



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

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**Barton Community College**  
Great Bend, KA

**PACE Report**  
Personal Assessment of the College Environment

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**Conducted**  
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## **PACE Literature Review**

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as “the shared values and beliefs of members about the activities of the organization and interpersonal relationships” (p. 108). Schein (2004) observes that culture “points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual” (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization’s culture, emerging from the assumptions made about the underlying value system and finding expression through members’ attitudes and actions (Baker & Associates, 1992).

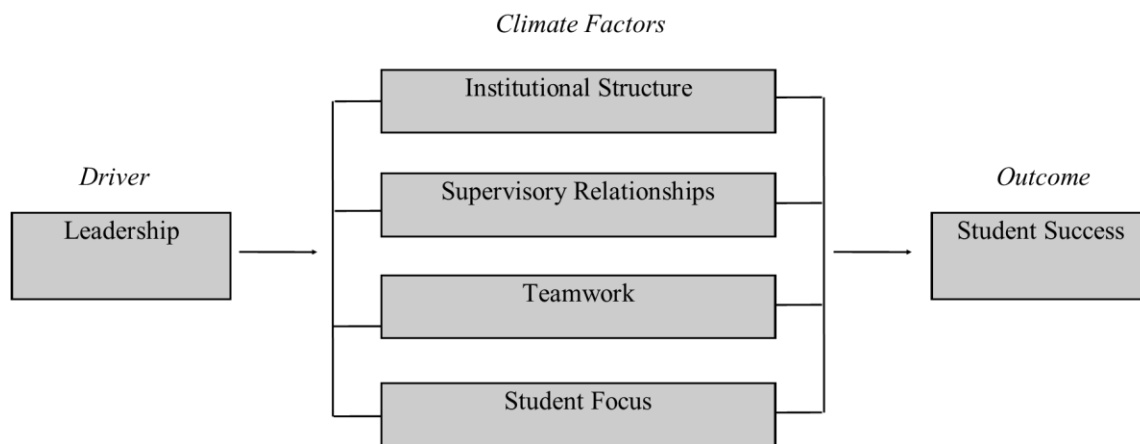
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of 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, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

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

NILIE’s present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (p. 7). The concept of leadership has been studied for many years in a variety of

work settings, and there is no one theory of management and leadership that is universally accepted (Baker & Associates, 1992). However, organizational research conducted to date shows a strong relationship between leadership processes and other aspects of the organizational culture. Intensive efforts to conceptualize and measure organizational climate began in the 1960s with Rensis Likert's work at the University of Michigan (Rouche and Baker, 1987). NILIE has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by NILIE at North Carolina State University.

Figure 1. The PACE Model



Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through a rigorous review of the instrument's questions by scholars and professionals in higher education to ensure that the instrument's items capture the essential aspects of institutional effectiveness. Building on this foundation of content validity, the PACE instrument has been thoroughly tested to ensure construct (climate factors) validity through two separate factor analysis studies (Tiu, 2001; Caison, 2005).

## References

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- Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument*. Unpublished doctoral dissertation, North Carolina State University, Raleigh.
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**Table 1. Institutional Structure Frequency Distributions**

*BCC compared with:*

Institutional Structure	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	3	1%	7	2%	2186	2%	675	2%
	Dissatisfied	8	3%	10	3%	8579	10%	2694	9%
	Neither	29	9%	37	11%	13047	15%	4208	14%
	Satisfied	157	51%	188	57%	42219	48%	14184	48%
	Very satisfied	112	36%	89	27%	22416	25%	7496	26%
	<b>Total</b>	<b>309</b>	<b>100%</b>	<b>331</b>	<b>100%</b>	<b>88447</b>	<b>100%</b>	<b>29257</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	8	3%	15	5%	7139	8%	2308	8%
	Dissatisfied	24	8%	30	9%	17741	20%	5940	21%
	Neither	51	17%	70	22%	19439	22%	6303	22%
	Satisfied	127	42%	140	43%	29364	34%	9748	34%
	Very satisfied	96	31%	67	21%	13737	16%	4651	16%
	<b>Total</b>	<b>306</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>87420</b>	<b>100%</b>	<b>28950</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	10	3%	12	4%	2930	3%	913	3%
	Dissatisfied	15	5%	13	4%	6372	7%	2108	7%
	Neither	55	18%	72	22%	16943	19%	5755	20%
	Satisfied	120	40%	138	43%	34300	39%	11580	40%
	Very satisfied	102	34%	87	27%	27445	31%	8754	30%
	<b>Total</b>	<b>302</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>87990</b>	<b>100%</b>	<b>29110</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	6	2%	13	4%	4820	5%	1553	5%
	Dissatisfied	12	4%	22	7%	10856	12%	3567	12%
	Neither	37	12%	57	17%	14143	16%	4677	16%
	Satisfied	129	42%	135	41%	33418	38%	11251	39%
	Very satisfied	122	40%	103	31%	25001	28%	8153	28%
	<b>Total</b>	<b>306</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>88238</b>	<b>100%</b>	<b>29201</b>	<b>100%</b>

*BCC compared with:*

Institutional Structure (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	9	3%	27	8%	9765	11%	3299	11%
	Dissatisfied	41	13%	42	13%	18096	20%	6055	21%
	Neither	55	18%	76	23%	18712	21%	6154	21%
	Satisfied	110	36%	115	35%	26865	30%	8918	30%
	Very satisfied	92	30%	70	21%	15107	17%	4845	17%
	<b>Total</b>	<b>307</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>88545</b>	<b>100%</b>	<b>29271</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	5	2%	12	4%	3330	4%	1088	4%
	Dissatisfied	10	4%	18	6%	10200	13%	3444	13%
	Neither	64	22%	93	30%	25280	31%	8265	30%
	Satisfied	145	51%	138	45%	31600	39%	10856	40%
	Very satisfied	61	21%	47	15%	10571	13%	3560	13%
	<b>Total</b>	<b>285</b>	<b>100%</b>	<b>308</b>	<b>100%</b>	<b>80981</b>	<b>100%</b>	<b>27213</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	12	4%	24	8%	9155	11%	2852	10%
	Dissatisfied	29	10%	37	12%	14906	18%	4832	18%
	Neither	78	28%	101	33%	24456	30%	8151	30%
	Satisfied	108	38%	98	32%	23151	28%	7930	29%
	Very satisfied	56	20%	45	15%	10458	13%	3655	13%
	<b>Total</b>	<b>283</b>	<b>100%</b>	<b>305</b>	<b>100%</b>	<b>82126</b>	<b>100%</b>	<b>27420</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	12	4%	19	6%	8682	10%	2966	10%
	Dissatisfied	23	7%	47	14%	14751	17%	5015	17%
	Neither	51	17%	67	20%	18559	21%	6077	21%
	Satisfied	128	42%	131	40%	29485	34%	9668	33%
	Very satisfied	93	30%	65	20%	15929	18%	5266	18%
	<b>Total</b>	<b>307</b>	<b>100%</b>	<b>329</b>	<b>100%</b>	<b>87406</b>	<b>100%</b>	<b>28992</b>	<b>100%</b>

*BCC compared with:*

<b>Institutional Structure (continued)</b>		<b>BCC</b>		<b>2016</b>		<b>NILIE Normbase</b>		<b>Medium 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	11	4%	18	5%	7883	9%	2521	9%
	Dissatisfied	32	10%	28	8%	13030	15%	4230	15%
	Neither	55	18%	75	23%	17911	21%	5972	21%
	Satisfied	111	36%	116	35%	29194	34%	9793	34%
	Very satisfied	101	33%	94	28%	18939	22%	6395	22%
	<b>Total</b>	<b>310</b>	<b>100%</b>	<b>331</b>	<b>100%</b>	<b>86957</b>	<b>100%</b>	<b>28911</b>	<b>100%</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	9	3%	20	6%	7839	9%	2552	9%
	Dissatisfied	26	8%	37	11%	14356	16%	4782	16%
	Neither	58	19%	61	19%	17957	21%	5884	20%
	Satisfied	119	39%	142	43%	30701	35%	10319	36%
	Very satisfied	96	31%	68	21%	16381	19%	5459	19%
	<b>Total</b>	<b>308</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>87234</b>	<b>100%</b>	<b>28996</b>	<b>100%</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	4	1%	6	2%	2925	3%	880	3%
	Dissatisfied	5	2%	11	3%	5742	7%	1905	7%
	Neither	48	16%	60	18%	21539	25%	6988	25%
	Satisfied	149	48%	169	52%	37674	44%	12800	45%
	Very satisfied	103	33%	81	25%	17672	21%	5913	21%
	<b>Total</b>	<b>309</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>85552</b>	<b>100%</b>	<b>28486</b>	<b>100%</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	6	2%	10	3%	7482	9%	2395	8%
	Dissatisfied	25	8%	36	11%	16141	19%	5340	19%
	Neither	54	18%	69	21%	20273	24%	6673	23%
	Satisfied	123	41%	143	44%	28710	33%	9878	35%
	Very satisfied	91	30%	69	21%	13182	15%	4328	15%
	<b>Total</b>	<b>299</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>85788</b>	<b>100%</b>	<b>28614</b>	<b>100%</b>



*BCC compared with:*

Institutional Structure (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	21	8%	22	7%	12284	15%	3799	14%
	Dissatisfied	24	9%	32	11%	13380	16%	4362	16%
	Neither	74	27%	84	29%	21155	26%	7179	27%
	Satisfied	92	34%	98	33%	21845	27%	7474	28%
	Very satisfied	62	23%	58	20%	12835	16%	4258	16%
	<b>Total</b>	<b>273</b>	<b>100%</b>	<b>294</b>	<b>100%</b>	<b>81499</b>	<b>100%</b>	<b>27072</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	5	2%	12	4%	4449	5%	1498	5%
	Dissatisfied	16	5%	17	5%	10646	12%	3731	13%
	Neither	49	16%	63	19%	15010	17%	5047	17%
	Satisfied	132	43%	150	46%	37340	43%	12400	43%
	Very satisfied	105	34%	83	26%	19496	22%	6243	22%
	<b>Total</b>	<b>307</b>	<b>100%</b>	<b>325</b>	<b>100%</b>	<b>86941</b>	<b>100%</b>	<b>28919</b>	<b>100%</b>
<b>44</b> my work is guided by clearly defined administrative processes	Very dissatisfied	8	3%	11	3%	6047	7%	1942	7%
	Dissatisfied	18	6%	18	6%	11059	13%	3581	13%
	Neither	49	16%	68	21%	19956	23%	6622	23%
	Satisfied	130	42%	145	44%	32209	38%	10945	38%
	Very satisfied	102	33%	84	26%	16222	19%	5421	19%
	<b>Total</b>	<b>307</b>	<b>100%</b>	<b>326</b>	<b>100%</b>	<b>85493</b>	<b>100%</b>	<b>28511</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*BCC compared with:*

Student Focus	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	3	1%	11	3%	3110	4%	999	3%
	Dissatisfied	8	3%	22	7%	9038	10%	2911	10%
	Neither	29	9%	41	12%	11235	13%	3723	13%
	Satisfied	135	44%	133	40%	33640	38%	11324	39%
	Very satisfied	134	43%	124	37%	31438	36%	10295	35%
	<b>Total</b>	<b>309</b>	<b>100%</b>	<b>331</b>	<b>100%</b>	<b>88461</b>	<b>100%</b>	<b>29252</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	2	1%	6	2%	1296	1%	422	1%
	Dissatisfied	7	2%	7	2%	2249	3%	677	2%
	Neither	18	6%	18	5%	5421	6%	1776	6%
	Satisfied	112	36%	116	35%	28510	32%	9613	33%
	Very satisfied	172	55%	183	55%	50984	58%	16744	57%
	<b>Total</b>	<b>311</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>88460</b>	<b>100%</b>	<b>29232</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	5	2%	3	1%	1235	1%	336	1%
	Dissatisfied	10	3%	10	3%	4729	6%	1383	5%
	Neither	37	13%	51	16%	13003	16%	4150	15%
	Satisfied	132	46%	154	48%	38415	46%	12912	47%
	Very satisfied	105	36%	100	31%	25808	31%	8879	32%
	<b>Total</b>	<b>289</b>	<b>100%</b>	<b>318</b>	<b>100%</b>	<b>83190</b>	<b>100%</b>	<b>27660</b>	<b>100%</b>
<b>18</b> student ethnic and cultural diversity are important at this institution	Very dissatisfied	4	1%	4	1%	1519	2%	491	2%
	Dissatisfied	7	2%	7	2%	3447	4%	1173	4%
	Neither	51	17%	60	19%	12899	15%	4482	16%
	Satisfied	116	38%	160	50%	36719	42%	12322	43%
	Very satisfied	126	41%	87	27%	32021	37%	10259	36%
	<b>Total</b>	<b>304</b>	<b>100%</b>	<b>318</b>	<b>100%</b>	<b>86605</b>	<b>100%</b>	<b>28727</b>	<b>100%</b>

*BCC compared with:*

Student Focus (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	3	1%	0	0%	1039	1%	280	1%
	Dissatisfied	6	2%	8	3%	3606	4%	1045	4%
	Neither	41	14%	56	18%	15265	18%	4932	18%
	Satisfied	147	51%	169	54%	40860	49%	13887	50%
	Very satisfied	94	32%	81	26%	22566	27%	7525	27%
	<b>Total</b>	<b>291</b>	<b>100%</b>	<b>314</b>	<b>100%</b>	<b>83336</b>	<b>100%</b>	<b>27669</b>	<b>100%</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	3	1%	5	2%	1785	2%	528	2%
	Dissatisfied	7	2%	13	4%	5296	6%	1587	6%
	Neither	38	13%	44	14%	13905	17%	4351	16%
	Satisfied	139	48%	149	48%	38407	46%	13268	47%
	Very satisfied	101	35%	98	32%	24347	29%	8289	30%
	<b>Total</b>	<b>288</b>	<b>100%</b>	<b>309</b>	<b>100%</b>	<b>83740</b>	<b>100%</b>	<b>28023</b>	<b>100%</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	3	1%	4	1%	1497	2%	417	2%
	Dissatisfied	3	1%	14	5%	3618	5%	1115	4%
	Neither	52	19%	49	17%	17690	23%	5726	22%
	Satisfied	123	46%	145	49%	35153	45%	12256	47%
	Very satisfied	89	33%	82	28%	19874	26%	6614	25%
	<b>Total</b>	<b>270</b>	<b>100%</b>	<b>294</b>	<b>100%</b>	<b>77832</b>	<b>100%</b>	<b>26128</b>	<b>100%</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	4	1%	2	1%	755	1%	188	1%
	Dissatisfied	7	2%	11	3%	2851	3%	843	3%
	Neither	36	12%	35	11%	10108	12%	3251	11%
	Satisfied	136	45%	168	52%	39506	46%	13556	48%
	Very satisfied	117	39%	109	34%	32080	38%	10593	37%
	<b>Total</b>	<b>300</b>	<b>100%</b>	<b>325</b>	<b>100%</b>	<b>85300</b>	<b>100%</b>	<b>28431</b>	<b>100%</b>

*BCC compared with:*

Student Focus (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	4	1%	2	1%	849	1%	238	1%
	Dissatisfied	5	2%	6	2%	2545	3%	746	3%
	Neither	32	11%	42	13%	10518	12%	3339	12%
	Satisfied	139	47%	171	53%	39382	46%	13357	47%
	Very satisfied	115	39%	101	31%	31657	37%	10636	38%
	<b>Total</b>	<b>295</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>84951</b>	<b>100%</b>	<b>28316</b>	<b>100%</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	2	1%	1	0%	892	1%	275	1%
	Dissatisfied	3	1%	9	3%	2546	3%	760	3%
	Neither	32	11%	33	10%	9747	11%	3183	11%
	Satisfied	141	47%	173	54%	41134	48%	14037	50%
	Very satisfied	124	41%	107	33%	30776	36%	10098	36%
	<b>Total</b>	<b>302</b>	<b>100%</b>	<b>323</b>	<b>100%</b>	<b>85095</b>	<b>100%</b>	<b>28353</b>	<b>100%</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	5	2%	3	1%	1138	1%	346	1%
	Dissatisfied	7	2%	11	4%	3723	5%	1179	4%
	Neither	44	15%	51	17%	15980	20%	5239	19%
	Satisfied	129	45%	158	51%	38452	47%	13139	48%
	Very satisfied	101	35%	86	28%	22066	27%	7243	27%
	<b>Total</b>	<b>286</b>	<b>100%</b>	<b>309</b>	<b>100%</b>	<b>81359</b>	<b>100%</b>	<b>27146</b>	<b>100%</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	1	0%	671	1%	168	1%
	Dissatisfied	5	2%	6	2%	2600	3%	712	3%
	Neither	46	17%	62	20%	15263	19%	4898	18%
	Satisfied	144	52%	177	58%	43951	55%	15156	57%
	Very satisfied	80	29%	58	19%	17159	22%	5739	22%
	<b>Total</b>	<b>278</b>	<b>100%</b>	<b>304</b>	<b>100%</b>	<b>79644</b>	<b>100%</b>	<b>26673</b>	<b>100%</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*BCC compared with:*

Supervisory Relationships	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor expresses confidence in my work	Very dissatisfied	5	2%	8	2%	3029	3%	949	3%
	Dissatisfied	17	5%	17	5%	5614	6%	1859	6%
	Neither	29	9%	33	10%	8097	9%	2604	9%
	Satisfied	78	25%	88	26%	25754	29%	8489	29%
	Very satisfied	182	59%	187	56%	45717	52%	15295	52%
	<b>Total</b>	<b>311</b>	<b>100%</b>	<b>333</b>	<b>100%</b>	<b>88211</b>	<b>100%</b>	<b>29196</b>	<b>100%</b>
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	8	3%	15	5%	4666	5%	1490	5%
	Dissatisfied	18	6%	17	5%	6774	8%	2209	8%
	Neither	28	9%	27	8%	9263	10%	2980	10%
	Satisfied	85	27%	93	28%	24367	28%	8153	28%
	Very satisfied	171	55%	176	54%	43262	49%	14409	49%
	<b>Total</b>	<b>310</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>88332</b>	<b>100%</b>	<b>29241</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	8	3%	14	4%	4061	5%	1313	5%
	Dissatisfied	24	8%	20	6%	9216	11%	2985	10%
	Neither	41	13%	39	12%	14772	17%	4870	17%
	Satisfied	134	43%	154	47%	37386	43%	12560	43%
	Very satisfied	103	33%	103	31%	21852	25%	7223	25%
	<b>Total</b>	<b>310</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>87287</b>	<b>100%</b>	<b>28951</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	6	2%	7	2%	2873	4%	902	3%
	Dissatisfied	8	3%	14	5%	6237	8%	1960	7%
	Neither	57	20%	53	17%	19745	25%	6478	25%
	Satisfied	127	43%	157	50%	34794	44%	11887	45%
	Very satisfied	94	32%	80	26%	15394	19%	5129	19%
	<b>Total</b>	<b>292</b>	<b>100%</b>	<b>311</b>	<b>100%</b>	<b>79043</b>	<b>100%</b>	<b>26356</b>	<b>100%</b>

*BCC compared with:*

Supervisory Relationships (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	11	4%	12	4%	5144	6%	1651	6%
	Dissatisfied	13	4%	16	5%	9011	10%	3033	10%
	Neither	43	14%	49	15%	16466	19%	5364	19%
	Satisfied	119	39%	149	45%	33635	39%	11263	39%
	Very satisfied	121	39%	102	31%	22673	26%	7582	26%
	<b>Total</b>	<b>307</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>86929</b>	<b>100%</b>	<b>28893</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	7	2%	10	3%	4358	5%	1386	5%
	Dissatisfied	22	7%	17	5%	9003	10%	2937	10%
	Neither	41	13%	53	16%	15454	18%	5075	18%
	Satisfied	125	40%	148	45%	35572	41%	11916	41%
	Very satisfied	117	38%	101	31%	22619	26%	7631	26%
	<b>Total</b>	<b>312</b>	<b>100%</b>	<b>329</b>	<b>100%</b>	<b>87006</b>	<b>100%</b>	<b>28945</b>	<b>100%</b>
<b>26</b> my supervisor actively seeks my ideas	Very dissatisfied	13	4%	15	5%	6091	7%	1851	6%
	Dissatisfied	22	7%	19	6%	8280	10%	2725	10%
	Neither	36	12%	50	15%	14313	17%	4671	16%
	Satisfied	96	31%	116	36%	27733	32%	9357	33%
	Very satisfied	138	45%	123	38%	29456	34%	10053	35%
	<b>Total</b>	<b>305</b>	<b>100%</b>	<b>323</b>	<b>100%</b>	<b>85873</b>	<b>100%</b>	<b>28657</b>	<b>100%</b>
<b>27</b> my supervisor seriously considers my ideas	Very dissatisfied	14	5%	16	5%	5734	7%	1730	6%
	Dissatisfied	23	8%	12	4%	7207	8%	2367	8%
	Neither	31	10%	47	15%	13394	16%	4359	15%
	Satisfied	92	30%	114	36%	27649	32%	9320	33%
	Very satisfied	144	47%	132	41%	31837	37%	10871	38%
	<b>Total</b>	<b>304</b>	<b>100%</b>	<b>321</b>	<b>100%</b>	<b>85821</b>	<b>100%</b>	<b>28647</b>	<b>100%</b>

*BCC compared with:*

Supervisory Relationships (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	6	2%	10	3%	3754	4%	1174	4%
	Dissatisfied	13	4%	14	4%	8094	9%	2622	9%
	Neither	42	14%	51	15%	18787	22%	6198	22%
	Satisfied	141	46%	160	48%	36549	42%	12373	43%
	Very satisfied	107	35%	96	29%	18906	22%	6294	22%
	<b>Total</b>	<b>309</b>	<b>100%</b>	<b>331</b>	<b>100%</b>	<b>86090</b>	<b>100%</b>	<b>28661</b>	<b>100%</b>
<b>34</b> my supervisor helps me to improve my work	Very dissatisfied	13	4%	12	4%	5238	6%	1632	6%
	Dissatisfied	16	5%	15	5%	7569	9%	2477	9%
	Neither	42	14%	57	18%	16159	19%	5275	18%
	Satisfied	101	33%	117	36%	29239	34%	9876	35%
	Very satisfied	134	44%	124	38%	27311	32%	9312	33%
	<b>Total</b>	<b>306</b>	<b>100%</b>	<b>325</b>	<b>100%</b>	<b>85516</b>	<b>100%</b>	<b>28572</b>	<b>100%</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	7	2%	5	2%	3650	4%	1127	4%
	Dissatisfied	11	4%	10	3%	5071	6%	1631	6%
	Neither	33	11%	36	11%	11009	13%	3685	13%
	Satisfied	121	39%	148	45%	32653	38%	11067	38%
	Very satisfied	136	44%	130	40%	34026	39%	11256	39%
	<b>Total</b>	<b>308</b>	<b>100%</b>	<b>329</b>	<b>100%</b>	<b>86409</b>	<b>100%</b>	<b>28766</b>	<b>100%</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	12	4%	13	4%	4865	6%	1518	5%
	Dissatisfied	14	5%	21	7%	8574	10%	2803	10%
	Neither	40	13%	60	19%	16835	20%	5524	19%
	Satisfied	130	43%	139	43%	34796	41%	11828	41%
	Very satisfied	107	35%	89	28%	20575	24%	6894	24%
	<b>Total</b>	<b>303</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>85645</b>	<b>100%</b>	<b>28567</b>	<b>100%</b>

*BCC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>BCC</b>		<b>2016</b>		<b>NILIE Normbase</b>		<b>Medium 2-year</b>	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>46</b> professional development and training opportunities are available	Very dissatisfied	8	3%	11	3%	4807	6%	1566	5%
	Dissatisfied	15	5%	21	7%	7935	9%	2668	9%
	Neither	43	14%	58	18%	13233	15%	4520	16%
	Satisfied	135	45%	138	43%	33503	39%	11482	40%
	Very satisfied	99	33%	95	29%	26603	31%	8419	29%
	<b>Total</b>	<b>300</b>	<b>100%</b>	<b>323</b>	<b>100%</b>	<b>86081</b>	<b>100%</b>	<b>28655</b>	<b>100%</b>



**Table 4. Teamwork Frequency Distributions**

*BCC compared with:*

Teamwork	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	8	3%	14	4%	4238	5%	1252	4%
	Dissatisfied	25	8%	25	8%	9356	11%	3060	11%
	Neither	25	8%	30	9%	9645	11%	3096	11%
	Satisfied	92	30%	125	38%	29730	34%	9952	34%
	Very satisfied	153	50%	135	41%	34700	40%	11667	40%
	<b>Total</b>	<b>303</b>	<b>100%</b>	<b>329</b>	<b>100%</b>	<b>87669</b>	<b>100%</b>	<b>29027</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	9	3%	9	3%	2657	3%	793	3%
	Dissatisfied	11	4%	15	5%	6327	8%	2016	7%
	Neither	52	18%	58	18%	14065	17%	4561	16%
	Satisfied	117	39%	130	41%	35497	43%	12176	44%
	Very satisfied	108	36%	102	32%	24941	30%	8405	30%
	<b>Total</b>	<b>297</b>	<b>100%</b>	<b>314</b>	<b>100%</b>	<b>83487</b>	<b>100%</b>	<b>27951</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	11	4%	14	4%	4497	5%	1349	5%
	Dissatisfied	21	7%	18	6%	8493	10%	2750	10%
	Neither	39	13%	41	13%	12479	15%	4090	14%
	Satisfied	105	35%	136	42%	33586	39%	11346	40%
	Very satisfied	125	42%	113	35%	26375	31%	8959	31%
	<b>Total</b>	<b>301</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>85430</b>	<b>100%</b>	<b>28494</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	6	2%	11	3%	4695	6%	1449	5%
	Dissatisfied	24	8%	19	6%	7944	9%	2588	9%
	Neither	35	12%	44	14%	12100	14%	3941	14%
	Satisfied	112	37%	129	40%	32334	38%	11006	39%
	Very satisfied	126	42%	119	37%	27989	33%	9446	33%
	<b>Total</b>	<b>303</b>	<b>100%</b>	<b>322</b>	<b>100%</b>	<b>85062</b>	<b>100%</b>	<b>28430</b>	<b>100%</b>

*BCC compared with:*

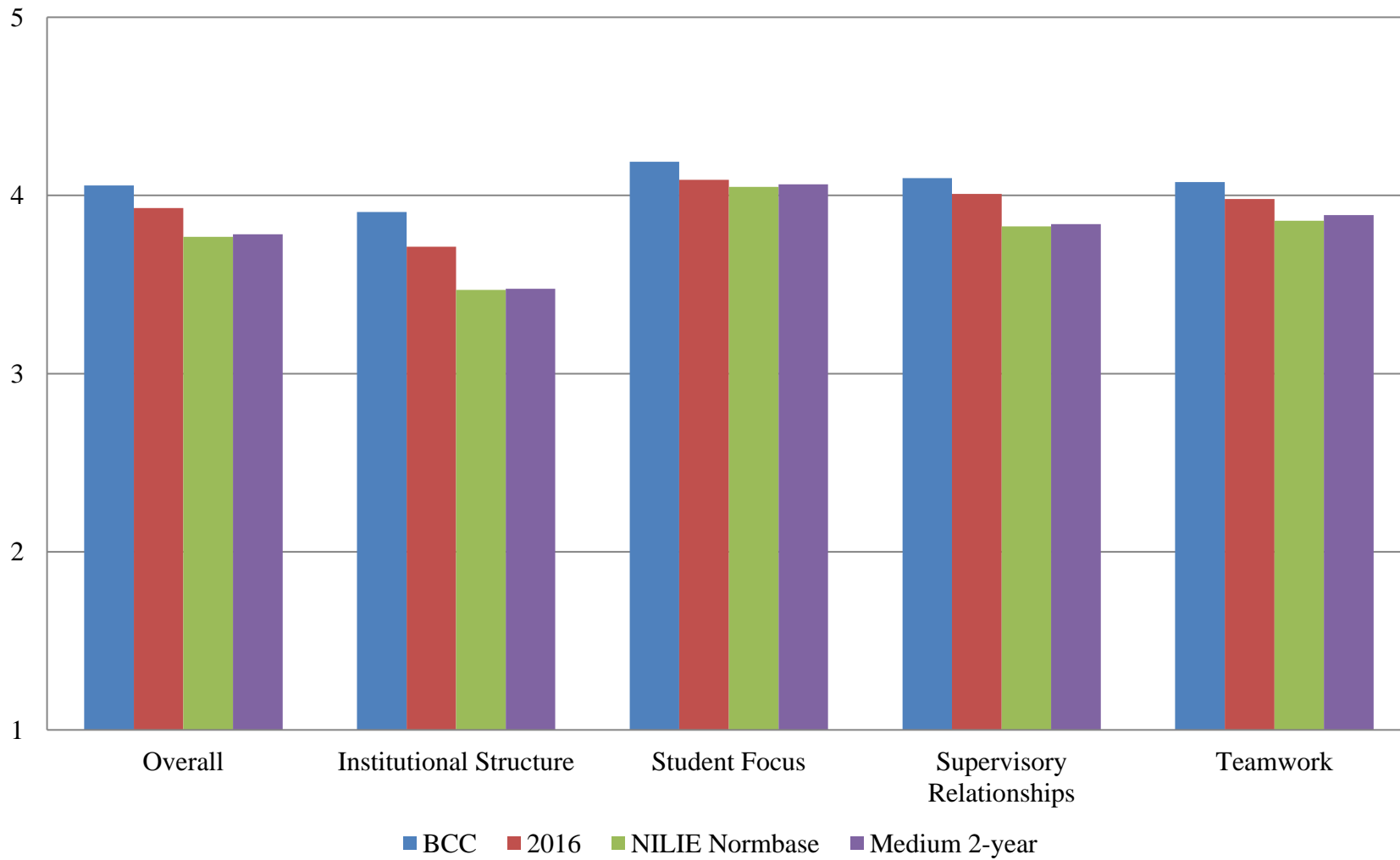
Teamwork (continued)	Response Option	BCC		2016		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	5	2%	10	3%	2942	4%	879	3%
	Dissatisfied	11	4%	13	4%	6088	7%	1896	7%
	Neither	41	14%	46	14%	14209	17%	4624	17%
	Satisfied	124	43%	144	45%	35796	43%	12294	44%
	Very satisfied	107	37%	106	33%	24316	29%	8302	30%
	<b>Total</b>	<b>288</b>	<b>100%</b>	<b>319</b>	<b>100%</b>	<b>83351</b>	<b>100%</b>	<b>27995</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	11	4%	13	4%	5390	6%	1578	5%
	Dissatisfied	18	6%	17	5%	8249	10%	2655	9%
	Neither	31	10%	47	15%	10944	13%	3499	12%
	Satisfied	106	35%	119	38%	31194	36%	10402	36%
	Very satisfied	135	45%	121	38%	30646	35%	10612	37%
	<b>Total</b>	<b>301</b>	<b>100%</b>	<b>317</b>	<b>100%</b>	<b>86423</b>	<b>100%</b>	<b>28746</b>	<b>100%</b>

**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>BCC compared with:</i>										
	BCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	315	4.056	3.929	*	.177	3.768	***	.384	3.782	***	.369
Institutional Structure	315	3.906	3.711	**	.240	3.469	***	.486	3.476	***	.479
Student Focus	315	4.190	4.087	*	.160	4.047	***	.220	4.062	***	.203
Supervisory Relationships	315	4.097	4.008			3.825	***	.302	3.838	***	.291
Teamwork	314	4.074	3.980			3.858	***	.222	3.889	***	.194

\* 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>BCC compared with:</i>										
		BCC		2016			NILIE Normbase			Medium 2-year		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
1	the actions of this institution reflect its mission	309	4.188	4.033	*	.191	3.838	***	.353	3.859	***	.337
4	decisions are made at the appropriate level at this institution	306	3.912	3.665	**	.239	3.284	***	.528	3.293	***	.520
5	the institution effectively promotes diversity in the workplace	302	3.957	3.854			3.875			3.864		
6	administrative leadership is focused on meeting the needs of students	306	4.141	3.888	**	.256	3.713	***	.369	3.715	***	.370
10	information is shared within the institution	307	3.765	3.482	**	.246	3.220	***	.434	3.203	***	.447
11	institutional teams use problem-solving techniques	285	3.867	3.617	***	.277	3.443	***	.422	3.454	***	.413
15	I am able to appropriately influence the direction of this institution	283	3.590	3.338	**	.233	3.132	***	.387	3.172	***	.356
16	open and ethical communication is practiced at this institution	307	3.870	3.535	***	.306	3.334	***	.434	3.319	***	.444
22	this institution has been successful in positively motivating my performance	310	3.835	3.725			3.440	***	.320	3.460	***	.306
25	a spirit of cooperation exists at this institution	308	3.867	3.613	**	.235	3.383	***	.398	3.391	***	.392
29	institution-wide policies guide my work	309	4.107	3.942	*	.198	3.718	***	.398	3.736	***	.386
32	this institution is appropriately organized	299	3.896	3.688	*	.206	3.279	***	.520	3.294	***	.513
38	I have the opportunity for advancement within this institution	273	3.549	3.469			3.117	***	.336	3.149	***	.316
41	I receive adequate information regarding important activities at this institution	307	4.029	3.846	*	.191	3.653	***	.340	3.628	***	.362
44	my work is guided by clearly defined administrative processes	307	3.977	3.837			3.485	***	.429	3.502	***	.419

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

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

*BCC compared with:*

Student Focus	BCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>7</b> student needs are central to what we do	309	4.259	4.018	**	.259	3.919	***	.311	3.923	***	.310
<b>8</b> I feel my job is relevant to this institution's mission	311	4.431	4.403			4.420			4.422		
<b>17</b> faculty meet the needs of students	289	4.114	4.063			3.996	*	.130	4.035		
<b>18</b> student ethnic and cultural diversity are important at this institution	304	4.161	4.003	*	.187	4.089			4.068		
<b>19</b> students' competencies are enhanced	291	4.110	4.029			3.964	**	.170	3.988	*	.147
<b>23</b> non-teaching professional personnel meet the needs of students	288	4.139	4.042			3.934	***	.216	3.971	**	.183
<b>28</b> classified personnel meet the needs of students	270	4.081	3.976			3.877	***	.225	3.901	***	.205
<b>31</b> students receive an excellent education at this institution	300	4.183	4.142			4.164			4.179		
<b>35</b> this institution prepares students for a career	295	4.207	4.127			4.159			4.180		
<b>37</b> this institution prepares students for further learning	302	4.265	4.164			4.156	*	.134	4.161	*	.130
<b>40</b> students are assisted with their personal development	286	4.098	4.013			3.941	**	.178	3.949	**	.173
<b>42</b> students are satisfied with their educational experience at this institution	278	4.054	3.938			3.933	*	.155	3.959	*	.126

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

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

*BCC compared with:*

Supervisory Relationships	BCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>2</b> my supervisor expresses confidence in my work	311	4.334	4.288			4.196	*	.130	4.210	*	.118
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	310	4.268	4.213			4.073	**	.166	4.087	**	.156
<b>12</b> positive work expectations are communicated to me	310	3.968	3.945			3.730	***	.218	3.739	***	.212
<b>13</b> unacceptable behaviors are identified and communicated to me	292	4.010	3.929			3.678	***	.335	3.697	***	.321
<b>20</b> I receive timely feedback for my work	307	4.062	3.954			3.687	***	.329	3.695	***	.323
<b>21</b> I receive appropriate feedback for my work	312	4.035	3.951			3.725	***	.280	3.742	***	.267
<b>26</b> my supervisor actively seeks my ideas	305	4.062	3.969			3.771	***	.240	3.804	***	.216
<b>27</b> my supervisor seriously considers my ideas	304	4.082	4.040			3.847	***	.196	3.881	**	.171
<b>30</b> work outcomes are clarified for me	309	4.068	3.961			3.683	***	.367	3.697	***	.357
<b>34</b> my supervisor helps me to improve my work	306	4.069	4.003			3.770	***	.256	3.797	***	.236
<b>39</b> I am given the opportunity to be creative in my work	308	4.195	4.179			4.022	**	.162	4.032	**	.155
<b>45</b> I have the opportunity to express my ideas in appropriate forums	303	4.010	3.839	*	.167	3.673	***	.302	3.692	***	.289
<b>46</b> professional development and training opportunities are available	300	4.007	3.882			3.803	**	.179	3.786	***	.196

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

**Table 9. Teamwork Item Mean Comparisons**

*BCC compared with:*

Teamwork	BCC		2016			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>3</b> there is a spirit of cooperation within my work team	303	4.178	4.040			3.927	***	.215	3.955	***	.195
<b>14</b> my primary work team uses problem-solving techniques	297	4.024	3.959			3.883	*	.137	3.908	*	.115
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	301	4.037	3.981			3.806	***	.203	3.836	**	.180
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	303	4.083	4.012			3.834	***	.216	3.859	***	.199
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	288	4.101	4.013			3.869	***	.225	3.902	***	.199
<b>43</b> a spirit of cooperation exists in my department	301	4.116	4.003			3.850	***	.225	3.898	**	.188

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





**NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS**

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