



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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# Metropolitan Community College Omaha, Nebraska

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

by

Katie Ratterree & Alessandra Dinin

The National Initiative for Leadership  
& Institutional Effectiveness

North Carolina State University

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National Initiative for Leadership and Institutional Effectiveness

Audrey Jaeger, PhD, Executive Director  
Dawn Crotty, Executive Assistant  
Alessandra Dinin, Director of Research  
Katie Ratterree, Assistant Director of Research  
Greg King, Researcher  
Laura Garland, Researcher

Phone: 919-515-8567  
919-515-6289  
Fax: 919-515-6305  
Web: <http://ced.ncsu.edu/ahe/nilie>

College of Education  
North Carolina State University  
300 Poe Hall, Box 7801  
Raleigh, NC 27695-7801

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**Table 1. Institutional Structure Frequency Distributions**

*MCC compared with:*

| Institutional Structure  | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |                   |             |                |             |            |             |
| <b>1</b> the actions of this institution reflect its mission                   | Very dissatisfied | 7          | 1%          | 507               | 4%          | 2445           | 3%          | 2          | 0%          |
|  | Dissatisfied      | 37         | 7%          | 1695              | 12%         | 8674           | 12%         | 19         | 4%          |
|  | Neither           | 62         | 12%         | 2059              | 15%         | 10459          | 14%         | 40         | 8%          |
|  | Satisfied         | 247        | 49%         | 6396              | 45%         | 33595          | 46%         | 280        | 53%         |
|  | Very satisfied    | 156        | 31%         | 3402              | 24%         | 17874          | 24%         | 185        | 35%         |
|  | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>14059</b>      | <b>100%</b> | <b>73047</b>   | <b>100%</b> | <b>526</b> | <b>100%</b> |
| <b>4</b> decisions are made at the appropriate level at this institution       | Very dissatisfied | 38         | 8%          | 1221              | 9%          | 6035           | 8%          | 21         | 4%          |
|  | Dissatisfied      | 120        | 24%         | 2852              | 21%         | 15182          | 21%         | 85         | 16%         |
|  | Neither           | 121        | 24%         | 3055              | 22%         | 15721          | 22%         | 108        | 20%         |
|  | Satisfied         | 162        | 32%         | 4572              | 33%         | 23758          | 33%         | 225        | 42%         |
|  | Very satisfied    | 65         | 13%         | 2182              | 16%         | 11381          | 16%         | 91         | 17%         |
|  | <b>Total</b>      | <b>506</b> | <b>100%</b> | <b>13882</b>      | <b>100%</b> | <b>72077</b>   | <b>100%</b> | <b>530</b> | <b>100%</b> |
| <b>5</b> the institution effectively promotes diversity in the workplace       | Very dissatisfied | 9          | 2%          | 610               | 4%          | 3176           | 4%          | 13         | 2%          |
|  | Dissatisfied      | 24         | 5%          | 1194              | 9%          | 6571           | 9%          | 25         | 5%          |
|  | Neither           | 88         | 17%         | 2524              | 18%         | 13975          | 19%         | 71         | 13%         |
|  | Satisfied         | 209        | 41%         | 5183              | 37%         | 27301          | 38%         | 213        | 40%         |
|  | Very satisfied    | 179        | 35%         | 4448              | 32%         | 21433          | 30%         | 210        | 39%         |
|  | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>13959</b>      | <b>100%</b> | <b>72456</b>   | <b>100%</b> | <b>532</b> | <b>100%</b> |
| <b>6</b> administrative leadership is focused on meeting the needs of students | Very dissatisfied | 14         | 3%          | 959               | 7%          | 4561           | 6%          | 7          | 1%          |
|  | Dissatisfied      | 83         | 16%         | 2014              | 14%         | 9966           | 14%         | 39         | 7%          |
|  | Neither           | 69         | 14%         | 2260              | 16%         | 11521          | 16%         | 72         | 14%         |
|  | Satisfied         | 199        | 39%         | 5037              | 36%         | 26902          | 37%         | 207        | 40%         |
|  | Very satisfied    | 140        | 28%         | 3702              | 26%         | 19867          | 27%         | 197        | 38%         |
|  | <b>Total</b>      | <b>505</b> | <b>100%</b> | <b>13972</b>      | <b>100%</b> | <b>72817</b>   | <b>100%</b> | <b>522</b> | <b>100%</b> |

*MCC compared with:*

| <b>Institutional Structure (continued)</b>                                       |                   | <b>MCC</b> |             | <b>Very Large 2-year</b> |             | <b>NILIE Normbase</b> |             | <b>2012</b> |             |
|--|-------------------|------------|-------------|--------------------------|-------------|-----------------------|-------------|-------------|-------------|
|  |                   | Count      | %           | Count                    | %           | Count                 | %           | Count       | %           |
| <i>The extent to which...</i>  |                   |            |             |                          |             |                       |             |             |             |
| <b>10</b> information is shared within the institution                           | Response Option   |            |             |                          |             |                       |             |             |             |
|  | Very dissatisfied | 63         | 12%         | 1496                     | 11%         | 8139                  | 11%         | 45          | 9%          |
|  | Dissatisfied      | 129        | 25%         | 2851                     | 20%         | 15364                 | 21%         | 118         | 22%         |
|  | Neither           | 117        | 23%         | 3037                     | 22%         | 15115                 | 21%         | 102         | 19%         |
|  | Satisfied         | 140        | 27%         | 4216                     | 30%         | 21961                 | 30%         | 179         | 34%         |
| Very satisfied   | 62                | 12%        | 2415        | 17%                      | 12410       | 17%                   | 84          | 16%         |             |
|  | <b>Total</b>      | <b>511</b> | <b>100%</b> | <b>14015</b>             | <b>100%</b> | <b>72989</b>          | <b>100%</b> | <b>528</b>  | <b>100%</b> |
| <b>11</b> institutional teams use problem-solving techniques                     | Very dissatisfied | 14         | 3%          | 556                      | 4%          | 2948                  | 4%          | 10          | 2%          |
|  | Dissatisfied      | 78         | 16%         | 1667                     | 13%         | 9344                  | 14%         | 39          | 8%          |
|  | Neither           | 165        | 34%         | 4233                     | 33%         | 20811                 | 31%         | 162         | 32%         |
|  | Satisfied         | 177        | 37%         | 4671                     | 37%         | 25431                 | 38%         | 240         | 48%         |
|  | Very satisfied    | 46         | 10%         | 1538                     | 12%         | 8373                  | 13%         | 53          | 11%         |
|  | <b>Total</b>      | <b>480</b> | <b>100%</b> | <b>12665</b>             | <b>100%</b> | <b>66907</b>          | <b>100%</b> | <b>504</b>  | <b>100%</b> |
| <b>15</b> I am able to appropriately influence the direction of this institution | Very dissatisfied | 40         | 8%          | 1509                     | 12%         | 7480                  | 11%         | 37          | 7%          |
|  | Dissatisfied      | 84         | 18%         | 2454                     | 19%         | 12583                 | 19%         | 66          | 13%         |
|  | Neither           | 167        | 35%         | 3955                     | 31%         | 20452                 | 30%         | 153         | 31%         |
|  | Satisfied         | 121        | 26%         | 3454                     | 27%         | 18826                 | 28%         | 173         | 35%         |
|  | Very satisfied    | 59         | 13%         | 1570                     | 12%         | 8576                  | 13%         | 65          | 13%         |
|  | <b>Total</b>      | <b>471</b> | <b>100%</b> | <b>12942</b>             | <b>100%</b> | <b>67917</b>          | <b>100%</b> | <b>494</b>  | <b>100%</b> |
| <b>16</b> open and ethical communication is practiced at this institution        | Very dissatisfied | 44         | 9%          | 1362                     | 10%         | 7343                  | 10%         | 36          | 7%          |
|  | Dissatisfied      | 81         | 16%         | 2323                     | 17%         | 12849                 | 18%         | 74          | 14%         |
|  | Neither           | 126        | 25%         | 2968                     | 21%         | 15176                 | 21%         | 111         | 21%         |
|  | Satisfied         | 172        | 34%         | 4690                     | 34%         | 23849                 | 33%         | 207         | 40%         |
|  | Very satisfied    | 76         | 15%         | 2499                     | 18%         | 12982                 | 18%         | 92          | 18%         |
|  | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>13842</b>             | <b>100%</b> | <b>72199</b>          | <b>100%</b> | <b>520</b>  | <b>100%</b> |

*MCC compared with:*

| Institutional Structure (continued)  | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | 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 | 36         | 7%          | 1300              | 9%          | 6739           | 9%          | 30         | 6%          |
|  | Dissatisfied      | 72         | 14%         | 2097              | 15%         | 11604          | 16%         | 60         | 12%         |
|  | Neither           | 99         | 20%         | 2935              | 21%         | 14749          | 21%         | 101        | 19%         |
|  | Satisfied         | 184        | 37%         | 4506              | 33%         | 23558          | 33%         | 227        | 44%         |
|  | Very satisfied    | 106        | 21%         | 2936              | 21%         | 15242          | 21%         | 102        | 20%         |
|  | <b>Total</b>      | <b>497</b> | <b>100%</b> | <b>13774</b>      | <b>100%</b> | <b>71892</b>   | <b>100%</b> | <b>520</b> | <b>100%</b> |
| <b>25</b> a spirit of cooperation exists at this institution                           | Very dissatisfied | 36         | 7%          | 1327              | 10%         | 6711           | 9%          | 31         | 6%          |
|  | Dissatisfied      | 93         | 19%         | 2389              | 17%         | 12586          | 17%         | 62         | 12%         |
|  | Neither           | 104        | 21%         | 2931              | 21%         | 14715          | 20%         | 111        | 21%         |
|  | Satisfied         | 177        | 36%         | 4666              | 34%         | 24866          | 34%         | 229        | 44%         |
|  | Very satisfied    | 86         | 17%         | 2525              | 18%         | 13278          | 18%         | 90         | 17%         |
|  | <b>Total</b>      | <b>496</b> | <b>100%</b> | <b>13838</b>      | <b>100%</b> | <b>72156</b>   | <b>100%</b> | <b>523</b> | <b>100%</b> |
| <b>29</b> institution-wide policies guide my work                                      | Very dissatisfied | 15         | 3%          | 578               | 4%          | 2967           | 4%          | 9          | 2%          |
|  | Dissatisfied      | 33         | 7%          | 1138              | 8%          | 6394           | 9%          | 17         | 3%          |
|  | Neither           | 128        | 26%         | 3562              | 26%         | 17734          | 25%         | 110        | 21%         |
|  | Satisfied         | 217        | 44%         | 5636              | 42%         | 29832          | 42%         | 282        | 54%         |
|  | Very satisfied    | 97         | 20%         | 2658              | 20%         | 13878          | 20%         | 100        | 19%         |
|  | <b>Total</b>      | <b>490</b> | <b>100%</b> | <b>13572</b>      | <b>100%</b> | <b>70805</b>   | <b>100%</b> | <b>518</b> | <b>100%</b> |
| <b>32</b> this institution is appropriately organized                                  | Very dissatisfied | 32         | 7%          | 1234              | 9%          | 6264           | 9%          | 23         | 4%          |
|  | Dissatisfied      | 104        | 21%         | 2654              | 20%         | 13917          | 20%         | 73         | 14%         |
|  | Neither           | 122        | 25%         | 3120              | 23%         | 16383          | 23%         | 109        | 21%         |
|  | Satisfied         | 162        | 33%         | 4446              | 33%         | 23650          | 33%         | 229        | 45%         |
|  | Very satisfied    | 67         | 14%         | 2155              | 16%         | 10893          | 15%         | 79         | 15%         |
|  | <b>Total</b>      | <b>487</b> | <b>100%</b> | <b>13609</b>      | <b>100%</b> | <b>71107</b>   | <b>100%</b> | <b>513</b> | <b>100%</b> |

*MCC compared with:*

| Institutional Structure (continued)   | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|---|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|   |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>   |                   |            |             |                   |             |                |             |            |             |
| <b>38</b> I have the opportunity for advancement within this institution                    | Very dissatisfied | 64         | 14%         | 1967              | 15%         | 10081          | 15%         | 65         | 13%         |
|   | Dissatisfied      | 70         | 15%         | 2157              | 17%         | 11669          | 17%         | 70         | 14%         |
|   | Neither           | 126        | 27%         | 3331              | 26%         | 17639          | 26%         | 139        | 28%         |
|   | Satisfied         | 138        | 29%         | 3427              | 27%         | 17764          | 26%         | 147        | 29%         |
|   | Very satisfied    | 74         | 16%         | 2017              | 16%         | 10366          | 15%         | 81         | 16%         |
|   | <b>Total</b>      | <b>472</b> | <b>100%</b> | <b>12899</b>      | <b>100%</b> | <b>67519</b>   | <b>100%</b> | <b>502</b> | <b>100%</b> |
| <b>41</b> I receive adequate information regarding important activities at this institution | Very dissatisfied | 35         | 7%          | 798               | 6%          | 4321           | 6%          | 18         | 3%          |
|   | Dissatisfied      | 62         | 13%         | 1873              | 14%         | 10197          | 14%         | 64         | 12%         |
|   | Neither           | 99         | 20%         | 2401              | 17%         | 12141          | 17%         | 93         | 18%         |
|   | Satisfied         | 214        | 43%         | 5649              | 41%         | 29700          | 41%         | 239        | 46%         |
|   | Very satisfied    | 83         | 17%         | 3081              | 22%         | 15651          | 22%         | 107        | 21%         |
|   | <b>Total</b>      | <b>493</b> | <b>100%</b> | <b>13802</b>      | <b>100%</b> | <b>72010</b>   | <b>100%</b> | <b>521</b> | <b>100%</b> |
| <b>44</b> my work is guided by clearly defined administrative processes                     | Very dissatisfied | 31         | 6%          | 1027              | 8%          | 5242           | 7%          | 24         | 5%          |
|   | Dissatisfied      | 70         | 14%         | 1829              | 13%         | 10186          | 14%         | 57         | 11%         |
|   | Neither           | 121        | 25%         | 3287              | 24%         | 16523          | 23%         | 133        | 26%         |
|   | Satisfied         | 186        | 38%         | 4936              | 36%         | 25967          | 37%         | 220        | 43%         |
|   | Very satisfied    | 82         | 17%         | 2490              | 18%         | 12947          | 18%         | 79         | 15%         |
|   | <b>Total</b>      | <b>490</b> | <b>100%</b> | <b>13569</b>      | <b>100%</b> | <b>70865</b>   | <b>100%</b> | <b>513</b> | <b>100%</b> |

**Table 2. Student Focus Frequency Distributions**

*MCC compared with:*

| Student Focus   | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|---|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|   |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>   |                   |            |             |                   |             |                |             |            |             |
| <b>7</b> student needs are central to what we do                                  | Very dissatisfied | 16         | 3%          | 762               | 5%          | 3506           | 5%          | 5          | 1%          |
|   | Dissatisfied      | 59         | 12%         | 1728              | 12%         | 8576           | 12%         | 29         | 6%          |
|   | Neither           | 53         | 10%         | 1805              | 13%         | 9116           | 12%         | 62         | 12%         |
|   | Satisfied         | 205        | 40%         | 5070              | 36%         | 27017          | 37%         | 187        | 36%         |
|   | Very satisfied    | 175        | 34%         | 4645              | 33%         | 24720          | 34%         | 242        | 46%         |
|   | <b>Total</b>      | <b>508</b> | <b>100%</b> | <b>14010</b>      | <b>100%</b> | <b>72935</b>   | <b>100%</b> | <b>525</b> | <b>100%</b> |
| <b>8</b> I feel my job is relevant to this institution's mission                  | Very dissatisfied | 6          | 1%          | 563               | 4%          | 2784           | 4%          | 6          | 1%          |
|   | Dissatisfied      | 13         | 3%          | 726               | 5%          | 3376           | 5%          | 7          | 1%          |
|   | Neither           | 34         | 7%          | 818               | 6%          | 4395           | 6%          | 20         | 4%          |
|   | Satisfied         | 160        | 31%         | 4134              | 29%         | 22573          | 31%         | 159        | 30%         |
|   | Very satisfied    | 296        | 58%         | 7783              | 55%         | 39809          | 55%         | 336        | 64%         |
|   | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>14024</b>      | <b>100%</b> | <b>72937</b>   | <b>100%</b> | <b>528</b> | <b>100%</b> |
| <b>17</b> faculty meet the needs of students                                      | Very dissatisfied | 5          | 1%          | 341               | 3%          | 1824           | 3%          | 0          | 0%          |
|   | Dissatisfied      | 26         | 6%          | 1171              | 9%          | 5580           | 8%          | 28         | 6%          |
|   | Neither           | 75         | 16%         | 2229              | 17%         | 10726          | 16%         | 71         | 14%         |
|   | Satisfied         | 230        | 49%         | 5782              | 44%         | 30635          | 44%         | 262        | 53%         |
|   | Very satisfied    | 130        | 28%         | 3676              | 28%         | 20199          | 29%         | 130        | 26%         |
|   | <b>Total</b>      | <b>466</b> | <b>100%</b> | <b>13199</b>      | <b>100%</b> | <b>68964</b>   | <b>100%</b> | <b>491</b> | <b>100%</b> |
| <b>18</b> student ethnic and cultural diversity are important at this institution | Very dissatisfied | 4          | 1%          | 441               | 3%          | 2320           | 3%          | 5          | 1%          |
|   | Dissatisfied      | 13         | 3%          | 818               | 6%          | 4555           | 6%          | 13         | 3%          |
|   | Neither           | 72         | 15%         | 1873              | 14%         | 11010          | 15%         | 54         | 10%         |
|   | Satisfied         | 219        | 44%         | 5475              | 40%         | 29039          | 41%         | 217        | 42%         |
|   | Very satisfied    | 185        | 38%         | 5113              | 37%         | 24470          | 34%         | 228        | 44%         |
|   | <b>Total</b>      | <b>493</b> | <b>100%</b> | <b>13720</b>      | <b>100%</b> | <b>71394</b>   | <b>100%</b> | <b>517</b> | <b>100%</b> |



*MCC compared with:*

| Student Focus (continued)  | Response Option   | MCC   |            | Very Large 2-year |              | NILIE Normbase |              | 2012        |            |
|--|-------------------|-------|------------|-------------------|--------------|----------------|--------------|-------------|------------|
|  |                   | Count | %          | Count             | %            | Count          | %            | Count       | %          |
| <i>The extent to which...</i>  |                   |       |            |                   |              |                |              |             |            |
| <b>19</b> students' competencies are enhanced                            | Very dissatisfied | 5     | 1%         | 342               | 3%           | 1653           | 2%           | 2           | 0%         |
|  | Dissatisfied      | 16    | 3%         | 1074              | 8%           | 4952           | 7%           | 19          | 4%         |
|  | Neither           | 102   | 22%        | 2398              | 18%          | 12498          | 18%          | 87          | 18%        |
|  | Satisfied         | 237   | 50%        | 6058              | 46%          | 32439          | 47%          | 253         | 52%        |
|  | Very satisfied    | 114   | 24%        | 3409              | 26%          | 17488          | 25%          | 129         | 26%        |
|  | <b>Total</b>      |       | <b>474</b> | <b>100%</b>       | <b>13281</b> | <b>100%</b>    | <b>69030</b> | <b>100%</b> | <b>490</b> |
| <b>23</b> non-teaching professional personnel meet the needs of students | Very dissatisfied | 12    | 2%         | 451               | 3%           | 2268           | 3%           | 12          | 2%         |
|  | Dissatisfied      | 44    | 9%         | 1323              | 10%          | 6151           | 9%           | 28          | 6%         |
|  | Neither           | 93    | 19%        | 2368              | 18%          | 11544          | 17%          | 74          | 15%        |
|  | Satisfied         | 218   | 45%        | 5568              | 42%          | 30412          | 44%          | 265         | 52%        |
|  | Very satisfied    | 119   | 24%        | 3502              | 27%          | 18881          | 27%          | 126         | 25%        |
|  | <b>Total</b>      |       | <b>486</b> | <b>100%</b>       | <b>13212</b> | <b>100%</b>    | <b>69256</b> | <b>100%</b> | <b>505</b> |
| <b>28</b> classified personnel meet the needs of students                | Very dissatisfied | 8     | 2%         | 384               | 3%           | 1813           | 3%           | 8           | 2%         |
|  | Dissatisfied      | 29    | 6%         | 980               | 8%           | 4632           | 7%           | 19          | 4%         |
|  | Neither           | 110   | 24%        | 3047              | 25%          | 14708          | 23%          | 91          | 19%        |
|  | Satisfied         | 212   | 47%        | 4998              | 41%          | 28065          | 43%          | 246         | 52%        |
|  | Very satisfied    | 94    | 21%        | 2845              | 23%          | 15513          | 24%          | 106         | 23%        |
|  | <b>Total</b>      |       | <b>453</b> | <b>100%</b>       | <b>12254</b> | <b>100%</b>    | <b>64731</b> | <b>100%</b> | <b>470</b> |
| <b>31</b> students receive an excellent education at this institution    | Very dissatisfied | 2     | 0%         | 341               | 3%           | 1825           | 3%           | 2           | 0%         |
|  | Dissatisfied      | 8     | 2%         | 903               | 7%           | 4398           | 6%           | 13          | 3%         |
|  | Neither           | 56    | 12%        | 1596              | 12%          | 8455           | 12%          | 40          | 8%         |
|  | Satisfied         | 244   | 51%        | 5845              | 43%          | 31260          | 44%          | 257         | 51%        |
|  | Very satisfied    | 171   | 36%        | 4893              | 36%          | 24774          | 35%          | 195         | 38%        |
|  | <b>Total</b>      |       | <b>481</b> | <b>100%</b>       | <b>13578</b> | <b>100%</b>    | <b>70712</b> | <b>100%</b> | <b>507</b> |

*MCC compared with:*

| Student Focus (continued)  | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |                   |             |                |             |            |             |
| <b>35</b> this institution prepares students for a career                              | Very dissatisfied | 4          | 1%          | 338               | 3%          | 1886           | 3%          | 4          | 1%          |
|  | Dissatisfied      | 11         | 2%          | 842               | 6%          | 4116           | 6%          | 7          | 1%          |
|  | Neither           | 57         | 12%         | 1628              | 12%         | 8648           | 12%         | 51         | 10%         |
|  | Satisfied         | 238        | 50%         | 5873              | 44%         | 31147          | 44%         | 262        | 52%         |
|  | Very satisfied    | 169        | 35%         | 4814              | 36%         | 24573          | 35%         | 181        | 36%         |
|  | <b>Total</b>      | <b>479</b> | <b>100%</b> | <b>13495</b>      | <b>100%</b> | <b>70370</b>   | <b>100%</b> | <b>505</b> | <b>100%</b> |
| <b>37</b> this institution prepares students for further learning                      | Very dissatisfied | 4          | 1%          | 360               | 3%          | 1900           | 3%          | 5          | 1%          |
|  | Dissatisfied      | 12         | 3%          | 887               | 7%          | 4245           | 6%          | 6          | 1%          |
|  | Neither           | 53         | 11%         | 1417              | 10%         | 8102           | 11%         | 43         | 8%          |
|  | Satisfied         | 252        | 53%         | 6092              | 45%         | 32546          | 46%         | 259        | 51%         |
|  | Very satisfied    | 156        | 33%         | 4775              | 35%         | 23726          | 34%         | 196        | 39%         |
|  | <b>Total</b>      | <b>477</b> | <b>100%</b> | <b>13531</b>      | <b>100%</b> | <b>70519</b>   | <b>100%</b> | <b>509</b> | <b>100%</b> |
| <b>40</b> students are assisted with their personal development                        | Very dissatisfied | 3          | 1%          | 347               | 3%          | 1720           | 3%          | 4          | 1%          |
|  | Dissatisfied      | 27         | 6%          | 1018              | 8%          | 4797           | 7%          | 20         | 4%          |
|  | Neither           | 115        | 25%         | 2657              | 21%         | 13499          | 20%         | 104        | 22%         |
|  | Satisfied         | 211        | 46%         | 5704              | 44%         | 30426          | 45%         | 228        | 48%         |
|  | Very satisfied    | 103        | 22%         | 3187              | 25%         | 16938          | 25%         | 118        | 25%         |
|  | <b>Total</b>      | <b>459</b> | <b>100%</b> | <b>12913</b>      | <b>100%</b> | <b>67380</b>   | <b>100%</b> | <b>474</b> | <b>100%</b> |
| <b>42</b> students are satisfied with their educational experience at this institution | Very dissatisfied | 5          | 1%          | 222               | 2%          | 1185           | 2%          | 2          | 0%          |
|  | Dissatisfied      | 14         | 3%          | 908               | 7%          | 4196           | 6%          | 8          | 2%          |
|  | Neither           | 91         | 21%         | 2385              | 19%         | 12624          | 19%         | 73         | 15%         |
|  | Satisfied         | 251        | 57%         | 6607              | 52%         | 34808          | 53%         | 286        | 60%         |
|  | Very satisfied    | 81         | 18%         | 2571              | 20%         | 13365          | 20%         | 104        | 22%         |
|  | <b>Total</b>      | <b>442</b> | <b>100%</b> | <b>12693</b>      | <b>100%</b> | <b>66178</b>   | <b>100%</b> | <b>473</b> | <b>100%</b> |

**Table 3. Supervisory Relationships Frequency Distributions**

*MCC compared with:*

| Supervisory Relationships  | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |                   |             |                |             |            |             |
| <b>2</b> my supervisor expresses confidence in my work                         | Very dissatisfied | 27         | 5%          | 821               | 6%          | 3968           | 5%          | 18         | 3%          |
|  | Dissatisfied      | 32         | 6%          | 1130              | 8%          | 5798           | 8%          | 38         | 7%          |
|  | Neither           | 33         | 6%          | 1328              | 10%         | 6697           | 9%          | 51         | 10%         |
|  | Satisfied         | 172        | 34%         | 3853              | 28%         | 20488          | 28%         | 169        | 32%         |
|  | Very satisfied    | 248        | 48%         | 6843              | 49%         | 35797          | 49%         | 251        | 48%         |
|  | <b>Total</b>      | <b>512</b> | <b>100%</b> | <b>13975</b>      | <b>100%</b> | <b>72748</b>   | <b>100%</b> | <b>527</b> | <b>100%</b> |
| <b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone | Very dissatisfied | 47         | 9%          | 1096              | 8%          | 5215           | 7%          | 36         | 7%          |
|  | Dissatisfied      | 46         | 9%          | 1250              | 9%          | 6563           | 9%          | 44         | 8%          |
|  | Neither           | 55         | 11%         | 1516              | 11%         | 7637           | 10%         | 59         | 11%         |
|  | Satisfied         | 129        | 25%         | 3645              | 26%         | 19506          | 27%         | 162        | 31%         |
|  | Very satisfied    | 235        | 46%         | 6472              | 46%         | 33894          | 47%         | 227        | 43%         |
|  | <b>Total</b>      | <b>512</b> | <b>100%</b> | <b>13979</b>      | <b>100%</b> | <b>72815</b>   | <b>100%</b> | <b>528</b> | <b>100%</b> |
| <b>12</b> positive work expectations are communicated to me                    | Very dissatisfied | 21         | 4%          | 772               | 6%          | 3917           | 5%          | 24         | 5%          |
|  | Dissatisfied      | 49         | 10%         | 1750              | 13%         | 9031           | 13%         | 50         | 10%         |
|  | Neither           | 90         | 18%         | 2381              | 17%         | 12148          | 17%         | 85         | 16%         |
|  | Satisfied         | 234        | 47%         | 5589              | 40%         | 29616          | 41%         | 238        | 46%         |
|  | Very satisfied    | 107        | 21%         | 3343              | 24%         | 17283          | 24%         | 120        | 23%         |
|  | <b>Total</b>      | <b>501</b> | <b>100%</b> | <b>13835</b>      | <b>100%</b> | <b>71995</b>   | <b>100%</b> | <b>517</b> | <b>100%</b> |
| <b>13</b> unacceptable behaviors are identified and communicated to me         | Very dissatisfied | 15         | 3%          | 559               | 4%          | 2858           | 4%          | 15         | 3%          |
|  | Dissatisfied      | 34         | 7%          | 1340              | 11%         | 6733           | 10%         | 44         | 9%          |
|  | Neither           | 123        | 27%         | 3153              | 25%         | 16283          | 25%         | 103        | 21%         |
|  | Satisfied         | 216        | 47%         | 5299              | 42%         | 27853          | 42%         | 241        | 49%         |
|  | Very satisfied    | 76         | 16%         | 2336              | 18%         | 12176          | 18%         | 86         | 18%         |
|  | <b>Total</b>      | <b>464</b> | <b>100%</b> | <b>12687</b>      | <b>100%</b> | <b>65903</b>   | <b>100%</b> | <b>489</b> | <b>100%</b> |

*MCC compared with:*

| Supervisory Relationships (continued)                | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>                        |                   |            |             |                   |             |                |             |            |             |
| <b>20</b> I receive timely feedback for my work      | Very dissatisfied | 31         | 6%          | 956               | 7%          | 4859           | 7%          | 35         | 7%          |
|  | Dissatisfied      | 43         | 9%          | 1707              | 12%         | 8841           | 12%         | 46         | 9%          |
|  | Neither           | 104        | 21%         | 2676              | 19%         | 13588          | 19%         | 98         | 19%         |
|  | Satisfied         | 197        | 39%         | 4983              | 36%         | 26868          | 37%         | 221        | 42%         |
|  | Very satisfied    | 129        | 26%         | 3416              | 25%         | 17694          | 25%         | 123        | 24%         |
|  | <b>Total</b>      | <b>504</b> | <b>100%</b> | <b>13738</b>      | <b>100%</b> | <b>71850</b>   | <b>100%</b> | <b>523</b> | <b>100%</b> |
| <b>21</b> I receive appropriate feedback for my work | Very dissatisfied | 26         | 5%          | 814               | 6%          | 4165           | 6%          | 31         | 6%          |
|  | Dissatisfied      | 51         | 10%         | 1727              | 13%         | 8998           | 12%         | 48         | 9%          |
|  | Neither           | 91         | 18%         | 2575              | 19%         | 12864          | 18%         | 93         | 18%         |
|  | Satisfied         | 201        | 40%         | 5275              | 38%         | 28325          | 39%         | 224        | 43%         |
|  | Very satisfied    | 129        | 26%         | 3402              | 25%         | 17665          | 25%         | 128        | 24%         |
|  | <b>Total</b>      | <b>498</b> | <b>100%</b> | <b>13793</b>      | <b>100%</b> | <b>72017</b>   | <b>100%</b> | <b>524</b> | <b>100%</b> |
| <b>26</b> my supervisor actively seeks my ideas      | Very dissatisfied | 52         | 10%         | 1205              | 9%          | 5864           | 8%          | 37         | 7%          |
|  | Dissatisfied      | 46         | 9%          | 1528              | 11%         | 7956           | 11%         | 51         | 10%         |
|  | Neither           | 75         | 15%         | 2426              | 18%         | 12053          | 17%         | 85         | 16%         |
|  | Satisfied         | 168        | 34%         | 4146              | 31%         | 22176          | 31%         | 199        | 38%         |
|  | Very satisfied    | 155        | 31%         | 4271              | 31%         | 23025          | 32%         | 150        | 29%         |
|  | <b>Total</b>      | <b>496</b> | <b>100%</b> | <b>13576</b>      | <b>100%</b> | <b>71074</b>   | <b>100%</b> | <b>522</b> | <b>100%</b> |
| <b>27</b> my supervisor seriously considers my ideas | Very dissatisfied | 47         | 10%         | 1159              | 9%          | 5684           | 8%          | 34         | 7%          |
|  | Dissatisfied      | 46         | 9%          | 1389              | 10%         | 7112           | 10%         | 50         | 10%         |
|  | Neither           | 69         | 14%         | 2252              | 17%         | 11196          | 16%         | 72         | 14%         |
|  | Satisfied         | 164        | 33%         | 4137              | 31%         | 22111          | 31%         | 204        | 39%         |
|  | Very satisfied    | 167        | 34%         | 4623              | 34%         | 24918          | 35%         | 158        | 31%         |
|  | <b>Total</b>      | <b>493</b> | <b>100%</b> | <b>13560</b>      | <b>100%</b> | <b>71021</b>   | <b>100%</b> | <b>518</b> | <b>100%</b> |

*MCC compared with:*

| Supervisory Relationships (continued)                                      | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |                   |             |                |             |            |             |
| <b>30</b> work outcomes are clarified for me                               | Very dissatisfied | 25         | 5%          | 698               | 5%          | 3569           | 5%          | 19         | 4%          |
|  | Dissatisfied      | 48         | 10%         | 1492              | 11%         | 8104           | 11%         | 47         | 9%          |
|  | Neither           | 103        | 21%         | 3151              | 23%         | 15619          | 22%         | 112        | 22%         |
|  | Satisfied         | 214        | 44%         | 5431              | 40%         | 29109          | 41%         | 248        | 48%         |
|  | Very satisfied    | 99         | 20%         | 2859              | 21%         | 14828          | 21%         | 89         | 17%         |
|  | <b>Total</b>      | <b>489</b> | <b>100%</b> | <b>13631</b>      | <b>100%</b> | <b>71229</b>   | <b>100%</b> | <b>515</b> | <b>100%</b> |
| <b>34</b> my supervisor helps me to improve my work                        | Very dissatisfied | 37         | 8%          | 1070              | 8%          | 5112           | 7%          | 34         | 7%          |
|  | Dissatisfied      | 51         | 10%         | 1379              | 10%         | 7435           | 10%         | 40         | 8%          |
|  | Neither           | 88         | 18%         | 2680              | 20%         | 13624          | 19%         | 111        | 21%         |
|  | Satisfied         | 174        | 35%         | 4341              | 32%         | 23445          | 33%         | 204        | 39%         |
|  | Very satisfied    | 142        | 29%         | 4063              | 30%         | 21266          | 30%         | 131        | 25%         |
|  | <b>Total</b>      | <b>492</b> | <b>100%</b> | <b>13533</b>      | <b>100%</b> | <b>70882</b>   | <b>100%</b> | <b>520</b> | <b>100%</b> |
| <b>39</b> I am given the opportunity to be creative in my work             | Very dissatisfied | 24         | 5%          | 835               | 6%          | 4185           | 6%          | 19         | 4%          |
|  | Dissatisfied      | 37         | 8%          | 1137              | 8%          | 5717           | 8%          | 31         | 6%          |
|  | Neither           | 69         | 14%         | 1733              | 13%         | 9114           | 13%         | 84         | 16%         |
|  | Satisfied         | 179        | 37%         | 4865              | 35%         | 25838          | 36%         | 205        | 40%         |
|  | Very satisfied    | 178        | 37%         | 5153              | 38%         | 26745          | 37%         | 179        | 35%         |
|  | <b>Total</b>      | <b>487</b> | <b>100%</b> | <b>13723</b>      | <b>100%</b> | <b>71599</b>   | <b>100%</b> | <b>518</b> | <b>100%</b> |
| <b>45</b> I have the opportunity to express my ideas in appropriate forums | Very dissatisfied | 31         | 6%          | 925               | 7%          | 4599           | 6%          | 25         | 5%          |
|  | Dissatisfied      | 58         | 12%         | 1645              | 12%         | 8407           | 12%         | 43         | 8%          |
|  | Neither           | 91         | 19%         | 2792              | 21%         | 14021          | 20%         | 94         | 18%         |
|  | Satisfied         | 207        | 43%         | 5116              | 38%         | 27686          | 39%         | 244        | 48%         |
|  | Very satisfied    | 100        | 21%         | 3078              | 23%         | 16252          | 23%         | 107        | 21%         |
|  | <b>Total</b>      | <b>487</b> | <b>100%</b> | <b>13556</b>      | <b>100%</b> | <b>70965</b>   | <b>100%</b> | <b>513</b> | <b>100%</b> |

*MCC compared with:*

| <b>Supervisory Relationships (continued)</b>                                | Response Option   | <b>MCC</b> |             | <b>Very Large 2-year</b> |             | <b>NILIE Normbase</b> |             | <b>2012</b> |             |
|---|-------------------|------------|-------------|--------------------------|-------------|-----------------------|-------------|-------------|-------------|
|   |                   | Count      | %           | Count                    | %           | Count                 | %           | Count       | %           |
| <b>46</b> professional development and training opportunities are available | Very dissatisfied | 20         | 4%          | 959                      | 7%          | 4755                  | 7%          | 17          | 3%          |
|   | Dissatisfied      | 33         | 7%          | 1570                     | 11%         | 7951                  | 11%         | 34          | 7%          |
|   | Neither           | 64         | 13%         | 2099                     | 15%         | 10888                 | 15%         | 66          | 13%         |
|   | Satisfied         | 222        | 45%         | 5053                     | 37%         | 26788                 | 38%         | 218         | 42%         |
|   | Very satisfied    | 154        | 31%         | 3996                     | 29%         | 20898                 | 29%         | 184         | 35%         |
|   | <b>Total</b>      | <b>493</b> | <b>100%</b> | <b>13677</b>             | <b>100%</b> | <b>71280</b>          | <b>100%</b> | <b>519</b>  | <b>100%</b> |

**Table 4. Teamwork Frequency Distributions**

*MCC compared with:*

| Teamwork   | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|--|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|  |                   | 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 | 42         | 8%          | 963               | 7%          | 4473           | 6%          | 28         | 5%          |
|  | Dissatisfied      | 58         | 11%         | 1726              | 13%         | 8755           | 12%         | 66         | 12%         |
|  | Neither           | 66         | 13%         | 1638              | 12%         | 7980           | 11%         | 61         | 12%         |
|  | Satisfied         | 180        | 35%         | 4464              | 32%         | 23675          | 33%         | 195        | 37%         |
|  | Very satisfied    | 162        | 32%         | 5009              | 36%         | 27163          | 38%         | 179        | 34%         |
|  | <b>Total</b>      | <b>508</b> | <b>100%</b> | <b>13800</b>      | <b>100%</b> | <b>72046</b>   | <b>100%</b> | <b>529</b> | <b>100%</b> |
| <b>14</b> my primary work team uses problem-solving techniques   | Very dissatisfied | 23         | 5%          | 615               | 5%          | 2997           | 4%          | 18         | 3%          |
|  | Dissatisfied      | 49         | 10%         | 1329              | 10%         | 6704           | 10%         | 42         | 8%          |
|  | Neither           | 75         | 15%         | 2347              | 18%         | 11957          | 17%         | 81         | 16%         |
|  | Satisfied         | 217        | 44%         | 5171              | 40%         | 27954          | 41%         | 245        | 47%         |
|  | Very satisfied    | 124        | 25%         | 3558              | 27%         | 19010          | 28%         | 133        | 26%         |
|  | <b>Total</b>      | <b>488</b> | <b>100%</b> | <b>13020</b>      | <b>100%</b> | <b>68622</b>   | <b>100%</b> | <b>519</b> | <b>100%</b> |
| <b>24</b> there is an opportunity for all ideas to be exchanged within my work team                        | Very dissatisfied | 35         | 7%          | 914               | 7%          | 4495           | 6%          | 30         | 6%          |
|  | Dissatisfied      | 60         | 12%         | 1617              | 12%         | 8377           | 12%         | 59         | 11%         |
|  | Neither           | 66         | 13%         | 2120              | 16%         | 10381          | 15%         | 76         | 15%         |
|  | Satisfied         | 210        | 43%         | 4968              | 37%         | 26676          | 38%         | 217        | 42%         |
|  | Very satisfied    | 123        | 25%         | 3796              | 28%         | 20560          | 29%         | 138        | 27%         |
|  | <b>Total</b>      | <b>494</b> | <b>100%</b> | <b>13415</b>      | <b>100%</b> | <b>70489</b>   | <b>100%</b> | <b>520</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 | 40         | 8%          | 970               | 7%          | 4726           | 7%          | 32         | 6%          |
|  | Dissatisfied      | 55         | 11%         | 1500              | 11%         | 7909           | 11%         | 55         | 11%         |
|  | Neither           | 68         | 14%         | 2018              | 15%         | 10100          | 14%         | 71         | 14%         |
|  | Satisfied         | 181        | 37%         | 4813              | 36%         | 25745          | 37%         | 219        | 42%         |
|  | Very satisfied    | 145        | 30%         | 4057              | 30%         | 21777          | 31%         | 142        | 27%         |
|  | <b>Total</b>      | <b>489</b> | <b>100%</b> | <b>13358</b>      | <b>100%</b> | <b>70257</b>   | <b>100%</b> | <b>519</b> | <b>100%</b> |

*MCC compared with:*

| Teamwork (continued)  | Response Option   | MCC        |             | Very Large 2-year |             | NILIE Normbase |             | 2012       |             |
|---|-------------------|------------|-------------|-------------------|-------------|----------------|-------------|------------|-------------|
|   |                   | Count      | %           | Count             | %           | Count          | %           | Count      | %           |
| <b>36</b> my work team coordinates its efforts with appropriate individuals and teams | Very dissatisfied | 23         | 5%          | 643               | 5%          | 3220           | 5%          | 28         | 5%          |
|   | Dissatisfied      | 50         | 10%         | 1333              | 10%         | 6623           | 10%         | 35         | 7%          |
|   | Neither           | 78         | 16%         | 2398              | 18%         | 12027          | 17%         | 82         | 16%         |
|   | Satisfied         | 215        | 45%         | 5182              | 40%         | 28287          | 41%         | 242        | 47%         |
|   | Very satisfied    | 115        | 24%         | 3453              | 27%         | 18639          | 27%         | 124        | 24%         |
|   | <b>Total</b>      | <b>481</b> | <b>100%</b> | <b>13009</b>      | <b>100%</b> | <b>68796</b>   | <b>100%</b> | <b>511</b> | <b>100%</b> |
| <b>43</b> a spirit of cooperation exists in my department                             | Very dissatisfied | 47         | 10%         | 1141              | 8%          | 5322           | 7%          | 35         | 7%          |
|   | Dissatisfied      | 58         | 12%         | 1651              | 12%         | 8073           | 11%         | 61         | 12%         |
|   | Neither           | 69         | 14%         | 1930              | 14%         | 9200           | 13%         | 85         | 16%         |
|   | Satisfied         | 185        | 38%         | 4612              | 34%         | 24931          | 35%         | 199        | 38%         |
|   | Very satisfied    | 134        | 27%         | 4365              | 32%         | 23998          | 34%         | 139        | 27%         |
|   | <b>Total</b>      | <b>493</b> | <b>100%</b> | <b>13699</b>      | <b>100%</b> | <b>71524</b>   | <b>100%</b> | <b>519</b> | <b>100%</b> |

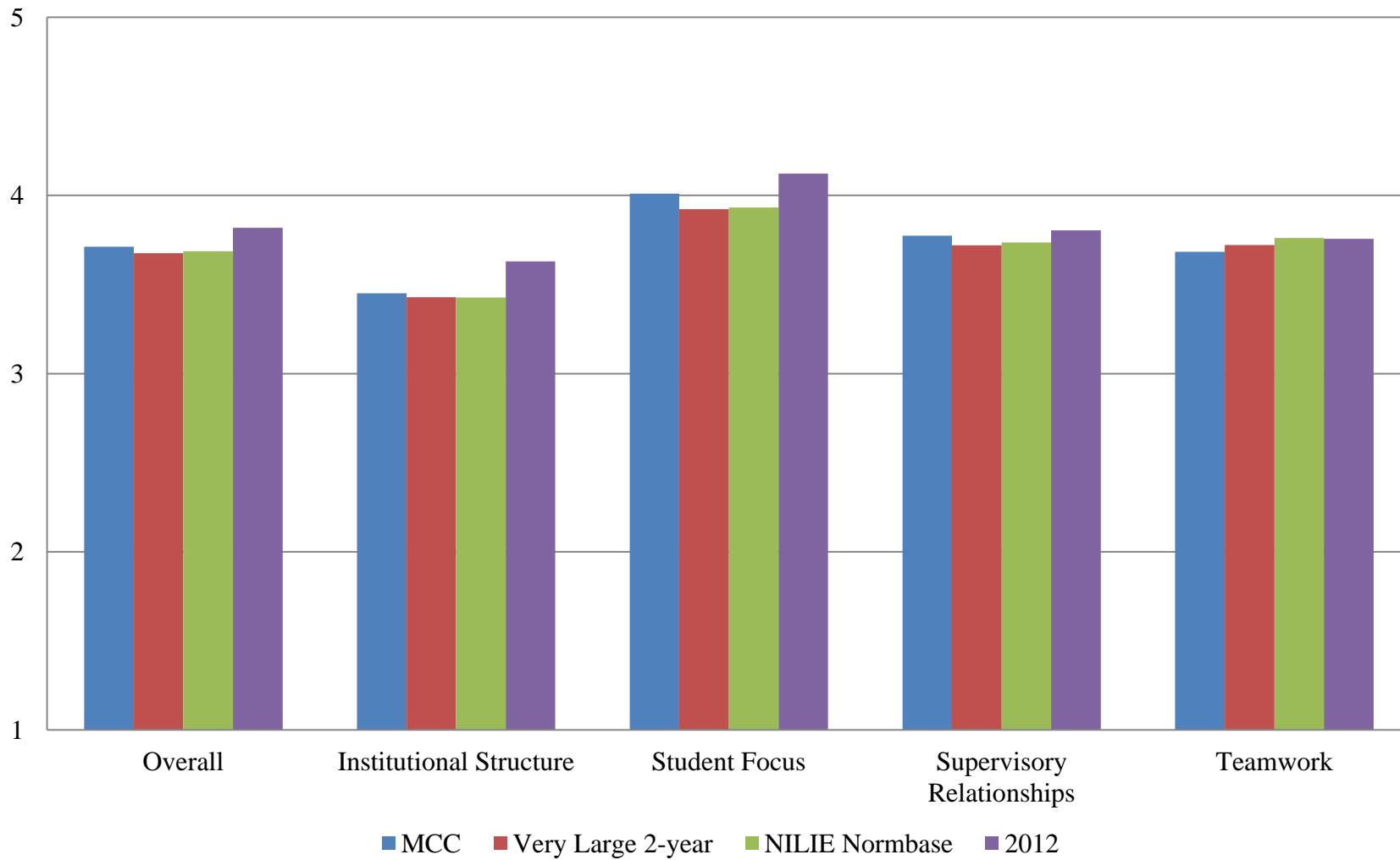


**Table 5. Climate Factor Mean Comparisons**

| Climate Factor            | <i>MCC compared with:</i> |       |                   |      |             |                |      |             |       |      |             |
|---------------------------|---------------------------|-------|-------------------|------|-------------|----------------|------|-------------|-------|------|-------------|
|                           | MCC                       |       | Very Large 2-year |      |             | NILIE Normbase |      |             | 2012  |      |             |
|                           | N                         | Mean  | Mean              | Sig. | Effect size | Mean           | Sig. | Effect size | Mean  | Sig. | Effect size |
| Overall                   | 514                       | 3.713 | 3.675             |      |             | 3.687          |      |             | 3.819 | *    | -.148       |
| Institutional Structure   | 514                       | 3.451 | 3.429             |      |             | 3.427          |      |             | 3.629 | ***  | -.220       |
| Student Focus             | 514                       | 4.011 | 3.923             | *    | .111        | 3.932          | *    | .099        | 4.122 | **   | -.185       |
| Supervisory Relationships | 514                       | 3.774 | 3.720             |      |             | 3.736          |      |             | 3.803 |      |             |
| Teamwork                  | 513                       | 3.684 | 3.722             |      |             | 3.762          |      |             | 3.756 |      |             |

\* 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>MCC compared with:</i> |       |                   |      |             |                |      |             |       |      |             |
|-------------------------------|---|---------------------------|-------|-------------------|------|-------------|----------------|------|-------------|-------|------|-------------|
|                               |   | MCC                       |       | Very Large 2-year |      |             | NILIE Normbase |      |             | 2012  |      |             |
|                               |   | 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                               | 509                       | 3.998 | 3.746             | ***  | .238        | 3.764          | ***  | .223        | 4.192 | ***  | -.231       |
| <b>4</b>                      | decisions are made at the appropriate level at this institution                   | 506                       | 3.190 | 3.262             |      |             | 3.267          |      |             | 3.528 | ***  | -.304       |
| <b>5</b>                      | the institution effectively promotes diversity in the workplace                   | 509                       | 4.031 | 3.836             | ***  | .179        | 3.790          | ***  | .220        | 4.094 |      |             |
| <b>6</b>                      | administrative leadership is focused on meeting the needs of students             | 505                       | 3.729 | 3.609             | *    | .099        | 3.653          |      |             | 4.050 | ***  | -.308       |
| <b>10</b>                     | information is shared within the institution                                      | 511                       | 3.018 | 3.229             | ***  | -.169       | 3.207          | ***  | -.150       | 3.263 | **   | -.201       |
| <b>11</b>                     | institutional teams use problem-solving techniques                                | 480                       | 3.340 | 3.392             |      |             | 3.403          |      |             | 3.569 | ***  | -.254       |
| <b>15</b>                     | I am able to appropriately influence the direction of this institution            | 471                       | 3.159 | 3.087             |      |             | 3.124          |      |             | 3.330 | *    | -.154       |
| <b>16</b>                     | open and ethical communication is practiced at this institution                   | 499                       | 3.311 | 3.335             |      |             | 3.309          |      |             | 3.471 | *    | -.139       |
| <b>22</b>                     | this institution has been successful in positively motivating my performance      | 497                       | 3.507 | 3.412             |      |             | 3.403          |      |             | 3.598 |      |             |
| <b>25</b>                     | a spirit of cooperation exists at this institution                                | 496                       | 3.371 | 3.338             |      |             | 3.352          |      |             | 3.545 | *    | -.153       |
| <b>29</b>                     | institution-wide policies guide my work   | 490                       | 3.710 | 3.638             |      |             | 3.639          |      |             | 3.863 | **   | -.171       |
| <b>32</b>                     | this institution is appropriately organized                                       | 487                       | 3.263 | 3.267             |      |             | 3.267          |      |             | 3.522 | ***  | -.237       |
| <b>38</b>                     | I have the opportunity for advancement within this institution                    | 472                       | 3.186 | 3.106             |      |             | 3.099          |      |             | 3.217 |      |             |
| <b>41</b>                     | I receive adequate information regarding important activities at this institution | 493                       | 3.503 | 3.604             |      |             | 3.586          |      |             | 3.678 | *    | -.161       |
| <b>44</b>                     | my work is guided by clearly defined administrative processes                     | 490                       | 3.445 | 3.445             |      |             | 3.440          |      |             | 3.532 |      |             |

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

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

*MCC compared with:*

| Student Focus   | MCC |       | Very Large 2-year |      |             | NILIE Normbase |      |             | 2012  |      |             |
|---|-----|-------|-------------------|------|-------------|----------------|------|-------------|-------|------|-------------|
|   | 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                                       | 508 | 3.913 | 3.793             | *    | .102        | 3.835          |      |             | 4.204 | ***  | -.288       |
| 8 I feel my job is relevant to this institution's mission                       | 509 | 4.428 | 4.273             | ***  | .149        | 4.278          | **   | .146        | 4.538 | *    | -.141       |
| 17 faculty meet the needs of students   | 466 | 3.974 | 3.855             | *    | .119        | 3.896          |      |             | 4.006 |      |             |
| 18 student ethnic and cultural diversity are important at this institution      | 493 | 4.152 | 4.020             | **   | .130        | 3.963          | ***  | .185        | 4.257 | *    | -.128       |
| 19 students' competencies are enhanced  | 474 | 3.926 | 3.837             |      |             | 3.857          |      |             | 3.996 |      |             |
| 23 non-teaching professional personnel meet the needs of students               | 486 | 3.798 | 3.783             |      |             | 3.830          |      |             | 3.921 | *    | -.129       |
| 28 classified personnel meet the needs of students                              | 453 | 3.784 | 3.730             |      |             | 3.785          |      |             | 3.900 | *    | -.132       |
| 31 students receive an excellent education at this institution                  | 481 | 4.193 | 4.034             | ***  | .163        | 4.029          | ***  | .169        | 4.243 |      |             |
| 35 this institution prepares students for a career                              | 479 | 4.163 | 4.036             | **   | .131        | 4.029          | **   | .138        | 4.206 |      |             |
| 37 this institution prepares students for further learning                      | 477 | 4.140 | 4.037             | *    | .106        | 4.020          | **   | .124        | 4.248 | *    | -.142       |
| 40 students are assisted with their personal development                        | 459 | 3.837 | 3.803             |      |             | 3.832          |      |             | 3.920 |      |             |
| 42 students are satisfied with their educational experience at this institution | 442 | 3.880 | 3.819             |      |             | 3.831          |      |             | 4.019 | **   | -.189       |

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

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

*MCC compared with:*

| Supervisory Relationships  | MCC |       | Very Large 2-year |      |             | NILIE Normbase |      |             | 2012  |      |             |
|--|-----|-------|-------------------|------|-------------|----------------|------|-------------|-------|------|-------------|
|  | 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                         | 512 | 4.137 | 4.057             |      |             | 4.077          |      |             | 4.133 |      |             |
| <b>9</b> my supervisor is open to the ideas, opinions, and beliefs of everyone | 512 | 3.896 | 3.940             |      |             | 3.965          |      |             | 3.947 |      |             |
| <b>12</b> positive work expectations are communicated to me                    | 501 | 3.713 | 3.649             |      |             | 3.657          |      |             | 3.735 |      |             |
| <b>13</b> unacceptable behaviors are identified and communicated to me         | 464 | 3.655 | 3.592             |      |             | 3.603          |      |             | 3.693 |      |             |
| <b>20</b> I receive timely feedback for my work                                | 504 | 3.694 | 3.597             |      |             | 3.608          |      |             | 3.671 |      |             |
| <b>21</b> I receive appropriate feedback for my work                           | 498 | 3.715 | 3.632             |      |             | 3.643          |      |             | 3.706 |      |             |
| <b>26</b> my supervisor actively seeks my ideas                                | 496 | 3.661 | 3.645             |      |             | 3.683          |      |             | 3.716 |      |             |
| <b>27</b> my supervisor seriously considers my ideas                           | 493 | 3.726 | 3.714             |      |             | 3.753          |      |             | 3.776 |      |             |
| <b>30</b> work outcomes are clarified for me                                   | 489 | 3.642 | 3.606             |      |             | 3.611          |      |             | 3.662 |      |             |
| <b>34</b> my supervisor helps me to improve my work                            | 492 | 3.677 | 3.661             |      |             | 3.682          |      |             | 3.688 |      |             |
| <b>39</b> I am given the opportunity to be creative in my work                 | 487 | 3.924 | 3.901             |      |             | 3.911          |      |             | 3.954 |      |             |
| <b>45</b> I have the opportunity to express my ideas in appropriate forums     | 487 | 3.589 | 3.574             |      |             | 3.600          |      |             | 3.712 |      |             |
| <b>46</b> professional development and training opportunities are available    | 493 | 3.927 | 3.699             | ***  | .191        | 3.717          | ***  | .177        | 3.998 |      |             |

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

**Table 9. Teamwork Item Mean Comparisons**

*MCC compared with:*

| Teamwork   | MCC |       | Very Large 2-year |      |             | NILIE Normbase |      |             | 2012  |      |             |
|--|-----|-------|-------------------|------|-------------|----------------|------|-------------|-------|------|-------------|
|  | 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  | 508 | 3.713 | 3.785             |      |             | 3.837          | *    | -.101       | 3.815 |      |             |
| <b>14</b> my primary work team uses problem-solving techniques   | 488 | 3.758 | 3.747             |      |             | 3.776          |      |             | 3.834 |      |             |
| <b>24</b> there is an opportunity for all ideas to be exchanged within my work team                        | 494 | 3.660 | 3.679             |      |             | 3.715          |      |             | 3.719 |      |             |
| <b>33</b> my work team provides an environment for free and open expression of ideas, opinions and beliefs | 489 | 3.687 | 3.710             |      |             | 3.739          |      |             | 3.740 |      |             |
| <b>36</b> my work team coordinates its efforts with appropriate individuals and teams                      | 481 | 3.726 | 3.728             |      |             | 3.763          |      |             | 3.781 |      |             |
| <b>43</b> a spirit of cooperation exists in my department  | 493 | 3.611 | 3.687             |      |             | 3.758          | **   | -.119       | 3.667 |      |             |

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