APPENDIX II

		Ί	HE	E	PRC	CI	EDī	JR	ES	F	OR	Iì	Œ	T	[F	ZI)	IG	IN	S	ri'	ַיטי.	ric)Nį	۸Ľ	CI	I	IAT	E		
								k.																						
	-																													
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Identification of Climate Types

C

In the identification of the institutional climates, the investigator has adopted the following procedures.

Step I: The college-profiles for each of the sampled colleges were constructed on the basis of the raw scores on the twelve sub-tests of the ICDQ. The raw scores were then converted into standardised scores in two ways: normatively and ipsatively. For both standardization procedures, a standard-score system based on a mean of 50 and S.D. of 10 was chosen.

Step II: With the ICDQ scores appropriately standardized, each of the sub-test total score was then converted into the Stanine Scores. This yielded for each of the twelve dimensions, stanine or nine scores. This constituted dimension-profiles where stanines 9 and 8 were taken as constituting the 'highest' category, Stanines 7 and 6 the 'high' category, Stanines 5 and 4 the 'low' category and Stanines 3, 2, and 1 the 'lowest' category.

Step III: The Stanine Prototypic Profile developed is given on the next page. This profile was used to assign the

stanine value of each dimension to any of the four categories, viz., the highest, the high, the low and the lowest. These categories will be assigned 4, 3, 2 and 1 point values in the case of dimensions that denote positive behaviour, and 10, 2, 3 and 4 in the case of dimensions that denote negative behaviour.

Table : I: Stanine Prototypic Profile

90 67 67 60 60	63 63	70 59 56	60 57	50 52	40 42	30 38	21 34	10
6 7 60	63		57	52	42	38	2.4	24
60		56				-	34	31
	67	- 50	53	49	44	41	37	33
60	57	53	50	49	46	44	42	38
90	57	54	53	49	45	44	40	35
69	62	56	51	46	39	36	31	29
61	57	55	53	50	48	46	42	35
59	56	55	54	. 51	48	47	43	40
59	58	54	53	51	49	47	43	41
59	55	53	51	49	47	45	42	39
60	57	55	52	50	47	45	43	40
58	57	55	53	52	49	47	43	37
59	57	54	53	52	49	36	44	39
	59 59 60 58	59 5859 5560 5758 57	59 58 54 59 55 53 60 57 55 58 57 55	59 58 54 53 59 55 53 51 60 57 55 52 58 57 55 53	59 58 54 53 51 59 55 53 51 49 60 57 55 52 50 58 57 55 53 52	59 58 54 53 51 49 59 55 53 51 49 47 60 57 55 52 50 47 58 57 55 53 52 49	59 58 54 53 51 49 47 59 55 53 51 49 47 45 60 57 55 52 50 47 45 58 57 55 53 52 49 47	59 58 54 53 51 49 47 43 59 55 53 51 49 47 45 42 60 57 55 52 50 47 45 43 58 57 55 53 52 49 47 43

In this way, point values for each dimension stanine value for each college was determined. The values for all the twelve

dimensions in the case of each college were summed up.

This yielded a total stanine value score. This is

illustrated for one college in Table III

Table :II: The Dimension Evaluation Profile under Open, Intermediate and Closed Climate Types

Dimensions		Ċ	limate Ty	pes		
	Open	Weigh- tage	Inter- mediate	Weigh- tage	Closed	Weigh- tage
1.Disenga- gement	Lowest	4	low	3	highest	1
2. Hindrance	Lowest	4	low	3	highest	1
3.Esprit	Highest	4	high	3	lowest	1
4. Intimacy	Highest	4	high	3	lowest	1
5. Aloofness	Lowest	4	low	3	highest	4
6.Production Emphasis	Low	3	low	3	highest	1
7. Thrust	Highest	4	high	3	lowest	1
8.Considera- tion	Highest	4	high	3	lowest	. 1
9.Organization Structure	onal Low	2	high	2	highest	4
10.Communica- tion	Highest	4	low	2	lowest	1
11. Human Relations	- Highest	4	low	2	lowest	1
12.Democratic Decentralization Freedom		4	low	2	lowest	1

Table :III: Illustration of How the College Stanine Score of the College No.1 is Obtained

Stanine				:	ICDQ	sub-t	ests					
level	1	2	3	4	5	6	7	8	9	10	11	12
Highest	9			•								3
	8	63 (1)			70 (1)					-	`	
High	7	58 (2)			•							
	6			52 (3)								
Low	5			-								
,	4						48 (2)				48 (2)	
Lowest	3					46 (4)		•		,		
•	2							44 (1)				43
	1		38 (1)						34 (1)	-	•	

Obtained total score (Sum of weightage) = 23

Note: Figures in brackets indicate the obtained stanine score

The college stanine score of college No.1 was obtained by summing up the scores in all brackets at every sub-test channel in the above table. The scores over the brackets in the sub-test channels are the mean-standard scores of the 12 dimensions obtained by the college No.1. The college stanine scores of the other colleges were obtained by the same method illustrated

in the case of college No.1.

Step IV: The College-wise profile of the total obtained stanine score was prepared, and therefrom the highest and lowest score were identified and the range was determined by subtracting the lowest score from the highest score.

Step V: As it is envisaged to identify only three climate types on the climate continuum, viz., the Open (at one extreme), the Intermediate (middle status) and the Closed climate category (the other extreme), the difference of scores so obtained wase divided by 3. The closed climate college category was presumed to have the range from the lowest score (a) + the division of the difference, (b) the Intermediate climate was presumed to have the range (a + b) + b) and the (a + b + b) + b). To illustrate if Open climate the range the 14 is the lowest score (a) and the difference is 9, the range for the Closed climate category will be 14 + 9 = 23 for the Intermediate Climate category, it will be 24 to (23 + 9 = 32) and for the Open Climate, it will be 33 to (32 + 9 = 41). In this way, the institutional climate of all the sampled colleges were identified on a three category climate continuum.

The profiles of Open, Intermediate and Closed Climate are given on the next two pages by way of illustration.

ILLUSTRATION

			Dimens	ions							
1.	Di s enga	gement			7	. Th	rust				
2.	Hindrand	e			8	. Co	nside	eratio	οΰ		
3.	Esprit			ı	9		rgani:		al 1 Str	uctui	æ
4.	Intimacy	7			10	. Co	mmuni	catio	on		
5.	Aloofnes	ss		3	11	. Hu	ma n I	Relati	ions		
6.	Producti	ion Empha	sis .		12		mocra on -			trali	. 5 a-
	UI	: Open C	limate	Colle	ege Pr	ofile	.				
Ch				Clin	ate D	imens	sions				
Stanir Scale		2 3	4	5	6	7	8	9	10	11	12
9									60Hs (4)	t	1
8											56Ht (4)
7		53F (3)	H		54H (3)		54H (3)			53H (3)	•
6			52H (3)			,		52H (3)			
5	i	ı			51L (3)	52L (2)		,			
4	40L (3)										
3		42Lt (4)		36Lt (4)				•			
2											
1											

II : Intermediate Climate College Profile

Stani-					1	Dimen	șion s				•	
ne Scale	1	2	3	4	5	, ,	7	8	9	10	11	12
9	*									,		
8						•						
7											٠	
6		51H (2)	51H (3)		52H (2)				51H (3)		٠	
5	50 L (3)			50L (2)		49L (3)	50L (2)	,				
· 4	,		•				,	49L (2)		47L (2)	50L (2)	49L (2)
3					-	-					•	
2						,						
1	`											

III : Closed Climate College Profile

Stan_					Diñ	nen si	ons					
ines	1	2	3	4	5	6	7	8	9	10	11	12
9		-	,	ı	64Ht (1)			,				
8	62Ht (1)	:								,		
7		61H (2)		,								
6												
5				47L (2)		5 <u>1</u> L (3)						
4			45L (2)				48L (2)	48L (2)	47L (2)	,		
3		•					•			<u></u>	45Lt (1)	45Lt (1)
2				- '				44Lt (1)	, 1			
1		,						T dist		39Lt (1)		•

Symbols: Ht - Highest H - High L - Low Lt - Lowest

It should be noted here that this procedure is different from the one used by Halpin and Croft to measure and evaluate climate with the help of their OCDQ. As the present ICDQ has additional dimensions and different items, it was necessary to evolve a new procedure.

APPENDIX I A

PROFILES OF DIFFERENT FACULTIES OF GUJARAT UNIVERSITY

Col.No. Dimension Abbreviation 1	100% 100% 201% 100% 100% 100% 100% 100%			: = =	= =	= = =	= = :				= =		_
2 Hindrance Hin. 3 Esprit Esp. 4 Intimacy Int. 5 Aloofness Aloof. 6 Production Emphasis Pro. 7 Thrust Thr. 8 Consideration Cons. 9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80) 80) High 70 X 60 X (2) (3) (2) (2) (2) (2) (2) (2) (2) (2) Low 52 X53L 50L 50L 50L 49L 49L 50L 50L 49L 49L 50L (2) (2) (2) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) (12) (13) (13) (14) (15) (15) (15) (15) (15) (15) (15) (15	Col.No	٥.		Dir	nen si	on				Abbr	eviat	ion	
3 Esprit Esp. 4 Intimacy Int. 5 Aloofness Aloof. 6 Production Emphasis Pro. 7 Thrust Thr. 8 Consideration Cons. 9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12 Highest 90 (1 80 X	1		Di ser	ıgage	ment						Dis.		
### Intimacy	2		Hindi	cance							Hin.		
5 Aloofness Aloof. 6 Production Emphasis Pro. 7 Thrust Thr. 8 Consideration Cons. 9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12 Highest 90 (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12 Highest 90 (1) (2) (3) (2) (2) (2) (2) (2) (2) (2) (2) Low 52 (53L 50L 50L 50L 49L 49L 50L 50L 49L 49L 49L 50L 50L 49L 49L 49L 50L 50L 40 X X X X X X X X X X X X X X X X X X	3		Espri	t							Esp.		
6 Production Emphasis Pro. 7 Thrust Thr. 8 Consideration Cons. 9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12 Highest 90 (X 80 X	4		Intin	асу							Int.		
7 Thrust Thr. 8 Consideration Cons. 9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12 Highest 90 (1 80 1 52H 49H 52H 60 1 52H (2) (3) (2) (2) (3) (2) (2) (2) (2) (2) Low 52 (53L 50L 50L 49L 49L 50L 50L 50L 49L 49L 50L 50L 50L 49L 49L 50L 50L 49L 49L 50L 50L 49L 49L 50L 50L 50L 49L 49L 50L 50L 49L 49L 50L 50L 50L 50L 49L 49L 50L 50L 50L 49L 49L 50L 50L 50L 50L 50L 50L 50L 50L 50L 50			Aloof	ness						*	Aloof	•	
8	6		Produ	ction	a Badd	hasis					Pro.		
9 Organizational Structure Org. 10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80 1 52H 49H 52H 60 1 (2) (3) (2) (2) (3) (2) Low 52 X53L 50L 50L 49L 49L 50L 50L 49L 49L 50L 50L (2) (2) (2) (2) (2) (2) (2) (2) (2) (2)	7		Thrus	st							Thr.		
10 Communication Com. 11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80) 80) High 70) 60) 70) (2) (3) (2) (2) Low 52) 13 (3) (2) (3) (2) (2) (2) (2) (2) (2) (2) Low 30) 14 (2) (3) (2) (2) (2) (2) (2) (2) (2) Lowest 20)	8		Con si	derat	tion					(Cons.		
11 Human Relations H.R. 12 Democratic Decentralization D.D. FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80) 80) High 70) 60) 52H 49H 52H (2) (3) (2) Low 52 (53L (2) (3) (2) 10	9		Organ	izat:	ional	Struc	cture			(Org.		
FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80) High 70	10		Commu	micat	tion					(Com.		
FACULTY OF ARTS Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1 80) (1 80	11		Human	Rela	ation	s				•	H.R.		
Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1) 80 X High 70 X 60 X 52H 49H 52H (2) 50L 49L 49L 50L 50L (2) (2) (2) Low 10 X 10 X 11 X 10 X 12 X 10 X Lowest 20 X Lowest 20 X	12		Democ	ratio	Dec	entral	Lizat:	lon		3	D.D.		
Stanines (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) Highest 90 (1) 80 X High 70 X 60 X 52H 49H 52H (2) 50L 49L 49L 50L 50L (2) (2) (2) Low 10 X 10 X 11 X 10 X 12 X 10 X Lowest 20 X Lowest 20 X					······································	····			······································				
Highest 90 (X 80 X) High 70 X 52H 49H 52H 60 X (2) (3) (2) Low 52 X53L 50L 50L 49L 49L 50L 50L 49L 49L 49L 40 X (2) (2) (2) (2) (2) (2) (2) (2) (2) (2)													
High 70 X 60 X 52H 49H 52H (2) 50L 49L 49L 50L 50L 49L 49L 49L (2) (2) (2) (2) (2) (2) (2) (2) (2) (2)	Stanine.	s (1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
High 60 X 52H 49H 52H (2) 50L 49L 49L 50L 50L 49L 49L 49L 49L 49L 40 X (2) (2) (2) (2) (2) (2) (2) (2) (2) (2)	Highest												
Low χ (3) (2) (2) (2) (2) (2) (2) (2) Lowest 20 χ	High	χ̈	52H (2)				~						
Lowest 20 X	Low	Х (з)											49L (2)
	Lowest	20 X								,			

(Continued..)

FACULTY OF SCIENCE

Stanines	s (1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Highest	9 X X 8 X											
High	7 X 6 X	53H (2)	54H (3)		53H (2)	52H (2)			52H (3)			
Low	5 X42L X(3) X						50L (2)			49L (2)		
				48L (2)				50L (2)				51L (2)
Lowest	3 X 2 X 1 X										45Lt (1)	
Washington of the Annique of the Ann		 	FACU	LTY O	f con	MERCE					(34-4)	
Stanines	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(1:
Highest	9 X X 8 X		,	4								
H i gh	7 X X 6 X	52H (2)							52H (3)			
Low	5 χ 53L χ (3) 4 χ	(2)	49L (2)	51L (2)	48L (3)	49% (3)	49L (2)	5 <u>1</u> L (2)		(S) 20T	50I (2)	481
Lowest	3 X 2 X 1 X						(4)				(2)	, <u>, , , , , , , , , , , , , , , , , , </u>

FACULTY OF EDUCATION

Stanines		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Highest	9 X 8 X												
H i gh	7 X 6 X				52H (3)	5 <u>1</u> H (2)		54H (3)					55H (3)
Low	5 X 4 X	47L (3)	47L (3)	49L (3)			5 <u>1</u> 1. (3)		52L (2)		49L (2)	50L (2)	
Lowest	3 X 2 X 1)									43Lt	:	٠	
NAMES in the and distributed integrated by and	nerendija regigiran dij se tedi.		**************************************	F	CULT	y of 1	WA					THE THE PARTY OF T	COATE COATE A COATE
Stanines	***	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Highest	9 X 8 X				,•								62Ht (4)
High	7 X 6 X			52H (3)	54H (3)			55H (3)	53H (3)		52H (3)		53H (3)
Low	5 X 4 X	42L (3)				41 (3)			. • .	48L (2)	•••		
Lowest	3 X 2 X 1 X		42L1 (4)	=			46Lt (4)	;					,

FACULTY OF ENGINEERING

Stanines	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Hi ghest	8 X 8 X					58Ht (1)	•				58Ht:	58Ht (4)
High `	7 X 6 X		50H (3)					55Ht (3)		56H (3)		
Low	5 X X X 4 X			47L (2)			50L (2)					
Lowest	3% 377 % (4) 2% %	Lt 39Lt) (4)		1	,							
	hod e		anne and decipe de material	Hi ch				 Hi gh			- Galley - Galles - Galles Agrico (Galles Accessor Lagrana (Galles Agrico) (Galles Agrico) (Galles Agrico) (Galles Agrico) (Galles Agrico)	

Symbols : H = High Ht = Highest L = Low Lt = Lowest