



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Tacoma Community College Tacoma, Washington

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 March 2016 the Personal Assessment of the College Environment (PACE) survey was administered to 750 employees at the Tacoma Community College (TCC). Of those 750 employees, 362 (48.3%) 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 Tacoma 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 TCC included 56 total items.

At TCC, the overall results from the PACE instrument indicate a moderately healthy campus climate, yielding an overall 3.620 mean score. When classified by Personnel Classification, Faculty rated the campus climate the highest with a mean score of 3.775, followed by Administrators (3.613) and Staff (3.473).

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

- The extent to which I feel my job is relevant to this institution's mission, 4.343 (#8)
- The extent to which this institution prepares students for further learning, 4.129 (#37)
- The extent to which my supervisor expresses confidence in my work, 4.116 (#2)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.061 (#9)
- The extent to which students receive an excellent education at this institution, 4.028 (#31)
- The extent to which there is a spirit of cooperation within my work team, 4.008 (#3)
- The extent to which this institution prepares students for a career, 3.991 (#35)
- The extent to which student ethnic and cultural diversity are important at this institution, 3.939 (#18)
- The extent to which classified personnel meet the needs of the students, 3.919 (#28)
- The extent to which faculty meet the needs of the students, 3.916 (#17)

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

- The extent to which I have the opportunity for advancement within this institution, 2.629 (#38)
- The extent to which I am able to appropriately influence the direction of this institution, 2.880 (#15)
- The extent to which this institution is appropriately organized, 3.006 (#32)
- The extent to which information is shared within this institution, 3.028 (#10)
- The extent to which decisions are made at the appropriate level at this institution, 3.083 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.105 (#16)
- The extent to which this institution has been successful in positively motivating my performance, 3.151 (#22)
- The extent to which a spirit of cooperation exists at this institution, 3.173 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.237 (#11)
- The extent to which my work is guided by clearly defined administrative processes, 3.276 (#44)

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

The most favorable areas cited in the open-ended questions pertain to the Student Focus Climate factor, and specifically the collective effort between faculty and staff to work towards educational excellence. The least favorable aspects cited in the open-ended responses are consistent with the survey mean scores in that they reinforce a desire to call attention to specific issues regarding the Institutional Structure, in particular the need to improve the relationship between the administration and the rest of the employees on campus.

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Table 1. Institutional Structure Frequency Distributions

TCC compared with:

Institutional Structure	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	15	4%	2391	3%	723	3%	4	1%
	Dissatisfied	53	15%	8446	12%	2922	12%	16	6%
	Neither	72	20%	10185	14%	3455	14%	36	13%
	Satisfied	161	46%	32908	46%	11137	47%	123	45%
	Very satisfied	51	14%	17697	25%	5612	24%	96	35%
	Total	352	100%	71627	100%	23849	100%	275	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	34	10%	5876	8%	1909	8%	21	8%
	Dissatisfied	81	23%	14789	21%	5237	22%	53	19%
	Neither	96	27%	15351	22%	5237	22%	67	25%
	Satisfied	102	29%	23363	33%	7707	33%	93	34%
	Very satisfied	38	11%	11286	16%	3487	15%	38	14%
	Total	351	100%	70665	100%	23577	100%	272	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	24	7%	3107	4%	937	4%	11	4%
	Dissatisfied	49	14%	6397	9%	2193	9%	19	7%
	Neither	72	20%	13617	19%	4864	21%	40	15%
	Satisfied	123	35%	26774	38%	9176	39%	109	40%
	Very satisfied	85	24%	21143	30%	6525	28%	95	35%
	Total	353	100%	71038	100%	23695	100%	274	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	25	7%	4449	6%	1386	6%	4	1%
	Dissatisfied	47	13%	9716	14%	3425	14%	24	9%
	Neither	79	22%	11256	16%	3869	16%	35	13%
	Satisfied	128	36%	26347	37%	8972	38%	120	44%
	Very satisfied	74	21%	19629	27%	6133	26%	89	33%
	Total	353	100%	71397	100%	23785	100%	272	100%

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	49	14%	7926	11%	2836	12%	19	7%
	Dissatisfied	72	20%	14972	21%	5334	22%	41	15%
	Neither	90	25%	14787	21%	5046	21%	67	25%
	Satisfied	108	30%	21586	30%	7029	29%	90	33%
	Very satisfied	36	10%	12294	17%	3602	15%	55	20%
	Total	355	100%	71565	100%	23847	100%	272	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	21	6%	2844	4%	890	4%	12	5%
	Dissatisfied	49	15%	9098	14%	3230	15%	17	7%
	Neither	115	35%	20325	31%	7012	32%	90	36%
	Satisfied	112	34%	24958	38%	8410	38%	98	39%
	Very satisfied	28	9%	8337	13%	2586	12%	32	13%
	Total	325	100%	65562	100%	22128	100%	249	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	53	16%	7254	11%	2347	10%	28	11%
	Dissatisfied	70	21%	12283	18%	4190	19%	43	16%
	Neither	105	32%	20051	30%	6865	31%	81	31%
	Satisfied	74	22%	18473	28%	6249	28%	80	31%
	Very satisfied	31	9%	8497	13%	2740	12%	29	11%
	Total	333	100%	66558	100%	22391	100%	261	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	49	14%	7117	10%	2460	10%	25	9%
	Dissatisfied	63	18%	12502	18%	4553	19%	36	13%
	Neither	87	25%	14836	21%	5104	22%	71	26%
	Satisfied	110	31%	23462	33%	7621	32%	88	33%
	Very satisfied	44	12%	12875	18%	3914	17%	49	18%
	Total	353	100%	70792	100%	23652	100%	269	100%

TCC compared with:

Institutional Structure (continued)		TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	47	14%	6553	9%	2133	9%	31	11%
	Dissatisfied	68	20%	11321	16%	3972	17%	41	15%
	Neither	72	21%	14429	20%	4930	21%	71	26%
	Satisfied	100	29%	23128	33%	7714	33%	73	27%
	Very satisfied	57	17%	15066	21%	4863	21%	54	20%
	Total	344	100%	70497	100%	23612	100%	270	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	39	11%	6483	9%	2136	9%	19	7%
	Dissatisfied	68	20%	12247	17%	4399	19%	43	16%
	Neither	71	21%	14399	20%	4894	21%	53	20%
	Satisfied	123	36%	24453	35%	8207	35%	94	35%
	Very satisfied	41	12%	13183	19%	4038	17%	60	22%
	Total	342	100%	70765	100%	23674	100%	269	100%
29 institution-wide policies guide my work	Very dissatisfied	13	4%	2912	4%	870	4%	6	2%
	Dissatisfied	31	9%	6250	9%	2159	9%	19	7%
	Neither	99	29%	17311	25%	5925	25%	52	20%
	Satisfied	138	41%	29238	42%	9965	43%	118	45%
	Very satisfied	58	17%	13711	20%	4326	19%	68	26%
	Total	339	100%	69422	100%	23245	100%	263	100%
32 this institution is appropriately organized	Very dissatisfied	31	9%	6103	9%	1991	9%	23	9%
	Dissatisfied	88	27%	13569	19%	4778	20%	32	12%
	Neither	85	26%	16002	23%	5620	24%	72	27%
	Satisfied	102	31%	23262	33%	7856	34%	92	34%
	Very satisfied	25	8%	10802	15%	3163	14%	49	18%
	Total	331	100%	69738	100%	23408	100%	268	100%

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	84	26%	9814	15%	3150	14%	54	21%
	Dissatisfied	73	23%	11410	17%	3960	18%	52	20%
	Neither	73	23%	17268	26%	6007	27%	72	28%
	Satisfied	60	19%	17472	26%	5871	26%	47	18%
	Very satisfied	31	10%	10255	15%	3185	14%	30	12%
	Total	321	100%	66219	100%	22173	100%	255	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	24	7%	4227	6%	1456	6%	10	4%
	Dissatisfied	46	14%	9983	14%	3677	16%	20	7%
	Neither	91	27%	11807	17%	4170	18%	49	18%
	Satisfied	131	39%	29150	41%	9711	41%	121	45%
	Very satisfied	47	14%	15468	22%	4647	20%	69	26%
	Total	339	100%	70635	100%	23661	100%	269	100%
44 my work is guided by clearly defined administrative processes	Very dissatisfied	28	8%	5120	7%	1670	7%	21	8%
	Dissatisfied	51	15%	9951	14%	3463	15%	32	12%
	Neither	102	31%	16133	23%	5531	24%	66	25%
	Satisfied	105	32%	25507	37%	8663	37%	96	37%
	Very satisfied	47	14%	12805	18%	4002	17%	48	18%
	Total	333	100%	69516	100%	23329	100%	263	100%

Table 2. Student Focus Frequency Distributions

TCC compared with:

Student Focus	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	15	4%	3430	5%	1051	4%	2	1%
	Dissatisfied	34	10%	8379	12%	2928	12%	12	4%
	Neither	56	16%	8903	12%	3040	13%	32	12%
	Satisfied	149	42%	26435	37%	9093	38%	104	38%
	Very satisfied	101	28%	24376	34%	7695	32%	123	45%
	Total	355	100%	71523	100%	23807	100%	273	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	7	2%	2755	4%	939	4%	4	1%
	Dissatisfied	16	4%	3312	5%	1111	5%	6	2%
	Neither	18	5%	4286	6%	1405	6%	12	4%
	Satisfied	122	34%	22077	31%	7471	31%	82	30%
	Very satisfied	193	54%	39086	55%	12885	54%	172	62%
	Total	356	100%	71516	100%	23811	100%	276	100%
17 faculty meet the needs of students	Very dissatisfied	5	2%	1802	3%	552	2%	2	1%
	Dissatisfied	16	5%	5478	8%	1798	8%	7	3%
	Neither	67	20%	10480	15%	3443	15%	38	15%
	Satisfied	158	48%	30048	44%	10231	45%	121	48%
	Very satisfied	86	26%	19808	29%	6643	29%	86	34%
	Total	332	100%	67616	100%	22667	100%	254	100%
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	12	3%	2277	3%	677	3%	0	0%
	Dissatisfied	25	7%	4444	6%	1557	7%	7	3%
	Neither	49	14%	10748	15%	3927	17%	26	10%
	Satisfied	146	42%	28391	41%	9680	41%	101	38%
	Very satisfied	114	33%	24149	34%	7581	32%	131	49%
	Total	346	100%	70009	100%	23422	100%	265	100%

TCC compared with:

Student Focus (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	6	2%	1635	2%	482	2%	1	0%
	Dissatisfied	15	5%	4887	7%	1550	7%	5	2%
	Neither	74	23%	12229	18%	4088	18%	46	18%
	Satisfied	173	53%	31723	47%	10896	48%	124	48%
	Very satisfied	60	18%	17206	25%	5603	25%	81	32%
	Total	328	100%	67680	100%	22619	100%	257	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	12	4%	2234	3%	729	3%	4	2%
	Dissatisfied	16	5%	6066	9%	2003	9%	3	1%
	Neither	64	20%	11300	17%	3684	16%	43	17%
	Satisfied	138	43%	29751	44%	10263	45%	120	47%
	Very satisfied	90	28%	18539	27%	6244	27%	85	33%
	Total	320	100%	67890	100%	22923	100%	255	100%
28 classified personnel meet the needs of students	Very dissatisfied	11	3%	1777	3%	501	2%	1	0%
	Dissatisfied	10	3%	4568	7%	1516	7%	6	2%
	Neither	58	18%	14341	23%	4856	23%	44	17%
	Satisfied	156	49%	27465	43%	9521	45%	110	43%
	Very satisfied	85	27%	15314	24%	4969	23%	93	37%
	Total	320	100%	63465	100%	21363	100%	254	100%
31 students receive an excellent education at this institution	Very dissatisfied	1	0%	1820	3%	579	2%	1	0%
	Dissatisfied	16	5%	4341	6%	1422	6%	6	2%
	Neither	46	14%	8269	12%	2726	12%	31	12%
	Satisfied	172	53%	30635	44%	10515	45%	118	45%
	Very satisfied	90	28%	24296	35%	8022	34%	108	41%
	Total	325	100%	69361	100%	23264	100%	264	100%

TCC compared with:

Student Focus (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	0	0%	1882	3%	640	3%	3	1%
	Dissatisfied	11	3%	4070	6%	1335	6%	5	2%
	Neither	65	20%	8481	12%	2770	12%	33	13%
	Satisfied	163	50%	30500	44%	10472	45%	128	49%
	Very satisfied	84	26%	24093	35%	7943	34%	92	35%
	Total	323	100%	69026	100%	23160	100%	261	100%
37 this institution prepares students for further learning	Very dissatisfied	1	0%	1890	3%	613	3%	4	2%
	Dissatisfied	6	2%	4210	6%	1372	6%	1	0%
	Neither	49	15%	7937	11%	2685	12%	26	10%
	Satisfied	164	50%	31856	46%	10996	47%	127	48%
	Very satisfied	106	33%	23290	34%	7545	33%	104	40%
	Total	326	100%	69183	100%	23211	100%	262	100%
40 students are assisted with their personal development	Very dissatisfied	2	1%	1695	3%	493	2%	3	1%
	Dissatisfied	18	6%	4716	7%	1596	7%	9	4%
	Neither	70	23%	13216	20%	4561	21%	50	20%
	Satisfied	157	51%	29795	45%	10265	46%	116	46%
	Very satisfied	60	20%	16648	25%	5299	24%	72	29%
	Total	307	100%	66070	100%	22214	100%	250	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	1170	2%	355	2%	1	0%
	Dissatisfied	17	6%	4147	6%	1333	6%	3	1%
	Neither	82	27%	12373	19%	4196	19%	35	14%
	Satisfied	156	52%	34125	53%	11739	54%	150	61%
	Very satisfied	41	14%	13110	20%	4295	20%	56	23%
	Total	300	100%	64925	100%	21918	100%	245	100%

Table 3. Supervisory Relationships Frequency Distributions

TCC compared with:

Supervisory Relationships	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor expresses confidence in my work	Very dissatisfied	10	3%	3904	5%	1311	6%	16	6%
	Dissatisfied	32	9%	5694	8%	2036	9%	28	10%
	Neither	35	10%	6571	9%	2143	9%	30	11%
	Satisfied	113	31%	20020	28%	6573	28%	81	30%
	Very satisfied	171	47%	35138	49%	11702	49%	119	43%
	Total	361	100%	71327	100%	23765	100%	274	100%
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	22	6%	5131	7%	1736	7%	23	8%
	Dissatisfied	26	7%	6447	9%	2245	9%	27	10%
	Neither	35	10%	7509	11%	2467	10%	38	14%
	Satisfied	102	28%	19078	27%	6365	27%	78	28%
	Very satisfied	175	49%	33229	47%	10986	46%	110	40%
	Total	360	100%	71394	100%	23799	100%	276	100%
12 positive work expectations are communicated to me	Very dissatisfied	24	7%	3825	5%	1177	5%	20	8%
	Dissatisfied	42	12%	8843	13%	3069	13%	28	11%
	Neither	63	18%	11871	17%	4135	18%	57	22%
	Satisfied	154	44%	29002	41%	9748	41%	103	39%
	Very satisfied	67	19%	17054	24%	5445	23%	57	22%
	Total	350	100%	70595	100%	23574	100%	265	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	10	3%	2799	4%	854	4%	16	7%
	Dissatisfied	34	11%	6610	10%	2230	10%	19	8%
	Neither	101	32%	15866	25%	5500	25%	69	28%
	Satisfied	125	40%	27322	42%	9318	43%	101	42%
	Very satisfied	46	15%	12047	19%	3761	17%	38	16%
	Total	316	100%	64644	100%	21663	100%	243	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	33	10%	4759	7%	1545	7%	26	10%
	Dissatisfied	44	13%	8663	12%	3011	13%	36	14%
	Neither	80	23%	13291	19%	4439	19%	66	25%
	Satisfied	116	34%	26335	37%	8890	38%	89	33%
	Very satisfied	72	21%	17411	25%	5684	24%	49	18%
	Total	345	100%	70459	100%	23569	100%	266	100%
21 I receive appropriate feedback for my work	Very dissatisfied	31	9%	4076	6%	1322	6%	26	10%
	Dissatisfied	46	14%	8831	13%	3056	13%	36	14%
	Neither	65	19%	12559	18%	4209	18%	56	21%
	Satisfied	130	38%	27769	39%	9362	40%	93	35%
	Very satisfied	66	20%	17397	25%	5680	24%	54	20%
	Total	338	100%	70632	100%	23629	100%	265	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	30	9%	5749	8%	1913	8%	30	11%
	Dissatisfied	29	8%	7819	11%	2647	11%	26	10%
	Neither	74	22%	11837	17%	3874	17%	54	20%
	Satisfied	110	32%	21687	31%	7310	31%	90	34%
	Very satisfied	99	29%	22588	32%	7637	33%	66	25%
	Total	342	100%	69680	100%	23381	100%	266	100%
27 my supervisor seriously considers my ideas	Very dissatisfied	29	9%	5573	8%	1835	8%	25	9%
	Dissatisfied	23	7%	6984	10%	2357	10%	22	8%
	Neither	58	17%	11030	16%	3613	15%	53	20%
	Satisfied	122	36%	21601	31%	7285	31%	94	35%
	Very satisfied	109	32%	24445	35%	8266	35%	71	27%
	Total	341	100%	69633	100%	23356	100%	265	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	21	6%	3504	5%	1085	5%	18	7%
	Dissatisfied	33	10%	7931	11%	2696	12%	25	10%
	Neither	87	26%	15296	22%	5285	23%	61	23%
	Satisfied	126	37%	28505	41%	9727	42%	100	38%
	Very satisfied	70	21%	14614	21%	4584	20%	57	22%
	Total	337	100%	69850	100%	23377	100%	261	100%
34 my supervisor helps me to improve my work	Very dissatisfied	27	8%	5012	7%	1620	7%	28	11%
	Dissatisfied	37	11%	7282	10%	2512	11%	29	11%
	Neither	70	21%	13341	19%	4464	19%	67	25%
	Satisfied	116	34%	23004	33%	7828	34%	74	28%
	Very satisfied	87	26%	20887	30%	6918	30%	65	25%
	Total	337	100%	69526	100%	23342	100%	263	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	27	8%	4112	6%	1331	6%	13	5%
	Dissatisfied	23	7%	5635	8%	1929	8%	20	7%
	Neither	59	17%	8898	13%	3054	13%	38	14%
	Satisfied	123	36%	25304	36%	8539	36%	101	37%
	Very satisfied	108	32%	26274	37%	8693	37%	99	37%
	Total	340	100%	70223	100%	23546	100%	271	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	32	9%	4498	6%	1413	6%	13	5%
	Dissatisfied	31	9%	8252	12%	2901	12%	26	10%
	Neither	74	22%	13722	20%	4661	20%	57	21%
	Satisfied	141	42%	27112	39%	9289	40%	110	41%
	Very satisfied	59	18%	16006	23%	5087	22%	63	23%
	Total	337	100%	69590	100%	23351	100%	269	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
46 professional development and training opportunities are available	Very dissatisfied	24	7%	4695	7%	1596	7%	13	5%
	Dissatisfied	49	14%	7784	11%	2870	12%	29	11%
	Neither	69	20%	10637	15%	3866	17%	46	17%
	Satisfied	135	40%	26183	37%	8991	38%	113	42%
	Very satisfied	61	18%	20613	29%	6086	26%	67	25%
	Total	338	100%	69912	100%	23409	100%	268	100%

Table 4. Teamwork Frequency Distributions

TCC compared with:

Teamwork	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	19	5%	4389	6%	1442	6%	19	7%
	Dissatisfied	29	8%	8581	12%	2886	12%	22	8%
	Neither	32	9%	7835	11%	2539	11%	30	11%
	Satisfied	123	35%	23192	33%	7766	33%	103	38%
	Very satisfied	150	42%	26635	38%	8965	38%	98	36%
	Total	353	100%	70632	100%	23598	100%	272	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	12	4%	2944	4%	917	4%	12	5%
	Dissatisfied	27	8%	6581	10%	2232	10%	11	4%
	Neither	57	17%	11718	17%	3878	17%	56	22%
	Satisfied	148	44%	27324	41%	9433	42%	95	38%
	Very satisfied	91	27%	18679	28%	6250	28%	77	31%
	Total	335	100%	67246	100%	22710	100%	251	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	24	7%	4405	6%	1423	6%	21	8%
	Dissatisfied	33	10%	8227	12%	2851	12%	27	10%
	Neither	42	12%	10210	15%	3396	15%	49	19%
	Satisfied	139	41%	26079	38%	8809	38%	97	37%
	Very satisfied	101	30%	20178	29%	6761	29%	67	26%
	Total	339	100%	69099	100%	23240	100%	261	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	24	7%	4613	7%	1507	6%	18	7%
	Dissatisfied	31	9%	7746	11%	2655	11%	23	9%
	Neither	49	14%	9932	14%	3292	14%	44	17%
	Satisfied	137	40%	25199	37%	8629	37%	102	39%
	Very satisfied	98	29%	21395	31%	7124	31%	76	29%
	Total	339	100%	68885	100%	23207	100%	263	100%

TCC compared with:

Teamwork (continued)	Response Option	TCC		NILIE Normbase		Medium 2-year		2013	
		Count	%	Count	%	Count	%	Count	%
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	18	6%	3162	5%	1035	5%	17	7%
	Dissatisfied	19	6%	6496	10%	2195	10%	16	6%
	Neither	57	18%	11826	18%	3945	17%	34	13%
	Satisfied	147	46%	27668	41%	9508	42%	119	46%
	Very satisfied	81	25%	18291	27%	6136	27%	72	28%
	Total	322	100%	67443	100%	22819	100%	258	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	22	7%	5229	7%	1653	7%	25	9%
	Dissatisfied	33	10%	7935	11%	2656	11%	21	8%
	Neither	40	12%	9045	13%	2884	12%	35	13%
	Satisfied	123	36%	24393	35%	8244	35%	101	38%
	Very satisfied	120	36%	23556	34%	8087	34%	86	32%
	Total	338	100%	70158	100%	23524	100%	268	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<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	3.620	3.689			3.678			3.748	*	-.171
Institutional Structure	362	3.232	3.433	***	-.218	3.401	***	-.187	3.521	***	-.328
Student Focus	361	3.945	3.932			3.932			4.160	***	-.342
Supervisory Relationship	362	3.683	3.737			3.725			3.632		
Teamwork	362	3.846	3.761			3.773			3.764		

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

Figure 1. Means by Comparison Group and Climate Factor

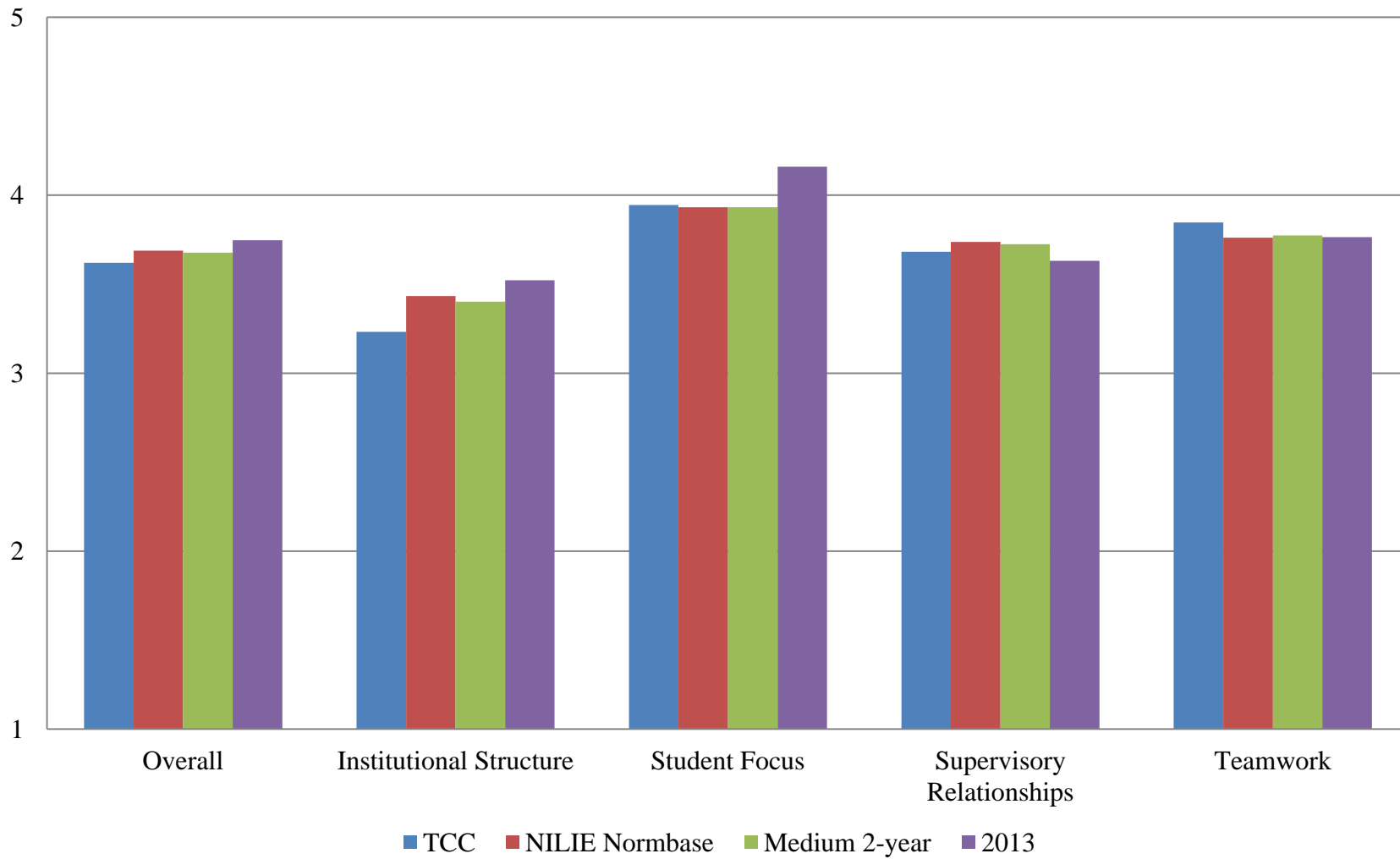


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure	<i>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
<i>The extent to which...</i>											
1 the actions of this institution reflect its mission	352	3.511	3.769	***	-.245	3.754	***	-.234	4.058	***	-.550
4 decisions are made at the appropriate level at this institution	351	3.083	3.274	**	-.160	3.239	*	-.132	3.272	*	-.164
5 the institution effectively promotes diversity in the workplace	353	3.555	3.795	***	-.218	3.766	***	-.196	3.942	***	-.340
6 administrative leadership is focused on meeting the needs of students	353	3.507	3.658	*	-.127	3.632	*	-.106	3.978	***	-.433
10 information is shared within the institution	355	3.028	3.214	**	-.148	3.135			3.445	***	-.349
11 institutional teams use problem-solving techniques	325	3.237	3.409	**	-.170	3.387	**	-.150	3.486	**	-.249
15 I am able to appropriately influence the direction of this institution	333	2.880	3.130	***	-.212	3.127	***	-.212	3.149	**	-.229
16 open and ethical communication is practiced at this institution	353	3.105	3.317	**	-.172	3.253	*	-.120	3.372	**	-.219
22 this institution has been successful in positively motivating my performance	344	3.151	3.409	***	-.207	3.390	***	-.193	3.289		
25 a spirit of cooperation exists at this institution	342	3.173	3.362	**	-.155	3.322	*	-.123	3.494	**	-.267
29 institution-wide policies guide my work	339	3.581	3.642			3.633			3.848	**	-.271
32 this institution is appropriately organized	331	3.006	3.274	***	-.224	3.232	***	-.193	3.418	***	-.361
38 I have the opportunity for advancement within this institution	321	2.629	3.105	***	-.372	3.089	***	-.366	2.792		
41 I receive adequate information regarding important activities at this institution	339	3.386	3.590	**	-.177	3.525	*	-.120	3.814	***	-.401
44 my work is guided by clearly defined administrative processes	333	3.276	3.445	**	-.145	3.423	*	-.128	3.449		

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

Table 7. Student Focus Item Mean Comparisons

TCC compared with:

Student Focus	TCC		NILIE Normbase			Medium 2-year			2013		
	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	355	3.808	3.838			3.817			4.223	***	-.416
8 I feel my job is relevant to this institution's mission	356	4.343	4.278			4.271			4.493	*	-.173
17 faculty meet the needs of students	332	3.916	3.896			3.909			4.110	**	-.228
18 student ethnic and cultural diversity are important at this institution	346	3.939	3.967			3.936			4.343	***	-.436
19 students' competencies are enhanced	328	3.811	3.857			3.866			4.086	***	-.336
23 non-teaching professional personnel meet the needs of students	320	3.869	3.829			3.842			4.094	**	-.243
28 classified personnel meet the needs of students	320	3.919	3.787	*	.134	3.793	*	.132	4.134	**	-.244
31 students receive an excellent education at this institution	325	4.028	4.027			4.031			4.235	**	-.262
35 this institution prepares students for a career	323	3.991	4.026			4.025			4.153	*	-.207
37 this institution prepares students for further learning	326	4.129	4.018	*	.114	4.012	*	.123	4.244		
40 students are assisted with their personal development	307	3.831	3.832			3.823			3.980	*	-.177
42 students are satisfied with their educational experience at this institution	300	3.710	3.830	*	-.135	3.834	*	-.144	4.049	***	-.446

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

Table 8. Supervisory Relationships Item Mean Comparisons

TCC compared with:

Supervisory Relationships	TCC		NILIE Normbase			Medium 2-year			2013		
	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	361	4.116	4.077			4.065			3.945		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	360	4.061	3.964			3.950			3.815	*	.199
12 positive work expectations are communicated to me	350	3.566	3.660			3.645			3.562		
13 unacceptable behaviors are identified and communicated to me	316	3.516	3.607			3.596			3.519		
20 I receive timely feedback for my work	345	3.435	3.610	**	-.149	3.601	**	-.142	3.372		
21 I receive appropriate feedback for my work	338	3.456	3.645	**	-.165	3.636	**	-.157	3.426		
26 my supervisor actively seeks my ideas	342	3.640	3.682			3.689			3.511		
27 my supervisor seriously considers my ideas	341	3.760	3.752			3.762			3.619		
30 work outcomes are clarified for me	337	3.567	3.613			3.600			3.586		
34 my supervisor helps me to improve my work	337	3.591	3.683			3.682			3.452		
39 I am given the opportunity to be creative in my work	340	3.771	3.911	*	-.121	3.906	*	-.118	3.934		
45 I have the opportunity to express my ideas in appropriate forums	337	3.487	3.602			3.588			3.684	*	-.175
46 professional development and training opportunities are available	338	3.473	3.719	***	-.206	3.645	**	-.145	3.716	**	-.215

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

Table 9. Teamwork Item Mean Comparisons

TCC compared with:

Teamwork	TCC		NILIE Normbase			Medium 2-year			2013		
	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	353	4.008	3.837	**	.140	3.844	*	.134	3.879		
14 my primary work team uses problem-solving techniques	335	3.833	3.776			3.787			3.853		
24 there is an opportunity for all ideas to be exchanged within my work team	339	3.767	3.715			3.716			3.621		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	339	3.749	3.741			3.742			3.741		
36 my work team coordinates its efforts with appropriate individuals and teams	322	3.789	3.763			3.768			3.826		
43 a spirit of cooperation exists in my department	338	3.846	3.757			3.785			3.754		

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