

Barton County Community College
Great Bend, Kansas

PACE Personnel Classification Report
PACE Climate Survey for Community Colleges

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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	2	1%	0	0%	0	0%	2	2%
	Disagree	5	2%	3	3%	0	0%	2	2%
	Neither	21	8%	6	7%	1	5%	12	10%
	Agree	99	40%	30	33%	9	47%	53	42%
	Strongly Agree	123	49%	51	57%	9	47%	56	45%
	Total	250	100%	90	100%	19	100%	125	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	7	3%	0	0%	0	0%	7	6%
	Disagree	10	4%	4	4%	0	0%	6	5%
	Neither	45	18%	15	16%	1	5%	25	20%
	Agree	106	42%	33	36%	12	63%	56	45%
	Strongly Agree	82	33%	39	43%	6	32%	30	24%
	Total	250	100%	91	100%	19	100%	124	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	5	2%	1	1%	0	0%	4	3%
	Disagree	16	7%	7	8%	3	16%	6	5%
	Neither	43	17%	13	14%	5	26%	20	17%
	Agree	99	40%	31	34%	7	37%	55	45%
	Strongly Agree	83	34%	38	42%	4	21%	36	30%
	Total	246	100%	90	100%	19	100%	121	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	5	2%	2	2%	0	0%	3	2%
	Neither	22	9%	7	8%	1	5%	11	9%
	Agree	100	40%	35	38%	8	42%	53	43%
	Strongly Agree	121	48%	47	52%	10	53%	55	44%
	Total	250	100%	91	100%	19	100%	124	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	10	4%	1	1%	0	0%	8	7%
	Disagree	28	11%	6	7%	2	11%	19	16%
	Neither	35	14%	12	13%	2	11%	17	14%
	Agree	102	41%	30	33%	10	53%	58	48%
	Strongly Agree	73	29%	42	46%	5	26%	20	16%
	Total	248	100%	91	100%	19	100%	122	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	15	6%	3	3%	1	5%	10	9%
	Neither	41	17%	17	20%	3	16%	16	14%
	Agree	115	49%	34	39%	11	58%	66	58%
	Strongly Agree	61	26%	32	37%	4	21%	20	18%
	Total	235	100%	87	100%	19	100%	114	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	11	5%	1	1%	1	5%	9	8%
	Disagree	21	9%	11	13%	0	0%	8	7%
	Neither	70	30%	22	26%	4	21%	38	33%
	Agree	86	36%	26	30%	11	58%	45	39%
	Strongly Agree	48	20%	26	30%	3	16%	16	14%
	Total	236	100%	86	100%	19	100%	116	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	11	4%	1	1%	0	0%	9	7%
	Disagree	14	6%	3	3%	0	0%	9	7%
	Neither	33	13%	8	9%	2	11%	20	16%
	Agree	112	45%	37	41%	13	68%	56	45%
	Strongly Agree	79	32%	42	46%	4	21%	30	24%
	Total	249	100%	91	100%	19	100%	124	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	11	4%	3	3%	0	0%	8	7%
	Disagree	14	6%	7	8%	1	5%	4	3%
	Neither	37	15%	10	11%	3	16%	22	18%
	Agree	95	38%	29	32%	8	42%	52	42%
	Strongly Agree	90	36%	41	46%	7	37%	37	30%
	Total	247	100%	90	100%	19	100%	123	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	6	2%	1	1%	0	0%	5	4%
	Disagree	15	6%	5	5%	0	0%	9	7%
	Neither	36	15%	10	11%	2	11%	20	16%
	Agree	104	42%	32	35%	11	58%	58	47%
	Strongly Agree	87	35%	43	47%	6	32%	31	25%
	Total	248	100%	91	100%	19	100%	123	100%
29 Institution-wide policies guide my work	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	7	3%	1	1%	0	0%	6	5%
	Neither	21	9%	6	7%	0	0%	14	11%
	Agree	128	52%	40	44%	12	63%	68	56%
	Strongly Agree	90	36%	44	48%	7	37%	33	27%
	Total	247	100%	91	100%	19	100%	122	100%
32 This institution is appropriately organized	Strongly Disagree	7	3%	0	0%	0	0%	6	5%
	Disagree	16	7%	7	8%	0	0%	9	7%
	Neither	41	17%	12	14%	5	26%	19	15%
	Agree	112	46%	34	39%	10	53%	66	54%
	Strongly Agree	66	27%	35	40%	4	21%	23	19%
	Total	242	100%	88	100%	19	100%	123	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	14	6%	4	5%	0	0%	9	8%
	Disagree	28	12%	10	13%	1	5%	15	13%
	Neither	39	17%	19	24%	3	16%	15	13%
	Agree	74	33%	18	23%	9	47%	44	39%
	Strongly Agree	70	31%	29	36%	6	32%	31	27%
	Total	225	100%	80	100%	19	100%	114	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	3	1%	0	0%	0	0%	3	2%
	Disagree	19	8%	5	5%	1	5%	11	9%
	Neither	27	11%	8	9%	0	0%	16	13%
	Agree	119	48%	37	41%	13	68%	67	54%
	Strongly Agree	78	32%	41	45%	5	26%	28	22%
	Total	246	100%	91	100%	19	100%	125	100%
44 Administrative processes are clearly defined	Strongly Disagree	10	4%	1	1%	0	0%	9	7%
	Disagree	17	7%	6	7%	1	5%	9	7%
	Neither	43	18%	17	19%	4	21%	20	16%
	Agree	101	42%	33	36%	11	58%	53	43%
	Strongly Agree	72	30%	34	37%	3	16%	31	25%
	Total	243	100%	91	100%	19	100%	122	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	4	2%	2	2%	1	5%	1	1%
	Neither	13	5%	3	3%	1	5%	8	6%
	Agree	91	36%	30	33%	8	42%	49	40%
	Strongly Agree	140	56%	56	62%	9	47%	64	52%
	Total	250	100%	91	100%	19	100%	124	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	1	0%	0	0%	0	0%	1	1%
	Neither	8	3%	3	3%	0	0%	5	4%
	Agree	79	32%	26	29%	8	42%	41	33%
	Strongly Agree	159	64%	62	68%	11	58%	74	60%
	Total	249	100%	91	100%	19	100%	123	100%
17 Faculty meet the needs of students	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	1	0%	0	0%	0	0%	1	1%
	Neither	21	9%	5	5%	1	6%	14	13%
	Agree	116	50%	38	42%	12	67%	61	55%
	Strongly Agree	93	40%	48	53%	5	28%	33	30%
	Total	233	100%	91	100%	18	100%	111	100%
18 Student diversity is important at this institution	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	4	2%	1	1%	1	5%	2	2%
	Neither	26	11%	10	11%	2	11%	11	9%
	Agree	103	42%	32	36%	11	58%	55	45%
	Strongly Agree	111	45%	47	52%	5	26%	52	43%
	Total	245	100%	90	100%	19	100%	121	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	1	0%	1	1%	0	0%	0	0%
	Neither	34	14%	6	7%	3	17%	21	19%
	Agree	111	47%	38	42%	10	56%	58	51%
	Strongly Agree	89	38%	46	51%	5	28%	33	29%
	Total	236	100%	91	100%	18	100%	113	100%
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	2	1%	1	1%	0	0%	1	1%
	Disagree	4	2%	1	1%	0	0%	2	2%
	Neither	25	10%	10	12%	3	16%	10	8%
	Agree	110	46%	32	38%	9	47%	63	52%
	Strongly Agree	99	41%	41	48%	7	37%	45	37%
	Total	240	100%	85	100%	19	100%	121	100%
28 Classified personnel meet the needs of students	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	4	2%	2	3%	0	0%	2	2%
	Neither	30	14%	10	13%	4	25%	14	13%
	Agree	100	47%	31	40%	4	25%	59	55%
	Strongly Agree	80	37%	34	44%	8	50%	32	30%
	Total	215	100%	77	100%	16	100%	108	100%
31 Students receive an excellent education at this institution	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	0	0%	0	0%	0	0%	0	0%
	Neither	28	12%	9	10%	1	5%	17	14%
	Agree	112	46%	37	42%	9	47%	59	48%
	Strongly Agree	101	42%	43	48%	9	47%	45	37%
	Total	242	100%	89	100%	19	100%	122	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	1	1%	0	0%	1	1%
	Disagree	2	1%	0	0%	0	0%	2	2%
	Neither	17	7%	6	7%	1	5%	10	8%
	Agree	111	45%	34	37%	7	37%	64	52%
	Strongly Agree	112	46%	50	55%	11	58%	45	37%
	Total	244	100%	91	100%	19	100%	122	100%
37 This institution prepares students for further learning	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	3	1%	1	1%	0	0%	2	2%
	Neither	13	5%	3	3%	1	5%	9	7%
	Agree	110	45%	33	37%	8	42%	63	52%
	Strongly Agree	116	48%	53	59%	10	53%	47	39%
	Total	243	100%	90	100%	19	100%	122	100%
40 Students are assisted with their personal development	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	4	2%	2	2%	0	0%	2	2%
	Neither	28	12%	7	8%	2	11%	16	14%
	Agree	112	48%	36	40%	10	56%	62	54%
	Strongly Agree	88	38%	44	49%	6	33%	33	29%
	Total	233	100%	89	100%	18	100%	114	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	1	0%	0	0%	0	0%	1	1%
	Disagree	1	0%	0	0%	0	0%	1	1%
	Neither	19	8%	3	3%	0	0%	15	13%
	Agree	136	57%	45	51%	14	74%	71	60%
	Strongly Agree	80	34%	41	46%	5	26%	30	25%
	Total	237	100%	89	100%	19	100%	118	100%

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	13	5%	7	8%	0	0%	6	5%
	Neither	15	6%	5	5%	0	0%	9	7%
	Agree	72	29%	18	20%	6	32%	45	36%
	Strongly Agree	148	59%	61	67%	13	68%	62	50%
	Total	250	100%	91	100%	19	100%	124	100%
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	9	4%	2	2%	0	0%	7	6%
	Disagree	13	5%	5	6%	1	5%	7	6%
	Neither	17	7%	7	8%	1	5%	7	6%
	Agree	64	26%	16	18%	6	32%	39	31%
	Strongly Agree	146	59%	60	67%	11	58%	64	52%
	Total	249	100%	90	100%	19	100%	124	100%
12 Work expectations are communicated to me	Strongly Disagree	4	2%	0	0%	0	0%	4	3%
	Disagree	16	6%	7	8%	0	0%	8	6%
	Neither	14	6%	5	5%	1	5%	8	6%
	Agree	117	47%	33	36%	11	58%	67	54%
	Strongly Agree	99	40%	46	51%	7	37%	38	30%
	Total	250	100%	91	100%	19	100%	125	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	2	1%	0	0%	0	0%	2	2%
	Disagree	9	4%	3	4%	0	0%	5	4%
	Neither	30	13%	5	6%	3	17%	20	16%
	Agree	113	48%	36	44%	10	56%	61	50%
	Strongly Agree	81	34%	37	46%	5	28%	34	28%
	Total	235	100%	81	100%	18	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	4	2%	1	1%	0	0%	3	2%
	Disagree	14	6%	8	9%	0	0%	5	4%
	Neither	32	13%	10	11%	4	21%	16	13%
	Agree	110	45%	35	39%	7	37%	61	49%
	Strongly Agree	87	35%	36	40%	8	42%	39	31%
	Total	247	100%	90	100%	19	100%	124	100%
21 I receive appropriate feedback for my work	Strongly Disagree	5	2%	2	2%	0	0%	3	2%
	Disagree	13	5%	7	8%	0	0%	6	5%
	Neither	30	12%	8	9%	2	11%	18	14%
	Agree	109	44%	32	36%	9	47%	61	49%
	Strongly Agree	92	37%	41	46%	8	42%	37	30%
	Total	249	100%	90	100%	19	100%	125	100%
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	11	4%	4	4%	0	0%	7	6%
	Disagree	14	6%	4	4%	0	0%	8	7%
	Neither	39	16%	11	12%	5	26%	22	18%
	Agree	78	32%	25	28%	7	37%	42	34%
	Strongly Agree	104	42%	45	51%	7	37%	44	36%
	Total	246	100%	89	100%	19	100%	123	100%
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	10	4%	4	4%	0	0%	6	5%
	Disagree	12	5%	5	6%	0	0%	6	5%
	Neither	31	13%	7	8%	3	16%	20	16%
	Agree	86	35%	26	29%	9	47%	45	37%
	Strongly Agree	107	43%	47	53%	7	37%	46	37%
	Total	246	100%	89	100%	19	100%	123	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	4	2%	1	1%	0	0%	3	2%
	Disagree	11	4%	3	3%	1	5%	5	4%
	Neither	27	11%	7	8%	1	5%	17	14%
	Agree	125	50%	40	44%	13	68%	66	54%
	Strongly Agree	81	33%	40	44%	4	21%	32	26%
	Total	248	100%	91	100%	19	100%	123	100%
34 My supervisor/chair helps me to improve my work	Strongly Disagree	6	2%	2	2%	0	0%	4	3%
	Disagree	19	8%	7	8%	0	0%	10	8%
	Neither	31	13%	8	9%	4	21%	17	14%
	Agree	84	34%	28	31%	7	37%	46	37%
	Strongly Agree	104	43%	45	50%	8	42%	46	37%
	Total	244	100%	90	100%	19	100%	123	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	5	2%	0	0%	0	0%	5	4%
	Disagree	9	4%	2	2%	0	0%	7	6%
	Neither	21	9%	6	7%	1	5%	14	11%
	Agree	97	39%	30	33%	10	53%	52	42%
	Strongly Agree	114	46%	53	58%	8	42%	46	37%
	Total	246	100%	91	100%	19	100%	124	100%
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	7	3%	2	2%	0	0%	5	4%
	Disagree	10	4%	5	5%	0	0%	5	4%
	Neither	21	9%	5	5%	3	16%	13	10%
	Agree	103	42%	36	40%	9	47%	52	42%
	Strongly Agree	105	43%	43	47%	7	37%	50	40%
	Total	246	100%	91	100%	19	100%	125	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	3	1%	0	0%	0	0%	3	2%
	Disagree	9	4%	1	1%	0	0%	8	7%
	Neither	16	7%	7	8%	1	5%	8	7%
	Agree	111	46%	39	43%	10	53%	58	47%
	Strongly Agree	104	43%	43	48%	8	42%	46	37%
	Total	243	100%	90	100%	19	100%	123	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	4	2%	1	1%	0	0%	3	2%
	Disagree	12	5%	2	2%	0	0%	10	8%
	Neither	19	8%	6	7%	1	5%	11	9%
	Agree	84	34%	29	33%	8	42%	40	33%
	Strongly Agree	128	52%	51	57%	10	53%	59	48%
	Total	247	100%	89	100%	19	100%	123	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	3	1%	1	1%	0	0%	2	2%
	Disagree	4	2%	2	2%	0	0%	2	2%
	Neither	29	12%	8	9%	2	11%	15	13%
	Agree	103	43%	28	33%	10	53%	62	52%
	Strongly Agree	101	42%	47	55%	7	37%	39	33%
	Total	240	100%	86	100%	19	100%	120	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	5	2%	1	1%	0	0%	4	3%
	Disagree	11	5%	5	6%	0	0%	6	5%
	Neither	21	9%	3	3%	2	11%	12	10%
	Agree	103	43%	33	38%	8	42%	56	46%
	Strongly Agree	102	42%	45	52%	9	47%	43	36%
	Total	242	100%	87	100%	19	100%	121	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	6	2%	1	1%	0	0%	5	4%
	Disagree	10	4%	4	4%	0	0%	4	3%
	Neither	25	10%	6	7%	1	5%	15	12%
	Agree	91	38%	32	36%	12	63%	45	37%
	Strongly Agree	109	45%	46	52%	6	32%	52	43%
	Total	241	100%	89	100%	19	100%	121	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	8	3%	3	3%	0	0%	5	4%
	Neither	20	8%	4	5%	1	5%	12	10%
	Agree	102	43%	35	40%	9	47%	55	46%
	Strongly Agree	105	44%	44	51%	9	47%	46	38%
	Total	238	100%	87	100%	19	100%	120	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	5	2%	2	2%	0	0%	3	2%
	Disagree	9	4%	1	1%	0	0%	8	6%
	Neither	25	10%	10	11%	3	16%	11	9%
	Agree	99	41%	33	37%	9	47%	50	40%
	Strongly Agree	105	43%	43	48%	7	37%	52	42%
	Total	243	100%	89	100%	19	100%	124	100%

Figure 1. Means by Personnel Classification and Climate Factor

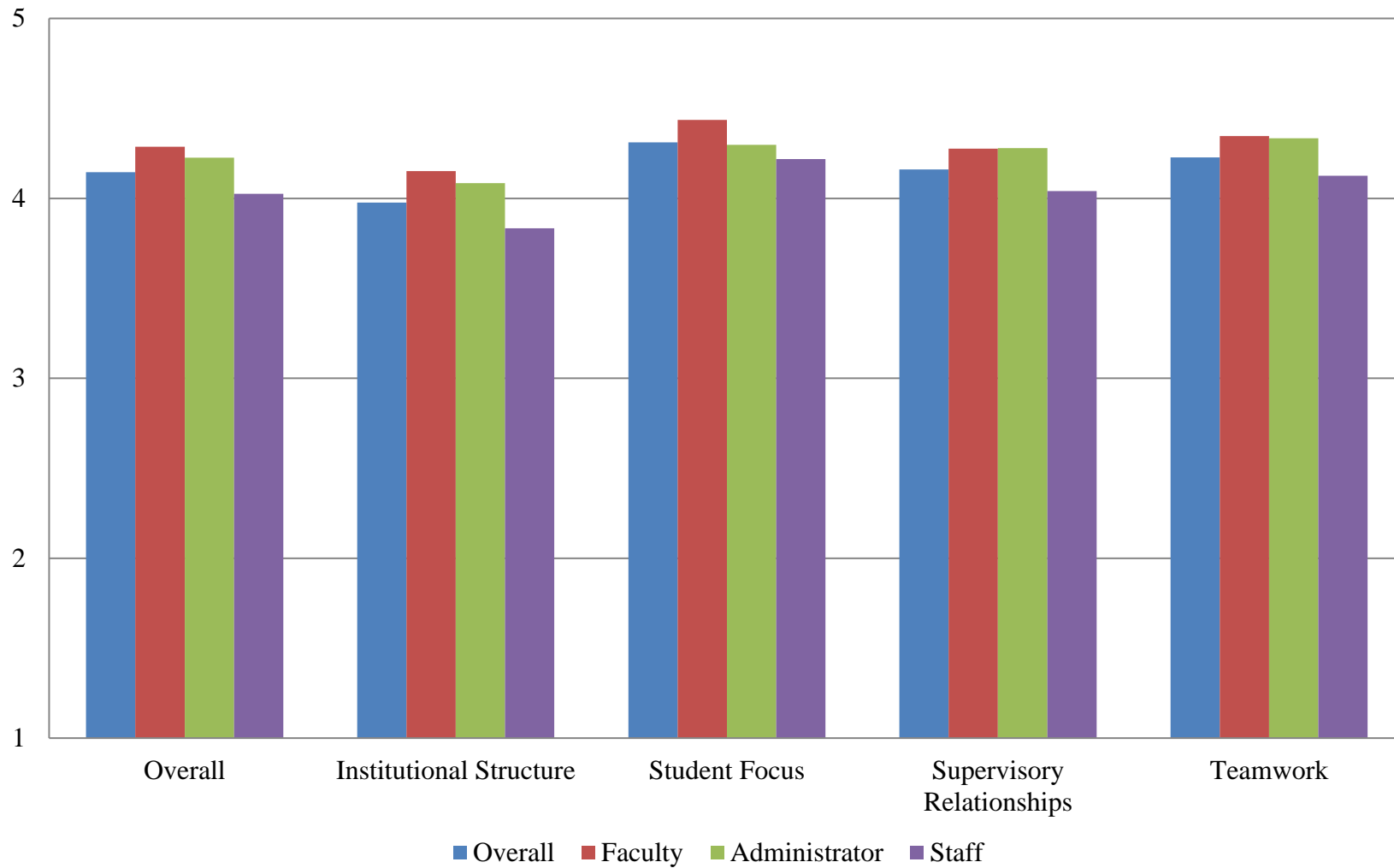


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	4.146	91	4.287	19	4.226	126	4.025
Institutional Structure	3.977	91	4.152	19	4.084	125	3.834
Student Focus	4.311	91	4.435	19	4.298	126	4.218
Supervisory Relationships	4.161	91	4.276	19	4.279	126	4.040
Teamwork	4.227	91	4.346	19	4.333	125	4.125

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	250	4.344	4.433	4.421	4.272
4 Decisions are made at the appropriate level at this institution	250	3.984	4.176	4.263	3.774
5 The institution effectively promotes diversity in the workplace	246	3.972	4.089	3.632	3.934
6 Institutional leadership is focused on meeting the needs of students	250	4.332	4.396	4.474	4.258
10 Information is shared within the institution	248	3.806	4.165	3.947	3.516
11 Institutional teams use problem-solving techniques	235	3.919	4.069	3.947	3.807
15 I am able to appropriately influence the direction of this institution	236	3.589	3.756	3.789	3.440
16 Open and ethical communication is practiced at this institution	249	3.940	4.275	4.105	3.718
22 This institution has been successful in positively motivating my performance	247	3.968	4.089	4.105	3.862
25 A spirit of cooperation exists at this institution	248	4.012	4.220	4.211	3.821
29 Institution-wide policies guide my work	247	4.211	4.396	4.368	4.033
32 This institution is appropriately organized	242	3.884	4.102	3.947	3.740
38 I have the opportunity for advancement within this institution	225	3.702	3.725	4.053	3.640
41 I receive adequate information regarding important activities at this institution	246	4.016	4.253	4.158	3.848
44 Administrative processes are clearly defined	243	3.856	4.022	3.842	3.721

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	250	4.452	4.538	4.316	4.387
8 I feel my job is relevant to this institution's mission	249	4.574	4.648	4.579	4.496
17 Faculty meet the needs of students	233	4.275	4.473	4.222	4.099
18 Student diversity is important at this institution	245	4.302	4.389	4.053	4.281
19 Students' competencies are enhanced	236	4.212	4.418	4.111	4.080
23 Non-teaching professional personnel meet the needs of students	240	4.250	4.306	4.211	4.231
28 Classified personnel meet the needs of students	215	4.181	4.260	4.250	4.102
31 Students receive an excellent education at this institution	242	4.289	4.382	4.421	4.205
35 This institution prepares students for a career	244	4.348	4.451	4.526	4.230
37 This institution prepares students for further learning	243	4.387	4.533	4.474	4.254
40 Students are assisted with their personal development	233	4.210	4.371	4.222	4.088
42 Students seem satisfied with their educational experience at this institution	237	4.236	4.427	4.263	4.085

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
2 My supervisor/chair expresses confidence in my work	250	4.404	4.462	4.684	4.282
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	249	4.305	4.411	4.421	4.177
12 Work expectations are communicated to me	250	4.164	4.297	4.316	4.016
13 Unacceptable behaviors are identified and communicated to me	235	4.115	4.321	4.111	3.984
20 I receive timely feedback for my work	247	4.061	4.078	4.211	4.032
21 I receive appropriate feedback for my work	249	4.084	4.144	4.316	3.984
26 My supervisor/chair actively seeks my ideas	246	4.016	4.157	4.105	3.878
27 My supervisor/chair seriously considers my ideas	246	4.089	4.202	4.211	3.967
30 Work outcomes are clarified for me	248	4.081	4.264	4.053	3.967
34 My supervisor/chair helps me to improve my work	244	4.070	4.189	4.211	3.976
39 I am given the opportunity to be creative in my work	246	4.244	4.473	4.368	4.024
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	246	4.175	4.242	4.211	4.096
46 Professional development and training opportunities are available	243	4.251	4.378	4.368	4.106

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	247	4.296	4.427	4.474	4.154
14 My primary work team uses problem-solving techniques	240	4.229	4.372	4.263	4.117
24 There is an opportunity for all ideas to be exchanged within my work team	242	4.182	4.333	4.368	4.058
33 My work team provides an environment for free and open expression of ideas, opinions and beliefs	241	4.191	4.326	4.263	4.116
36 My work team coordinates its efforts with appropriate individuals and teams	238	4.252	4.356	4.421	4.150
43 A spirit of cooperation exists in my department	243	4.193	4.281	4.211	4.129