UA - Pulaski Technical College

North Little Rock, Arkansas

PACE Report

Personal Assessment of the College Environment

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NC STATE UNIVERSITY College of Education

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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
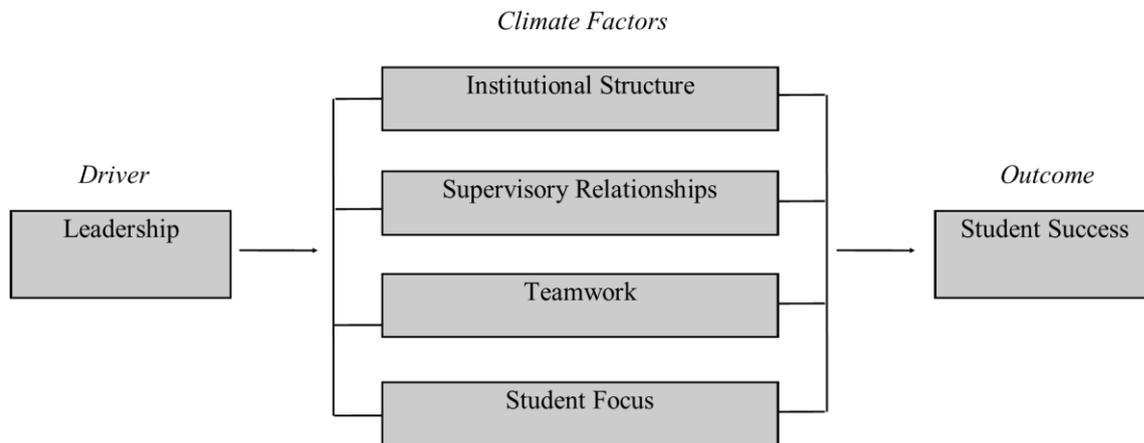
Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through 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

Baker, G. A., & Associates. (1992). *Cultural leadership: Inside America's community colleges* . Washington, DC: Community College Press.

Caison, A. (2005). *PACE survey instrument exploratory factor analysis* . Report, NILIE, Raleigh, North Carolina.

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Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Bass.

Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument* . Unpublished doctoral dissertation, North Carolina State University, Raleigh.

Yukl, G. S. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Table 1. Institutional Structure Frequency Distributions

Institutional Structure	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	3	2%	12	3%	2183	3%	528	2%
	Dissatisfied	25	13%	37	11%	7913	10%	2180	9%
	Neither	40	21%	77	22%	11907	15%	3378	14%
	Satisfied	97	51%	171	49%	38317	47%	11137	48%
	Very satisfied	25	13%	49	14%	21051	26%	6190	26%
	Total	**190**	**100%**	**346**	**100%**	**81371**	**100%**	**23413**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	17	9%	42	12%	6743	8%	1808	8%
	Dissatisfied	41	22%	84	25%	16013	20%	4604	20%
	Neither	51	27%	92	27%	17675	22%	5323	23%
	Satisfied	57	30%	88	26%	26962	33%	7800	34%
	Very satisfied	24	13%	35	10%	13109	16%	3590	16%
	Total	**190**	**100%**	**341**	**100%**	**80502**	**100%**	**23125**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	13	7%	19	6%	2868	4%	753	3%
	Dissatisfied	15	8%	38	11%	5861	7%	1652	7%
	Neither	42	22%	78	23%	15422	19%	4065	17%
	Satisfied	70	37%	132	39%	31276	39%	9003	39%
	Very satisfied	51	27%	74	22%	25625	32%	7893	34%
	Total	**191**	**100%**	**341**	**100%**	**81052**	**100%**	**23366**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	12	6%	27	8%	4541	6%	1128	5%
	Dissatisfied	23	12%	49	14%	9850	12%	2753	12%
	Neither	35	18%	63	18%	12840	16%	3684	16%
	Satisfied	77	40%	131	38%	30483	38%	8824	38%
	Very satisfied	44	23%	72	21%	23483	29%	6965	30%
	Total	**191**	**100%**	**342**	**100%**	**81197**	**100%**	**23354**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	28	15%	50	14%	8894	11%	2385	10%
	Dissatisfied	42	22%	91	26%	15998	20%	4595	20%
	Neither	45	23%	79	23%	17092	21%	4993	21%
	Satisfied	53	27%	84	24%	24911	31%	7296	31%
	Very satisfied	25	13%	43	12%	14550	18%	4201	18%
	Total	**193**	**100%**	**347**	**100%**	**81445**	**100%**	**23470**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	10	6%	21	7%	3206	4%	841	4%
	Dissatisfied	24	13%	54	17%	9274	12%	2512	12%
	Neither	53	30%	118	38%	22804	30%	6667	31%
	Satisfied	74	41%	97	31%	29323	39%	8403	39%
	Very satisfied	18	10%	24	8%	10453	14%	2905	14%
	Total	**179**	**100%**	**314**	**100%**	**75060**	**100%**	**21328**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	22	12%	47	15%	8563	11%	2428	11%
	Dissatisfied	39	22%	73	23%	13423	18%	3983	18%
	Neither	47	26%	95	31%	22161	29%	6544	30%
	Satisfied	52	29%	76	24%	21428	28%	5962	28%
	Very satisfied	21	12%	20	6%	10130	13%	2716	13%
	Total	**181**	**100%**	**311**	**100%**	**75705**	**100%**	**21633**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	28	15%	61	18%	8053	10%	2119	9%
	Dissatisfied	33	18%	72	21%	13180	16%	3695	16%
	Neither	43	23%	81	24%	16736	21%	5014	22%
	Satisfied	65	35%	91	27%	27207	34%	7920	34%
	Very satisfied	17	9%	36	11%	15207	19%	4355	19%
	Total	**186**	**100%**	**341**	**100%**	**80383**	**100%**	**23103**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	25	13%	42	12%	7449	9%	2064	9%
	Dissatisfied	43	23%	74	22%	11804	15%	3419	15%
	Neither	35	19%	77	22%	16288	20%	4652	20%
	Satisfied	53	28%	103	30%	26560	33%	7683	34%
	Very satisfied	30	16%	47	14%	17667	22%	5054	22%
	Total	**186**	**100%**	**343**	**100%**	**79768**	**100%**	**22872**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	25	13%	50	15%	7246	9%	1907	8%
	Dissatisfied	42	22%	78	23%	12822	16%	3656	16%
	Neither	38	20%	81	24%	16241	20%	4765	21%
	Satisfied	60	32%	88	26%	28215	35%	8139	35%
	Very satisfied	22	12%	42	12%	15560	19%	4491	20%
	Total	**187**	**100%**	**339**	**100%**	**80084**	**100%**	**22958**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	8	4%	18	5%	2850	4%	751	3%
	Dissatisfied	18	10%	38	11%	5305	7%	1429	6%
	Neither	37	20%	100	30%	19330	25%	5646	25%
	Satisfied	84	45%	128	39%	34319	44%	9934	44%
	Very satisfied	40	21%	47	14%	16904	21%	4744	21%
	Total	**187**	**100%**	**331**	**100%**	**78708**	**100%**	**22504**	**100%**
32 this institution is appropriately organized	Very dissatisfied	26	14%	45	14%	6963	9%	1893	8%
	Dissatisfied	38	20%	84	25%	14668	19%	4111	18%
	Neither	42	22%	91	27%	18212	23%	5348	24%
	Satisfied	67	36%	90	27%	26333	33%	7536	33%
	Very satisfied	14	7%	22	7%	12526	16%	3624	16%
	Total	**187**	**100%**	**332**	**100%**	**78702**	**100%**	**22512**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	45	25%	72	23%	11381	15%	3365	16%
	Dissatisfied	42	23%	73	23%	12059	16%	3466	16%
	Neither	38	21%	77	24%	18937	25%	5385	25%
	Satisfied	44	24%	72	23%	20212	27%	5747	27%
	Very satisfied	12	7%	25	8%	12441	17%	3587	17%
	Total	**181**	**100%**	**319**	**100%**	**75030**	**100%**	**21550**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	17	9%	29	9%	4187	5%	1063	5%
	Dissatisfied	34	18%	62	18%	9511	12%	2589	11%
	Neither	39	21%	60	18%	13759	17%	3876	17%
	Satisfied	73	39%	146	43%	33983	43%	9899	43%
	Very satisfied	25	13%	42	12%	18223	23%	5415	24%
	Total	**188**	**100%**	**339**	**100%**	**79663**	**100%**	**22842**	**100%**
44 my work is guided by clearly defined administrative processes	Very dissatisfied	14	8%	32	10%	5830	7%	1540	7%
	Dissatisfied	38	21%	57	17%	9951	13%	2786	12%
	Neither	34	18%	81	24%	17732	23%	5180	23%
	Satisfied	69	37%	118	35%	29463	38%	8571	38%
	Very satisfied	30	16%	48	14%	15486	20%	4379	20%
	Total	**185**	**100%**	**336**	**100%**	**78462**	**100%**	**22456**	**100%**

Table 2. Student Focus Frequency Distributions

Student Focus	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	12	6%	17	5%	2994	4%	722	3%
	Dissatisfied	16	8%	46	13%	8095	10%	2242	10%
	Neither	34	18%	57	16%	10245	13%	2865	12%
	Satisfied	73	38%	138	40%	30647	38%	8938	38%
	Very satisfied	56	29%	88	25%	29386	36%	8655	37%
	Total	**191**	**100%**	**346**	**100%**	**81367**	**100%**	**23422**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	3	2%	6	2%	1287	2%	319	1%
	Dissatisfied	8	4%	10	3%	2164	3%	591	3%
	Neither	7	4%	19	5%	5218	6%	1421	6%
	Satisfied	50	26%	118	34%	26280	32%	7419	32%
	Very satisfied	123	64%	196	56%	46385	57%	13656	58%
	Total	**191**	**100%**	**349**	**100%**	**81334**	**100%**	**23406**	**100%**
17 faculty meet the needs of students	Very dissatisfied	8	4%	8	2%	1209	2%	358	2%
	Dissatisfied	19	10%	39	12%	4197	6%	1285	6%
	Neither	41	22%	68	20%	11974	16%	3483	16%
	Satisfied	75	41%	162	49%	34593	46%	9966	46%
	Very satisfied	40	22%	57	17%	23899	31%	6759	31%
	Total	**183**	**100%**	**334**	**100%**	**75872**	**100%**	**21851**	**100%**
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	9	5%	8	2%	1474	2%	366	2%
	Dissatisfied	11	6%	23	7%	3114	4%	777	3%
	Neither	35	19%	66	19%	11835	15%	2915	13%
	Satisfied	75	40%	156	46%	33402	42%	9671	42%
	Very satisfied	59	31%	88	26%	29593	37%	9164	40%
	Total	**189**	**100%**	**341**	**100%**	**79418**	**100%**	**22893**	**100%**

Student Focus (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	8	4%	10	3%	1048	1%	289	1%
	Dissatisfied	14	8%	29	9%	3204	4%	959	4%
	Neither	41	22%	90	27%	13917	18%	3981	18%
	Satisfied	86	46%	152	46%	37084	49%	10736	49%
	Very satisfied	36	19%	51	15%	21093	28%	6013	27%
	Total	**185**	**100%**	**332**	**100%**	**76346**	**100%**	**21978**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	13	7%	13	4%	1687	2%	478	2%
	Dissatisfied	26	14%	43	13%	4805	6%	1467	7%
	Neither	41	23%	61	19%	12800	17%	3798	17%
	Satisfied	74	41%	146	45%	35068	46%	9795	45%
	Very satisfied	26	14%	60	19%	22453	29%	6389	29%
	Total	**180**	**100%**	**323**	**100%**	**76813**	**100%**	**21927**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	6	3%	8	2%	1425	2%	415	2%
	Dissatisfied	20	11%	34	11%	3315	5%	951	5%
	Neither	40	23%	97	30%	15977	22%	5055	25%
	Satisfied	84	48%	135	42%	32287	45%	8681	43%
	Very satisfied	24	14%	47	15%	18885	26%	4907	25%
	Total	**174**	**100%**	**321**	**100%**	**71889**	**100%**	**20009**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	7	4%	11	3%	778	1%	208	1%
	Dissatisfied	18	10%	23	7%	2614	3%	722	3%
	Neither	32	17%	80	24%	9351	12%	2588	12%
	Satisfied	96	52%	161	47%	35949	46%	10187	45%
	Very satisfied	33	18%	65	19%	29268	38%	8729	39%
	Total	**186**	**100%**	**340**	**100%**	**77960**	**100%**	**22434**	**100%**

Student Focus (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	8	4%	11	3%	897	1%	217	1%
	Dissatisfied	16	9%	19	6%	2383	3%	661	3%
	Neither	35	19%	66	20%	9975	13%	2708	12%
	Satisfied	78	42%	166	49%	35916	46%	10196	46%
	Very satisfied	48	26%	75	22%	28573	37%	8584	38%
	Total	**185**	**100%**	**337**	**100%**	**77744**	**100%**	**22366**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	9	5%	7	2%	907	1%	226	1%
	Dissatisfied	19	10%	22	7%	2407	3%	638	3%
	Neither	30	16%	70	21%	9038	12%	2457	11%
	Satisfied	83	45%	172	51%	37331	48%	10680	48%
	Very satisfied	44	24%	65	19%	28151	36%	8372	37%
	Total	**185**	**100%**	**336**	**100%**	**77834**	**100%**	**22373**	**100%**
40 students are assisted with their personal development	Very dissatisfied	6	3%	8	2%	1121	2%	304	1%
	Dissatisfied	19	11%	25	8%	3429	5%	957	4%
	Neither	44	24%	83	25%	14503	20%	4094	19%
	Satisfied	78	43%	159	48%	34778	47%	9977	47%
	Very satisfied	33	18%	55	17%	20512	28%	6014	28%
	Total	**180**	**100%**	**330**	**100%**	**74343**	**100%**	**21346**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	5	3%	7	2%	706	1%	189	1%
	Dissatisfied	18	10%	21	7%	2428	3%	689	3%
	Neither	49	27%	94	30%	13945	19%	3943	19%
	Satisfied	90	50%	158	51%	39411	54%	11316	54%
	Very satisfied	18	10%	32	10%	16139	22%	4658	22%
	Total	**180**	**100%**	**312**	**100%**	**72629**	**100%**	**20795**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor expresses confidence in my work	Very dissatisfied	10	5%	15	4%	2807	3%	786	3%
	Dissatisfied	11	6%	23	7%	5056	6%	1417	6%
	Neither	16	8%	23	7%	7368	9%	2124	9%
	Satisfied	45	24%	98	28%	23705	29%	6967	30%
	Very satisfied	109	57%	186	54%	42277	52%	12063	52%
	Total	**191**	**100%**	**345**	**100%**	**81213**	**100%**	**23357**	**100%**
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	12	6%	22	6%	4371	5%	1224	5%
	Dissatisfied	10	5%	36	10%	6115	8%	1825	8%
	Neither	21	11%	32	9%	8475	10%	2476	11%
	Satisfied	53	28%	97	28%	22448	28%	6444	28%
	Very satisfied	94	49%	161	46%	39908	49%	11419	49%
	Total	**190**	**100%**	**348**	**100%**	**81317**	**100%**	**23388**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	15	8%	17	5%	3861	5%	1010	4%
	Dissatisfied	15	8%	49	14%	8450	11%	2323	10%
	Neither	34	18%	57	17%	13366	17%	3759	16%
	Satisfied	71	37%	140	41%	34120	43%	10059	44%
	Very satisfied	55	29%	76	22%	20443	25%	5887	26%
	Total	**190**	**100%**	**339**	**100%**	**80240**	**100%**	**23038**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	9	5%	12	4%	2719	4%	745	4%
	Dissatisfied	16	10%	42	13%	5698	8%	1647	8%
	Neither	33	20%	66	21%	17920	25%	5070	24%
	Satisfied	76	46%	144	46%	31995	44%	9191	44%
	Very satisfied	33	20%	51	16%	14758	20%	4131	20%
	Total	**167**	**100%**	**315**	**100%**	**73090**	**100%**	**20784**	**100%**

Supervisory Relationships (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	19	10%	20	6%	4760	6%	1292	6%
	Dissatisfied	16	8%	54	16%	8078	10%	2277	10%
	Neither	32	17%	60	18%	14835	19%	4222	18%
	Satisfied	70	37%	136	40%	30929	39%	8953	39%
	Very satisfied	52	28%	72	21%	21334	27%	6174	27%
	Total	**189**	**100%**	**342**	**100%**	**79936**	**100%**	**22918**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	14	7%	19	6%	4100	5%	1136	5%
	Dissatisfied	20	11%	45	13%	8039	10%	2287	10%
	Neither	31	16%	64	19%	13881	17%	3897	17%
	Satisfied	69	37%	141	41%	32645	41%	9429	41%
	Very satisfied	54	29%	74	22%	21218	27%	6129	27%
	Total	**188**	**100%**	**343**	**100%**	**79883**	**100%**	**22878**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	14	8%	33	10%	5553	7%	1627	7%
	Dissatisfied	19	10%	43	13%	7365	9%	2100	9%
	Neither	23	12%	53	16%	12956	16%	3784	17%
	Satisfied	57	31%	98	29%	25584	32%	7331	32%
	Very satisfied	72	39%	111	33%	27434	35%	7750	34%
	Total	**185**	**100%**	**338**	**100%**	**78892**	**100%**	**22592**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	15	8%	26	8%	5272	7%	1533	7%
	Dissatisfied	15	8%	37	11%	6522	8%	1899	8%
	Neither	31	17%	55	16%	12169	15%	3536	16%
	Satisfied	49	26%	94	28%	25352	32%	7252	32%
	Very satisfied	76	41%	125	37%	29555	37%	8345	37%
	Total	**186**	**100%**	**337**	**100%**	**78870**	**100%**	**22565**	**100%**

Supervisory Relationships (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	11	6%	20	6%	3555	4%	961	4%
	Dissatisfied	25	13%	57	17%	7377	9%	2026	9%
	Neither	38	20%	84	25%	16844	21%	4768	21%
	Satisfied	72	38%	122	36%	33262	42%	9782	43%
	Very satisfied	42	22%	53	16%	18082	23%	5119	23%
	Total	**188**	**100%**	**336**	**100%**	**79120**	**100%**	**22656**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	15	8%	26	8%	4811	6%	1382	6%
	Dissatisfied	15	8%	25	7%	6782	9%	1884	8%
	Neither	26	14%	57	17%	14342	18%	4214	19%
	Satisfied	55	30%	121	36%	26698	34%	7755	35%
	Very satisfied	73	40%	106	32%	25830	33%	7211	32%
	Total	**184**	**100%**	**335**	**100%**	**78463**	**100%**	**22446**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	10	5%	23	7%	3609	5%	1011	4%
	Dissatisfied	10	5%	26	8%	4740	6%	1342	6%
	Neither	29	16%	49	15%	10235	13%	2874	13%
	Satisfied	71	38%	131	39%	29787	38%	8568	38%
	Very satisfied	66	35%	108	32%	30856	39%	8914	39%
	Total	**186**	**100%**	**337**	**100%**	**79227**	**100%**	**22709**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	19	10%	27	8%	4656	6%	1250	6%
	Dissatisfied	13	7%	46	14%	7739	10%	2198	10%
	Neither	26	14%	72	22%	15338	20%	4404	20%
	Satisfied	84	45%	126	39%	31565	40%	9123	41%
	Very satisfied	44	24%	56	17%	19282	25%	5480	24%
	Total	**186**	**100%**	**327**	**100%**	**78580**	**100%**	**22455**	**100%**

UA-PTC compared with:

Supervisory Relationships (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and training opportunities are available	Very dissatisfied	12	6%	14	4%	4533	6%	1151	5%
	Dissatisfied	13	7%	30	9%	7220	9%	1917	8%
	Neither	24	13%	39	12%	12116	15%	3178	14%
	Satisfied	66	36%	136	41%	30537	39%	8680	38%
	Very satisfied	70	38%	116	35%	24535	31%	7725	34%
Total		**185**	**100%**	**335**	**100%**	**78941**	**100%**	**22651**	**100%**

Table 4. Teamwork Frequency Distributions

Teamwork	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	16	8%	18	5%	3910	5%	1154	5%
	Dissatisfied	22	12%	39	12%	8410	10%	2409	10%
	Neither	19	10%	45	13%	8869	11%	2666	11%
	Satisfied	44	23%	99	29%	27300	34%	7936	34%
	Very satisfied	90	47%	136	40%	32327	40%	9050	39%
	Total	**191**	**100%**	**337**	**100%**	**80816**	**100%**	**23215**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	7	4%	11	3%	2490	3%	688	3%
	Dissatisfied	14	8%	36	11%	5594	7%	1682	8%
	Neither	27	15%	70	21%	12593	16%	3693	17%
	Satisfied	69	38%	121	37%	32805	43%	9303	42%
	Very satisfied	65	36%	92	28%	23682	31%	6647	30%
	Total	**182**	**100%**	**330**	**100%**	**77164**	**100%**	**22013**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	10	5%	21	6%	4246	5%	1213	5%
	Dissatisfied	18	10%	42	12%	7638	10%	2257	10%
	Neither	27	15%	54	16%	11299	14%	3270	15%
	Satisfied	64	35%	135	40%	30898	39%	8887	39%
	Very satisfied	65	35%	86	25%	24560	31%	6885	31%
	Total	**184**	**100%**	**338**	**100%**	**78641**	**100%**	**22512**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	14	8%	18	5%	4372	6%	1209	5%
	Dissatisfied	15	8%	42	13%	7145	9%	2124	9%
	Neither	29	16%	54	16%	10967	14%	3190	14%
	Satisfied	64	35%	131	39%	29627	38%	8437	38%
	Very satisfied	62	34%	88	26%	26105	33%	7408	33%
	Total	**184**	**100%**	**333**	**100%**	**78216**	**100%**	**22368**	**100%**

Teamwork (continued)	Response Option	UA-PTC		2016		NILIE Normbase		Large 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts	Very dissatisfied	9	5%	15	5%	2731	4%	751	3%
with appropriate individuals and	Dissatisfied	12	7%	32	10%	5382	7%	1574	7%
teams	Neither	28	16%	70	21%	12799	17%	3688	17%
	Satisfied	76	42%	124	38%	32847	43%	9308	43%
	Very satisfied	54	30%	85	26%	23007	30%	6498	30%
Total		**179**	**100%**	**326**	**100%**	**76766**	**100%**	**21819**	**100%**
43 a spirit of cooperation exists in my	Very dissatisfied	17	9%	23	7%	5041	6%	1470	6%
department	Dissatisfied	18	10%	35	10%	7438	9%	2204	10%
	Neither	15	8%	37	11%	9898	12%	2974	13%
	Satisfied	60	32%	127	37%	28471	36%	8257	36%
	Very satisfied	75	41%	117	35%	28454	36%	7826	34%
Total		**185**	**100%**	**339**	**100%**	**79302**	**100%**	**22731**	**100%**

Table 5. Climate Factor Mean Comparisons

| | UA-PTC | | 2016 | | | NILIE Normbase | | | Large 2-year | | |
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	194	3.612	3.548			3.773	**	-.211	3.784	**	-.230
Institutional Structure	194	3.253	3.161			3.479	***	-.248	3.497	***	-.274
Student Focus	194	3.747	3.752			4.045	***	-.452	4.059	***	-.479
Supervisory Relationships	194	3.809	3.717			3.832			3.843		
Teamwork	192	3.857	3.756			3.868			3.854		

UA-PTC compared with:

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

Figure 1. Means by Comparison Group and Climate Factor

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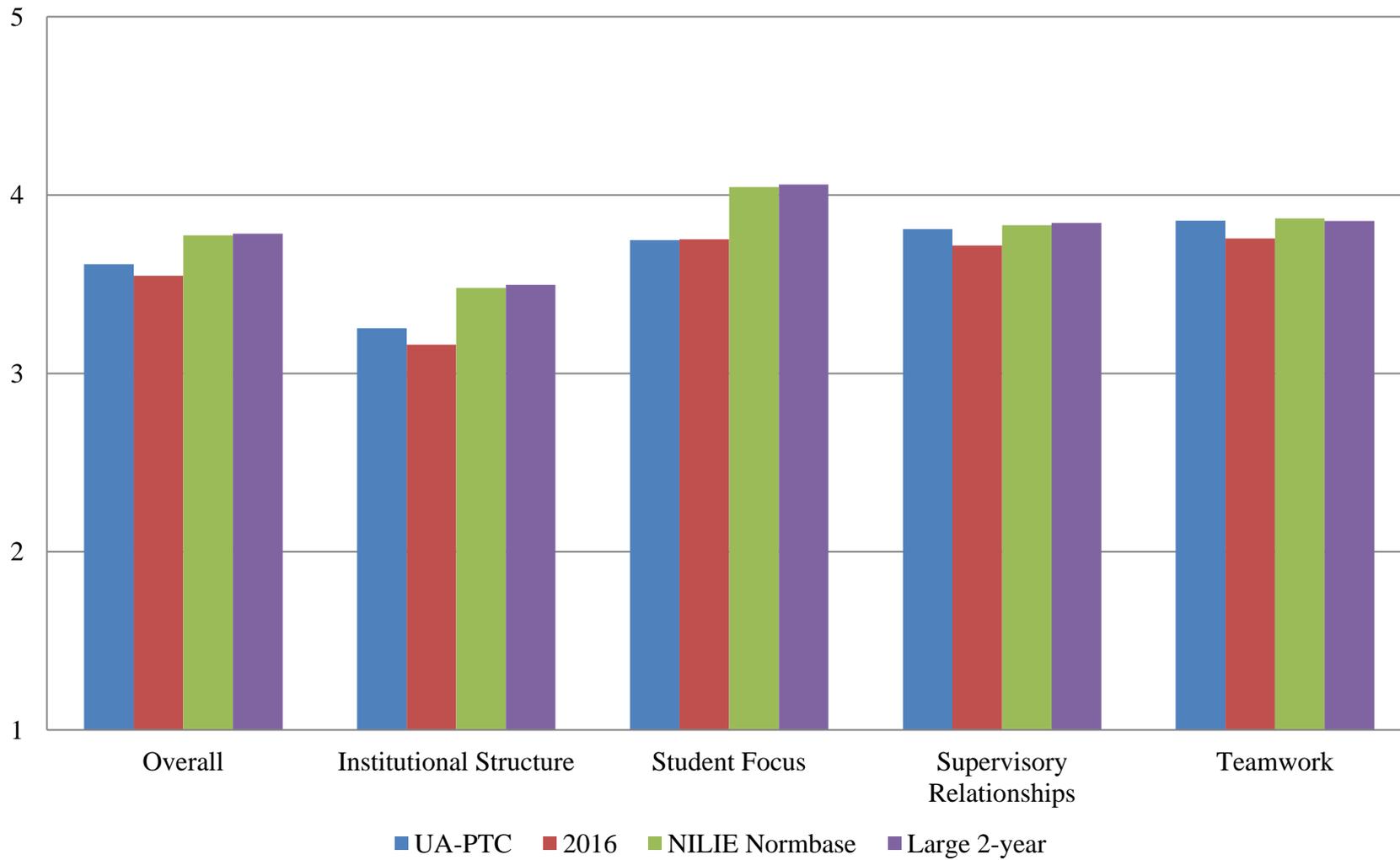
Table 6. Institutional Structure Item Mean Comparisons

<div align="right">UA-PTC compared with:</div>

Institutional Structure	UA-PTC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
1 the actions of this institution reflect its mission	190	3.611	3.601			3.837	**	-.226	3.866	***	-.260
4 decisions are made at the appropriate level at this institution	190	3.158	2.971			3.294			3.292		
5 the institution effectively promotes diversity in the workplace	191	3.686	3.598			3.875	*	-.181	3.926	**	-.231
6 administrative leadership is focused on meeting the needs of students	191	3.618	3.503			3.721			3.760		
10 information is shared within the institution	193	3.026	2.939			3.248	*	-.176	3.270	**	-.196
11 institutional teams use problem-solving techniques	179	3.369	3.156	*	.209	3.460			3.470		
15 I am able to appropriately influence the direction of this institution	181	3.061	2.836	*	.192	3.147			3.118		
16 open and ethical communication is practiced at this institution	186	3.054	2.909			3.352	**	-.241	3.376	***	-.265
22 this institution has been successful in positively motivating my performance	186	3.108	3.114			3.441	***	-.268	3.448	***	-.275
25 a spirit of cooperation exists at this institution	187	3.064	2.982			3.400	***	-.275	3.420	***	-.296
29 institution-wide policies guide my work	187	3.695	3.447	**	.237	3.726			3.733		
32 this institution is appropriately organized	187	3.027	2.880			3.290	**	-.220	3.306	**	-.236
38 I have the opportunity for advancement within this institution	181	2.646	2.702			3.137	***	-.378	3.126	***	-.368
41 I receive adequate information regarding important activities at this institution	188	3.293	3.324			3.660	***	-.330	3.701	***	-.374
44 my work is guided by clearly defined administrative processes	185	3.341	3.277			3.495			3.510	*	-.149

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

Table 7. Student Focus Item Mean Comparisons

UA-PTC compared with:

Student Focus	UA-PTC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
7 student needs are central to what we do	191	3.759	3.676			3.926	*	-.152	3.963	**	-.190
8 I feel my job is relevant to this institution's mission	191	4.476	4.398			4.405			4.431		
17 faculty meet the needs of students	183	3.656	3.662			3.999	***	-.375	3.983	***	-.354
18 student ethnic and cultural diversity are important at this institution	189	3.868	3.859			4.090	***	-.242	4.157	***	-.327
19 students' competencies are enhanced	185	3.692	3.617			3.969	***	-.320	3.966	***	-.316
23 non-teaching professional personnel meet the needs of students	180	3.411	3.610	*	-.184	3.935	***	-.551	3.919	***	-.528
28 classified personnel meet the needs of students	174	3.575	3.558			3.889	***	-.344	3.835	***	-.283
31 students receive an excellent education at this institution	186	3.699	3.724			4.158	***	-.551	4.182	***	-.583
35 this institution prepares students for a career	185	3.768	3.816			4.143	***	-.448	4.175	***	-.492
37 this institution prepares students for further learning	185	3.724	3.792			4.149	***	-.513	4.177	***	-.556
40 students are assisted with their personal development	180	3.628	3.691			3.943	***	-.355	3.958	***	-.373
42 students are satisfied with their educational experience at this institution	180	3.544	3.599			3.934	***	-.490	3.941	***	-.501

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

Table 8. Supervisory Relationships Item Mean Comparisons

UA-PTC compared with:

Supervisory Relationships	UA-PTC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
2 my supervisor expresses confidence in my work	191	4.215	4.209			4.202			4.203		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	190	4.089	3.974			4.075			4.069		
12 positive work expectations are communicated to me	190	3.716	3.617			3.733			3.759		
13 unacceptable behaviors are identified and communicated to me	167	3.647	3.571			3.689			3.689		
20 I receive timely feedback for my work	189	3.635	3.544			3.701			3.717		
21 I receive appropriate feedback for my work	188	3.686	3.601			3.737			3.749		
26 my supervisor actively seeks my ideas	185	3.832	3.624			3.786			3.774		
27 my supervisor seriously considers my ideas	186	3.839	3.757			3.855			3.841		
30 work outcomes are clarified for me	188	3.580	3.390			3.694			3.709		
34 my supervisor helps me to improve my work	184	3.848	3.764			3.790			3.781		
39 I am given the opportunity to be creative in my work	186	3.930	3.816			4.004			4.014		
45 I have the opportunity to express my ideas in appropriate forums	186	3.651	3.422	*	.193	3.675			3.685		
46 professional development and training opportunities are available	185	3.914	3.925			3.802			3.879		

Table 9. Teamwork Item Mean Comparisons

UA-PTC compared with:

Teamwork	UA-PTC		2016			NILIE Normbase			Large 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
3 there is a spirit of cooperation within my work team	191	3.890	3.878			3.937			3.918		
14 my primary work team uses problem-solving techniques	182	3.940	3.748			3.902			3.888		
24 there is an opportunity for all ideas to be exchanged within my work team	184	3.848	3.660			3.812			3.798		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	184	3.788	3.688			3.843			3.837		
36 my work team coordinates its efforts with appropriate individuals and teams	179	3.860	3.712			3.886			3.881		
43 a spirit of cooperation exists in my department	185	3.854	3.826			3.856			3.826		