



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Tacoma Community College Tacoma, Washington

Personal Assessment of the College Environment (PACE) Demographics Report

by

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The National Initiative for Leadership
& Institutional Effectiveness

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Table 1. Demographic Frequency Distributions

TCC compared with:

Demographic Items	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
1 What is your personnel classification:	Faculty	137	41%	31035	48%	10326	45%	--	
	Administrator	28	8%	7292	11%	2937	13%	--	
	Staff	173	51%	26994	41%	9632	42%	--	
	Total	338	100%	65321	100%	22895	100%	--	
2 Please select the race/ethnicity that best describes you:	Hispanic or Latino, of any race	9	3%	5562	8%	1582	7%	6	2%
	American Indian or Alaska Native, not Hispanic or Latino	1	0%	677	1%	224	1%	3	1%
	Asian, not Hispanic or Latino	17	5%	1972	3%	911	4%	9	3%
	Black, not Hispanic or Latino	19	6%	5477	8%	925	4%	13	5%
	Pacific Islander, not Hispanic or Latino	7	2%	884	1%	174	1%	4	2%
	White, not Hispanic or Latino	243	74%	50410	75%	18098	80%	209	81%
	Two or more races, not Hispanic or Latino	34	10%	2005	3%	612	3%	15	6%
	Total	330	100%	66987	100%	22526	100%	259	100%
3 Your status at this institution is:	Full-Time	241	72%	48737	71%	18102	77%	--	
	Part-Time	95	28%	19999	29%	5311	23%	--	
	Total	336	100%	68736	100%	23413	100%	--	
4 What is the highest degree you have earned:	First Professional degree	2	1%	1353	2%	397	2%	4	2%
	Doctoral degree	41	12%	5679	8%	1399	6%	28	11%
	Master's degree	146	43%	29376	44%	9179	41%	118	45%
	Bachelor's degree	73	22%	14938	22%	5108	23%	60	23%
	Associate's degree	44	13%	9352	14%	3428	15%	25	10%
	High School diploma or GED	29	9%	6346	9%	2613	12%	24	9%
	No diploma or degree	1	0%	320	0%	140	1%	3	1%
Total	336	100%	67364	100%	22264	100%	262	100%	

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TCC compared with:

Demographic Items (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
5 What is your gender identity:	Man	86	25%	25544	37%	8288	36%	79	31%
	Woman	215	64%	40847	60%	13855	61%	180	69%
	Another gender identity	2	1%	40	0%	17	0%	0	0%
	I prefer not to respond	35	10%	1813	3%	652	3%	0	0%
	Total	338	100%	68244	100%	22812	100%	259	100%
6 How many years have you worked at this institution:	5 years or less	145	44%	25547	40%	8472	40%	--	
	6-10 years	67	20%	14279	23%	4659	22%	--	
	11-15 years	52	16%	9782	15%	3203	15%	--	
	16-20 years	32	10%	5814	9%	2028	10%	--	
	21-25 years	17	5%	3936	6%	1356	6%	--	
	26 years or more	17	5%	3768	6%	1207	6%	--	
Total	330	100%	63126	100%	20925	100%	--		
7 How many years have you worked in higher education:	5 years or less	83	25%	18167	28%	6043	28%	--	
	6-10 years	73	22%	14060	22%	4553	21%	--	
	11-15 years	54	16%	11159	17%	3774	18%	--	
	16-20 years	50	15%	8003	12%	2781	13%	--	
	21-25 years	33	10%	5765	9%	1942	9%	--	
	26 years or more	35	11%	7092	11%	2194	10%	--	
Total	328	100%	64246	100%	21287	100%	--		
8 Age:	29 or younger	17	6%	3038	5%	957	5%	--	
	30-39	48	16%	9739	17%	3304	17%	--	
	40-49	80	27%	14083	24%	4781	25%	--	
	50-59	97	32%	18287	31%	6118	32%	--	
	60 or older	59	20%	13844	23%	4254	22%	--	
Total	301	100%	58991	100%	19414	100%	--		

Figure 1. Overall Climate by Personnel Classification

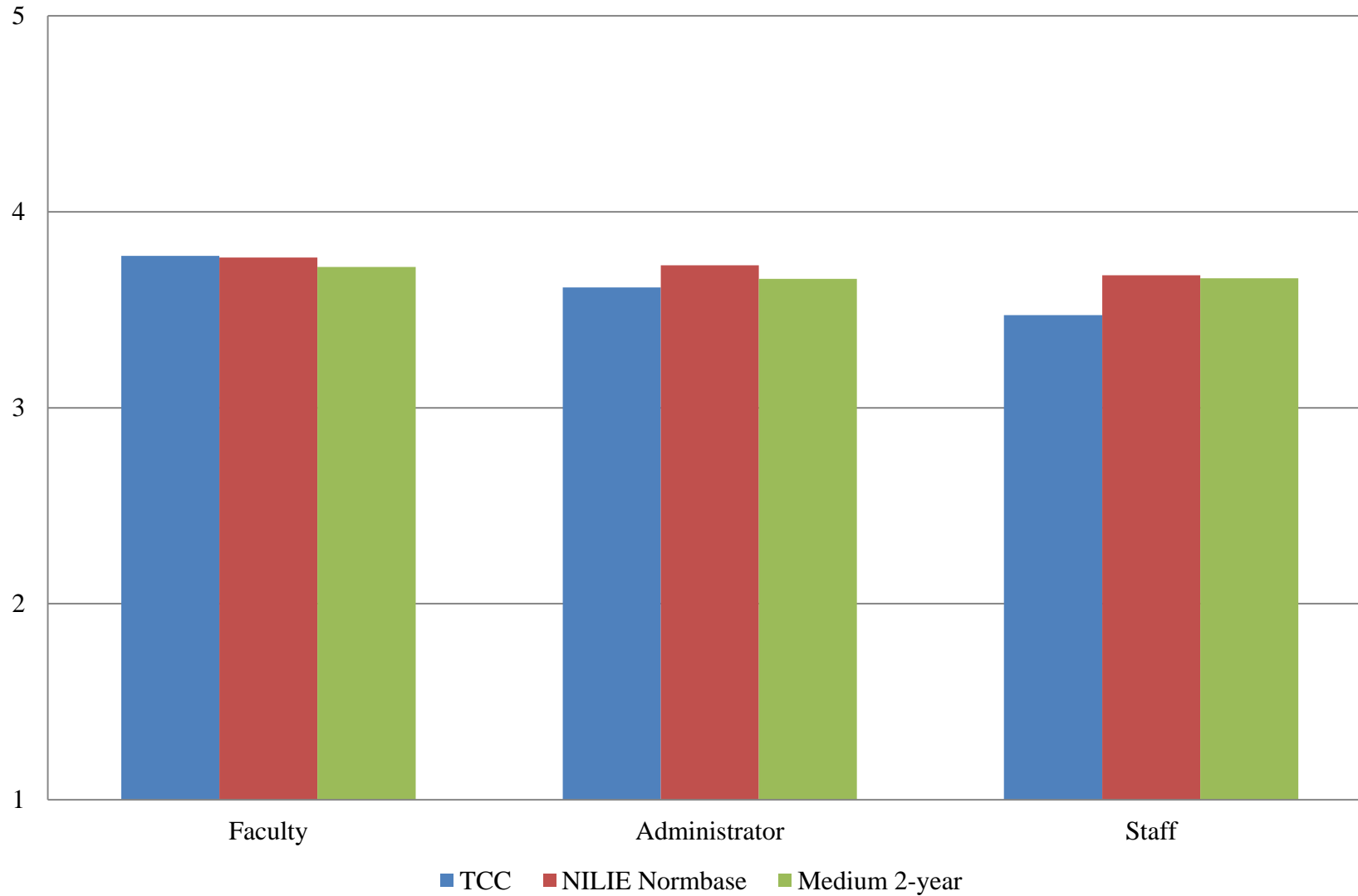


Table 2. Institutional Structure Mean Comparisons by Personnel Classification

TCC compared with:

	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187
Faculty	137	3.416	3.497			3.430		
Administrator	28	3.198	3.488			3.445		
Staff	173	3.070	3.407	***	-.383	3.382	***	-.359

Table 3. Student Focus Mean Comparisons by Personnel Classification

TCC compared with:

	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932		
Faculty	137	4.043	4.032			4.001		
Administrator	28	4.083	3.893			3.816		
Staff	173	3.822	3.932	*	-.150	3.908		

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

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Table 4. Supervisory Relationships Mean Comparisons by Personnel Classification

TCC compared with:

	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725		
Faculty	137	3.871	3.806			3.751		
Administrator	28	3.503	3.788			3.702		
Staff	173	3.525	3.731	**	-.214	3.721	**	-.204

Table 5. Teamwork Mean Comparisons by Personnel Classification

TCC compared with:

	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773		
Faculty	137	3.935	3.828			3.805		
Administrator	28	3.937	3.872			3.792		
Staff	173	3.740	3.752			3.754		

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

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Table 6. Overall Mean Comparisons by Personnel Classification

TCC compared with:

	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678		
Faculty	137	3.775	3.767			3.718		
Administrator	28	3.613	3.727			3.658		
Staff	173	3.473	3.676	***	-.258	3.660	**	-.238

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

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Figure 2. Overall Climate by Race/Ethnicity

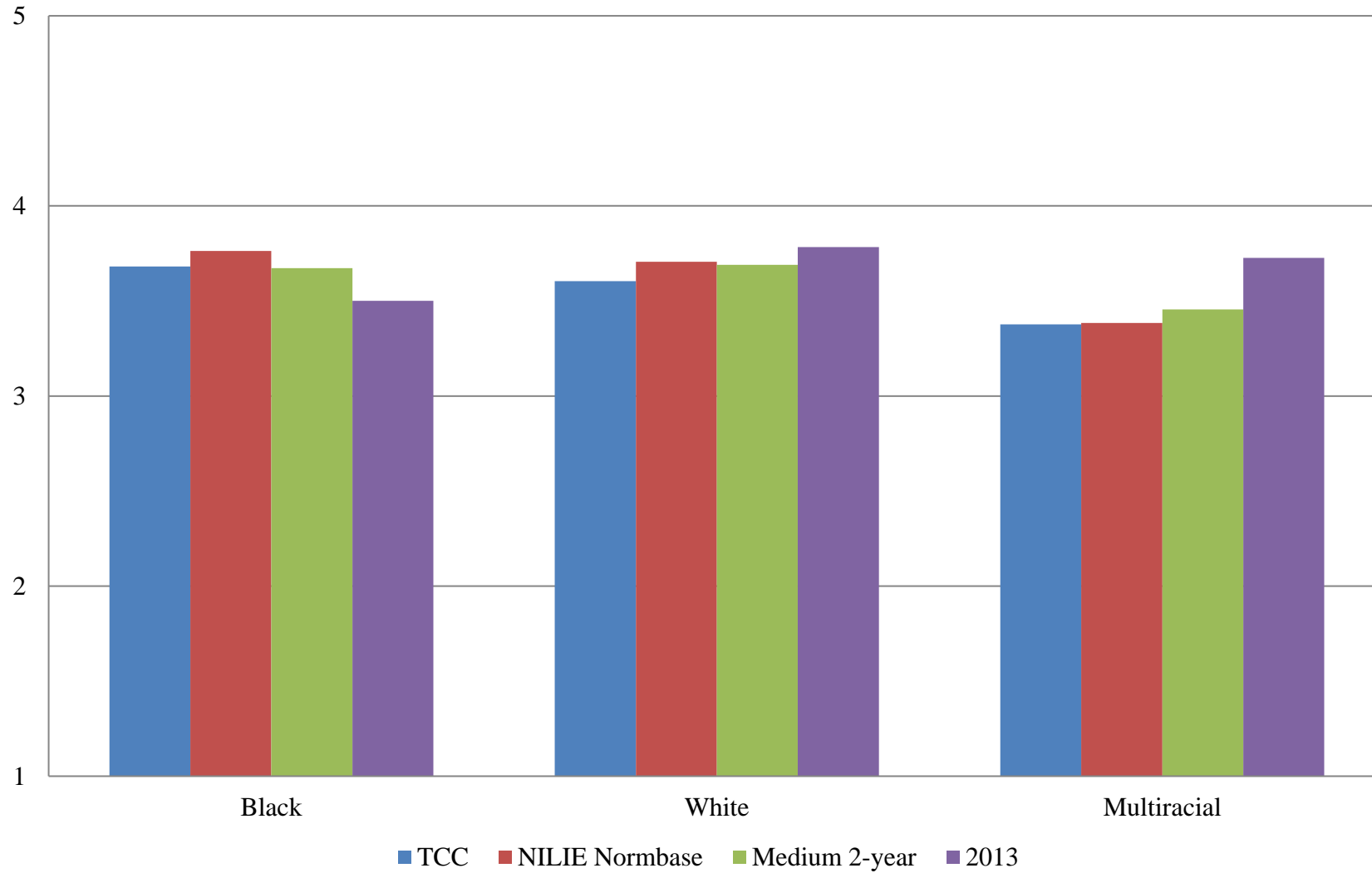


Table 7. Institutional Structure Mean Comparisons by Race/Ethnicity

TCC compared with:

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187	3.521	***	-.328
Hispanic or Latino, of any race	9	--									
American Indian or Alaska Native, not Hispanic or Latino	1	--									
Asian, not Hispanic or Latino	17	--									
Black, not Hispanic or Latino	19	3.246	3.527			3.425			3.316		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	7	--									
White, not Hispanic or Latino	243	3.222	3.451	***	-.253	3.416	***	-.218	3.556	***	-.404
Two or more races, not Hispanic or Latino	34	2.979	3.040			3.106			3.382		

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

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Table 8. Student Focus Mean Comparisons by Race/Ethnicity

TCC compared with:

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932			4.160	***	-.342
Hispanic or Latino, of any race	9	--									
American Indian or Alaska Native, not Hispanic or Latino	1	--									
Asian, not Hispanic or Latino	17	--									
Black, not Hispanic or Latino	19	3.978	3.988			3.883			4.076		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	7	--									
White, not Hispanic or Latino	243	3.947	3.946			3.944			4.191	***	-.430
Two or more races, not Hispanic or Latino	34	3.644	3.725			3.815			4.022		

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

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Table 9. Supervisory Relationships Mean Comparisons by Race/Ethnicity

TCC compared with:

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725			3.632		
Hispanic or Latino, of any race	9	--									
American Indian or Alaska Native, not Hispanic or Latino	1	--									
Asian, not Hispanic or Latino	17	--									
Black, not Hispanic or Latino	19	3.779	3.813			3.741			3.225		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	7	--									
White, not Hispanic or Latino	243	3.641	3.752			3.735			3.675		
Two or more races, not Hispanic or Latino	34	3.481	3.430			3.492			3.751		

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

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Table 10. Teamwork Mean Comparisons by Race/Ethnicity

TCC compared with:

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773			3.764		
Hispanic or Latino, of any race	9	--									
American Indian or Alaska Native, not Hispanic or Latino	1	--									
Asian, not Hispanic or Latino	17	--									
Black, not Hispanic or Latino	19	4.012	3.812			3.742			3.656		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	7	--									
White, not Hispanic or Latino	243	3.822	3.780			3.786			3.791		
Two or more races, not Hispanic or Latino	34	3.667	3.485			3.548			4.011		

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

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Table 11. Overall Mean Comparisons by Race/Ethnicity

TCC compared with:

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678			3.748	*	-.171
Hispanic or Latino, of any race	9	--									
American Indian or Alaska Native, not Hispanic or Latino	1	--									
Asian, not Hispanic or Latino	17	--									
Black, not Hispanic or Latino	19	3.682	3.763			3.672			3.501		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	7	--									
White, not Hispanic or Latino	243	3.604	3.707			3.690			3.783	**	-.255
Two or more races, not Hispanic or Latino	34	3.376	3.385			3.455			3.726		

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

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Figure 3. Overall Climate by Employment Status

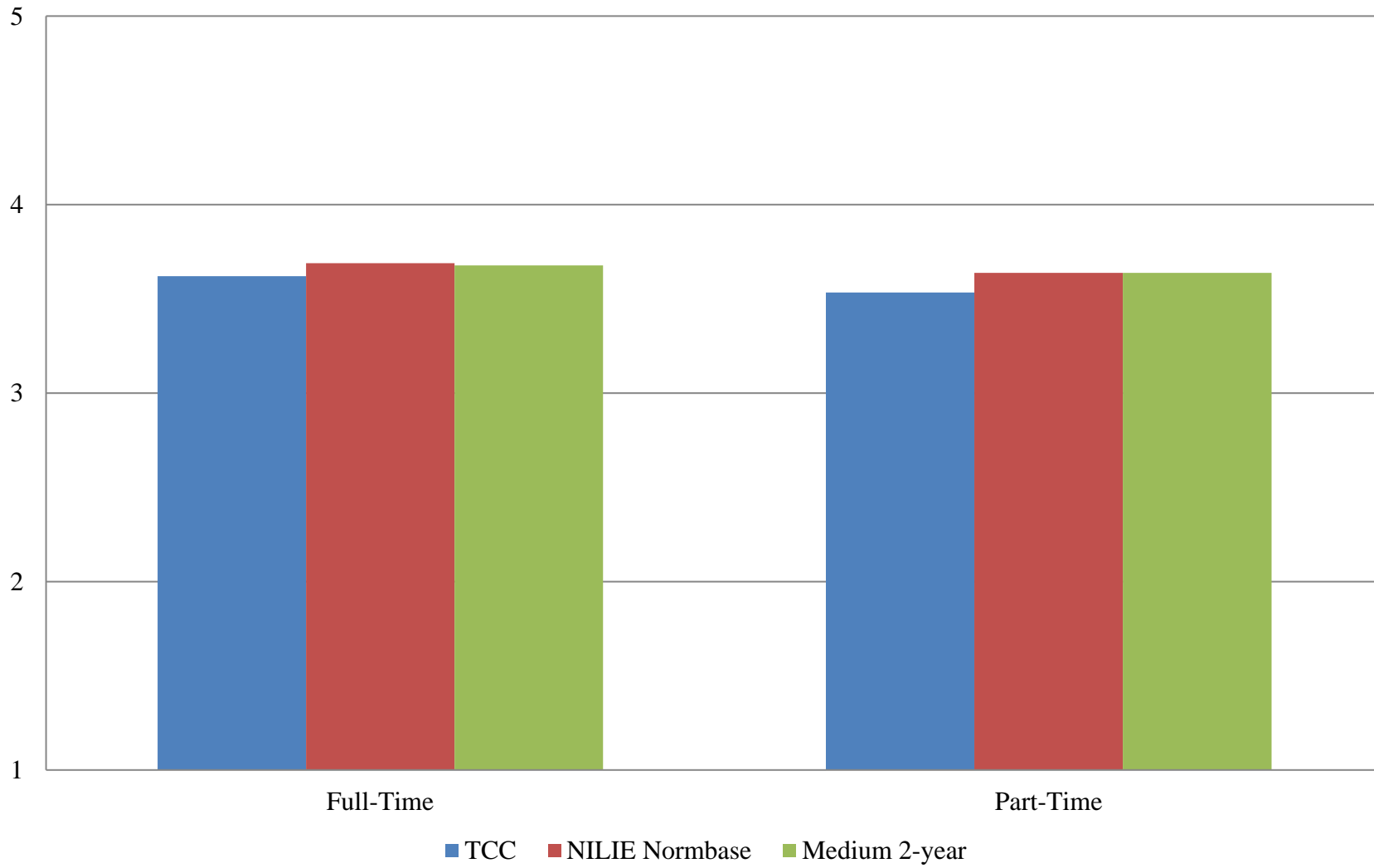


Table 12. Institutional Structure Mean Comparisons by Employment Status

TCC compared with:

Your status at this institution is:	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187
Full-Time	241	3.089	3.341	***	-.279	3.335	***	-.275
Part-Time	95	3.520	3.678			3.649		

Table 13. Student Focus Mean Comparisons by Employment Status

TCC compared with:

Your status at this institution is:	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932		
Full-Time	241	3.907	3.906			3.906		
Part-Time	95	3.991	4.017			4.029		

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

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Table 14. Supervisory Relationships Mean Comparisons by Employment Status

TCC compared with:

Your status at this institution is:	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725		
Full-Time	241	3.591	3.698			3.691		
Part-Time	95	3.807	3.853			3.864		

Table 15. Teamwork Mean Comparisons by Employment Status

TCC compared with:

Your status at this institution is:	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773		
Full-Time	241	3.813	3.738			3.753		
Part-Time	95	3.871	3.844			3.868		

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

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Table 16. Overall Mean Comparisons by Employment Status

TCC compared with:

Your status at this institution is:	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678		
Full-Time	241	3.533	3.638	*	-.132	3.637	*	-.131
Part-Time	95	3.768	3.838			3.838		

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

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Figure 4. Overall Climate by Highest Degree Earned

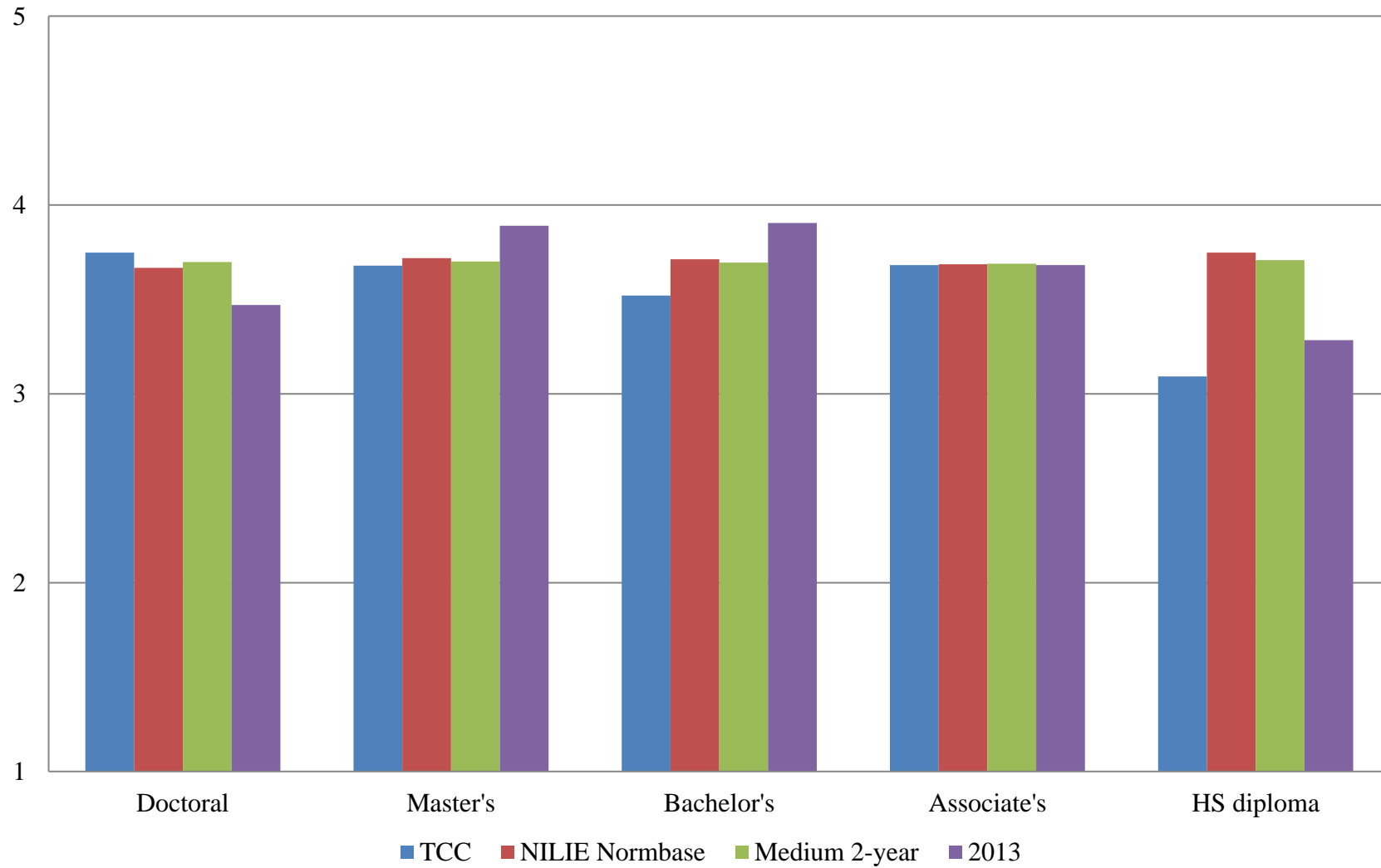


Table 17. Institutional Structure Mean Comparisons by Highest Degree Earned

TCC compared with:

What is the highest degree you have earned?	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187	3.521	***	-.328
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	41	3.423	3.374			3.397			3.212		
Master's degree	146	3.264	3.446	*	-.197	3.411			3.668	***	-.477
Bachelor's degree	73	3.081	3.466	***	-.434	3.437	***	-.408	3.723	***	-.792
Associate's degree	44	3.327	3.448			3.432			3.314		
High School diploma or GED	29	2.843	3.522	***	-.768	3.441	***	-.675	3.041		
No diploma or degree	1	--									

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

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Table 18. Student Focus Mean Comparisons by Highest Degree Earned

TCC compared with:

What is the highest degree you have earned?	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932			4.160	***	-.342
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	41	4.007	3.934			3.958			3.947		
Master's degree	146	4.012	3.962			3.966			4.233	**	-.391
Bachelor's degree	73	3.847	3.943			3.923			4.274	***	-.756
Associate's degree	44	3.989	3.929			3.930			4.238		
High School diploma or GED	29	3.498	3.983	***	-.651	3.963	***	-.635	3.882		
No diploma or degree	1	--									

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

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Table 19. Supervisory Relationships Mean Comparisons by Highest Degree Earned

TCC compared with:

What is the highest degree you have earned?	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725			3.632		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	41	3.773	3.720			3.756			3.345	*	.507
Master's degree	146	3.750	3.766			3.742			3.782		
Bachelor's degree	73	3.605	3.757			3.738			3.793		
Associate's degree	44	3.722	3.730			3.742			3.644		
High School diploma or GED	29	3.042	3.796	***	-.798	3.767	***	-.773	2.994		
No diploma or degree	1	--									

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

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Table 20. Teamwork Mean Comparisons by Highest Degree Earned

TCC compared with:

What is the highest degree you have earned?	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773			3.764		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	41	3.987	3.759			3.811			3.404	*	.549
Master's degree	146	3.903	3.806			3.812			3.989		
Bachelor's degree	73	3.838	3.795			3.802			3.936		
Associate's degree	44	3.884	3.719			3.747			3.611		
High School diploma or GED	29	3.161	3.772	**	-.597	3.766	**	-.588	3.378		
No diploma or degree	1	--									

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

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Table 21. Overall Mean Comparisons by Highest Degree Earned

TCC compared with:

What is the highest degree you have earned?	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678			3.748	*	-.171
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--									
Doctoral degree (e.g., Ph.D., Ed.D.)	41	3.747	3.667			3.697			3.471		
Master's degree	146	3.678	3.718			3.701			3.890	*	-.312
Bachelor's degree	73	3.519	3.713	*	-.241	3.695			3.905	**	-.555
Associate's degree	44	3.682	3.685			3.688			3.681		
High School diploma or GED	29	3.092	3.747	***	-.820	3.709	***	-.785	3.284		
No diploma or degree	1	--									

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

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Figure 5. Overall Climate by Gender

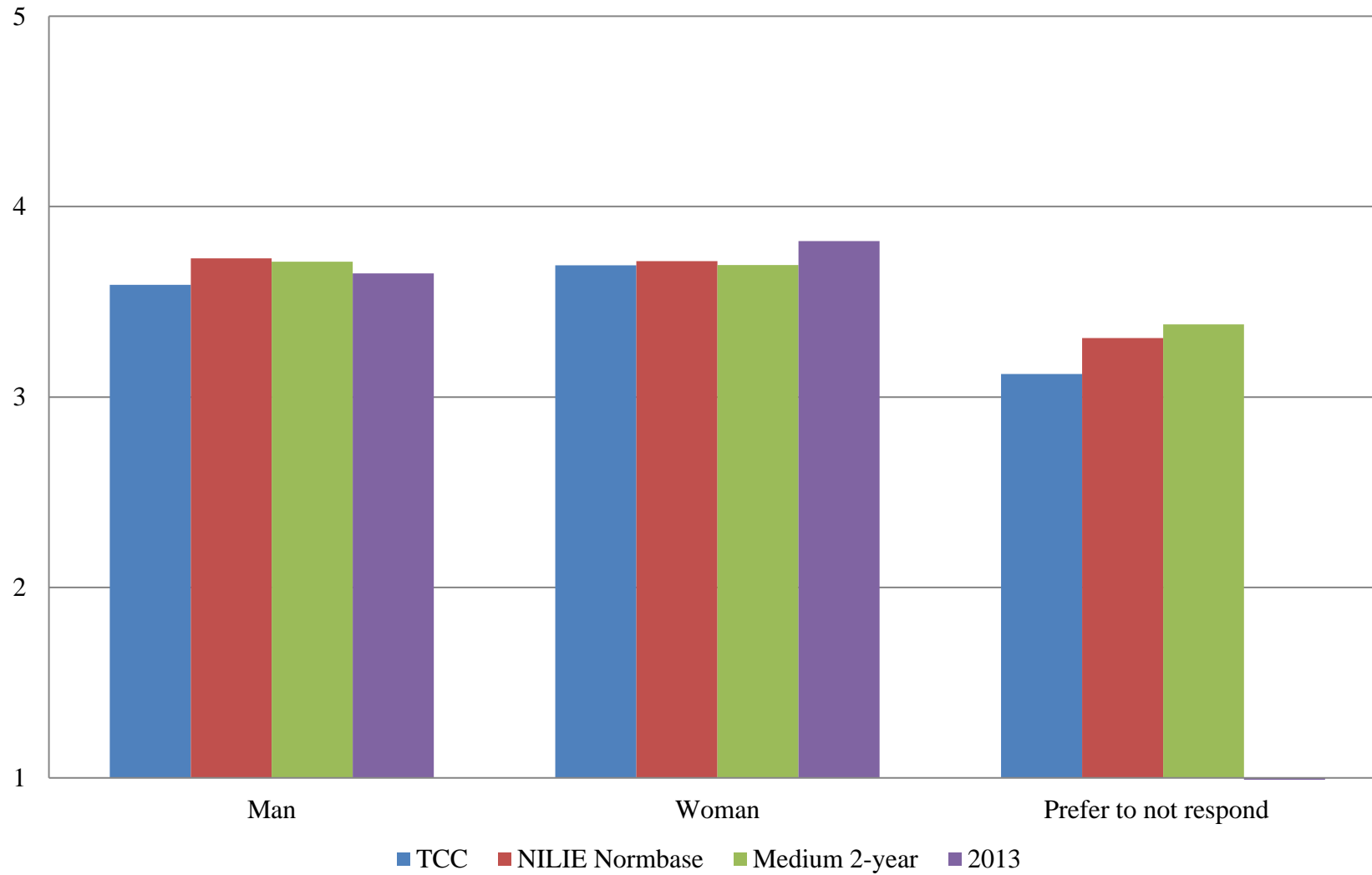


Table 22. Institutional Structure Mean Comparisons by Gender

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187	3.521	***	-.328
Man	86	3.210	3.483	**	-.293	3.455	*	-.265	3.422		
Woman	215	3.316	3.459	*	-.159	3.418			3.594	**	-.318
Another gender identity	2	--									
I prefer not to respond	35	2.684	2.893			2.965			--		

Table 23. Student Focus Mean Comparisons by Gender

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932			4.160	***	-.342
Man	86	3.966	3.952			3.936			4.029		
Woman	215	3.962	3.955			3.948			4.247	***	-.492
Another gender identity	2	--									
I prefer not to respond	35	3.714	3.721			3.784			--		

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

-- indicates results redacted for confidentiality

Table 24. Supervisory Relationships Mean Comparisons by Gender

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725			3.632		
Man	86	3.605	3.775			3.754			3.542		
Woman	215	3.770	3.760			3.742			3.689		
Another gender identity	2	--									
I prefer not to respond	35	3.069	3.358			3.420	*	-.377	--		

Table 25. Teamwork Mean Comparisons by Gender

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773			3.764		
Man	86	3.783	3.812			3.811			3.695		
Woman	215	3.946	3.776	*	.163	3.781	*	.159	3.845		
Another gender identity	2	--									
I prefer not to respond	35	3.270	3.465			3.570			--		

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

-- indicates results redacted for confidentiality

Table 26. Overall Mean Comparisons by Gender

TCC compared with:

What gender are you:	TCC		NILIE Normbase			Medium 2-year			2013		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678			3.748	*	-.171
Man	86	3.590	3.729			3.710			3.649		
Woman	215	3.692	3.713			3.694			3.820		
Another gender identity	2	--									
I prefer not to respond	35	3.121	3.310			3.382	*	-.352	--		

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

-- indicates results redacted for confidentiality

Figure 6. Overall Climate by Years at this Institution

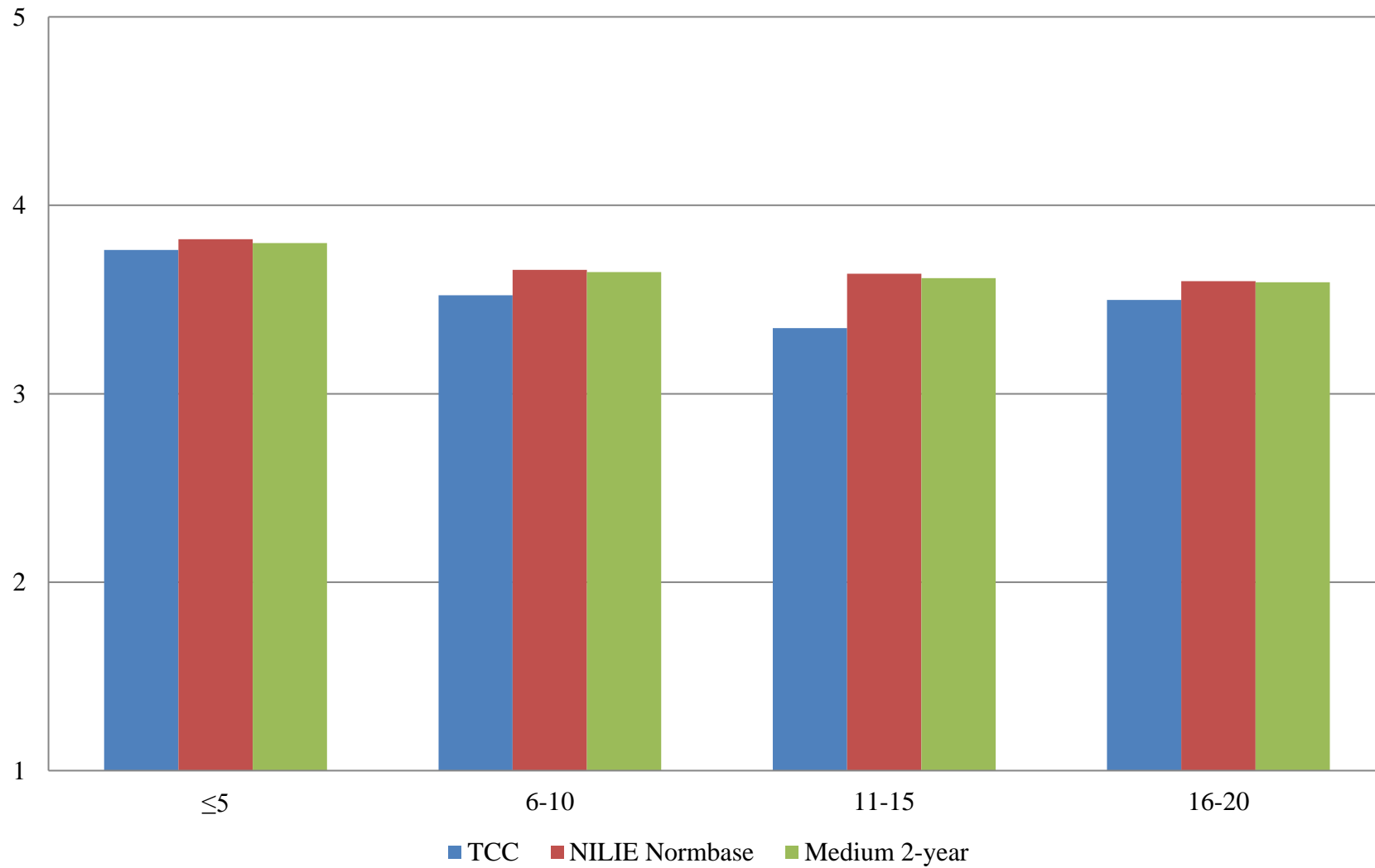


Table 27. Institutional Structure Mean Comparisons by Years at this Institution

TCC compared with:

How many years have you worked at this institution?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187
5 years or less	145	3.410	3.631	**	-.247	3.586	*	-.199
6-10 years	67	3.172	3.384			3.351		
11-15 years	52	2.911	3.336	***	-.465	3.295	**	-.424
16-20 years	32	3.029	3.282			3.264		
21-25 years	17	--						
26 years or more	17	--						

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

-- indicates results redacted for confidentiality

Table 28. Student Focus Mean Comparisons by Years at this Institution

TCC compared with:

How many years have you worked at this institution?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932		
5 years or less	145	3.965	3.988			3.980		
6-10 years	67	3.894	3.918			3.920		
11-15 years	52	3.716	3.928	*	-.278	3.915		
16-20 years	32	4.078	3.902			3.909		
21-25 years	17	--						
26 years or more	17	--						

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

-- indicates results redacted for confidentiality

Table 29. Supervisory Relationships Mean Comparisons by Years at this Institution

TCC compared with:

How many years have you worked at this institution?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725		
5 years or less	145	3.859	3.867			3.849		
6-10 years	67	3.551	3.707			3.690		
11-15 years	52	3.431	3.684			3.659		
16-20 years	32	3.421	3.646			3.631		
21-25 years	17	--						
26 years or more	17	--						

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

-- indicates results redacted for confidentiality

Table 30. Teamwork Mean Comparisons by Years at this Institution

TCC compared with:

How many years have you worked at this institution?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773		
5 years or less	145	4.054	3.872	*	.180	3.876	*	.178
6-10 years	67	3.645	3.726			3.746		
11-15 years	52	3.574	3.724			3.717		
16-20 years	32	3.684	3.692			3.707		
21-25 years	17	--						
26 years or more	17	--						

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

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Table 31. Overall Mean Comparisons by Years at this Institution

TCC compared with:

How many years have you worked at this institution?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678		
5 years or less	145	3.763	3.821			3.800		
6-10 years	67	3.523	3.657			3.646		
11-15 years	52	3.349	3.637	*	-.358	3.613	*	-.331
16-20 years	32	3.498	3.598			3.592		
21-25 years	17	--						
26 years or more	17	--						

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

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Figure 7. Overall Climate by Years in Higher Education

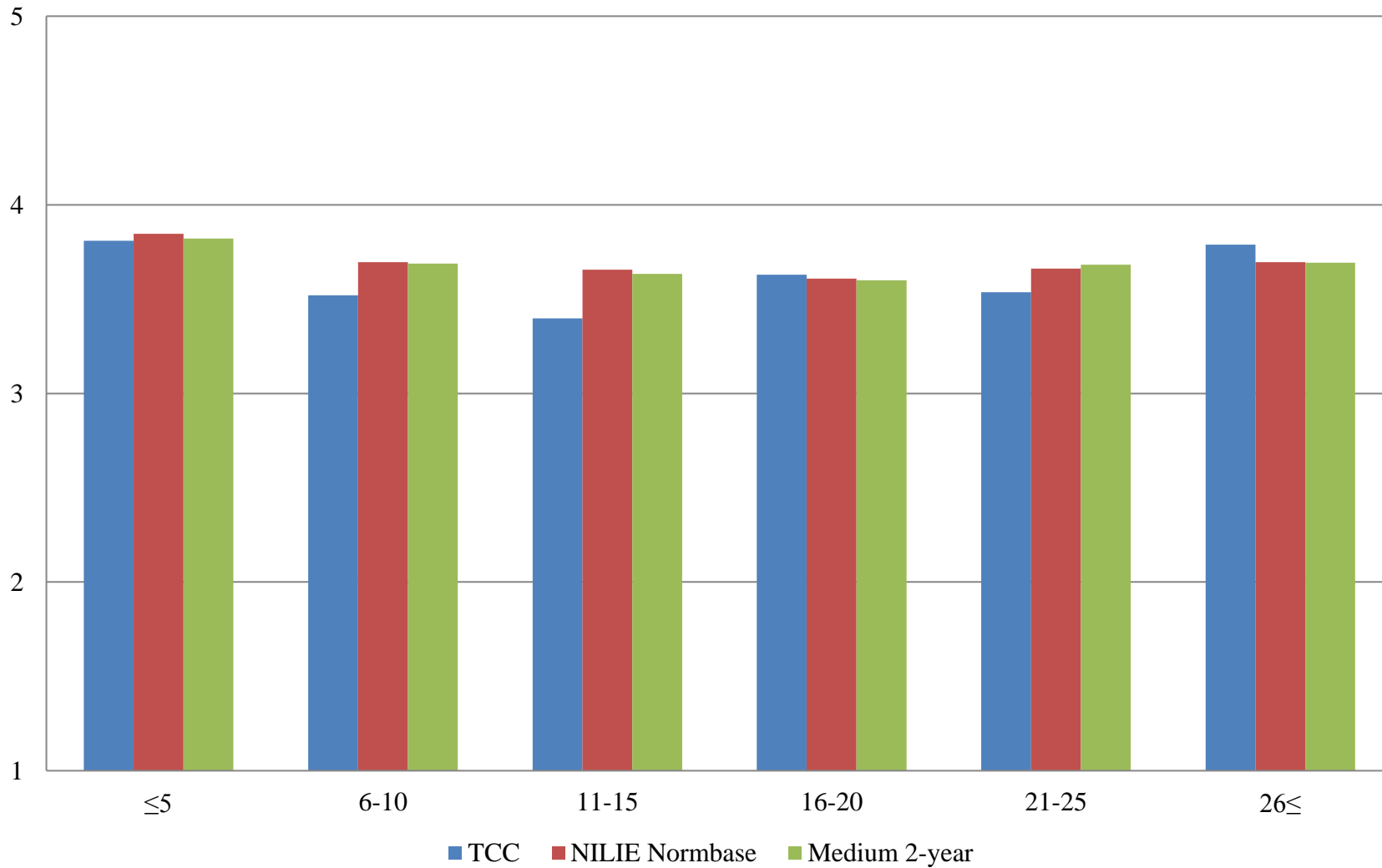


Table 32. Institutional Structure Mean Comparisons by Years in Higher Education

TCC compared with:

How many years have you worked in higher education?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187
5 years or less	83	3.455	3.675	*	-.249	3.626		
6-10 years	73	3.125	3.441	**	-.350	3.414	**	-.325
11-15 years	54	3.026	3.368	**	-.378	3.324	*	-.336
16-20 years	50	3.236	3.298			3.276		
21-25 years	33	3.109	3.338			3.364		
26 years or more	35	3.376	3.388			3.382		

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

-- indicates results redacted for confidentiality

Table 33. Student Focus Mean Comparisons by Years in Higher Education

TCC compared with:

How many years have you worked in higher education?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932		
5 years or less	83	3.949	4.007			3.994		
6-10 years	73	3.853	3.928			3.931		
11-15 years	54	3.771	3.930			3.919		
16-20 years	50	4.028	3.905			3.908		
21-25 years	33	4.025	3.951			3.965		
26 years or more	35	4.109	3.978			3.965		

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

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Table 34. Supervisory Relationships Mean Comparisons by Years in Higher Education

TCC compared with:

How many years have you worked in higher education?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725		
5 years or less	83	3.966	3.883			3.863		
6-10 years	73	3.594	3.754			3.741		
11-15 years	54	3.383	3.705	*	-.335	3.682	*	-.314
16-20 years	50	3.620	3.657			3.641		
21-25 years	33	3.536	3.720			3.736		
26 years or more	35	3.853	3.747			3.748		

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

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Table 35. Teamwork Mean Comparisons by Years in Higher Education

TCC compared with:

How many years have you worked in higher education?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773		
5 years or less	83	4.087	3.889			3.887		
6-10 years	73	3.733	3.758			3.779		
11-15 years	54	3.636	3.734			3.740		
16-20 years	50	3.889	3.704			3.713		
21-25 years	33	3.641	3.781			3.802		
26 years or more	35	4.084	3.804			3.815		

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

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Table 36. Overall Mean Comparisons by Years in Higher Education

TCC compared with:

How many years have you worked in higher education?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678		
5 years or less	83	3.810	3.846			3.821		
6-10 years	73	3.521	3.696			3.688		
11-15 years	54	3.397	3.656	*	-.322	3.634	*	-.302
16-20 years	50	3.629	3.609			3.599		
21-25 years	33	3.536	3.662			3.682		
26 years or more	35	3.789	3.696			3.692		

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

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Figure 8. Overall Climate by Age

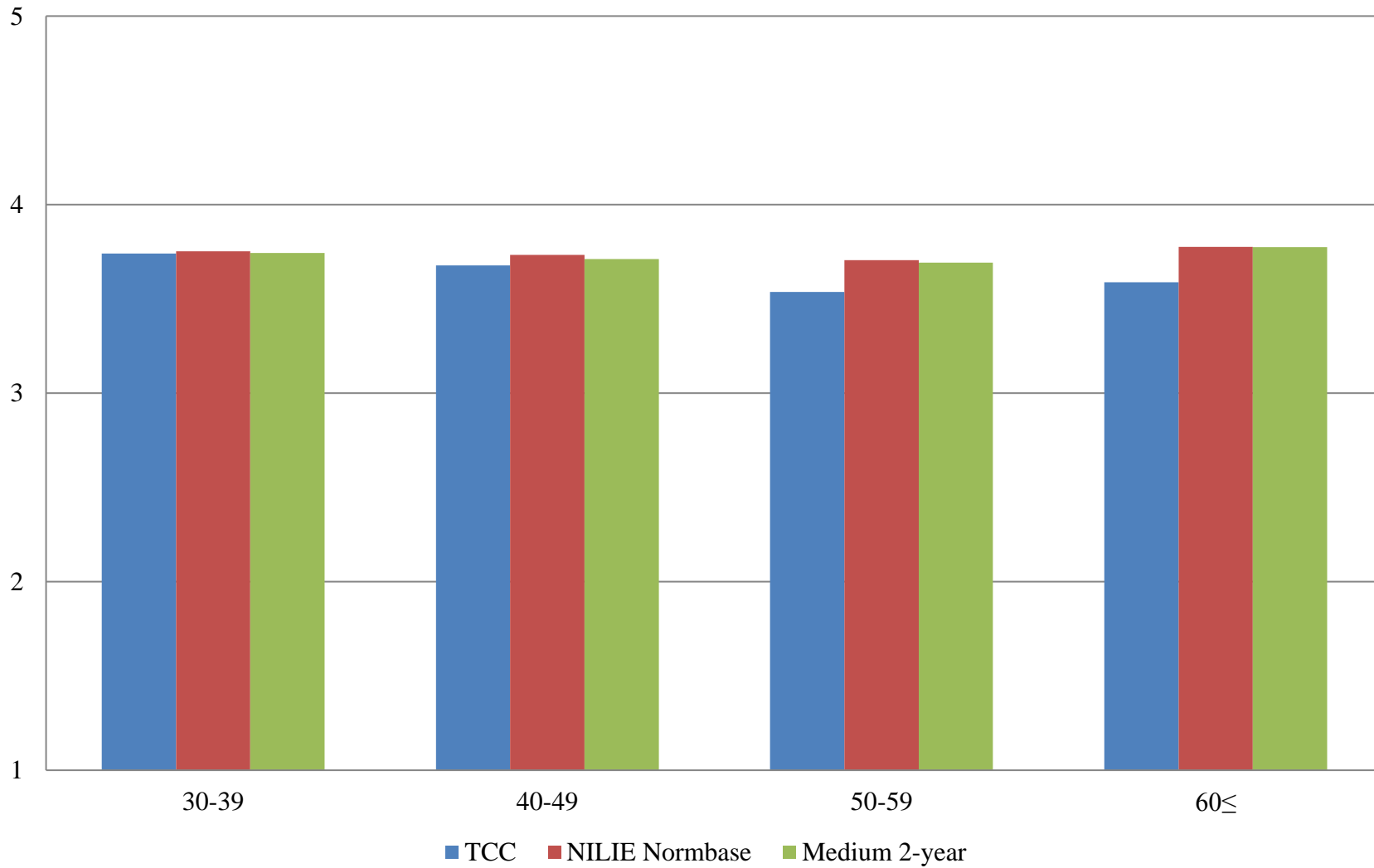


Table 37. Institutional Structure Mean Comparisons by Age

TCC compared with:

What is your age?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.232	3.433	***	-.218	3.401	***	-.187
29 or younger	17	--						
30-39	48	3.431	3.508			3.485		
40-49	80	3.252	3.478	*	-.249	3.440		
50-59	97	3.152	3.449	**	-.324	3.417	**	-.293
60 or older	59	3.226	3.534	*	-.329	3.513	*	-.315

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

-- indicates results redacted for confidentiality

Table 38. Student Focus Mean Comparisons by Age

TCC compared with:

What is your age?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	361	3.945	3.932			3.932		
29 or younger	17	--						
30-39	48	3.920	3.943			3.941		
40-49	80	3.997	3.961			3.952		
50-59	97	3.913	3.960			3.958		
60 or older	59	3.964	4.012			4.015		

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

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Table 39. Supervisory Relationships Mean Comparisons by Age

TCC compared with:

What is your age?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.683	3.737			3.725		
29 or younger	17	--						
30-39	48	3.813	3.822			3.811		
40-49	80	3.730	3.789			3.763		
50-59	97	3.574	3.747			3.733		
60 or older	59	3.616	3.811			3.815		

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

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Table 40. Teamwork Mean Comparisons by Age

TCC compared with:

What is your age?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.846	3.761			3.773		
29 or younger	17	--						
30-39	48	3.992	3.848			3.862		
40-49	80	3.996	3.805			3.813		
50-59	97	3.723	3.765			3.769		
60 or older	59	3.749	3.843			3.859		

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

-- indicates results redacted for confidentiality

Table 41. Overall Mean Comparisons by Age

TCC compared with:

What is your age?	TCC		NILIE Normbase			Medium 2-year		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	362	3.620	3.689			3.678		
29 or younger	17	--						
30-39	48	3.740	3.753			3.744		
40-49	80	3.678	3.733			3.711		
50-59	97	3.537	3.705	*	-.206	3.692		
60 or older	59	3.588	3.776			3.774		

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

-- indicates results redacted for confidentiality