University of Arkansas-Pulaski Technical College

North Little Rock, Arkansas

PACE Report
PACE Climate Survey for Community Colleges

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially, climate is a subset of an organization's culture, emerging from the assumptions made about the underlying value system and finding expression through members' attitudes and actions (Baker et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they perceive a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker et al., 1992).

Thus, the mission of the PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act as a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus:
• Institutional Structure focuses on the mission, leadership, spirit of 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.
• The Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas to improve. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college.* American Association of Community and Junior Colleges. Community College Press. https://files.eric.ed.gov/fulltext/ED350049.pdf

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons, 60* (3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations.* 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

UA-PTC compared with:

Institutional Structure	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	6	3%	1531	2%	3	1%	343	2%
	Disagree	9	5%	5308	9%	11	5%	1434	8%
	Neither	18	10%	8180	13%	38	16%	2136	12%
	Agree	74	42%	28685	47%	130	55%	8336	49%
	Strongly Agree	70	40%	17545	29%	55	23%	4910	29%
	Total	**177**	**100%**	**61249**	**100%**	**237**	**100%**	**17159**	**100%**
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	14	8%	4514	7%	12	5%	1081	6%
	Disagree	14	8%	11290	19%	28	12%	2967	17%
	Neither	31	18%	13008	21%	63	27%	3505	21%
	Agree	65	37%	20622	34%	93	40%	6167	36%
	Strongly Agree	53	30%	11086	18%	37	16%	3258	19%
	Total	**177**	**100%**	**60520**	**100%**	**233**	**100%**	**16978**	**100%**
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	5	3%	2156	4%	3	1%	562	3%
	Disagree	8	4%	4752	8%	24	10%	1389	8%
	Neither	23	13%	11096	18%	40	17%	3338	20%
	Agree	66	36%	22770	37%	92	39%	6601	39%
	Strongly Agree	79	44%	20038	33%	74	32%	5119	30%
	Total	**181**	**100%**	**60812**	**100%**	**233**	**100%**	**17009**	**100%**
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	7	4%	2795	5%	7	3%	701	4%
	Disagree	10	6%	6169	10%	12	5%	1713	10%
	Neither	11	6%	8193	13%	36	15%	2194	13%
	Agree	69	38%	23219	38%	101	42%	6700	39%
	Strongly Agree	83	46%	20618	34%	82	34%	5792	34%
	Total	**180**	**100%**	**60994**	**100%**	**238**	**100%**	**17100**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	15	8%	5910	10%	14	6%	1600	9%
	Disagree	23	13%	11068	18%	42	18%	3209	19%
	Neither	33	18%	12167	20%	50	21%	3437	20%
	Agree	54	30%	19636	32%	90	38%	5526	32%
	Strongly Agree	54	30%	12506	20%	43	18%	3398	20%
	Total	**179**	**100%**	**61287**	**100%**	**239**	**100%**	**17170**	**100%**
11 Institutional teams use problem-solving techniques	Strongly Disagree	6	4%	2052	4%	6	3%	474	3%
	Disagree	4	2%	6227	11%	22	10%	1642	10%
	Neither	44	27%	15817	28%	55	25%	4357	27%
	Agree	62	38%	23193	41%	106	47%	6972	44%
	Strongly Agree	48	29%	9262	16%	35	16%	2574	16%
	Total	**164**	**100%**	**56551**	**100%**	**224**	**100%**	**16019**	**100%**
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	19	11%	5992	11%	19	9%	1426	9%
	Disagree	17	10%	9674	17%	32	15%	2555	16%
	Neither	45	27%	16161	28%	60	27%	4520	28%
	Agree	47	28%	16651	29%	74	34%	5092	32%
	Strongly Agree	41	24%	8438	15%	34	16%	2507	16%
	Total	**169**	**100%**	**56916**	**100%**	**219**	**100%**	**16100**	**100%**
16 Open and ethical communication is practiced at this institution	Strongly Disagree	13	7%	5165	9%	15	7%	1376	8%
	Disagree	17	10%	8804	15%	25	11%	2496	15%
	Neither	28	16%	12265	20%	62	27%	3424	20%
	Agree	67	38%	21087	35%	88	38%	6024	35%
	Strongly Agree	51	29%	13098	22%	40	17%	3678	22%
	Total	**176**	**100%**	**60419**	**100%**	**230**	**100%**	**16998**	**100%**

Institutional Structure (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	15	9%	5187	9%	18	8%	1264	7%
	Disagree	16	10%	8513	14%	39	17%	2307	14%
	Neither	21	13%	12024	20%	47	21%	3352	20%
	Agree	59	35%	19924	33%	73	32%	5857	35%
	Strongly Agree	57	34%	14294	24%	52	23%	4097	24%
	Total	**168**	**100%**	**59942**	**100%**	**229**	**100%**	**16877**	**100%**
25 A spirit of cooperation exists at this institution	Strongly Disagree	12	7%	4519	8%	12	5%	1188	7%
	Disagree	12	7%	8339	14%	20	9%	2403	14%
	Neither	23	14%	11201	19%	52	23%	3154	19%
	Agree	66	40%	22440	37%	95	42%	6387	38%
	Strongly Agree	54	32%	13543	23%	49	21%	3792	22%
	Total	**167**	**100%**	**60042**	**100%**	**228**	**100%**	**16924**	**100%**
29 Institution-wide policies guide my work	Strongly Disagree	5	3%	1773	3%	6	3%	410	2%
	Disagree	5	3%	3483	6%	13	6%	939	6%
	Neither	24	15%	12418	21%	49	21%	3479	21%
	Agree	67	41%	26323	44%	93	41%	7668	46%
	Strongly Agree	64	39%	15203	26%	67	29%	4221	25%
	Total	**165**	**100%**	**59200**	**100%**	**228**	**100%**	**16717**	**100%**
32 This institution is appropriately organized	Strongly Disagree	11	7%	5176	9%	16	7%	1145	7%
	Disagree	16	10%	10561	18%	30	14%	2902	17%
	Neither	39	24%	13454	23%	58	26%	3769	23%
	Agree	53	33%	19404	33%	83	37%	5839	35%
	Strongly Agree	41	26%	10319	18%	35	16%	2974	18%
	Total	**160**	**100%**	**58914**	**100%**	**222**	**100%**	**16629**	**100%**

N/A indicates survey item previously unavailable

Institutional Structure (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	23	15%	7845	14%	38	17%	1936	12%
	Disagree	25	16%	8705	15%	39	18%	2410	15%
	Neither	27	18%	13702	24%	53	24%	4225	27%
	Agree	42	27%	15411	27%	56	26%	4330	28%
	Strongly Agree	36	24%	10527	19%	33	15%	2721	17%
	Total	**153**	**100%**	**56190**	**100%**	**219**	**100%**	**15622**	**100%**
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	11	7%	2708	5%	8	4%	710	4%
	Disagree	10	6%	6656	11%	25	11%	2018	12%
	Neither	17	11%	9201	16%	38	17%	2671	16%
	Agree	70	44%	25817	44%	97	44%	7334	44%
	Strongly Agree	52	33%	14897	25%	52	24%	4012	24%
	Total	**160**	**100%**	**59279**	**100%**	**220**	**100%**	**16745**	**100%**
44 Administrative processes are clearly defined	Strongly Disagree	10	6%	5026	9%	15	7%	1194	7%
	Disagree	18	11%	9677	17%	31	14%	2616	16%
	Neither	34	22%	12840	22%	54	25%	3626	22%
	Agree	58	37%	20286	35%	81	37%	6035	36%
	Strongly Agree	38	24%	10800	18%	38	17%	3124	19%
	Total	**158**	**100%**	**58629**	**100%**	**219**	**100%**	**16595**	**100%**

Table 2. Student Focus Frequency Distributions

<p align="center">UA-PTC compared with:</p>

Student Focus	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	4	2%	1895	3%	3	1%	451	3%
	Disagree	9	5%	4920	8%	13	6%	1371	8%
	Neither	16	9%	6694	11%	27	11%	1863	11%
	Agree	57	32%	22353	37%	81	34%	6541	38%
	Strongly Agree	93	52%	25255	41%	111	47%	6907	40%
	Total	**179**	**100%**	**61117**	**100%**	**235**	**100%**	**17133**	**100%**
8 I feel my job is relevant to this institution's mission	Strongly Disagree	4	2%	873	1%	1	0%	196	1%
	Disagree	2	1%	1358	2%	4	2%	336	2%
	Neither	12	7%	3510	6%	16	7%	939	5%
	Agree	42	24%	18538	30%	62	26%	5451	32%
	Strongly Agree	118	66%	36839	60%	152	65%	10190	60%
	Total	**178**	**100%**	**61118**	**100%**	**235**	**100%**	**17112**	**100%**
17 Faculty meet the needs of students	Strongly Disagree	3	2%	883	2%	3	1%	213	1%
	Disagree	8	5%	2779	5%	6	3%	745	5%
	Neither	19	11%	8718	15%	26	12%	2308	14%
	Agree	63	37%	24939	44%	108	50%	7391	46%
	Strongly Agree	76	45%	19226	34%	72	33%	5510	34%
	Total	**169**	**100%**	**56545**	**100%**	**215**	**100%**	**16167**	**100%**
18 Student diversity is important at this institution	Strongly Disagree	1	1%	1039	2%	1	0%	296	2%
	Disagree	3	2%	2291	4%	5	2%	772	5%
	Neither	19	11%	7763	13%	36	16%	2653	16%
	Agree	54	31%	23538	39%	93	40%	7013	42%
	Strongly Agree	95	55%	25132	42%	95	41%	6068	36%
	Total	**172**	**100%**	**59763**	**100%**	**230**	**100%**	**16802**	**100%**

Student Focus (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	1	1%	790	1%	4	2%	147	1%
	Disagree	8	5%	2180	4%	9	4%	501	3%
	Neither	27	16%	10134	18%	38	17%	2783	17%
	Agree	58	35%	26804	47%	111	50%	7944	50%
	Strongly Agree	73	44%	17008	30%	61	27%	4653	29%
	Total	**167**	**100%**	**56916**	**100%**	**223**	**100%**	**16028**	**100%**
23 Administrators meet the needs of students	Strongly Disagree	9	5%	1077	2%	4	2%	244	1%
	Disagree	8	5%	2949	5%	20	9%	764	5%
	Neither	27	16%	8662	15%	29	13%	2358	14%
	Agree	71	43%	26131	46%	99	45%	7804	48%
	Strongly Agree	50	30%	18506	32%	70	32%	5141	32%
	Total	**165**	**100%**	**57325**	**100%**	**222**	**100%**	**16311**	**100%**
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	5	3%	875	2%	5	2%	188	1%
	Disagree	7	4%	1940	4%	10	5%	495	3%
	Neither	30	18%	11250	21%	41	19%	2958	19%
	Agree	61	37%	23202	44%	94	44%	7223	47%
	Strongly Agree	63	38%	15254	29%	66	31%	4399	29%
	Total	**166**	**100%**	**52521**	**100%**	**216**	**100%**	**15263**	**100%**
31 Students receive an excellent education at this institution	Strongly Disagree	2	1%	589	1%	2	1%	131	1%
	Disagree	9	6%	1704	3%	8	4%	380	2%
	Neither	21	13%	6639	11%	29	13%	1853	11%
	Agree	70	44%	26451	45%	102	46%	7805	48%
	Strongly Agree	58	36%	22830	39%	80	36%	6251	38%
	Total	**160**	**100%**	**58213**	**100%**	**221**	**100%**	**16420**	**100%**

N/A indicates survey item previously unavailable

Student Focus (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	622	1%	3	1%	132	1%
	Disagree	2	1%	1570	3%	6	3%	363	2%
	Neither	19	12%	6442	11%	23	10%	1705	10%
	Agree	71	45%	26195	45%	108	49%	7620	46%
	Strongly Agree	64	41%	23309	40%	81	37%	6611	40%
	Total	**158**	**100%**	**58138**	**100%**	**221**	**100%**	**16431**	**100%**
37 This institution prepares students for further learning	Strongly Disagree	2	1%	683	1%	2	1%	127	1%
	Disagree	5	3%	1535	3%	8	4%	327	2%
	Neither	23	15%	5957	10%	26	12%	1670	10%
	Agree	63	40%	27118	47%	107	49%	7971	49%
	Strongly Agree	65	41%	22864	39%	76	35%	6337	39%
	Total	**158**	**100%**	**58157**	**100%**	**219**	**100%**	**16432**	**100%**
40 Students are assisted with their personal development	Strongly Disagree	3	2%	770	1%	2	1%	164	1%
	Disagree	4	3%	2231	4%	9	4%	596	4%
	Neither	32	21%	10060	18%	42	20%	2731	17%
	Agree	54	35%	25719	46%	104	49%	7651	49%
	Strongly Agree	63	40%	16788	30%	57	27%	4620	29%
	Total	**156**	**100%**	**55568**	**100%**	**214**	**100%**	**15762**	**100%**
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	2	1%	514	1%	1	0%	105	1%
	Disagree	5	3%	1670	3%	3	1%	414	3%
	Neither	30	19%	9918	18%	39	19%	2695	18%
	Agree	76	48%	28898	53%	117	58%	8547	56%
	Strongly Agree	45	28%	13128	24%	41	20%	3577	23%
	Total	**158**	**100%**	**54128**	**100%**	**201**	**100%**	**15338**	**100%**

N/A indicates survey item previously unavailable

Table 3. Supervisory Relationships Frequency Distributions

			UA-PTC compared with:						
		UA-PTC		**PACE Normbase**		**2022**		**Small**	
Supervisory Relationships	Response Option	Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	9	5%	1716	3%	7	3%	371	2%
	Disagree	6	3%	3140	5%	4	2%	789	5%
	Neither	11	6%	5049	8%	24	10%	1379	8%
	Agree	36	20%	17503	29%	63	27%	5015	29%
	Strongly Agree	120	66%	33989	55%	139	59%	9652	56%
	Total	**182**	**100%**	**61397**	**100%**	**237**	**100%**	**17206**	**100%**
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	13	7%	2626	4%	7	3%	579	3%
	Disagree	6	3%	3797	6%	15	6%	989	6%
	Neither	11	6%	5717	9%	20	9%	1533	9%
	Agree	42	24%	16524	27%	63	27%	4885	29%
	Strongly Agree	106	60%	32421	53%	129	55%	9129	53%
	Total	**178**	**100%**	**61085**	**100%**	**234**	**100%**	**17115**	**100%**
12 Work expectations are communicated to me	Strongly Disagree	9	5%	2213	4%	6	3%	491	3%
	Disagree	11	6%	5111	8%	24	10%	1347	8%
	Neither	18	10%	8744	14%	27	12%	2439	14%
	Agree	72	41%	26454	44%	109	47%	7677	45%
	Strongly Agree	66	38%	18090	30%	65	28%	5095	30%
	Total	**176**	**100%**	**60612**	**100%**	**231**	**100%**	**17049**	**100%**
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	3	2%	1657	3%	7	3%	383	3%
	Disagree	8	5%	3468	6%	12	6%	869	6%
	Neither	26	16%	12106	22%	42	20%	3383	22%
	Agree	70	43%	23858	44%	94	45%	7073	46%
	Strongly Agree	56	34%	12807	24%	52	25%	3584	23%
	Total	**163**	**100%**	**53896**	**100%**	**207**	**100%**	**15292**	**100%**

Supervisory Relationships (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	10	6%	2822	5%	9	4%	675	4%
	Disagree	12	7%	5067	8%	15	7%	1337	8%
	Neither	19	11%	10234	17%	40	18%	2848	17%
	Agree	66	38%	23238	39%	90	40%	6943	41%
	Strongly Agree	67	39%	18717	31%	70	31%	5099	30%
	Total	**174**	**100%**	**60078**	**100%**	**224**	**100%**	**16902**	**100%**
21 I receive appropriate feedback for my work	Strongly Disagree	11	7%	2424	4%	7	3%	557	3%
	Disagree	7	4%	4887	8%	13	6%	1258	7%
	Neither	21	13%	9445	16%	44	20%	2674	16%
	Agree	65	39%	24777	41%	85	38%	7302	43%
	Strongly Agree	64	38%	18357	31%	76	34%	5099	30%
	Total	**168**	**100%**	**59890**	**100%**	**225**	**100%**	**16890**	**100%**
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	17	10%	3355	6%	11	5%	784	5%
	Disagree	7	4%	4677	8%	14	6%	1237	7%
	Neither	19	11%	8699	15%	33	15%	2270	14%
	Agree	40	24%	19150	32%	65	29%	5702	34%
	Strongly Agree	84	50%	23552	40%	98	44%	6762	40%
	Total	**167**	**100%**	**59433**	**100%**	**221**	**100%**	**16755**	**100%**
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	18	11%	3171	5%	11	5%	731	4%
	Disagree	5	3%	4165	7%	13	6%	1085	6%
	Neither	14	8%	8365	14%	28	13%	2165	13%
	Agree	44	26%	18920	32%	68	31%	5643	34%
	Strongly Agree	87	52%	24702	42%	101	46%	7131	43%
	Total	**168**	**100%**	**59323**	**100%**	**221**	**100%**	**16755**	**100%**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	9	5%	2137	4%	8	4%	479	3%
	Disagree	6	4%	4773	8%	12	5%	1270	8%
	Neither	25	15%	11366	19%	49	22%	3160	19%
	Agree	64	38%	25626	43%	98	44%	7545	45%
	Strongly Agree	63	38%	15647	26%	57	25%	4351	26%
	Total	**167**	**100%**	**59549**	**100%**	**224**	**100%**	**16805**	**100%**
34 My supervisor/chair helps me to improve my work	Strongly Disagree	13	8%	2883	5%	8	4%	633	4%
	Disagree	5	3%	4220	7%	11	5%	1105	7%
	Neither	23	14%	9480	16%	30	14%	2594	16%
	Agree	38	24%	20119	34%	76	35%	6006	36%
	Strongly Agree	80	50%	22284	38%	91	42%	6310	38%
	Total	**159**	**100%**	**58986**	**100%**	**216**	**100%**	**16648**	**100%**
39 I am given the opportunity to be creative in my work	Strongly Disagree	12	7%	2267	4%	15	7%	493	3%
	Disagree	7	4%	3080	5%	5	2%	727	4%
	Neither	18	11%	7119	12%	27	12%	1869	11%
	Agree	51	32%	22629	38%	85	38%	6723	40%
	Strongly Agree	73	45%	24045	41%	89	40%	6879	41%
	Total	**161**	**100%**	**59140**	**100%**	**221**	**100%**	**16691**	**100%**
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	12	8%	563	4%	N/A	N/A	124	3%
	Disagree	7	4%	881	7%	N/A	N/A	207	6%
	Neither	14	9%	1694	13%	N/A	N/A	407	11%
	Agree	40	25%	5678	42%	N/A	N/A	1623	44%
	Strongly Agree	87	54%	4726	35%	N/A	N/A	1325	36%
	Total	**160**	**100%**	**13542**	**100%**	**N/A**	**N/A**	**3686**	**100%**

N/A indicates survey item previously unavailable

		UA-PTC		PACE Normbase		2022		Small	
Supervisory Relationships (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	2	1%	2393	4%	4	2%	690	4%
	Disagree	2	1%	4150	7%	13	6%	1289	8%
	Neither	14	9%	7729	13%	20	9%	2325	14%
	Agree	54	34%	23689	40%	90	41%	6860	41%
	Strongly Agree	87	55%	20939	36%	91	42%	5429	33%
	Total	**159**	**100%**	**58900**	**100%**	**218**	**100%**	**16593**	**100%**

Table 4. Teamwork Frequency Distributions

Teamwork	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	8	4%	2287	4%	12	5%	500	3%
	Disagree	12	7%	4957	8%	18	8%	1281	7%
	Neither	12	7%	5903	10%	23	10%	1516	9%
	Agree	50	28%	20661	34%	77	33%	5981	35%
	Strongly Agree	99	55%	27388	45%	106	45%	7850	46%
	Total	**181**	**100%**	**61196**	**100%**	**236**	**100%**	**17128**	**100%**
14 My primary work team uses problem-solving techniques	Strongly Disagree	5	3%	1385	2%	9	4%	296	2%
	Disagree	8	5%	3276	6%	12	5%	823	5%
	Neither	21	12%	7805	13%	23	10%	2045	12%
	Agree	59	35%	24598	42%	99	44%	7291	44%
	Strongly Agree	77	45%	21425	37%	81	36%	6066	37%
	Total	**170**	**100%**	**58489**	**100%**	**224**	**100%**	**16521**	**100%**
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	7	4%	2596	4%	9	4%	569	3%
	Disagree	10	6%	4801	8%	20	9%	1226	7%
	Neither	21	13%	7354	12%	23	10%	1934	12%
	Agree	53	32%	23230	39%	89	39%	6859	41%
	Strongly Agree	75	45%	21365	36%	85	38%	6148	37%
	Total	**166**	**100%**	**59346**	**100%**	**226**	**100%**	**16736**	**100%**
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	10	6%	2697	5%	9	4%	593	4%
	Disagree	7	4%	4313	7%	11	5%	1113	7%
	Neither	14	9%	6963	12%	24	11%	1941	12%
	Agree	51	32%	22096	38%	90	41%	6535	39%
	Strongly Agree	77	48%	22763	39%	87	39%	6425	39%
	Total	**159**	**100%**	**58832**	**100%**	**221**	**100%**	**16607**	**100%**

N/A indicates survey item previously unavailable

Teamwork (continued)	Response Option	UA-PTC		PACE Normbase		2022		Small	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	7	4%	1697	3%	7	3%	347	2%
	Disagree	7	4%	3235	6%	12	6%	852	5%
	Neither	21	13%	7815	13%	18	8%	2078	13%
	Agree	53	34%	24888	43%	108	50%	7382	45%
	Strongly Agree	68	44%	20285	35%	72	33%	5727	35%
	Total	**156**	**100%**	**57920**	**100%**	**217**	**100%**	**16386**	**100%**
43 A spirit of cooperation exists in my department	Strongly Disagree	7	4%	2898	5%	12	5%	612	4%
	Disagree	6	4%	4411	7%	12	5%	1080	6%
	Neither	13	8%	6349	11%	17	8%	1638	10%
	Agree	41	26%	21423	36%	76	35%	6303	38%
	Strongly Agree	93	58%	24007	41%	102	47%	7029	42%
	Total	**160**	**100%**	**59088**	**100%**	**219**	**100%**	**16662**	**100%**

N/A indicates survey item previously unavailable

Table 5. Climate Factor Mean Comparisons

UA-PTC compared with:

Climate Factor	UA-PTC		PACE Normbase			2022			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	182	4.009	3.864	**	.197	3.908			3.892	*	.164
Institutional Structure	182	3.789	3.550	***	.263	3.599	*	.217	3.576	**	.238
Student Focus	182	4.135	4.106			4.121			4.114		
Supervisory Relationships	182	4.096	3.951	*	.167	4.022			3.985		
Teamwork	181	4.139	4.008			4.036			4.062		

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

Figure 1. Means by Comparison Group and Climate Factor

Bar chart showing means (scale 1 to 5) by comparison group for each climate factor: Overall, Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. Legend: UA-PTC, PACE Normbase, 2022, Small.
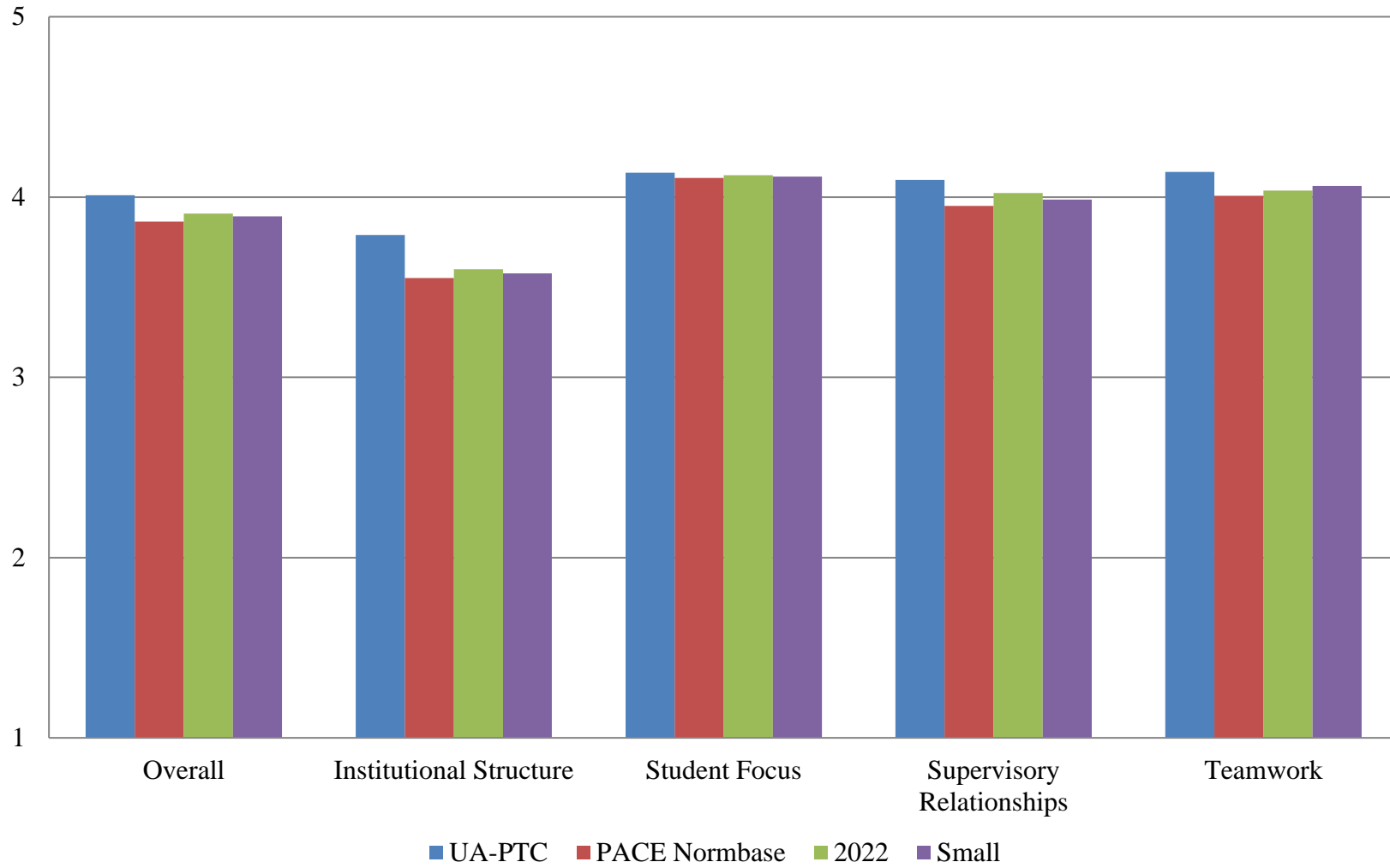
Table 6. Institutional Structure Item Mean Comparisons

UA-PTC compared with:

	Institutional Structure	UA-PTC		PACE Normbase			2022			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	177	4.090	3.905	*	.187	3.941			3.935	*	.162
4	Decisions are made at the appropriate level at this institution	177	3.729	3.371	***	.300	3.494	*	.210	3.445	**	.243
5	The institution effectively promotes diversity in the workplace	181	4.138	3.884	**	.239	3.901	*	.237	3.842	***	.283
6	Institutional leadership is focused on meeting the needs of students	180	4.172	3.864	***	.274	4.004			3.887	***	.258
10	Information is shared within this institution	179	3.609	3.355	**	.202	3.444			3.344	**	.212
11	Institutional teams use problem-solving techniques	164	3.866	3.555	***	.309	3.634	*	.240	3.595	***	.279
15	I am able to appropriately influence the direction of this institution	169	3.438	3.209	*	.192	3.329			3.292		
16	Open and ethical communication is practiced at this institution	176	3.716	3.466	**	.205	3.491			3.478	**	.196
22	This institution has been successful in positively motivating my performance	168	3.756	3.494	**	.212	3.445	*	.249	3.546	*	.174
25	A spirit of cooperation exists at this institution	167	3.826	3.535	**	.243	3.654			3.543	**	.239
29	Institution-wide policies guide my work	165	4.091	3.840	***	.259	3.886	*	.210	3.858	**	.247
32	This institution is appropriately organized	160	3.606	3.325	**	.233	3.410			3.397	*	.180
38	I have the opportunity for advancement within this institution	153	3.281	3.215			3.032			3.223		
41	I receive adequate information regarding important activities at this institution	160	3.888	3.734			3.727			3.712	*	.162
44	Administrative processes are clearly defined	158	3.608	3.378	*	.191	3.438			3.439		

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

UA-PTC compared with:

	Student Focus	UA-PTC N	UA-PTC Mean	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size	2022 Mean	2022 Sig.	2022 Effect size	Small Mean	Small Sig.	Small Effect size
7	Student needs are central to what we do	179	4.263	4.050	**	.201	4.209			4.055	**	.201
8	I feel my job is relevant to this institution's mission	178	4.506	4.458			4.532			4.467		
17	Faculty meet the needs of students	169	4.189	4.041	*	.163	4.116			4.066		
18	Student diversity is important at this institution	172	4.390	4.162	**	.249	4.200	*	.235	4.059	***	.358
19	Students' competencies are enhanced	167	4.162	4.003	*	.183	3.969	*	.217	4.027	*	.165
23	Administrators meet the needs of students	165	3.879	4.012			3.950			4.032	*	-.173
28	Staff (non-instructional, non-administrator) meet the needs of students	166	4.024	3.952			3.954			3.993		
31	Students receive an excellent education at this institution	160	4.081	4.189			4.131			4.198		
35	This institution prepares students for a career	158	4.222	4.204			4.167			4.230		
37	This institution prepares students for further learning	158	4.165	4.203			4.128			4.221		
40	Students are assisted with their personal development	156	4.090	3.999			3.958			4.013		
42	Students seem satisfied with their educational experience at this institution	158	3.994	3.969			3.965			3.983		

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

UA-PTC compared with:

	Supervisory Relationships	UA-PTC N	UA-PTC Mean	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size	2022 Mean	2022 Sig.	2022 Effect size	Small Mean	Small Sig.	Small Effect size
2	My supervisor/chair expresses confidence in my work	182	4.385	4.285			4.363			4.324		
9	My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	178	4.247	4.184			4.248			4.227		
12	Work expectations are communicated to me	176	3.994	3.876			3.879			3.911		
13	Unacceptable behaviors are identified and communicated to me	163	4.031	3.792	**	.244	3.831	*	.208	3.824	**	.220
20	I receive timely feedback for my work	174	3.966	3.832			3.879			3.855		
21	I receive appropriate feedback for my work	168	3.976	3.864			3.933			3.896		
26	My supervisor/chair actively seeks my ideas	167	4.000	3.923			4.018			3.980		
27	My supervisor/chair seriously considers my ideas	168	4.054	3.975			4.063			4.036		
30	Work outcomes are clarified for me	167	3.994	3.804	*	.185	3.821			3.834	*	.161
34	My supervisor/chair helps me to improve my work	159	4.050	3.927			4.069			3.976		
39	I am given the opportunity to be creative in my work	161	4.031	4.067			4.032			4.124		
45	I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	160	4.144	3.969	*	.166	N/A			4.036		
46	Professional development and training opportunities are available	159	4.396	3.961	***	.409	4.151	**	.276	3.907	***	.458

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

<p align="center">UA-PTC compared with:</p>

	Teamwork	UA-PTC N	UA-PTC Mean	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size	2022 Mean	2022 Sig.	2022 Effect size	Small Mean	Small Sig.	Small Effect size
3	There is a spirit of cooperation within my work team	181	4.215	4.077			4.047			4.133		
14	My primary work team uses problem-solving techniques	170	4.147	4.050			4.031			4.090		
24	There is an opportunity for all ideas to be exchanged within my work team	166	4.078	3.943			3.978			4.003		
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	159	4.119	3.984			4.063			4.029		
36	My work team coordinates its efforts with appropriate individuals and teams	156	4.077	4.016			4.041			4.055		
43	A spirit of cooperation exists in my department	160	4.294	4.002	**	.260	4.114			4.084	*	.200

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable