%
	Neither	12	20%	18	23%	11478	15%	937	18%
	Satisfied	22	37%	25	32%	29063	39%	2041	39%
	Very satisfied	20	34%	28	35%	23394	31%	1289	25%
Total		59	100%	79	100%	75105	100%	5170	100%

Table 4. Teamwork Frequency Distributions

FDLTCC compared with:

Teamwork	Response Option	FDLTCC		2014		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	1	2%	2	3%	3707	5%	234	4%
	Dissatisfied	8	13%	10	13%	7981	10%	544	10%
	Neither	5	8%	10	13%	8437	11%	521	10%
	Satisfied	18	30%	27	35%	25958	34%	1778	34%
	Very satisfied	28	47%	28	36%	30784	40%	2201	42%
	Total	60	100%	77	100%	76867	100%	5278	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	0	0%	2	3%	2380	3%	144	3%
	Dissatisfied	3	6%	6	8%	5289	7%	363	7%
	Neither	9	17%	15	21%	11991	16%	827	16%
	Satisfied	26	48%	29	40%	31195	42%	2260	44%
	Very satisfied	16	30%	20	28%	22548	31%	1523	30%
	Total	54	100%	72	100%	73403	100%	5117	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	2	4%	4	5%	4054	5%	254	5%
	Dissatisfied	4	7%	4	5%	7249	10%	494	10%
	Neither	12	21%	11	15%	10752	14%	723	14%
	Satisfied	18	32%	25	34%	29355	39%	2074	40%
	Very satisfied	20	36%	29	40%	23385	31%	1653	32%
	Total	56	100%	73	100%	74795	100%	5198	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	1	2%	5	7%	4175	6%	262	5%
	Dissatisfied	6	11%	4	5%	6765	9%	482	9%
	Neither	9	16%	13	17%	10423	14%	706	14%
	Satisfied	22	39%	30	40%	28165	38%	2048	40%
	Very satisfied	18	32%	23	31%	24876	33%	1683	32%
	Total	56	100%	75	100%	74404	100%	5181	100%

FDLTCC compared with:

Teamwork (continued)	Response Option	FDLTCC		2014		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	0	0%	4	6%	2618	4%	164	3%
	Dissatisfied	3	5%	6	9%	5096	7%	368	7%
	Neither	11	20%	14	20%	12183	17%	862	17%
	Satisfied	26	47%	20	29%	31185	43%	2279	44%
	Very satisfied	15	27%	26	37%	21954	30%	1449	28%
	Total	55	100%	70	100%	73036	100%	5122	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	1	2%	2	3%	4803	6%	260	5%
	Dissatisfied	3	5%	6	8%	7065	9%	464	9%
	Neither	8	14%	15	19%	9440	13%	583	11%
	Satisfied	23	39%	27	35%	27062	36%	1902	36%
	Very satisfied	24	41%	28	36%	27082	36%	2026	39%
	Total	59	100%	78	100%	75452	100%	5235	100%

Table 5. Climate Factor Mean Comparisons

FDLTCC compared with:

Climate Factor	FDLTCC		2014			NILIE Normbase			Small 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	61	4.019	3.895			3.774	*	.321	3.742	**	.370
Institutional Structure	61	3.819	3.707			3.481	**	.369	3.428	***	.428
Student Focus	61	4.250	4.252			4.045	*	.310	3.991	**	.402
Supervisory Relationships	61	4.049	3.793			3.831			3.810	*	.267
Teamwork	61	4.044	3.878			3.869			3.898		

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

Figure 1. Means by Comparison Group and Climate Factor

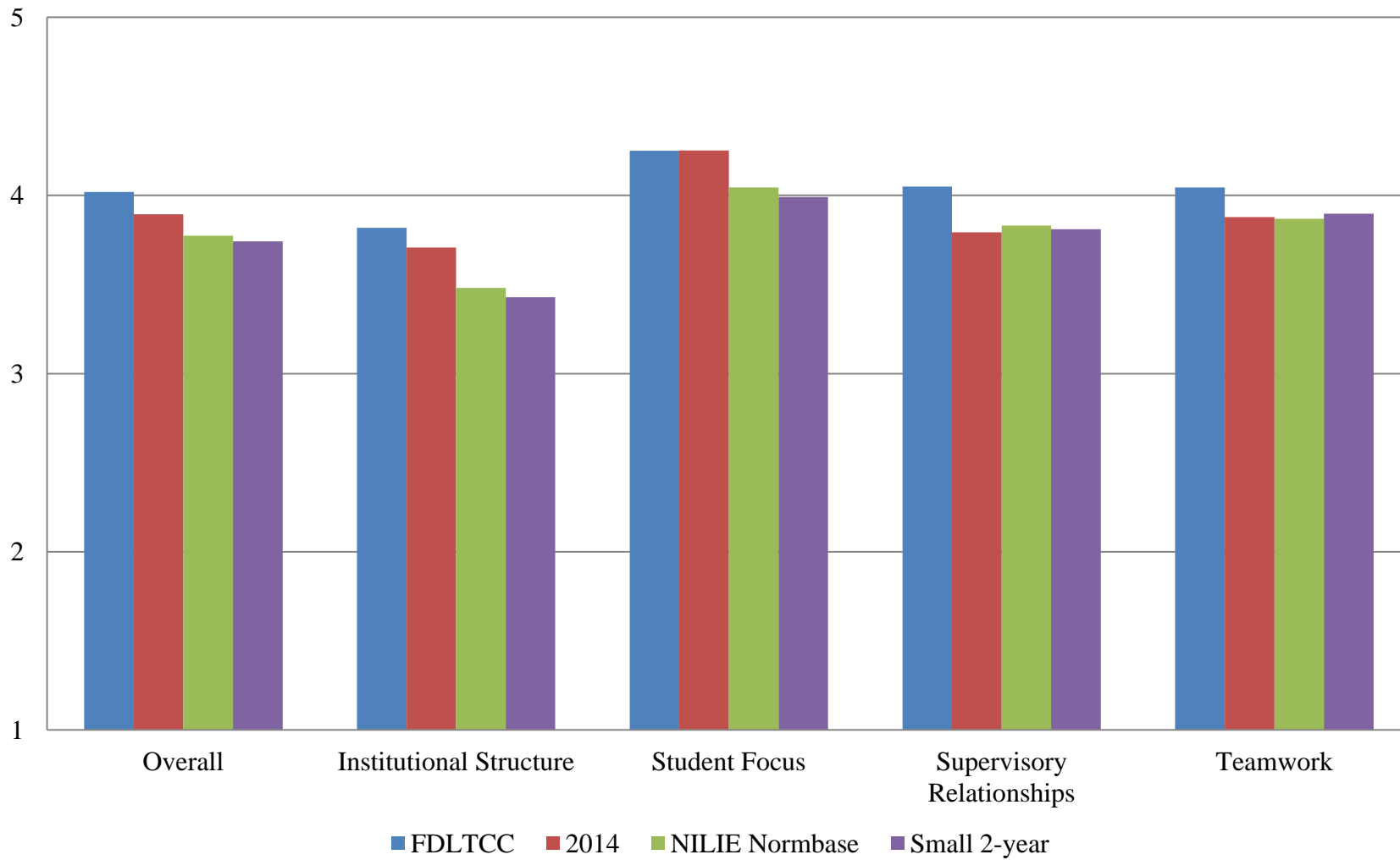


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>FDLTCC compared with:</i>										
		FDLTCC		2014			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	61	4.148	4.275			3.839	*	.307	3.798	**	.349
4	decisions are made at the appropriate level at this institution	60	3.750	3.532			3.295	**	.379	3.303	**	.374
5	the institution effectively promotes diversity in the workplace	59	4.169	4.397			3.877	*	.279	3.750	**	.407
6	administrative leadership is focused on meeting the needs of students	60	4.400	4.388			3.719	***	.584	3.657	***	.624
10	information is shared within the institution	60	3.450	3.450			3.252			3.121	*	.259
11	institutional teams use problem-solving techniques	51	3.549	3.571			3.463			3.426		
15	I am able to appropriately influence the direction of this institution	57	3.561	3.474			3.147	**	.346	3.190	*	.316
16	open and ethical communication is practiced at this institution	59	3.661	3.525			3.356			3.258	*	.321
22	this institution has been successful in positively motivating my performance	59	3.746	3.654			3.443			3.461		
25	a spirit of cooperation exists at this institution	59	3.729	3.650			3.403	*	.267	3.312	*	.336
29	institution-wide policies guide my work	58	4.172	3.962			3.727	***	.449	3.694	***	.488
32	this institution is appropriately organized	57	3.526	3.383			3.292			3.199	*	.277
38	I have the opportunity for advancement within this institution	53	3.358	3.362			3.138			3.092		
41	I receive adequate information regarding important activities at this institution	60	3.900	3.531			3.661			3.576	*	.286
44	my work is guided by clearly defined administrative processes	58	3.707	3.456			3.497			3.461		

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

Table 7. Student Focus Item Mean Comparisons

FDLTCC compared with:

Student Focus	FDLTCC		2014			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	61	4.459	4.525			3.923	***	.486	3.844	***	.546
8 I feel my job is relevant to this institution's mission	61	4.590	4.603			4.404			4.387		
17 faculty meet the needs of students	55	4.127	4.078			4.002			3.955		
18 student ethnic and cultural diversity are important at this institution	59	4.339	4.633			4.089	*	.273	3.840	***	.519
19 students' competencies are enhanced	55	4.073	4.063			3.969			3.939		
23 non-teaching professional personnel meet the needs of students	58	4.414	4.438			3.932	***	.505	3.931	***	.522
28 classified personnel meet the needs of students	55	4.236	4.270			3.888	**	.380	3.902	**	.373
31 students receive an excellent education at this institution	57	4.211	4.139			4.158			4.101		
35 this institution prepares students for a career	57	4.070	4.101			4.143			4.127		
37 this institution prepares students for further learning	57	4.140	4.215			4.149			4.079		
40 students are assisted with their personal development	57	4.298	4.179			3.942	**	.401	3.899	***	.453
42 students are satisfied with their educational experience at this institution	54	3.944	4.013			3.935			3.871		

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

Table 8. Supervisory Relationships Item Mean Comparisons

FDLTCC compared with:

Supervisory Relationships	FDLTCC		2014			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 expresses confidence in my work	59	4.390	3.973	*	.388	4.202			4.209		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	60	4.250	4.026			4.073			4.070		
12 positive work expectations are communicated to me	59	3.847	3.850			3.734			3.712		
13 unacceptable behaviors are identified and communicated to me	54	3.889	3.730			3.693			3.648		
20 I receive timely feedback for my work	59	3.831	3.429	*	.356	3.702			3.672		
21 I receive appropriate feedback for my work	60	3.850	3.538			3.737			3.708		
26 my supervisor actively seeks my ideas	58	3.966	3.707			3.784			3.793		
27 my supervisor seriously considers my ideas	59	4.085	3.784			3.852			3.861		
30 work outcomes are clarified for me	59	3.932	3.671			3.696			3.658	*	.260
34 my supervisor helps me to improve my work	58	3.983	3.615			3.791			3.773		
39 I am given the opportunity to be creative in my work	58	4.500	4.173	*	.341	4.000	***	.461	4.064	**	.427
45 I have the opportunity to express my ideas in appropriate forums	59	3.915	3.775			3.673			3.666		
46 professional development and training opportunities are available	59	3.932	3.861			3.804			3.653		

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

Table 9. Teamwork Item Mean Comparisons

FDLTCC compared with:

Teamwork	FDLTCC		2014			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	60	4.067	3.896			3.938			3.979		
14 my primary work team uses problem-solving techniques	54	4.019	3.819			3.902			3.910		
24 there is an opportunity for all ideas to be exchanged within my work team	56	3.893	3.973			3.812			3.842		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	56	3.893	3.827			3.844			3.851		
36 my work team coordinates its efforts with appropriate individuals and teams	55	3.964	3.829			3.887			3.875		
43 a spirit of cooperation exists in my department	59	4.119	3.936			3.856			3.949		

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