Golden West College
Huntington Beach, California

PACE Report
PACE Climate Survey for Community Colleges

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NC STATE UNIVERSITY

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

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus.
• 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.
• 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas improvement. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college.* American Association of Community and Junior Colleges. Community College Press. https://files.eric.ed.gov/fulltext/ED350049.pdf

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons, 60* (3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations.* 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

Institutional Structure	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	9	4%	10	4%	1433	2%
	Disagree	42	19%	30	12%	5306	9%
	Neither	67	30%	48	19%	8280	14%
	Agree	82	37%	111	44%	27128	46%
	Strongly Agree	22	10%	54	21%	16194	28%
	Total	**222**	**100%**	**253**	**100%**	**58341**	**100%**
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	17	8%	16	6%	4335	8%
	Disagree	63	29%	54	22%	10977	19%
	Neither	70	32%	61	24%	12511	22%
	Agree	47	21%	84	33%	19488	34%
	Strongly Agree	24	11%	36	14%	10348	18%
	Total	**221**	**100%**	**251**	**100%**	**57659**	**100%**
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	16	7%	12	5%	2091	4%
	Disagree	36	16%	30	12%	4588	8%
	Neither	59	27%	67	26%	10881	19%
	Agree	68	31%	79	31%	21459	37%
	Strongly Agree	42	19%	65	26%	18976	33%
	Total	**221**	**100%**	**253**	**100%**	**57995**	**100%**
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	7	3%	12	5%	2813	5%
	Disagree	41	19%	26	10%	6340	11%
	Neither	53	24%	44	18%	8254	14%
	Agree	81	37%	95	38%	21843	38%
	Strongly Agree	37	17%	73	29%	18894	32%
	Total	**219**	**100%**	**250**	**100%**	**58144**	**100%**

Institutional Structure (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	31	14%	25	10%	5966	10%
	Disagree	60	27%	52	20%	10927	19%
	Neither	53	24%	66	26%	11842	20%
	Agree	48	22%	67	26%	18169	31%
	Strongly Agree	28	13%	47	18%	11556	20%
	Total	**220**	**100%**	**257**	**100%**	**58460**	**100%**
11 Institutional teams use problem-solving techniques	Strongly Disagree	10	5%	8	3%	2109	4%
	Disagree	34	17%	28	12%	6259	12%
	Neither	71	35%	78	33%	15455	29%
	Agree	70	35%	82	35%	21417	40%
	Strongly Agree	16	8%	40	17%	8521	16%
	Total	**201**	**100%**	**236**	**100%**	**53761**	**100%**
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	28	13%	21	9%	5625	10%
	Disagree	51	24%	37	16%	9163	17%
	Neither	60	29%	75	32%	15614	29%
	Agree	47	22%	63	27%	15756	29%
	Strongly Agree	23	11%	41	17%	7913	15%
	Total	**209**	**100%**	**237**	**100%**	**54071**	**100%**
16 Open and ethical communication is practiced at this institution	Strongly Disagree	36	17%	19	8%	5201	9%
	Disagree	46	22%	47	19%	8816	15%
	Neither	51	24%	60	24%	11838	21%
	Agree	49	23%	69	27%	19567	34%
	Strongly Agree	29	14%	56	22%	12223	21%
	Total	**211**	**100%**	**251**	**100%**	**57645**	**100%**

N/A indicates survey item previously unavailable

Institutional Structure (continued)	Response Option	GWC Count	GWC %	2020 Count	2020 %	PACE Normbase Count	PACE Normbase %
22 This institution has been successful in positively motivating my performance	Strongly Disagree	24	12%	19	8%	4948	9%
	Disagree	44	22%	33	13%	8134	14%
	Neither	51	25%	66	26%	11652	20%
	Agree	51	25%	72	29%	18925	33%
	Strongly Agree	34	17%	61	24%	13548	24%
	Total	**204**	**100%**	**251**	**100%**	**57207**	**100%**
25 A spirit of cooperation exists at this institution	Strongly Disagree	22	11%	14	6%	4520	8%
	Disagree	50	25%	40	16%	8453	15%
	Neither	44	22%	59	24%	11034	19%
	Agree	63	31%	82	33%	20746	36%
	Strongly Agree	25	12%	56	22%	12576	22%
	Total	**204**	**100%**	**251**	**100%**	**57329**	**100%**
29 Institution-wide policies guide my work	Strongly Disagree	8	4%	6	2%	1738	3%
	Disagree	21	10%	18	7%	3429	6%
	Neither	64	32%	54	22%	12713	23%
	Agree	74	37%	95	39%	24653	44%
	Strongly Agree	34	17%	72	29%	13916	25%
	Total	**201**	**100%**	**245**	**100%**	**56449**	**100%**
32 This institution is appropriately organized	Strongly Disagree	33	17%	19	8%	4893	9%
	Disagree	62	32%	46	19%	10148	18%
	Neither	48	25%	58	24%	13041	23%
	Agree	32	16%	83	34%	18541	33%
	Strongly Agree	20	10%	40	16%	9663	17%
	Total	**195**	**100%**	**246**	**100%**	**56286**	**100%**

Institutional Structure (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	33	18%	30	13%	7610	14%
	Disagree	27	15%	26	11%	8301	16%
	Neither	44	24%	56	24%	13478	25%
	Agree	58	31%	65	28%	14343	27%
	Strongly Agree	24	13%	58	25%	9750	18%
	Total	**186**	**100%**	**235**	**100%**	**53482**	**100%**
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	11	6%	8	3%	2701	5%
	Disagree	35	18%	29	12%	6482	11%
	Neither	31	16%	42	17%	9287	16%
	Agree	85	44%	105	43%	24294	43%
	Strongly Agree	31	16%	60	25%	14034	25%
	Total	**193**	**100%**	**244**	**100%**	**56798**	**100%**
44 Administrative processes are clearly defined	Strongly Disagree	34	18%	30	13%	4520	8%
	Disagree	53	28%	43	18%	8555	15%
	Neither	38	20%	57	24%	12511	22%
	Agree	45	24%	64	27%	19759	35%
	Strongly Agree	21	11%	46	19%	10721	19%
	Total	**191**	**100%**	**240**	**100%**	**56066**	**100%**

Table 2. Student Focus Frequency Distributions

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

Student Focus	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	6	3%	8	3%	1892	3%
	Disagree	22	10%	26	10%	5177	9%
	Neither	39	18%	36	14%	6800	12%
	Agree	92	41%	96	38%	21305	37%
	Strongly Agree	63	28%	89	35%	23102	40%
	Total	**222**	**100%**	**255**	**100%**	**58276**	**100%**
8 I feel my job is relevant to this institution's mission	Strongly Disagree	1	0%	6	2%	815	1%
	Disagree	6	3%	11	4%	1424	2%
	Neither	18	8%	11	4%	3578	6%
	Agree	74	34%	78	31%	17955	31%
	Strongly Agree	118	54%	149	58%	34611	59%
	Total	**217**	**100%**	**255**	**100%**	**58383**	**100%**
17 Faculty meet the needs of students	Strongly Disagree	4	2%	3	1%	859	2%
	Disagree	11	6%	16	7%	2926	5%
	Neither	49	25%	54	23%	8417	16%
	Agree	92	46%	94	40%	23831	44%
	Strongly Agree	42	21%	66	28%	18100	33%
	Total	**198**	**100%**	**233**	**100%**	**54133**	**100%**
18 Student diversity is important at this institution	Strongly Disagree	6	3%	6	2%	1022	2%
	Disagree	21	10%	20	8%	2320	4%
	Neither	37	18%	44	18%	7709	14%
	Agree	80	38%	82	33%	22526	39%
	Strongly Agree	67	32%	99	39%	23489	41%
	Total	**211**	**100%**	**251**	**100%**	**57066**	**100%**

N/A indicates survey item previously unavailable

Student Focus (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	0	0%	4	2%	736	1%
	Disagree	13	7%	13	5%	2235	4%
	Neither	64	32%	50	21%	9672	18%
	Agree	88	44%	103	43%	25622	47%
	Strongly Agree	34	17%	67	28%	16127	30%
	Total	**199**	**100%**	**237**	**100%**	**54392**	**100%**
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	4	2%	5	2%	1091	2%
	Disagree	9	5%	4	2%	3137	6%
	Neither	49	25%	31	13%	8454	15%
	Agree	78	40%	79	34%	24723	45%
	Strongly Agree	56	29%	112	48%	17348	32%
	Total	**196**	**100%**	**231**	**100%**	**54753**	**100%**
28 Classified personnel meet the needs of students	Strongly Disagree	6	3%	4	2%	885	2%
	Disagree	7	4%	4	2%	2037	4%
	Neither	34	17%	26	11%	10822	21%
	Agree	81	41%	80	33%	22205	44%
	Strongly Agree	69	35%	125	52%	14440	29%
	Total	**197**	**100%**	**239**	**100%**	**50389**	**100%**
31 Students receive an excellent education at this institution	Strongly Disagree	1	1%	3	1%	565	1%
	Disagree	5	3%	12	5%	1800	3%
	Neither	39	21%	27	11%	6367	11%
	Agree	96	51%	119	50%	25283	45%
	Strongly Agree	48	25%	79	33%	21571	39%
	Total	**189**	**100%**	**240**	**100%**	**55586**	**100%**

Student Focus (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	3	1%	595	1%
	Disagree	8	4%	6	3%	1648	3%
	Neither	37	20%	34	14%	6488	12%
	Agree	102	54%	121	50%	24849	45%
	Strongly Agree	39	21%	76	32%	21914	39%
	Total	**188**	**100%**	**240**	**100%**	**55494**	**100%**
37 This institution prepares students for further learning	Strongly Disagree	1	1%	4	2%	646	1%
	Disagree	4	2%	3	1%	1602	3%
	Neither	27	14%	23	10%	5979	11%
	Agree	112	59%	120	50%	25791	46%
	Strongly Agree	47	25%	91	38%	21546	39%
	Total	**191**	**100%**	**241**	**100%**	**55564**	**100%**
40 Students are assisted with their personal development	Strongly Disagree	3	2%	3	1%	761	1%
	Disagree	5	3%	6	3%	2337	4%
	Neither	47	26%	42	18%	9742	18%
	Agree	86	48%	99	43%	24431	46%
	Strongly Agree	38	21%	78	34%	15848	30%
	Total	**179**	**100%**	**228**	**100%**	**53119**	**100%**
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	3	1%	498	1%
	Disagree	7	4%	6	3%	1680	3%
	Neither	52	29%	47	21%	9939	19%
	Agree	92	51%	106	48%	26951	53%
	Strongly Agree	30	17%	57	26%	12113	24%
	Total	**181**	**100%**	**219**	**100%**	**51181**	**100%**

N/A indicates survey item previously unavailable

Table 3. Supervisory Relationships Frequency Distributions

GWC compared with:

Supervisory Relationships	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	7	3%	10	4%	1803	3%
	Disagree	11	5%	13	5%	3255	6%
	Neither	23	10%	24	9%	5125	9%
	Agree	63	28%	79	31%	16512	28%
	Strongly Agree	118	53%	131	51%	31787	54%
	Total	**222**	**100%**	**257**	**100%**	**58482**	**100%**
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	9	4%	16	6%	2706	5%
	Disagree	13	6%	13	5%	3902	7%
	Neither	30	14%	22	9%	5679	10%
	Agree	54	25%	69	27%	15630	27%
	Strongly Agree	111	51%	131	52%	30347	52%
	Total	**217**	**100%**	**251**	**100%**	**58264**	**100%**
12 Work expectations are communicated to me	Strongly Disagree	7	3%	7	3%	2401	4%
	Disagree	22	10%	28	11%	5295	9%
	Neither	34	16%	44	18%	9154	16%
	Agree	102	48%	105	42%	24485	42%
	Strongly Agree	47	22%	67	27%	16428	28%
	Total	**212**	**100%**	**251**	**100%**	**57763**	**100%**
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	8	4%	3	1%	1749	3%
	Disagree	27	14%	22	10%	3602	7%
	Neither	52	27%	58	26%	12299	24%
	Agree	71	37%	91	41%	22214	43%
	Strongly Agree	35	18%	46	21%	11727	23%
	Total	**193**	**100%**	**220**	**100%**	**51591**	**100%**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	11	5%	12	5%	2950	5%
	Disagree	19	9%	19	8%	5084	9%
	Neither	52	25%	53	21%	10180	18%
	Agree	82	40%	84	33%	21787	38%
	Strongly Agree	42	20%	83	33%	17331	30%
	Total	**206**	**100%**	**251**	**100%**	**57332**	**100%**
21 I receive appropriate feedback for my work	Strongly Disagree	8	4%	10	4%	2549	4%
	Disagree	22	11%	19	8%	4979	9%
	Neither	40	20%	51	20%	9417	16%
	Agree	95	47%	90	36%	23129	40%
	Strongly Agree	39	19%	79	32%	17087	30%
	Total	**204**	**100%**	**249**	**100%**	**57161**	**100%**
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	13	6%	13	5%	3463	6%
	Disagree	24	12%	28	11%	4573	8%
	Neither	39	19%	38	15%	8627	15%
	Agree	63	31%	66	27%	18038	32%
	Strongly Agree	66	32%	104	42%	21953	39%
	Total	**205**	**100%**	**249**	**100%**	**56654**	**100%**
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	13	6%	15	6%	3290	6%
	Disagree	19	9%	22	9%	4121	7%
	Neither	37	18%	39	16%	8130	14%
	Agree	64	32%	61	25%	17801	31%
	Strongly Agree	69	34%	109	44%	23205	41%
	Total	**202**	**100%**	**246**	**100%**	**56547**	**100%**

Supervisory Relationships (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	8	4%	8	3%	2192	4%
	Disagree	26	13%	28	11%	4726	8%
	Neither	48	24%	47	19%	11269	20%
	Agree	83	42%	104	41%	24054	42%
	Strongly Agree	35	18%	64	25%	14569	26%
	Total	**200**	**100%**	**251**	**100%**	**56810**	**100%**
34 My supervisor/chair helps me to improve my work	Strongly Disagree	11	6%	14	6%	3016	5%
	Disagree	15	8%	16	7%	4232	8%
	Neither	42	21%	47	19%	9400	17%
	Agree	67	34%	70	29%	18900	34%
	Strongly Agree	63	32%	95	39%	20694	37%
	Total	**198**	**100%**	**242**	**100%**	**56242**	**100%**
39 I am given the opportunity to be creative in my work	Strongly Disagree	9	5%	13	5%	2249	4%
	Disagree	13	7%	12	5%	3014	5%
	Neither	33	17%	32	13%	6982	12%
	Agree	75	38%	77	31%	21176	37%
	Strongly Agree	66	34%	111	45%	23121	41%
	Total	**196**	**100%**	**245**	**100%**	**56542**	**100%**
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	7	4%	N/A	N/A	N/A	N/A
	Disagree	13	7%	N/A	N/A	N/A	N/A
	Neither	25	13%	N/A	N/A	N/A	N/A
	Agree	75	39%	N/A	N/A	N/A	N/A
	Strongly Agree	71	37%	N/A	N/A	N/A	N/A
	Total	**191**	**100%**	**N/A**	**N/A**	**N/A**	**N/A**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	**GWC**		**2020**		**PACE Normbase**	
		Count	%	Count	%	Count	%
46 Professional development and	Strongly Disagree	6	3%	8	3%	2702	5%
training opportunities are available	Disagree	8	4%	16	7%	4569	8%
	Neither	22	12%	37	15%	8104	14%
	Agree	99	52%	99	41%	21944	39%
	Strongly Agree	56	29%	83	34%	19080	34%
	Total	**191**	**100%**	**243**	**100%**	**56399**	**100%**

Table 4. Teamwork Frequency Distributions

Teamwork	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	10	5%	11	4%	2397	4%
	Disagree	22	10%	22	9%	5253	9%
	Neither	24	11%	34	13%	5883	10%
	Agree	75	34%	77	30%	19460	33%
	Strongly Agree	91	41%	111	44%	25336	43%
	Total	**222**	**100%**	**255**	**100%**	**58329**	**100%**
14 My primary work team uses problem-solving techniques	Strongly Disagree	6	3%	5	2%	1451	3%
	Disagree	14	7%	13	5%	3482	6%
	Neither	25	12%	35	14%	7959	14%
	Agree	90	44%	92	38%	23287	42%
	Strongly Agree	70	34%	98	40%	19530	35%
	Total	**205**	**100%**	**243**	**100%**	**55709**	**100%**
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	13	6%	13	5%	2670	5%
	Disagree	23	11%	18	7%	4818	9%
	Neither	38	19%	33	13%	7453	13%
	Agree	74	37%	85	35%	21860	39%
	Strongly Agree	54	27%	97	39%	19835	35%
	Total	**202**	**100%**	**246**	**100%**	**56636**	**100%**
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	9	5%	16	7%	2780	5%
	Disagree	19	10%	17	7%	4412	8%
	Neither	34	18%	29	12%	7015	12%
	Agree	73	38%	72	30%	20824	37%
	Strongly Agree	59	30%	107	44%	21144	38%
	Total	**194**	**100%**	**241**	**100%**	**56175**	**100%**

Teamwork (continued)	Response Option	GWC		2020		PACE Normbase	
		Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	7	4%	9	4%	1751	3%
	Disagree	15	8%	18	8%	3396	6%
	Neither	32	16%	29	12%	7946	14%
	Agree	87	45%	86	37%	23441	42%
	Strongly Agree	53	27%	93	40%	18707	34%
	Total	**194**	**100%**	**235**	**100%**	**55241**	**100%**
43 A spirit of cooperation exists in my department	Strongly Disagree	12	6%	12	5%	3078	5%
	Disagree	22	11%	20	8%	4587	8%
	Neither	24	13%	36	15%	6346	11%
	Agree	66	34%	79	32%	20128	36%
	Strongly Agree	68	35%	97	40%	22462	40%
	Total	**192**	**100%**	**244**	**100%**	**56601**	**100%**

N/A indicates survey item previously unavailable

Table 5. Climate Factor Mean Comparisons

			GWC compared with:					
	GWC		**2020**			**PACE Normbase**		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	224	3.636	3.799	*	-.217	3.836	***	-.265
Institutional Structure	224	3.158	3.471	***	-.349	3.530	***	-.407
Student Focus	224	3.939	4.054			4.087	***	-.223
Supervisory Relationships	224	3.851	3.903			3.911		
Teamwork	224	3.875	3.987			3.966		

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

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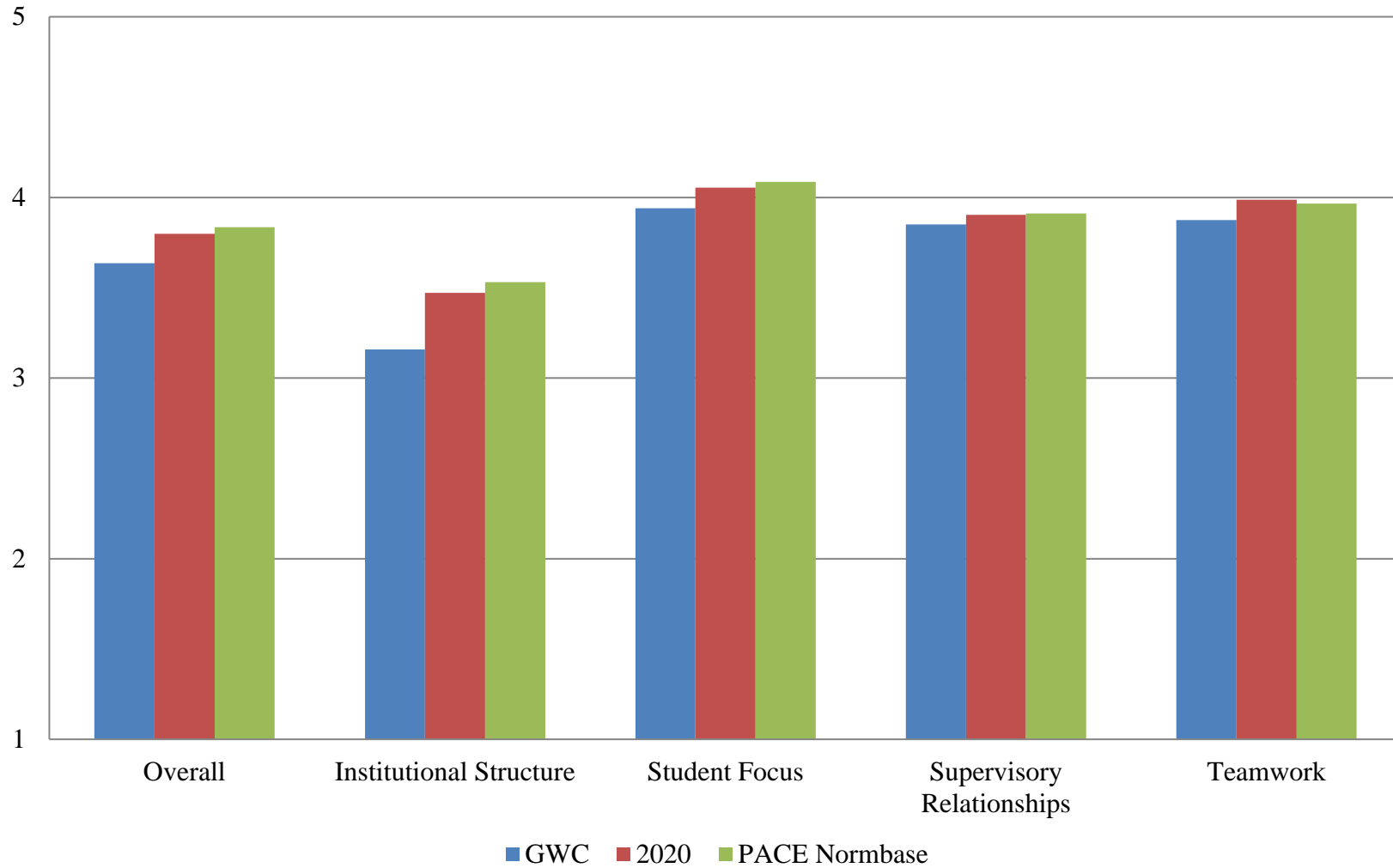
Table 6. Institutional Structure Item Mean Comparisons

GWC compared with:

	Institutional Structure	**GWC**		**2020**			**PACE Normbase**		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1	The actions of this institution reflect its mission	222	3.297	3.668	***	-.356	3.880	***	-.586
4	Decisions are made at the appropriate level at this institution	221	2.991	3.279	**	-.255	3.356	***	-.307
5	The institution effectively promotes diversity in the workplace	221	3.380	3.613	*	-.202	3.873	***	-.462
6	Institutional leadership is focused on meeting the needs of students	219	3.457	3.764	**	-.279	3.820	***	-.318
10	Information is shared within the institution	220	2.918	3.230	**	-.250	3.315	***	-.314
11	Institutional teams use problem-solving techniques	201	3.239	3.500	**	-.260	3.520	***	-.277
15	I am able to appropriately influence the direction of this institution	209	2.933	3.278	**	-.290	3.207	***	-.230
16	Open and ethical communication is practiced at this institution	211	2.948	3.382	***	-.344	3.430	***	-.392
22	This institution has been successful in positively motivating my performance	204	3.132	3.490	**	-.290	3.489	***	-.289
25	A spirit of cooperation exists at this institution	204	3.093	3.502	***	-.345	3.495	***	-.333
29	Institution-wide policies guide my work	201	3.522	3.853	***	-.327	3.807	***	-.292
32	This institution is appropriately organized	195	2.713	3.321	***	-.508	3.319	***	-.504
38	I have the opportunity for advancement within this institution	186	3.070	3.404	**	-.256	3.193		
41	I receive adequate information regarding important activities at this institution	193	3.466	3.738	*	-.248	3.713	**	-.224
44	Administrative processes are clearly defined	191	2.822	3.221	**	-.310	3.421	***	-.503

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

GWC compared with:

	Student Focus	GWC N	GWC Mean	2020 Mean	2020 Sig.	2020 Effect size	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size
7	Student needs are central to what we do	222	3.829	3.910			4.005	*	-.163
8	I feel my job is relevant to this institution's mission	217	4.392	4.384			4.441		
17	Faculty meet the needs of students	198	3.793	3.876			4.023	***	-.250
18	Student diversity is important at this institution	211	3.858	3.988			4.141	***	-.307
19	Students' competencies are enhanced	199	3.719	3.911	*	-.219	3.996	***	-.318
23	Non-teaching professional personnel meet the needs of students	196	3.883	4.251	***	-.398	3.988		
28	Classified personnel meet the needs of students	197	4.015	4.331	***	-.345	3.938		
31	Students receive an excellent education at this institution	189	3.979	4.079			4.178	***	-.240
35	This institution prepares students for a career	188	3.894	4.088	*	-.238	4.186	***	-.352
37	This institution prepares students for further learning	191	4.047	4.207	*	-.210	4.188	*	-.170
40	Students are assisted with their personal development	179	3.844	4.066	**	-.259	3.984	*	-.158
42	Students seem satisfied with their educational experience at this institution	181	3.801	3.950			3.948	*	-.182

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

		GWC compared with:					

	Supervisory Relationships	GWC		2020			PACE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2	My supervisor/chair expresses confidence in my work	222	4.234	4.198			4.252		
9	My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	217	4.129	4.139			4.150		
12	Work expectations are communicated to me	212	3.755	3.785			3.818		
13	Unacceptable behaviors are identified and communicated to me	193	3.508	3.705	*	-.195	3.748	***	-.241
20	I receive timely feedback for my work	206	3.607	3.825	*	-.198	3.793	*	-.166
21	I receive appropriate feedback for my work	204	3.662	3.839			3.826	*	-.151
26	My supervisor/chair actively seeks my ideas	205	3.707	3.884			3.890	*	-.155
27	My supervisor/chair seriously considers my ideas	202	3.777	3.923			3.946	*	-.145
30	Work outcomes are clarified for me	200	3.555	3.749			3.776	**	-.212
34	My supervisor/chair helps me to improve my work	198	3.788	3.893			3.889		
39	I am given the opportunity to be creative in my work	196	3.898	4.065			4.059	*	-.154
45	I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	191	3.995	N/A			N/A		
46	Professional development and training opportunities are available	191	4.000	3.959			3.889		

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

GWC compared with:

	Teamwork	GWC		2020			PACE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3	There is a spirit of cooperation within my work team	222	3.968	4.000			4.030		
14	My primary work team uses problem-solving techniques	205	3.995	4.091			4.005		
24	There is an opportunity for all ideas to be exchanged within my work team	202	3.658	3.955	**	-.257	3.907	**	-.223
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	194	3.794	3.983			3.946		
36	My work team coordinates its efforts with appropriate individuals and teams	194	3.845	4.004			3.977		
43	A spirit of cooperation exists in my department	192	3.813	3.939			3.960		

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable