

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Golden West College

Costa Mesa, California

PACE Report

PACE Climate Survey for Community Colleges

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Conducted

February & March 2025

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Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Qualitative Report, by Tentu, U. K., & Spencer, N. Raleigh, NC: 2025.

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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 the 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 as 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 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.
- 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 to improve. 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

GWC compared with:

Institutional Structure	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	2	1%	1429	3%	9	4%
	Disagree	11	4%	4745	9%	42	19%
	Neither	37	14%	7159	13%	67	30%
	Agree	150	56%	25112	47%	82	37%
	Strongly Agree	69	26%	15124	28%	22	10%
	Total	269	100%	53569	100%	222	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	6	2%	4007	8%	17	8%
	Disagree	36	13%	9904	19%	63	29%
	Neither	59	22%	11589	22%	70	32%
	Agree	117	43%	18000	34%	47	21%
	Strongly Agree	51	19%	9410	18%	24	11%
	Total	269	100%	52910	100%	221	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	8	3%	1998	4%	16	7%
	Disagree	12	4%	4386	8%	36	16%
	Neither	41	15%	9598	18%	59	27%
	Agree	120	44%	19838	37%	68	31%
	Strongly Agree	91	33%	17336	33%	42	19%
	Total	272	100%	53156	100%	221	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	6	2%	2420	5%	7	3%
	Disagree	10	4%	5237	10%	41	19%
	Neither	34	13%	7061	13%	53	24%
	Agree	116	43%	20392	38%	81	37%
	Strongly Agree	106	39%	18196	34%	37	17%
	Total	272	100%	53306	100%	219	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	8	3%	5212	10%	31	14%
	Disagree	26	10%	9542	18%	60	27%
	Neither	51	19%	10782	20%	53	24%
	Agree	119	44%	17266	32%	48	22%
	Strongly Agree	69	25%	10762	20%	28	13%
	Total	273	100%	53564	100%	220	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	3	1%	1774	4%	10	5%
	Disagree	16	7%	5367	11%	34	17%
	Neither	70	29%	13810	28%	71	35%
	Agree	108	45%	20379	41%	70	35%
	Strongly Agree	42	18%	8080	16%	16	8%
	Total	239	100%	49410	100%	201	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	16	6%	5417	11%	28	13%
	Disagree	43	17%	8686	17%	51	24%
	Neither	60	24%	14070	28%	60	29%
	Agree	90	36%	14398	29%	47	22%
	Strongly Agree	39	16%	7265	15%	23	11%
	Total	248	100%	49836	100%	209	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	8	3%	4511	9%	36	17%
	Disagree	24	9%	7746	15%	46	22%
	Neither	48	19%	10757	20%	51	24%
	Agree	121	47%	18517	35%	49	23%
	Strongly Agree	55	21%	11196	21%	29	14%
	Total	256	100%	52727	100%	211	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	16	6%	4648	9%	24	12%
	Disagree	34	14%	7462	14%	44	22%
	Neither	52	21%	10614	20%	51	25%
	Agree	85	34%	17305	33%	51	25%
	Strongly Agree	63	25%	12262	23%	34	17%
	Total	250	100%	52291	100%	204	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	5	2%	3935	8%	22	11%
	Disagree	23	9%	7270	14%	50	25%
	Neither	47	19%	9743	19%	44	22%
	Agree	119	47%	19691	38%	63	31%
	Strongly Agree	60	24%	11696	22%	25	12%
	Total	254	100%	52335	100%	204	100%
29 Institution-wide policies guide my work	Strongly Disagree	2	1%	1567	3%	8	4%
	Disagree	8	3%	3078	6%	21	10%
	Neither	58	23%	10646	21%	64	32%
	Agree	123	49%	22964	44%	74	37%
	Strongly Agree	60	24%	13361	26%	34	17%
	Total	251	100%	51616	100%	201	100%
32 This institution is appropriately organized	Strongly Disagree	4	2%	4627	9%	33	17%
	Disagree	33	14%	9429	18%	62	32%
	Neither	53	22%	11874	23%	48	25%
	Agree	103	43%	16593	32%	32	16%
	Strongly Agree	47	20%	8709	17%	20	10%
	Total	240	100%	51232	100%	195	100%

GWC compared with:

Institutional Structure (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	24	10%	6786	14%	33	18%
	Disagree	31	13%	7756	16%	27	15%
	Neither	44	19%	11862	24%	44	24%
	Agree	85	37%	13380	27%	58	31%
	Strongly Agree	46	20%	9164	19%	24	13%
	Total	230	100%	48948	100%	186	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	2	1%	2385	5%	11	6%
	Disagree	6	3%	5894	11%	35	18%
	Neither	24	10%	7886	15%	31	16%
	Agree	143	62%	22661	44%	85	44%
	Strongly Agree	57	25%	12713	25%	31	16%
	Total	232	100%	51539	100%	193	100%
44 Administrative processes are clearly defined	Strongly Disagree	11	5%	4838	9%	34	18%
	Disagree	44	19%	9449	19%	53	28%
	Neither	51	22%	11466	23%	38	20%
	Agree	91	40%	16728	33%	45	24%
	Strongly Agree	31	14%	8458	17%	21	11%
	Total	228	100%	50939	100%	191	100%

Table 2. Student Focus Frequency Distributions

GWC compared with:

Student Focus	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	8	3%	1622	3%	6	3%
	Disagree	8	3%	4094	8%	22	10%
	Neither	30	11%	5702	11%	39	18%
	Agree	107	39%	19601	37%	92	41%
	Strongly Agree	121	44%	22451	42%	63	28%
	Total	274	100%	53470	100%	222	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	4	1%	758	1%	1	0%
	Disagree	5	2%	1119	2%	6	3%
	Neither	22	8%	2988	6%	18	8%
	Agree	81	30%	16012	30%	74	34%
	Strongly Agree	158	59%	32509	61%	118	54%
	Total	270	100%	53386	100%	217	100%
17 Faculty meet the needs of students	Strongly Disagree	4	2%	790	2%	4	2%
	Disagree	5	2%	2424	5%	11	6%
	Neither	35	14%	7581	15%	49	25%
	Agree	132	53%	21695	44%	92	46%
	Strongly Agree	71	29%	16695	34%	42	21%
	Total	247	100%	49185	100%	198	100%
18 Student diversity is important at this institution	Strongly Disagree	5	2%	902	2%	6	3%
	Disagree	5	2%	1950	4%	21	10%
	Neither	22	8%	6570	13%	37	18%
	Agree	108	42%	20320	39%	80	38%
	Strongly Agree	119	46%	22381	43%	67	32%
	Total	259	100%	52123	100%	211	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	3	1%	716	1%	0	0%
	Disagree	6	2%	1861	4%	13	7%
	Neither	45	18%	8950	18%	64	32%
	Agree	128	52%	23166	47%	88	44%
	Strongly Agree	63	26%	14739	30%	34	17%
	Total	245	100%	49432	100%	199	100%
23 Administrators meet the needs of students	Strongly Disagree	3	1%	1233	2%	4	2%
	Disagree	14	6%	2891	6%	9	5%
	Neither	52	21%	8091	16%	49	25%
	Agree	112	46%	22140	44%	78	40%
	Strongly Agree	63	26%	15474	31%	56	29%
	Total	244	100%	49829	100%	196	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	3	1%	759	2%	6	3%
	Disagree	5	2%	1653	4%	7	4%
	Neither	26	11%	9275	20%	34	17%
	Agree	117	48%	20664	45%	81	41%
	Strongly Agree	93	38%	13895	30%	69	35%
	Total	244	100%	46246	100%	197	100%
31 Students receive an excellent education at this institution	Strongly Disagree	2	1%	527	1%	1	1%
	Disagree	3	1%	1447	3%	5	3%
	Neither	22	9%	5921	12%	39	21%
	Agree	119	51%	23018	45%	96	51%
	Strongly Agree	87	37%	19717	39%	48	25%
	Total	233	100%	50630	100%	189	100%

GWC compared with:

Student Focus (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	2	1%	538	1%	2	1%
	Disagree	8	3%	1294	3%	8	4%
	Neither	24	10%	5491	11%	37	20%
	Agree	116	50%	22847	45%	102	54%
	Strongly Agree	84	36%	20438	40%	39	21%
	Total	234	100%	50608	100%	188	100%
37 This institution prepares students for further learning	Strongly Disagree	1	0%	590	1%	1	1%
	Disagree	5	2%	1251	2%	4	2%
	Neither	15	6%	5190	10%	27	14%
	Agree	133	57%	23673	47%	112	59%
	Strongly Agree	79	34%	19845	39%	47	25%
	Total	233	100%	50549	100%	191	100%
40 Students are assisted with their personal development	Strongly Disagree	2	1%	636	1%	3	2%
	Disagree	7	3%	1896	4%	5	3%
	Neither	31	14%	8762	18%	47	26%
	Agree	107	47%	22382	46%	86	48%
	Strongly Agree	79	35%	14560	30%	38	21%
	Total	226	100%	48236	100%	179	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	1	0%	453	1%	0	0%
	Disagree	1	0%	1488	3%	7	4%
	Neither	24	11%	8389	18%	52	29%
	Agree	142	63%	25681	54%	92	51%
	Strongly Agree	57	25%	11418	24%	30	17%
	Total	225	100%	47429	100%	181	100%

Table 3. Supervisory Relationships Frequency Distributions

GWC compared with:

Supervisory Relationships	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	7	3%	1439	3%	7	3%
	Disagree	17	6%	2705	5%	11	5%
	Neither	28	10%	4342	8%	23	10%
	Agree	93	35%	15296	28%	63	28%
	Strongly Agree	123	46%	29956	56%	118	53%
	Total	268	100%	53738	100%	222	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	11	4%	2231	4%	9	4%
	Disagree	14	5%	3239	6%	13	6%
	Neither	34	13%	4903	9%	30	14%
	Agree	85	32%	14454	27%	54	25%
	Strongly Agree	122	46%	28561	53%	111	51%
	Total	266	100%	53388	100%	217	100%
12 Work expectations are communicated to me	Strongly Disagree	10	4%	1856	4%	7	3%
	Disagree	15	6%	4355	8%	22	10%
	Neither	38	15%	7295	14%	34	16%
	Agree	124	48%	23466	44%	102	48%
	Strongly Agree	70	27%	15995	30%	47	22%
	Total	257	100%	52967	100%	212	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	4	2%	1381	3%	8	4%
	Disagree	11	5%	2992	6%	27	14%
	Neither	43	20%	10306	22%	52	27%
	Agree	102	47%	20782	45%	71	37%
	Strongly Agree	55	26%	11171	24%	35	18%
	Total	215	100%	46632	100%	193	100%

GWC compared with:

Supervisory Relationships (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	13	5%	2477	5%	11	5%
	Disagree	18	7%	4472	9%	19	9%
	Neither	58	23%	8851	17%	52	25%
	Agree	104	41%	20254	39%	82	40%
	Strongly Agree	63	25%	16355	31%	42	20%
	Total	256	100%	52409	100%	206	100%
21 I receive appropriate feedback for my work	Strongly Disagree	7	3%	2081	4%	8	4%
	Disagree	23	9%	4217	8%	22	11%
	Neither	47	19%	8144	16%	40	20%
	Agree	106	43%	21759	42%	95	47%
	Strongly Agree	63	26%	16015	31%	39	19%
	Total	246	100%	52216	100%	204	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	13	5%	2884	6%	13	6%
	Disagree	26	11%	4052	8%	24	12%
	Neither	42	17%	7274	14%	39	19%
	Agree	79	33%	16845	32%	63	31%
	Strongly Agree	81	34%	20793	40%	66	32%
	Total	241	100%	51848	100%	205	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	11	5%	2704	5%	13	6%
	Disagree	18	7%	3558	7%	19	9%
	Neither	40	17%	7162	14%	37	18%
	Agree	90	37%	16647	32%	64	32%
	Strongly Agree	82	34%	21685	42%	69	34%
	Total	241	100%	51756	100%	202	100%

GWC compared with:

Supervisory Relationships (continued)		GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
Response Option							
30 Work outcomes are clarified for me	Strongly Disagree	6	2%	1884	4%	8	4%
	Disagree	17	7%	4170	8%	26	13%
	Neither	65	26%	10008	19%	48	24%
	Agree	102	41%	22311	43%	83	42%
	Strongly Agree	59	24%	13505	26%	35	18%
	Total	249	100%	51878	100%	200	100%
34 My supervisor helps me to improve my work	Strongly Disagree	13	6%	2431	5%	11	6%
	Disagree	16	7%	3716	7%	15	8%
	Neither	49	21%	8019	16%	42	21%
	Agree	71	31%	17708	34%	67	34%
	Strongly Agree	80	35%	19537	38%	63	32%
	Total	229	100%	51411	100%	198	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	6	3%	1878	4%	9	5%
	Disagree	9	4%	2630	5%	13	7%
	Neither	34	14%	6141	12%	33	17%
	Agree	97	40%	19922	39%	75	38%
	Strongly Agree	94	39%	20895	41%	66	34%
	Total	240	100%	51466	100%	196	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	6	3%	883	4%	7	4%
	Disagree	13	6%	1311	6%	13	7%
	Neither	29	13%	2378	12%	25	13%
	Agree	100	44%	8528	41%	75	39%
	Strongly Agree	79	35%	7542	37%	71	37%
	Total	227	100%	20642	100%	191	100%

GWC compared with:

Supervisory Relationships (continued)		GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	2	1%	1959	4%	6	3%
	Disagree	9	4%	3461	7%	8	4%
	Neither	24	10%	6495	13%	22	12%
	Agree	106	46%	20903	41%	99	52%
	Strongly Agree	91	39%	18374	36%	56	29%
	Total	232	100%	51192	100%	191	100%

Table 4. Teamwork Frequency Distributions

GWC compared with:

Teamwork	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	11	4%	1984	4%	10	5%
	Disagree	21	8%	4067	8%	22	10%
	Neither	28	10%	5009	9%	24	11%
	Agree	106	39%	18131	34%	75	34%
	Strongly Agree	108	39%	24376	46%	91	41%
	Total	274	100%	53567	100%	222	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	5	2%	1192	2%	6	3%
	Disagree	7	3%	2659	5%	14	7%
	Neither	34	14%	6532	13%	25	12%
	Agree	109	44%	21471	42%	90	44%
	Strongly Agree	92	37%	19336	38%	70	34%
	Total	247	100%	51190	100%	205	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	6	2%	2217	4%	13	6%
	Disagree	17	7%	4134	8%	23	11%
	Neither	35	14%	6199	12%	38	19%
	Agree	106	43%	20418	39%	74	37%
	Strongly Agree	83	34%	18835	36%	54	27%
	Total	247	100%	51803	100%	202	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	7	3%	2262	4%	9	5%
	Disagree	10	4%	3648	7%	19	10%
	Neither	26	11%	5886	11%	34	18%
	Agree	110	46%	19322	38%	73	38%
	Strongly Agree	84	35%	20197	39%	59	30%
	Total	237	100%	51315	100%	194	100%

GWC compared with:

Teamwork (continued)	Response Option	GWC		PACE Normbase		2023	
		Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	4	2%	1429	3%	7	4%
	Disagree	9	4%	2669	5%	15	8%
	Neither	43	18%	6470	13%	32	16%
	Agree	102	44%	21994	44%	87	45%
	Strongly Agree	76	32%	17994	36%	53	27%
	Total	234	100%	50556	100%	194	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	9	4%	2360	5%	12	6%
	Disagree	14	6%	3650	7%	22	11%
	Neither	15	6%	5329	10%	24	13%
	Agree	102	44%	18731	36%	66	34%
	Strongly Agree	91	39%	21322	41%	68	35%
	Total	231	100%	51392	100%	192	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>GWC compared with:</i>							
	GWC		PACE Normbase			2023		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	277	3.927	3.867			3.636	***	.428
Institutional Structure	277	3.743	3.538	***	.225	3.158	***	.736
Student Focus	277	4.141	4.108			3.939	***	.324
Supervisory Relationships	277	3.924	3.965			3.851		
Teamwork	277	4.017	4.029			3.875		

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

Figure 1. Means by Comparison Group and Climate Factor

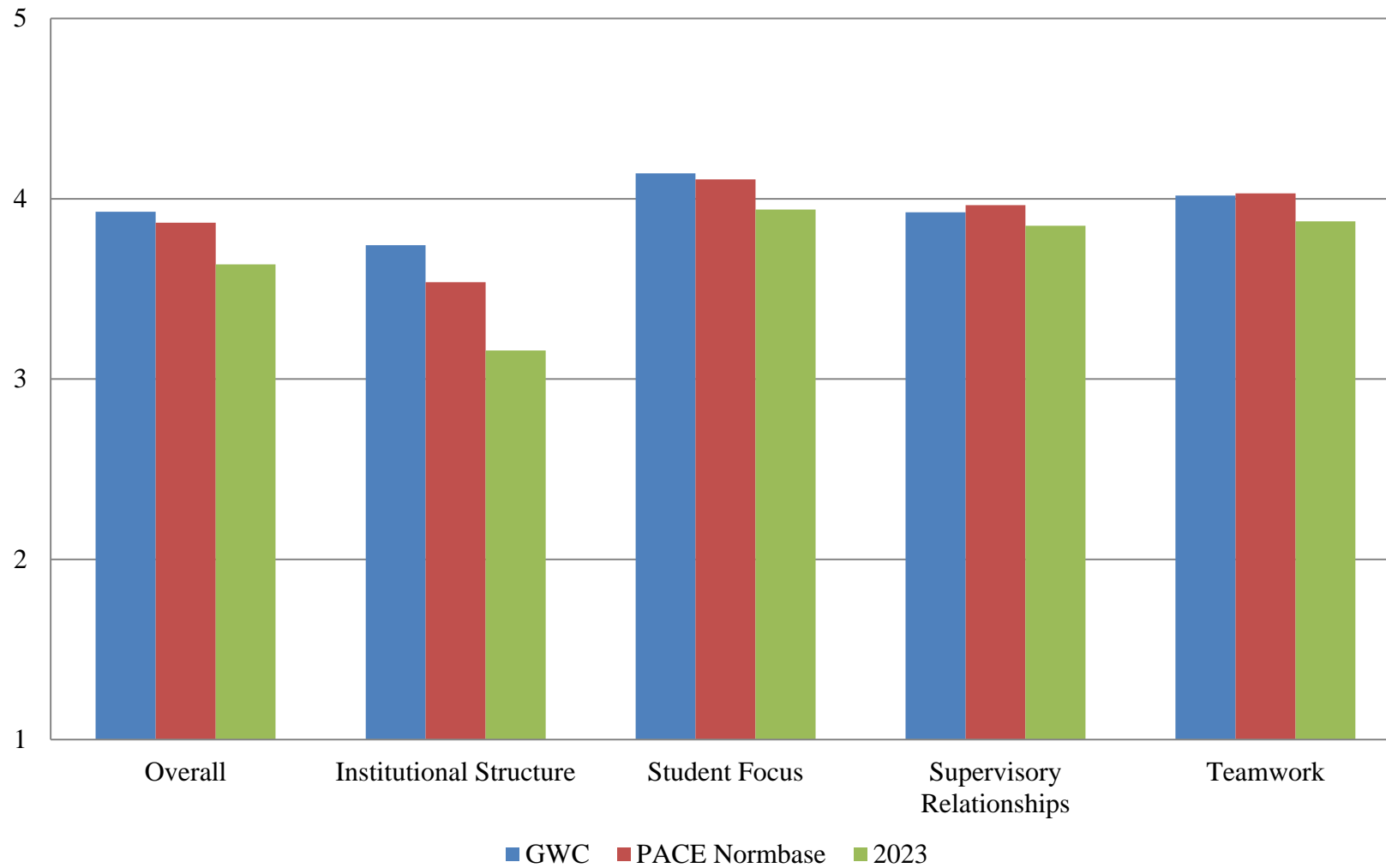


Table 6. Institutional Structure Item Mean Comparisons*GWC compared with:*

Institutional Structure	GWC		PACE Normbase			2023		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1 The actions of this institution reflect its mission	269	4.015	3.892	*	.124	3.297	***	.797
4 Decisions are made at the appropriate level at this institution	269	3.636	3.357	***	.234	2.991	***	.609
5 The institution effectively promotes diversity in the workplace	272	4.007	3.868	*	.130	3.380	***	.589
6 Institutional leadership is focused on meeting the needs of students	272	4.125	3.876	***	.222	3.457	***	.673
10 Information is shared within this institution	273	3.788	3.351	***	.348	2.918	***	.770
11 Institutional teams use problem-solving techniques	239	3.711	3.559	*	.152	3.239	***	.508
15 I am able to appropriately influence the direction of this institution	248	3.375	3.189	*	.155	2.933	***	.379
16 Open and ethical communication is practiced at this institution	256	3.746	3.458	***	.237	2.948	***	.698
22 This institution has been successful in positively motivating my performance	250	3.580	3.479			3.132	***	.366
25 A spirit of cooperation exists at this institution	254	3.811	3.534	***	.232	3.093	***	.663
29 Institution-wide policies guide my work	251	3.920	3.842			3.522	***	.436
32 This institution is appropriately organized	240	3.650	3.299	***	.291	2.713	***	.848
38 I have the opportunity for advancement within this institution	230	3.426	3.212	*	.165	3.070	**	.281
41 I receive adequate information regarding important activities at this institution	232	4.065	3.726	***	.310	3.466	***	.641
44 Administrative processes are clearly defined	228	3.382	3.285			2.822	***	.474

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

Table 7. Student Focus Item Mean Comparisons*GWC compared with:*

Student Focus	GWC		PACE Normbase			2023		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	274	4.186	4.069			3.829	***	.361
8 I feel my job is relevant to this institution's mission	270	4.422	4.468			4.392		
17 Faculty meet the needs of students	247	4.057	4.039			3.793	**	.309
18 Student diversity is important at this institution	259	4.278	4.177			3.858	***	.442
19 Students' competencies are enhanced	245	3.988	3.998			3.719	***	.330
23 Administrators meet the needs of students	244	3.893	3.958			3.883		
28 Staff (non-instructional, non-administrator) meet the needs of students	244	4.197	3.979	***	.245	4.015	*	.206
31 Students receive an excellent education at this institution	233	4.227	4.184			3.979	***	.327
35 This institution prepares students for a career	234	4.162	4.212			3.894	***	.332
37 This institution prepares students for further learning	233	4.219	4.205			4.047	*	.243
40 Students are assisted with their personal development	226	4.124	4.002	*	.140	3.844	***	.336
42 Students seem satisfied with their educational experience at this institution	225	4.124	3.972	**	.192	3.801	***	.467

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

Table 8. Supervisory Relationships Item Mean Comparisons*GWC compared with:*

Supervisory Relationships	GWC		PACE Normbase			2023		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor expresses confidence in my work	268	4.149	4.296	*	-.147	4.234		
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	266	4.102	4.196			4.129		
12 Work expectations are communicated to me	257	3.891	3.895			3.755		
13 Unacceptable behaviors are identified and communicated to me	215	3.898	3.801			3.508	***	.395
20 I receive timely feedback for my work	256	3.727	3.831			3.607		
21 I receive appropriate feedback for my work	246	3.793	3.870			3.662		
26 My supervisor actively seeks my ideas	241	3.784	3.938	*	-.132	3.707		
27 My supervisor seriously considers my ideas	241	3.888	3.986			3.777		
30 Work outcomes are clarified for me	249	3.767	3.798			3.555	*	.211
34 My supervisor helps me to improve my work	229	3.825	3.938			3.788		
39 I am given the opportunity to be creative in my work	240	4.100	4.075			3.898	*	.199
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	227	4.026	3.995			3.995		
46 Professional development and training opportunities are available	232	4.185	3.982	**	.194	4.000	*	.211

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

Table 9. Teamwork Item Mean Comparisons*GWC compared with:*

Teamwork	GWC		PACE Normbase			2023		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3 There is a spirit of cooperation within my work team	274	4.018	4.099			3.968		
14 My primary work team uses problem-solving techniques	247	4.117	4.076			3.995		
24 There is an opportunity for all ideas to be exchanged within my work team	247	3.984	3.956			3.658	**	.302
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	237	4.072	4.004			3.794	**	.270
36 My work team coordinates its efforts with appropriate individuals and teams	234	4.013	4.038			3.845		
43 A spirit of cooperation exists in my department	231	4.091	4.031			3.813	*	.250

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