

**UA-Pulaski Technical College**  
North Little Rock, Arkansas

**PACE Report**

PACE Climate Survey for Community Colleges

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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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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 & Baker, 1987). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center 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, The Belk Center 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 (Caison, 2005; Tiu, 2001).

#### References

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**Table 1. Institutional Structure Frequency Distributions**

*UA-PTC compared with:*

Institutional Structure	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	3	1%	2	1%	1417	2%	365	2%
	Dissatisfied	11	5%	2	1%	5405	9%	1545	9%
	Neither	38	16%	12	4%	8492	14%	2418	15%
	Satisfied	130	55%	123	42%	28501	47%	7873	48%
	Very satisfied	55	23%	153	52%	17171	28%	4148	25%
	<b>Total</b>	<b>237</b>	<b>100%</b>	<b>292</b>	<b>100%</b>	<b>60986</b>	<b>100%</b>	<b>16349</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	12	5%	4	1%	4425	7%	1273	8%
	Dissatisfied	28	12%	18	6%	11324	19%	3254	20%
	Neither	63	27%	40	14%	12909	21%	3549	22%
	Satisfied	93	40%	123	43%	20853	35%	5634	35%
	Very satisfied	37	16%	102	36%	10802	18%	2486	15%
	<b>Total</b>	<b>233</b>	<b>100%</b>	<b>287</b>	<b>100%</b>	<b>60313</b>	<b>100%</b>	<b>16196</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	3	1%	3	1%	2064	3%	558	3%
	Dissatisfied	24	10%	13	4%	4693	8%	1366	8%
	Neither	40	17%	32	11%	11318	19%	3113	19%
	Satisfied	92	39%	104	36%	22711	37%	6326	39%
	Very satisfied	74	32%	138	48%	19926	33%	4957	30%
	<b>Total</b>	<b>233</b>	<b>100%</b>	<b>290</b>	<b>100%</b>	<b>60712</b>	<b>100%</b>	<b>16320</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	7	3%	1	0%	2907	5%	746	5%
	Dissatisfied	12	5%	6	2%	6768	11%	1942	12%
	Neither	36	15%	17	6%	8728	14%	2476	15%
	Satisfied	101	42%	96	33%	22963	38%	6433	39%
	Very satisfied	82	34%	170	59%	19496	32%	4714	29%
	<b>Total</b>	<b>238</b>	<b>100%</b>	<b>290</b>	<b>100%</b>	<b>60862</b>	<b>100%</b>	<b>16311</b>	<b>100%</b>

*UA-PTC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>UA-PTC</b>		<b>2020</b>		<b>PACE Normbase</b>		<b>Medium</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	14	6%	9	3%	6130	10%	1719	10%
	Dissatisfied	42	18%	19	6%	11410	19%	3367	20%
	Neither	50	21%	40	14%	12490	20%	3443	21%
	Satisfied	90	38%	101	34%	19089	31%	5114	31%
	Very satisfied	43	18%	124	42%	12062	20%	2786	17%
	<b>Total</b>	<b>239</b>	<b>100%</b>	<b>293</b>	<b>100%</b>	<b>61181</b>	<b>100%</b>	<b>16429</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	6	3%	1	0%	2136	4%	617	4%
	Dissatisfied	22	10%	12	5%	6516	12%	2015	13%
	Neither	55	25%	48	18%	16350	29%	4688	31%
	Satisfied	106	47%	125	47%	22363	40%	5819	39%
	Very satisfied	35	16%	80	30%	8850	16%	1960	13%
	<b>Total</b>	<b>224</b>	<b>100%</b>	<b>266</b>	<b>100%</b>	<b>56215</b>	<b>100%</b>	<b>15099</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	19	9%	10	4%	5781	10%	1559	10%
	Dissatisfied	32	15%	28	10%	9605	17%	2802	18%
	Neither	60	27%	74	27%	16288	29%	4515	30%
	Satisfied	74	34%	98	36%	16685	29%	4446	29%
	Very satisfied	34	16%	63	23%	8245	15%	1976	13%
	<b>Total</b>	<b>219</b>	<b>100%</b>	<b>273</b>	<b>100%</b>	<b>56604</b>	<b>100%</b>	<b>15298</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	15	7%	9	3%	5426	9%	1607	10%
	Dissatisfied	25	11%	20	7%	9176	15%	2782	17%
	Neither	62	27%	44	15%	12245	20%	3463	21%
	Satisfied	88	38%	114	39%	20751	34%	5408	33%
	Very satisfied	40	17%	102	35%	12744	21%	2950	18%
	<b>Total</b>	<b>230</b>	<b>100%</b>	<b>289</b>	<b>100%</b>	<b>60342</b>	<b>100%</b>	<b>16210</b>	<b>100%</b>

*UA-PTC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>UA-PTC</b>		<b>2020</b>		<b>PACE Normbase</b>		<b>Medium</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	18	8%	15	5%	5039	8%	1467	9%
	Dissatisfied	39	17%	30	11%	8489	14%	2423	15%
	Neither	47	21%	46	16%	11997	20%	3354	21%
	Satisfied	73	32%	93	33%	20112	34%	5419	34%
	Very satisfied	52	23%	101	35%	14272	24%	3430	21%
	<b>Total</b>	<b>229</b>	<b>100%</b>	<b>285</b>	<b>100%</b>	<b>59909</b>	<b>100%</b>	<b>16093</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	12	5%	10	3%	4747	8%	1386	9%
	Dissatisfied	20	9%	11	4%	8961	15%	2699	17%
	Neither	52	23%	28	10%	11500	19%	3228	20%
	Satisfied	95	42%	123	43%	21706	36%	5815	36%
	Very satisfied	49	21%	114	40%	13143	22%	2996	19%
	<b>Total</b>	<b>228</b>	<b>100%</b>	<b>286</b>	<b>100%</b>	<b>60057</b>	<b>100%</b>	<b>16124</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	6	3%	3	1%	1760	3%	501	3%
	Dissatisfied	13	6%	9	3%	3567	6%	1046	7%
	Neither	49	21%	27	10%	13462	23%	3872	24%
	Satisfied	93	41%	129	46%	25933	44%	7044	44%
	Very satisfied	67	29%	115	41%	14372	24%	3410	21%
	<b>Total</b>	<b>228</b>	<b>100%</b>	<b>283</b>	<b>100%</b>	<b>59094</b>	<b>100%</b>	<b>15873</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	16	7%	6	2%	4838	8%	1312	8%
	Dissatisfied	30	14%	23	8%	10479	18%	2989	19%
	Neither	58	26%	49	18%	13617	23%	3875	24%
	Satisfied	83	37%	113	41%	19785	34%	5318	34%
	Very satisfied	35	16%	87	31%	10284	17%	2379	15%
	<b>Total</b>	<b>222</b>	<b>100%</b>	<b>278</b>	<b>100%</b>	<b>59003</b>	<b>100%</b>	<b>15873</b>	<b>100%</b>



*UA-PTC compared with:*

<b>Institutional Structure (continued)</b>	Response Option	<b>UA-PTC</b>		<b>2020</b>		<b>PACE Normbase</b>		<b>Medium</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	38	17%	38	15%	8078	14%	2345	16%
	Dissatisfied	39	18%	39	15%	8739	16%	2496	17%
	Neither	53	24%	69	27%	14144	25%	3935	26%
	Satisfied	56	26%	64	25%	14999	27%	3950	26%
	Very satisfied	33	15%	50	19%	10061	18%	2312	15%
	<b>Total</b>	<b>219</b>	<b>100%</b>	<b>260</b>	<b>100%</b>	<b>56021</b>	<b>100%</b>	<b>15038</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	8	4%	8	3%	2750	5%	738	5%
	Dissatisfied	25	11%	19	7%	6700	11%	1929	12%
	Neither	38	17%	32	11%	9749	16%	2751	17%
	Satisfied	97	44%	113	40%	25581	43%	7015	44%
	Very satisfied	52	24%	108	39%	14849	25%	3602	22%
	<b>Total</b>	<b>220</b>	<b>100%</b>	<b>280</b>	<b>100%</b>	<b>59629</b>	<b>100%</b>	<b>16035</b>	<b>100%</b>
<b>44</b> administrative processes are clearly defined	Very dissatisfied	15	7%	9	3%	4308	7%	1171	7%
	Dissatisfied	31	14%	28	10%	8074	14%	2286	14%
	Neither	54	25%	51	18%	12914	22%	3641	23%
	Satisfied	81	37%	106	38%	21599	37%	5926	37%
	Very satisfied	38	17%	84	30%	11909	20%	2793	18%
	<b>Total</b>	<b>219</b>	<b>100%</b>	<b>278</b>	<b>100%</b>	<b>58804</b>	<b>100%</b>	<b>15817</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*UA-PTC compared with:*

Student Focus	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	3	1%	0	0%	1929	3%	490	3%
	Dissatisfied	13	6%	6	2%	5603	9%	1598	10%
	Neither	27	11%	12	4%	7137	12%	2035	12%
	Satisfied	81	34%	89	30%	22437	37%	6287	38%
	Very satisfied	111	47%	186	63%	23893	39%	5955	36%
	<b>Total</b>	<b>235</b>	<b>100%</b>	<b>293</b>	<b>100%</b>	<b>60999</b>	<b>100%</b>	<b>16365</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	1	0%	1	0%	839	1%	209	1%
	Dissatisfied	4	2%	1	0%	1463	2%	419	3%
	Neither	16	7%	7	2%	3616	6%	966	6%
	Satisfied	62	26%	71	24%	18908	31%	5291	32%
	Very satisfied	152	65%	213	73%	36327	59%	9528	58%
	<b>Total</b>	<b>235</b>	<b>100%</b>	<b>293</b>	<b>100%</b>	<b>61153</b>	<b>100%</b>	<b>16413</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	3	1%	1	0%	860	2%	215	1%
	Dissatisfied	6	3%	7	3%	3070	5%	881	6%
	Neither	26	12%	22	8%	8691	15%	2510	16%
	Satisfied	108	50%	112	41%	25187	44%	6773	44%
	Very satisfied	72	33%	131	48%	19006	33%	4908	32%
	<b>Total</b>	<b>215</b>	<b>100%</b>	<b>273</b>	<b>100%</b>	<b>56814</b>	<b>100%</b>	<b>15287</b>	<b>100%</b>
<b>18</b> student diversity is important at this institution	Very dissatisfied	1	0%	2	1%	1042	2%	266	2%
	Dissatisfied	5	2%	3	1%	2430	4%	714	4%
	Neither	36	16%	22	8%	8195	14%	2196	14%
	Satisfied	93	40%	88	31%	23988	40%	6643	41%
	Very satisfied	95	41%	170	60%	24141	40%	6273	39%
	<b>Total</b>	<b>230</b>	<b>100%</b>	<b>285</b>	<b>100%</b>	<b>59796</b>	<b>100%</b>	<b>16092</b>	<b>100%</b>

*UA-PTC compared with:*

Student Focus (continued)	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	4	2%	3	1%	684	1%	181	1%
	Dissatisfied	9	4%	6	2%	2266	4%	628	4%
	Neither	38	17%	27	10%	10029	18%	2856	19%
	Satisfied	111	50%	108	39%	27096	47%	7492	49%
	Very satisfied	61	27%	132	48%	16975	30%	4197	27%
	<b>Total</b>	<b>223</b>	<b>100%</b>	<b>276</b>	<b>100%</b>	<b>57050</b>	<b>100%</b>	<b>15354</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	4	2%	3	1%	1118	2%	271	2%
	Dissatisfied	20	9%	15	5%	3292	6%	946	6%
	Neither	29	13%	26	9%	8767	15%	2481	16%
	Satisfied	99	45%	123	45%	25907	45%	7187	47%
	Very satisfied	70	32%	107	39%	18325	32%	4541	29%
	<b>Total</b>	<b>222</b>	<b>100%</b>	<b>274</b>	<b>100%</b>	<b>57409</b>	<b>100%</b>	<b>15426</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	5	2%	1	0%	901	2%	219	2%
	Dissatisfied	10	5%	8	3%	2172	4%	637	4%
	Neither	41	19%	25	9%	11136	21%	3171	22%
	Satisfied	94	44%	123	46%	23663	44%	6578	46%
	Very satisfied	66	31%	110	41%	15393	29%	3641	26%
	<b>Total</b>	<b>216</b>	<b>100%</b>	<b>267</b>	<b>100%</b>	<b>53265</b>	<b>100%</b>	<b>14246</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	2	1%	4	1%	539	1%	129	1%
	Dissatisfied	8	4%	5	2%	1793	3%	495	3%
	Neither	29	13%	20	7%	6546	11%	1816	12%
	Satisfied	102	46%	123	44%	26531	45%	7536	48%
	Very satisfied	80	36%	125	45%	22974	39%	5718	36%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>277</b>	<b>100%</b>	<b>58383</b>	<b>100%</b>	<b>15694</b>	<b>100%</b>

*UA-PTC compared with:*

Student Focus (continued)	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	3	1%	2	1%	610	1%	147	1%
	Dissatisfied	6	3%	7	2%	1676	3%	488	3%
	Neither	23	10%	21	7%	6861	12%	1987	13%
	Satisfied	108	49%	109	39%	26246	45%	7318	47%
	Very satisfied	81	37%	143	51%	22815	39%	5681	36%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>282</b>	<b>100%</b>	<b>58208</b>	<b>100%</b>	<b>15621</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	2	1%	4	1%	636	1%	149	1%
	Dissatisfied	8	4%	5	2%	1623	3%	464	3%
	Neither	26	12%	17	6%	6167	11%	1753	11%
	Satisfied	107	49%	125	45%	27151	47%	7601	49%
	Very satisfied	76	35%	128	46%	22706	39%	5674	36%
	<b>Total</b>	<b>219</b>	<b>100%</b>	<b>279</b>	<b>100%</b>	<b>58283</b>	<b>100%</b>	<b>15641</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	2	1%	2	1%	762	1%	177	1%
	Dissatisfied	9	4%	4	1%	2449	4%	692	5%
	Neither	42	20%	24	9%	10161	18%	2852	19%
	Satisfied	104	49%	124	45%	25737	46%	7238	48%
	Very satisfied	57	27%	120	44%	16647	30%	4067	27%
	<b>Total</b>	<b>214</b>	<b>100%</b>	<b>274</b>	<b>100%</b>	<b>55756</b>	<b>100%</b>	<b>15026</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	1	0%	2	1%	481	1%	99	1%
	Dissatisfied	3	1%	3	1%	1656	3%	433	3%
	Neither	39	19%	30	11%	10197	19%	2899	20%
	Satisfied	117	58%	135	52%	28875	53%	8088	56%
	Very satisfied	41	20%	92	35%	12843	24%	3043	21%
	<b>Total</b>	<b>201</b>	<b>100%</b>	<b>262</b>	<b>100%</b>	<b>54052</b>	<b>100%</b>	<b>14562</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*UA-PTC compared with:*

Supervisory Relationships	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor/chair expresses confidence in my work	Very dissatisfied	7	3%	2	1%	1907	3%	550	3%
	Dissatisfied	4	2%	15	5%	3468	6%	1002	6%
	Neither	24	10%	26	9%	5318	9%	1472	9%
	Satisfied	63	27%	70	24%	17463	29%	4730	29%
	Very satisfied	139	59%	181	62%	33031	54%	8646	53%
	<b>Total</b>	<b>237</b>	<b>100%</b>	<b>294</b>	<b>100%</b>	<b>61187</b>	<b>100%</b>	<b>16400</b>	<b>100%</b>
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	7	3%	3	1%	2859	5%	841	5%
	Dissatisfied	15	6%	22	8%	4161	7%	1149	7%
	Neither	20	9%	20	7%	5968	10%	1701	10%
	Satisfied	63	27%	71	24%	16439	27%	4510	28%
	Very satisfied	129	55%	177	60%	31592	52%	8168	50%
	<b>Total</b>	<b>234</b>	<b>100%</b>	<b>293</b>	<b>100%</b>	<b>61019</b>	<b>100%</b>	<b>16369</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	6	3%	5	2%	2542	4%	747	5%
	Dissatisfied	24	10%	23	8%	5679	9%	1673	10%
	Neither	27	12%	32	11%	9499	16%	2687	17%
	Satisfied	109	47%	113	39%	25739	43%	6900	42%
	Very satisfied	65	28%	116	40%	17014	28%	4240	26%
	<b>Total</b>	<b>231</b>	<b>100%</b>	<b>289</b>	<b>100%</b>	<b>60473</b>	<b>100%</b>	<b>16247</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	7	3%	7	3%	1798	3%	527	4%
	Dissatisfied	12	6%	14	5%	3843	7%	1157	8%
	Neither	42	20%	37	14%	12863	24%	3640	25%
	Satisfied	94	45%	110	42%	23410	43%	6270	43%
	Very satisfied	52	25%	96	36%	12164	22%	2877	20%
	<b>Total</b>	<b>207</b>	<b>100%</b>	<b>264</b>	<b>100%</b>	<b>54078</b>	<b>100%</b>	<b>14471</b>	<b>100%</b>

*UA-PTC compared with:*

Supervisory Relationships (continued)	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	9	4%	8	3%	3117	5%	911	6%
	Dissatisfied	15	7%	17	6%	5417	9%	1603	10%
	Neither	40	18%	41	14%	10553	18%	2875	18%
	Satisfied	90	40%	105	37%	23020	38%	6205	38%
	Very satisfied	70	31%	116	40%	17897	30%	4554	28%
	<b>Total</b>	<b>224</b>	<b>100%</b>	<b>287</b>	<b>100%</b>	<b>60004</b>	<b>100%</b>	<b>16148</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	7	3%	8	3%	2698	5%	793	5%
	Dissatisfied	13	6%	20	7%	5346	9%	1538	10%
	Neither	44	20%	36	13%	9773	16%	2724	17%
	Satisfied	85	38%	108	38%	24427	41%	6592	41%
	Very satisfied	76	34%	112	39%	17623	29%	4461	28%
	<b>Total</b>	<b>225</b>	<b>100%</b>	<b>284</b>	<b>100%</b>	<b>59867</b>	<b>100%</b>	<b>16108</b>	<b>100%</b>
<b>26</b> my supervisor/chair actively seeks my ideas	Very dissatisfied	11	5%	11	4%	3744	6%	1084	7%
	Dissatisfied	14	6%	17	6%	4917	8%	1375	9%
	Neither	33	15%	22	8%	9176	15%	2554	16%
	Satisfied	65	29%	86	30%	18933	32%	5079	32%
	Very satisfied	98	44%	146	52%	22519	38%	5845	37%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>282</b>	<b>100%</b>	<b>59289</b>	<b>100%</b>	<b>15937</b>	<b>100%</b>
<b>27</b> my supervisor/chair seriously considers my ideas	Very dissatisfied	11	5%	7	3%	3533	6%	1007	6%
	Dissatisfied	13	6%	19	7%	4420	7%	1260	8%
	Neither	28	13%	28	10%	8590	15%	2331	15%
	Satisfied	68	31%	75	27%	18692	32%	5024	32%
	Very satisfied	101	46%	151	54%	23963	40%	6281	39%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>280</b>	<b>100%</b>	<b>59198</b>	<b>100%</b>	<b>15903</b>	<b>100%</b>

*UA-PTC compared with:*

Supervisory Relationships (continued)	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	8	4%	8	3%	2259	4%	653	4%
	Dissatisfied	12	5%	13	5%	4991	8%	1430	9%
	Neither	49	22%	38	13%	11841	20%	3433	21%
	Satisfied	98	44%	116	41%	25229	42%	6826	43%
	Very satisfied	57	25%	109	38%	15160	25%	3646	23%
	<b>Total</b>	<b>224</b>	<b>100%</b>	<b>284</b>	<b>100%</b>	<b>59480</b>	<b>100%</b>	<b>15988</b>	<b>100%</b>
<b>34</b> my supervisor/chair helps me to improve my work	Very dissatisfied	8	4%	9	3%	3252	6%	945	6%
	Dissatisfied	11	5%	15	5%	4544	8%	1310	8%
	Neither	30	14%	30	11%	10044	17%	2775	18%
	Satisfied	76	35%	90	32%	19765	34%	5393	34%
	Very satisfied	91	42%	136	49%	21292	36%	5409	34%
	<b>Total</b>	<b>216</b>	<b>100%</b>	<b>280</b>	<b>100%</b>	<b>58897</b>	<b>100%</b>	<b>15832</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	15	7%	10	4%	2339	4%	648	4%
	Dissatisfied	5	2%	7	2%	3195	5%	907	6%
	Neither	27	12%	24	9%	7227	12%	2009	13%
	Satisfied	85	38%	106	38%	22202	37%	6066	38%
	Very satisfied	89	40%	135	48%	24366	41%	6337	40%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>282</b>	<b>100%</b>	<b>59329</b>	<b>100%</b>	<b>15967</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	7	3%	7	3%	3069	5%	863	5%
	Dissatisfied	13	6%	11	4%	5319	9%	1477	9%
	Neither	37	17%	31	11%	10794	18%	2978	19%
	Satisfied	99	46%	110	40%	23993	41%	6650	42%
	Very satisfied	61	28%	117	42%	15672	27%	3880	24%
	<b>Total</b>	<b>217</b>	<b>100%</b>	<b>276</b>	<b>100%</b>	<b>58847</b>	<b>100%</b>	<b>15848</b>	<b>100%</b>

*UA-PTC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>UA-PTC</b>		<b>2020</b>		<b>PACE Normbase</b>		<b>Medium</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	4	2%	6	2%	2998	5%	916	6%
	Dissatisfied	13	6%	7	2%	5032	9%	1462	9%
	Neither	20	9%	10	4%	8623	15%	2474	16%
	Satisfied	90	41%	91	32%	22747	38%	6202	39%
	Very satisfied	91	42%	168	60%	19775	33%	4872	31%
	<b>Total</b>	<b>218</b>	<b>100%</b>	<b>282</b>	<b>100%</b>	<b>59175</b>	<b>100%</b>	<b>15926</b>	<b>100%</b>



**Table 4. Teamwork Frequency Distributions**

*UA-PTC compared with:*

Teamwork	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	12	5%	7	2%	2559	4%	701	4%
	Dissatisfied	18	8%	13	4%	5665	9%	1610	10%
	Neither	23	10%	15	5%	6218	10%	1652	10%
	Satisfied	77	33%	94	32%	20418	33%	5551	34%
	Very satisfied	106	45%	163	56%	26126	43%	6831	42%
	<b>Total</b>	<b>236</b>	<b>100%</b>	<b>292</b>	<b>100%</b>	<b>60986</b>	<b>100%</b>	<b>16345</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	9	4%	6	2%	1541	3%	432	3%
	Dissatisfied	12	5%	14	5%	3798	7%	1111	7%
	Neither	23	10%	20	7%	8515	15%	2323	15%
	Satisfied	99	44%	98	35%	24312	42%	6591	42%
	Very satisfied	81	36%	144	51%	19968	34%	5207	33%
	<b>Total</b>	<b>224</b>	<b>100%</b>	<b>282</b>	<b>100%</b>	<b>58134</b>	<b>100%</b>	<b>15664</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	9	4%	5	2%	2799	5%	772	5%
	Dissatisfied	20	9%	10	4%	5159	9%	1444	9%
	Neither	23	10%	19	7%	7853	13%	2149	14%
	Satisfied	89	39%	108	39%	23001	39%	6353	40%
	Very satisfied	85	38%	138	49%	20383	34%	5188	33%
	<b>Total</b>	<b>226</b>	<b>100%</b>	<b>280</b>	<b>100%</b>	<b>59195</b>	<b>100%</b>	<b>15906</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	9	4%	5	2%	2945	5%	814	5%
	Dissatisfied	11	5%	10	4%	4719	8%	1297	8%
	Neither	24	11%	11	4%	7493	13%	2059	13%
	Satisfied	90	41%	106	38%	21933	37%	6032	38%
	Very satisfied	87	39%	145	52%	21692	37%	5605	35%
	<b>Total</b>	<b>221</b>	<b>100%</b>	<b>277</b>	<b>100%</b>	<b>58782</b>	<b>100%</b>	<b>15807</b>	<b>100%</b>

*UA-PTC compared with:*

Teamwork (continued)	Response Option	UA-PTC		2020		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	7	3%	5	2%	1842	3%	492	3%
	Dissatisfied	12	6%	12	4%	3613	6%	999	6%
	Neither	18	8%	19	7%	8542	15%	2370	15%
	Satisfied	108	50%	114	41%	24438	42%	6757	44%
	Very satisfied	72	33%	127	46%	19313	33%	4900	32%
	<b>Total</b>	<b>217</b>	<b>100%</b>	<b>277</b>	<b>100%</b>	<b>57748</b>	<b>100%</b>	<b>15518</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	12	5%	8	3%	3327	6%	894	6%
	Dissatisfied	12	5%	13	5%	4934	8%	1375	9%
	Neither	17	8%	21	7%	6752	11%	1817	11%
	Satisfied	76	35%	90	32%	21171	36%	5758	36%
	Very satisfied	102	47%	149	53%	23214	39%	6123	38%
	<b>Total</b>	<b>219</b>	<b>100%</b>	<b>281</b>	<b>100%</b>	<b>59398</b>	<b>100%</b>	<b>15967</b>	<b>100%</b>

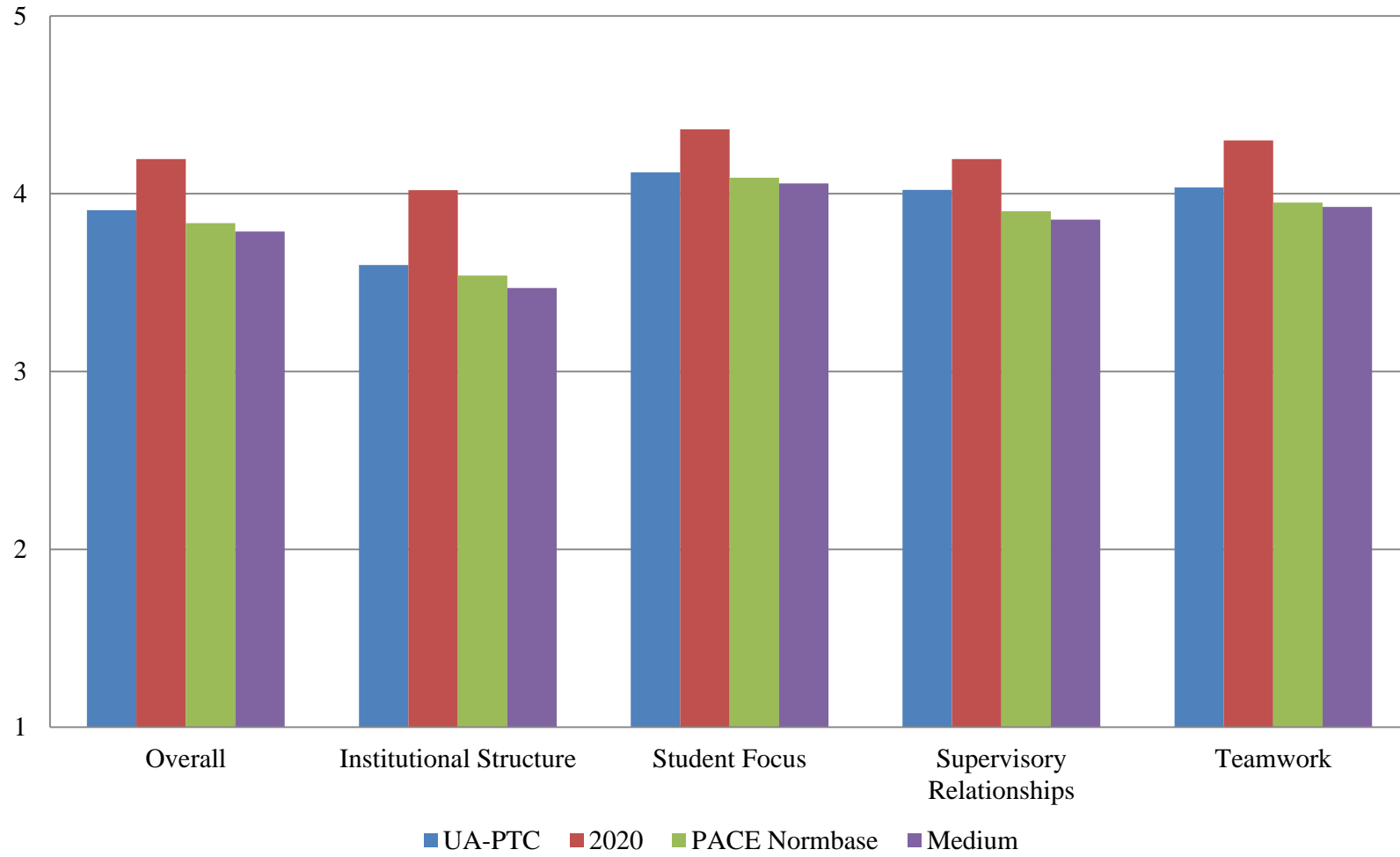
**Table 5. Climate Factor Mean Comparisons**

*UA-PTC compared with:*

Climate Factor	UA-PTC		2020			PACE Normbase			Medium		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	239	3.908	4.195	***	-.430	3.835			3.788	*	.163
Institutional Structure	239	3.599	4.020	***	-.536	3.540			3.471	*	.144
Student Focus	239	4.121	4.362	***	-.406	4.090			4.058		
Supervisory Relationships	239	4.022	4.196	*	-.214	3.902	*	.135	3.855	**	.186
Teamwork	239	4.036	4.301	***	-.307	3.951			3.926		

\* 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>UA-PTC compared with:</i>										
		UA-PTC		2020			PACE Normbase			Medium		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>1</b>	the actions of this institution reflect its mission	237	3.941	4.449	***	-.678	3.895			3.850		
<b>4</b>	decisions are made at the appropriate level at this institution	233	3.494	4.049	***	-.560	3.369			3.297	*	.167
<b>5</b>	the institution effectively promotes diversity in the workplace	233	3.901	4.245	***	-.363	3.885			3.843		
<b>6</b>	administrative leadership is focused on meeting the needs of students	238	4.004	4.476	***	-.553	3.811	**	.169	3.762	***	.215
<b>10</b>	information is shared within the institution	239	3.444	4.065	***	-.569	3.319			3.236	*	.166
<b>11</b>	institutional teams use problem-solving techniques	224	3.634	4.019	***	-.432	3.521			3.430	**	.203
<b>15</b>	I am able to appropriately influence the direction of this institution	219	3.329	3.645	**	-.286	3.212			3.162	*	.142
<b>16</b>	open and ethical communication is practiced at this institution	230	3.491	3.969	***	-.449	3.434			3.328	*	.133
<b>22</b>	this institution has been successful in positively motivating my performance	229	3.445	3.825	***	-.315	3.502			3.430		
<b>25</b>	a spirit of cooperation exists at this institution	228	3.654	4.119	***	-.456	3.492	*	.134	3.393	**	.216
<b>29</b>	institution-wide policies guide my work	228	3.886	4.216	***	-.367	3.805			3.744	*	.146
<b>32</b>	this institution is appropriately organized	222	3.410	3.906	***	-.469	3.342			3.281		
<b>38</b>	I have the opportunity for advancement within this institution	219	3.032	3.188			3.183			3.092		
<b>41</b>	I receive adequate information regarding important activities at this institution	220	3.727	4.050	***	-.312	3.722			3.674		
<b>44</b>	administrative processes are clearly defined	219	3.438	3.820	***	-.347	3.489			3.435		

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

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

*UA-PTC compared with:*

Student Focus	UA-PTC		2020			PACE Normbase			Medium		
	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	235	4.209	4.553	***	-.429	3.996	**	.197	3.954	***	.238
8 I feel my job is relevant to this institution's mission	235	4.532	4.686	**	-.237	4.446			4.432		
17 faculty meet the needs of students	215	4.116	4.337	**	-.279	4.028			3.999		
18 student diversity is important at this institution	230	4.200	4.477	***	-.358	4.133			4.115		
19 students' competencies are enhanced	223	3.969	4.304	***	-.397	4.006			3.970		
23 non-teaching professional personnel meet the needs of students	222	3.950	4.153	*	-.218	3.993			3.958		
28 classified personnel meet the needs of students	216	3.954	4.247	***	-.343	3.948			3.897		
31 students receive an excellent education at this institution	221	4.131	4.300	*	-.206	4.192			4.161		
35 this institution prepares students for a career	221	4.167	4.362	**	-.242	4.185			4.146		
37 this institution prepares students for further learning	219	4.128	4.319	**	-.238	4.195			4.163		
40 students are assisted with their personal development	214	3.958	4.299	***	-.430	3.987			3.953		
42 students are satisfied with their educational experience at this institution	201	3.965	4.191	***	-.311	3.961			3.930		

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

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

*UA-PTC compared with:*

Supervisory Relationships	UA-PTC		2020			PACE Normbase			Medium		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>2</b> my supervisor/chair expresses confidence in my work	237	4.363	4.405			4.246			4.215	*	.140
<b>9</b> my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	234	4.248	4.355			4.143			4.101		
<b>12</b> positive work expectations are communicated to me	231	3.879	4.080	*	-.200	3.810			3.752		
<b>13</b> unacceptable behaviors are identified and communicated to me	207	3.831	4.038	*	-.211	3.745			3.678	*	.153
<b>20</b> I receive timely feedback for my work	224	3.879	4.059			3.786			3.736		
<b>21</b> I receive appropriate feedback for my work	225	3.933	4.042			3.817			3.769	*	.149
<b>26</b> my supervisor/chair actively seeks my ideas	221	4.018	4.202			3.870			3.830	*	.156
<b>27</b> my supervisor/chair seriously considers my ideas	221	4.063	4.229			3.931			3.900	*	.137
<b>30</b> work outcomes are clarified for me	224	3.821	4.074	**	-.257	3.774			3.712		
<b>34</b> my supervisor/chair helps me to improve my work	216	4.069	4.175			3.871	*	.173	3.822	**	.213
<b>39</b> I am given the opportunity to be creative in my work	221	4.032	4.238	*	-.200	4.063			4.036		
<b>45</b> I have the opportunity to express my ideas in appropriate forums	217	3.894	4.156	**	-.271	3.746	*	.135	3.707	*	.170
<b>46</b> professional development and training opportunities are available	218	4.151	4.447	***	-.331	3.866	***	.254	3.794	***	.313

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

**Table 9. Teamwork Item Mean Comparisons**

*UA-PTC compared with:*

Teamwork	UA-PTC		2020			PACE Normbase			Medium		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>3</b> there is a spirit of cooperation within my work team	236	4.047	4.346	**	-.288	4.015			3.991		
<b>14</b> my primary work team uses problem-solving techniques	224	4.031	4.277	**	-.250	3.987			3.960		
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	226	3.978	4.300	***	-.328	3.896			3.864		
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	221	4.063	4.357	***	-.312	3.931			3.906	*	.140
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	217	4.041	4.249	*	-.224	3.966			3.939		
<b>43</b> a spirit of cooperation exists in my department	219	4.114	4.278			3.943	*	.148	3.929	*	.160

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