



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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**Illinois Valley Community College
Oglesby, Illinois**

PACE Report
Personal Assessment of the College Environment

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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).

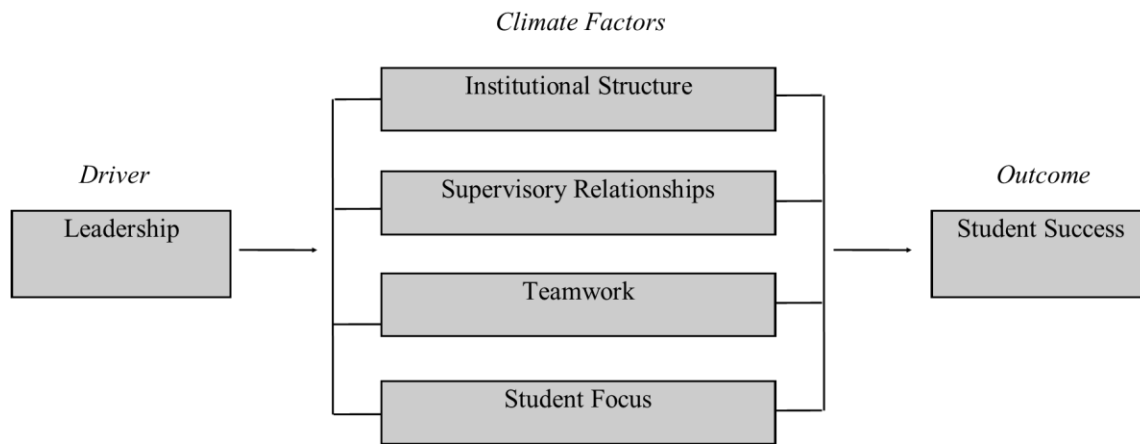
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, 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).

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Table 1. Institutional Structure Frequency Distributions

IVCC compared with:

Institutional Structure	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	16	7%	10	5%	2191	2%	680	2%
	Dissatisfied	27	12%	36	17%	8600	10%	2715	9%
	Neither	35	16%	42	19%	13085	15%	4246	14%
	Satisfied	97	44%	90	41%	42398	48%	14363	49%
	Very satisfied	47	21%	39	18%	22523	25%	7603	26%
	Total	222	100%	217	100%	88797	100%	29607	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	23	11%	24	11%	7164	8%	2333	8%
	Dissatisfied	33	15%	58	27%	17814	20%	6013	21%
	Neither	48	22%	41	19%	19492	22%	6356	22%
	Satisfied	71	32%	61	28%	29509	34%	9893	34%
	Very satisfied	44	20%	31	14%	13783	16%	4697	16%
	Total	219	100%	215	100%	87762	100%	29292	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	8	4%	7	3%	2930	3%	913	3%
	Dissatisfied	9	4%	22	10%	6387	7%	2123	7%
	Neither	63	29%	56	26%	16999	19%	5811	20%
	Satisfied	80	36%	86	41%	34460	39%	11740	40%
	Very satisfied	60	27%	41	19%	27561	31%	8870	30%
	Total	220	100%	212	100%	88337	100%	29457	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	16	7%	16	7%	4829	5%	1562	5%
	Dissatisfied	24	11%	37	17%	10899	12%	3610	12%
	Neither	34	15%	41	19%	14188	16%	4722	16%
	Satisfied	84	38%	76	35%	33569	38%	11402	39%
	Very satisfied	66	29%	48	22%	25099	28%	8251	28%
	Total	224	100%	218	100%	88584	100%	29547	100%

IVCC compared with:

Institutional Structure (continued)		IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	25	11%	40	18%	9792	11%	3326	11%
	Dissatisfied	49	22%	45	21%	18190	20%	6149	21%
	Neither	49	22%	53	24%	18768	21%	6210	21%
	Satisfied	59	27%	49	23%	26986	30%	9039	31%
	Very satisfied	40	18%	30	14%	15156	17%	4894	17%
	Total	222	100%	217	100%	88892	100%	29618	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	9	4%	9	4%	3336	4%	1094	4%
	Dissatisfied	29	14%	32	16%	10223	13%	3467	13%
	Neither	61	30%	71	35%	25371	31%	8356	30%
	Satisfied	75	37%	66	33%	31763	39%	11019	40%
	Very satisfied	28	14%	23	11%	10618	13%	3607	13%
	Total	202	100%	201	100%	81311	100%	27543	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	32	15%	20	10%	9184	11%	2881	10%
	Dissatisfied	33	16%	57	27%	14963	18%	4889	18%
	Neither	62	30%	66	32%	24541	30%	8236	30%
	Satisfied	59	28%	48	23%	23276	28%	8055	29%
	Very satisfied	23	11%	18	9%	10493	13%	3690	13%
	Total	209	100%	209	100%	82457	100%	27751	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	28	13%	33	15%	8707	10%	2991	10%
	Dissatisfied	35	16%	50	23%	14812	17%	5076	17%
	Neither	45	20%	48	22%	18625	21%	6143	21%
	Satisfied	77	35%	61	28%	29605	34%	9788	33%
	Very satisfied	37	17%	27	12%	15997	18%	5334	18%
	Total	222	100%	219	100%	87746	100%	29332	100%

IVCC compared with:

Institutional Structure (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	23	10%	17	8%	7905	9%	2543	9%
	Dissatisfied	27	12%	38	18%	13088	15%	4288	15%
	Neither	53	24%	40	18%	17965	21%	6026	21%
	Satisfied	67	30%	83	38%	29320	34%	9919	34%
	Very satisfied	51	23%	39	18%	19016	22%	6472	22%
	Total	221	100%	217	100%	87294	100%	29248	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	29	13%	26	12%	7864	9%	2577	9%
	Dissatisfied	30	14%	52	24%	14400	16%	4826	16%
	Neither	52	24%	44	20%	18028	21%	5955	20%
	Satisfied	69	31%	55	25%	30827	35%	10445	36%
	Very satisfied	41	19%	39	18%	16454	19%	5532	19%
	Total	221	100%	216	100%	87573	100%	29335	100%
29 institution-wide policies guide my work	Very dissatisfied	10	5%	10	5%	2933	3%	888	3%
	Dissatisfied	13	6%	19	9%	5762	7%	1925	7%
	Neither	49	22%	71	33%	21615	25%	7064	25%
	Satisfied	101	46%	85	40%	37836	44%	12962	45%
	Very satisfied	46	21%	30	14%	17741	21%	5982	21%
	Total	219	100%	215	100%	85887	100%	28821	100%
32 this institution is appropriately organized	Very dissatisfied	14	6%	20	9%	7506	9%	2419	8%
	Dissatisfied	44	20%	50	23%	16191	19%	5390	19%
	Neither	54	25%	59	27%	20346	24%	6746	23%
	Satisfied	74	34%	62	29%	28842	33%	10010	35%
	Very satisfied	31	14%	26	12%	13237	15%	4383	15%
	Total	217	100%	217	100%	86122	100%	28948	100%

IVCC compared with:

Institutional Structure (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	26	13%	28	15%	12318	15%	3833	14%
	Dissatisfied	25	12%	35	18%	13428	16%	4410	16%
	Neither	61	30%	54	28%	21243	26%	7267	27%
	Satisfied	59	29%	55	28%	21951	27%	7580	28%
	Very satisfied	32	16%	21	11%	12886	16%	4309	16%
	Total	203	100%	193	100%	81826	100%	27399	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	12	5%	10	5%	4458	5%	1507	5%
	Dissatisfied	24	11%	36	16%	10682	12%	3767	13%
	Neither	37	17%	34	16%	15076	17%	5113	17%
	Satisfied	98	45%	102	47%	37481	43%	12541	43%
	Very satisfied	49	22%	37	17%	19577	22%	6324	22%
	Total	220	100%	219	100%	87274	100%	29252	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	21	9%	11	5%	6060	7%	1955	7%
	Dissatisfied	18	8%	19	9%	11105	13%	3627	13%
	Neither	54	24%	52	24%	20016	23%	6682	23%
	Satisfied	88	40%	103	47%	32359	38%	11095	38%
	Very satisfied	41	18%	32	15%	16284	19%	5483	19%
	Total	222	100%	217	100%	85824	100%	28842	100%

Table 2. Student Focus Frequency Distributions

IVCC compared with:

Student Focus	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	10	4%	8	4%	3118	4%	1007	3%
	Dissatisfied	18	8%	28	13%	9071	10%	2944	10%
	Neither	32	14%	29	13%	11281	13%	3769	13%
	Satisfied	78	35%	96	44%	33779	38%	11463	39%
	Very satisfied	85	38%	56	26%	31560	36%	10417	35%
	Total	223	100%	217	100%	88809	100%	29600	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	2%	3	1%	1302	1%	428	1%
	Dissatisfied	5	2%	3	1%	2255	3%	683	2%
	Neither	24	11%	20	9%	5436	6%	1791	6%
	Satisfied	76	34%	88	41%	28632	32%	9735	33%
	Very satisfied	114	51%	101	47%	51183	58%	16943	57%
	Total	223	100%	215	100%	88808	100%	29580	100%
17 faculty meet the needs of students	Very dissatisfied	1	0%	0	0%	1237	1%	338	1%
	Dissatisfied	11	5%	14	7%	4735	6%	1389	5%
	Neither	38	18%	38	19%	13031	16%	4178	15%
	Satisfied	97	46%	103	50%	38591	46%	13088	47%
	Very satisfied	63	30%	50	24%	25922	31%	8993	32%
	Total	210	100%	205	100%	83516	100%	27986	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	4	2%	7	3%	1520	2%	492	2%
	Dissatisfied	5	2%	15	7%	3454	4%	1180	4%
	Neither	45	21%	49	23%	12924	15%	4507	16%
	Satisfied	106	48%	93	44%	36894	42%	12497	43%
	Very satisfied	59	27%	49	23%	32154	37%	10392	36%
	Total	219	100%	213	100%	86946	100%	29068	100%

IVCC compared with:

Student Focus (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	1	0%	1	0%	1042	1%	283	1%
	Dissatisfied	4	2%	9	4%	3610	4%	1049	4%
	Neither	46	22%	45	22%	15304	18%	4971	18%
	Satisfied	113	55%	111	54%	41036	49%	14063	50%
	Very satisfied	42	20%	40	19%	22670	27%	7629	27%
	Total	206	100%	206	100%	83662	100%	27995	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	2	1%	1790	2%	533	2%
	Dissatisfied	5	2%	10	5%	5314	6%	1605	6%
	Neither	21	10%	27	13%	13933	17%	4379	15%
	Satisfied	117	54%	110	53%	38562	46%	13423	47%
	Very satisfied	72	33%	59	28%	24469	29%	8411	30%
	Total	217	100%	208	100%	84068	100%	28351	100%
28 classified personnel meet the needs of students	Very dissatisfied	1	1%	2	1%	1500	2%	420	2%
	Dissatisfied	6	3%	7	4%	3627	5%	1124	4%
	Neither	41	21%	46	24%	17745	23%	5781	22%
	Satisfied	99	50%	98	51%	35290	45%	12393	47%
	Very satisfied	50	25%	39	20%	19968	26%	6708	25%
	Total	197	100%	192	100%	78130	100%	26426	100%
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	0	0%	757	1%	190	1%
	Dissatisfied	4	2%	9	4%	2855	3%	847	3%
	Neither	25	11%	31	14%	10130	12%	3273	11%
	Satisfied	108	49%	102	48%	39665	46%	13715	48%
	Very satisfied	82	37%	72	34%	32222	38%	10735	37%
	Total	219	100%	214	100%	85629	100%	28760	100%

IVCC compared with:

Student Focus (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	1	0%	3	1%	851	1%	240	1%
	Dissatisfied	6	3%	9	4%	2550	3%	751	3%
	Neither	27	13%	33	16%	10532	12%	3353	12%
	Satisfied	111	51%	105	50%	39517	46%	13492	47%
	Very satisfied	71	33%	60	29%	31832	37%	10811	38%
	Total	216	100%	210	100%	85282	100%	28647	100%
37 this institution prepares students for further learning	Very dissatisfied	1	0%	1	0%	895	1%	278	1%
	Dissatisfied	2	1%	6	3%	2550	3%	764	3%
	Neither	24	11%	17	8%	9774	11%	3210	11%
	Satisfied	110	50%	125	59%	41302	48%	14205	50%
	Very satisfied	81	37%	63	30%	30904	36%	10226	36%
	Total	218	100%	212	100%	85425	100%	28683	100%
40 students are assisted with their personal development	Very dissatisfied	1	0%	0	0%	1140	1%	348	1%
	Dissatisfied	2	1%	6	3%	3732	5%	1188	4%
	Neither	43	21%	45	23%	16028	20%	5287	19%
	Satisfied	98	47%	102	52%	38615	47%	13302	48%
	Very satisfied	63	30%	43	22%	22160	27%	7337	27%
	Total	207	100%	196	100%	81675	100%	27462	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	0	0%	673	1%	170	1%
	Dissatisfied	3	2%	8	4%	2603	3%	715	3%
	Neither	42	21%	33	17%	15299	19%	4934	18%
	Satisfied	115	58%	124	64%	44131	55%	15336	57%
	Very satisfied	39	20%	30	15%	17246	22%	5826	22%
	Total	200	100%	195	100%	79952	100%	26981	100%

Table 3. Supervisory Relationships Frequency Distributions

IVCC compared with:

Supervisory Relationships	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	4	2%	2	1%	3036	3%	956	3%
	Dissatisfied	10	4%	8	4%	5638	6%	1883	6%
	Neither	25	11%	16	7%	8132	9%	2639	9%
	Satisfied	62	28%	51	24%	25859	29%	8594	29%
	Very satisfied	123	55%	140	65%	45891	52%	15469	52%
	Total	224	100%	217	100%	88556	100%	29541	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	6	3%	7	3%	4680	5%	1504	5%
	Dissatisfied	13	6%	16	7%	6803	8%	2238	8%
	Neither	22	10%	14	6%	9301	10%	3018	10%
	Satisfied	66	29%	58	27%	24465	28%	8251	28%
	Very satisfied	117	52%	123	56%	43430	49%	14577	49%
	Total	224	100%	218	100%	88679	100%	29588	100%
12 positive work expectations are communicated to me	Very dissatisfied	6	3%	7	3%	4069	5%	1321	5%
	Dissatisfied	18	8%	12	6%	9248	11%	3017	10%
	Neither	36	17%	38	17%	14818	17%	4916	17%
	Satisfied	93	43%	107	49%	37547	43%	12721	43%
	Very satisfied	63	29%	54	25%	21945	25%	7316	25%
	Total	216	100%	218	100%	87627	100%	29291	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	5	2%	3	2%	2877	4%	906	3%
	Dissatisfied	10	5%	15	8%	6262	8%	1985	7%
	Neither	50	25%	47	24%	19821	25%	6554	25%
	Satisfied	98	49%	94	47%	34938	44%	12031	45%
	Very satisfied	38	19%	39	20%	15459	19%	5194	19%
	Total	201	100%	198	100%	79357	100%	26670	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	7	3%	2	1%	5153	6%	1660	6%
	Dissatisfied	16	7%	15	7%	9040	10%	3062	10%
	Neither	43	20%	35	16%	16524	19%	5422	19%
	Satisfied	88	40%	101	47%	33784	39%	11412	39%
	Very satisfied	66	30%	62	29%	22769	26%	7678	26%
	Total	220	100%	215	100%	87270	100%	29234	100%
21 I receive appropriate feedback for my work	Very dissatisfied	6	3%	4	2%	4369	5%	1397	5%
	Dissatisfied	16	7%	9	4%	9036	10%	2970	10%
	Neither	41	18%	35	16%	15507	18%	5128	18%
	Satisfied	96	43%	107	50%	35725	41%	12069	41%
	Very satisfied	63	28%	59	28%	22708	26%	7720	26%
	Total	222	100%	214	100%	87345	100%	29284	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	11	5%	6	3%	6109	7%	1869	6%
	Dissatisfied	14	6%	16	7%	8306	10%	2751	9%
	Neither	32	15%	30	14%	14376	17%	4734	16%
	Satisfied	81	37%	82	38%	27846	32%	9470	33%
	Very satisfied	82	37%	80	37%	29572	34%	10169	35%
	Total	220	100%	214	100%	86209	100%	28993	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	10	5%	7	3%	5750	7%	1746	6%
	Dissatisfied	11	5%	13	6%	7234	8%	2394	8%
	Neither	31	14%	21	10%	13453	16%	4418	15%
	Satisfied	81	36%	89	41%	27753	32%	9424	33%
	Very satisfied	89	40%	87	40%	31966	37%	11000	38%
	Total	222	100%	217	100%	86156	100%	28982	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	9	4%	6	3%	3765	4%	1185	4%
	Dissatisfied	19	9%	9	4%	8120	9%	2648	9%
	Neither	36	16%	43	20%	18843	22%	6254	22%
	Satisfied	108	49%	110	52%	36718	42%	12542	43%
	Very satisfied	49	22%	43	20%	18981	22%	6369	22%
	Total	221	100%	211	100%	86427	100%	28998	100%
34 my supervisor helps me to improve my work	Very dissatisfied	9	4%	5	2%	5248	6%	1642	6%
	Dissatisfied	13	6%	13	6%	7591	9%	2499	9%
	Neither	41	18%	34	16%	16221	19%	5337	18%
	Satisfied	85	38%	100	46%	29362	34%	9999	35%
	Very satisfied	74	33%	64	30%	27425	32%	9426	33%
	Total	222	100%	216	100%	85847	100%	28903	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	6	3%	4	2%	3659	4%	1136	4%
	Dissatisfied	9	4%	5	2%	5098	6%	1658	6%
	Neither	34	16%	39	18%	11053	13%	3729	13%
	Satisfied	94	43%	100	46%	32785	38%	11199	38%
	Very satisfied	76	35%	68	31%	34147	39%	11377	39%
	Total	219	100%	216	100%	86742	100%	29099	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	8	4%	4	2%	4876	6%	1529	5%
	Dissatisfied	13	6%	23	11%	8615	10%	2844	10%
	Neither	47	21%	41	19%	16887	20%	5576	19%
	Satisfied	96	44%	105	48%	34942	41%	11974	41%
	Very satisfied	56	25%	45	21%	20655	24%	6974	24%
	Total	220	100%	218	100%	85975	100%	28897	100%

IVCC compared with:

Supervisory Relationships (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	23	11%	28	13%	4813	6%	1572	5%
	Dissatisfied	33	15%	45	21%	7950	9%	2683	9%
	Neither	34	16%	44	20%	13263	15%	4550	16%
	Satisfied	76	35%	60	28%	33650	39%	11629	40%
	Very satisfied	51	24%	38	18%	26738	31%	8554	30%
	Total	217	100%	215	100%	86414	100%	28988	100%

Table 4. Teamwork Frequency Distributions

IVCC compared with:

Teamwork	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	5	2%	4	2%	4247	5%	1261	4%
	Dissatisfied	17	8%	18	8%	9387	11%	3091	11%
	Neither	27	13%	20	9%	9689	11%	3140	11%
	Satisfied	67	31%	81	38%	29850	34%	10072	34%
	Very satisfied	100	46%	92	43%	34845	40%	11812	40%
	Total	216	100%	215	100%	88018	100%	29376	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	2	1%	1	0%	2659	3%	795	3%
	Dissatisfied	12	6%	14	7%	6341	8%	2030	7%
	Neither	35	17%	38	18%	14115	17%	4611	16%
	Satisfied	101	48%	95	46%	35653	43%	12332	44%
	Very satisfied	59	28%	59	29%	25058	30%	8522	30%
	Total	209	100%	207	100%	83826	100%	28290	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	13	6%	5	2%	4508	5%	1360	5%
	Dissatisfied	14	6%	23	11%	8525	10%	2782	10%
	Neither	23	11%	32	15%	12523	15%	4134	14%
	Satisfied	95	44%	92	44%	33722	39%	11482	40%
	Very satisfied	71	33%	59	28%	26489	31%	9073	31%
	Total	216	100%	211	100%	85767	100%	28831	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	4	2%	8	4%	4706	6%	1460	5%
	Dissatisfied	21	10%	20	9%	7973	9%	2617	9%
	Neither	32	15%	34	16%	12147	14%	3988	14%
	Satisfied	89	41%	81	38%	32461	38%	11133	39%
	Very satisfied	72	33%	69	33%	28109	33%	9566	33%
	Total	218	100%	212	100%	85396	100%	28764	100%

IVCC compared with:

Teamwork (continued)	Response Option	IVCC		2015		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	6	3%	3	1%	2950	4%	887	3%
	Dissatisfied	13	6%	10	5%	6104	7%	1912	7%
	Neither	43	20%	41	20%	14243	17%	4658	16%
	Satisfied	93	44%	105	50%	35960	43%	12458	44%
	Very satisfied	56	27%	51	24%	24426	29%	8412	30%
	Total	211	100%	210	100%	83683	100%	28327	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	11	5%	4	2%	5397	6%	1585	5%
	Dissatisfied	11	5%	13	6%	8276	10%	2682	9%
	Neither	32	14%	26	12%	10992	13%	3547	12%
	Satisfied	90	41%	110	50%	31315	36%	10523	36%
	Very satisfied	77	35%	65	30%	30776	35%	10742	37%
	Total	221	100%	218	100%	86756	100%	29079	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>IVCC compared with:</i>										
	IVCC		2015			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	225	3.803	3.728			3.769			3.784		
Institutional Structure	225	3.438	3.281			3.470			3.477		
Student Focus	225	4.077	3.965	*	.194	4.048			4.064		
Supervisory Relationships	225	3.918	3.929			3.826			3.839		
Teamwork	225	3.930	3.944			3.859			3.891		

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

Figure 1. Means by Comparison Group and Climate Factor

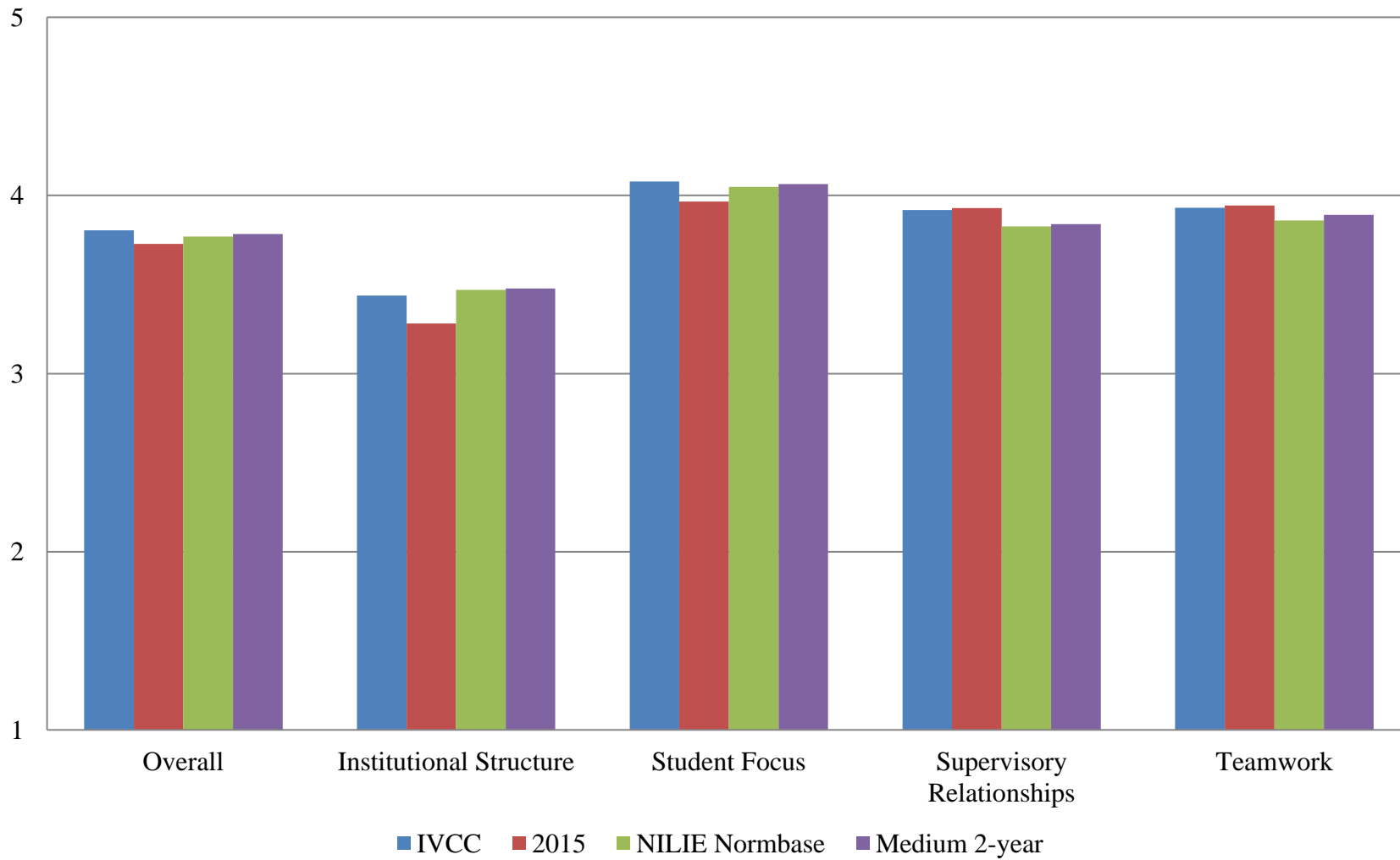


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>IVCC compared with:</i>										
		IVCC		2015			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	222	3.595	3.516			3.839	***	-.246	3.861	***	-.272
4	decisions are made at the appropriate level at this institution	219	3.365	3.079	*	.228	3.284			3.294		
5	the institution effectively promotes diversity in the workplace	220	3.795	3.623			3.875			3.867		
6	administrative leadership is focused on meeting the needs of students	224	3.714	3.472	*	.200	3.714			3.716		
10	information is shared within the institution	222	3.180	2.926	*	.196	3.220			3.203		
11	institutional teams use problem-solving techniques	202	3.416	3.308			3.444			3.457		
15	I am able to appropriately influence the direction of this institution	209	3.038	2.938			3.133			3.172		
16	open and ethical communication is practiced at this institution	222	3.270	2.995	*	.217	3.335			3.320		
22	this institution has been successful in positively motivating my performance	221	3.434	3.410			3.441			3.461		
25	a spirit of cooperation exists at this institution	221	3.285	3.134			3.384			3.393		
29	institution-wide policies guide my work	219	3.731	3.493	*	.237	3.718			3.736		
32	this institution is appropriately organized	217	3.295	3.111			3.280			3.295		
38	I have the opportunity for advancement within this institution	203	3.227	3.031			3.118			3.150		
41	I receive adequate information regarding important activities at this institution	220	3.673	3.548			3.654			3.629		
44	my work is guided by clearly defined administrative processes	222	3.495	3.581			3.486			3.504		

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

Table 7. Student Focus Item Mean Comparisons

IVCC compared with:

Student Focus	IVCC		2015			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>											
7 student needs are central to what we do	223	3.942	3.756			3.919			3.924		
8 I feel my job is relevant to this institution's mission	223	4.305	4.307			4.420	*	-.138	4.423	*	-.143
17 faculty meet the needs of students	210	4.000	3.922			3.997			4.037		
18 student ethnic and cultural diversity are important at this institution	219	3.963	3.761	*	.219	4.089	*	-.138	4.070		
19 students' competencies are enhanced	206	3.927	3.874			3.964			3.990		
23 non-teaching professional personnel meet the needs of students	217	4.161	4.029			3.935	***	.239	3.973	**	.205
28 classified personnel meet the needs of students	197	3.970	3.859			3.878			3.902		
31 students receive an excellent education at this institution	219	4.224	4.107			4.165			4.181		
35 this institution prepares students for a career	216	4.134	4.000			4.160			4.183		
37 this institution prepares students for further learning	218	4.229	4.146			4.156			4.162		
40 students are assisted with their personal development	207	4.063	3.929			3.942	*	.138	3.950		
42 students are satisfied with their educational experience at this institution	200	3.940	3.903			3.934			3.961		

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

Table 8. Supervisory Relationships Item Mean Comparisons

IVCC compared with:

Supervisory Relationships	IVCC		2015			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>											
2 my supervisor expresses confidence in my work	224	4.295	4.470	*	-.193	4.196			4.210		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	224	4.228	4.257			4.073	*	.132	4.087		
12 positive work expectations are communicated to me	216	3.875	3.867			3.731			3.741		
13 unacceptable behaviors are identified and communicated to me	201	3.766	3.763			3.678			3.698		
20 I receive timely feedback for my work	220	3.864	3.958			3.687	*	.155	3.697	*	.147
21 I receive appropriate feedback for my work	222	3.874	3.972			3.725	*	.134	3.743		
26 my supervisor actively seeks my ideas	220	3.950	4.000			3.771	*	.147	3.804		
27 my supervisor seriously considers my ideas	222	4.027	4.088			3.847	*	.150	3.881		
30 work outcomes are clarified for me	221	3.765	3.829			3.683			3.699		
34 my supervisor helps me to improve my work	222	3.910	3.949			3.770			3.798		
39 I am given the opportunity to be creative in my work	219	4.027	4.032			4.022			4.032		
45 I have the opportunity to express my ideas in appropriate forums	220	3.814	3.752			3.673			3.693		
46 professional development and training opportunities are available	217	3.456	3.163	*	.226	3.805	***	-.306	3.790	***	-.297

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

Table 9. Teamwork Item Mean Comparisons

IVCC compared with:

Teamwork	IVCC		2015			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>											
3 there is a spirit of cooperation within my work team	216	4.111	4.112			3.928	*	.157	3.956	*	.135
14 my primary work team uses problem-solving techniques	209	3.971	3.952			3.884			3.910		
24 there is an opportunity for all ideas to be exchanged within my work team	216	3.912	3.839			3.806			3.837		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	218	3.936	3.863			3.835			3.860		
36 my work team coordinates its efforts with appropriate individuals and teams	211	3.853	3.910			3.870			3.904		
43 a spirit of cooperation exists in my department	221	3.955	4.005			3.851			3.899		

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