

Tacoma Community College
Tacoma, Washington

PACE Personnel Classification Report
PACE Climate Survey for Community Colleges

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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	6	2%	3	3%	1	1%	2	2%
	Dissatisfied	56	17%	31	26%	9	10%	10	11%
	Neither	55	17%	19	16%	14	15%	16	17%
	Satisfied	146	44%	41	35%	52	56%	40	43%
	Very satisfied	69	21%	24	20%	17	18%	24	26%
	Total	332	100%	118	100%	93	100%	92	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	22	7%	10	9%	4	4%	7	8%
	Dissatisfied	65	20%	33	28%	19	20%	8	9%
	Neither	83	25%	22	19%	25	27%	27	30%
	Satisfied	103	31%	31	27%	30	32%	33	36%
	Very satisfied	56	17%	20	17%	15	16%	16	18%
	Total	329	100%	116	100%	93	100%	91	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	11	3%	5	4%	4	4%	1	1%
	Dissatisfied	39	12%	22	19%	6	6%	7	8%
	Neither	70	21%	25	21%	22	24%	17	19%
	Satisfied	108	33%	34	29%	30	32%	37	41%
	Very satisfied	103	31%	32	27%	31	33%	28	31%
	Total	331	100%	118	100%	93	100%	90	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	22	7%	14	12%	3	3%	4	4%
	Dissatisfied	40	12%	21	18%	11	12%	7	8%
	Neither	52	16%	17	14%	17	18%	13	14%
	Satisfied	124	37%	33	28%	38	41%	40	44%
	Very satisfied	93	28%	34	29%	23	25%	26	29%
	Total	331	100%	119	100%	92	100%	90	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	29	9%	12	10%	6	6%	10	11%
	Dissatisfied	49	15%	20	17%	13	14%	12	13%
	Neither	63	19%	29	24%	14	15%	16	17%
	Satisfied	117	35%	34	29%	39	42%	32	35%
	Very satisfied	76	23%	24	20%	21	23%	22	24%
	Total	334	100%	119	100%	93	100%	92	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	13	4%	10	10%	2	2%	1	1%
	Dissatisfied	40	14%	18	18%	9	10%	9	11%
	Neither	99	34%	36	35%	30	33%	26	31%
	Satisfied	102	35%	27	26%	37	41%	35	41%
	Very satisfied	40	14%	11	11%	12	13%	14	16%
	Total	294	100%	102	100%	90	100%	85	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	45	15%	25	22%	6	7%	13	15%
	Dissatisfied	47	15%	21	18%	11	12%	12	14%
	Neither	84	27%	23	20%	25	28%	33	38%
	Satisfied	85	28%	30	26%	31	35%	17	20%
	Very satisfied	48	16%	15	13%	16	18%	12	14%
	Total	309	100%	114	100%	89	100%	87	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	34	10%	20	17%	6	7%	7	8%
	Dissatisfied	41	13%	25	21%	4	4%	9	10%
	Neither	63	19%	21	18%	21	23%	16	17%
	Satisfied	117	36%	33	28%	39	42%	39	42%
	Very satisfied	69	21%	19	16%	22	24%	22	24%
	Total	324	100%	118	100%	92	100%	93	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	43	13%	23	19%	10	11%	9	10%
	Dissatisfied	50	16%	21	18%	12	13%	15	16%
	Neither	71	22%	24	20%	20	22%	22	24%
	Satisfied	89	28%	29	24%	31	34%	23	25%
	Very satisfied	67	21%	22	18%	19	21%	23	25%
	Total	320	100%	119	100%	92	100%	92	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	23	7%	12	10%	4	4%	7	8%
	Dissatisfied	45	14%	22	19%	9	10%	11	12%
	Neither	69	22%	27	23%	22	24%	16	17%
	Satisfied	114	36%	34	29%	39	42%	34	37%
	Very satisfied	69	22%	23	19%	18	20%	24	26%
	Total	320	100%	118	100%	92	100%	92	100%
29 institution-wide policies guide my work	Very dissatisfied	11	4%	8	7%	1	1%	2	2%
	Dissatisfied	11	4%	6	5%	4	4%	1	1%
	Neither	84	27%	30	26%	26	28%	23	26%
	Satisfied	128	41%	43	37%	36	39%	42	47%
	Very satisfied	80	25%	28	24%	26	28%	21	24%
	Total	314	100%	115	100%	93	100%	89	100%
32 this institution is appropriately organized	Very dissatisfied	33	11%	18	15%	5	5%	10	11%
	Dissatisfied	64	21%	24	21%	19	21%	18	20%
	Neither	84	27%	29	25%	29	32%	21	23%
	Satisfied	92	29%	30	26%	30	33%	29	32%
	Very satisfied	39	13%	16	14%	9	10%	13	14%
	Total	312	100%	117	100%	92	100%	91	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	49	17%	18	17%	16	18%	14	16%
	Dissatisfied	51	18%	16	15%	18	21%	14	16%
	Neither	83	29%	32	30%	24	28%	24	28%
	Satisfied	63	22%	23	21%	19	22%	20	23%
	Very satisfied	44	15%	18	17%	10	11%	15	17%
	Total	290	100%	107	100%	87	100%	87	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	15	5%	6	5%	5	5%	4	4%
	Dissatisfied	31	10%	12	10%	8	9%	10	11%
	Neither	51	16%	21	18%	12	13%	16	17%
	Satisfied	135	43%	50	42%	42	45%	38	41%
	Very satisfied	82	26%	30	25%	26	28%	24	26%
	Total	314	100%	119	100%	93	100%	92	100%
44 administrative processes are clearly defined	Very dissatisfied	33	11%	20	17%	6	6%	7	8%
	Dissatisfied	64	20%	27	23%	18	19%	18	20%
	Neither	79	25%	27	23%	23	25%	24	26%
	Satisfied	97	31%	31	26%	34	37%	28	30%
	Very satisfied	40	13%	13	11%	12	13%	15	16%
	Total	313	100%	118	100%	93	100%	92	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	11	3%	9	8%	1	1%	1	1%	
	Dissatisfied	29	9%	15	13%	8	9%	4	4%	
	Neither	50	15%	17	14%	14	15%	13	14%	
	Satisfied	121	36%	35	29%	43	46%	37	41%	
	Very satisfied	122	37%	43	36%	27	29%	36	40%	
	Total		333	100%	119	100%	93	100%	91	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	2	1%	1	1%	0	0%	1	1%	
	Dissatisfied	9	3%	4	3%	2	2%	3	3%	
	Neither	24	7%	13	11%	3	3%	6	7%	
	Satisfied	88	27%	24	20%	27	29%	29	32%	
	Very satisfied	208	63%	77	65%	60	65%	51	57%	
	Total		331	100%	119	100%	92	100%	90	100%
17 faculty meet the needs of students	Very dissatisfied	6	2%	1	1%	2	2%	3	4%	
	Dissatisfied	22	7%	7	6%	10	12%	4	5%	
	Neither	71	24%	12	10%	31	38%	22	28%	
	Satisfied	129	43%	57	48%	30	37%	33	42%	
	Very satisfied	71	24%	41	35%	9	11%	17	22%	
	Total		299	100%	118	100%	82	100%	79	100%
18 student diversity is important at this institution	Very dissatisfied	3	1%	2	2%	1	1%	0	0%	
	Dissatisfied	15	5%	10	9%	2	2%	3	3%	
	Neither	36	11%	11	9%	14	15%	7	8%	
	Satisfied	117	36%	37	32%	40	43%	33	36%	
	Very satisfied	153	47%	57	49%	36	39%	49	53%	
	Total		324	100%	117	100%	93	100%	92	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	8	3%	6	5%	1	1%	1	1%
	Dissatisfied	17	6%	7	6%	4	5%	4	5%
	Neither	67	23%	22	19%	21	25%	18	24%
	Satisfied	135	46%	52	45%	42	50%	35	46%
	Very satisfied	68	23%	29	25%	16	19%	18	24%
	Total		295	100%	116	100%	84	100%	76
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	4	1%	3	3%	0	0%	1	1%
	Dissatisfied	9	3%	6	5%	2	2%	1	1%
	Neither	63	20%	23	21%	17	18%	17	19%
	Satisfied	140	45%	52	46%	43	47%	41	46%
	Very satisfied	94	30%	28	25%	30	33%	30	33%
	Total		310	100%	112	100%	92	100%	90
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	3	3%	0	0%	0	0%
	Dissatisfied	5	2%	2	2%	1	1%	2	2%
	Neither	57	19%	19	18%	20	22%	13	15%
	Satisfied	133	44%	48	44%	44	49%	36	40%
	Very satisfied	104	34%	36	33%	25	28%	38	43%
	Total		302	100%	108	100%	90	100%	89
31 students receive an excellent education at this institution	Very dissatisfied	4	1%	3	3%	0	0%	1	1%
	Dissatisfied	18	6%	9	8%	4	5%	3	4%
	Neither	62	21%	18	15%	21	25%	20	24%
	Satisfied	136	45%	56	47%	41	48%	35	42%
	Very satisfied	79	26%	33	28%	19	22%	24	29%
	Total		299	100%	119	100%	85	100%	83

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%	3	3%	0	0%	2	2%
	Dissatisfied	20	7%	10	8%	7	8%	3	4%
	Neither	58	19%	17	14%	23	27%	14	17%
	Satisfied	143	48%	54	46%	41	48%	44	52%
	Very satisfied	72	24%	34	29%	15	17%	21	25%
	Total	298	100%	118	100%	86	100%	84	100%
37 this institution prepares students for further learning	Very dissatisfied	7	2%	5	4%	1	1%	1	1%
	Dissatisfied	13	4%	8	7%	2	2%	2	2%
	Neither	54	18%	15	13%	20	23%	15	18%
	Satisfied	148	49%	57	48%	46	53%	42	49%
	Very satisfied	79	26%	33	28%	18	21%	25	29%
	Total	301	100%	118	100%	87	100%	85	100%
40 students are assisted with their personal development	Very dissatisfied	6	2%	1	1%	2	2%	3	4%
	Dissatisfied	15	5%	9	8%	2	2%	3	4%
	Neither	67	23%	24	21%	22	25%	18	23%
	Satisfied	138	47%	52	45%	46	53%	37	47%
	Very satisfied	66	23%	30	26%	15	17%	18	23%
	Total	292	100%	116	100%	87	100%	79	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	0	0%	1	1%	2	3%
	Dissatisfied	17	6%	9	8%	3	4%	3	4%
	Neither	85	31%	31	27%	27	34%	25	35%
	Satisfied	135	49%	60	52%	41	52%	30	42%
	Very satisfied	33	12%	15	13%	7	9%	11	15%
	Total	273	100%	115	100%	79	100%	71	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/chair expresses confidence in my work	Very dissatisfied	13	4%	7	6%	2	2%	4	4%
	Dissatisfied	15	5%	7	6%	1	1%	7	8%
	Neither	19	6%	9	8%	6	7%	3	3%
	Satisfied	85	26%	29	25%	23	25%	23	25%
	Very satisfied	199	60%	66	56%	60	65%	54	59%
	Total	331	100%	118	100%	92	100%	91	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	18	5%	10	8%	3	3%	5	5%
	Dissatisfied	19	6%	7	6%	3	3%	6	7%
	Neither	16	5%	7	6%	3	3%	4	4%
	Satisfied	85	26%	31	26%	26	28%	24	26%
	Very satisfied	193	58%	63	53%	57	62%	53	58%
	Total	331	100%	118	100%	92	100%	92	100%
12 positive work expectations are communicated to me	Very dissatisfied	15	5%	7	6%	3	3%	5	5%
	Dissatisfied	30	9%	13	11%	7	8%	7	8%
	Neither	59	18%	26	22%	17	18%	12	13%
	Satisfied	124	38%	47	40%	33	35%	38	41%
	Very satisfied	97	30%	24	21%	33	35%	31	33%
	Total	325	100%	117	100%	93	100%	93	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	12	4%	6	6%	4	5%	2	2%
	Dissatisfied	24	9%	10	10%	4	5%	6	7%
	Neither	68	24%	31	31%	21	26%	13	16%
	Satisfied	111	40%	38	38%	31	38%	38	47%
	Very satisfied	65	23%	15	15%	21	26%	22	27%
	Total	280	100%	100	100%	81	100%	81	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	25	8%	11	10%	6	7%	7	8%
	Dissatisfied	25	8%	9	8%	5	5%	9	10%
	Neither	59	18%	24	21%	17	19%	14	15%
	Satisfied	106	33%	41	36%	25	27%	33	35%
	Very satisfied	105	33%	29	25%	38	42%	30	32%
	Total	320	100%	114	100%	91	100%	93	100%
21 I receive appropriate feedback for my work	Very dissatisfied	23	7%	10	9%	7	8%	5	5%
	Dissatisfied	29	9%	10	9%	4	4%	14	15%
	Neither	48	15%	21	18%	14	15%	9	10%
	Satisfied	115	36%	47	41%	27	29%	34	37%
	Very satisfied	102	32%	27	23%	41	44%	29	32%
	Total	317	100%	115	100%	93	100%	91	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	20	6%	12	10%	2	2%	6	7%
	Dissatisfied	22	7%	8	7%	5	5%	7	8%
	Neither	40	13%	19	16%	7	8%	11	12%
	Satisfied	91	28%	27	23%	35	38%	25	27%
	Very satisfied	147	46%	53	45%	43	47%	42	46%
	Total	320	100%	119	100%	92	100%	91	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	17	5%	9	8%	2	2%	6	7%
	Dissatisfied	20	6%	8	7%	4	4%	6	7%
	Neither	38	12%	17	14%	10	11%	8	9%
	Satisfied	90	28%	29	25%	27	29%	30	33%
	Very satisfied	153	48%	55	47%	49	53%	41	45%
	Total	318	100%	118	100%	92	100%	91	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	17	5%	9	8%	4	4%	4	4%	
	Dissatisfied	23	7%	9	8%	6	7%	8	9%	
	Neither	58	18%	25	22%	14	15%	14	15%	
	Satisfied	139	44%	49	42%	42	46%	40	43%	
	Very satisfied	82	26%	24	21%	26	28%	27	29%	
	Total	319	100%	116	100%	92	100%	93	100%	
34 my supervisor/chair helps me to improve my work	Very dissatisfied	24	8%	12	10%	5	5%	6	7%	
	Dissatisfied	15	5%	6	5%	4	4%	5	5%	
	Neither	53	17%	23	20%	12	13%	15	16%	
	Satisfied	88	28%	28	24%	27	30%	29	32%	
	Very satisfied	129	42%	46	40%	43	47%	37	40%	
	Total	309	100%	115	100%	91	100%	92	100%	
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	4%	1	1%	6	6%	6	7%	
	Dissatisfied	20	6%	8	7%	4	4%	7	8%	
	Neither	33	10%	13	11%	8	9%	12	13%	
	Satisfied	112	36%	43	36%	33	35%	31	34%	
	Very satisfied	137	43%	54	45%	42	45%	36	39%	
	Total	315	100%	119	100%	93	100%	92	100%	
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	23	7%	13	11%	4	4%	6	7%	
	Dissatisfied	26	8%	13	11%	5	5%	7	8%	
	Neither	55	18%	20	17%	13	14%	18	20%	
	Satisfied	120	39%	44	38%	45	48%	29	32%	
	Very satisfied	87	28%	27	23%	26	28%	31	34%	
	Total	311	100%	117	100%	93	100%	91	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	12	4%	6	5%	2	2%	4	4%
	Dissatisfied	32	10%	14	12%	9	10%	9	10%
	Neither	61	20%	24	21%	15	16%	19	21%
	Satisfied	121	39%	40	34%	44	48%	34	37%
	Very satisfied	83	27%	33	28%	22	24%	25	27%
	Total	309	100%	117	100%	92	100%	91	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	14	4%	7	6%	1	1%	5	5%
	Dissatisfied	25	8%	10	8%	6	7%	6	7%
	Neither	32	10%	16	14%	6	7%	6	7%
	Satisfied	106	32%	37	31%	28	31%	33	36%
	Very satisfied	154	47%	48	41%	50	55%	42	46%
	Total	331	100%	118	100%	91	100%	92	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	7	2%	4	4%	2	2%	1	1%
	Dissatisfied	16	5%	9	8%	3	3%	3	3%
	Neither	37	12%	13	12%	10	11%	11	12%
	Satisfied	125	40%	53	49%	30	33%	35	38%
	Very satisfied	128	41%	29	27%	46	51%	43	46%
	Total	313	100%	108	100%	91	100%	93	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	14	4%	11	10%	0	0%	3	3%
	Dissatisfied	24	8%	14	12%	4	4%	6	7%
	Neither	35	11%	18	16%	5	5%	10	11%
	Satisfied	122	39%	37	32%	41	45%	37	40%
	Very satisfied	119	38%	34	30%	41	45%	36	39%
	Total	314	100%	114	100%	91	100%	92	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	23	7%	16	14%	2	2%	5	5%
	Dissatisfied	15	5%	7	6%	3	3%	5	5%
	Neither	32	10%	14	12%	6	7%	11	12%
	Satisfied	115	37%	41	36%	40	43%	27	29%
	Very satisfied	125	40%	37	32%	41	45%	44	48%
	Total	310	100%	115	100%	92	100%	92	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	8	3%	6	5%	1	1%	1	1%
	Dissatisfied	15	5%	6	5%	1	1%	8	9%
	Neither	39	13%	18	16%	11	12%	8	9%
	Satisfied	134	44%	46	41%	37	41%	44	48%
	Very satisfied	111	36%	37	33%	41	45%	31	34%
	Total	307	100%	113	100%	91	100%	92	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	19	6%	10	8%	1	1%	8	9%
	Dissatisfied	24	8%	12	10%	5	5%	7	8%
	Neither	29	9%	11	9%	7	8%	7	8%
	Satisfied	99	32%	36	31%	29	32%	31	34%
	Very satisfied	140	45%	49	42%	50	54%	39	42%
	Total	311	100%	118	100%	92	100%	92	100%

Figure 1. Means by Personnel Classification and Climate Factor

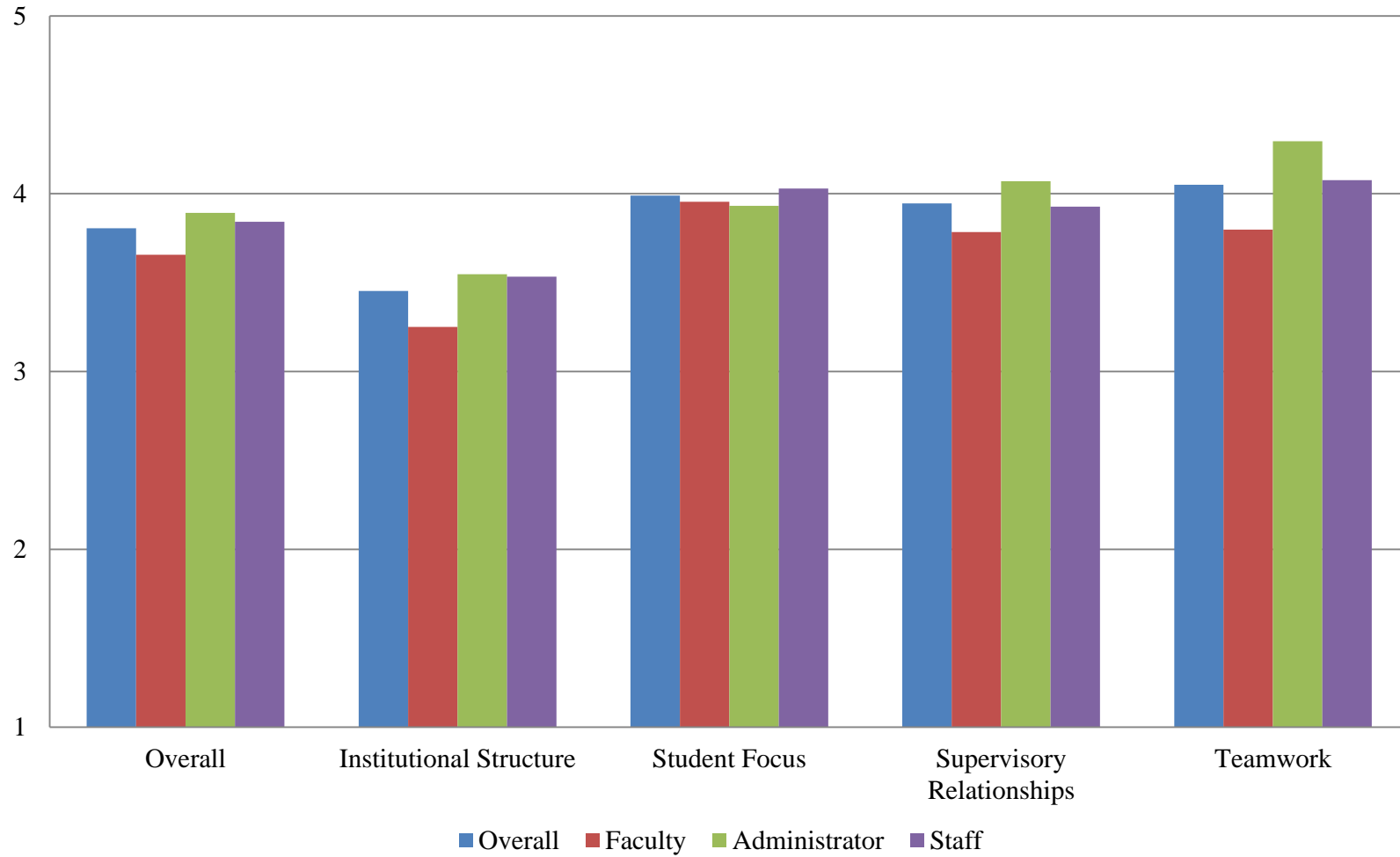


Table 5. Climate Factor Means by Personnel Classification

Climate Factor	Overall	Faculty		Administrator		Staff	
	Mean	N	Mean	N	Mean	N	Mean
Overall	3.807	119	3.657	93	3.892	93	3.842
Institutional Structure	3.453	119	3.251	93	3.548	93	3.533
Student Focus	3.990	119	3.955	93	3.932	93	4.030
Supervisory Relationships	3.946	119	3.785	93	4.070	93	3.927
Teamwork	4.051	119	3.799	92	4.295	93	4.076

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	332	3.651	3.441	3.806	3.804
4 decisions are made at the appropriate level at this institution	329	3.322	3.155	3.355	3.473
5 the institution effectively promotes diversity in the workplace	331	3.764	3.559	3.839	3.933
6 administrative leadership is focused on meeting the needs of students	331	3.683	3.437	3.728	3.856
10 information is shared within the institution	334	3.485	3.319	3.602	3.478
11 institutional teams use problem-solving techniques	294	3.395	3.108	3.533	3.612
15 I am able to appropriately influence the direction of this institution	309	3.142	2.904	3.449	3.034
16 open and ethical communication is practiced at this institution	324	3.451	3.051	3.728	3.645
22 this institution has been successful in positively motivating my performance	320	3.272	3.050	3.402	3.391
25 a spirit of cooperation exists at this institution	320	3.503	3.288	3.630	3.620
29 institution-wide policies guide my work	314	3.812	3.670	3.882	3.888
32 this institution is appropriately organized	312	3.128	3.017	3.207	3.187
38 I have the opportunity for advancement within this institution	290	3.007	3.065	2.874	3.092
41 I receive adequate information regarding important activities at this institution	314	3.758	3.723	3.817	3.739
44 administrative processes are clearly defined	313	3.150	2.915	3.301	3.283

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	333	3.943	3.739	3.935	4.132
8 I feel my job is relevant to this institution's mission	331	4.483	4.445	4.576	4.400
17 faculty meet the needs of students	299	3.793	4.102	3.415	3.722
18 student diversity is important at this institution	324	4.241	4.171	4.161	4.391
19 students' competencies are enhanced	295	3.807	3.784	3.810	3.855
23 non-teaching professional personnel meet the needs of students	310	4.003	3.857	4.098	4.089
28 classified personnel meet the needs of students	302	4.093	4.037	4.033	4.236
31 students receive an excellent education at this institution	299	3.896	3.899	3.882	3.940
35 this institution prepares students for a career	298	3.862	3.898	3.744	3.940
37 this institution prepares students for further learning	301	3.927	3.890	3.897	4.035
40 students are assisted with their personal development	292	3.832	3.871	3.805	3.810
42 students are satisfied with their educational experience at this institution	273	3.652	3.704	3.633	3.634

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/chair expresses confidence in my work	331	4.335	4.186	4.500	4.275
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	331	4.257	4.102	4.424	4.239
12 positive work expectations are communicated to me	325	3.794	3.581	3.925	3.892
13 unacceptable behaviors are identified and communicated to me	280	3.689	3.460	3.753	3.889
20 I receive timely feedback for my work	320	3.753	3.596	3.923	3.753
21 I receive appropriate feedback for my work	317	3.770	3.617	3.978	3.747
26 my supervisor/chair actively seeks my ideas	320	4.009	3.849	4.217	3.989
27 my supervisor/chair seriously considers my ideas	318	4.075	3.958	4.272	4.033
30 work outcomes are clarified for me	319	3.771	3.603	3.870	3.839
34 my supervisor/chair helps me to improve my work	309	3.916	3.783	4.088	3.935
39 I am given the opportunity to be creative in my work	315	4.079	4.185	4.086	3.913
45 I have the opportunity to express my ideas in appropriate forums	311	3.714	3.504	3.903	3.791
46 professional development and training opportunities are available	309	3.748	3.684	3.815	3.736

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	331	4.091	3.924	4.319	4.098
14 my primary work team uses problem-solving techniques	313	4.121	3.870	4.264	4.247
24 there is an opportunity for all ideas to be exchanged within my work team	314	3.981	3.605	4.308	4.054
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	310	3.981	3.661	4.250	4.087
36 my work team coordinates its efforts with appropriate individuals and teams	307	4.059	3.903	4.275	4.043
43 a spirit of cooperation exists in my department	311	4.019	3.864	4.326	3.935