



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Tacoma Community College
Tacoma, Washington

PACE Personnel Classification Report
Personal Assessment of the College Environment

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Table 1. Institutional Structure Frequencies by Personnel Classification

Institutional Structure	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	7	2%	5	4%	1	1%	0	0%
	Dissatisfied	45	14%	18	13%	13	15%	9	12%
	Neither	67	21%	21	15%	22	26%	16	22%
	Satisfied	155	49%	71	51%	41	48%	39	53%
	Very satisfied	43	14%	24	17%	8	9%	10	14%
	Total	317	100%	139	100%	85	100%	74	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	17	5%	7	5%	5	6%	4	5%
	Dissatisfied	75	24%	32	24%	21	25%	16	21%
	Neither	98	31%	42	31%	25	30%	23	31%
	Satisfied	95	30%	40	29%	29	35%	23	31%
	Very satisfied	29	9%	15	11%	4	5%	9	12%
	Total	314	100%	136	100%	84	100%	75	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	20	6%	11	8%	4	5%	2	3%
	Dissatisfied	56	18%	23	16%	22	26%	9	12%
	Neither	73	23%	38	27%	18	21%	11	15%
	Satisfied	106	33%	40	28%	31	36%	28	38%
	Very satisfied	64	20%	29	21%	10	12%	24	32%
	Total	319	100%	141	100%	85	100%	74	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	17	5%	9	6%	5	6%	1	1%
	Dissatisfied	44	14%	19	14%	15	18%	6	8%
	Neither	63	20%	25	18%	19	22%	12	16%
	Satisfied	127	40%	52	37%	34	40%	37	49%
	Very satisfied	68	21%	35	25%	12	14%	19	25%
	Total	319	100%	140	100%	85	100%	75	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	37	12%	14	10%	13	15%	8	11%
	Dissatisfied	67	21%	25	18%	24	28%	13	17%
	Neither	80	25%	34	25%	16	19%	21	28%
	Satisfied	90	28%	38	28%	27	32%	23	30%
	Very satisfied	44	14%	27	20%	5	6%	11	14%
	Total	318	100%	138	100%	85	100%	76	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	19	7%	12	10%	3	4%	4	6%
	Dissatisfied	40	14%	13	10%	19	23%	6	9%
	Neither	110	38%	47	38%	30	37%	26	39%
	Satisfied	97	34%	41	33%	25	31%	26	39%
	Very satisfied	22	8%	12	10%	4	5%	5	7%
	Total	288	100%	125	100%	81	100%	67	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	36	12%	22	16%	3	4%	10	14%
	Dissatisfied	57	19%	23	17%	20	25%	11	16%
	Neither	93	31%	42	31%	24	30%	22	31%
	Satisfied	87	29%	33	24%	25	31%	25	36%
	Very satisfied	28	9%	16	12%	9	11%	2	3%
	Total	301	100%	136	100%	81	100%	70	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	36	11%	17	12%	6	7%	11	15%
	Dissatisfied	44	14%	21	15%	15	18%	5	7%
	Neither	98	31%	35	25%	32	38%	25	33%
	Satisfied	91	29%	48	34%	21	25%	20	27%
	Very satisfied	47	15%	20	14%	11	13%	14	19%
	Total	316	100%	141	100%	85	100%	75	100%

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff		
		Count	%	Count	%	Count	%	Count	%	
<i>The extent to which...</i>										
22 this institution has been successful in positively motivating my performance	Very dissatisfied	34	11%	13	9%	7	8%	12	16%	
	Dissatisfied	55	18%	21	15%	19	22%	12	16%	
	Neither	75	24%	27	19%	22	26%	22	29%	
	Satisfied	104	33%	55	39%	25	29%	23	31%	
	Very satisfied	44	14%	24	17%	12	14%	6	8%	
	Total	312	100%	140	100%	85	100%	75	100%	
25 a spirit of cooperation exists at this institution	Very dissatisfied	22	7%	10	7%	3	4%	8	11%	
	Dissatisfied	53	17%	19	14%	20	24%	12	16%	
	Neither	76	25%	36	26%	18	22%	19	25%	
	Satisfied	119	38%	53	38%	34	41%	28	37%	
	Very satisfied	40	13%	22	16%	8	10%	9	12%	
	Total	310	100%	140	100%	83	100%	76	100%	
29 institution-wide policies guide my work	Very dissatisfied	13	4%	9	6%	1	1%	2	3%	
	Dissatisfied	25	8%	12	9%	9	11%	4	5%	
	Neither	80	26%	27	19%	24	30%	25	34%	
	Satisfied	138	45%	69	50%	35	43%	29	40%	
	Very satisfied	49	16%	22	16%	12	15%	13	18%	
	Total	305	100%	139	100%	81	100%	73	100%	
32 this institution is appropriately organized	Very dissatisfied	29	10%	15	11%	9	11%	4	5%	
	Dissatisfied	79	26%	34	24%	25	30%	18	25%	
	Neither	88	29%	29	21%	29	35%	26	36%	
	Satisfied	87	29%	48	35%	16	20%	20	27%	
	Very satisfied	21	7%	13	9%	3	4%	5	7%	
	Total	304	100%	139	100%	82	100%	73	100%	

Institutional Structure (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	65	22%	22	17%	22	27%	21	28%
	Dissatisfied	50	17%	18	14%	17	21%	12	16%
	Neither	75	25%	38	29%	17	21%	18	24%
	Satisfied	79	27%	39	29%	20	25%	17	23%
	Very satisfied	29	10%	16	12%	5	6%	6	8%
	Total	298	100%	133	100%	81	100%	74	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	17	5%	9	6%	3	4%	4	5%
	Dissatisfied	37	12%	14	10%	16	19%	4	5%
	Neither	64	21%	26	18%	19	22%	18	24%
	Satisfied	138	44%	66	46%	35	41%	35	47%
	Very satisfied	55	18%	27	19%	12	14%	14	19%
	Total	311	100%	142	100%	85	100%	75	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	20	7%	8	6%	5	6%	6	8%
	Dissatisfied	61	20%	24	18%	23	28%	12	16%
	Neither	76	25%	33	24%	21	25%	20	27%
	Satisfied	105	35%	51	37%	26	31%	26	35%
	Very satisfied	41	14%	21	15%	8	10%	10	14%
	Total	303	100%	137	100%	83	100%	74	100%

Table 2. Student Focus Frequencies by Personnel Classification

Student Focus	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	14	4%	9	7%	3	4%	0	0%
	Dissatisfied	32	10%	16	12%	11	13%	4	5%
	Neither	43	14%	18	13%	15	18%	7	9%
	Satisfied	122	39%	46	34%	34	40%	34	45%
	Very satisfied	104	33%	48	35%	22	26%	30	40%
	Total	315	100%	137	100%	85	100%	75	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	1%	3	2%	0	0%	1	1%
	Dissatisfied	5	2%	4	3%	1	1%	0	0%
	Neither	18	6%	9	6%	1	1%	7	9%
	Satisfied	100	31%	36	26%	28	33%	27	36%
	Very satisfied	192	60%	88	63%	54	64%	41	54%
	Total	319	100%	140	100%	84	100%	76	100%
17 faculty meet the needs of students	Very dissatisfied	6	2%	5	4%	1	1%	0	0%
	Dissatisfied	37	13%	15	11%	17	22%	2	4%
	Neither	72	25%	23	17%	27	36%	14	25%
	Satisfied	113	40%	58	42%	25	33%	29	53%
	Very satisfied	57	20%	38	27%	6	8%	10	18%
	Total	285	100%	139	100%	76	100%	55	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	2%	3	2%	1	1%	2	3%
	Dissatisfied	22	7%	9	6%	9	11%	1	1%
	Neither	58	19%	21	15%	23	28%	13	18%
	Satisfied	111	36%	49	35%	32	39%	24	33%
	Very satisfied	112	36%	57	41%	17	21%	33	45%
	Total	309	100%	139	100%	82	100%	73	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	5	2%	4	3%	0	0%	1	2%
	Dissatisfied	17	6%	7	5%	6	8%	3	5%
	Neither	70	24%	25	18%	23	30%	14	23%
	Satisfied	140	48%	67	48%	39	51%	29	47%
	Very satisfied	60	21%	36	26%	8	11%	15	24%
	Total	292	100%	139	100%	76	100%	62	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	2%	4	3%	1	1%	1	1%
	Dissatisfied	31	10%	14	10%	12	14%	4	5%
	Neither	59	19%	21	16%	20	24%	14	19%
	Satisfied	139	46%	58	43%	36	43%	41	56%
	Very satisfied	67	22%	38	28%	14	17%	13	18%
	Total	303	100%	135	100%	83	100%	73	100%
28 classified personnel meet the needs of students	Very dissatisfied	6	2%	5	4%	1	1%	0	0%
	Dissatisfied	18	6%	7	5%	6	8%	4	6%
	Neither	67	23%	23	18%	31	39%	7	10%
	Satisfied	131	45%	57	44%	32	40%	39	54%
	Very satisfied	72	24%	38	29%	10	13%	22	31%
	Total	294	100%	130	100%	80	100%	72	100%
31 students receive an excellent education at this institution	Very dissatisfied	5	2%	3	2%	0	0%	2	3%
	Dissatisfied	14	5%	8	6%	4	5%	0	0%
	Neither	49	16%	17	12%	17	21%	14	22%
	Satisfied	152	51%	72	51%	43	53%	33	51%
	Very satisfied	77	26%	41	29%	17	21%	16	25%
	Total	297	100%	141	100%	81	100%	65	100%

Student Focus (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	5	2%	4	3%	0	0%	1	2%
	Dissatisfied	15	5%	6	4%	7	9%	1	2%
	Neither	60	20%	17	12%	24	29%	16	24%
	Satisfied	148	49%	73	52%	39	48%	31	47%
	Very satisfied	71	24%	41	29%	12	15%	17	26%
	Total	299	100%	141	100%	82	100%	66	100%
37 this institution prepares students for further learning	Very dissatisfied	5	2%	4	3%	0	0%	1	2%
	Dissatisfied	10	3%	4	3%	4	5%	2	3%
	Neither	41	14%	12	8%	16	20%	10	16%
	Satisfied	155	52%	75	53%	45	56%	30	47%
	Very satisfied	85	29%	47	33%	15	19%	21	33%
	Total	296	100%	142	100%	80	100%	64	100%
40 students are assisted with their personal development	Very dissatisfied	8	3%	5	4%	2	3%	0	0%
	Dissatisfied	15	5%	8	6%	5	6%	2	3%
	Neither	66	23%	20	15%	28	36%	16	27%
	Satisfied	139	49%	72	53%	32	42%	30	51%
	Very satisfied	54	19%	31	23%	10	13%	11	19%
	Total	282	100%	136	100%	77	100%	59	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	2	1%	1	1%	1	2%
	Dissatisfied	15	5%	7	5%	5	7%	3	5%
	Neither	80	29%	36	26%	25	33%	15	26%
	Satisfied	150	54%	74	54%	42	55%	31	54%
	Very satisfied	28	10%	17	13%	3	4%	7	12%
	Total	277	100%	136	100%	76	100%	57	100%

Table 3. Supervisory Relationships Frequencies by Personnel Classification

Supervisory Relationships	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	14	4%	8	6%	1	1%	4	5%
	Dissatisfied	23	7%	5	4%	13	15%	5	7%
	Neither	33	10%	13	9%	7	8%	9	12%
	Satisfied	84	26%	35	25%	23	27%	21	28%
	Very satisfied	165	52%	80	57%	40	48%	36	48%
	Total	319	100%	141	100%	84	100%	75	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	20	6%	8	6%	2	2%	8	11%
	Dissatisfied	24	8%	7	5%	10	12%	6	8%
	Neither	34	11%	14	10%	13	15%	5	7%
	Satisfied	65	21%	29	21%	12	14%	19	25%
	Very satisfied	173	55%	80	58%	47	56%	37	49%
	Total	316	100%	138	100%	84	100%	75	100%
12 positive work expectations are communicated to me	Very dissatisfied	20	6%	8	6%	1	1%	9	12%
	Dissatisfied	38	12%	16	12%	14	17%	7	9%
	Neither	59	19%	25	18%	18	22%	14	18%
	Satisfied	138	44%	58	42%	39	47%	33	43%
	Very satisfied	58	19%	32	23%	11	13%	13	17%
	Total	313	100%	139	100%	83	100%	76	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	11	4%	6	5%	1	1%	3	4%
	Dissatisfied	35	12%	13	11%	16	21%	5	7%
	Neither	77	27%	33	28%	19	25%	21	30%
	Satisfied	120	43%	48	40%	33	43%	33	46%
	Very satisfied	39	14%	20	17%	7	9%	9	13%
	Total	282	100%	120	100%	76	100%	71	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	32	10%	14	10%	8	10%	8	11%
	Dissatisfied	44	14%	15	11%	18	21%	10	14%
	Neither	70	22%	26	19%	17	20%	22	30%
	Satisfied	95	30%	47	34%	24	29%	19	26%
	Very satisfied	72	23%	38	27%	17	20%	15	20%
	Total	313	100%	140	100%	84	100%	74	100%
21 I receive appropriate feedback for my work	Very dissatisfied	31	10%	13	9%	8	10%	8	11%
	Dissatisfied	39	13%	14	10%	15	18%	9	12%
	Neither	60	19%	25	18%	14	17%	16	21%
	Satisfied	113	36%	54	39%	30	36%	27	36%
	Very satisfied	68	22%	33	24%	17	20%	16	21%
	Total	311	100%	139	100%	84	100%	76	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	35	11%	17	12%	6	7%	10	13%
	Dissatisfied	28	9%	7	5%	11	13%	8	11%
	Neither	47	15%	22	16%	12	14%	11	15%
	Satisfied	95	31%	40	29%	30	36%	21	28%
	Very satisfied	102	33%	51	37%	24	29%	25	33%
	Total	307	100%	137	100%	83	100%	75	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	26	9%	14	10%	3	4%	8	11%
	Dissatisfied	28	9%	8	6%	12	14%	6	8%
	Neither	31	10%	14	10%	9	11%	6	8%
	Satisfied	113	37%	49	36%	34	41%	26	36%
	Very satisfied	106	35%	51	38%	25	30%	27	37%
	Total	304	100%	136	100%	83	100%	73	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	16	5%	8	6%	3	4%	4	5%
	Dissatisfied	32	10%	11	8%	13	16%	8	11%
	Neither	85	28%	30	22%	26	31%	25	33%
	Satisfied	118	38%	58	42%	28	34%	28	37%
	Very satisfied	57	19%	30	22%	13	16%	11	14%
	Total	308	100%	137	100%	83	100%	76	100%
34 my supervisor helps me to improve my work	Very dissatisfied	35	11%	18	13%	8	10%	8	11%
	Dissatisfied	24	8%	5	4%	12	14%	7	9%
	Neither	59	19%	24	18%	16	19%	16	22%
	Satisfied	105	34%	47	34%	30	36%	25	34%
	Very satisfied	82	27%	43	31%	18	21%	18	24%
	Total	305	100%	137	100%	84	100%	74	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	12	4%	5	4%	2	2%	5	7%
	Dissatisfied	21	7%	6	4%	7	8%	7	9%
	Neither	41	13%	11	8%	11	13%	17	23%
	Satisfied	115	37%	44	31%	41	48%	28	37%
	Very satisfied	122	39%	75	53%	24	28%	18	24%
	Total	311	100%	141	100%	85	100%	75	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	19	6%	11	8%	3	4%	5	7%
	Dissatisfied	31	10%	16	11%	7	8%	8	11%
	Neither	65	21%	28	20%	15	18%	18	24%
	Satisfied	141	45%	57	40%	44	52%	36	48%
	Very satisfied	54	17%	29	21%	16	19%	8	11%
	Total	310	100%	141	100%	85	100%	75	100%

Supervisory Relationships (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	24	8%	13	9%	5	6%	6	8%
	Dissatisfied	30	10%	9	6%	5	6%	15	20%
	Neither	50	16%	18	13%	15	18%	15	20%
	Satisfied	135	44%	59	42%	44	52%	26	35%
	Very satisfied	70	23%	43	30%	15	18%	12	16%
	Total	309	100%	142	100%	84	100%	74	100%

Table 4. Teamwork Frequencies by Personnel Classification

Teamwork	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	8	3%	5	4%	1	1%	1	1%
	Dissatisfied	32	10%	15	11%	7	8%	7	9%
	Neither	32	10%	11	8%	8	9%	12	16%
	Satisfied	112	35%	48	35%	31	36%	25	33%
	Very satisfied	135	42%	60	43%	38	45%	31	41%
	Total	319	100%	139	100%	85	100%	76	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	12	4%	8	6%	0	0%	3	4%
	Dissatisfied	24	8%	8	6%	10	12%	4	5%
	Neither	50	17%	28	22%	6	7%	15	20%
	Satisfied	132	44%	54	42%	46	55%	25	33%
	Very satisfied	85	28%	31	24%	21	25%	29	38%
	Total	303	100%	129	100%	83	100%	76	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	18	6%	10	7%	3	4%	4	5%
	Dissatisfied	33	11%	14	10%	9	11%	10	13%
	Neither	39	13%	17	12%	7	8%	11	14%
	Satisfied	127	41%	55	40%	39	46%	27	36%
	Very satisfied	92	30%	41	30%	26	31%	24	32%
	Total	309	100%	137	100%	84	100%	76	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	22	7%	17	12%	0	0%	5	7%
	Dissatisfied	27	9%	11	8%	8	10%	7	9%
	Neither	35	11%	16	12%	7	8%	10	13%
	Satisfied	131	43%	51	37%	46	55%	31	41%
	Very satisfied	91	30%	42	31%	23	27%	22	29%
	Total	306	100%	137	100%	84	100%	75	100%

Teamwork (continued)	Response Option	Overall		Faculty		Administrator		Staff	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	7	2%	5	4%	0	0%	2	3%
	Dissatisfied	24	8%	10	8%	10	12%	3	4%
	Neither	50	17%	24	18%	9	11%	16	21%
	Satisfied	143	48%	57	43%	41	49%	39	52%
	Very satisfied	76	25%	36	27%	23	28%	15	20%
	Total	300	100%	132	100%	83	100%	75	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	20	6%	13	9%	2	2%	4	5%
	Dissatisfied	26	8%	8	6%	8	9%	10	13%
	Neither	40	13%	18	13%	9	11%	11	15%
	Satisfied	112	36%	42	30%	36	42%	30	40%
	Very satisfied	111	36%	59	42%	30	35%	20	27%
	Total	309	100%	140	100%	85	100%	75	100%

Figure 1. Means by Personnel Classification and Climate Factor

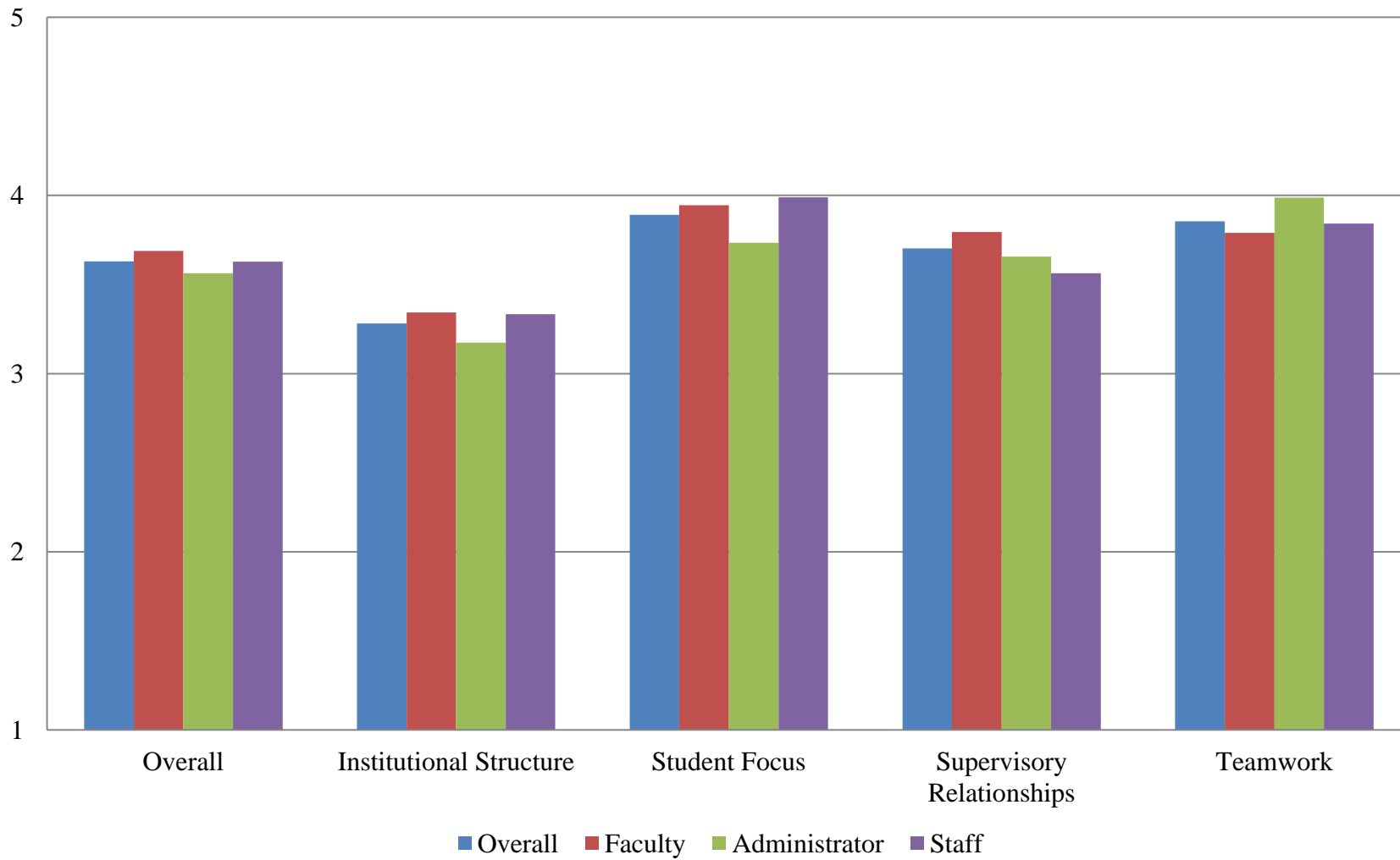


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.630	142	3.688	85	3.563	76	3.628
Institutional Structure	3.281	142	3.343	85	3.174	76	3.334
Student Focus	3.891	142	3.946	85	3.734	76	3.989
Supervisory Relationships	3.702	142	3.795	85	3.656	76	3.562
Teamwork	3.855	142	3.789	85	3.988	76	3.842

Table 6. Institutional Structure Item Means by Personnel Classification

Institutional Structure	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
1 the actions of this institution reflect its mission	317	3.574	3.655	3.494	3.676
4 decisions are made at the appropriate level at this institution	314	3.140	3.176	3.071	3.227
5 the institution effectively promotes diversity in the workplace	319	3.433	3.376	3.247	3.851
6 administrative leadership is focused on meeting the needs of students	319	3.580	3.607	3.388	3.893
10 information is shared within the institution	318	3.116	3.283	2.847	3.211
11 institutional teams use problem-solving techniques	288	3.219	3.224	3.099	3.328
15 I am able to appropriately influence the direction of this institution	301	3.047	2.985	3.210	2.971
16 open and ethical communication is practiced at this institution	316	3.218	3.234	3.188	3.280
22 this institution has been successful in positively motivating my performance	312	3.221	3.400	3.188	2.987
25 a spirit of cooperation exists at this institution	310	3.329	3.414	3.289	3.237
29 institution-wide policies guide my work	305	3.607	3.597	3.593	3.644
32 this institution is appropriately organized	304	2.974	3.072	2.744	3.055
38 I have the opportunity for advancement within this institution	298	2.856	3.068	2.617	2.662
41 I receive adequate information regarding important activities at this institution	311	3.569	3.620	3.435	3.680
44 my work is guided by clearly defined administrative processes	303	3.284	3.387	3.108	3.297

Table 7. Student Focus Item Means by Personnel Classification

Student Focus	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
7 student needs are central to what we do	315	3.857	3.788	3.718	4.200
8 I feel my job is relevant to this institution's mission	319	4.476	4.443	4.607	4.408
17 faculty meet the needs of students	285	3.625	3.784	3.237	3.855
18 student ethnic and cultural diversity are important at this institution	309	3.974	4.065	3.671	4.164
19 students' competencies are enhanced	292	3.798	3.892	3.645	3.871
23 non-teaching professional personnel meet the needs of students	303	3.752	3.830	3.602	3.836
28 classified personnel meet the needs of students	294	3.833	3.892	3.550	4.097
31 students receive an excellent education at this institution	297	3.949	3.993	3.901	3.938
35 this institution prepares students for a career	299	3.886	4.000	3.683	3.939
37 this institution prepares students for further learning	296	4.030	4.106	3.888	4.063
40 students are assisted with their personal development	282	3.766	3.853	3.558	3.847
42 students are satisfied with their educational experience at this institution	277	3.661	3.713	3.539	3.702

Table 8. Supervisory Relationships Item Means by Personnel Classification

Supervisory Relationships	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
2 my supervisor expresses confidence in my work	319	4.138	4.234	4.048	4.067
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	316	4.098	4.203	4.095	3.947
12 positive work expectations are communicated to me	313	3.562	3.647	3.542	3.447
13 unacceptable behaviors are identified and communicated to me	282	3.500	3.525	3.382	3.563
20 I receive timely feedback for my work	313	3.419	3.571	3.286	3.311
21 I receive appropriate feedback for my work	311	3.476	3.576	3.393	3.447
26 my supervisor actively seeks my ideas	307	3.655	3.737	3.663	3.573
27 my supervisor seriously considers my ideas	304	3.806	3.846	3.795	3.795
30 work outcomes are clarified for me	308	3.545	3.664	3.422	3.447
34 my supervisor helps me to improve my work	305	3.574	3.672	3.452	3.514
39 I am given the opportunity to be creative in my work	311	4.010	4.262	3.918	3.627
45 I have the opportunity to express my ideas in appropriate forums	310	3.581	3.546	3.741	3.453
46 professional development and training opportunities are available	309	3.638	3.775	3.702	3.311

Table 9. Teamwork Item Means by Personnel Classification

Teamwork	Overall		Faculty	Administrator	Staff
	N	Mean	Mean	Mean	Mean
<i>The extent to which...</i>					
3 there is a spirit of cooperation within my work team	319	4.047	4.029	4.153	4.026
14 my primary work team uses problem-solving techniques	303	3.838	3.713	3.940	3.961
24 there is an opportunity for all ideas to be exchanged within my work team	309	3.783	3.752	3.905	3.750
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	306	3.791	3.657	4.000	3.773
36 my work team coordinates its efforts with appropriate individuals and teams	300	3.857	3.826	3.928	3.827
43 a spirit of cooperation exists in my department	309	3.867	3.900	3.988	3.693