Metropolitan Community College

Omaha, Nebraska

PACE Report

PACE Climate Survey for Community Colleges

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Conducted
October and November 2021

NC STATE UNIVERSITY

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

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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 corporation, structural organization, decision-making, and commination 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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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 & Baker, 1987). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, The Belk Center 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 (Caison, 2005; Tiu, 2001).

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.

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Table 1. Institutional Structure Frequency Distributions

Institutional Structure	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	10	2%	7	1%	540	2%	1404	2%
	Dissatisfied	44	8%	37	7%	1887	8%	5380	9%
	Neither	65	12%	62	12%	3054	13%	8473	14%
	Satisfied	246	46%	247	49%	10473	46%	28445	47%
	Very satisfied	175	32%	156	31%	6979	30%	17131	28%
	Total	**540**	**100%**	**509**	**100%**	**22933**	**100%**	**60833**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	35	7%	38	8%	1655	7%	4404	7%
	Dissatisfied	101	19%	120	24%	4039	18%	11294	19%
	Neither	124	24%	121	24%	4872	22%	12886	21%
	Satisfied	171	33%	162	32%	7728	34%	20804	35%
	Very satisfied	95	18%	65	13%	4343	19%	10771	18%
	Total	**526**	**100%**	**506**	**100%**	**22637**	**100%**	**60159**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	10	2%	9	2%	787	3%	2055	3%
	Dissatisfied	47	9%	24	5%	1610	7%	4677	8%
	Neither	81	15%	88	17%	3855	17%	11281	19%
	Satisfied	205	38%	209	41%	8280	36%	22661	37%
	Very satisfied	191	36%	179	35%	8322	36%	19885	33%
	Total	**534**	**100%**	**509**	**100%**	**22854**	**100%**	**60559**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	14	3%	14	3%	1047	5%	2882	5%
	Dissatisfied	54	10%	83	16%	2274	10%	6748	11%
	Neither	61	12%	69	14%	3143	14%	8711	14%
	Satisfied	205	39%	199	39%	8441	37%	22911	38%
	Very satisfied	195	37%	140	28%	7975	35%	19457	32%
	Total	**529**	**100%**	**505**	**100%**	**22880**	**100%**	**60709**	**100%**

Institutional Structure (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	74	14%	63	12%	2178	9%	6108	10%
	Dissatisfied	122	23%	129	25%	3903	17%	11386	19%
	Neither	117	22%	117	23%	4563	20%	12456	20%
	Satisfied	143	27%	140	27%	7268	32%	19046	31%
	Very satisfied	79	15%	62	12%	5070	22%	12030	20%
	Total	**535**	**100%**	**511**	**100%**	**22982**	**100%**	**61026**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	10	2%	14	3%	798	4%	2124	4%
	Dissatisfied	58	12%	78	16%	2194	10%	6498	12%
	Neither	155	31%	165	34%	5846	28%	16309	29%
	Satisfied	213	43%	177	37%	8428	40%	22314	40%
	Very satisfied	63	13%	46	10%	3810	18%	8825	16%
	Total	**499**	**100%**	**480**	**100%**	**21076**	**100%**	**56070**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	46	9%	40	8%	2265	11%	5749	10%
	Dissatisfied	79	16%	84	18%	3436	16%	9579	17%
	Neither	139	28%	167	35%	5992	28%	16252	29%
	Satisfied	161	32%	121	26%	6101	29%	16656	30%
	Very satisfied	78	16%	59	13%	3332	16%	8221	15%
	Total	**503**	**100%**	**471**	**100%**	**21126**	**100%**	**56457**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	50	9%	44	9%	1906	8%	5395	9%
	Dissatisfied	96	18%	81	16%	3112	14%	9161	15%
	Neither	108	20%	126	25%	4483	20%	12208	20%
	Satisfied	179	34%	172	34%	7837	35%	20710	34%
	Very satisfied	101	19%	76	15%	5306	23%	12716	21%
	Total	**534**	**100%**	**499**	**100%**	**22644**	**100%**	**60190**	**100%**

Institutional Structure (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	39	7%	36	7%	1894	8%	5019	8%
	Dissatisfied	66	13%	72	14%	3084	14%	8467	14%
	Neither	124	24%	99	20%	4359	19%	11967	20%
	Satisfied	179	34%	184	37%	7390	33%	20066	34%
	Very satisfied	117	22%	106	21%	5725	25%	14239	24%
	Total	**525**	**100%**	**497**	**100%**	**22452**	**100%**	**59758**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	30	6%	36	7%	1651	7%	4723	8%
	Dissatisfied	92	17%	93	19%	3010	13%	8932	15%
	Neither	96	18%	104	21%	4190	19%	11471	19%
	Satisfied	207	39%	177	36%	8157	36%	21661	36%
	Very satisfied	101	19%	86	17%	5522	25%	13118	22%
	Total	**526**	**100%**	**496**	**100%**	**22530**	**100%**	**59905**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	19	4%	15	3%	676	3%	1746	3%
	Dissatisfied	25	5%	33	7%	1262	6%	3557	6%
	Neither	113	22%	128	26%	4865	22%	13415	23%
	Satisfied	244	47%	217	44%	9540	43%	25887	44%
	Very satisfied	113	22%	97	20%	5800	26%	14339	24%
	Total	**514**	**100%**	**490**	**100%**	**22143**	**100%**	**58944**	**100%**
32 this institution is appropriately organized	Very dissatisfied	39	8%	32	7%	1748	8%	4815	8%
	Dissatisfied	104	20%	104	21%	3601	16%	10452	18%
	Neither	122	24%	122	25%	4992	23%	13580	23%
	Satisfied	185	36%	162	33%	7405	34%	19740	34%
	Very satisfied	60	12%	67	14%	4346	20%	10264	17%
	Total	**510**	**100%**	**487**	**100%**	**22092**	**100%**	**58851**	**100%**

Institutional Structure (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	44	9%	64	14%	3048	14%	8052	14%
	Dissatisfied	79	15%	70	15%	3228	15%	8706	16%
	Neither	127	25%	126	27%	4868	23%	14108	25%
	Satisfied	155	30%	138	29%	5674	27%	14973	27%
	Very satisfied	106	21%	74	16%	4294	20%	10045	18%
	Total	**511**	**100%**	**472**	**100%**	**21112**	**100%**	**55884**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	28	5%	35	7%	992	4%	2734	5%
	Dissatisfied	85	17%	62	13%	2338	10%	6687	11%
	Neither	100	19%	99	20%	3488	16%	9729	16%
	Satisfied	221	43%	214	43%	9492	42%	25514	43%
	Very satisfied	79	15%	83	17%	6042	27%	14813	25%
	Total	**513**	**100%**	**493**	**100%**	**22352**	**100%**	**59477**	**100%**
44 administrative processes are clearly defined	Very dissatisfied	60	12%	31	6%	1688	8%	4283	7%
	Dissatisfied	105	21%	70	14%	2949	13%	8054	14%
	Neither	129	25%	121	25%	4743	22%	12886	22%
	Satisfied	145	29%	186	38%	7909	36%	21549	37%
	Very satisfied	67	13%	82	17%	4736	22%	11883	20%
	Total	**506**	**100%**	**490**	**100%**	**22025**	**100%**	**58655**	**100%**

Table 2. Student Focus Frequency Distributions

Student Focus	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	14	3%	16	3%	703	3%	1912	3%
	Dissatisfied	45	8%	59	12%	1866	8%	5586	9%
	Neither	55	10%	53	10%	2492	11%	7116	12%
	Satisfied	178	33%	205	40%	8159	36%	22387	37%
	Very satisfied	240	45%	175	34%	9720	42%	23843	39%
	Total	**532**	**100%**	**508**	**100%**	**22940**	**100%**	**60844**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	6	1%	6	1%	337	1%	834	1%
	Dissatisfied	10	2%	13	3%	562	2%	1462	2%
	Neither	38	7%	34	7%	1415	6%	3603	6%
	Satisfied	158	29%	160	31%	6813	30%	18866	31%
	Very satisfied	324	60%	296	58%	13849	60%	36233	59%
	Total	**536**	**100%**	**509**	**100%**	**22976**	**100%**	**60998**	**100%**
17 faculty meet the needs of students	Very dissatisfied	6	1%	5	1%	336	2%	857	2%
	Dissatisfied	29	6%	26	6%	1063	5%	3066	5%
	Neither	86	17%	75	16%	3150	15%	8669	15%
	Satisfied	220	45%	230	49%	9236	44%	25131	44%
	Very satisfied	152	31%	130	28%	7346	35%	18943	33%
	Total	**493**	**100%**	**466**	**100%**	**21131**	**100%**	**56666**	**100%**
18 student diversity is important at this institution	Very dissatisfied	4	1%	4	1%	377	2%	1034	2%
	Dissatisfied	20	4%	13	3%	733	3%	2427	4%
	Neither	50	10%	72	15%	2643	12%	8168	14%
	Satisfied	207	40%	219	44%	8659	39%	23923	40%
	Very satisfied	239	46%	185	38%	10040	45%	24092	40%
	Total	**520**	**100%**	**493**	**100%**	**22452**	**100%**	**59644**	**100%**

Student Focus (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	6	1%	5	1%	293	1%	682	1%
	Dissatisfied	22	4%	16	3%	838	4%	2264	4%
	Neither	90	18%	102	22%	3597	17%	10001	18%
	Satisfied	252	51%	237	50%	9737	46%	27027	47%
	Very satisfied	128	26%	114	24%	6911	32%	16928	30%
	Total	**498**	**100%**	**474**	**100%**	**21376**	**100%**	**56902**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	10	2%	12	2%	390	2%	1114	2%
	Dissatisfied	41	8%	44	9%	1104	5%	3281	6%
	Neither	90	18%	93	19%	3262	15%	8748	15%
	Satisfied	234	46%	218	45%	9356	44%	25847	45%
	Very satisfied	133	26%	119	24%	7312	34%	18270	32%
	Total	**508**	**100%**	**486**	**100%**	**21424**	**100%**	**57260**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	10	2%	8	2%	333	2%	898	2%
	Dissatisfied	25	6%	29	6%	733	4%	2167	4%
	Neither	109	24%	110	24%	4163	21%	11117	21%
	Satisfied	206	45%	212	47%	8403	43%	23606	44%
	Very satisfied	104	23%	94	21%	6025	31%	15334	29%
	Total	**454**	**100%**	**453**	**100%**	**19657**	**100%**	**53122**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	3	1%	2	0%	225	1%	538	1%
	Dissatisfied	26	5%	8	2%	648	3%	1788	3%
	Neither	56	11%	56	12%	2359	11%	6533	11%
	Satisfied	231	46%	244	51%	9331	43%	26465	45%
	Very satisfied	183	37%	171	36%	9291	43%	22910	39%
	Total	**499**	**100%**	**481**	**100%**	**21854**	**100%**	**58234**	**100%**

Student Focus (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	4	1%	4	1%	253	1%	607	1%
	Dissatisfied	11	2%	11	2%	609	3%	1668	3%
	Neither	63	12%	57	12%	2492	11%	6846	12%
	Satisfied	226	45%	238	50%	9355	43%	26166	45%
	Very satisfied	202	40%	169	35%	9099	42%	22772	39%
	Total	**506**	**100%**	**479**	**100%**	**21808**	**100%**	**58059**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	6	1%	4	1%	278	1%	633	1%
	Dissatisfied	21	4%	12	3%	590	3%	1622	3%
	Neither	51	10%	53	11%	2210	10%	6150	11%
	Satisfied	258	51%	252	53%	9678	44%	27085	47%
	Very satisfied	172	34%	156	33%	9078	42%	22646	39%
	Total	**508**	**100%**	**477**	**100%**	**21834**	**100%**	**58136**	**100%**
40 students are assisted with their personal development	Very dissatisfied	5	1%	3	1%	305	1%	757	1%
	Dissatisfied	27	6%	27	6%	816	4%	2442	4%
	Neither	98	20%	115	25%	3643	17%	10142	18%
	Satisfied	219	45%	211	46%	9263	44%	25668	46%
	Very satisfied	135	28%	103	22%	6791	33%	16603	30%
	Total	**484**	**100%**	**459**	**100%**	**20818**	**100%**	**55612**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	5	1%	190	1%	480	1%
	Dissatisfied	10	2%	14	3%	532	3%	1647	3%
	Neither	113	25%	91	21%	3612	18%	10170	19%
	Satisfied	231	51%	251	57%	10417	52%	28806	53%
	Very satisfied	93	21%	81	18%	5447	27%	12803	24%
	Total	**450**	**100%**	**442**	**100%**	**20198**	**100%**	**53906**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

<div align="right">MCC compared with:</div>

Supervisory Relationships	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	14	3%	27	5%	730	3%	1901	3%
	Dissatisfied	35	7%	32	6%	1299	6%	3463	6%
	Neither	42	8%	33	6%	2017	9%	5309	9%
	Satisfied	160	30%	172	34%	6517	28%	17428	29%
	Very satisfied	286	53%	248	48%	12409	54%	32932	54%
	Total	**537**	**100%**	**512**	**100%**	**22972**	**100%**	**61033**	**100%**
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	25	5%	47	9%	1054	5%	2847	5%
	Dissatisfied	40	7%	46	9%	1642	7%	4156	7%
	Neither	61	11%	55	11%	2235	10%	5953	10%
	Satisfied	149	28%	129	25%	6035	26%	16410	27%
	Very satisfied	260	49%	235	46%	11957	52%	31499	52%
	Total	**535**	**100%**	**512**	**100%**	**22923**	**100%**	**60865**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	19	4%	21	4%	983	4%	2529	4%
	Dissatisfied	46	9%	49	10%	2084	9%	5668	9%
	Neither	82	15%	90	18%	3526	16%	9470	16%
	Satisfied	244	46%	234	47%	9526	42%	25680	43%
	Very satisfied	144	27%	107	21%	6557	29%	16973	28%
	Total	**535**	**100%**	**501**	**100%**	**22676**	**100%**	**60320**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	16	3%	15	3%	681	3%	1790	3%
	Dissatisfied	39	8%	34	7%	1421	7%	3837	7%
	Neither	116	23%	123	27%	4660	23%	12830	24%
	Satisfied	234	47%	216	47%	8651	43%	23350	43%
	Very satisfied	95	19%	76	16%	4867	24%	12133	22%
	Total	**500**	**100%**	**464**	**100%**	**20280**	**100%**	**53940**	**100%**

Supervisory Relationships (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	20	4%	31	6%	1190	5%	3107	5%
	Dissatisfied	42	8%	43	9%	1960	9%	5408	9%
	Neither	103	20%	104	21%	4002	18%	10526	18%
	Satisfied	210	40%	197	39%	8436	38%	22964	38%
	Very satisfied	151	29%	129	26%	6877	31%	17848	30%
	Total	**526**	**100%**	**504**	**100%**	**22465**	**100%**	**59853**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	15	3%	26	5%	1053	5%	2690	5%
	Dissatisfied	42	8%	51	10%	1981	9%	5336	9%
	Neither	102	19%	91	18%	3624	16%	9752	16%
	Satisfied	207	39%	201	40%	8966	40%	24361	41%
	Very satisfied	160	30%	129	26%	6779	30%	17578	29%
	Total	**526**	**100%**	**498**	**100%**	**22403**	**100%**	**59717**	**100%**
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	27	5%	52	10%	1439	6%	3736	6%
	Dissatisfied	43	8%	46	9%	1835	8%	4906	8%
	Neither	83	16%	75	15%	3526	16%	9157	15%
	Satisfied	176	34%	168	34%	6964	31%	18892	32%
	Very satisfied	194	37%	155	31%	8433	38%	22447	38%
	Total	**523**	**100%**	**496**	**100%**	**22197**	**100%**	**59138**	**100%**
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	25	5%	47	10%	1351	6%	3524	6%
	Dissatisfied	38	7%	46	9%	1661	8%	4412	7%
	Neither	73	14%	69	14%	3332	15%	8574	15%
	Satisfied	183	35%	164	33%	6917	31%	18647	32%
	Very satisfied	203	39%	167	34%	8885	40%	23890	40%
	Total	**522**	**100%**	**493**	**100%**	**22146**	**100%**	**59047**	**100%**

Supervisory Relationships (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	22	4%	25	5%	886	4%	2246	4%
	Dissatisfied	39	7%	48	10%	1858	8%	4985	8%
	Neither	110	21%	103	21%	4309	19%	11806	20%
	Satisfied	228	44%	214	44%	9242	41%	25173	42%
	Very satisfied	123	24%	99	20%	5992	27%	15121	25%
	Total	**522**	**100%**	**489**	**100%**	**22287**	**100%**	**59331**	**100%**
34 my supervisor/chair helps me to improve my work	Very dissatisfied	22	4%	37	8%	1242	6%	3245	6%
	Dissatisfied	40	8%	51	10%	1684	8%	4536	8%
	Neither	96	19%	88	18%	3772	17%	10021	17%
	Satisfied	177	34%	174	35%	7229	33%	19714	34%
	Very satisfied	182	35%	142	29%	8125	37%	21230	36%
	Total	**517**	**100%**	**492**	**100%**	**22052**	**100%**	**58746**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	20	4%	24	5%	956	4%	2332	4%
	Dissatisfied	20	4%	37	8%	1246	6%	3187	5%
	Neither	71	14%	69	14%	2803	13%	7208	12%
	Satisfied	201	39%	179	37%	8055	36%	22150	37%
	Very satisfied	199	39%	178	37%	9149	41%	24303	41%
	Total	**511**	**100%**	**487**	**100%**	**22209**	**100%**	**59180**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	27	5%	31	6%	1218	6%	3053	5%
	Dissatisfied	48	9%	58	12%	1969	9%	5302	9%
	Neither	94	19%	91	19%	3990	18%	10775	18%
	Satisfied	215	42%	207	43%	8759	40%	23939	41%
	Very satisfied	123	24%	100	21%	6069	28%	15629	27%
	Total	**507**	**100%**	**487**	**100%**	**22005**	**100%**	**58698**	**100%**

Supervisory Relationships (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and training opportunities are available	Very dissatisfied	4	1%	20	4%	1044	5%	2979	5%
	Dissatisfied	18	4%	33	7%	1739	8%	4999	8%
	Neither	61	12%	64	13%	3105	14%	8595	15%
	Satisfied	223	43%	222	45%	8344	38%	22709	38%
	Very satisfied	208	40%	154	31%	7954	36%	19745	33%
	Total	**514**	**100%**	**493**	**100%**	**22186**	**100%**	**59027**	**100%**

Table 4. Teamwork Frequency Distributions

Teamwork	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	27	5%	42	8%	1023	4%	2550	4%
	Dissatisfied	49	9%	58	11%	2088	9%	5652	9%
	Neither	62	12%	66	13%	2393	10%	6205	10%
	Satisfied	185	34%	180	35%	7500	33%	20374	33%
	Very satisfied	215	40%	162	32%	9908	43%	26053	43%
	Total	**538**	**100%**	**508**	**100%**	**22912**	**100%**	**60834**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	15	3%	23	5%	619	3%	1536	3%
	Dissatisfied	39	8%	49	10%	1384	6%	3788	7%
	Neither	73	14%	75	15%	3203	15%	8498	15%
	Satisfied	221	43%	217	44%	8958	41%	24256	42%
	Very satisfied	170	33%	124	25%	7546	35%	19908	34%
	Total	**518**	**100%**	**488**	**100%**	**21710**	**100%**	**57986**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	31	6%	35	7%	1112	5%	2786	5%
	Dissatisfied	37	7%	60	12%	1925	9%	5148	9%
	Neither	70	13%	66	13%	3008	14%	7835	13%
	Satisfied	224	43%	210	43%	8420	38%	22957	39%
	Very satisfied	162	31%	123	25%	7726	35%	20317	34%
	Total	**524**	**100%**	**494**	**100%**	**22191**	**100%**	**59043**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	29	6%	40	8%	1162	5%	2934	5%
	Dissatisfied	39	8%	55	11%	1752	8%	4707	8%
	Neither	55	11%	68	14%	2800	13%	7478	13%
	Satisfied	208	40%	181	37%	7977	36%	21880	37%
	Very satisfied	189	36%	145	30%	8312	38%	21632	37%
	Total	**520**	**100%**	**489**	**100%**	**22003**	**100%**	**58631**	**100%**

Teamwork (continued)	Response Option	MCC		2016		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	18	4%	23	5%	744	3%	1836	3%
	Dissatisfied	37	7%	50	10%	1322	6%	3606	6%
	Neither	62	12%	78	16%	3197	15%	8516	15%
	Satisfied	248	48%	215	45%	8793	41%	24380	42%
	Very satisfied	149	29%	115	24%	7535	35%	19262	33%
	Total	**514**	**100%**	**481**	**100%**	**21591**	**100%**	**57600**	**100%**
43 a spirit of cooperation exists in my department	Very dissatisfied	31	6%	47	10%	1381	6%	3319	6%
	Dissatisfied	49	10%	58	12%	1849	8%	4925	8%
	Neither	62	12%	69	14%	2631	12%	6732	11%
	Satisfied	193	38%	185	38%	7717	35%	21123	36%
	Very satisfied	177	35%	134	27%	8706	39%	23150	39%
	Total	**512**	**100%**	**493**	**100%**	**22284**	**100%**	**59249**	**100%**

Table 5. Climate Factor Mean Comparisons

Climate Factor	MCC		2016			Large			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	542	3.814	3.713	*	.139	3.861			3.836		
Institutional Structure	542	3.507	3.451			3.589	*	-.089	3.540		
Student Focus	541	4.069	4.011			4.125			4.090		
Supervisory Relationships	541	3.920	3.774	**	.164	3.908			3.902		
Teamwork	540	3.903	3.684	***	.219	3.947			3.951		

MCC compared with:

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

Figure 1. Means by Comparison Group and Climate Factor
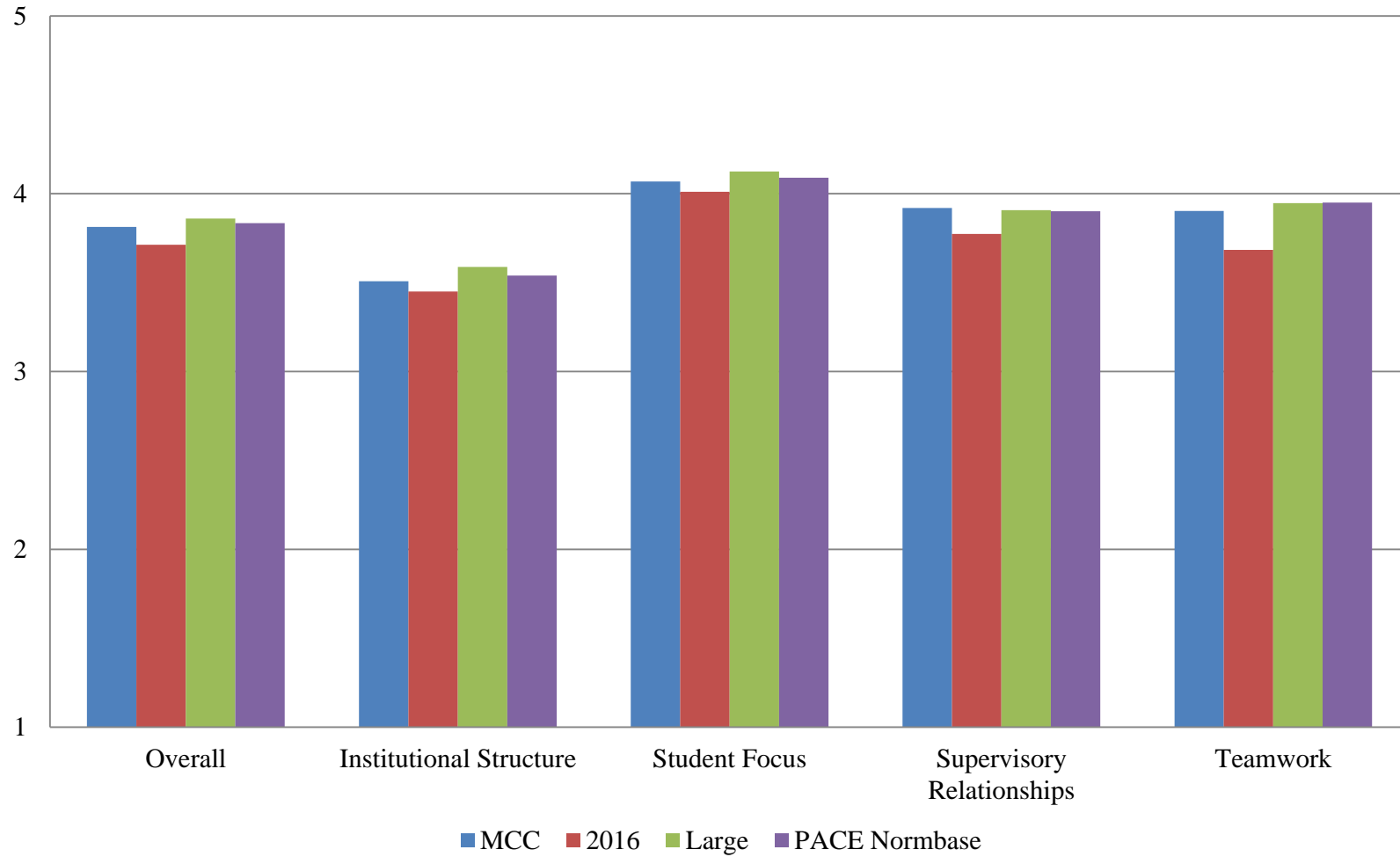
Table 6. Institutional Structure Item Mean Comparisons

MCC compared with:

Institutional Structure	MCC N	MCC Mean	2016 Mean	2016 Sig.	2016 Effect size	Large Mean	Large Sig.	Large Effect size	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size
The extent to which…											
1 the actions of this institution reflect its mission	540	3.985	3.998			3.936			3.896	*	.090
4 decisions are made at the appropriate level at this institution	526	3.361	3.190	*	.147	3.400			3.370		
5 the institution effectively promotes diversity in the workplace	534	3.974	4.031			3.951			3.886		
6 administrative leadership is focused on meeting the needs of students	529	3.970	3.729	***	.221	3.875			3.812	**	.138
10 information is shared within the institution	535	3.058	3.018			3.398	***	-.270	3.320	***	-.208
11 institutional teams use problem-solving techniques	499	3.523	3.340	**	.195	3.582			3.521		
15 I am able to appropriately influence the direction of this institution	503	3.290	3.159			3.227			3.213		
16 open and ethical communication is practiced at this institution	534	3.346	3.311			3.509	**	-.133	3.435		
22 this institution has been successful in positively motivating my performance	525	3.512	3.507			3.533			3.503		
25 a spirit of cooperation exists at this institution	526	3.489	3.371			3.572			3.493		
29 institution-wide policies guide my work	514	3.792	3.710			3.837			3.806		
32 this institution is appropriately organized	510	3.241	3.263			3.407	**	-.139	3.343		
38 I have the opportunity for advancement within this institution	511	3.391	3.186	**	.166	3.234	**	.119	3.183	***	.160
41 I receive adequate information regarding important activities at this institution	513	3.464	3.503			3.772	***	-.282	3.723	***	-.236
44 administrative processes are clearly defined	506	3.107	3.445	***	-.289	3.502	***	-.333	3.489	***	-.327

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

Table 7. Student Focus Item Mean Comparisons

MCC compared with:

Student Focus	MCC N	MCC Mean	2016 Mean	2016 Sig.	2016 Effect size	Large Mean	Large Sig.	Large Effect size	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size
The extent to which…											
7 student needs are central to what we do	532	4.100	3.913	**	.173	4.060			3.997	*	.095
8 I feel my job is relevant to this institution's mission	536	4.463	4.428			4.448			4.446		
17 faculty meet the needs of students	493	3.980	3.974			4.050			4.028		
18 student diversity is important at this institution	520	4.263	4.152	*	.134	4.214			4.134	**	.142
19 students' competencies are enhanced	498	3.952	3.926			4.036	*	-.095	4.006		
23 non-teaching professional personnel meet the needs of students	508	3.864	3.798			4.031	***	-.180	3.993	**	-.138
28 classified personnel meet the needs of students	454	3.813	3.784			3.969	***	-.173	3.947	**	-.149
31 students receive an excellent education at this institution	499	4.132	4.193			4.227	*	-.114	4.192		
35 this institution prepares students for a career	506	4.208	4.163			4.212			4.185		
37 this institution prepares students for further learning	508	4.120	4.140			4.222	**	-.123	4.195	*	-.092
40 students are assisted with their personal development	484	3.934	3.837			4.029	*	-.107	3.988		
42 students are satisfied with their educational experience at this institution	450	3.891	3.880			4.010	**	-.149	3.961		

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

Table 8. Supervisory Relationships Item Mean Comparisons

MCC compared with:

Supervisory Relationships	MCC		2016			Large			PACE Normbase		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
2 my supervisor/chair expresses confidence in my work	537	4.246	4.137			4.244			4.246		
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	535	4.082	3.896	*	.150	4.143			4.143		
12 positive work expectations are communicated to me	535	3.837	3.713			3.820			3.811		
13 unacceptable behaviors are identified and communicated to me	500	3.706	3.655			3.769			3.745		
20 I receive timely feedback for my work	526	3.817	3.694			3.795			3.786		
21 I receive appropriate feedback for my work	526	3.865	3.715	*	.140	3.823			3.817		
26 my supervisor/chair actively seeks my ideas	523	3.893	3.661	**	.190	3.861			3.869		
27 my supervisor/chair seriously considers my ideas	522	3.960	3.726	**	.195	3.918			3.931		
30 work outcomes are clarified for me	522	3.749	3.642			3.790			3.774		
34 my supervisor/chair helps me to improve my work	517	3.884	3.677	**	.179	3.876			3.871		
39 I am given the opportunity to be creative in my work	511	4.055	3.924			4.044			4.063		
45 I have the opportunity to express my ideas in appropriate forums	507	3.708	3.589			3.749			3.746		
46 professional development and training opportunities are available	514	4.193	3.927	***	.283	3.921	***	.247	3.868	***	.290

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

Table 9. Teamwork Item Mean Comparisons

		MCC		2016			Large			PACE Normbase		
	Teamwork	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…												
3	there is a spirit of cooperation within my work team	538	3.952	3.713	**	.199	4.012			4.015		
14	my primary work team uses problem-solving techniques	518	3.950	3.758	**	.183	3.987			3.987		
24	there is an opportunity for all ideas to be exchanged within my work team	524	3.857	3.660	**	.172	3.889			3.895		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	520	3.940	3.687	***	.214	3.933			3.931		
36	my work team coordinates its efforts with appropriate individuals and teams	514	3.920	3.726	**	.187	3.975			3.966		
43	a spirit of cooperation exists in my department	512	3.852	3.611	**	.198	3.921			3.943		

MCC compared with:

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