



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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# Tacoma Community College Tacoma, Washington

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

by

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The National Initiative for Leadership  
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**Table 1. Custom Items Frequency Distributions**

*TCC compared with:*

Custom Items	Response Option	TCC		2013	
		Count	%	Count	%
<i>The extent to which...</i>					
<b>1</b> innovation is encouraged at the college	Very dissatisfied	24	7%	9	3%
	Dissatisfied	37	11%	22	8%
	Neither	91	27%	49	18%
	Satisfied	124	37%	113	42%
	Very satisfied	57	17%	73	27%
	<b>Total</b>	<b>333</b>	<b>100%</b>	<b>266</b>	<b>100%</b>
<b>2</b> the college plans for change	Very dissatisfied	34	11%	8	3%
	Dissatisfied	42	13%	16	6%
	Neither	114	36%	53	20%
	Satisfied	96	30%	113	43%
	Very satisfied	34	11%	72	27%
	<b>Total</b>	<b>320</b>	<b>100%</b>	<b>262</b>	<b>100%</b>
<b>3</b> priorities are clearly understood at the college	Very dissatisfied	33	10%	12	5%
	Dissatisfied	71	22%	23	9%
	Neither	93	28%	73	28%
	Satisfied	98	30%	100	38%
	Very satisfied	32	10%	54	21%
	<b>Total</b>	<b>327</b>	<b>100%</b>	<b>262</b>	<b>100%</b>
<b>4</b> the college is committed to improvement	Very dissatisfied	27	8%	6	2%
	Dissatisfied	38	11%	16	6%
	Neither	82	25%	38	14%
	Satisfied	133	40%	117	44%
	Very satisfied	54	16%	90	34%
	<b>Total</b>	<b>334</b>	<b>100%</b>	<b>267</b>	<b>100%</b>

TCC compared with:

Custom Items (continued)	Response Option	TCC		2013	
		Count	%	Count	%
<i>The extent to which...</i>					
<b>5</b> the college is achieving its diversity goals	Very dissatisfied	29	9%	5	2%
	Dissatisfied	34	10%	21	8%
	Neither	91	28%	56	22%
	Satisfied	119	37%	93	36%
	Very satisfied	53	16%	85	33%
	<b>Total</b>	<b>326</b>	<b>100%</b>	<b>260</b>	<b>100%</b>
<b>6</b> differences of opinion are encouraged at the college	Very dissatisfied	49	15%	23	9%
	Dissatisfied	60	18%	31	12%
	Neither	102	31%	94	36%
	Satisfied	94	28%	76	29%
	Very satisfied	29	9%	38	15%
	<b>Total</b>	<b>334</b>	<b>100%</b>	<b>262</b>	<b>100%</b>
<b>7</b> resource allocation decisions are participatory	Very dissatisfied	45	15%	25	10%
	Dissatisfied	64	21%	40	16%
	Neither	103	34%	88	34%
	Satisfied	73	24%	70	27%
	Very satisfied	18	6%	33	13%
	<b>Total</b>	<b>303</b>	<b>100%</b>	<b>256</b>	<b>100%</b>
<b>8</b> there is campus-wide input on matters of importance	Very dissatisfied	48	15%	20	8%
	Dissatisfied	68	21%	37	14%
	Neither	89	27%	79	30%
	Satisfied	95	29%	82	31%
	Very satisfied	26	8%	44	17%
	<b>Total</b>	<b>326</b>	<b>100%</b>	<b>262</b>	<b>100%</b>

TCC compared with:

Custom Items (continued)	Response Option	TCC		2013	
		Count	%	Count	%
<i>The extent to which...</i>					
<b>9</b> technological innovation is supported at the college	Very dissatisfied	18	5%	1	0%
	Dissatisfied	30	9%	6	2%
	Neither	71	21%	34	13%
	Satisfied	135	41%	90	34%
	Very satisfied	78	23%	133	50%
	<b>Total</b>	<b>332</b>	<b>100%</b>	<b>264</b>	<b>100%</b>
<b>10</b> there is a shared vision for the college	Very dissatisfied	28	9%	11	4%
	Dissatisfied	47	14%	12	5%
	Neither	91	28%	66	25%
	Satisfied	119	36%	103	39%
	Very satisfied	43	13%	74	28%
	<b>Total</b>	<b>328</b>	<b>100%</b>	<b>266</b>	<b>100%</b>

**Table 2. Custom Item Mean Comparisons**

*TCC compared with:*

Custom Items	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
<i>The extent to which...</i>					
<b>1</b> innovation is encouraged at the college	333	3.459	3.823	***	-.337
<b>2</b> the college plans for change	320	3.169	3.859	***	-.649
<b>3</b> priorities are clearly understood at the college	327	3.076	3.615	***	-.487
<b>4</b> the college is committed to improvement	334	3.446	4.007	***	-.529
<b>5</b> the college is achieving its diversity goals	326	3.408	3.892	***	-.444
<b>6</b> differences of opinion are encouraged at the college	334	2.982	3.286	**	-.263
<b>7</b> resource allocation decisions are participatory	303	2.851	3.180	***	-.289
<b>8</b> there is campus-wide input on matters of importance	326	2.948	3.355	***	-.348
<b>9</b> technological innovation is supported at the college	332	3.678	4.318	***	-.654
<b>10</b> there is a shared vision for the college	328	3.311	3.816	***	-.465

**Table 3. Custom Demographic Frequency Distributions**

*TCC compared with:*

Demographic Items	Response Option	TCC		2013	
		Count	%	Count	%
<b>1</b> What is your Tacoma personnel classification?	Full-time Faculty	81	22%	72	27%
	Part-time Faculty	67	19%	60	22%
	Classified	128	35%	72	27%
	Exempt	85	24%	64	24%
	<b>Total</b>	<b>361</b>	<b>100%</b>	<b>268</b>	<b>100%</b>
<b>2</b> In which division of the college are you employed?	Academic and Student Affairs or Instruction	181	55%	153	58%
	Student Services or Student Affairs	90	27%	58	22%
	Administrative Services	49	15%	48	18%
	Institutional Advancement and Foundation	8	2%	4	2%
	Human Resources and Legal Affairs	4	1%	N/A	N/A
<b>Total</b>	<b>332</b>	<b>100%</b>	<b>263</b>	<b>100%</b>	

N/A: response option not available in the 2013 administration

-- indicates results redacted for confidentiality



**Table 4. Institutional Structure Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your Tacoma personnel classification?	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.232	3.521	***	-.328
Full-time Faculty	81	3.222	3.587	**	-.445
Part-time Faculty	67	3.564	3.756		
Classified	128	3.242	3.291		
Exempt	85	2.975	3.460	**	-.552

**Table 5. Student Focus Item Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your Tacoma personnel classification?	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
Overall	361	3.945	4.160	***	-.342
Full-time Faculty	81	4.018	4.228	*	-.404
Part-time Faculty	67	4.036	4.253		
Classified	128	3.910	4.061		
Exempt	84	3.852	4.099	*	-.413

**Table 6. Supervisory Relationships Item Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your Tacoma personnel classification?	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.683	3.632		
Full-time Faculty	81	3.784	3.705		
Part-time Faculty	67	3.936	3.830		
Classified	128	3.627	3.402		
Exempt	85	3.472	3.611		

**Table 7. Teamwork Item Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your Tacoma personnel classification?	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.846	3.764		
Full-time Faculty	81	3.876	3.963		
Part-time Faculty	67	3.974	3.739		
Classified	128	3.803	3.549		
Exempt	85	3.783	3.815		

**Table 8. Overall Item Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your Tacoma personnel classification?	TCC		2013		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.620	3.748	*	-.171
Full-time Faculty	81	3.669	3.838		
Part-time Faculty	67	3.841	3.908		
Classified	128	3.587	3.546		
Exempt	85	3.450	3.714	*	-.358

**Table 9. Institutional Structure Mean Comparisons by Division**

*TCC compared with:*

<b>In which division of the college are you employed?</b>	<b>TCC</b>		<b>2013</b>		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.232	3.521	***	-.328
Academic and Student Affairs or Instruction	181	3.338	3.414		
Student Services or Student Affairs	90	3.235	3.771	*	-.614
Administrative Services	49	2.777	3.781	***	-1.342
Institutional Advancement and Foundation	8	--			
Human Resources and Legal Affairs	4	--			

**Table 10. Student Focus Item Mean Comparisons by Division**

*TCC compared with:*

<b>In which division of the college are you employed?</b>	<b>TCC</b>		<b>2013</b>		
	N	Mean	Mean	Sig.	Effect size
Overall	361	3.945	4.160	***	-.342
Academic and Student Affairs or Instruction	181	4.036	4.115		
Student Services or Student Affairs	90	3.899	4.283	*	-.609
Administrative Services	49	3.613	4.163	**	-.849
Institutional Advancement and Foundation	8	--			
Human Resources and Legal Affairs	4	--			

**Table 11. Supervisory Relationships Item Mean Comparisons by Division**

*TCC compared with:*

<b>In which division of the college are you employed?</b>	<b>TCC</b>		<b>2013</b>		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.683	3.632		
Academic and Student Affairs or Instruction	181	3.823	3.544	**	.314
Student Services or Student Affairs	90	3.666	3.859		
Administrative Services	49	3.112	4.046	***	-1.003
Institutional Advancement and Foundation	8	--			
Human Resources and Legal Affairs	4	--			



**Table 12. Teamwork Item Mean Comparisons by Division**

*TCC compared with:*

<b>In which division of the college are you employed?</b>	<b>TCC</b>		<b>2013</b>		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.846	3.764		
Academic and Student Affairs or Instruction	181	3.966	3.735	*	.236
Student Services or Student Affairs	90	3.941	4.198		
Administrative Services	49	3.292	4.079	**	-.811
Institutional Advancement and Foundation	8	--			
Human Resources and Legal Affairs	4	--			

**Table 13. Overall Item Mean Comparisons by Division**

*TCC compared with:*

<b>In which division of the college are you employed?</b>	<b>TCC</b>		<b>2013</b>		
	N	Mean	Mean	Sig.	Effect size
Overall	362	3.620	3.748	*	-.171
Academic and Student Affairs or Instruction	181	3.739	3.671		
Student Services or Student Affairs	90	3.620	3.985		
Administrative Services	49	3.138	3.994	***	-1.224
Institutional Advancement and Foundation	8	--			
Human Resources and Legal Affairs	4	--			