

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Barton County Community College

Great Bend, Kansas

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

BCCC compared with:

Institutional Structure	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	0	0%	2	1%	1429	3%	339	2%
	Disagree	3	1%	5	2%	4745	9%	1322	8%
	Neither	12	5%	21	8%	7159	13%	1987	12%
	Agree	114	47%	99	40%	25112	47%	7751	49%
	Strongly Agree	113	47%	123	49%	15124	28%	4556	29%
	Total	242	100%	250	100%	53569	100%	15955	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	1	0%	7	3%	4007	8%	1030	7%
	Disagree	19	8%	10	4%	9904	19%	2741	17%
	Neither	39	16%	45	18%	11589	22%	3303	21%
	Agree	104	43%	106	42%	18000	34%	5734	36%
	Strongly Agree	78	32%	82	33%	9410	18%	2968	19%
	Total	241	100%	250	100%	52910	100%	15776	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	2	1%	5	2%	1998	4%	573	4%
	Disagree	12	5%	16	7%	4386	8%	1376	9%
	Neither	47	20%	43	17%	9598	18%	3038	19%
	Agree	102	43%	99	40%	19838	37%	6138	39%
	Strongly Agree	76	32%	83	34%	17336	33%	4683	30%
	Total	239	100%	246	100%	53156	100%	15808	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	1	0%	2	1%	2420	5%	666	4%
	Disagree	4	2%	5	2%	5237	10%	1542	10%
	Neither	14	6%	22	9%	7061	13%	1972	12%
	Agree	100	41%	100	40%	20392	38%	6226	39%
	Strongly Agree	123	51%	121	48%	18196	34%	5508	35%
	Total	242	100%	250	100%	53306	100%	15914	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	5	2%	10	4%	5212	10%	1555	10%
	Disagree	23	10%	28	11%	9542	18%	2910	18%
	Neither	38	16%	35	14%	10782	20%	3193	20%
	Agree	107	44%	102	41%	17266	32%	5137	32%
	Strongly Agree	69	29%	73	29%	10762	20%	3169	20%
	Total	242	100%	248	100%	53564	100%	15964	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	2	1%	3	1%	1774	4%	450	3%
	Disagree	5	2%	15	6%	5367	11%	1512	10%
	Neither	37	16%	41	17%	13810	28%	4008	27%
	Agree	127	55%	115	49%	20379	41%	6422	43%
	Strongly Agree	59	26%	61	26%	8080	16%	2442	16%
	Total	230	100%	235	100%	49410	100%	14834	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	8	4%	11	5%	5417	11%	1402	9%
	Disagree	23	10%	21	9%	8686	17%	2427	16%
	Neither	64	28%	70	30%	14070	28%	4174	28%
	Agree	86	38%	86	36%	14398	29%	4637	31%
	Strongly Agree	46	20%	48	20%	7265	15%	2312	15%
	Total	227	100%	236	100%	49836	100%	14952	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	4	2%	11	4%	4511	9%	1314	8%
	Disagree	13	5%	14	6%	7746	15%	2329	15%
	Neither	37	15%	33	13%	10757	20%	3181	20%
	Agree	113	47%	112	45%	18517	35%	5554	35%
	Strongly Agree	74	31%	79	32%	11196	21%	3399	22%
	Total	241	100%	249	100%	52727	100%	15777	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	4	2%	11	4%	4648	9%	1231	8%
	Disagree	14	6%	14	6%	7462	14%	2181	14%
	Neither	47	19%	37	15%	10614	20%	3069	20%
	Agree	89	37%	95	38%	17305	33%	5387	34%
	Strongly Agree	88	36%	90	36%	12262	23%	3774	24%
	Total	242	100%	247	100%	52291	100%	15642	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	3	1%	6	2%	3935	8%	1113	7%
	Disagree	19	8%	15	6%	7270	14%	2233	14%
	Neither	26	11%	36	15%	9743	19%	2918	19%
	Agree	105	44%	104	42%	19691	38%	5877	38%
	Strongly Agree	88	37%	87	35%	11696	22%	3531	23%
	Total	241	100%	248	100%	52335	100%	15672	100%
29 Institution-wide policies guide my work	Strongly Disagree	1	0%	1	0%	1567	3%	404	3%
	Disagree	7	3%	7	3%	3078	6%	908	6%
	Neither	27	11%	21	9%	10646	21%	3184	21%
	Agree	124	52%	128	52%	22964	44%	7009	45%
	Strongly Agree	79	33%	90	36%	13361	26%	3976	26%
	Total	238	100%	247	100%	51616	100%	15481	100%
32 This institution is appropriately organized	Strongly Disagree	5	2%	7	3%	4627	9%	1114	7%
	Disagree	12	5%	16	7%	9429	18%	2739	18%
	Neither	48	21%	41	17%	11874	23%	3575	23%
	Agree	95	41%	112	46%	16593	32%	5261	34%
	Strongly Agree	73	31%	66	27%	8709	17%	2675	17%
	Total	233	100%	242	100%	51232	100%	15364	100%

BCCC compared with:

Institutional Structure (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	13	6%	14	6%	6786	14%	1791	12%
	Disagree	17	8%	28	12%	7756	16%	2352	16%
	Neither	63	28%	39	17%	11862	24%	3802	26%
	Agree	83	37%	74	33%	13380	27%	4006	28%
	Strongly Agree	50	22%	70	31%	9164	19%	2536	18%
	Total	226	100%	225	100%	48948	100%	14487	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	4	2%	3	1%	2385	5%	700	5%
	Disagree	7	3%	19	8%	5894	11%	1899	12%
	Neither	29	12%	27	11%	7886	15%	2417	16%
	Agree	127	54%	119	48%	22661	44%	6796	44%
	Strongly Agree	69	29%	78	32%	12713	25%	3669	24%
	Total	236	100%	246	100%	51539	100%	15481	100%
44 Administrative processes are clearly defined	Strongly Disagree	3	1%	10	4%	4838	9%	1228	8%
	Disagree	15	6%	17	7%	9449	19%	2740	18%
	Neither	43	18%	43	18%	11466	23%	3426	22%
	Agree	119	50%	101	42%	16728	33%	5282	34%
	Strongly Agree	57	24%	72	30%	8458	17%	2644	17%
	Total	237	100%	243	100%	50939	100%	15320	100%

Table 2. Student Focus Frequency Distributions

BCCC compared with:

Student Focus	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	1	0%	2	1%	1622	3%	428	3%
	Disagree	4	2%	4	2%	4094	8%	1231	8%
	Neither	12	5%	13	5%	5702	11%	1671	10%
	Agree	87	36%	91	36%	19601	37%	6027	38%
	Strongly Agree	138	57%	140	56%	22451	42%	6595	41%
	Total	242	100%	250	100%	53470	100%	15952	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	0	0%	2	1%	758	1%	188	1%
	Disagree	1	0%	1	0%	1119	2%	287	2%
	Neither	10	4%	8	3%	2988	6%	831	5%
	Agree	78	32%	79	32%	16012	30%	5032	32%
	Strongly Agree	153	63%	159	64%	32509	61%	9579	60%
	Total	242	100%	249	100%	53386	100%	15917	100%
17 Faculty meet the needs of students	Strongly Disagree	0	0%	2	1%	790	2%	207	1%
	Disagree	0	0%	1	0%	2424	5%	712	5%
	Neither	24	11%	21	9%	7581	15%	2124	14%
	Agree	114	50%	116	50%	21695	44%	6832	46%
	Strongly Agree	89	39%	93	40%	16695	34%	5095	34%
	Total	227	100%	233	100%	49185	100%	14970	100%
18 Student diversity is important at this institution	Strongly Disagree	0	0%	1	0%	902	2%	278	2%
	Disagree	2	1%	4	2%	1950	4%	716	5%
	Neither	32	14%	26	11%	6570	13%	2387	15%
	Agree	103	44%	103	42%	20320	39%	6412	41%
	Strongly Agree	97	41%	111	45%	22381	43%	5784	37%
	Total	234	100%	245	100%	52123	100%	15577	100%

BCCC compared with:

Student Focus (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	0	0%	1	0%	716	1%	161	1%
	Disagree	2	1%	1	0%	1861	4%	490	3%
	Neither	35	15%	34	14%	8950	18%	2593	17%
	Agree	108	47%	111	47%	23166	47%	7317	49%
	Strongly Agree	83	36%	89	38%	14739	30%	4287	29%
	Total	228	100%	236	100%	49432	100%	14848	100%
23 Administrators meet the needs of students	Strongly Disagree	1	0%	2	1%	1233	2%	343	2%
	Disagree	5	2%	4	2%	2891	6%	842	6%
	Neither	28	12%	25	10%	8091	16%	2402	16%
	Agree	110	47%	110	46%	22140	44%	6939	46%
	Strongly Agree	89	38%	99	41%	15474	31%	4534	30%
	Total	233	100%	240	100%	49829	100%	15060	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	2	1%	1	0%	759	2%	195	1%
	Disagree	1	0%	4	2%	1653	4%	490	3%
	Neither	28	12%	30	14%	9275	20%	2540	18%
	Agree	115	49%	100	47%	20664	45%	6760	47%
	Strongly Agree	89	38%	80	37%	13895	30%	4300	30%
	Total	235	100%	215	100%	46246	100%	14285	100%
31 Students receive an excellent education at this institution	Strongly Disagree	0	0%	1	0%	527	1%	140	1%
	Disagree	0	0%	0	0%	1447	3%	358	2%
	Neither	13	6%	28	12%	5921	12%	1800	12%
	Agree	113	48%	112	46%	23018	45%	7209	47%
	Strongly Agree	107	46%	101	42%	19717	39%	5693	37%
	Total	233	100%	242	100%	50630	100%	15200	100%

BCCC compared with:

Student Focus (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	1	0%	2	1%	538	1%	137	1%
	Disagree	0	0%	2	1%	1294	3%	354	2%
	Neither	14	6%	17	7%	5491	11%	1568	10%
	Agree	124	53%	111	45%	22847	45%	7069	46%
	Strongly Agree	97	41%	112	46%	20438	40%	6095	40%
	Total	236	100%	244	100%	50608	100%	15223	100%
37 This institution prepares students for further learning	Strongly Disagree	0	0%	1	0%	590	1%	135	1%
	Disagree	1	0%	3	1%	1251	2%	307	2%
	Neither	13	6%	13	5%	5190	10%	1558	10%
	Agree	121	51%	110	45%	23673	47%	7384	49%
	Strongly Agree	100	43%	116	48%	19845	39%	5817	38%
	Total	235	100%	243	100%	50549	100%	15201	100%
40 Students are assisted with their personal development	Strongly Disagree	0	0%	1	0%	636	1%	159	1%
	Disagree	1	0%	4	2%	1896	4%	570	4%
	Neither	24	11%	28	12%	8762	18%	2606	18%
	Agree	117	52%	112	48%	22382	46%	7006	48%
	Strongly Agree	84	37%	88	38%	14560	30%	4224	29%
	Total	226	100%	233	100%	48236	100%	14565	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	1	0%	453	1%	105	1%
	Disagree	0	0%	1	0%	1488	3%	430	3%
	Neither	21	9%	19	8%	8389	18%	2426	17%
	Agree	134	58%	136	57%	25681	54%	8039	56%
	Strongly Agree	76	33%	80	34%	11418	24%	3336	23%
	Total	231	100%	237	100%	47429	100%	14336	100%

Table 3. Supervisory Relationships Frequency Distributions

BCCC compared with:

Supervisory Relationships	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	1	0%	2	1%	1439	3%	342	2%
	Disagree	5	2%	13	5%	2705	5%	717	4%
	Neither	15	6%	15	6%	4342	8%	1203	8%
	Agree	73	30%	72	29%	15296	28%	4680	29%
	Strongly Agree	148	61%	148	59%	29956	56%	9090	57%
	Total	242	100%	250	100%	53738	100%	16032	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	6	2%	9	4%	2231	4%	538	3%
	Disagree	8	3%	13	5%	3239	6%	910	6%
	Neither	11	5%	17	7%	4903	9%	1384	9%
	Agree	67	28%	64	26%	14454	27%	4523	28%
	Strongly Agree	149	62%	146	59%	28561	53%	8558	54%
	Total	241	100%	249	100%	53388	100%	15913	100%
12 Work expectations are communicated to me	Strongly Disagree	1	0%	4	2%	1856	4%	462	3%
	Disagree	6	2%	16	6%	4355	8%	1260	8%
	Neither	23	10%	14	6%	7295	14%	2145	14%
	Agree	115	48%	117	47%	23466	44%	7181	45%
	Strongly Agree	97	40%	99	40%	15995	30%	4797	30%
	Total	242	100%	250	100%	52967	100%	15845	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	1	0%	2	1%	1381	3%	355	3%
	Disagree	10	4%	9	4%	2992	6%	846	6%
	Neither	26	11%	30	13%	10306	22%	2991	21%
	Agree	117	51%	113	48%	20782	45%	6500	46%
	Strongly Agree	76	33%	81	34%	11171	24%	3341	24%
	Total	230	100%	235	100%	46632	100%	14033	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	3	1%	4	2%	2477	5%	643	4%
	Disagree	8	3%	14	6%	4472	9%	1314	8%
	Neither	25	10%	32	13%	8851	17%	2565	16%
	Agree	122	51%	110	45%	20254	39%	6392	41%
	Strongly Agree	83	34%	87	35%	16355	31%	4757	30%
	Total	241	100%	247	100%	52409	100%	15671	100%
21 I receive appropriate feedback for my work	Strongly Disagree	2	1%	5	2%	2081	4%	524	3%
	Disagree	7	3%	13	5%	4217	8%	1183	8%
	Neither	31	13%	30	12%	8144	16%	2425	15%
	Agree	107	44%	109	44%	21759	42%	6772	43%
	Strongly Agree	95	39%	92	37%	16015	31%	4751	30%
	Total	242	100%	249	100%	52216	100%	15655	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	10	4%	11	4%	2884	6%	725	5%
	Disagree	11	5%	14	6%	4052	8%	1153	7%
	Neither	27	11%	39	16%	7274	14%	2023	13%
	Agree	86	36%	78	32%	16845	32%	5274	34%
	Strongly Agree	105	44%	104	42%	20793	40%	6351	41%
	Total	239	100%	246	100%	51848	100%	15526	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	9	4%	10	4%	2704	5%	667	4%
	Disagree	9	4%	12	5%	3558	7%	993	6%
	Neither	22	9%	31	13%	7162	14%	1984	13%
	Agree	91	38%	86	35%	16647	32%	5218	34%
	Strongly Agree	107	45%	107	43%	21685	42%	6657	43%
	Total	238	100%	246	100%	51756	100%	15519	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	2	1%	4	2%	1884	4%	469	3%
	Disagree	7	3%	11	4%	4170	8%	1202	8%
	Neither	28	12%	27	11%	10008	19%	2960	19%
	Agree	118	49%	125	50%	22311	43%	6886	44%
	Strongly Agree	87	36%	81	33%	13505	26%	4043	26%
	Total	242	100%	248	100%	51878	100%	15560	100%
34 My supervisor helps me to improve my work	Strongly Disagree	7	3%	6	2%	2431	5%	575	4%
	Disagree	6	3%	19	8%	3716	7%	1049	7%
	Neither	25	11%	31	13%	8019	16%	2308	15%
	Agree	91	38%	84	34%	17708	34%	5560	36%
	Strongly Agree	108	46%	104	43%	19537	38%	5922	38%
	Total	237	100%	244	100%	51411	100%	15414	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	3	1%	5	2%	1878	4%	437	3%
	Disagree	5	2%	9	4%	2630	5%	679	4%
	Neither	18	8%	21	9%	6141	12%	1714	11%
	Agree	102	43%	97	39%	19922	39%	6271	41%
	Strongly Agree	109	46%	114	46%	20895	41%	6337	41%
	Total	237	100%	246	100%	51466	100%	15438	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	5	2%	7	3%	883	4%	229	4%
	Disagree	4	2%	10	4%	1311	6%	360	6%
	Neither	17	7%	21	9%	2378	12%	652	10%
	Agree	100	42%	103	42%	8528	41%	2746	42%
	Strongly Agree	110	47%	105	43%	7542	37%	2509	39%
	Total	236	100%	246	100%	20642	100%	6496	100%

BCCC compared with:

Supervisory Relationships (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	2	1%	3	1%	1959	4%	606	4%
	Disagree	6	3%	9	4%	3461	7%	1120	7%
	Neither	20	9%	16	7%	6495	13%	2066	13%
	Agree	108	46%	111	46%	20903	41%	6441	42%
	Strongly Agree	99	42%	104	43%	18374	36%	5112	33%
	Total	235	100%	243	100%	51192	100%	15345	100%

Table 4. Teamwork Frequency Distributions

BCCC compared with:

Teamwork	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	3	1%	4	2%	1984	4%	481	3%
	Disagree	9	4%	12	5%	4067	8%	1147	7%
	Neither	9	4%	19	8%	5009	9%	1344	8%
	Agree	92	38%	84	34%	18131	34%	5580	35%
	Strongly Agree	130	53%	128	52%	24376	46%	7407	46%
	Total	243	100%	247	100%	53567	100%	15959	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	3	1%	3	1%	1192	2%	275	2%
	Disagree	2	1%	4	2%	2659	5%	735	5%
	Neither	27	11%	29	12%	6532	13%	1793	12%
	Agree	96	40%	103	43%	21471	42%	6718	44%
	Strongly Agree	111	46%	101	42%	19336	38%	5844	38%
	Total	239	100%	240	100%	51190	100%	15365	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	6	3%	5	2%	2217	4%	529	3%
	Disagree	6	3%	11	5%	4134	8%	1148	7%
	Neither	17	7%	21	9%	6199	12%	1755	11%
	Agree	105	44%	103	43%	20418	39%	6378	41%
	Strongly Agree	106	44%	102	42%	18835	36%	5710	37%
	Total	240	100%	242	100%	51803	100%	15520	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	5	2%	6	2%	2262	4%	546	4%
	Disagree	5	2%	10	4%	3648	7%	1014	7%
	Neither	24	10%	25	10%	5886	11%	1728	11%
	Agree	94	40%	91	38%	19322	38%	6083	40%
	Strongly Agree	109	46%	109	45%	20197	39%	6020	39%
	Total	237	100%	241	100%	51315	100%	15391	100%

BCCC compared with:

Teamwork (continued)	Response Option	BCCC		2022		PACE Normbase		Small	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	3	1%	3	1%	1429	3%	316	2%
	Disagree	2	1%	8	3%	2669	5%	767	5%
	Neither	22	9%	20	8%	6470	13%	1834	12%
	Agree	108	46%	102	43%	21994	44%	6909	46%
	Strongly Agree	101	43%	105	44%	17994	36%	5346	35%
	Total	236	100%	238	100%	50556	100%	15172	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	4	2%	5	2%	2360	5%	519	3%
	Disagree	4	2%	9	4%	3650	7%	966	6%
	Neither	25	11%	25	10%	5329	10%	1435	9%
	Agree	91	39%	99	41%	18731	36%	5840	38%
	Strongly Agree	112	47%	105	43%	21322	41%	6657	43%
	Total	236	100%	243	100%	51392	100%	15417	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	BCCC		<i>BCCC compared with:</i>								
	N	Mean	2022			PACE Normbase			Small		
			Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	244	4.189	4.146			3.867	***	.438	3.892	***	.416
Institutional Structure	244	4.005	3.977			3.538	***	.514	3.564	***	.492
Student Focus	244	4.320	4.311			4.108	***	.326	4.108	***	.335
Supervisory Relationships	244	4.242	4.161			3.965	***	.325	3.996	***	.300
Teamwork	244	4.285	4.227			4.029	***	.280	4.077	***	.241

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

Figure 1. Means by Comparison Group and Climate Factor

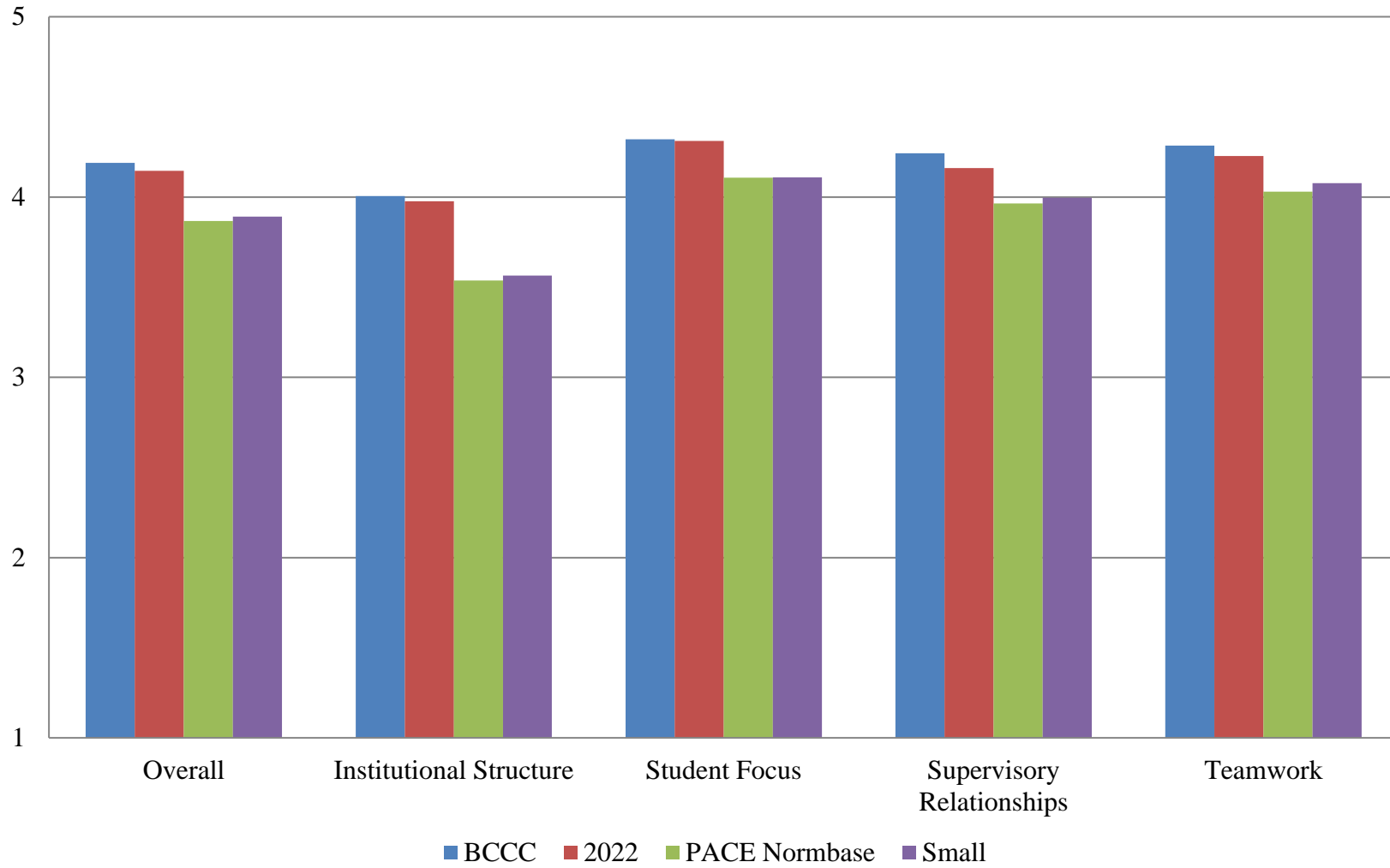


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>BCCC compared with:</i>										
		BCCC		2022			PACE Normbase			Small		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	242	4.393	4.344			3.892	***	.502	3.932	***	.481
4	Decisions are made at the appropriate level at this institution	241	3.992	3.984			3.357	***	.534	3.435	***	.478
5	The institution effectively promotes diversity in the workplace	239	3.996	3.972			3.868			3.821	*	.165
6	Institutional leadership is focused on meeting the needs of students	242	4.405	4.332			3.876	***	.472	3.903	***	.456
10	Information is shared within this institution	242	3.876	3.806			3.351	***	.419	3.342	***	.427
11	Institutional teams use problem-solving techniques	230	4.026	3.919			3.559	***	.466	3.600	***	.438
15	I am able to appropriately influence the direction of this institution	227	3.612	3.589			3.189	***	.353	3.270	***	.291
16	Open and ethical communication is practiced at this institution	241	3.996	3.940			3.458	***	.443	3.469	***	.435
22	This institution has been successful in positively motivating my performance	242	4.004	3.968			3.479	***	.424	3.530	***	.390
25	A spirit of cooperation exists at this institution	241	4.062	4.012			3.534	***	.443	3.541	***	.440
29	Institution-wide policies guide my work	238	4.147	4.211			3.842	***	.313	3.856	***	.306
32	This institution is appropriately organized	233	3.940	3.884			3.299	***	.531	3.367	***	.490
38	I have the opportunity for advancement within this institution	226	3.619	3.702			3.212	***	.314	3.217	***	.320
41	I receive adequate information regarding important activities at this institution	236	4.059	4.016			3.726	***	.305	3.700	***	.329
44	Administrative processes are clearly defined	237	3.895	3.856			3.285	***	.502	3.351	***	.459

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

Table 7. Student Focus Item Mean Comparisons

BCCC compared with:

Student Focus	BCCC		2022			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	242	4.475	4.452			4.069	***	.387	4.074	***	.391
8 I feel my job is relevant to this institution's mission	242	4.583	4.574			4.468	*	.141	4.478	*	.135
17 Faculty meet the needs of students	227	4.286	4.275			4.039	***	.272	4.062	***	.253
18 Student diversity is important at this institution	234	4.261	4.302			4.177			4.073	**	.203
19 Students' competencies are enhanced	228	4.193	4.212			3.998	***	.223	4.016	**	.214
23 Administrators meet the needs of students	233	4.206	4.250			3.958	***	.258	3.961	***	.260
28 Staff (non-instructional, non-administrator) meet the needs of students	235	4.226	4.181			3.979	***	.277	4.014	***	.247
31 Students receive an excellent education at this institution	233	4.403	4.289			4.184	***	.266	4.181	***	.279
35 This institution prepares students for a career	236	4.339	4.348			4.212	*	.155	4.224	*	.146
37 This institution prepares students for further learning	235	4.362	4.387			4.205	**	.193	4.213	**	.192
40 Students are assisted with their personal development	226	4.257	4.210			4.002	***	.292	4.000	***	.303
42 Students seem satisfied with their educational experience at this institution	231	4.238	4.236			3.972	***	.335	3.982	***	.336

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

Table 8. Supervisory Relationships Item Mean Comparisons

BCCC compared with:

Supervisory Relationships	BCCC		2022			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	242	4.496	4.404			4.296	**	.201	4.339	*	.166
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	241	4.432	4.305			4.196	***	.214	4.235	**	.187
12 Work expectations are communicated to me	242	4.244	4.164			3.895	***	.337	3.921	***	.322
13 Unacceptable behaviors are identified and communicated to me	230	4.117	4.115			3.801	***	.325	3.828	***	.307
20 I receive timely feedback for my work	241	4.137	4.061			3.831	***	.278	3.849	***	.269
21 I receive appropriate feedback for my work	242	4.182	4.084			3.870	***	.294	3.897	***	.278
26 My supervisor actively seeks my ideas	239	4.109	4.016			3.938	*	.147	3.990		
27 My supervisor seriously considers my ideas	238	4.168	4.089			3.986	*	.159	4.044		
30 Work outcomes are clarified for me	242	4.161	4.081			3.798	***	.353	3.825	***	.337
34 My supervisor helps me to improve my work	237	4.211	4.070			3.938	***	.245	3.986	**	.210
39 I am given the opportunity to be creative in my work	237	4.304	4.244			4.075	***	.223	4.127	**	.184
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	236	4.297	4.175			3.995	***	.286	4.069	***	.226
46 Professional development and training opportunities are available	235	4.260	4.251			3.982	***	.265	3.934	***	.310

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

Table 9. Teamwork Item Mean Comparisons

BCCC compared with:

Teamwork	BCCC		2022			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	243	4.387	4.296			4.099	***	.266	4.146	***	.232
14 My primary work team uses problem-solving techniques	239	4.297	4.229			4.076	***	.231	4.114	**	.200
24 There is an opportunity for all ideas to be exchanged within my work team	240	4.246	4.182			3.956	***	.266	4.005	***	.232
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	237	4.253	4.191			4.004	***	.228	4.041	**	.204
36 My work team coordinates its efforts with appropriate individuals and teams	236	4.280	4.252			4.038	***	.249	4.068	***	.229
43 A spirit of cooperation exists in my department	236	4.284	4.193			4.031	***	.229	4.112	*	.167

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