



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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# West Shore Community College Scottville, MI

## Personal Assessment of the College Environment (PACE) Report

by

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The National Initiative for Leadership  
& Institutional Effectiveness

North Carolina State University

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**Table 1. Institutional Structure Frequency Distributions**

*WSCC compared with:*

Institutional Structure	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>1</b> the actions of this institution reflect its mission	Very dissatisfied	4	4%	2455	3%	79	2%	4	4%
	Dissatisfied	19	17%	8718	12%	409	11%	7	7%
	Neither	17	15%	10534	14%	534	14%	16	16%
	Satisfied	47	42%	33880	46%	1845	49%	49	49%
	Very satisfied	25	22%	18040	25%	931	25%	23	23%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>73627</b>	<b>100%</b>	<b>3798</b>	<b>100%</b>	<b>99</b>	<b>100%</b>
<b>4</b> decisions are made at the appropriate level at this institution	Very dissatisfied	14	13%	6087	8%	316	8%	8	8%
	Dissatisfied	36	32%	15301	21%	756	20%	16	17%
	Neither	22	20%	15869	22%	795	21%	23	24%
	Satisfied	28	25%	23949	33%	1278	34%	36	38%
	Very satisfied	12	11%	11448	16%	608	16%	13	14%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>72654</b>	<b>100%</b>	<b>3753</b>	<b>100%</b>	<b>96</b>	<b>100%</b>
<b>5</b> the institution effectively promotes diversity in the workplace	Very dissatisfied	5	4%	3186	4%	136	4%	4	4%
	Dissatisfied	16	14%	6597	9%	306	8%	10	10%
	Neither	39	35%	14068	19%	902	24%	28	29%
	Satisfied	31	28%	27567	38%	1479	39%	29	30%
	Very satisfied	21	19%	21621	30%	926	25%	26	27%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>73039</b>	<b>100%</b>	<b>3749</b>	<b>100%</b>	<b>97</b>	<b>100%</b>
<b>6</b> administrative leadership is focused on meeting the needs of students	Very dissatisfied	6	5%	4591	6%	244	6%	4	4%
	Dissatisfied	22	19%	10056	14%	502	13%	14	14%
	Neither	20	18%	11595	16%	590	16%	11	11%
	Satisfied	36	32%	27145	37%	1383	37%	40	40%
	Very satisfied	29	26%	20008	27%	1070	28%	30	30%
	<b>Total</b>	<b>113</b>	<b>100%</b>	<b>73395</b>	<b>100%</b>	<b>3789</b>	<b>100%</b>	<b>99</b>	<b>100%</b>

*WSCC compared with:*

Institutional Structure (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>10</b> information is shared within the institution	Very dissatisfied	28	25%	8211	11%	469	12%	12	12%
	Dissatisfied	30	27%	15502	21%	884	23%	25	25%
	Neither	18	16%	15255	21%	715	19%	18	18%
	Satisfied	28	25%	22123	30%	1117	29%	31	31%
	Very satisfied	7	6%	12485	17%	604	16%	14	14%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>73576</b>	<b>100%</b>	<b>3789</b>	<b>100%</b>	<b>100</b>	<b>100%</b>
<b>11</b> institutional teams use problem-solving techniques	Very dissatisfied	10	10%	2963	4%	150	4%	6	7%
	Dissatisfied	23	24%	9424	14%	482	13%	17	18%
	Neither	28	29%	21003	31%	1092	31%	24	26%
	Satisfied	30	31%	25647	38%	1425	40%	38	41%
	Very satisfied	5	5%	8431	12%	428	12%	7	8%
	<b>Total</b>	<b>96</b>	<b>100%</b>	<b>67468</b>	<b>100%</b>	<b>3577</b>	<b>100%</b>	<b>92</b>	<b>100%</b>
<b>15</b> I am able to appropriately influence the direction of this institution	Very dissatisfied	15	15%	7527	11%	352	10%	11	12%
	Dissatisfied	27	27%	12671	19%	621	17%	20	21%
	Neither	22	22%	20645	30%	1022	29%	21	22%
	Satisfied	24	24%	18983	28%	1095	31%	31	33%
	Very satisfied	13	13%	8638	13%	479	13%	11	12%
	<b>Total</b>	<b>101</b>	<b>100%</b>	<b>68464</b>	<b>100%</b>	<b>3569</b>	<b>100%</b>	<b>94</b>	<b>100%</b>
<b>16</b> open and ethical communication is practiced at this institution	Very dissatisfied	20	18%	7401	10%	406	11%	9	9%
	Dissatisfied	25	23%	12929	18%	709	19%	21	21%
	Neither	27	24%	15323	21%	817	22%	18	18%
	Satisfied	25	23%	24055	33%	1204	32%	36	37%
	Very satisfied	14	13%	13066	18%	638	17%	14	14%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>72774</b>	<b>100%</b>	<b>3774</b>	<b>100%</b>	<b>98</b>	<b>100%</b>

*WSCC compared with:*

Institutional Structure (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>22</b> this institution has been successful in positively motivating my performance	Very dissatisfied	13	12%	6778	9%	308	8%	9	9%
	Dissatisfied	20	18%	11687	16%	594	16%	18	18%
	Neither	22	19%	14864	21%	723	19%	20	20%
	Satisfied	32	28%	23772	33%	1320	35%	30	30%
	Very satisfied	26	23%	15362	21%	805	21%	22	22%
	<b>Total</b>		<b>113</b>	<b>100%</b>	<b>72463</b>	<b>100%</b>	<b>3750</b>	<b>100%</b>	<b>99</b>
<b>25</b> a spirit of cooperation exists at this institution	Very dissatisfied	19	17%	6752	9%	365	10%	8	8%
	Dissatisfied	31	27%	12682	17%	687	18%	18	18%
	Neither	16	14%	14843	20%	759	20%	22	22%
	Satisfied	31	27%	25080	34%	1277	34%	37	37%
	Very satisfied	16	14%	13370	18%	684	18%	14	14%
	<b>Total</b>		<b>113</b>	<b>100%</b>	<b>72727</b>	<b>100%</b>	<b>3772</b>	<b>100%</b>	<b>99</b>
<b>29</b> institution-wide policies guide my work	Very dissatisfied	4	4%	2985	4%	131	4%	6	6%
	Dissatisfied	13	12%	6430	9%	301	8%	11	11%
	Neither	29	26%	17876	25%	937	25%	25	26%
	Satisfied	41	37%	30092	42%	1650	45%	42	43%
	Very satisfied	24	22%	13987	20%	671	18%	14	14%
	<b>Total</b>		<b>111</b>	<b>100%</b>	<b>71370</b>	<b>100%</b>	<b>3690</b>	<b>100%</b>	<b>98</b>
<b>32</b> this institution is appropriately organized	Very dissatisfied	18	16%	6299	9%	335	9%	9	9%
	Dissatisfied	26	23%	14024	20%	749	20%	19	20%
	Neither	25	22%	16517	23%	868	23%	23	24%
	Satisfied	32	29%	23860	33%	1275	34%	37	38%
	Very satisfied	11	10%	10967	15%	503	13%	9	9%
	<b>Total</b>		<b>112</b>	<b>100%</b>	<b>71667</b>	<b>100%</b>	<b>3730</b>	<b>100%</b>	<b>97</b>

*WSCC compared with:*

Institutional Structure (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>38</b> I have the opportunity for advancement within this institution	Very dissatisfied	21	21%	10153	15%	461	13%	16	18%
	Dissatisfied	13	13%	11751	17%	570	16%	13	15%
	Neither	33	34%	17785	26%	1055	30%	20	23%
	Satisfied	23	23%	17926	26%	940	27%	30	34%
	Very satisfied	8	8%	10453	15%	447	13%	8	9%
	<b>Total</b>	<b>98</b>	<b>100%</b>	<b>68068</b>	<b>100%</b>	<b>3473</b>	<b>100%</b>	<b>87</b>	<b>100%</b>
<b>41</b> I receive adequate information regarding important activities at this institution	Very dissatisfied	13	12%	4357	6%	220	6%	5	5%
	Dissatisfied	32	29%	10257	14%	523	14%	18	18%
	Neither	15	13%	12257	17%	644	17%	17	17%
	Satisfied	33	29%	29961	41%	1618	43%	46	47%
	Very satisfied	19	17%	15745	22%	770	20%	12	12%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>72577</b>	<b>100%</b>	<b>3775</b>	<b>100%</b>	<b>98</b>	<b>100%</b>
<b>44</b> my work is guided by clearly defined administrative processes	Very dissatisfied	12	11%	5277	7%	263	7%	8	8%
	Dissatisfied	25	23%	10254	14%	542	15%	16	16%
	Neither	21	19%	16668	23%	879	24%	22	23%
	Satisfied	39	35%	26186	37%	1417	38%	40	41%
	Very satisfied	13	12%	13042	18%	621	17%	11	11%
	<b>Total</b>	<b>110</b>	<b>100%</b>	<b>71427</b>	<b>100%</b>	<b>3722</b>	<b>100%</b>	<b>97</b>	<b>100%</b>

**Table 2. Student Focus Frequency Distributions**

*WSCC compared with:*

Student Focus	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>7</b> student needs are central to what we do	Very dissatisfied	7	6%	3527	5%	138	4%	3	3%
	Dissatisfied	14	13%	8636	12%	462	12%	11	11%
	Neither	14	13%	9182	12%	465	12%	10	10%
	Satisfied	44	39%	27256	37%	1423	37%	33	33%
	Very satisfied	33	29%	24917	34%	1308	34%	43	43%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>73518</b>	<b>100%</b>	<b>3796</b>	<b>100%</b>	<b>100</b>	<b>100%</b>
<b>8</b> I feel my job is relevant to this institution's mission	Very dissatisfied	3	3%	2790	4%	53	1%	2	2%
	Dissatisfied	7	6%	3389	5%	102	3%	8	8%
	Neither	7	6%	4435	6%	235	6%	4	4%
	Satisfied	34	30%	22773	31%	1283	34%	30	31%
	Very satisfied	61	54%	40132	55%	2099	56%	54	55%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>73519</b>	<b>100%</b>	<b>3772</b>	<b>100%</b>	<b>98</b>	<b>100%</b>
<b>17</b> faculty meet the needs of students	Very dissatisfied	0	0%	1829	3%	63	2%	1	1%
	Dissatisfied	4	4%	5605	8%	250	7%	3	3%
	Neither	7	7%	10811	16%	562	15%	13	14%
	Satisfied	60	56%	30900	44%	1689	46%	49	52%
	Very satisfied	36	34%	20357	29%	1078	30%	29	31%
	<b>Total</b>	<b>107</b>	<b>100%</b>	<b>69502</b>	<b>100%</b>	<b>3642</b>	<b>100%</b>	<b>95</b>	<b>100%</b>
<b>18</b> student ethnic and cultural diversity are important at this institution	Very dissatisfied	1	1%	2325	3%	99	3%	5	5%
	Dissatisfied	14	13%	4563	6%	241	6%	12	12%
	Neither	25	24%	11086	15%	807	22%	28	29%
	Satisfied	45	42%	29314	41%	1561	42%	37	38%
	Very satisfied	21	20%	24680	34%	1014	27%	16	16%
	<b>Total</b>	<b>106</b>	<b>100%</b>	<b>71968</b>	<b>100%</b>	<b>3722</b>	<b>100%</b>	<b>98</b>	<b>100%</b>



*WSCC compared with:*

Student Focus (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>19</b> students' competencies are enhanced	Very dissatisfied	0	0%	1659	2%	42	1%	1	1%
	Dissatisfied	3	3%	4977	7%	175	5%	3	3%
	Neither	20	19%	12602	18%	683	19%	16	17%
	Satisfied	55	52%	32731	47%	1784	50%	54	58%
	Very satisfied	27	26%	17610	25%	910	25%	19	20%
	<b>Total</b>		<b>105</b>	<b>100%</b>	<b>69579</b>	<b>100%</b>	<b>3594</b>	<b>100%</b>	<b>93</b>
<b>23</b> non-teaching professional personnel meet the needs of students	Very dissatisfied	1	1%	2280	3%	53	1%	1	1%
	Dissatisfied	9	8%	6190	9%	227	6%	5	5%
	Neither	17	15%	11651	17%	563	15%	11	12%
	Satisfied	50	45%	30679	44%	1772	48%	49	52%
	Very satisfied	35	31%	19014	27%	1049	29%	29	31%
	<b>Total</b>		<b>112</b>	<b>100%</b>	<b>69814</b>	<b>100%</b>	<b>3664</b>	<b>100%</b>	<b>95</b>
<b>28</b> classified personnel meet the needs of students	Very dissatisfied	0	0%	1825	3%	50	1%	1	1%
	Dissatisfied	5	5%	4661	7%	146	4%	4	5%
	Neither	24	25%	14826	23%	619	17%	16	19%
	Satisfied	42	44%	28336	43%	1740	49%	44	53%
	Very satisfied	25	26%	15616	24%	990	28%	18	22%
	<b>Total</b>		<b>96</b>	<b>100%</b>	<b>65264</b>	<b>100%</b>	<b>3545</b>	<b>100%</b>	<b>83</b>
<b>31</b> students receive an excellent education at this institution	Very dissatisfied	0	0%	1827	3%	32	1%	0	0%
	Dissatisfied	4	4%	4409	6%	130	4%	1	1%
	Neither	12	11%	8515	12%	451	12%	6	6%
	Satisfied	46	42%	31542	44%	1726	47%	57	59%
	Very satisfied	48	44%	24974	35%	1365	37%	33	34%
	<b>Total</b>		<b>110</b>	<b>100%</b>	<b>71267</b>	<b>100%</b>	<b>3704</b>	<b>100%</b>	<b>97</b>

WSCC compared with:

Student Focus (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>35</b> this institution prepares students for a career	Very dissatisfied	0	0%	1892	3%	29	1%	0	0%
	Dissatisfied	3	3%	4126	6%	155	4%	8	8%
	Neither	16	15%	8701	12%	470	13%	12	13%
	Satisfied	58	54%	31414	44%	1694	46%	49	51%
	Very satisfied	31	29%	24792	35%	1341	36%	27	28%
	<b>Total</b>		<b>108</b>	<b>100%</b>	<b>70925</b>	<b>100%</b>	<b>3689</b>	<b>100%</b>	<b>96</b>
<b>37</b> this institution prepares students for further learning	Very dissatisfied	0	0%	1906	3%	33	1%	0	0%
	Dissatisfied	4	4%	4259	6%	142	4%	3	3%
	Neither	10	9%	8164	11%	471	13%	7	7%
	Satisfied	53	49%	32841	46%	1787	49%	57	59%
	Very satisfied	41	38%	23901	34%	1251	34%	29	30%
	<b>Total</b>		<b>108</b>	<b>100%</b>	<b>71071</b>	<b>100%</b>	<b>3684</b>	<b>100%</b>	<b>96</b>
<b>40</b> students are assisted with their personal development	Very dissatisfied	0	0%	1729	3%	43	1%	1	1%
	Dissatisfied	6	6%	4824	7%	165	5%	3	3%
	Neither	18	17%	13624	20%	711	20%	15	17%
	Satisfied	53	50%	30684	45%	1710	48%	48	53%
	Very satisfied	29	27%	17053	25%	910	26%	23	26%
	<b>Total</b>		<b>106</b>	<b>100%</b>	<b>67914</b>	<b>100%</b>	<b>3539</b>	<b>100%</b>	<b>90</b>
<b>42</b> students are satisfied with their educational experience at this institution	Very dissatisfied	0	0%	1191	2%	27	1%	0	0%
	Dissatisfied	4	4%	4211	6%	138	4%	1	1%
	Neither	13	13%	12729	19%	659	19%	17	19%
	Satisfied	68	65%	35102	53%	1962	56%	54	61%
	Very satisfied	19	18%	13456	20%	704	20%	16	18%
	<b>Total</b>		<b>104</b>	<b>100%</b>	<b>66689</b>	<b>100%</b>	<b>3490</b>	<b>100%</b>	<b>88</b>

**Table 3. Supervisory Relationships Frequency Distributions**

*WSCC compared with:*

Supervisory Relationships	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>2</b> my supervisor expresses confidence in my work	Very dissatisfied	7	6%	3997	5%	121	3%	4	4%
	Dissatisfied	6	5%	5836	8%	245	6%	9	9%
	Neither	12	11%	6737	9%	355	9%	12	12%
	Satisfied	28	25%	20706	28%	1082	29%	29	29%
	Very satisfied	57	52%	36059	49%	1967	52%	45	45%
	<b>Total</b>	<b>110</b>	<b>100%</b>	<b>73335</b>	<b>100%</b>	<b>3770</b>	<b>100%</b>	<b>99</b>	<b>100%</b>
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	8	7%	5269	7%	189	5%	4	4%
	Dissatisfied	12	11%	6616	9%	316	8%	12	12%
	Neither	8	7%	7707	10%	410	11%	9	9%
	Satisfied	33	29%	19668	27%	1008	27%	28	29%
	Very satisfied	51	46%	34143	47%	1846	49%	45	46%
	<b>Total</b>	<b>112</b>	<b>100%</b>	<b>73403</b>	<b>100%</b>	<b>3769</b>	<b>100%</b>	<b>98</b>	<b>100%</b>
<b>12</b> positive work expectations are communicated to me	Very dissatisfied	8	7%	3937	5%	179	5%	6	6%
	Dissatisfied	10	9%	9094	13%	412	11%	12	12%
	Neither	23	21%	12242	17%	648	17%	16	16%
	Satisfied	43	39%	29906	41%	1609	43%	42	43%
	Very satisfied	26	24%	17390	24%	910	24%	21	22%
	<b>Total</b>	<b>110</b>	<b>100%</b>	<b>72569</b>	<b>100%</b>	<b>3758</b>	<b>100%</b>	<b>97</b>	<b>100%</b>
<b>13</b> unacceptable behaviors are identified and communicated to me	Very dissatisfied	5	5%	2871	4%	123	4%	3	3%
	Dissatisfied	5	5%	6773	10%	305	9%	7	8%
	Neither	24	25%	16425	25%	969	28%	29	32%
	Satisfied	46	48%	28109	42%	1463	42%	36	39%
	Very satisfied	15	16%	12260	18%	622	18%	17	18%
	<b>Total</b>	<b>95</b>	<b>100%</b>	<b>66438</b>	<b>100%</b>	<b>3482</b>	<b>100%</b>	<b>92</b>	<b>100%</b>

WSCC compared with:

Supervisory Relationships (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>20</b> I receive timely feedback for my work	Very dissatisfied	10	9%	4893	7%	230	6%	8	8%
	Dissatisfied	9	8%	8896	12%	347	9%	10	10%
	Neither	19	18%	13712	19%	766	20%	20	21%
	Satisfied	38	36%	27109	37%	1525	41%	38	40%
	Very satisfied	31	29%	17823	25%	887	24%	20	21%
	<b>Total</b>	<b>107</b>	<b>100%</b>	<b>72433</b>	<b>100%</b>	<b>3755</b>	<b>100%</b>	<b>96</b>	<b>100%</b>
<b>21</b> I receive appropriate feedback for my work	Very dissatisfied	8	7%	4193	6%	192	5%	6	6%
	Dissatisfied	14	12%	9052	12%	374	10%	12	12%
	Neither	22	19%	12966	18%	688	18%	17	18%
	Satisfied	36	32%	28578	39%	1616	43%	44	45%
	Very satisfied	33	29%	17801	25%	897	24%	18	19%
	<b>Total</b>	<b>113</b>	<b>100%</b>	<b>72590</b>	<b>100%</b>	<b>3767</b>	<b>100%</b>	<b>97</b>	<b>100%</b>
<b>26</b> my supervisor actively seeks my ideas	Very dissatisfied	12	11%	5918	8%	255	7%	11	11%
	Dissatisfied	11	10%	8011	11%	357	10%	7	7%
	Neither	14	13%	12144	17%	563	15%	14	14%
	Satisfied	36	32%	22376	31%	1261	34%	34	35%
	Very satisfied	38	34%	23197	32%	1276	34%	32	33%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>71646</b>	<b>100%</b>	<b>3712</b>	<b>100%</b>	<b>98</b>	<b>100%</b>
<b>27</b> my supervisor seriously considers my ideas	Very dissatisfied	10	9%	5734	8%	245	7%	8	8%
	Dissatisfied	13	12%	7161	10%	307	8%	12	12%
	Neither	9	8%	11292	16%	537	14%	14	14%
	Satisfied	37	33%	22301	31%	1235	33%	29	30%
	Very satisfied	42	38%	25103	35%	1399	38%	35	36%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>71591</b>	<b>100%</b>	<b>3723</b>	<b>100%</b>	<b>98</b>	<b>100%</b>

*WSCC compared with:*

Supervisory Relationships (continued)	Response Option	WSCC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>30</b> work outcomes are clarified for me	Very dissatisfied	4	4%	3599	5%	177	5%	5	5%
	Dissatisfied	20	18%	8153	11%	385	10%	17	17%
	Neither	25	22%	15733	22%	851	23%	23	23%
	Satisfied	42	38%	29367	41%	1583	42%	37	38%
	Very satisfied	21	19%	14940	21%	732	20%	16	16%
	<b>Total</b>		<b>112</b>	<b>100%</b>	<b>71792</b>	<b>100%</b>	<b>3728</b>	<b>100%</b>	<b>98</b>
<b>34</b> my supervisor helps me to improve my work	Very dissatisfied	9	8%	5151	7%	214	6%	7	7%
	Dissatisfied	18	16%	7485	10%	368	10%	12	13%
	Neither	14	13%	13738	19%	677	18%	17	18%
	Satisfied	32	29%	23652	33%	1339	36%	33	34%
	Very satisfied	37	34%	21425	30%	1126	30%	27	28%
	<b>Total</b>		<b>110</b>	<b>100%</b>	<b>71451</b>	<b>100%</b>	<b>3724</b>	<b>100%</b>	<b>96</b>
<b>39</b> I am given the opportunity to be creative in my work	Very dissatisfied	5	4%	4209	6%	134	4%	3	3%
	Dissatisfied	10	9%	5752	8%	182	5%	8	8%
	Neither	15	13%	9198	13%	450	12%	10	10%
	Satisfied	37	33%	26064	36%	1473	39%	39	40%
	Very satisfied	45	40%	26937	37%	1506	40%	37	38%
	<b>Total</b>		<b>112</b>	<b>100%</b>	<b>72160</b>	<b>100%</b>	<b>3745</b>	<b>100%</b>	<b>97</b>
<b>45</b> I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	7	6%	4642	6%	198	5%	5	5%
	Dissatisfied	18	16%	8466	12%	367	10%	9	9%
	Neither	20	18%	14126	20%	729	20%	19	19%
	Satisfied	44	39%	27930	39%	1588	43%	43	44%
	Very satisfied	23	21%	16362	23%	841	23%	22	22%
	<b>Total</b>		<b>112</b>	<b>100%</b>	<b>71526</b>	<b>100%</b>	<b>3723</b>	<b>100%</b>	<b>98</b>

*WSCC compared with:*

<b>Supervisory Relationships (continued)</b>	Response Option	<b>WSCC</b>		<b>NILIE Normbase</b>		<b>Small 2-year</b>		<b>2015</b>	
		Count	%	Count	%	Count	%	Count	%
<b>46</b> professional development and training opportunities are available	Very dissatisfied	7	6%	4781	7%	237	6%	4	4%
	Dissatisfied	10	9%	7993	11%	434	12%	8	8%
	Neither	26	23%	10950	15%	666	18%	13	13%
	Satisfied	42	37%	27057	38%	1508	41%	48	49%
	Very satisfied	28	25%	21064	29%	857	23%	24	25%
	<b>Total</b>	<b>113</b>	<b>100%</b>	<b>71845</b>	<b>100%</b>	<b>3702</b>	<b>100%</b>	<b>97</b>	<b>100%</b>

**Table 4. Teamwork Frequency Distributions**

*WSSC compared with:*

Teamwork	Response Option	WSSC		NILIE Normbase		Small 2-year		2015	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
<b>3</b> there is a spirit of cooperation within my work team	Very dissatisfied	7	6%	4517	6%	164	4%	8	8%
	Dissatisfied	15	14%	8820	12%	403	11%	12	13%
	Neither	14	13%	8048	11%	361	10%	11	12%
	Satisfied	30	27%	23907	33%	1267	34%	31	33%
	Very satisfied	45	41%	27337	38%	1549	41%	33	35%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>72629</b>	<b>100%</b>	<b>3744</b>	<b>100%</b>	<b>95</b>	<b>100%</b>
<b>14</b> my primary work team uses problem-solving techniques	Very dissatisfied	4	4%	3019	4%	103	3%	4	4%
	Dissatisfied	13	13%	6753	10%	271	7%	13	14%
	Neither	19	18%	12041	17%	611	17%	16	17%
	Satisfied	45	44%	28223	41%	1617	44%	44	47%
	Very satisfied	22	21%	19152	28%	1039	29%	17	18%
	<b>Total</b>	<b>103</b>	<b>100%</b>	<b>69188</b>	<b>100%</b>	<b>3641</b>	<b>100%</b>	<b>94</b>	<b>100%</b>
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	8	7%	4536	6%	186	5%	6	6%
	Dissatisfied	14	13%	8434	12%	340	9%	14	14%
	Neither	19	17%	10458	15%	501	14%	13	13%
	Satisfied	38	35%	26934	38%	1500	41%	42	43%
	Very satisfied	30	28%	20697	29%	1173	32%	22	23%
	<b>Total</b>	<b>109</b>	<b>100%</b>	<b>71059</b>	<b>100%</b>	<b>3700</b>	<b>100%</b>	<b>97</b>	<b>100%</b>
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	10	9%	4772	7%	178	5%	7	7%
	Dissatisfied	11	10%	7966	11%	339	9%	8	8%
	Neither	14	13%	10185	14%	502	14%	14	15%
	Satisfied	40	37%	25961	37%	1458	40%	39	41%
	Very satisfied	34	31%	21938	31%	1213	33%	27	28%
	<b>Total</b>	<b>109</b>	<b>100%</b>	<b>70822</b>	<b>100%</b>	<b>3690</b>	<b>100%</b>	<b>95</b>	<b>100%</b>

WSCC compared with:

<b>Teamwork (continued)</b>	Response Option	<b>WSCC</b>		<b>NILIE Normbase</b>		<b>Small 2-year</b>		<b>2015</b>	
		Count	%	Count	%	Count	%	Count	%
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	4	4%	3243	5%	118	3%	5	6%
	Dissatisfied	20	19%	6667	10%	260	7%	5	6%
	Neither	16	15%	12118	17%	628	17%	25	28%
	Satisfied	44	41%	28552	41%	1654	45%	43	48%
	Very satisfied	23	21%	18773	27%	986	27%	12	13%
	<b>Total</b>	<b>107</b>	<b>100%</b>	<b>69353</b>	<b>100%</b>	<b>3646</b>	<b>100%</b>	<b>90</b>	<b>100%</b>
<b>43</b> a spirit of cooperation exists in my department	Very dissatisfied	8	7%	5373	7%	174	5%	5	5%
	Dissatisfied	12	11%	8136	11%	331	9%	7	7%
	Neither	15	14%	9272	13%	414	11%	15	15%
	Satisfied	34	31%	25158	35%	1352	36%	36	37%
	Very satisfied	42	38%	24153	34%	1473	39%	35	36%
	<b>Total</b>	<b>111</b>	<b>100%</b>	<b>72092</b>	<b>100%</b>	<b>3744</b>	<b>100%</b>	<b>98</b>	<b>100%</b>

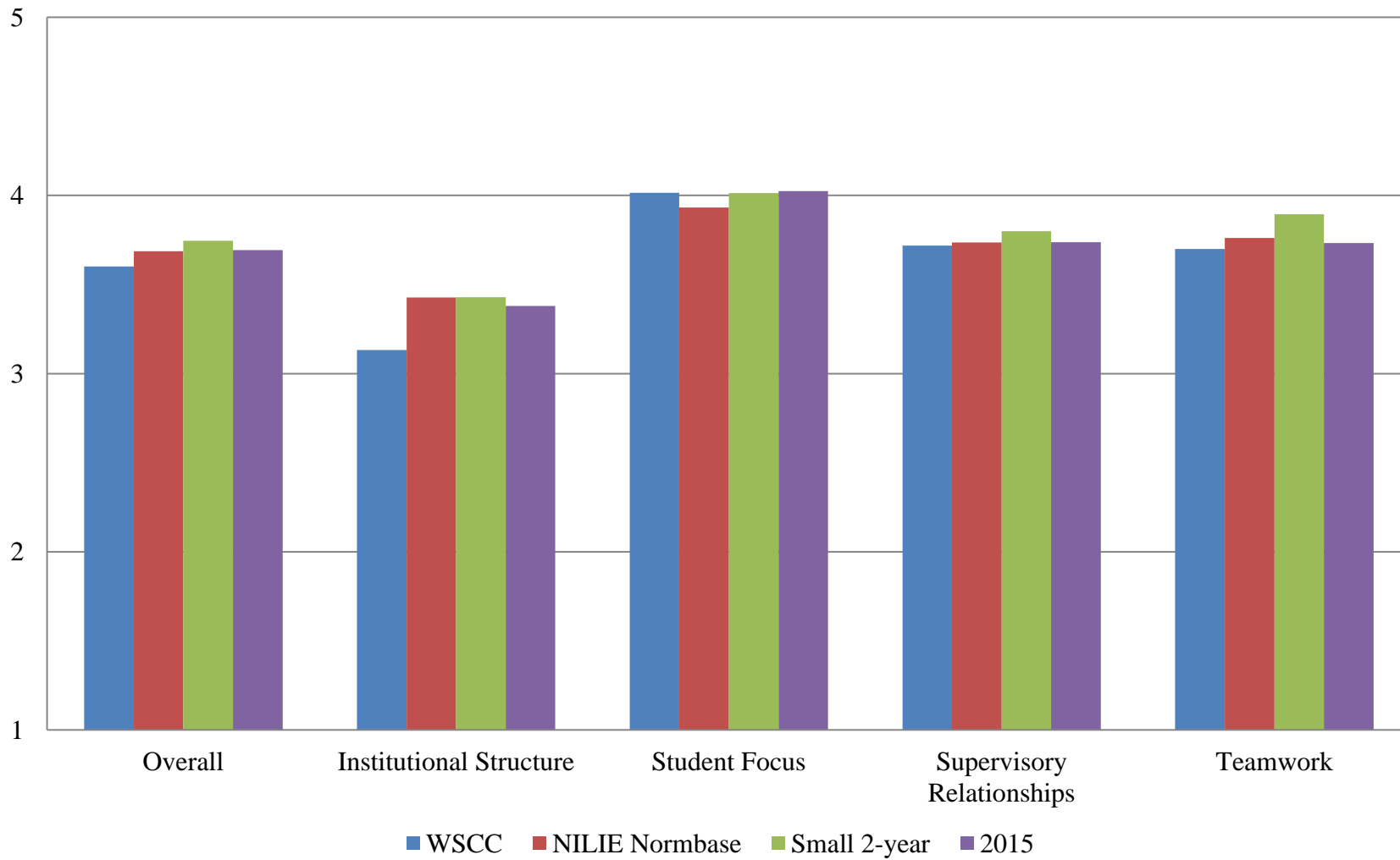


**Table 5. Climate Factor Mean Comparisons**

Climate Factor	<i>WSCC compared with:</i>										
	WSCC		NILIE Normbase			Small 2-year			2015		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	114	3.602	3.687			3.745	*	-.193	3.693		
Institutional Structure	114	3.132	3.427	***	-.321	3.428	***	-.326	3.380		
Student Focus	114	4.014	3.933			4.013			4.025		
Supervisory Relationship	114	3.718	3.736			3.800			3.738		
Teamwork	112	3.700	3.761			3.894	*	-.207	3.732		

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

**Figure 1. Means by Comparison Group and Climate Factor**



**Table 6. Institutional Structure Item Mean Comparisons**

Institutional Structure		<i>WSSC compared with:</i>										
		WSSC		NILIE Normbase			Small 2-year			2015		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
<b>1</b>	the actions of this institution reflect its mission	112	3.625	3.765			3.827	*	-.204	3.808		
<b>4</b>	decisions are made at the appropriate level at this institution	112	2.893	3.267	***	-.312	3.295	***	-.335	3.313	*	-.352
<b>5</b>	the institution effectively promotes diversity in the workplace	112	3.420	3.792	***	-.340	3.734	**	-.304	3.649		
<b>6</b>	administrative leadership is focused on meeting the needs of students	113	3.531	3.653			3.669			3.788		
<b>10</b>	information is shared within the institution	111	2.604	3.206	***	-.477	3.133	***	-.413	3.100	**	-.389
<b>11</b>	institutional teams use problem-solving techniques	96	2.969	3.403	***	-.427	3.419	***	-.448	3.250		
<b>15</b>	I am able to appropriately influence the direction of this institution	101	2.931	3.125			3.204	*	-.233	3.117		
<b>16</b>	open and ethical communication is practiced at this institution	111	2.892	3.309	***	-.336	3.254	**	-.291	3.255	*	-.289
<b>22</b>	this institution has been successful in positively motivating my performance	113	3.336	3.404			3.459			3.384		
<b>25</b>	a spirit of cooperation exists at this institution	113	2.947	3.352	***	-.331	3.326	**	-.306	3.313	*	-.290
<b>29</b>	institution-wide policies guide my work	111	3.613	3.640			3.658			3.480		
<b>32</b>	this institution is appropriately organized	112	2.929	3.268	**	-.284	3.231	**	-.256	3.186		
<b>38</b>	I have the opportunity for advancement within this institution	98	2.837	3.100	*	-.205	3.098	*	-.216	3.011		
<b>41</b>	I receive adequate information regarding important activities at this institution	112	3.116	3.585	***	-.408	3.581	***	-.410	3.429		
<b>44</b>	my work is guided by clearly defined administrative processes	110	3.145	3.440	**	-.255	3.427	*	-.247	3.309		

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

**Table 7. Student Focus Item Mean Comparisons**

*WSCC compared with:*

Student Focus	WSCC		NILIE Normbase			Small 2-year			2015		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7 student needs are central to what we do	112	3.732	3.835			3.870			4.020		
8 I feel my job is relevant to this institution's mission	112	4.277	4.280			4.398			4.286		
17 faculty meet the needs of students	107	4.196	3.897	**	.300	3.952	**	.262	4.074		
18 student ethnic and cultural diversity are important at this institution	106	3.670	3.965	**	-.290	3.846			3.480		
19 students' competencies are enhanced	105	4.010	3.857			3.931			3.935		
23 non-teaching professional personnel meet the needs of students	112	3.973	3.830			3.965			4.053		
28 classified personnel meet the needs of students	96	3.906	3.785			3.980			3.892		
31 students receive an excellent education at this institution	110	4.255	4.030	*	.230	4.151			4.258		
35 this institution prepares students for a career	108	4.083	4.030			4.128			3.990		
37 this institution prepares students for further learning	108	4.213	4.021	*	.199	4.108			4.167		
40 students are assisted with their personal development	106	3.991	3.832			3.927			3.989		
42 students are satisfied with their educational experience at this institution	104	3.981	3.831			3.911			3.966		

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

**Table 8. Supervisory Relationships Item Mean Comparisons**

*WSCC compared with:*

Supervisory Relationships	WSCC		NILIE Normbase			Small 2-year			2015		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>2</b> my supervisor expresses confidence in my work	110	4.109	4.077			4.201			4.030		
<b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone	112	3.955	3.965			4.063			4.000		
<b>12</b> positive work expectations are communicated to me	110	3.627	3.658			3.708			3.619		
<b>13</b> unacceptable behaviors are identified and communicated to me	95	3.642	3.604			3.619			3.620		
<b>20</b> I receive timely feedback for my work	107	3.664	3.608			3.664			3.542		
<b>21</b> I receive appropriate feedback for my work	113	3.637	3.644			3.704			3.577		
<b>26</b> my supervisor actively seeks my ideas	111	3.694	3.683			3.794			3.704		
<b>27</b> my supervisor seriously considers my ideas	111	3.793	3.753			3.869			3.724		
<b>30</b> work outcomes are clarified for me	112	3.500	3.611			3.619			3.429		
<b>34</b> my supervisor helps me to improve my work	110	3.636	3.682			3.751			3.635		
<b>39</b> I am given the opportunity to be creative in my work	112	3.955	3.911			4.077			4.021		
<b>45</b> I have the opportunity to express my ideas in appropriate forums	112	3.518	3.600			3.673			3.694		
<b>46</b> professional development and training opportunities are available	113	3.655	3.719			3.625			3.825		

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

**Table 9. Teamwork Item Mean Comparisons**

*WSCC compared with:*

Teamwork	WSCC		NILIE Normbase			Small 2-year			2015		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
<b>3</b> there is a spirit of cooperation within my work team	111	3.820	3.836			3.971			3.726		
<b>14</b> my primary work team uses problem-solving techniques	103	3.660	3.777			3.884	*	-.224	3.606		
<b>24</b> there is an opportunity for all ideas to be exchanged within my work team	109	3.624	3.715			3.847	*	-.199	3.619		
<b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs	109	3.706	3.739			3.864			3.747		
<b>36</b> my work team coordinates its efforts with appropriate individuals and teams	107	3.579	3.763			3.858	**	-.278	3.578		
<b>43</b> a spirit of cooperation exists in my department	111	3.811	3.757			3.967			3.908		

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