



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Mid Michigan Community College Harrison, Michigan

Personal Assessment of the College Environment (PACE)

by

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The National Initiative for Leadership
& Institutional Effectiveness

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EXECUTIVE SUMMARY

In September 2015 the Personal Assessment of the College Environment (PACE) survey was administered to 388 employees at Mid Michigan Community College (MMCC). Of those 388 employees, 202 (52.1%) completed and returned the instrument for analysis.

Employees completed a 46-item PACE instrument organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. They also completed a Customized section designed specifically for Mid Michigan Community College. Respondents were asked to rate the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at MMCC included 59 total items.

At MMCC, the overall results by Personnel Classification from the PACE instrument indicate a healthy campus climate, yielding an overall 3.642 mean score. The Faculty rated the climate the highest (3.737), followed by Administrator (3.615) and Staff (3.529).

Of the 46 standard PACE questions, the top mean scores have been identified at Mid Michigan Community College.

- The extent to which I feel my job is relevant to this institution's mission, 4.298 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.000 (#2)
- The extent to which this institution prepares students for further learning, 3.973 (#37)
- The extent to which I am given the opportunity to be creative in my work, 3.969 (#39)
- The extent to which students receive an excellent education at this institution, 3.935 (#31)
- The extent to which this institution prepares students for a career, 3.925 (#35)
- The extent to which non-teaching professional personnel meet the needs of students, 3.885 (#23)
- The extent to which students' competencies are enhanced, 3.857 (#19)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 3.851 (#9)
- The extent to which student needs are central to what we do, 3.840 (#7)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Mid Michigan Community College.

- The extent to which I have the opportunity for advancement within this institution, 2.960 (#38)
- The extent to which I am able to appropriately influence the direction of this institution, 3.261 (#15)
- The extent to which my work is guided by clearly defined administrative processes, 3.280 (#44)
- The extent to which information is shared within the institution, 3.303 (#10)
- The extent to which this institution is appropriately organized, 3.309 (#32)
- The extent to which open and ethical communication is practiced at this institution, 3.319 (#16)
- The extent to which this institution has been successful in positively motivating my performance, 3.325 (#22)
- The extent to which decisions are made at the appropriate level at this institution, 3.352 (#4)
- The extent to which institutional teams use problem-solving techniques, 3.449 (#11)
- The extent to which I receive timely feedback for my work, 3.452 (#20)

Respondents were also given an opportunity to provide comments about the most favorable aspects and the least favorable aspects of MMCC. The responses provide insight and anecdotal evidence that support the survey questions.

Comparison groups in the report include:

Previous administration, labeled as “2012”
Region, labeled as “Midwest”
NILIE Normbase, labeled as “NILIE Normbase”

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Table 1. Institutional Structure Frequency Distributions

MMCC compared with:

Institutional Structure	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	7	4%	2309	3%	1301	3%	3	1%
	Dissatisfied	16	8%	8095	12%	4866	12%	14	6%
	Neither	32	16%	9718	14%	5770	14%	30	12%
	Satisfied	97	49%	31437	46%	19036	46%	145	59%
	Very satisfied	44	22%	16968	25%	10074	25%	54	22%
	Total	196	100%	68527	100%	41047	100%	246	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	11	6%	5608	8%	3229	8%	10	4%
	Dissatisfied	31	16%	14178	21%	8542	21%	40	16%
	Neither	53	27%	14694	22%	8904	22%	73	30%
	Satisfied	75	39%	22340	33%	13662	34%	92	38%
	Very satisfied	23	12%	10773	16%	6157	15%	29	12%
	Total	193	100%	67593	100%	40494	100%	244	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	9	5%	3003	4%	1732	4%	4	2%
	Dissatisfied	19	10%	6158	9%	3598	9%	28	12%
	Neither	63	32%	12924	19%	7798	19%	67	28%
	Satisfied	67	34%	25577	38%	15657	39%	105	44%
	Very satisfied	38	19%	20289	30%	11872	29%	34	14%
	Total	196	100%	67951	100%	40657	100%	238	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	7	4%	4294	6%	2413	6%	9	4%
	Dissatisfied	23	12%	9354	14%	5623	14%	24	10%
	Neither	41	21%	10735	16%	6425	16%	46	18%
	Satisfied	81	41%	25140	37%	15303	37%	114	46%
	Very satisfied	44	22%	18782	27%	11086	27%	56	22%
	Total	196	100%	68305	100%	40850	100%	249	100%

MMCC compared with:

Institutional Structure (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	16	8%	7521	11%	4510	11%	19	8%
	Dissatisfied	33	17%	14381	21%	8799	21%	55	22%
	Neither	52	26%	14146	21%	8427	21%	63	26%
	Satisfied	69	35%	20634	30%	12474	30%	80	32%
	Very satisfied	28	14%	11775	17%	6799	17%	30	12%
	Total	198	100%	68457	100%	41009	100%	247	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	4	2%	2724	4%	1575	4%	6	3%
	Dissatisfied	21	11%	8691	14%	5220	14%	19	9%
	Neither	65	35%	19454	31%	11636	31%	74	33%
	Satisfied	78	42%	23859	38%	14661	39%	105	47%
	Very satisfied	17	9%	7955	13%	4530	12%	18	8%
	Total	185	100%	62683	100%	37622	100%	222	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	13	7%	6944	11%	4057	11%	17	7%
	Dissatisfied	32	17%	11790	19%	7202	19%	30	13%
	Neither	52	28%	19191	30%	11676	30%	80	35%
	Satisfied	68	37%	17640	28%	10743	28%	76	33%
	Very satisfied	19	10%	8122	13%	4672	12%	25	11%
	Total	184	100%	63687	100%	38350	100%	228	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	14	7%	6770	10%	4037	10%	14	6%
	Dissatisfied	31	16%	11966	18%	7227	18%	39	16%
	Neither	43	23%	14217	21%	8566	21%	53	22%
	Satisfied	81	43%	22430	33%	13646	34%	104	43%
	Very satisfied	19	10%	12350	18%	7154	18%	31	13%
	Total	188	100%	67733	100%	40630	100%	241	100%

MMCC compared with:

Institutional Structure (continued)		MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	14	7%	6250	9%	3632	9%	11	5%
	Dissatisfied	32	17%	10874	16%	6592	16%	39	16%
	Neither	55	29%	13816	20%	8268	20%	51	21%
	Satisfied	58	30%	22117	33%	13590	34%	98	40%
	Very satisfied	32	17%	14433	21%	8431	21%	44	18%
	Total	191	100%	67490	100%	40513	100%	243	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	8	4%	6185	9%	3695	9%	10	4%
	Dissatisfied	30	16%	11718	17%	7141	18%	37	15%
	Neither	43	22%	13780	20%	8365	21%	58	24%
	Satisfied	82	43%	23419	35%	14184	35%	102	42%
	Very satisfied	29	15%	12649	19%	7244	18%	34	14%
	Total	192	100%	67751	100%	40629	100%	241	100%
29 institution-wide policies guide my work	Very dissatisfied	7	4%	2801	4%	1549	4%	5	2%
	Dissatisfied	16	9%	6025	9%	3499	9%	17	7%
	Neither	53	28%	16588	25%	10101	25%	58	25%
	Satisfied	81	43%	27916	42%	17111	43%	119	50%
	Very satisfied	31	16%	13110	20%	7618	19%	37	16%
	Total	188	100%	66440	100%	39878	100%	236	100%
32 this institution is appropriately organized	Very dissatisfied	10	5%	5818	9%	3356	8%	16	7%
	Dissatisfied	34	18%	12988	19%	7727	19%	32	13%
	Neither	55	29%	15328	23%	9217	23%	69	28%
	Satisfied	66	35%	22252	33%	13637	34%	106	44%
	Very satisfied	23	12%	10378	16%	6148	15%	20	8%
	Total	188	100%	66764	100%	40085	100%	243	100%

MMCC compared with:

Institutional Structure (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	24	14%	9375	15%	5402	14%	35	16%
	Dissatisfied	31	18%	10957	17%	6522	17%	31	14%
	Neither	61	35%	16558	26%	10332	27%	57	26%
	Satisfied	44	25%	16667	26%	10075	27%	69	31%
	Very satisfied	14	8%	9809	15%	5601	15%	30	14%
	Total	174	100%	63366	100%	37932	100%	222	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	7	4%	4042	6%	2339	6%	9	4%
	Dissatisfied	23	12%	9609	14%	5745	14%	25	10%
	Neither	36	19%	11269	17%	6784	17%	52	22%
	Satisfied	86	46%	27868	41%	16918	42%	112	47%
	Very satisfied	36	19%	14845	22%	8792	22%	42	18%
	Total	188	100%	67633	100%	40578	100%	240	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	15	8%	4864	7%	2811	7%	14	6%
	Dissatisfied	27	15%	9584	14%	5788	14%	29	12%
	Neither	52	29%	15487	23%	9510	24%	77	32%
	Satisfied	68	37%	24380	37%	14904	37%	89	37%
	Very satisfied	20	11%	12244	18%	6935	17%	30	13%
	Total	182	100%	66559	100%	39948	100%	239	100%

Table 2. Student Focus Frequency Distributions

MMCC compared with:

Student Focus	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	4	2%	3332	5%	1855	5%	6	2%
	Dissatisfied	18	9%	8093	12%	4803	12%	23	9%
	Neither	28	14%	8515	12%	5123	13%	31	12%
	Satisfied	99	51%	25152	37%	15375	38%	118	47%
	Very satisfied	45	23%	23349	34%	13776	34%	71	29%
	Total	194	100%	68441	100%	40932	100%	249	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	5	3%	2705	4%	1566	4%	3	1%
	Dissatisfied	4	2%	3243	5%	1932	5%	1	0%
	Neither	14	7%	4081	6%	2407	6%	11	4%
	Satisfied	79	40%	21019	31%	12925	32%	99	40%
	Very satisfied	96	48%	37370	55%	22135	54%	135	54%
	Total	198	100%	68418	100%	40965	100%	249	100%
17 faculty meet the needs of students	Very dissatisfied	4	2%	1770	3%	1000	3%	2	1%
	Dissatisfied	14	8%	5293	8%	3036	8%	18	8%
	Neither	34	19%	9984	15%	5893	15%	40	18%
	Satisfied	88	49%	28770	44%	17685	45%	122	54%
	Very satisfied	38	21%	19016	29%	11313	29%	44	19%
	Total	178	100%	64833	100%	38927	100%	226	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	3	2%	2227	3%	1215	3%	5	2%
	Dissatisfied	12	7%	4324	6%	2532	6%	17	7%
	Neither	49	27%	10164	15%	6253	16%	65	28%
	Satisfied	80	44%	27061	40%	16573	41%	98	42%
	Very satisfied	39	21%	23269	35%	13614	34%	48	21%
	Total	183	100%	67045	100%	40187	100%	233	100%

MMCC compared with:

Student Focus (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	4	2%	1601	2%	889	2%	1	0%
	Dissatisfied	7	4%	4759	7%	2694	7%	14	6%
	Neither	34	19%	11649	18%	6855	18%	50	21%
	Satisfied	103	57%	30303	47%	18637	48%	126	54%
	Very satisfied	34	19%	16523	25%	9772	25%	44	19%
	Total		182	100%	64835	100%	38847	100%	235
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	2	1%	2197	3%	1183	3%	4	2%
	Dissatisfied	12	7%	5882	9%	3419	9%	11	5%
	Neither	33	18%	10804	17%	6452	17%	42	18%
	Satisfied	93	51%	28350	44%	17367	44%	133	57%
	Very satisfied	42	23%	17781	27%	10621	27%	43	18%
	Total		182	100%	65014	100%	39042	100%	233
28 classified personnel meet the needs of students	Very dissatisfied	3	2%	1743	3%	967	3%	3	1%
	Dissatisfied	5	3%	4445	7%	2541	7%	7	3%
	Neither	48	31%	13711	23%	8484	23%	62	30%
	Satisfied	81	52%	26191	43%	16028	44%	107	52%
	Very satisfied	20	13%	14649	24%	8331	23%	26	13%
	Total		157	100%	60739	100%	36351	100%	205
31 students receive an excellent education at this institution	Very dissatisfied	1	1%	1793	3%	1016	3%	1	0%
	Dissatisfied	13	7%	4223	6%	2434	6%	10	4%
	Neither	26	14%	7877	12%	4525	11%	41	17%
	Satisfied	103	55%	29211	44%	17858	45%	124	52%
	Very satisfied	43	23%	23335	35%	14093	35%	64	27%
	Total		186	100%	66439	100%	39926	100%	240

MMCC compared with:

Student Focus (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	2	1%	1850	3%	1061	3%	2	1%
	Dissatisfied	10	5%	3966	6%	2132	5%	8	3%
	Neither	30	16%	8030	12%	4383	11%	33	14%
	Satisfied	102	55%	29069	44%	17547	44%	137	58%
	Very satisfied	42	23%	23213	35%	14625	37%	55	23%
	Total	186	100%	66128	100%	39748	100%	235	100%
37 this institution prepares students for further learning	Very dissatisfied	3	2%	1859	3%	1069	3%	2	1%
	Dissatisfied	10	5%	4119	6%	2315	6%	5	2%
	Neither	20	11%	7596	11%	4531	11%	27	11%
	Satisfied	108	58%	30343	46%	18521	47%	139	59%
	Very satisfied	44	24%	22347	34%	13343	34%	63	27%
	Total	185	100%	66264	100%	39779	100%	236	100%
40 students are assisted with their personal development	Very dissatisfied	2	1%	1662	3%	936	2%	1	0%
	Dissatisfied	17	10%	4577	7%	2626	7%	9	4%
	Neither	53	30%	12610	20%	7563	20%	52	23%
	Satisfied	74	42%	28520	45%	17471	46%	130	57%
	Very satisfied	32	18%	15954	25%	9395	25%	37	16%
	Total	178	100%	63323	100%	37991	100%	229	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	1	1%	1144	2%	615	2%	1	0%
	Dissatisfied	8	5%	4045	6%	2177	6%	7	3%
	Neither	42	24%	11792	19%	7030	19%	56	25%
	Satisfied	104	60%	32682	52%	20252	54%	136	61%
	Very satisfied	17	10%	12598	20%	7401	20%	24	11%
	Total	172	100%	62261	100%	37475	100%	224	100%

Table 3. Supervisory Relationships Frequency Distributions

MMCC compared with:

Supervisory Relationships	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	7	4%	3802	6%	2261	6%	5	2%
	Dissatisfied	17	9%	5507	8%	3467	8%	19	8%
	Neither	22	11%	6302	9%	3951	10%	28	12%
	Satisfied	70	36%	19076	28%	11700	29%	80	33%
	Very satisfied	77	40%	33549	49%	19459	48%	110	45%
	Total	193	100%	68236	100%	40838	100%	242	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	12	6%	4943	7%	2986	7%	9	4%
	Dissatisfied	18	9%	6210	9%	3915	10%	17	7%
	Neither	28	14%	7181	11%	4396	11%	36	15%
	Satisfied	66	34%	18204	27%	11156	27%	84	34%
	Very satisfied	71	36%	31750	46%	18399	45%	101	41%
	Total	195	100%	68288	100%	40852	100%	247	100%
12 positive work expectations are communicated to me	Very dissatisfied	10	5%	3678	5%	2115	5%	7	3%
	Dissatisfied	19	10%	8519	13%	5153	13%	28	12%
	Neither	36	19%	11369	17%	6854	17%	45	19%
	Satisfied	91	47%	27679	41%	16993	42%	114	47%
	Very satisfied	36	19%	16310	24%	9422	23%	48	20%
	Total	192	100%	67555	100%	40537	100%	242	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	9	5%	2687	4%	1547	4%	7	3%
	Dissatisfied	16	9%	6359	10%	3775	10%	20	9%
	Neither	51	29%	15162	25%	9299	25%	63	29%
	Satisfied	77	44%	26110	42%	15888	43%	98	46%
	Very satisfied	21	12%	11512	19%	6539	18%	27	13%
	Total	174	100%	61830	100%	37048	100%	215	100%

MMCC compared with:

Supervisory Relationships (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	14	8%	4573	7%	2754	7%	13	5%
	Dissatisfied	25	13%	8386	12%	5118	13%	28	12%
	Neither	42	23%	12771	19%	7799	19%	54	22%
	Satisfied	73	39%	25086	37%	15255	38%	101	42%
	Very satisfied	32	17%	16610	25%	9508	24%	46	19%
	Total	186	100%	67426	100%	40434	100%	242	100%
21 I receive appropriate feedback for my work	Very dissatisfied	12	6%	3916	6%	2337	6%	8	3%
	Dissatisfied	28	15%	8549	13%	5242	13%	37	15%
	Neither	38	20%	12044	18%	7364	18%	46	19%
	Satisfied	80	43%	26509	39%	16081	40%	111	46%
	Very satisfied	30	16%	16602	25%	9529	23%	40	17%
	Total	188	100%	67620	100%	40553	100%	242	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	11	6%	5518	8%	3383	8%	14	6%
	Dissatisfied	21	11%	7546	11%	4697	12%	25	10%
	Neither	36	19%	11381	17%	6927	17%	49	21%
	Satisfied	67	35%	20689	31%	12575	31%	87	36%
	Very satisfied	54	29%	21576	32%	12464	31%	64	27%
	Total	189	100%	66710	100%	40046	100%	239	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	14	7%	5357	8%	3217	8%	11	5%
	Dissatisfied	20	11%	6736	10%	4199	10%	15	6%
	Neither	24	13%	10601	16%	6426	16%	48	20%
	Satisfied	72	38%	20621	31%	12629	32%	88	37%
	Very satisfied	59	31%	23340	35%	13553	34%	74	31%
	Total	189	100%	66655	100%	40024	100%	236	100%

MMCC compared with:

Supervisory Relationships (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	6	3%	3367	5%	1948	5%	7	3%
	Dissatisfied	19	10%	7659	11%	4557	11%	29	12%
	Neither	53	28%	14670	22%	8883	22%	55	23%
	Satisfied	82	43%	27197	41%	16732	42%	105	44%
	Very satisfied	30	16%	13960	21%	8038	20%	41	17%
	Total	190	100%	66853	100%	40158	100%	237	100%
34 my supervisor helps me to improve my work	Very dissatisfied	14	8%	4815	7%	2872	7%	10	4%
	Dissatisfied	23	12%	7037	11%	4375	11%	21	9%
	Neither	37	20%	12831	19%	7932	20%	57	24%
	Satisfied	67	36%	21950	33%	13440	34%	92	39%
	Very satisfied	44	24%	19926	30%	11369	28%	54	23%
	Total	185	100%	66559	100%	39988	100%	234	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	7	4%	3962	6%	2246	6%	6	3%
	Dissatisfied	11	6%	5477	8%	3186	8%	12	5%
	Neither	24	13%	8478	13%	5122	13%	32	13%
	Satisfied	88	46%	24111	36%	14829	37%	93	39%
	Very satisfied	61	32%	25201	37%	14976	37%	95	40%
	Total	191	100%	67229	100%	40359	100%	238	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	13	7%	4293	6%	2505	6%	8	3%
	Dissatisfied	11	6%	7963	12%	4828	12%	22	9%
	Neither	39	21%	13144	20%	7956	20%	51	21%
	Satisfied	92	49%	25886	39%	15833	40%	114	48%
	Very satisfied	32	17%	15339	23%	8880	22%	44	18%
	Total	187	100%	66625	100%	40002	100%	239	100%

MMCC compared with:

Supervisory Relationships (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
46 professional development and training opportunities are available	Very dissatisfied	14	8%	4518	7%	2545	6%	12	5%
	Dissatisfied	21	11%	7460	11%	4401	11%	30	13%
	Neither	33	18%	10163	15%	5979	15%	52	22%
	Satisfied	93	50%	24989	37%	15273	38%	107	45%
	Very satisfied	25	13%	19807	30%	12004	30%	35	15%
	Total	186	100%	66937	100%	40202	100%	236	100%

Table 4. Teamwork Frequency Distributions

MMCC compared with:

Teamwork	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	11	6%	4243	6%	2615	6%	6	2%
	Dissatisfied	20	10%	8258	12%	5231	13%	31	13%
	Neither	30	15%	7520	11%	4639	11%	33	14%
	Satisfied	69	35%	22140	33%	13490	33%	91	38%
	Very satisfied	67	34%	25388	38%	14437	36%	81	33%
	Total	197	100%	67549	100%	40412	100%	242	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	7	4%	2844	4%	1708	4%	7	3%
	Dissatisfied	14	7%	6388	10%	3961	10%	17	7%
	Neither	35	19%	11246	17%	6930	18%	51	22%
	Satisfied	103	55%	26048	41%	15921	41%	104	45%
	Very satisfied	29	15%	17769	28%	10076	26%	50	22%
	Total	188	100%	64295	100%	38596	100%	229	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	6	3%	4234	6%	2543	6%	7	3%
	Dissatisfied	22	12%	7954	12%	4930	12%	31	13%
	Neither	38	20%	9786	15%	5973	15%	40	17%
	Satisfied	73	39%	24877	38%	15181	38%	92	39%
	Very satisfied	49	26%	19271	29%	11091	28%	63	27%
	Total	188	100%	66122	100%	39718	100%	233	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	7	4%	4440	7%	2672	7%	11	5%
	Dissatisfied	21	11%	7481	11%	4685	12%	23	10%
	Neither	29	16%	9503	14%	5790	15%	39	17%
	Satisfied	81	44%	24074	37%	14657	37%	99	42%
	Very satisfied	48	26%	20435	31%	11774	30%	61	26%
	Total	186	100%	65933	100%	39578	100%	233	100%

MMCC compared with:

Teamwork (continued)	Response Option	MMCC		NILIE Normbase		Midwest		2011	
		Count	%	Count	%	Count	%	Count	%
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	4	2%	3057	5%	1864	5%	7	3%
	Dissatisfied	18	10%	6281	10%	3858	10%	20	9%
	Neither	40	22%	11351	18%	6877	18%	48	21%
	Satisfied	87	47%	26364	41%	16145	42%	109	48%
	Very satisfied	36	19%	17466	27%	10065	26%	44	19%
	Total	185	100%	64519	100%	38809	100%	228	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	12	6%	5029	7%	3016	7%	10	4%
	Dissatisfied	22	12%	7650	11%	4770	12%	25	10%
	Neither	27	14%	8676	13%	5301	13%	39	16%
	Satisfied	75	40%	23290	35%	14234	35%	106	44%
	Very satisfied	51	27%	22516	34%	12933	32%	61	25%
	Total	187	100%	67161	100%	40254	100%	241	100%

Table 5. Climate Factor Mean Comparisons

MMCC compared with:

Climate Factor	MMCC		NILIE Normbase			Midwest			2011		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	201	3.642	3.687			3.682			3.713		
Institutional Structure	201	3.425	3.432			3.430			3.486		
Student Focus	201	3.866	3.929			3.939			3.937		
Supervisory Relationship	201	3.668	3.733			3.720			3.751		
Teamwork	201	3.726	3.757			3.731			3.782		

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

Figure 1. Means by Comparison Group and Climate Factor

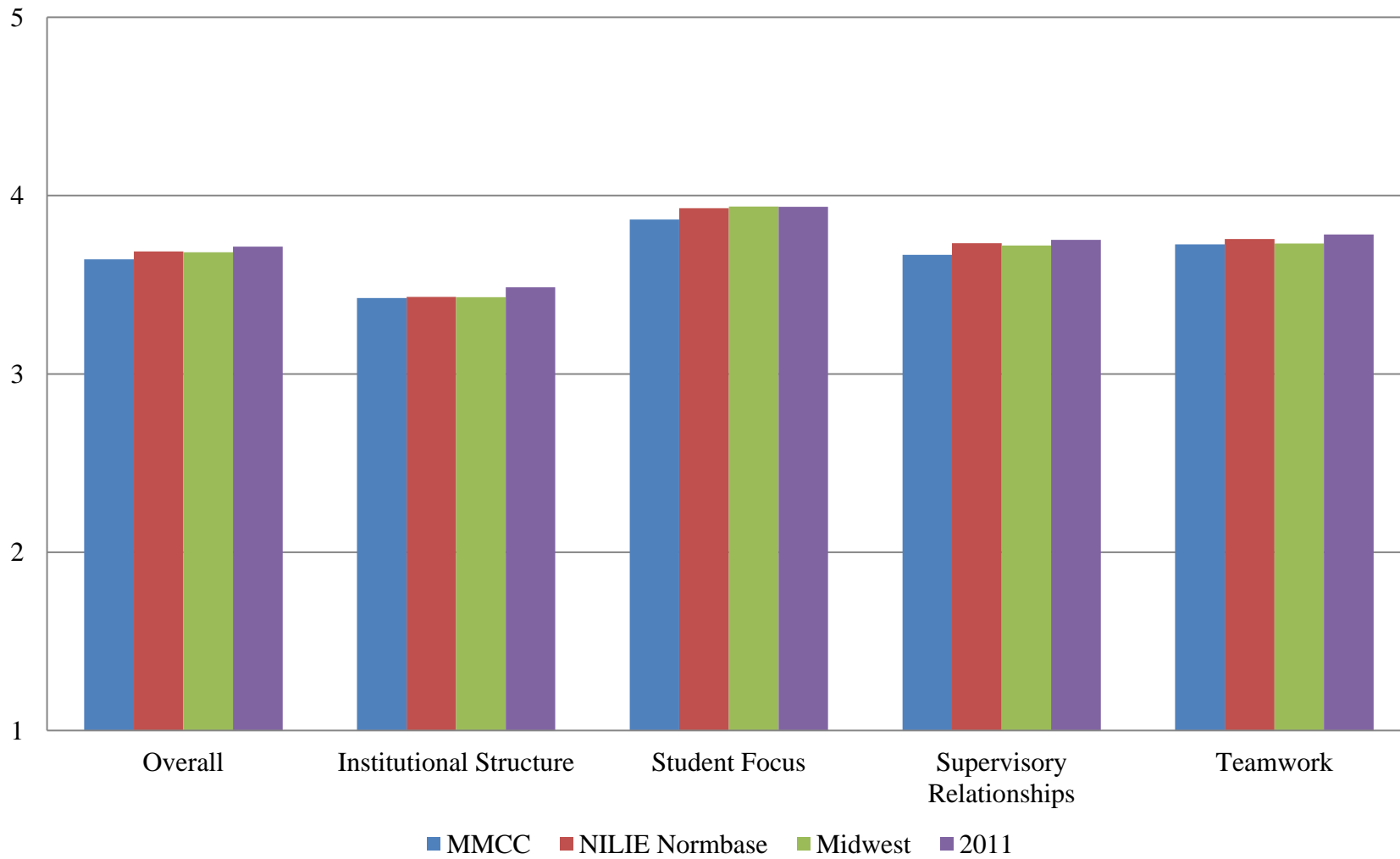


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>MMCC compared with:</i>										
		MMCC		NILIE Normbase			Midwest			2011		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
1	the actions of this institution reflect its mission	196	3.791	3.768			3.773			3.947		
4	decisions are made at the appropriate level at this institution	193	3.352	3.274			3.271			3.369		
5	the institution effectively promotes diversity in the workplace	196	3.541	3.795	**	-.231	3.795	**	-.234	3.576		
6	administrative leadership is focused on meeting the needs of students	196	3.673	3.655			3.662			3.739		
10	information is shared within the institution	198	3.303	3.216			3.201			3.190		
11	institutional teams use problem-solving techniques	185	3.449	3.409			3.408			3.495		
15	I am able to appropriately influence the direction of this institution	184	3.261	3.129			3.124			3.272		
16	open and ethical communication is practiced at this institution	188	3.319	3.319			3.311			3.411		
22	this institution has been successful in positively motivating my performance	191	3.325	3.409			3.410			3.514		
25	a spirit of cooperation exists at this institution	192	3.490	3.364			3.348			3.469		
29	institution-wide policies guide my work	188	3.601	3.640			3.646			3.703		
32	this institution is appropriately organized	188	3.309	3.275			3.287			3.337		
38	I have the opportunity for advancement within this institution	174	2.960	3.104			3.104			3.126		
41	I receive adequate information regarding important activities at this institution	188	3.644	3.589			3.593			3.638		
44	my work is guided by clearly defined administrative processes	182	3.280	3.444			3.435			3.385		

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

Table 7. Student Focus Item Mean Comparisons

MMCC compared with:

Student Focus	MMCC		NILIE Normbase			Midwest			2011		
	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	194	3.840	3.834			3.841			3.904		
8 I feel my job is relevant to this institution's mission	198	4.298	4.273			4.273			4.454	*	-.197
17 faculty meet the needs of students	178	3.798	3.894			3.906			3.832		
18 student ethnic and cultural diversity are important at this institution	183	3.765	3.967	**	-.197	3.966	**	-.200	3.717		
19 students' competencies are enhanced	182	3.857	3.854			3.868			3.843		
23 non-teaching professional personnel meet the needs of students	182	3.885	3.825			3.841			3.858		
28 classified personnel meet the needs of students	157	3.701	3.783			3.776			3.712		
31 students receive an excellent education at this institution	186	3.935	4.025			4.041			4.000		
35 this institution prepares students for a career	186	3.925	4.026			4.070	*	-.151	4.000		
37 this institution prepares students for further learning	185	3.973	4.014			4.025			4.085		
40 students are assisted with their personal development	178	3.657	3.830	*	-.177	3.836	*	-.187	3.843	*	-.224
42 students are satisfied with their educational experience at this institution	172	3.744	3.828			3.844			3.781		

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

Table 8. Supervisory Relationships Item Mean Comparisons

MMCC compared with:

Supervisory Relationships	MMCC		NILIE Normbase			Midwest			2011		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
2 my supervisor expresses confidence in my work	193	4.000	4.071			4.044			4.120		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	195	3.851	3.961			3.932			4.016		
12 positive work expectations are communicated to me	192	3.646	3.658			3.653			3.694		
13 unacceptable behaviors are identified and communicated to me	174	3.489	3.605			3.596			3.549		
20 I receive timely feedback for my work	186	3.452	3.605			3.585			3.574		
21 I receive appropriate feedback for my work	188	3.468	3.641	*	-.150	3.622			3.570		
26 my supervisor actively seeks my ideas	189	3.698	3.678			3.650			3.678		
27 my supervisor seriously considers my ideas	189	3.751	3.748			3.727			3.843		
30 work outcomes are clarified for me	190	3.584	3.609			3.606			3.608		
34 my supervisor helps me to improve my work	185	3.562	3.678			3.652			3.679		
39 I am given the opportunity to be creative in my work	191	3.969	3.909			3.919			4.088		
45 I have the opportunity to express my ideas in appropriate forums	187	3.636	3.601			3.594			3.686		
46 professional development and training opportunities are available	186	3.505	3.719	*	-.179	3.741	**	-.200	3.521		

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

Table 9. Teamwork Item Mean Comparisons

MMCC compared with:

Teamwork	MMCC		NILIE Normbase			Midwest			2011		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
3 there is a spirit of cooperation within my work team	197	3.817	3.832			3.789			3.868		
14 my primary work team uses problem-solving techniques	188	3.707	3.770			3.743			3.755		
24 there is an opportunity for all ideas to be exchanged within my work team	188	3.729	3.711			3.689			3.742		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	186	3.763	3.737			3.712			3.755		
36 my work team coordinates its efforts with appropriate individuals and teams	185	3.719	3.758			3.739			3.715		
43 a spirit of cooperation exists in my department	187	3.701	3.754			3.728			3.759		

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