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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as ñthe shared values and beliefs of members about the activities of the organization and interpersonal relationshipsò (p. 108). Schein (2004) observes that culture ñpoints us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individualò (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organizationôs culture, emerging from the assumptions made about the underlying value system and finding expression through membersô attitudes and actions (Baker & Associates, 1992).

The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of corporation, structural organization, decision-making, and commination within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employeesô abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they see a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker & Associates, 1992).

NILIEôs present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as ñthe process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectivesò (p. 7). The concept of leadership has been studied for many years in a variety of

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	Response Option	Count	%	Count	%	Count	%	Count	%
1	Very dissatisfied	18	2%	6	1%	539	2%	2040	3%
	Dissatisfied	64	7%	48	7%	2247	9%	7752	10%
	Neither	133	15%	80	11%	3446	14%	11506	14%
	Satisfied	437	50%	398	54%	12073	48%	38174	48%
	Very satisfied	218	25%	204	28%	6971	28%	20792	26%
	Total	**870**	**100%**	**736**	**100%**	**25276**	**100%**	**80264**	**100%**
	Very dissatisfied	66	8%	35	5%	1920	8%	6635	8%
	Dissatisfied	137	16%	152	21%	4960	20%	15851	20%
	Neither	205	24%	138	19%	5485	22%	17268	22%
	Satisfied	310	36%	277	38%	8494	34%	26614	34%
	Very satisfied	142	17%	121	17%	4065	16%	12947	16%
	Total	**860**	**100%**	**723**	**100%**	**24924**	**100%**	**79315**	**100%**
	Very dissatisfied	24	3%	16	2%	766	3%	2687	3%
	Dissatisfied	49	6%	45	6%	1735	7%	5636	7%
	Neither	149	17%	122	16%	4359	17%	15230	19%
	Satisfied	340	39%	329	44%	9759	39%	31220	39%
	Very satisfied	310	36%	228	31%	8558	34%	25063	31%

Response Option	Count	%	Count	%	Count	%	Count	%
Very dissatisfied	145	18%	104	15%				

	Response Option	Count	%	Count	%	Count	%	Count	%
7	Very dissatisfied	26	3%	16	2%	737	3%	2858	4%
	Dissatisfied	67	8%	69	9%	2339	9%	7917	10%
	Neither	87	10%	71	10%	2984	12%	10024	12%
	Satisfied	356	41%	323	44%	9668	38%	30535	38%
	Very satisfied	338	39%	256	35%	9550	38%	28885	36%
	Total	**874**	**100%**	**735**	**100%**	**25278**	**100%**	**80219**	**100%**
	Very dissatisfied	13	1%	8	1%	334	1%	1209	2%
	Dissatisfied	13	1%	8	1%	616	2%	2065	3%
	Neither	52	6%	33	4%	1449	6%	4996	6%
	Satisfied	260	30%	231	31%	7987	32%	25980	32%
	Very satisfied	535	61%	456	62%	14871	59%	45899	57%
	Total	**873**	**100%**	**736**	**100%**	**25257**	**100%**		

TCC compared with:

Student Focus (continued)	Response Option	TCC Count	TCC %	2015 Count	2015 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
19 students' competencies are enhanced	Very dissatisfied	9	1%	6	1%	299	1%	969	1%
	Dissatisfied	28	3%	33	5%	1021	4%	3207	4%
	Neither	166	20%	126	18%	4201	18%	13605	18%
	Satisfied	404	49%	345	50%	11654	49%	37111	49%
	Very satisfied	212	26%	174	25%	6624	28%	20655	27%
	Total	**819**	**100%**	**684**	**100%**	**23799**	**100%**	**75547**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	14	2%	14	2%	492	2%	1596	2%
	Dissatisfied	53	6%	49	7%	1514	6%	4708	6%
	Neither	152	19%	111	16%	3907	16%	12469	16%
	Satisfied	377	46%	319	46%	10710	45%	35039	46%
	Very satisfied	224	27%	197	29%	7099	30%	22105	29%
	Total	**820**	**100%**	**690**	**100%**	**23722**	**100%**	**75917**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	11	1%	9	1%	419	2%	1349	2%
	Dissatisfied	36	5%	38	6%	995	5%	3253	5%
	Neither	176	22%	137	21%	5186	24%	15741	22%
	Satisfied	356	45%	320	48%	9538	44%	32250	45%
	Very satisfied	215	27%	164	25%	5480	25%	18301	26%
	Total	**794**	**100%**	**668**	**100%**	**21618**	**100%**	**70894**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	4	0%	3	0%	193	1%	683	1%
	Dissatisfied	29	3%	27	4%	757	3%	2540	3%
	Neither	124	15%	65	9%	2695	11%	9099	12%
	Satisfied	423	50%	367	52%	10970	45%	35739	46%
	Very satisfied	261	31%	245	35%	9700	40%	29192	38%
	Total	**841**	**100%**	**707**	**100%**	**24315**	**100%**	**77253**	**100%**

TCC compared with:

	Student Focus (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
35	this institution prepares students for a career	Very dissatisfied	10	1%	5	1%	221	1%	792	1%
		Dissatisfied	25	3%	31	4%	672	3%	2318	3%
		Neither	125	15%	98	14%	2803	12%	9578	12%
		Satisfied	411	49%	351	50%	11131	46%	35846	47%
		Very satisfied	260	31%	222	31%	9388	39%	28429	37%
		Total	**831**	**100%**	**707**	**100%**	**24215**	**100%**	**76963**	**100%**
37	this institution prepares students for further learning	Very dissatisfied	8	1%	7	1%	230	1%	829	1%
		Dissatisfied	24	3%	24	3%	660	3%	2296	3%
		Neither	105	13%	53	8%	2546	11%	8699	11%
		Satisfied	414	49%	369	52%	11595	48%	37384	48%
		Very satisfied	286	34%	253	36%	9203	38%	27896	36%
		Total	**837**	**100%**	**706**	**100%**	**24234**	**100%**	**77104**	**100%**
40	students are assisted with their personal development	Very dissatisfied	10	1%	19	3%	310	1%	1054	1%
		Dissatisfied	50	6%	47	7%	979	4%	3219	4%
		Neither	201	25%	138	21%	4371	19%	14319	19%
		Satisfied	350	44%	306	46%	10844	47%	34880	47%
		Very satisfied	187	23%	160	24%	6612	29%	20136	27%
		Total	**798**	**100%**	**670**	**100%**	**23116**	**100%**	**73608**	**100%**
42	students are satisfied with their educational experience at this institution	Very dissatisfied	6	1%	4	1%	187	1%	621	1%
		Dissatisfied	14	2%	19	3%	698	3%	2287	3%
		Neither	177	23%	120	19%	4058	18%	13562	19%
		Satisfied	434	56%	384	59%	12476	55%	39741	55%
		Very satisfied	138	18%	121	19%	5203	23%	15953	22%
		Total	**769**	**100%**	**648**	**100%**	**22622**	**100%**	**72164**	**100%**

	Response Option	Count	%	Count	%	Count	%	Count	%
2	Very dissatisfied	20	2%	13	2%	811	3%	2709	3%
	Dissatisfied	37	4%	36	5%	1558	6%	5035	6%
	Neither	104	12%	68	9%	2294	9%	7223	9%
	Satisfied	252	29%	213	29%	7511	30%	23459	29%
	Very satisfied	453	52%	393	54%	12990	52%	41548	52%
	Total	**866**	**100%**	**723**	**100%**	**25164**	**100%**	**79974**	**100%**
	Very dissatisfied	31	4%	31	4%	1299	5%	4277	5%
	Dissatisfied	50	6%	43	6%	1941	8%	6035	8%
	Neither	103	12%	80	11%	2669	11%	8351	10%
	Satisfied	225	27%	206	28%	7035	28%	22297	28%
	Very satisfied	450	52%	363	50%	12220	49%	39016	49%
	Total	**859**	**100%**	**723**	**100%**	**25164**	**100%**	**79976**	**100%**
	Very dissatisfied	42	5%	18	3%	1063	4%	3705	5%
	Dissatisfied	71	8%	60	8%	2474	10%	8278	10%
	Neither	144	17%	92	13%	4021	16%	13279	17%
	Satisfied	365	42%	337	47%	10855	44%	33928	43%
	Very satisfied	237	28%	204	29%	6452	26%	19948	25%
	Total	**859**	**100%**	**711**	**100%**	**24865**	**100%**	**79138**	**100%**
	Very dissatisfied	24	3%	19	3%	760	3%	2610	4%
	Dissatisfied	53							

	Response Option	Count	%	Count	%	Count	%	Count	%
30	Very dissatisfied	35	4%	24	3%	1022	4%	3441	4%
	Dissatisfied	74	9%	51	7%	2194	9%	7294	9%
	Neither	173	20%	145	21%	5115	21%	16918	22%
	Satisfied	354	42%	320	45%	10628	43%	33109	42%
	Very satisfied	212	25%	165	23%	5526	23%	17367	22%
	Total	**848**	**100%**	**705**	**100%**	**24485**	**100%**	**78129**	**100%**
34	Very dissatisfied	38	5%	28	4%	1440	6%	4667	6%
	Dissatisfied	60	7%	61	9%	2057	8%	6744	9%
	Neither	174	21%	117	17%	4651	19%	14540	19%
	Satisfied	289	35%	240	35%	8427	35%	26639	34%
	Very satisfied	272	33%	248	36%	7719	32%	25024	32%
	Total	**833**	**100%**	**694**	**100%**	**24294**	**100%**	**77614**	**100%**
	Very dissatisfied	42	5%	24	3%	1036	4%	3445	4%
	Dissatisfied	47	6%	41	6%	1437	6%	4660	6%
	Neither	114	13%	84	12%	3069	12%	10037	13%
	Satisfied	320	38%	255	36%	9334	38%	29635	38%
	Very satisfied	322	38%	310	43%	9719	40%	30612	39%
	Total	**845**	**100%**	**714**	**100%**	**24595**	**100%**	**78389**	**100%**
	Very dissatisfied	47	6%	26	4%	1335	5%	4535	6%
	Dissatisfied	74	9%	70	10%	2346	10%	7721	10%
	Neither	175	21%	128	18%	4807	20%	15341	20%
	Satisfied	331	39%	285	40%	9910	41%	31368	40%
	Very satisfied	213	25%	195	28%	5928	24%	18723	24%
	Total	**840**	**100%**	**704**	**100%**	**24326**	**100%**	**77688**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2015 Count	2015 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
46 professional development and training opportunities are available	Very dissatisfied	59	7%	45	6%	1164	5%	4285	5%
	Dissatisfied	62	7%	73	10%	1905	8%	6982	9%
	Neither	121	14%	88	12%	3267	13%	11909	15%
	Satisfied	357	42%	280	39%	9385	38%	30484	39%
	Very satisfied	246	29%	225	32%	8830	36%	24411	31%
	Total	**845**	**100%**	**711**	**100%**	**24551**	**100%**	**78071**	**100%**

Table 4. Teamwork Frequency Distributions

TCC compared with:

	Teamwork	Response Option	TCC		2015				NILIE Normb(.0.1	
			Count	%	Count	%	Count	%	Count	%
3		Very dissatisfied	27	3%	29	4%	1197	5%	3795	5%
		Dissatisfied	68	8%	54	7%	2616	10%	8295	10%
		Neither	106	12%	69	10%	2835	11%	8704	11%
		Satisfied	290	33%	250	34%	8606	34%	27010	34%
		Very satisfied	376	43%	323	45%	9730	39%	31617	40%
		Total	**867**	**100%**	**725**	**100%**	**24984**	**100%**	**79421**	**100%**
14	my primary work team uses problem-solving techniques	Very dissatisfied	14	2%	18	3%	743	3%	2438	3%
		Dissatisfied	57	7%	50	7%	1784	8%	5545	7%
		Neither	124	16%	110	16%	4010	17%	12722	17%
		Satisfied	335	42%	291	43%	10040	43%	32316	43%
		Very satisfied	270	34%	212	31%	7042	30%	22748	30%
		Total	**800**	**100%**	**681**	**100%**	**23619**	**100%**	**75769**	**100%**
24	there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	43	5%	31	4%	1261	5%	4099	5%
		Dissatisfied	59	7%	63	9%	2425	10%	7558	10%
		Neither	108	13%	95	14%	3494	14%	11246	15%
		Satisfied	322	40%	281	40%	9614	40%	30566	39%
		Very satisfied	282	35%	229	33%	7460	31%	24018	31%
		Total	**814**	**100%**	**699**	**100%**	**24254**	**100%**	**77487**	**100%**
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	37	4%	26	4%	1287	5%	4245	6%
		Dissatisfied	61	7%	69	10%	2289	9%	7115	9%
		Neither	104	13%	74	11%	3470	14%	11002	14%
		Satisfied	332	40%	268	39%	9138	38%	29408	38%
		Very satisfied	291	35%	252	37%	7952	33%	25383	33%
		Total	**825**	**100%**	**689**	**100%**	**24136**	**100%**	**77153**	**100%**

Table 5. Climate Factor Mean Comparisons

			TCC compared with:								
	TCC		**2015**			**Large 2-year**			**NILIE Normbase**		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	885	3.815	3.845			3.798			3.774		
Institutional Structure	885	3.533	3.574			3.517			3.480		
Student Focus	885	4.048	4.050			4.078			4.051		
Supervisory Relationships	885	3.865	3.928			3.850			3.830		
Teamwork	881	3.964	3.955			3.856	**	.112	3.863	**	.104

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

Figure 1. Means by Comparison Group and Climate Factor

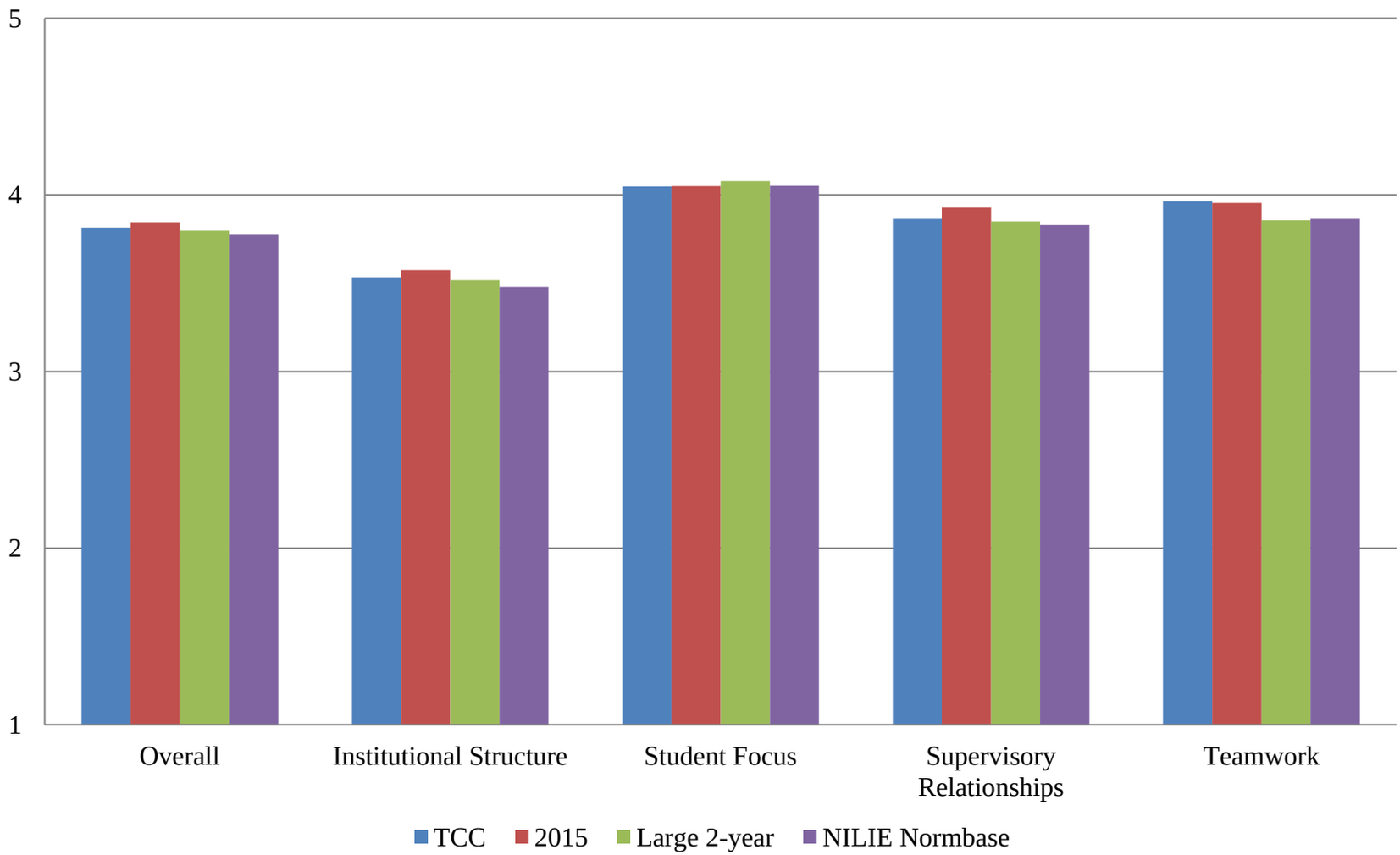


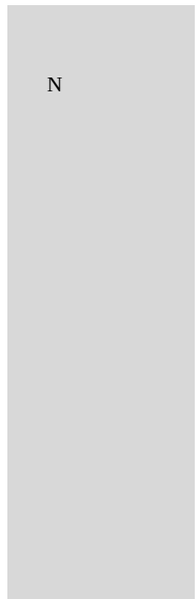
Table 7. Student Focus Item Mean Comparisons

TCC compared with:

	Student Focus	TCC		2015			Large 2-year			NILIE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7	student needs are central to what we do	874	4.045	3.999			3.987			3.931	**	.104
8	I feel my job is relevant to this institution's mission	873	4.479	4.520			4.443			4.414	*	.078
17	faculty meet the needs of students	807	3.985	3.918			4.015			4.008		
18	student ethnic and cultural diversity are important at this institution	852	4.175	4.141			4.162			4.088	**	.096
19	students' competencies are enhanced	819	3.955	3.947			3.978			3.970		
23	non-teaching professional personnel meet the needs of students	820	3.907	3.922			3.945			3.940		
28	classified personnel meet the needs of students	794	3.917	3.886			3.863			3.887		
31	students receive an excellent education at this institution	841	4.080	4.165	*	-.109	4.202	***	-.150	4.168	**	-.107
35	this institution prepares students for a career	831	4.066	4.066			4.189	***	-.151	4.154	**	-.106
37	this institution prepares students for further learning	837	4.130	4.186			4.192	*	-.077	4.157		
40	students are assisted with their personal development	798	3.820	3.807			3.972	***	-.174	3.949	***	-.147
42	students are satisfied with their educational experience at this institution	769	3.889	3.924			3.964	**	-.096	3.944		

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

		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2	my supervisor expresses confidence in my work	866	4.248	4.296			4.205			4.202		
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	869	4.177	4.201			4.072	**	.090	4.074	**	.088
12	positive work expectations are communicated to me	859	3.796	3.913	*	-.112	3.771			3.735		
13	unacceptable behaviors are identified and communicated to me	772	3.760	3.788			3.702			3.689	*	.072
20	I receive timely feedback for my work	838	3.722	3.759			3.719			3.694		
21	I receive appropriate feedback for my work	836	3.787	3.809			3.749			3.731		
26	my supervisor actively seeks my ideas	822	3.764	3.854			3.768			3.777		
27	my supervisor seriously considers my ideas	823	3.843	3.918			3.841			3.850		
30	work outcomes are clarified for me	848	3.748	3.782			3.712			3.687		
34	my supervisor helps me to improve my work	833	3.837	3.892			3.779			3.781		
39	I am given the opportunity to be creative in my work	845	3.986	4.101	*	-.108	4.027			4.012		
45	I have the opportunity to express my ideas in appropriate forums	840	3.701	3.786			3.689			3.670		
46	professional development and training opportunities are available	845										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