Barton County Community College

Great Bend, Kansas

PACE Personnel Classification Report
PACE Climate Survey for Community Colleges

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NC STATE UNIVERSITY

PACE CAMPUS CLIMATE SURVEY
An initiative of the Belk Center at NC State

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NC STATE UNIVERSITY College of Education

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	3	1%	2	2%	0	0%	1	1%
	Neither	12	5%	4	4%	1	10%	6	5%
	Agree	114	47%	35	37%	6	60%	68	54%
	Strongly Agree	113	47%	54	57%	3	30%	52	41%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**127**	**100%**
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	19	8%	8	9%	0	0%	10	8%
	Neither	39	16%	8	9%	4	40%	26	20%
	Agree	104	43%	35	37%	4	40%	59	46%
	Strongly Agree	78	32%	43	46%	2	20%	31	24%
	Total	**241**	**100%**	**94**	**100%**	**10**	**100%**	**127**	**100%**
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	2	1%	1	1%	0	0%	1	1%
	Disagree	12	5%	2	2%	2	20%	8	6%
	Neither	47	20%	17	18%	4	40%	23	18%
	Agree	102	43%	31	34%	3	30%	63	50%
	Strongly Agree	76	32%	41	45%	1	10%	32	25%
	Total	**239**	**100%**	**92**	**100%**	**10**	**100%**	**127**	**100%**
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	4	2%	3	3%	0	0%	0	0%
	Neither	14	6%	3	3%	0	0%	10	8%
	Agree	100	41%	28	29%	8	80%	60	47%
	Strongly Agree	123	51%	61	64%	2	20%	56	44%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**127**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	5	2%	2	2%	0	0%	3	2%
	Disagree	23	10%	5	5%	2	20%	14	11%
	Neither	38	16%	6	6%	2	20%	29	23%
	Agree	107	44%	37	39%	4	40%	60	47%
	Strongly Agree	69	29%	44	47%	2	20%	22	17%
	Total	**242**	**100%**	**94**	**100%**	**10**	**100%**	**128**	**100%**
11 Institutional teams use problem-solving techniques	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	5	2%	2	2%	0	0%	2	2%
	Neither	37	16%	13	14%	3	30%	20	16%
	Agree	127	55%	37	41%	5	50%	80	66%
	Strongly Agree	59	26%	38	42%	2	20%	18	15%
	Total	**230**	**100%**	**90**	**100%**	**10**	**100%**	**122**	**100%**
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	8	4%	3	3%	0	0%	4	3%
	Disagree	23	10%	8	9%	1	10%	14	12%
	Neither	64	28%	21	24%	2	20%	37	31%
	Agree	86	38%	31	35%	5	50%	47	39%
	Strongly Agree	46	20%	25	28%	2	20%	19	16%
	Total	**227**	**100%**	**88**	**100%**	**10**	**100%**	**121**	**100%**
16 Open and ethical communication is practiced at this institution	Strongly Disagree	4	2%	1	1%	0	0%	3	2%
	Disagree	13	5%	5	5%	1	10%	7	5%
	Neither	37	15%	5	5%	1	10%	29	22%
	Agree	113	47%	39	41%	7	70%	62	48%
	Strongly Agree	74	31%	44	47%	1	10%	28	22%
	Total	**241**	**100%**	**94**	**100%**	**10**	**100%**	**129**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	4	2%	0	0%	0	0%	3	2%
	Disagree	14	6%	6	6%	0	0%	8	6%
	Neither	47	19%	10	11%	2	20%	34	26%
	Agree	89	37%	29	31%	5	50%	50	39%
	Strongly Agree	88	36%	50	53%	3	30%	34	26%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**129**	**100%**
25 A spirit of cooperation exists at this institution	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	19	8%	6	6%	0	0%	12	9%
	Neither	26	11%	3	3%	1	10%	22	17%
	Agree	105	44%	30	32%	6	60%	64	50%
	Strongly Agree	88	37%	55	58%	3	30%	28	22%
	Total	**241**	**100%**	**95**	**100%**	**10**	**100%**	**128**	**100%**
29 Institution-wide policies guide my work	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	7	3%	4	4%	0	0%	2	2%
	Neither	27	11%	7	8%	1	10%	17	13%
	Agree	124	52%	37	40%	8	80%	74	58%
	Strongly Agree	79	33%	45	48%	1	10%	33	26%
	Total	**238**	**100%**	**93**	**100%**	**10**	**100%**	**127**	**100%**
32 This institution is appropriately organized	Strongly Disagree	5	2%	1	1%	0	0%	4	3%
	Disagree	12	5%	4	4%	1	10%	7	6%
	Neither	48	21%	10	11%	3	30%	35	28%
	Agree	95	41%	34	37%	2	20%	56	44%
	Strongly Agree	73	31%	44	47%	4	40%	24	19%
	Total	**233**	**100%**	**93**	**100%**	**10**	**100%**	**126**	**100%**

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	13	6%	6	7%	1	11%	6	5%
	Disagree	17	8%	8	9%	1	11%	8	6%
	Neither	63	28%	19	21%	3	33%	40	32%
	Agree	83	37%	22	25%	3	33%	56	45%
	Strongly Agree	50	22%	34	38%	1	11%	14	11%
	Total	**226**	**100%**	**89**	**100%**	**9**	**100%**	**124**	**100%**
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	4	2%	0	0%	1	10%	3	2%
	Disagree	7	3%	0	0%	1	10%	6	5%
	Neither	29	12%	8	8%	1	10%	20	16%
	Agree	127	54%	41	43%	4	40%	79	62%
	Strongly Agree	69	29%	46	48%	3	30%	20	16%
	Total	**236**	**100%**	**95**	**100%**	**10**	**100%**	**128**	**100%**
44 Administrative processes are clearly defined	Strongly Disagree	3	1%	0	0%	0	0%	3	2%
	Disagree	15	6%	5	5%	2	20%	8	6%
	Neither	43	18%	15	16%	2	20%	26	20%
	Agree	119	50%	38	40%	4	40%	74	57%
	Strongly Agree	57	24%	37	39%	2	20%	18	14%
	Total	**237**	**100%**	**95**	**100%**	**10**	**100%**	**129**	**100%**

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall Count	Overall %	Faculty Count	Faculty %	Administrator Count	Administrator %	Staff Count	Staff %
7 Student needs are central to what we do	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	4	2%	3	3%	0	0%	0	0%
	Neither	12	5%	5	5%	0	0%	6	5%
	Agree	87	36%	21	22%	7	70%	55	43%
	Strongly Agree	138	57%	66	69%	3	30%	65	51%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**127**	**100%**
8 I feel my job is relevant to this institution's mission	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	1	0%	1	1%	0	0%	0	0%
	Neither	10	4%	2	2%	0	0%	8	6%
	Agree	78	32%	21	22%	6	60%	47	37%
	Strongly Agree	153	63%	71	75%	4	40%	72	57%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**127**	**100%**
17 Faculty meet the needs of students	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	0	0%	0	0%	0	0%	0	0%
	Neither	24	11%	2	2%	0	0%	20	17%
	Agree	114	50%	35	38%	8	80%	68	59%
	Strongly Agree	89	39%	56	60%	2	20%	28	24%
	Total	**227**	**100%**	**93**	**100%**	**10**	**100%**	**116**	**100%**
18 Student diversity is important at this institution	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	2	1%	1	1%	0	0%	1	1%
	Neither	32	14%	13	15%	5	50%	13	10%
	Agree	103	44%	27	30%	2	20%	69	54%
	Strongly Agree	97	41%	48	54%	3	30%	44	35%
	Total	**234**	**100%**	**89**	**100%**	**10**	**100%**	**127**	**100%**

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	2	1%	1	1%	1	10%	0	0%
	Neither	35	15%	5	5%	3	30%	25	22%
	Agree	108	47%	39	41%	4	40%	61	53%
	Strongly Agree	83	36%	49	52%	2	20%	30	26%
	Total	**228**	**100%**	**94**	**100%**	**10**	**100%**	**116**	**100%**
23 Administrators meet the needs of students	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	5	2%	4	4%	0	0%	1	1%
	Neither	28	12%	6	6%	0	0%	19	15%
	Agree	110	47%	34	37%	7	78%	65	53%
	Strongly Agree	89	38%	49	53%	2	22%	37	30%
	Total	**233**	**100%**	**93**	**100%**	**9**	**100%**	**123**	**100%**
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	2	1%	1	1%	0	0%	1	1%
	Disagree	1	0%	0	0%	0	0%	1	1%
	Neither	28	12%	7	8%	0	0%	19	15%
	Agree	115	49%	33	36%	8	80%	70	56%
	Strongly Agree	89	38%	50	55%	2	20%	35	28%
	Total	**235**	**100%**	**91**	**100%**	**10**	**100%**	**126**	**100%**
31 Students receive an excellent education at this institution	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	0	0%	0	0%	0	0%	0	0%
	Neither	13	6%	4	4%	2	20%	7	6%
	Agree	113	48%	31	33%	4	40%	76	61%
	Strongly Agree	107	46%	59	63%	4	40%	42	34%
	Total	**233**	**100%**	**94**	**100%**	**10**	**100%**	**125**	**100%**

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	1	0%	1	1%	0	0%	0	0%
	Disagree	0	0%	0	0%	0	0%	0	0%
	Neither	14	6%	3	3%	1	10%	10	8%
	Agree	124	53%	41	43%	5	50%	76	60%
	Strongly Agree	97	41%	50	53%	4	40%	41	32%
	Total	**236**	**100%**	**95**	**100%**	**10**	**100%**	**127**	**100%**
37 This institution prepares students for further learning	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	1	0%	1	1%	0	0%	0	0%
	Neither	13	6%	3	3%	1	10%	9	7%
	Agree	121	51%	38	40%	6	60%	75	60%
	Strongly Agree	100	43%	53	56%	3	30%	42	33%
	Total	**235**	**100%**	**95**	**100%**	**10**	**100%**	**126**	**100%**
40 Students are assisted with their personal development	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	1	0%	1	1%	0	0%	0	0%
	Neither	24	11%	6	6%	2	20%	16	13%
	Agree	117	52%	37	40%	7	70%	71	59%
	Strongly Agree	84	37%	49	53%	1	10%	33	28%
	Total	**226**	**100%**	**93**	**100%**	**10**	**100%**	**120**	**100%**
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	0	0%	0	0%	0	0%
	Disagree	0	0%	0	0%	0	0%	0	0%
	Neither	21	9%	5	5%	0	0%	16	13%
	Agree	134	58%	45	47%	6	60%	81	66%
	Strongly Agree	76	33%	45	47%	4	40%	26	21%
	Total	**231**	**100%**	**95**	**100%**	**10**	**100%**	**123**	**100%**

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	5	2%	1	1%	0	0%	3	2%
	Neither	15	6%	6	6%	1	10%	8	6%
	Agree	73	30%	20	21%	4	40%	46	36%
	Strongly Agree	148	61%	67	71%	5	50%	70	55%
	Total	**242**	**100%**	**94**	**100%**	**10**	**100%**	**128**	**100%**
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	6	2%	1	1%	0	0%	5	4%
	Disagree	8	3%	2	2%	0	0%	6	5%
	Neither	11	5%	3	3%	1	10%	5	4%
	Agree	67	28%	18	19%	5	50%	42	33%
	Strongly Agree	149	62%	70	74%	4	40%	69	54%
	Total	**241**	**100%**	**94**	**100%**	**10**	**100%**	**127**	**100%**
12 Work expectations are communicated to me	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	6	2%	3	3%	0	0%	2	2%
	Neither	23	10%	7	7%	1	10%	14	11%
	Agree	115	48%	36	38%	7	70%	67	52%
	Strongly Agree	97	40%	49	52%	2	20%	45	35%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**129**	**100%**
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	10	4%	4	4%	0	0%	5	4%
	Neither	26	11%	11	12%	2	22%	12	10%
	Agree	117	51%	33	36%	6	67%	74	61%
	Strongly Agree	76	33%	44	48%	1	11%	30	25%
	Total	**230**	**100%**	**92**	**100%**	**9**	**100%**	**122**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	8	3%	1	1%	0	0%	6	5%
	Neither	25	10%	6	6%	2	20%	17	13%
	Agree	122	51%	40	43%	6	60%	70	54%
	Strongly Agree	83	34%	46	49%	2	20%	34	26%
	Total	**241**	**100%**	**94**	**100%**	**10**	**100%**	**129**	**100%**
21 I receive appropriate feedback for my work	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	7	3%	4	4%	0	0%	2	2%
	Neither	31	13%	7	7%	2	20%	21	16%
	Agree	107	44%	32	34%	6	60%	64	50%
	Strongly Agree	95	39%	52	55%	2	20%	40	31%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**129**	**100%**
26 My supervisor actively seeks my ideas	Strongly Disagree	10	4%	3	3%	0	0%	6	5%
	Disagree	11	5%	1	1%	1	10%	9	7%
	Neither	27	11%	10	11%	0	0%	16	13%
	Agree	86	36%	27	29%	6	60%	49	38%
	Strongly Agree	105	44%	52	56%	3	30%	48	38%
	Total	**239**	**100%**	**93**	**100%**	**10**	**100%**	**128**	**100%**
27 My supervisor seriously considers my ideas	Strongly Disagree	9	4%	3	3%	0	0%	5	4%
	Disagree	9	4%	0	0%	1	10%	8	6%
	Neither	22	9%	6	7%	0	0%	15	12%
	Agree	91	38%	30	33%	6	60%	52	41%
	Strongly Agree	107	45%	53	58%	3	30%	48	38%
	Total	**238**	**100%**	**92**	**100%**	**10**	**100%**	**128**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	2	1%	1	1%	0	0%	1	1%
	Disagree	7	3%	2	2%	0	0%	4	3%
	Neither	28	12%	5	5%	1	10%	22	17%
	Agree	118	49%	40	42%	7	70%	65	50%
	Strongly Agree	87	36%	47	49%	2	20%	37	29%
	Total	**242**	**100%**	**95**	**100%**	**10**	**100%**	**129**	**100%**
34 My supervisor helps me to improve my work	Strongly Disagree	7	3%	1	1%	0	0%	6	5%
	Disagree	6	3%	3	3%	0	0%	3	2%
	Neither	25	11%	4	4%	1	10%	20	16%
	Agree	91	38%	33	35%	6	60%	50	39%
	Strongly Agree	108	46%	54	57%	3	30%	49	38%
	Total	**237**	**100%**	**95**	**100%**	**10**	**100%**	**128**	**100%**
39 I am given the opportunity to be creative in my work	Strongly Disagree	3	1%	0	0%	0	0%	3	2%
	Disagree	5	2%	1	1%	0	0%	4	3%
	Neither	18	8%	3	3%	1	10%	13	10%
	Agree	102	43%	33	35%	5	50%	62	48%
	Strongly Agree	109	46%	58	61%	4	40%	46	36%
	Total	**237**	**100%**	**95**	**100%**	**10**	**100%**	**128**	**100%**
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	5	2%	1	1%	0	0%	4	3%
	Disagree	4	2%	2	2%	0	0%	2	2%
	Neither	17	7%	2	2%	1	10%	14	11%
	Agree	100	42%	35	37%	5	50%	59	46%
	Strongly Agree	110	47%	54	57%	4	40%	50	39%
	Total	**236**	**100%**	**94**	**100%**	**10**	**100%**	**129**	**100%**

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	6	3%	2	2%	0	0%	4	3%
	Neither	20	9%	6	6%	0	0%	13	10%
	Agree	108	46%	34	37%	6	60%	68	53%
	Strongly Agree	99	42%	51	55%	4	40%	42	33%
	Total	**235**	**100%**	**93**	**100%**	**10**	**100%**	**129**	**100%**

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	3	1%	2	2%	0	0%	1	1%
	Disagree	9	4%	2	2%	0	0%	7	5%
	Neither	9	4%	4	4%	0	0%	4	3%
	Agree	92	38%	21	22%	7	70%	60	47%
	Strongly Agree	130	53%	66	69%	3	30%	56	44%
	Total	**243**	**100%**	**95**	**100%**	**10**	**100%**	**128**	**100%**
14 My primary work team uses problem-solving techniques	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	2	1%	0	0%	0	0%	2	2%
	Neither	27	11%	11	12%	2	20%	11	9%
	Agree	96	40%	24	26%	3	30%	67	52%
	Strongly Agree	111	46%	56	61%	5	50%	47	36%
	Total	**239**	**100%**	**92**	**100%**	**10**	**100%**	**129**	**100%**
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	6	3%	2	2%	0	0%	4	3%
	Disagree	6	3%	0	0%	1	10%	4	3%
	Neither	17	7%	3	3%	1	10%	13	10%
	Agree	105	44%	36	39%	5	50%	60	47%
	Strongly Agree	106	44%	52	56%	3	30%	48	37%
	Total	**240**	**100%**	**93**	**100%**	**10**	**100%**	**129**	**100%**
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	5	2%	2	2%	0	0%	3	2%
	Disagree	5	2%	1	1%	1	10%	3	2%
	Neither	24	10%	7	7%	0	0%	17	13%
	Agree	94	40%	33	35%	5	50%	55	43%
	Strongly Agree	109	46%	51	54%	4	40%	51	40%
	Total	**237**	**100%**	**94**	**100%**	**10**	**100%**	**129**	**100%**

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	2	1%	0	0%	0	0%	2	2%
	Neither	22	9%	7	8%	2	20%	13	10%
	Agree	108	46%	31	33%	5	50%	71	55%
	Strongly Agree	101	43%	54	58%	3	30%	41	32%
	Total	**236**	**100%**	**93**	**100%**	**10**	**100%**	**129**	**100%**
43 A spirit of cooperation exists in my department	Strongly Disagree	4	2%	1	1%	0	0%	3	2%
	Disagree	4	2%	2	2%	0	0%	2	2%
	Neither	25	11%	4	4%	0	0%	21	16%
	Agree	91	39%	30	32%	6	60%	54	42%
	Strongly Agree	112	47%	57	61%	4	40%	49	38%
	Total	**236**	**100%**	**94**	**100%**	**10**	**100%**	**129**	**100%**

Figure 1. Means by Personnel Classification and Climate Factor
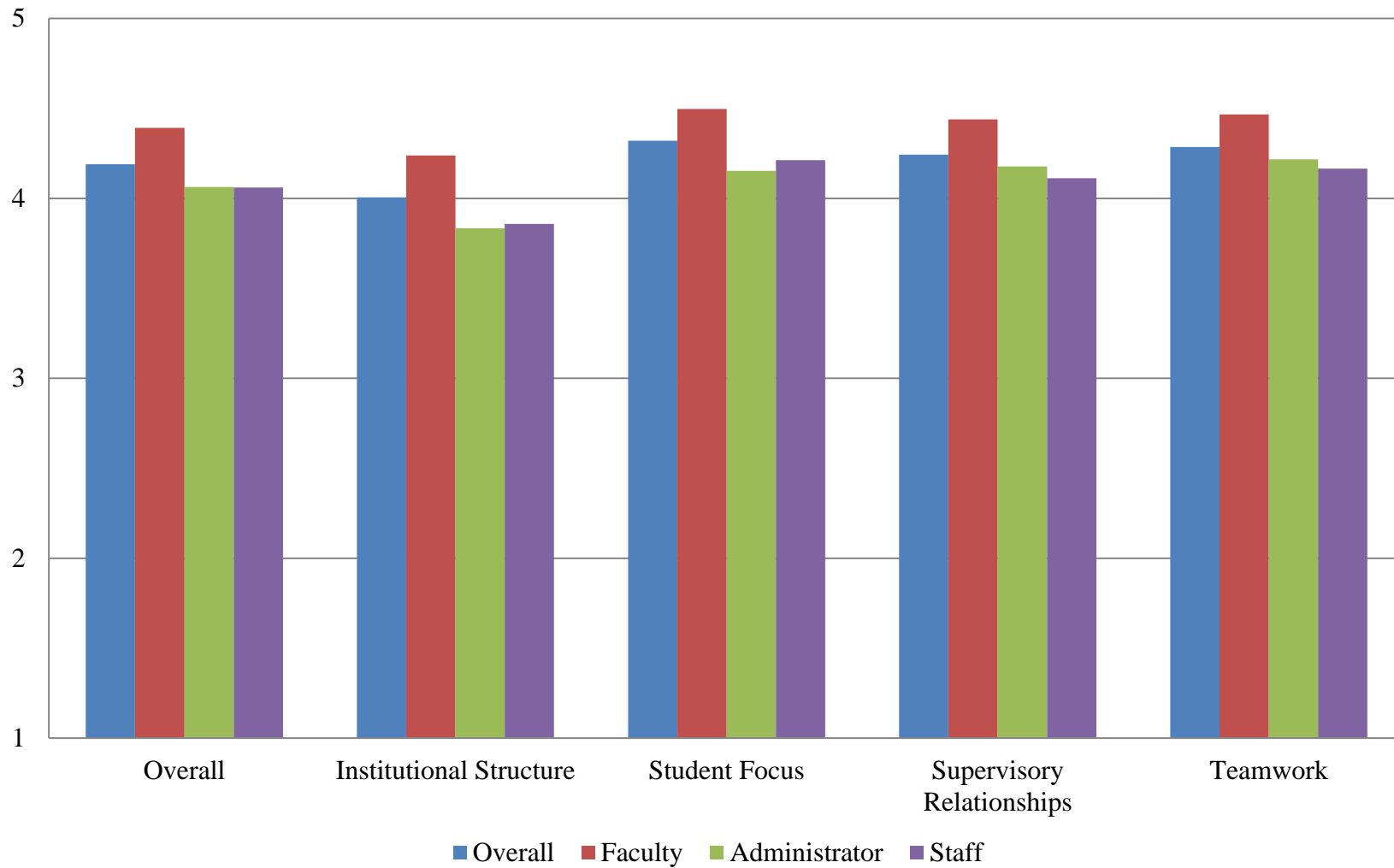
Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall Mean	Faculty N	Faculty Mean	Administrator N	Administrator Mean	Staff N	Staff Mean
Overall	4.189	95	4.392	10	4.063	129	4.060
Institutional Structure	4.005	95	4.238	10	3.833	129	3.858
Student Focus	4.320	95	4.496	10	4.152	129	4.212
Supervisory Relationships	4.242	95	4.439	10	4.177	129	4.112
Teamwork	4.285	95	4.466	10	4.217	129	4.166

Table 6. Institutional Structure Item Means by Personnel Classification

	Institutional Structure	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
1	The actions of this institution reflect its mission	242	4.393	4.484	4.200	4.346
4	Decisions are made at the appropriate level at this institution	241	3.992	4.202	3.800	3.858
5	The institution effectively promotes diversity in the workplace	239	3.996	4.185	3.300	3.921
6	Institutional leadership is focused on meeting the needs of students	242	4.405	4.547	4.200	4.339
10	Information is shared within this institution	242	3.876	4.234	3.600	3.656
11	Institutional teams use problem-solving techniques	230	4.026	4.233	3.900	3.902
15	I am able to appropriately influence the direction of this institution	227	3.612	3.761	3.800	3.521
16	Open and ethical communication is practiced at this institution	241	3.996	4.277	3.800	3.814
22	This institution has been successful in positively motivating my performance	242	4.004	4.295	4.100	3.806
25	A spirit of cooperation exists at this institution	241	4.062	4.389	4.200	3.813
29	Institution-wide policies guide my work	238	4.147	4.323	4.000	4.071
32	This institution is appropriately organized	233	3.940	4.247	3.900	3.706
38	I have the opportunity for advancement within this institution	226	3.619	3.787	3.222	3.516
41	I receive adequate information regarding important activities at this institution	236	4.059	4.400	3.700	3.836
44	Administrative processes are clearly defined	237	3.895	4.126	3.600	3.744

Table 7. Student Focus Item Means by Personnel Classification

	Student Focus	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
7	Student needs are central to what we do	242	4.475	4.579	4.300	4.441
8	I feel my job is relevant to this institution's mission	242	4.583	4.705	4.400	4.504
17	Faculty meet the needs of students	227	4.286	4.581	4.200	4.069
18	Student diversity is important at this institution	234	4.261	4.371	3.800	4.228
19	Students' competencies are enhanced	228	4.193	4.447	3.700	4.043
23	Administrators meet the needs of students	233	4.206	4.376	4.222	4.106
28	Staff (non-instructional, non-administrator) meet the needs of students	235	4.226	4.440	4.200	4.087
31	Students receive an excellent education at this institution	233	4.403	4.585	4.200	4.280
35	This institution prepares students for a career	236	4.339	4.463	4.300	4.244
37	This institution prepares students for further learning	235	4.362	4.505	4.200	4.262
40	Students are assisted with their personal development	226	4.257	4.441	3.900	4.142
42	Students seem satisfied with their educational experience at this institution	231	4.238	4.421	4.400	4.081

Table 8. Supervisory Relationships Item Means by Personnel Classification

	Supervisory Relationships	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
2	My supervisor expresses confidence in my work	242	4.496	4.628	4.400	4.414
9	My supervisor is open to the ideas, opinions, and beliefs of everyone	241	4.432	4.638	4.300	4.291
12	Work expectations are communicated to me	242	4.244	4.379	4.100	4.186
13	Unacceptable behaviors are identified and communicated to me	230	4.117	4.272	3.889	4.041
20	I receive timely feedback for my work	241	4.137	4.372	4.000	3.992
21	I receive appropriate feedback for my work	242	4.182	4.389	4.000	4.070
26	My supervisor actively seeks my ideas	239	4.109	4.333	4.100	3.969
27	My supervisor seriously considers my ideas	238	4.168	4.413	4.100	4.016
30	Work outcomes are clarified for me	242	4.161	4.368	4.100	4.031
34	My supervisor helps me to improve my work	237	4.211	4.432	4.200	4.039
39	I am given the opportunity to be creative in my work	237	4.304	4.558	4.300	4.125
45	I have the opportunity to express my ideas to my supervisor in appropriate forums	236	4.297	4.479	4.300	4.155
46	Professional development and training opportunities are available	235	4.260	4.441	4.400	4.116

Table 9. Teamwork Item Means by Personnel Classification

	Teamwork	Overall		Faculty	Administrator	Staff
		N	Mean	Mean	Mean	Mean
3	There is a spirit of cooperation within my work team	243	4.387	4.547	4.300	4.273
14	My primary work team uses problem-solving techniques	239	4.297	4.457	4.300	4.202
24	There is an opportunity for all ideas to be exchanged within my work team	240	4.246	4.462	4.000	4.116
33	My work team provides an environment for free and open expression of ideas, opinions and beliefs	237	4.253	4.383	4.200	4.147
36	My work team coordinates its efforts with appropriate individuals and teams	236	4.280	4.473	4.100	4.140
43	A spirit of cooperation exists in my department	236	4.284	4.489	4.400	4.116