



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

McHenry County College Crystal Lake, Illinois

Personal Assessment of the College Environment (PACE) Report

by

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The National Initiative for Leadership
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Table of Contents	Page
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	4
Table 2. Student Focus Frequency Distributions	8
Table 3. Supervisory Relationships Frequency Distributions	11
Table 4. Teamwork Frequency Distributions	15
Table 5. Climate Factor Mean Comparisons	17
Figure 1. Means by Comparison Group and Climate Factor	18
Table 6. Institutional Structure Item Mean Comparisons	19
Table 7. Student Focus Item Mean Comparisons	20
Table 8. Supervisory Relationships Item Mean Comparisons	21
Table 9. Teamwork Item Mean Comparisons	22

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).

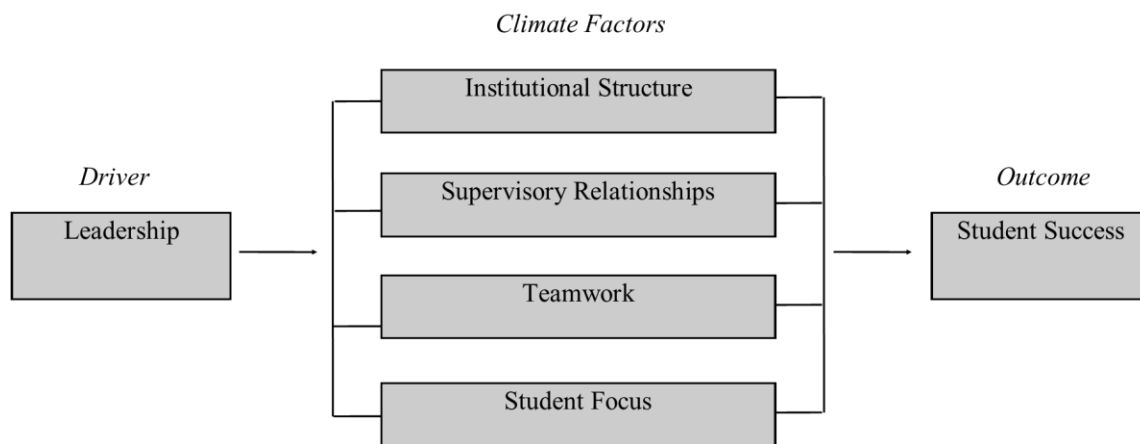
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and 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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Table 1. Institutional Structure Frequency Distributions

MCC compared with:

Institutional Structure	Response Option	MCC		2014		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	4	1%	28	8%	2087	3%	625	2%
	Dissatisfied	35	9%	90	26%	7928	10%	2569	9%
	Neither	56	15%	77	22%	11828	14%	3920	14%
	Satisfied	187	49%	133	38%	39137	48%	13362	49%
	Very satisfied	99	26%	21	6%	21243	26%	7043	26%
	Total	381	100%	349	100%	82223	100%	27519	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	29	8%	59	17%	6782	8%	2180	8%
	Dissatisfied	59	16%	126	36%	16224	20%	5597	21%
	Neither	87	23%	75	22%	17732	22%	5926	22%
	Satisfied	142	38%	63	18%	27308	34%	9175	34%
	Very satisfied	61	16%	23	7%	13219	16%	4341	16%
	Total	378	100%	346	100%	81265	100%	27219	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	13	3%	22	6%	2740	3%	861	3%
	Dissatisfied	26	7%	40	12%	5780	7%	1975	7%
	Neither	72	19%	111	32%	15625	19%	5405	20%
	Satisfied	155	41%	120	35%	32003	39%	10955	40%
	Very satisfied	112	30%	54	16%	25652	31%	8189	30%
	Total	378	100%	347	100%	81800	100%	27385	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	13	3%	60	17%	4515	6%	1464	5%
	Dissatisfied	41	11%	81	23%	9830	12%	3333	12%
	Neither	48	13%	75	22%	12933	16%	4410	16%
	Satisfied	164	44%	92	26%	31103	38%	10642	39%
	Very satisfied	111	29%	40	11%	23620	29%	7617	28%
	Total	377	100%	348	100%	82001	100%	27466	100%

MCC compared with:

Institutional Structure (continued)	Response Option	MCC		2014		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	27	7%	105	30%	9057	11%	3147	11%
	Dissatisfied	82	21%	87	25%	16381	20%	5689	21%
	Neither	78	20%	72	21%	17124	21%	5735	21%
	Satisfied	126	33%	65	19%	25143	31%	8415	31%
	Very satisfied	71	18%	20	6%	14531	18%	4548	17%
	Total	384	100%	349	100%	82236	100%	27534	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	12	3%	35	10%	3045	4%	997	4%
	Dissatisfied	49	14%	89	26%	9325	12%	3240	13%
	Neither	110	32%	125	36%	23166	31%	7745	30%
	Satisfied	119	35%	83	24%	29768	39%	10320	40%
	Very satisfied	54	16%	17	5%	10212	14%	3323	13%
	Total	344	100%	349	100%	75516	100%	25625	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	37	11%	72	20%	8645	11%	2722	11%
	Dissatisfied	73	21%	94	27%	13484	18%	4546	18%
	Neither	90	26%	100	28%	22655	30%	7674	30%
	Satisfied	98	28%	66	19%	21623	28%	7481	29%
	Very satisfied	53	15%	20	6%	9959	13%	3397	13%
	Total	351	100%	352	100%	76366	100%	25820	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	36	10%	115	33%	8115	10%	2795	10%
	Dissatisfied	71	19%	76	22%	13425	17%	4706	17%
	Neither	67	18%	64	18%	16999	21%	5714	21%
	Satisfied	128	35%	69	20%	27583	34%	9136	33%
	Very satisfied	69	19%	26	7%	15145	19%	4934	18%
	Total	371	100%	350	100%	81267	100%	27285	100%

MCC compared with:

Institutional Structure (continued)	Response Option	MCC		2014		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	36	10%	74	21%	7354	9%	2374	9%
	Dissatisfied	62	16%	81	23%	11964	15%	4012	15%
	Neither	85	22%	71	20%	16494	20%	5575	21%
	Satisfied	102	27%	90	26%	27187	34%	9257	34%
	Very satisfied	93	25%	35	10%	17772	22%	5977	22%
	Total	378	100%	351	100%	80771	100%	27195	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	23	6%	91	26%	7308	9%	2404	9%
	Dissatisfied	68	18%	101	29%	13066	16%	4497	16%
	Neither	74	20%	55	16%	16445	20%	5497	20%
	Satisfied	139	37%	77	22%	28649	35%	9780	36%
	Very satisfied	72	19%	26	7%	15583	19%	5096	19%
	Total	376	100%	350	100%	81051	100%	27274	100%
29 institution-wide policies guide my work	Very dissatisfied	12	3%	21	6%	2855	4%	862	3%
	Dissatisfied	24	6%	53	15%	5329	7%	1822	7%
	Neither	97	26%	121	35%	19673	25%	6582	25%
	Satisfied	157	42%	117	34%	35065	44%	12055	45%
	Very satisfied	81	22%	37	11%	16675	21%	5494	20%
	Total	371	100%	349	100%	79597	100%	26815	100%
32 this institution is appropriately organized	Very dissatisfied	39	10%	91	26%	6925	9%	2259	8%
	Dissatisfied	82	22%	99	28%	14712	18%	4990	19%
	Neither	98	26%	84	24%	18397	23%	6229	23%
	Satisfied	108	29%	58	17%	27102	34%	9391	35%
	Very satisfied	49	13%	18	5%	12615	16%	4046	15%
	Total	376	100%	350	100%	79751	100%	26915	100%

MCC compared with:

Institutional Structure (continued)	Response Option	MCC		2014		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	71	20%	97	28%	11379	15%	3619	14%
	Dissatisfied	58	16%	68	19%	12265	16%	4117	16%
	Neither	88	25%	87	25%	19339	25%	6701	26%
	Satisfied	87	25%	80	23%	20646	27%	7090	28%
	Very satisfied	48	14%	19	5%	12265	16%	3952	16%
	Total	352	100%	351	100%	75894	100%	25479	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	13	3%	54	15%	4250	5%	1426	5%
	Dissatisfied	36	10%	72	20%	9796	12%	3522	13%
	Neither	53	14%	66	19%	13896	17%	4758	17%
	Satisfied	171	46%	120	34%	34643	43%	11674	43%
	Very satisfied	102	27%	40	11%	18198	23%	5835	21%
	Total	375	100%	352	100%	80783	100%	27215	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	24	6%	50	14%	5738	7%	1850	7%
	Dissatisfied	61	16%	71	20%	10140	13%	3379	13%
	Neither	86	23%	90	26%	18259	23%	6187	23%
	Satisfied	135	36%	107	30%	30103	38%	10372	39%
	Very satisfied	66	18%	34	10%	15273	19%	5056	19%
	Total	372	100%	352	100%	79513	100%	26844	100%

Table 2. Student Focus Frequency Distributions

MCC compared with:

Student Focus	Response Option	MCC		2014		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	3	1%	35	10%	2919	4%	917	3%
	Dissatisfied	39	10%	67	19%	8105	10%	2731	10%
	Neither	30	8%	64	18%	10271	12%	3492	13%
	Satisfied	154	40%	116	33%	31307	38%	10719	39%
	Very satisfied	157	41%	67	19%	29584	36%	9642	35%
	Total	383	100%	349	100%	82186	100%	27501	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	3	1%	10	3%	1243	2%	409	1%
	Dissatisfied	6	2%	10	3%	2110	3%	659	2%
	Neither	12	3%	27	8%	5121	6%	1701	6%
	Satisfied	108	28%	137	39%	26605	32%	9075	33%
	Very satisfied	254	66%	164	47%	47046	57%	15636	57%
	Total	383	100%	348	100%	82125	100%	27480	100%
17 faculty meet the needs of students	Very dissatisfied	2	1%	8	2%	1117	1%	316	1%
	Dissatisfied	12	3%	24	7%	4177	5%	1298	5%
	Neither	51	15%	75	21%	11963	16%	3861	15%
	Satisfied	163	47%	153	44%	35569	46%	12212	47%
	Very satisfied	119	34%	89	26%	24223	31%	8364	32%
	Total	347	100%	349	100%	77049	100%	26051	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	8	2%	8	2%	1409	2%	456	2%
	Dissatisfied	13	3%	32	9%	3058	4%	1104	4%
	Neither	67	18%	87	25%	12098	15%	4263	16%
	Satisfied	150	40%	153	44%	34311	43%	11660	43%
	Very satisfied	134	36%	68	20%	29451	37%	9520	35%
	Total	372	100%	348	100%	80327	100%	27003	100%

MCC compared with:

Student Focus (continued)	Response Option	MCC		2014		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	2	1%	10	3%	985	1%	262	1%
	Dissatisfied	7	2%	23	7%	3276	4%	971	4%
	Neither	66	19%	93	27%	13957	18%	4586	18%
	Satisfied	159	46%	169	49%	38070	49%	13180	51%
	Very satisfied	110	32%	52	15%	21104	27%	7051	27%
	Total	344	100%	347	100%	77392	100%	26050	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	4	1%	7	2%	1626	2%	500	2%
	Dissatisfied	21	6%	28	8%	4822	6%	1527	6%
	Neither	54	15%	72	21%	12798	16%	4110	16%
	Satisfied	149	43%	166	47%	35915	46%	12492	47%
	Very satisfied	121	35%	78	22%	22631	29%	7734	29%
	Total	349	100%	351	100%	77792	100%	26363	100%
28 classified personnel meet the needs of students	Very dissatisfied	1	0%	9	3%	1371	2%	396	2%
	Dissatisfied	9	3%	15	4%	3329	5%	1055	4%
	Neither	64	20%	85	25%	16161	22%	5442	22%
	Satisfied	143	44%	163	47%	33078	46%	11535	47%
	Very satisfied	111	34%	74	21%	18744	26%	6133	25%
	Total	328	100%	346	100%	72683	100%	24561	100%
31 students receive an excellent education at this institution	Very dissatisfied	0	0%	6	2%	691	1%	184	1%
	Dissatisfied	8	2%	28	8%	2609	3%	784	3%
	Neither	40	11%	72	21%	9366	12%	3037	11%
	Satisfied	178	49%	166	47%	36710	46%	12787	48%
	Very satisfied	139	38%	79	23%	29779	38%	9962	37%
	Total	365	100%	351	100%	79155	100%	26754	100%

MCC compared with:

Student Focus (continued)	Response Option	MCC		2014		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	2	1%	6	2%	811	1%	227	1%
	Dissatisfied	10	3%	20	6%	2371	3%	719	3%
	Neither	44	12%	78	22%	9826	12%	3155	12%
	Satisfied	160	44%	162	46%	36765	47%	12608	47%
	Very satisfied	149	41%	83	24%	29081	37%	9928	37%
	Total	365	100%	349	100%	78854	100%	26637	100%
37 this institution prepares students for further learning	Very dissatisfied	1	0%	5	1%	843	1%	260	1%
	Dissatisfied	5	1%	16	5%	2364	3%	732	3%
	Neither	35	10%	70	20%	8953	11%	2996	11%
	Satisfied	174	48%	184	52%	38332	49%	13249	50%
	Very satisfied	148	41%	76	22%	28501	36%	9441	35%
	Total	363	100%	351	100%	78993	100%	26678	100%
40 students are assisted with their personal development	Very dissatisfied	0	0%	5	1%	1069	1%	331	1%
	Dissatisfied	12	4%	17	5%	3329	4%	1106	4%
	Neither	69	20%	117	34%	14741	20%	4923	19%
	Satisfied	153	45%	150	43%	35725	47%	12416	49%
	Very satisfied	105	31%	57	16%	20566	27%	6759	26%
	Total	339	100%	346	100%	75430	100%	25535	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	4	1%	634	1%	166	1%
	Dissatisfied	11	3%	25	7%	2329	3%	655	3%
	Neither	67	21%	132	38%	13947	19%	4625	18%
	Satisfied	190	58%	157	45%	40787	55%	14312	57%
	Very satisfied	58	18%	30	9%	16226	22%	5382	21%
	Total	326	100%	348	100%	73923	100%	25140	100%

Table 3. Supervisory Relationships Frequency Distributions

MCC compared with:

Supervisory Relationships	Response Option	MCC		2014		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	25	6%	17	5%	2758	3%	878	3%
	Dissatisfied	23	6%	24	7%	5147	6%	1732	6%
	Neither	37	10%	37	11%	7444	9%	2408	9%
	Satisfied	112	29%	122	35%	24033	29%	7997	29%
	Very satisfied	189	49%	149	43%	42557	52%	14440	53%
	Total	386	100%	349	100%	81939	100%	27455	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	30	8%	23	7%	4354	5%	1378	5%
	Dissatisfied	32	8%	25	7%	6180	8%	2050	7%
	Neither	35	9%	46	13%	8567	10%	2769	10%
	Satisfied	100	26%	110	32%	22844	28%	7743	28%
	Very satisfied	189	49%	145	42%	40154	49%	13565	49%
	Total	386	100%	349	100%	82099	100%	27505	100%
12 positive work expectations are communicated to me	Very dissatisfied	24	6%	38	11%	3796	5%	1207	4%
	Dissatisfied	38	10%	54	15%	8487	10%	2814	10%
	Neither	60	16%	63	18%	13604	17%	4544	17%
	Satisfied	156	41%	135	39%	34772	43%	11922	44%
	Very satisfied	101	27%	59	17%	20424	25%	6733	25%
	Total	379	100%	349	100%	81083	100%	27220	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	15	5%	25	7%	2664	4%	830	3%
	Dissatisfied	25	8%	28	8%	5779	8%	1862	7%
	Neither	81	25%	114	33%	18082	24%	6043	24%
	Satisfied	143	43%	147	42%	32803	44%	11308	45%
	Very satisfied	66	20%	34	10%	14607	20%	4821	19%
	Total	330	100%	348	100%	73935	100%	24864	100%

MCC compared with:

Supervisory Relationships (continued)	Response Option	MCC		2014		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	35	9%	39	11%	4740	6%	1513	6%
	Dissatisfied	27	7%	41	12%	8257	10%	2873	11%
	Neither	69	18%	65	19%	15220	19%	4998	18%
	Satisfied	127	34%	142	41%	31469	39%	10722	39%
	Very satisfied	120	32%	62	18%	21144	26%	7077	26%
	Total	378	100%	349	100%	80830	100%	27183	100%
21 I receive appropriate feedback for my work	Very dissatisfied	27	7%	36	10%	3993	5%	1270	5%
	Dissatisfied	33	9%	41	12%	8301	10%	2783	10%
	Neither	62	16%	59	17%	14309	18%	4741	17%
	Satisfied	136	36%	145	41%	33172	41%	11326	42%
	Very satisfied	119	32%	71	20%	21117	26%	7126	26%
	Total	377	100%	352	100%	80892	100%	27246	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	39	10%	38	11%	5552	7%	1718	6%
	Dissatisfied	43	11%	42	12%	7600	10%	2550	9%
	Neither	60	16%	56	16%	13332	17%	4375	16%
	Satisfied	109	29%	118	34%	25923	32%	8883	33%
	Very satisfied	123	33%	95	27%	27395	34%	9434	35%
	Total	374	100%	349	100%	79802	100%	26960	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	38	10%	32	9%	5246	7%	1601	6%
	Dissatisfied	35	9%	31	9%	6678	8%	2217	8%
	Neither	61	16%	59	17%	12454	16%	4048	15%
	Satisfied	106	28%	118	34%	25829	32%	8837	33%
	Very satisfied	139	37%	109	31%	29564	37%	10239	38%
	Total	379	100%	349	100%	79771	100%	26942	100%

MCC compared with:

Supervisory Relationships (continued)	Response Option	MCC		2014		NILIE Normbase		Medium 2-year	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	14	4%	32	9%	3529	4%	1099	4%
	Dissatisfied	32	9%	43	12%	7477	9%	2477	9%
	Neither	94	25%	95	27%	17323	22%	5848	22%
	Satisfied	155	41%	138	39%	33929	42%	11668	43%
	Very satisfied	80	21%	42	12%	17796	22%	5878	22%
	Total	375	100%	350	100%	80054	100%	26970	100%
34 my supervisor helps me to improve my work	Very dissatisfied	35	9%	39	11%	4767	6%	1490	6%
	Dissatisfied	36	10%	22	6%	6914	9%	2323	9%
	Neither	73	19%	87	25%	14902	19%	4942	18%
	Satisfied	100	27%	126	36%	27294	34%	9397	35%
	Very satisfied	132	35%	76	22%	25635	32%	8738	32%
	Total	376	100%	350	100%	79512	100%	26890	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	25	7%	28	8%	3532	4%	1072	4%
	Dissatisfied	23	6%	24	7%	4762	6%	1549	6%
	Neither	45	12%	62	18%	10302	13%	3472	13%
	Satisfied	137	36%	135	38%	30380	38%	10422	39%
	Very satisfied	147	39%	102	29%	31330	39%	10547	39%
	Total	377	100%	351	100%	80306	100%	27062	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	29	8%	45	13%	4638	6%	1435	5%
	Dissatisfied	30	8%	58	16%	7912	10%	2645	10%
	Neither	66	18%	91	26%	15731	20%	5205	19%
	Satisfied	149	40%	112	32%	32156	40%	11160	42%
	Very satisfied	98	26%	47	13%	19165	24%	6432	24%
	Total	372	100%	353	100%	79602	100%	26877	100%

MCC compared with:

Supervisory Relationships (continued)	Response Option	MCC		2014		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	13	3%	13	4%	4418	6%	1478	5%
	Dissatisfied	27	7%	37	11%	7167	9%	2566	10%
	Neither	44	12%	55	16%	12198	15%	4281	16%
	Satisfied	145	39%	151	43%	31266	39%	10830	40%
	Very satisfied	147	39%	96	27%	24938	31%	7802	29%
Total		376	100%	352	100%	79987	100%	26957	100%

Table 4. Teamwork Frequency Distributions

MCC compared with:

Teamwork	Response Option	MCC		2014		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	22	6%	26	7%	3866	5%	1154	4%
	Dissatisfied	42	11%	43	12%	8501	10%	2846	10%
	Neither	47	12%	43	12%	8921	11%	2886	11%
	Satisfied	125	32%	128	37%	27702	34%	9438	35%
	Very satisfied	150	39%	107	31%	32393	40%	10943	40%
	Total	386	100%	347	100%	81383	100%	27267	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	19	5%	20	6%	2478	3%	734	3%
	Dissatisfied	27	7%	37	11%	5686	7%	1856	7%
	Neither	69	19%	73	21%	13026	17%	4279	16%
	Satisfied	134	36%	150	43%	33114	43%	11521	44%
	Very satisfied	119	32%	69	20%	23320	30%	7887	30%
	Total	368	100%	349	100%	77624	100%	26277	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	26	7%	29	8%	4197	5%	1250	5%
	Dissatisfied	47	13%	52	15%	7727	10%	2566	10%
	Neither	61	16%	57	16%	11508	14%	3831	14%
	Satisfied	126	34%	147	42%	31336	39%	10739	40%
	Very satisfied	115	31%	66	19%	24598	31%	8397	31%
	Total	375	100%	351	100%	79366	100%	26783	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	36	10%	34	10%	4343	5%	1337	5%
	Dissatisfied	33	9%	38	11%	7274	9%	2419	9%
	Neither	51	14%	58	16%	11264	14%	3698	14%
	Satisfied	124	33%	140	40%	30139	38%	10439	39%
	Very satisfied	130	35%	82	23%	26017	33%	8836	33%
	Total	374	100%	352	100%	79037	100%	26729	100%

MCC compared with:

Teamwork (continued)	Response Option	MCC		2014		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	20	6%	20	6%	2731	4%	812	3%
	Dissatisfied	30	8%	37	11%	5468	7%	1768	7%
	Neither	61	17%	86	25%	13208	17%	4351	17%
	Satisfied	143	40%	138	40%	33336	43%	11626	44%
	Very satisfied	108	30%	66	19%	22751	29%	7764	29%
	Total	362	100%	347	100%	77494	100%	26321	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	33	9%	38	11%	4974	6%	1446	5%
	Dissatisfied	41	11%	50	14%	7574	9%	2457	9%
	Neither	37	10%	33	9%	10221	13%	3335	12%
	Satisfied	125	33%	131	37%	29076	36%	9872	37%
	Very satisfied	141	37%	99	28%	28481	35%	9930	37%
	Total	377	100%	351	100%	80326	100%	27040	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>MCC compared with:</i>										
	MCC		2014			NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	389	3.771	3.372	***	.532	3.774			3.782		
Institutional Structure	389	3.481	2.814	***	.739	3.479			3.473		
Student Focus	388	4.136	3.759	***	.610	4.051	**	.132	4.059	*	.122
Supervisory Relationships	388	3.790	3.569	**	.230	3.829			3.840		
Teamwork	389	3.780	3.575	**	.194	3.864			3.893	*	-.119

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

Figure 1. Means by Comparison Group and Climate Factor

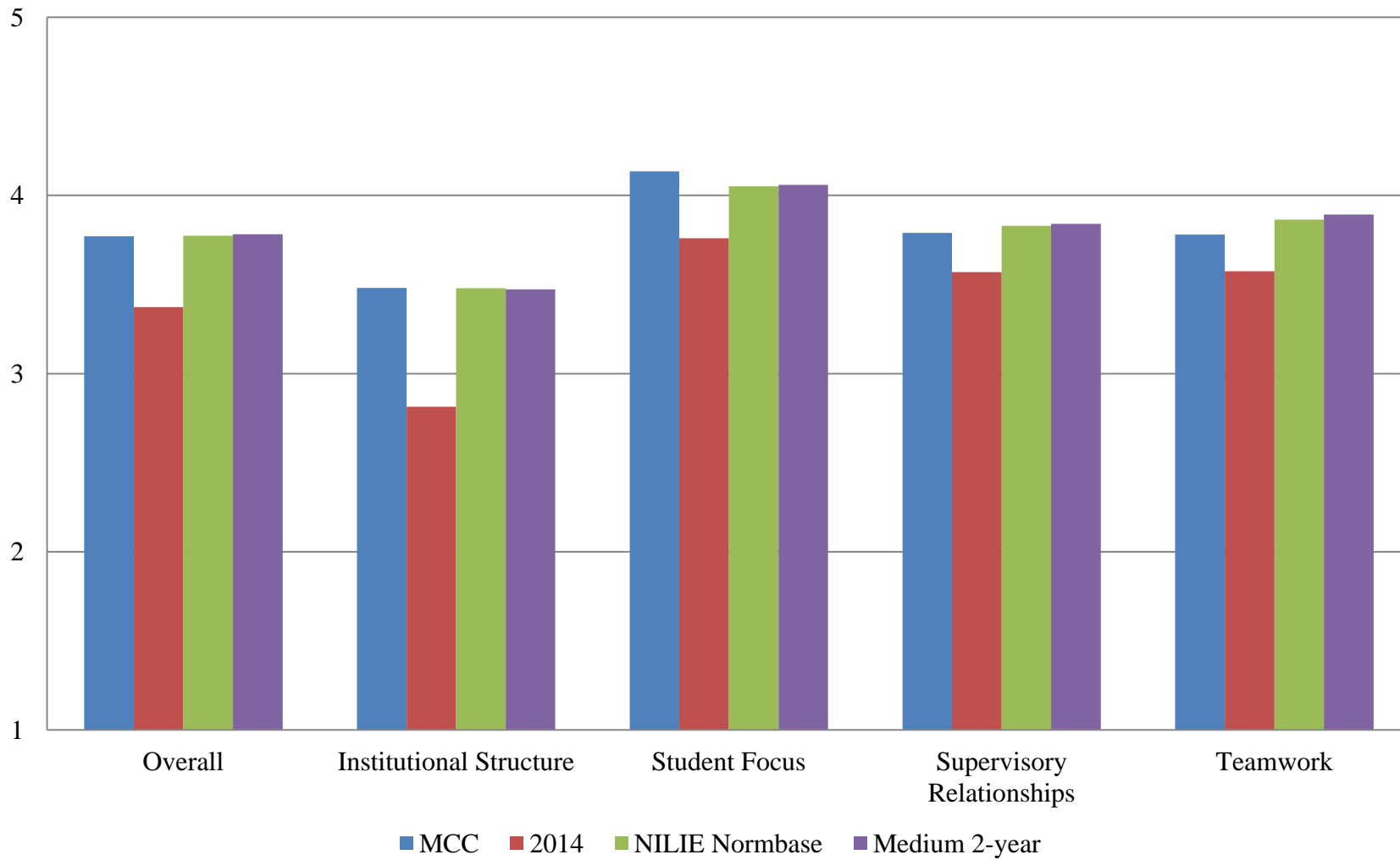


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>MCC compared with:</i>										
		MCC		2014			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	381	3.898	3.083	***	.806	3.846			3.859		
4	decisions are made at the appropriate level at this institution	378	3.389	2.610	***	.673	3.295			3.290		
5	the institution effectively promotes diversity in the workplace	378	3.865	3.415	***	.427	3.881			3.863		
6	administrative leadership is focused on meeting the needs of students	377	3.846	2.917	***	.790	3.725	*	.104	3.714	*	.115
10	information is shared within the institution	384	3.344	2.450	***	.728	3.240			3.201	*	.113
11	institutional teams use problem-solving techniques	344	3.448	2.880	***	.550	3.461			3.458		
15	I am able to appropriately influence the direction of this institution	351	3.162	2.625	***	.450	3.141			3.166		
16	open and ethical communication is practiced at this institution	371	3.332	2.471	***	.669	3.347			3.319		
22	this institution has been successful in positively motivating my performance	378	3.407	2.803	***	.468	3.446			3.458		
25	a spirit of cooperation exists at this institution	376	3.449	2.560	***	.725	3.396			3.391		
29	institution-wide policies guide my work	371	3.730	3.275	***	.451	3.721			3.727		
32	this institution is appropriately organized	376	3.122	2.466	***	.551	3.298	**	-.148	3.296	**	-.148
38	I have the opportunity for advancement within this institution	352	2.952	2.590	***	.280	3.134	**	-.141	3.143	**	-.151
41	I receive adequate information regarding important activities at this institution	375	3.835	3.057	***	.672	3.653	**	.164	3.624	***	.190
44	my work is guided by clearly defined administrative processes	372	3.425	3.011	***	.351	3.491			3.499		

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

Table 7. Student Focus Item Mean Comparisons

MCC compared with:

Student Focus	MCC		2014			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	383	4.104	3.324	***	.695	3.931	**	.159	3.925	**	.166
8 I feel my job is relevant to this institution's mission	383	4.577	4.250	***	.399	4.414	***	.195	4.414	***	.196
17 faculty meet the needs of students	347	4.110	3.834	***	.309	4.007	*	.113	4.037		
18 student ethnic and cultural diversity are important at this institution	372	4.046	3.693	***	.372	4.087			4.062		
19 students' competencies are enhanced	344	4.070	3.663	***	.474	3.970	*	.117	3.990		
23 non-teaching professional personnel meet the needs of students	349	4.037	3.798	***	.257	3.940			3.965		
28 classified personnel meet the needs of students	328	4.079	3.803	***	.318	3.887	***	.212	3.894	***	.211
31 students receive an excellent education at this institution	365	4.227	3.809	***	.502	4.166			4.180		
35 this institution prepares students for a career	365	4.216	3.848	***	.431	4.153			4.175		
37 this institution prepares students for further learning	363	4.275	3.883	***	.502	4.156	**	.147	4.157	**	.148
40 students are assisted with their personal development	339	4.035	3.685	***	.421	3.946			3.946		
42 students are satisfied with their educational experience at this institution	326	3.905	3.529	***	.496	3.942			3.958		

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

Table 8. Supervisory Relationships Item Mean Comparisons

MCC compared with:

Supervisory Relationships	MCC		2014			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	386	4.080	4.037			4.202	*	-.115	4.216	*	-.129
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	386	4.000	3.943			4.075			4.093		
12 positive work expectations are communicated to me	379	3.718	3.352	***	.306	3.734			3.741		
13 unacceptable behaviors are identified and communicated to me	330	3.667	3.394	***	.268	3.689			3.701		
20 I receive timely feedback for my work	378	3.714	3.421	**	.237	3.693			3.698		
21 I receive appropriate feedback for my work	377	3.761	3.494	**	.221	3.731			3.743		
26 my supervisor actively seeks my ideas	374	3.626	3.544			3.777	*	-.125	3.807	**	-.152
27 my supervisor seriously considers my ideas	379	3.720	3.691			3.850	*	-.108	3.887	**	-.142
30 work outcomes are clarified for me	375	3.680	3.329	***	.328	3.687			3.695		
34 my supervisor helps me to improve my work	376	3.686	3.509			3.781			3.802		
39 I am given the opportunity to be creative in my work	377	3.950	3.738	*	.181	4.011			4.028		
45 I have the opportunity to express my ideas in appropriate forums	372	3.691	3.164	***	.439	3.670			3.689		
46 professional development and training opportunities are available	376	4.027	3.795	**	.218	3.814	***	.187	3.776	***	.223

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

Table 9. Teamwork Item Mean Comparisons

MCC compared with:

Teamwork	MCC		2014			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	386	3.878	3.712			3.937			3.960		
14 my primary work team uses problem-solving techniques	368	3.834	3.605	**	.208	3.890			3.912		
24 there is an opportunity for all ideas to be exchanged within my work team	375	3.685	3.481	*	.169	3.812	*	-.111	3.839	**	-.138
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	374	3.746	3.563	*	.146	3.838			3.861	*	-.102
36 my work team coordinates its efforts with appropriate individuals and teams	362	3.798	3.556	**	.219	3.876			3.903	*	-.104
43 a spirit of cooperation exists in my department	377	3.796	3.578	*	.167	3.853			3.902		

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