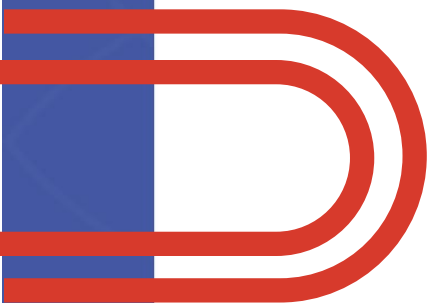




**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

UA-Pulaski Technical College

North Little Rock, Arkansas

PACE Report

PACE Climate Survey for Community Colleges

Lead Researchers

Sam Dotson & Connor Guerin

Conducted

March & April 2026

RESEARCH TEAM

Audrey J. Jaeger, Ph.D.

Executive Director

Sarah A. Deal, Ph.D.

Director of Research

Kaitlin S. Newhouse, Ph.D.

Associate Director of Research
and Evaluation

Daniel West, Ph.D.

Senior Research Associate

Connor Guerin

Research Associate

Jared King

Research Associate

Kayla Patterson

Research Associate

Natasha Spencer

Research Associate

Nyasia Lloyd

Research Associate

Oscar R. Miranda Tapia

Research Associate

Sam Dotson

Research Associate

CONTACT US

Phone

(919) 515-8567

Web

pace.ncsu.edu

North Carolina State University

Belk Center for Community College
Leadership and Research
706 Hillsborough Street
Raleigh, NC 27603

Fax

(919) 515-6305

Email

pace_survey@ncsu.edu

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges PACE Report, by Dotson, S., & Guerin, C. Raleigh, NC: 2026.

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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		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	3	1%	6	3%	1470	3%	362	2%
	Disagree	9	4%	9	5%	4861	9%	1398	8%
	Neither	24	12%	18	10%	7339	13%	2077	12%
	Agree	98	48%	74	42%	25914	47%	8354	49%
	Strongly Agree	72	35%	70	40%	15097	28%	4844	28%
	Total	206	100%	177	100%	54681	100%	17035	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	12	6%	14	8%	4033	7%	1035	6%
	Disagree	21	10%	14	8%	10150	19%	2871	17%
	Neither	47	23%	31	18%	12096	22%	3591	21%
	Agree	69	34%	65	37%	18336	34%	6178	37%
	Strongly Agree	54	27%	53	30%	9372	17%	3177	19%
	Total	203	100%	177	100%	53987	100%	16852	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	11	5%	5	3%	2019	4%	609	4%
	Disagree	9	4%	8	4%	4402	8%	1476	9%
	Neither	25	12%	23	13%	9777	18%	3247	19%
	Agree	70	35%	66	36%	20644	38%	6611	39%
	Strongly Agree	86	43%	79	44%	17347	32%	4900	29%
	Total	201	100%	181	100%	54189	100%	16843	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	9	4%	7	4%	2450	5%	689	4%
	Disagree	6	3%	10	6%	5288	10%	1578	9%
	Neither	29	14%	11	6%	7210	13%	2081	12%
	Agree	73	36%	69	38%	20975	39%	6687	39%
	Strongly Agree	86	42%	83	46%	18473	34%	5947	35%
	Total	203	100%	180	100%	54396	100%	16982	100%

UA-PTC compared with:

Institutional Structure (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	18	9%	15	8%	5106	9%	1536	9%
	Disagree	27	13%	23	13%	9715	18%	3060	18%
	Neither	42	20%	33	18%	11067	20%	3370	20%
	Agree	64	31%	54	30%	17934	33%	5684	33%
	Strongly Agree	54	26%	54	30%	10852	20%	3403	20%
	Total	205	100%	179	100%	54674	100%	17053	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	3	2%	6	4%	1778	4%	465	3%
	Disagree	13	7%	4	2%	5379	11%	1554	10%
	Neither	43	22%	44	27%	14314	28%	4253	27%
	Agree	78	40%	62	38%	20978	42%	6997	44%
	Strongly Agree	56	29%	48	29%	7966	16%	2616	16%
	Total	193	100%	164	100%	50415	100%	15885	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	18	9%	19	11%	5617	11%	1487	9%
	Disagree	24	12%	17	10%	9099	18%	2616	16%
	Neither	54	28%	45	27%	14422	28%	4471	28%
	Agree	60	31%	47	28%	14582	29%	4958	31%
	Strongly Agree	40	20%	41	24%	7226	14%	2488	16%
	Total	196	100%	169	100%	50946	100%	16020	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	12	6%	13	7%	4427	8%	1302	8%
	Disagree	19	9%	17	10%	7841	15%	2434	14%
	Neither	41	20%	28	16%	11054	21%	3367	20%
	Agree	75	37%	67	38%	19200	36%	6096	36%
	Strongly Agree	57	28%	51	29%	11241	21%	3640	22%
	Total	204	100%	176	100%	53763	100%	16839	100%

UA-PTC compared with:

Institutional Structure (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	14	7%	15	9%	4787	9%	1306	8%
	Disagree	20	10%	16	10%	7796	15%	2321	14%
	Neither	27	14%	21	13%	10873	20%	3232	19%
	Agree	73	37%	59	35%	17654	33%	5777	35%
	Strongly Agree	64	32%	57	34%	12246	23%	4066	24%
	Total	198	100%	168	100%	53356	100%	16702	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	12	6%	12	7%	3926	7%	1123	7%
	Disagree	16	8%	12	7%	7312	14%	2287	14%
	Neither	33	17%	23	14%	10095	19%	3087	18%
	Agree	73	37%	66	40%	20335	38%	6396	38%
	Strongly Agree	65	33%	54	32%	11719	22%	3828	23%
	Total	199	100%	167	100%	53387	100%	16721	100%
29 Institution-wide policies guide my work	Strongly Disagree	5	3%	5	3%	1535	3%	391	2%
	Disagree	4	2%	5	3%	3215	6%	973	6%
	Neither	27	14%	24	15%	10665	20%	3229	20%
	Agree	75	38%	67	41%	23811	45%	7628	46%
	Strongly Agree	84	43%	64	39%	13466	26%	4294	26%
	Total	195	100%	165	100%	52692	100%	16515	100%
32 This institution is appropriately organized	Strongly Disagree	7	4%	11	7%	4781	9%	1157	7%
	Disagree	24	13%	16	10%	9814	19%	2958	18%
	Neither	39	21%	39	24%	12273	24%	3838	23%
	Agree	67	35%	53	33%	16757	32%	5610	34%
	Strongly Agree	53	28%	41	26%	8596	16%	2820	17%
	Total	190	100%	160	100%	52221	100%	16383	100%

UA-PTC compared with:

Institutional Structure (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	19	10%	23	15%	6855	14%	1853	12%
	Disagree	28	15%	25	16%	8073	16%	2530	16%
	Neither	40	21%	27	18%	12150	24%	3987	26%
	Agree	51	27%	42	27%	13821	28%	4394	28%
	Strongly Agree	49	26%	36	24%	9118	18%	2781	18%
	Total	187	100%	153	100%	50017	100%	15545	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	9	5%	11	7%	2319	4%	682	4%
	Disagree	15	8%	10	6%	5955	11%	1949	12%
	Neither	22	12%	17	11%	7839	15%	2449	15%
	Agree	83	45%	70	44%	23698	45%	7477	45%
	Strongly Agree	57	31%	52	33%	12700	24%	3939	24%
	Total	186	100%	160	100%	52511	100%	16496	100%
44 Administrative processes are clearly defined	Strongly Disagree	11	6%	10	6%	4771	9%	1246	8%
	Disagree	29	16%	18	11%	9852	19%	2944	18%
	Neither	27	15%	34	22%	11714	23%	3606	22%
	Agree	67	36%	58	37%	17132	33%	5731	35%
	Strongly Agree	51	28%	38	24%	8412	16%	2800	17%
	Total	185	100%	158	100%	51881	100%	16327	100%

Table 2. Student Focus Frequency Distributions

UA-PTC compared with:

Student Focus	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	5	2%	4	2%	1650	3%	451	3%
	Disagree	5	2%	9	5%	4103	8%	1251	7%
	Neither	20	10%	16	9%	5695	10%	1737	10%
	Agree	68	33%	57	32%	20034	37%	6385	37%
	Strongly Agree	107	52%	93	52%	23092	42%	7208	42%
	Total	205	100%	179	100%	54574	100%	17032	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	4	2%	4	2%	776	1%	191	1%
	Disagree	0	0%	2	1%	1051	2%	285	2%
	Neither	9	4%	12	7%	2960	5%	849	5%
	Agree	47	23%	42	24%	16328	30%	5318	31%
	Strongly Agree	148	71%	118	66%	33362	61%	10343	61%
	Total	208	100%	178	100%	54477	100%	16986	100%
17 Faculty meet the needs of students	Strongly Disagree	3	2%	3	2%	828	2%	228	1%
	Disagree	7	4%	8	5%	2466	5%	764	5%
	Neither	32	17%	19	11%	7905	16%	2283	14%
	Agree	73	38%	63	37%	22416	45%	7393	46%
	Strongly Agree	76	40%	76	45%	16624	33%	5315	33%
	Total	191	100%	169	100%	50239	100%	15983	100%
18 Student diversity is important at this institution	Strongly Disagree	3	2%	1	1%	941	2%	312	2%
	Disagree	1	1%	3	2%	1924	4%	758	5%
	Neither	31	16%	19	11%	6720	13%	2564	15%
	Agree	69	35%	54	31%	21033	40%	6935	42%
	Strongly Agree	96	48%	95	55%	22519	42%	6023	36%
	Total	200	100%	172	100%	53137	100%	16592	100%

UA-PTC compared with:

Student Focus (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	4	2%	1	1%	735	1%	167	1%
	Disagree	2	1%	8	5%	1848	4%	497	3%
	Neither	38	19%	27	16%	9394	19%	2831	18%
	Agree	87	44%	58	35%	23714	47%	7850	50%
	Strongly Agree	65	33%	73	44%	14680	29%	4506	28%
	Total	196	100%	167	100%	50371	100%	15851	100%
23 Administrators meet the needs of students	Strongly Disagree	6	3%	9	5%	1527	3%	452	3%
	Disagree	11	6%	8	5%	3361	7%	1046	6%
	Neither	32	17%	27	16%	8976	18%	2740	17%
	Agree	72	38%	71	43%	22314	44%	7311	45%
	Strongly Agree	68	36%	50	30%	14644	29%	4545	28%
	Total	189	100%	165	100%	50822	100%	16094	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	4	2%	5	3%	770	2%	211	1%
	Disagree	7	4%	7	4%	1734	4%	549	4%
	Neither	36	19%	30	18%	9176	19%	2605	17%
	Agree	74	39%	61	37%	21642	45%	7314	47%
	Strongly Agree	67	36%	63	38%	14662	31%	4788	31%
	Total	188	100%	166	100%	47984	100%	15467	100%
31 Students receive an excellent education at this institution	Strongly Disagree	6	3%	2	1%	549	1%	147	1%
	Disagree	4	2%	9	6%	1454	3%	388	2%
	Neither	25	13%	21	13%	6275	12%	1960	12%
	Agree	92	49%	70	44%	23656	46%	7671	47%
	Strongly Agree	62	33%	58	36%	19726	38%	6067	37%
	Total	189	100%	160	100%	51660	100%	16233	100%

UA-PTC compared with:

Student Focus (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	1	1%	2	1%	534	1%	138	1%
	Disagree	1	1%	2	1%	1263	2%	355	2%
	Neither	18	9%	19	12%	5549	11%	1579	10%
	Agree	84	44%	71	45%	23501	45%	7602	47%
	Strongly Agree	86	45%	64	41%	20814	40%	6583	40%
	Total	190	100%	158	100%	51661	100%	16257	100%
37 This institution prepares students for further learning	Strongly Disagree	4	2%	2	1%	584	1%	135	1%
	Disagree	2	1%	5	3%	1255	2%	333	2%
	Neither	16	8%	23	15%	5359	10%	1687	10%
	Agree	89	47%	63	40%	24393	47%	7853	48%
	Strongly Agree	78	41%	65	41%	19978	39%	6208	38%
	Total	189	100%	158	100%	51569	100%	16216	100%
40 Students are assisted with their personal development	Strongly Disagree	1	1%	3	2%	630	1%	164	1%
	Disagree	2	1%	4	3%	1888	4%	604	4%
	Neither	32	17%	32	21%	9126	19%	2810	18%
	Agree	81	44%	54	35%	23068	47%	7476	48%
	Strongly Agree	67	37%	63	40%	14559	30%	4515	29%
	Total	183	100%	156	100%	49271	100%	15569	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	1	1%	2	1%	472	1%	116	1%
	Disagree	5	3%	5	3%	1573	3%	485	3%
	Neither	23	13%	30	19%	8580	18%	2521	16%
	Agree	105	59%	76	48%	26698	55%	8718	56%
	Strongly Agree	44	25%	45	28%	11448	23%	3615	23%
	Total	178	100%	158	100%	48771	100%	15455	100%

Table 3. Supervisory Relationships Frequency Distributions

UA-PTC compared with:

Supervisory Relationships	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	5	2%	9	5%	1440	3%	361	2%
	Disagree	6	3%	6	3%	2608	5%	685	4%
	Neither	6	3%	11	6%	4314	8%	1236	7%
	Agree	63	30%	36	20%	15810	29%	5032	29%
	Strongly Agree	128	62%	120	66%	30693	56%	9815	57%
Total		208	100%	182	100%	54865	100%	17129	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	10	5%	13	7%	2249	4%	543	3%
	Disagree	7	3%	6	3%	3181	6%	939	6%
	Neither	13	6%	11	6%	4913	9%	1424	8%
	Agree	49	24%	42	24%	14803	27%	4787	28%
	Strongly Agree	129	62%	106	60%	29319	54%	9300	55%
Total		208	100%	178	100%	54465	100%	16993	100%
12 Work expectations are communicated to me	Strongly Disagree	3	1%	9	5%	1790	3%	482	3%
	Disagree	9	4%	11	6%	4324	8%	1289	8%
	Neither	17	8%	18	10%	7075	13%	2103	12%
	Agree	96	47%	72	41%	24493	45%	7836	46%
	Strongly Agree	78	38%	66	38%	16396	30%	5221	31%
Total		203	100%	176	100%	54078	100%	16931	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	2	1%	3	2%	1368	3%	381	3%
	Disagree	9	5%	8	5%	3022	6%	907	6%
	Neither	37	20%	26	16%	10274	22%	3051	20%
	Agree	72	40%	70	43%	21414	45%	7040	47%
	Strongly Agree	62	34%	56	34%	11388	24%	3643	24%
Total		182	100%	163	100%	47466	100%	15022	100%

UA-PTC compared with:

Supervisory Relationships (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	8	4%	10	6%	2485	5%	665	4%
	Disagree	11	6%	12	7%	4629	9%	1408	8%
	Neither	18	9%	19	11%	8935	17%	2626	16%
	Agree	78	40%	66	38%	20844	39%	6904	41%
	Strongly Agree	82	42%	67	39%	16512	31%	5108	31%
	Total	197	100%	174	100%	53405	100%	16711	100%
21 I receive appropriate feedback for my work	Strongly Disagree	6	3%	11	7%	2061	4%	549	3%
	Disagree	14	7%	7	4%	4289	8%	1223	7%
	Neither	17	9%	21	13%	8298	16%	2525	15%
	Agree	79	41%	65	39%	22431	42%	7294	44%
	Strongly Agree	77	40%	64	38%	16185	30%	5118	31%
	Total	193	100%	168	100%	53264	100%	16709	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	10	5%	17	10%	2898	5%	763	5%
	Disagree	20	10%	7	4%	4250	8%	1248	8%
	Neither	19	10%	19	11%	7357	14%	2123	13%
	Agree	66	33%	40	24%	17352	33%	5660	34%
	Strongly Agree	83	42%	84	50%	21014	40%	6788	41%
	Total	198	100%	167	100%	52871	100%	16582	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	11	6%	18	11%	2681	5%	682	4%
	Disagree	13	7%	5	3%	3587	7%	1031	6%
	Neither	17	9%	14	8%	7266	14%	2080	13%
	Agree	62	31%	44	26%	17208	33%	5629	34%
	Strongly Agree	95	48%	87	52%	22024	42%	7140	43%
	Total	198	100%	168	100%	52766	100%	16562	100%

UA-PTC compared with:

Supervisory Relationships (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	4	2%	9	5%	1876	4%	484	3%
	Disagree	14	7%	6	4%	4295	8%	1275	8%
	Neither	36	18%	25	15%	10186	19%	3087	19%
	Agree	70	36%	64	38%	22970	43%	7419	45%
	Strongly Agree	71	36%	63	38%	13580	26%	4335	26%
	Total	195	100%	167	100%	52907	100%	16600	100%
34 My supervisor helps me to improve my work	Strongly Disagree	11	6%	13	8%	2461	5%	604	4%
	Disagree	9	5%	5	3%	3800	7%	1101	7%
	Neither	17	9%	23	14%	8152	16%	2374	14%
	Agree	60	31%	38	24%	18236	35%	5990	36%
	Strongly Agree	97	50%	80	50%	19759	38%	6384	39%
	Total	194	100%	159	100%	52408	100%	16453	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	7	4%	12	7%	1842	4%	449	3%
	Disagree	11	6%	7	4%	2644	5%	688	4%
	Neither	20	10%	18	11%	6177	12%	1778	11%
	Agree	68	35%	51	32%	20730	39%	6795	41%
	Strongly Agree	88	45%	73	45%	21094	40%	6755	41%
	Total	194	100%	161	100%	52487	100%	16465	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	8	4%	12	8%	1214	4%	324	3%
	Disagree	7	4%	7	4%	1750	6%	518	5%
	Neither	14	7%	14	9%	3236	11%	949	9%
	Agree	68	36%	40	25%	12282	41%	4170	42%
	Strongly Agree	90	48%	87	54%	11368	38%	4068	41%
	Total	187	100%	160	100%	29850	100%	10029	100%

UA-PTC compared with:

Supervisory Relationships (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	2	1%	2	1%	1877	4%	573	4%
	Disagree	6	3%	2	1%	3369	6%	1073	7%
	Neither	10	5%	14	9%	6381	12%	2084	13%
	Agree	77	41%	54	34%	21811	42%	7024	43%
	Strongly Agree	91	49%	87	55%	18741	36%	5610	34%
Total		186	100%	159	100%	52179	100%	16364	100%

Table 4. Teamwork Frequency Distributions

UA-PTC compared with:

Teamwork	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	5	2%	8	4%	1990	4%	504	3%
	Disagree	17	8%	12	7%	4039	7%	1133	7%
	Neither	15	7%	12	7%	5061	9%	1369	8%
	Agree	61	29%	50	28%	18675	34%	5944	35%
	Strongly Agree	110	53%	99	55%	24951	46%	8112	48%
Total		208	100%	181	100%	54716	100%	17062	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	3	1%	5	3%	1190	2%	296	2%
	Disagree	5	2%	8	5%	2618	5%	717	4%
	Neither	24	12%	21	12%	6619	13%	1861	11%
	Agree	77	38%	59	35%	21991	42%	7180	44%
	Strongly Agree	92	46%	77	45%	19855	38%	6402	39%
Total		201	100%	170	100%	52273	100%	16456	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	10	5%	7	4%	2197	4%	552	3%
	Disagree	12	6%	10	6%	4199	8%	1185	7%
	Neither	14	7%	21	13%	6188	12%	1794	11%
	Agree	74	37%	53	32%	21098	40%	6887	42%
	Strongly Agree	88	44%	75	45%	19203	36%	6176	37%
Total		198	100%	166	100%	52885	100%	16594	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	8	4%	10	6%	2247	4%	555	3%
	Disagree	16	8%	7	4%	3642	7%	1049	6%
	Neither	13	7%	14	9%	5985	11%	1794	11%
	Agree	62	32%	51	32%	19925	38%	6520	40%
	Strongly Agree	94	49%	77	48%	20571	39%	6527	40%
Total		193	100%	159	100%	52370	100%	16445	100%

UA-PTC compared with:

Teamwork (continued)	Response Option	UA-PTC		2024		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	6	3%	7	4%	1376	3%	309	2%
	Disagree	5	3%	7	4%	2679	5%	767	5%
	Neither	24	13%	21	13%	6568	13%	1913	12%
	Agree	76	40%	53	34%	22643	44%	7424	46%
	Strongly Agree	80	42%	68	44%	18325	36%	5823	36%
	Total	191	100%	156	100%	51591	100%	16236	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	5	3%	7	4%	2318	4%	528	3%
	Disagree	13	7%	6	4%	3622	7%	972	6%
	Neither	16	9%	13	8%	5321	10%	1455	9%
	Agree	59	32%	41	26%	19374	37%	6240	38%
	Strongly Agree	93	50%	93	58%	21732	41%	7246	44%
	Total	186	100%	160	100%	52367	100%	16441	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	UA-PTC compared with:										
	UA-PTC		2024			PACE Normbase			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	208	4.033	4.009			3.867	**	.228	3.905	**	.180
Institutional Structure	208	3.780	3.789			3.533	***	.274	3.578	**	.227
Student Focus	208	4.170	4.135			4.100			4.106		
Supervisory Relationships	208	4.145	4.096			3.975	**	.200	4.020	*	.153
Teamwork	208	4.165	4.139			4.037	*	.141	4.098		

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

Figure 1. Means by Comparison Group and Climate Factor

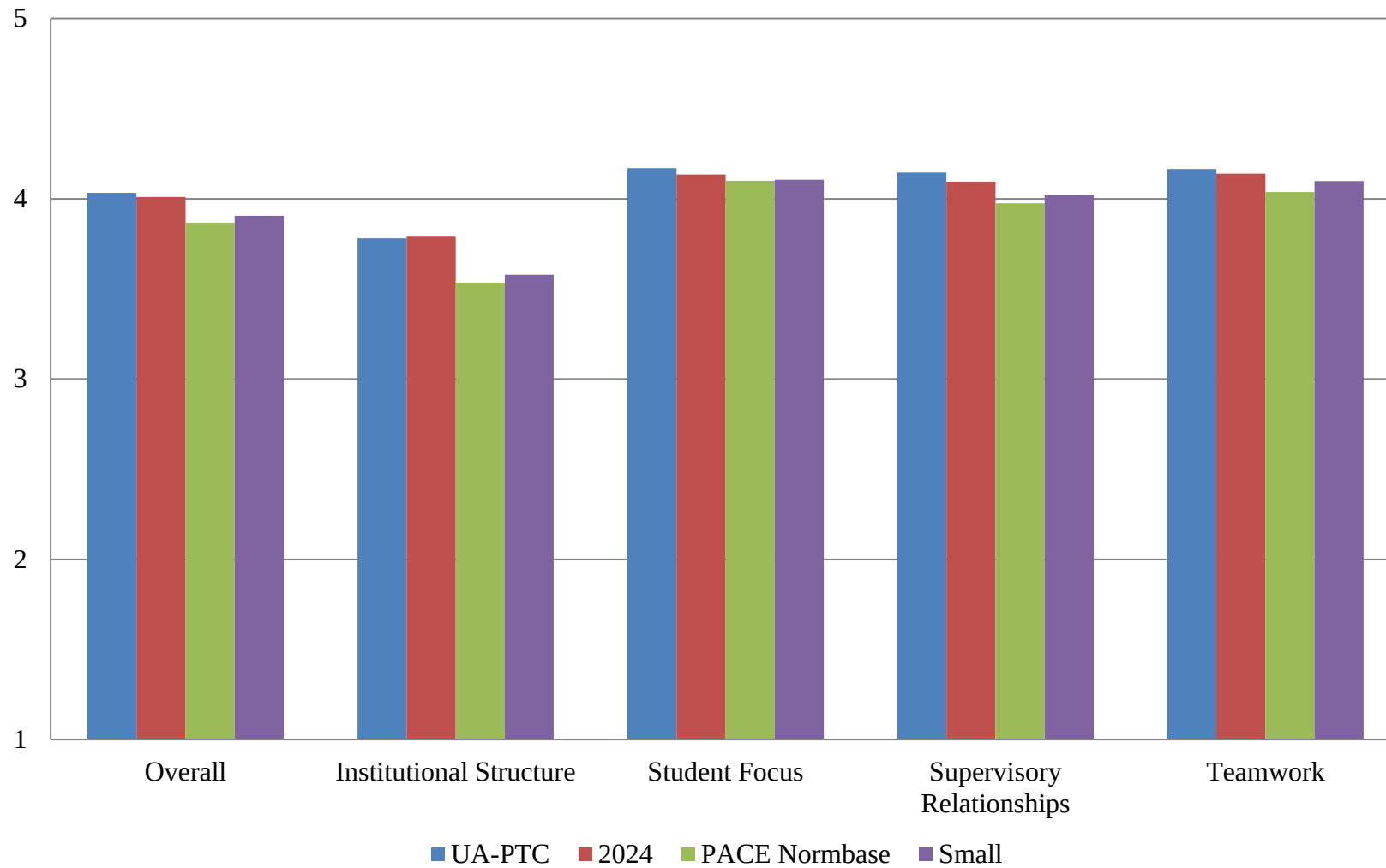


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure			<i>UA-PTC compared with:</i>								
			UA-PTC			2024			PACE Normbase		
			N	Mean		Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission		206	4.102		4.090			3.883	**	.219
4	Decisions are made at the appropriate level at this institution		203	3.650		3.729			3.349	***	.254
5	The institution effectively promotes diversity in the workplace		201	4.050		4.138			3.865	*	.172
6	Institutional leadership is focused on meeting the needs of students		203	4.089		4.172			3.878	**	.189
10	Information is shared within this institution		205	3.532		3.609			3.361	*	.138
11	Institutional teams use problem-solving techniques		193	3.886		3.866			3.555	***	.333
15	I am able to appropriately influence the direction of this institution		196	3.408		3.438			3.171	**	.198
16	Open and ethical communication is practiced at this institution		204	3.716		3.716			3.465	**	.208
22	This institution has been successful in positively motivating my performance		198	3.773		3.756			3.464	***	.249
25	A spirit of cooperation exists at this institution		199	3.819		3.826			3.536	***	.239
29	Institution-wide policies guide my work		195	4.174		4.091			3.844	***	.341
32	This institution is appropriately organized		190	3.711		3.606			3.279	***	.358
38	I have the opportunity for advancement within this institution		187	3.444		3.281			3.205	*	.184
41	I receive adequate information regarding important activities at this institution		186	3.882		3.888			3.733		
44	Administrative processes are clearly defined		185	3.638		3.608			3.281	***	.296

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

Table 7. Student Focus Item Mean Comparisons

UA-PTC compared with:

Student Focus	UA-PTC		2024			PACE Normbase			Small		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	205	4.302	4.263			4.078	**	.215	4.095	**	.203
8 I feel my job is relevant to this institution's mission	208	4.611	4.506			4.477	*	.167	4.492	*	.155
17 Faculty meet the needs of students	191	4.110	4.189			4.026			4.051		
18 Student diversity is important at this institution	200	4.270	4.390			4.172			4.061	**	.225
19 Students' competencies are enhanced	196	4.056	4.162			3.988			4.011		
23 Administrators meet the needs of students	189	3.979	3.879			3.889			3.898		
28 Staff (non-instructional, non-administrator) meet the needs of students	188	4.027	4.024			3.994			4.029		
31 Students receive an excellent education at this institution	189	4.058	4.081			4.172			4.178	*	-.150
35 This institution prepares students for a career	190	4.332	4.222			4.216	*	.143	4.239		
37 This institution prepares students for further learning	189	4.243	4.165			4.201			4.213		
40 Students are assisted with their personal development	183	4.153	4.090			3.995	*	.182	4.000	*	.180
42 Students seem satisfied with their educational experience at this institution	178	4.045	3.994			3.965			3.986		

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

Table 8. Supervisory Relationships Item Mean Comparisons

UA-PTC compared with:

Supervisory Relationships		UA-PTC		2024			PACE Normbase			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2	My supervisor expresses confidence in my work	208	4.457	4.385			4.307	*	.152	4.358		
9	My supervisor is open to the ideas, opinions, and beliefs of everyone	208	4.346	4.247			4.207			4.257		
12	Work expectations are communicated to me	203	4.167	3.994			3.913	***	.249	3.946	**	.222
13	Unacceptable behaviors are identified and communicated to me	182	4.005	4.031			3.810	**	.203	3.843	*	.173
20	I receive timely feedback for my work	197	4.091	3.966			3.829	***	.238	3.861	**	.216
21	I receive appropriate feedback for my work	193	4.073	3.976			3.871	**	.191	3.910	*	.159
26	My supervisor actively seeks my ideas	198	3.970	4.000			3.933			3.993		
27	My supervisor seriously considers my ideas	198	4.096	4.054			3.991			4.057		
30	Work outcomes are clarified for me	195	3.974	3.994			3.795	*	.175	3.834		
34	My supervisor helps me to improve my work	194	4.149	4.050			3.936	**	.192	4.000		
39	I am given the opportunity to be creative in my work	194	4.129	4.031			4.078			4.137		
45	I have the opportunity to express my ideas to my supervisor in appropriate forums	187	4.203	4.144			4.033	*	.163	4.111		
46	Professional development and training opportunities are available	186	4.339	4.396			4.000	***	.329	3.979	***	.352

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

Table 9. Teamwork Item Mean Comparisons

		UA-PTC compared with:										
Teamwork		UA-PTC		2024			PACE Normbase			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3	There is a spirit of cooperation within my work team	208	4.221	4.215			4.107			4.174		
14	My primary work team uses problem-solving techniques	201	4.244	4.147			4.085	*	.167	4.135		
24	There is an opportunity for all ideas to be exchanged within my work team	198	4.101	4.078			3.963			4.021		
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	193	4.130	4.119			4.011			4.059		
36	My work team coordinates its efforts with appropriate individuals and teams	191	4.147	4.077			4.044			4.089		
43	A spirit of cooperation exists in my department	186	4.194	4.294			4.042			4.138		

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