UA - Pulaski Technical College

North Little Rock, Arkansas

PACE Report

PACE Climate Survey for Community Colleges

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NILIE

National Initiative for Leadership & Institutional Effectiveness

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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 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, 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.

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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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

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

Institutional Structure	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	2	1%	3	2%	1614	3%	452	2%
	Dissatisfied	2	1%	25	13%	6209	10%	1894	10%
	Neither	12	4%	40	21%	9509	15%	2885	14%
	Satisfied	123	42%	97	51%	30328	47%	9553	48%
	Very satisfied	153	52%	25	13%	16456	26%	5116	26%
	Total	**292**	**100%**	**190**	**100%**	**64116**	**100%**	**19900**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	4	1%	17	9%	5108	8%	1544	8%
	Dissatisfied	18	6%	41	22%	12595	20%	3998	20%
	Neither	40	14%	51	27%	14062	22%	4329	22%
	Satisfied	123	43%	57	30%	21390	34%	6725	34%
	Very satisfied	102	36%	24	13%	10277	16%	3113	16%
	Total	**287**	**100%**	**190**	**100%**	**63432**	**100%**	**19709**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	3	1%	13	7%	2202	3%	615	3%
	Dissatisfied	13	4%	15	8%	4777	7%	1461	7%
	Neither	32	11%	42	22%	12331	19%	3871	20%
	Satisfied	104	36%	70	37%	24644	39%	7830	39%
	Very satisfied	138	48%	51	27%	19907	31%	6053	31%
	Total	**290**	**100%**	**191**	**100%**	**63861**	**100%**	**19830**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	1	0%	12	6%	3456	5%	963	5%
	Dissatisfied	6	2%	23	12%	7880	12%	2477	12%
	Neither	17	6%	35	18%	10047	16%	3111	16%
	Satisfied	96	33%	77	40%	24253	38%	7723	39%
	Very satisfied	170	59%	44	23%	18388	29%	5556	28%
	Total	**290**	**100%**	**191**	**100%**	**64024**	**100%**	**19830**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	9	3%	28	15%	6894	11%	2121	11%
	Dissatisfied	19	6%	42	22%	12922	20%	4271	21%
	Neither	40	14%	45	23%	13450	21%	4140	21%
	Satisfied	101	34%	53	27%	19714	31%	6162	31%
	Very satisfied	124	42%	25	13%	11340	18%	3286	16%
	Total	**293**	**100%**	**193**	**100%**	**64320**	**100%**	**19980**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	1	0%	10	6%	2479	4%	733	4%
	Dissatisfied	12	5%	24	13%	7386	13%	2373	13%
	Neither	48	18%	53	30%	17983	30%	5567	30%
	Satisfied	125	47%	74	41%	23023	39%	7277	40%
	Very satisfied	80	30%	18	10%	8162	14%	2452	13%
	Total	**266**	**100%**	**179**	**100%**	**59033**	**100%**	**18402**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	10	4%	22	12%	6557	11%	1883	10%
	Dissatisfied	28	10%	39	22%	10639	18%	3368	18%
	Neither	74	27%	47	26%	17448	29%	5475	29%
	Satisfied	98	36%	52	29%	17042	29%	5381	29%
	Very satisfied	63	23%	21	12%	7989	13%	2497	13%
	Total	**273**	**100%**	**181**	**100%**	**59675**	**100%**	**18604**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	9	3%	28	15%	6205	10%	1947	10%
	Dissatisfied	20	7%	33	18%	10365	16%	3389	17%
	Neither	44	15%	43	23%	13412	21%	4202	21%
	Satisfied	114	39%	65	35%	21433	34%	6584	33%
	Very satisfied	102	35%	17	9%	11983	19%	3572	18%
	Total	**289**	**100%**	**186**	**100%**	**63398**	**100%**	**19694**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	15	5%	25	13%	5723	9%	1754	9%
	Dissatisfied	30	11%	43	23%	9476	15%	2964	15%
	Neither	46	16%	35	19%	12672	20%	3948	20%
	Satisfied	93	33%	53	28%	21110	34%	6686	34%
	Very satisfied	101	35%	30	16%	13914	22%	4208	22%
	Total	**285**	**100%**	**186**	**100%**	**62895**	**100%**	**19560**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	10	3%	25	13%	5536	9%	1733	9%
	Dissatisfied	11	4%	42	22%	10127	16%	3300	17%
	Neither	28	10%	38	20%	12799	20%	3911	20%
	Satisfied	123	43%	60	32%	22437	36%	7056	36%
	Very satisfied	114	40%	22	12%	12236	19%	3644	19%
	Total	**286**	**100%**	**187**	**100%**	**63135**	**100%**	**19644**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	3	1%	8	4%	2086	3%	591	3%
	Dissatisfied	9	3%	18	10%	4147	7%	1274	7%
	Neither	27	10%	37	20%	15089	24%	4723	24%
	Satisfied	129	46%	84	45%	27332	44%	8672	45%
	Very satisfied	115	41%	40	21%	13422	22%	4022	21%
	Total	**283**	**100%**	**187**	**100%**	**62076**	**100%**	**19282**	**100%**
32 this institution is appropriately organized	Very dissatisfied	6	2%	26	14%	5482	9%	1661	9%
	Dissatisfied	23	8%	38	20%	11610	19%	3631	19%
	Neither	49	18%	42	22%	14517	23%	4471	23%
	Satisfied	113	41%	67	36%	20625	33%	6548	34%
	Very satisfied	87	31%	14	7%	9771	16%	3039	16%
	Total	**278**	**100%**	**187**	**100%**	**62005**	**100%**	**19350**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	38	15%	45	25%	8908	15%	2757	15%
	Dissatisfied	39	15%	42	23%	9525	16%	3025	16%
	Neither	69	27%	38	21%	15065	25%	4781	26%
	Satisfied	64	25%	44	24%	15893	27%	4934	27%
	Very satisfied	50	19%	12	7%	9723	16%	2918	16%
	Total	**260**	**100%**	**181**	**100%**	**59114**	**100%**	**18415**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	8	3%	17	9%	3127	5%	935	5%
	Dissatisfied	19	7%	34	18%	7506	12%	2475	13%
	Neither	32	11%	39	21%	10831	17%	3393	17%
	Satisfied	113	40%	73	39%	27044	43%	8495	43%
	Very satisfied	108	39%	25	13%	14271	23%	4252	22%
	Total	**280**	**100%**	**188**	**100%**	**62779**	**100%**	**19550**	**100%**
44 administrative processes are clearly defined	Very dissatisfied	9	3%	14	8%	4400	7%	1262	7%
	Dissatisfied	28	10%	38	21%	7703	12%	2343	12%
	Neither	51	18%	34	18%	13853	22%	4347	23%
	Satisfied	106	38%	69	37%	23478	38%	7562	39%
	Very satisfied	84	30%	30	16%	12390	20%	3731	19%
	Total	**278**	**100%**	**185**	**100%**	**61824**	**100%**	**19245**	**100%**

Table 2. Student Focus Frequency Distributions

Student Focus	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	0	0%	12	6%	2280	4%	625	3%
	Dissatisfied	6	2%	16	8%	6492	10%	1989	10%
	Neither	12	4%	34	18%	8090	13%	2509	13%
	Satisfied	89	30%	73	38%	24208	38%	7732	39%
	Very satisfied	186	63%	56	29%	23085	36%	7030	35%
	Total	**293**	**100%**	**191**	**100%**	**64155**	**100%**	**19885**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	3	2%	972	2%	274	1%
	Dissatisfied	1	0%	8	4%	1678	3%	477	2%
	Neither	7	2%	7	4%	4036	6%	1216	6%
	Satisfied	71	24%	50	26%	20674	32%	6490	33%
	Very satisfied	213	73%	123	64%	36936	57%	11498	58%
	Total	**293**	**100%**	**191**	**100%**	**64296**	**100%**	**19955**	**100%**
17 faculty meet the needs of students	Very dissatisfied	1	0%	8	4%	948	2%	251	1%
	Dissatisfied	7	3%	19	10%	3431	6%	1013	5%
	Neither	22	8%	41	22%	9519	16%	2839	15%
	Satisfied	112	41%	75	41%	27400	46%	8550	46%
	Very satisfied	131	48%	40	22%	18731	31%	6031	32%
	Total	**273**	**100%**	**183**	**100%**	**60029**	**100%**	**18684**	**100%**
18 student diversity is important at this institution	Very dissatisfied	2	1%	9	5%	1179	2%	331	2%
	Dissatisfied	3	1%	11	6%	2629	4%	830	4%
	Neither	22	8%	35	19%	9252	15%	2892	15%
	Satisfied	88	31%	75	40%	26495	42%	8407	43%
	Very satisfied	170	60%	59	31%	23274	37%	7070	36%
	Total	**285**	**100%**	**189**	**100%**	**62829**	**100%**	**19530**	**100%**

Student Focus (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	3	1%	8	4%	798	1%	196	1%
	Dissatisfied	6	2%	14	8%	2589	4%	710	4%
	Neither	27	10%	41	22%	11123	18%	3336	18%
	Satisfied	108	39%	86	46%	29176	48%	9273	50%
	Very satisfied	132	48%	36	19%	16573	28%	5171	28%
	Total	**276**	**100%**	**185**	**100%**	**60259**	**100%**	**18686**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	3	1%	13	7%	1292	2%	325	2%
	Dissatisfied	15	5%	26	14%	3875	6%	1147	6%
	Neither	26	9%	41	23%	9939	16%	2917	15%
	Satisfied	123	45%	74	41%	27707	46%	8931	47%
	Very satisfied	107	39%	26	14%	17719	29%	5564	29%
	Total	**274**	**100%**	**180**	**100%**	**60532**	**100%**	**18884**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	1	0%	6	3%	1092	2%	290	2%
	Dissatisfied	8	3%	20	11%	2560	5%	737	4%
	Neither	25	9%	40	23%	12788	23%	3912	22%
	Satisfied	123	46%	84	48%	25157	45%	8028	46%
	Very satisfied	110	41%	24	14%	14745	26%	4444	26%
	Total	**267**	**100%**	**174**	**100%**	**56342**	**100%**	**17411**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	4	1%	7	4%	599	1%	142	1%
	Dissatisfied	5	2%	18	10%	2076	3%	577	3%
	Neither	20	7%	32	17%	7379	12%	2181	11%
	Satisfied	123	44%	96	52%	28697	47%	9096	47%
	Very satisfied	125	45%	33	18%	22768	37%	7170	37%
	Total	**277**	**100%**	**186**	**100%**	**61519**	**100%**	**19166**	**100%**

Student Focus (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	2	1%	8	4%	698	1%	173	1%
	Dissatisfied	7	2%	16	9%	1935	3%	561	3%
	Neither	21	7%	35	19%	7714	13%	2192	11%
	Satisfied	109	39%	78	42%	28394	46%	8893	47%
	Very satisfied	143	51%	48	26%	22583	37%	7296	38%
	Total	**282**	**100%**	**185**	**100%**	**61324**	**100%**	**19115**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	4	1%	9	5%	711	1%	181	1%
	Dissatisfied	5	2%	19	10%	1930	3%	549	3%
	Neither	17	6%	30	16%	6996	11%	2093	11%
	Satisfied	125	45%	83	45%	29502	48%	9306	49%
	Very satisfied	128	46%	44	24%	22271	36%	6984	37%
	Total	**279**	**100%**	**185**	**100%**	**61410**	**100%**	**19113**	**100%**
40 students are assisted with their personal development	Very dissatisfied	2	1%	6	3%	890	2%	222	1%
	Dissatisfied	4	1%	19	11%	2732	5%	793	4%
	Neither	24	9%	44	24%	11356	19%	3372	18%
	Satisfied	124	45%	78	43%	27638	47%	8918	49%
	Very satisfied	120	44%	33	18%	16246	28%	5032	27%
	Total	**274**	**100%**	**180**	**100%**	**58862**	**100%**	**18337**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	2	1%	5	3%	544	1%	116	1%
	Dissatisfied	3	1%	18	10%	1900	3%	492	3%
	Neither	30	11%	49	27%	11281	20%	3300	18%
	Satisfied	135	52%	90	50%	31046	54%	10017	56%
	Very satisfied	92	35%	18	10%	12441	22%	3919	22%
	Total	**262**	**100%**	**180**	**100%**	**57212**	**100%**	**17844**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	2	1%	10	5%	2152	3%	641	3%
	Dissatisfied	15	5%	11	6%	3857	6%	1204	6%
	Neither	26	9%	16	8%	5720	9%	1681	8%
	Satisfied	70	24%	45	24%	18719	29%	5848	29%
	Very satisfied	181	62%	109	57%	33640	52%	10517	53%
	Total	**294**	**100%**	**191**	**100%**	**64088**	**100%**	**19891**	**100%**
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	3	1%	12	6%	3288	5%	975	5%
	Dissatisfied	22	8%	10	5%	4669	7%	1439	7%
	Neither	20	7%	21	11%	6505	10%	1954	10%
	Satisfied	71	24%	53	28%	17692	28%	5660	28%
	Very satisfied	177	60%	94	49%	32024	50%	9899	50%
	Total	**293**	**100%**	**190**	**100%**	**64178**	**100%**	**19927**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	5	2%	15	8%	2921	5%	855	4%
	Dissatisfied	23	8%	15	8%	6440	10%	1943	10%
	Neither	32	11%	34	18%	10403	16%	3168	16%
	Satisfied	113	39%	71	37%	27251	43%	8694	44%
	Very satisfied	116	40%	55	29%	16348	26%	5029	26%
	Total	**289**	**100%**	**190**	**100%**	**63363**	**100%**	**19689**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	7	3%	9	5%	2074	4%	602	3%
	Dissatisfied	14	5%	16	10%	4352	8%	1314	7%
	Neither	37	14%	33	20%	14017	24%	4278	24%
	Satisfied	110	42%	76	46%	25114	44%	8010	45%
	Very satisfied	96	36%	33	20%	11769	21%	3504	20%
	Total	**264**	**100%**	**167**	**100%**	**57326**	**100%**	**17708**	**100%**

Supervisory Relationships (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	8	3%	19	10%	3546	6%	1056	5%
	Dissatisfied	17	6%	16	8%	6172	10%	1906	10%
	Neither	41	14%	32	17%	11571	18%	3455	18%
	Satisfied	105	37%	70	37%	24474	39%	7860	40%
	Very satisfied	116	40%	52	28%	17263	27%	5355	27%
	Total	**287**	**100%**	**189**	**100%**	**63026**	**100%**	**19632**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	8	3%	14	7%	3079	5%	913	5%
	Dissatisfied	20	7%	20	11%	6142	10%	1879	10%
	Neither	36	13%	31	16%	10878	17%	3273	17%
	Satisfied	108	38%	69	37%	25799	41%	8243	42%
	Very satisfied	112	39%	54	29%	17048	27%	5303	27%
	Total	**284**	**100%**	**188**	**100%**	**62946**	**100%**	**19611**	**100%**
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	11	4%	14	8%	4246	7%	1247	6%
	Dissatisfied	17	6%	19	10%	5646	9%	1747	9%
	Neither	22	8%	23	12%	10127	16%	3057	16%
	Satisfied	86	30%	57	31%	20164	32%	6413	33%
	Very satisfied	146	52%	72	39%	22051	35%	6956	36%
	Total	**282**	**100%**	**185**	**100%**	**62234**	**100%**	**19420**	**100%**
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	7	3%	15	8%	3987	6%	1164	6%
	Dissatisfied	19	7%	15	8%	5009	8%	1546	8%
	Neither	28	10%	31	17%	9376	15%	2809	14%
	Satisfied	75	27%	49	26%	20054	32%	6374	33%
	Very satisfied	151	54%	76	41%	23755	38%	7504	39%
	Total	**280**	**100%**	**186**	**100%**	**62181**	**100%**	**19397**	**100%**

Supervisory Relationships (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	8	3%	11	6%	2645	4%	737	4%
	Dissatisfied	13	5%	25	13%	5702	9%	1773	9%
	Neither	38	13%	38	20%	12991	21%	3998	21%
	Satisfied	116	41%	72	38%	26563	43%	8524	44%
	Very satisfied	109	38%	42	22%	14536	23%	4395	23%
	Total	**284**	**100%**	**188**	**100%**	**62437**	**100%**	**19427**	**100%**
34 my supervisor/chair helps me to improve my work	Very dissatisfied	9	3%	15	8%	3640	6%	1057	5%
	Dissatisfied	15	5%	15	8%	5191	8%	1584	8%
	Neither	30	11%	26	14%	11176	18%	3400	18%
	Satisfied	90	32%	55	30%	21022	34%	6682	35%
	Very satisfied	136	49%	73	40%	20812	34%	6602	34%
	Total	**280**	**100%**	**184**	**100%**	**61841**	**100%**	**19325**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	10	4%	10	5%	2665	4%	748	4%
	Dissatisfied	7	2%	10	5%	3635	6%	1121	6%
	Neither	24	9%	29	16%	7917	13%	2473	13%
	Satisfied	106	38%	71	38%	23760	38%	7629	39%
	Very satisfied	135	48%	66	35%	24439	39%	7479	38%
	Total	**282**	**100%**	**186**	**100%**	**62416**	**100%**	**19450**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	7	3%	19	10%	3489	6%	1022	5%
	Dissatisfied	11	4%	13	7%	5942	10%	1827	9%
	Neither	31	11%	26	14%	11756	19%	3638	19%
	Satisfied	110	40%	84	45%	25336	41%	8101	42%
	Very satisfied	117	42%	44	24%	15422	25%	4717	24%
	Total	**276**	**100%**	**186**	**100%**	**61945**	**100%**	**19305**	**100%**

Supervisory Relationships (continued)	Response Option	**UA-PTC**		**2018**		**NILIE Normbase**		**Medium 2-year**	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and	Very dissatisfied	6	2%	12	6%	3466	6%	1131	6%
training opportunities are available	Dissatisfied	7	2%	13	7%	5701	9%	1914	10%
	Neither	10	4%	24	13%	9417	15%	2964	15%
	Satisfied	91	32%	66	36%	24184	39%	7579	39%
	Very satisfied	168	60%	70	38%	19474	31%	5795	30%
	Total	**282**	**100%**	**185**	**100%**	**62242**	**100%**	**19383**	**100%**

Table 4. Teamwork Frequency Distributions

UA-PTC compared with:

Teamwork	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	7	2%	16	8%	2946	5%	815	4%
	Dissatisfied	13	4%	22	12%	6536	10%	2037	10%
	Neither	15	5%	19	10%	6791	11%	2042	10%
	Satisfied	94	32%	44	23%	21665	34%	6754	34%
	Very satisfied	163	56%	90	47%	26013	41%	8180	41%
	Total	**292**	**100%**	**191**	**100%**	**63951**	**100%**	**19828**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	6	2%	7	4%	1811	3%	481	3%
	Dissatisfied	14	5%	14	8%	4354	7%	1325	7%
	Neither	20	7%	27	15%	9751	16%	2912	15%
	Satisfied	98	35%	69	38%	25907	42%	8270	43%
	Very satisfied	144	51%	65	36%	19166	31%	6045	32%
	Total	**282**	**100%**	**182**	**100%**	**60989**	**100%**	**19033**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	5	2%	10	5%	3195	5%	918	5%
	Dissatisfied	10	4%	18	10%	5909	10%	1837	9%
	Neither	19	7%	27	15%	8738	14%	2639	14%
	Satisfied	108	39%	64	35%	24473	39%	7781	40%
	Very satisfied	138	49%	65	35%	19786	32%	6180	32%
	Total	**280**	**100%**	**184**	**100%**	**62101**	**100%**	**19355**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	5	2%	14	8%	3321	5%	959	5%
	Dissatisfied	10	4%	15	8%	5438	9%	1653	9%
	Neither	11	4%	29	16%	8377	14%	2541	13%
	Satisfied	106	38%	64	35%	23489	38%	7474	39%
	Very satisfied	145	52%	62	34%	21082	34%	6630	34%
	Total	**277**	**100%**	**184**	**100%**	**61707**	**100%**	**19257**	**100%**

Teamwork (continued)	Response Option	UA-PTC		2018		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts	Very dissatisfied	5	2%	9	5%	2053	3%	574	3%
with appropriate individuals and	Dissatisfied	12	4%	12	7%	4207	7%	1247	7%
teams	Neither	19	7%	28	16%	9802	16%	2932	16%
	Satisfied	114	41%	76	42%	25963	43%	8269	44%
	Very satisfied	127	46%	54	30%	18531	31%	5892	31%
	Total	**277**	**100%**	**179**	**100%**	**60556**	**100%**	**18914**	**100%**
43 a spirit of cooperation exists in my	Very dissatisfied	8	3%	17	9%	3821	6%	1077	6%
department	Dissatisfied	13	5%	18	10%	5660	9%	1730	9%
	Neither	21	7%	15	8%	7552	12%	2241	12%
	Satisfied	90	32%	60	32%	22632	36%	7122	37%
	Very satisfied	149	53%	75	41%	22828	37%	7277	37%
	Total	**281**	**100%**	**185**	**100%**	**62493**	**100%**	**19447**	**100%**

Table 5. Climate Factor Mean Comparisons

	UA-PTC		2018			NILIE Normbase			Medium 2-year		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	295	4.195	3.612	***	.836	3.783	***	.546	3.792	***	.547
Institutional Structure	295	4.020	3.253	***	.954	3.483	***	.593	3.477	***	.607
Student Focus	295	4.362	3.747	***	.945	4.044	***	.484	4.065	***	.471
Supervisory Relationships	295	4.196	3.809	***	.449	3.850	***	.386	3.859	***	.381
Teamwork	295	4.301	3.857	***	.490	3.889	***	.426	3.915	***	.408

UA-PTC compared with:

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

Figure 1. Means by Comparison Group and Climate Factor

Legend: ■ UA-PTC ■ 2018 ■ NILIE Normbase ■ Medium 2-year

Categories: Overall, Institutional Structure, Student Focus, Supervisory Relationships, Teamwork
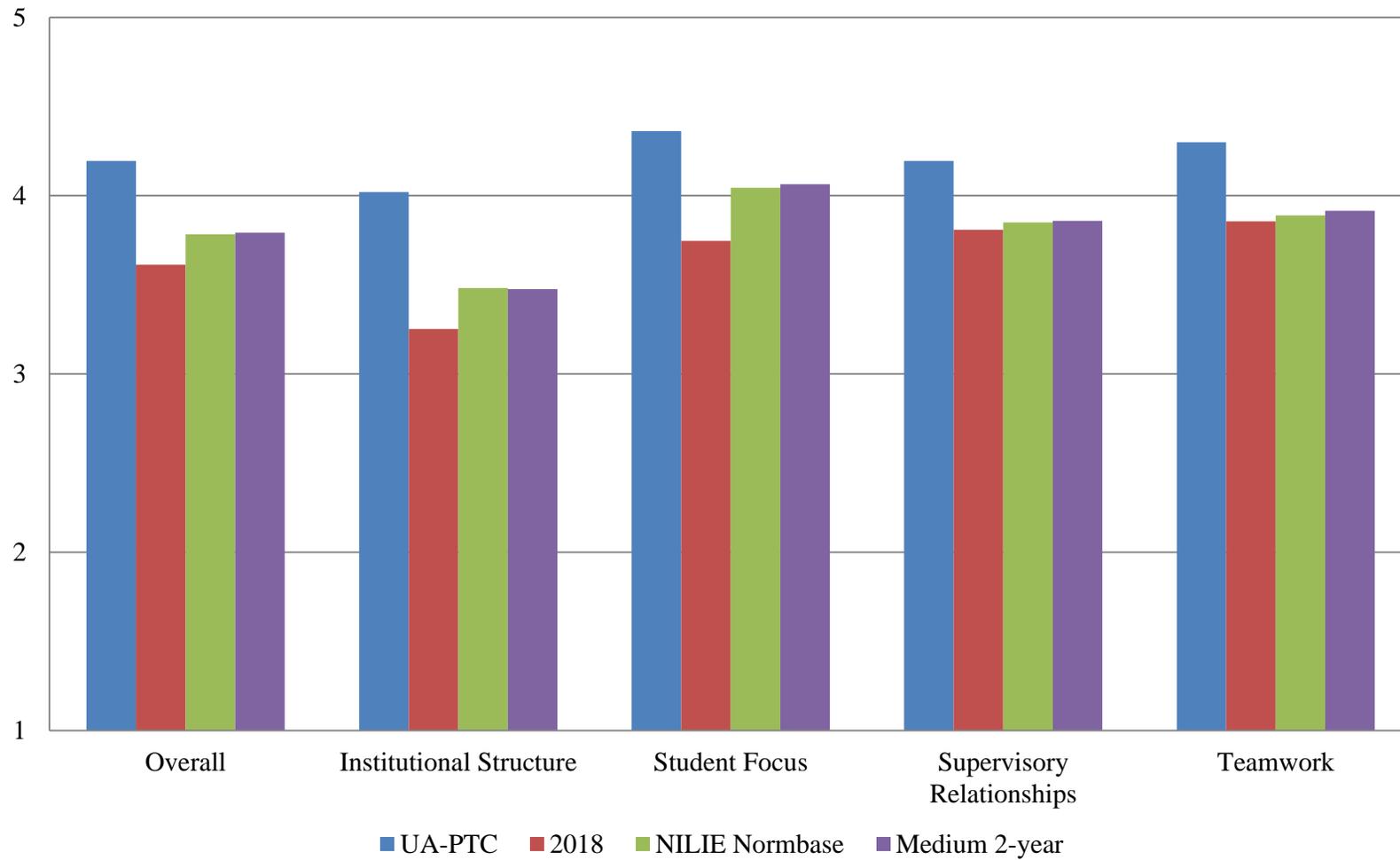
Table 6. Institutional Structure Item Mean Comparisons

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

	Institutional Structure	UA-PTC		2018			NILIE Normbase			Medium 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	292	4.449	3.611	***	1.068	3.839	***	.612	3.854	***	.608
4	decisions are made at the appropriate level at this institution	287	4.049	3.158	***	.863	3.302	***	.629	3.298	***	.636
5	the institution effectively promotes diversity in the workplace	290	4.245	3.686	***	.557	3.866	***	.362	3.870	***	.366
6	administrative leadership is focused on meeting the needs of students	290	4.476	3.618	***	.933	3.722	***	.651	3.728	***	.659
10	information is shared within the institution	293	4.065	3.026	***	.913	3.244	***	.653	3.211	***	.685
11	institutional teams use problem-solving techniques	266	4.019	3.369	***	.711	3.457	***	.554	3.453	***	.564
15	I am able to appropriately influence the direction of this institution	273	3.645	3.061	***	.521	3.155	***	.412	3.174	***	.401
16	open and ethical communication is practiced at this institution	289	3.969	3.054	***	.823	3.357	***	.496	3.327	***	.521
22	this institution has been successful in positively motivating my performance	285	3.825	3.108	***	.584	3.445	***	.306	3.441	***	.311
25	a spirit of cooperation exists at this institution	286	4.119	3.064	***	.966	3.407	***	.586	3.386	***	.606
29	institution-wide policies guide my work	283	4.216	3.695	***	.566	3.739	***	.487	3.740	***	.496
32	this institution is appropriately organized	278	3.906	3.027	***	.811	3.284	***	.522	3.293	***	.517
38	I have the opportunity for advancement within this institution	260	3.188	2.646	***	.418	3.135			3.121		
41	I receive adequate information regarding important activities at this institution	280	4.050	3.293	***	.700	3.666	***	.348	3.647	***	.367
44	administrative processes are clearly defined	278	3.820	3.341	***	.427	3.514	***	.266	3.528	***	.259

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

Table 7. Student Focus Item Mean Comparisons

UA-PTC compared with:

	Student Focus	UA-PTC		2018			NILIE Normbase			Medium 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	293	4.553	3.759	***	.890	3.925	***	.573	3.933	***	.579
8	I feel my job is relevant to this institution's mission	293	4.686	4.476	**	.297	4.414	***	.324	4.426	***	.317
17	faculty meet the needs of students	273	4.337	3.656	***	.758	3.992	***	.377	4.022	***	.350
18	student diversity is important at this institution	285	4.477	3.868	***	.686	4.083	***	.428	4.078	***	.440
19	students' competencies are enhanced	276	4.304	3.692	***	.680	3.965	***	.392	3.991	***	.375
23	non-teaching professional personnel meet the needs of students	274	4.153	3.411	***	.753	3.936	***	.228	3.967	***	.203
28	classified personnel meet the needs of students	267	4.247	3.575	***	.780	3.886	***	.397	3.896	***	.396
31	students receive an excellent education at this institution	277	4.300	3.699	***	.680	4.153	**	.176	4.178	*	.152
35	this institution prepares students for a career	282	4.362	3.768	***	.655	4.145	***	.259	4.181	***	.222
37	this institution prepares students for further learning	279	4.319	3.724	***	.648	4.151	***	.203	4.170	**	.185
40	students are assisted with their personal development	274	4.299	3.628	***	.779	3.945	***	.400	3.968	***	.386
42	students are satisfied with their educational experience at this institution	262	4.191	3.544	***	.797	3.925	***	.335	3.960	***	.305

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

Table 8. Supervisory Relationships Item Mean Comparisons

UA-PTC compared with:

	Supervisory Relationships	UA-PTC		2018			NILIE Normbase			Medium 2-year		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…												
2	my supervisor/chair expresses confidence in my work	294	4.405	4.215	*	.189	4.215	**	.181	4.226	**	.171
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	293	4.355	4.089	**	.251	4.098	***	.222	4.107	***	.216
12	positive work expectations are communicated to me	289	4.080	3.716	***	.338	3.752	***	.301	3.767	***	.292
13	unacceptable behaviors are identified and communicated to me	264	4.038	3.647	***	.385	3.700	***	.339	3.706	***	.340
20	I receive timely feedback for my work	287	4.059	3.635	***	.380	3.726	***	.295	3.741	***	.284
21	I receive appropriate feedback for my work	284	4.042	3.686	***	.323	3.756	***	.260	3.772	***	.248
26	my supervisor/chair actively seeks my ideas	282	4.202	3.832	***	.321	3.805	***	.329	3.828	***	.314
27	my supervisor/chair seriously considers my ideas	280	4.229	3.839	***	.343	3.878	***	.295	3.903	***	.278
30	work outcomes are clarified for me	284	4.074	3.580	***	.472	3.715	***	.341	3.724	***	.340
34	my supervisor/chair helps me to improve my work	280	4.175	3.848	**	.290	3.811	***	.313	3.838	***	.295
39	I am given the opportunity to be creative in my work	282	4.238	3.930	**	.301	4.020	***	.204	4.027	***	.202
45	I have the opportunity to express my ideas in appropriate forums	276	4.156	3.651	***	.476	3.698	***	.411	3.708	***	.409
46	professional development and training opportunities are available	282	4.447	3.914	***	.538	3.811	***	.559	3.774	***	.588

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

Table 9. Teamwork Item Mean Comparisons

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

	Teamwork	UA-PTC		2018			NILIE Normbase			Medium 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	292	4.346	3.890	***	.409	3.958	***	.336	3.981	***	.321
14	my primary work team uses problem-solving techniques	282	4.277	3.940	***	.337	3.923	***	.351	3.950	***	.332
24	there is an opportunity for all ideas to be exchanged within my work team	280	4.300	3.848	***	.450	3.833	***	.414	3.851	***	.404
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	277	4.357	3.788	***	.560	3.868	***	.430	3.891	***	.417
36	my work team coordinates its efforts with appropriate individuals and teams	277	4.249	3.860	***	.400	3.903	***	.339	3.934	***	.316
43	a spirit of cooperation exists in my department	281	4.278	3.854	***	.378	3.880	***	.338	3.915	***	.314

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