



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

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**Tacoma Community College**  
Tacoma, Washington

**PACE Demographics Report**  
Personal Assessment of the College Environment

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**Conducted**  
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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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**Table 1. Demographic Frequency Distributions**

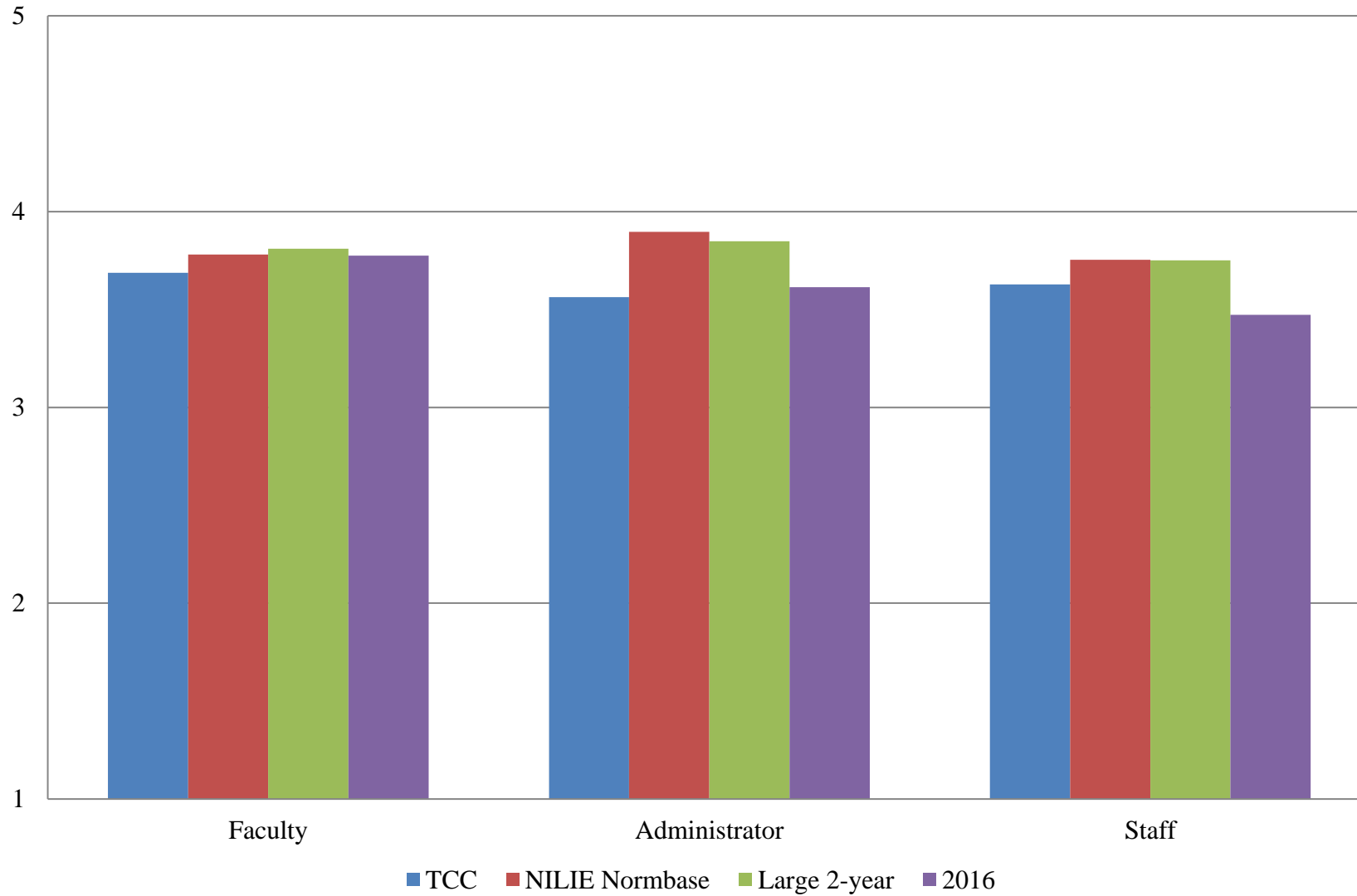
*TCC compared with:*

Demographic Items	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
<b>1</b> What is your personnel classification:	Faculty	142	47%	27347	46%	9770	47%	137	41%
	Administrator	85	28%	6409	11%	2328	11%	28	8%
	Staff	76	25%	25437	43%	8636	42%	173	51%
	<b>Total</b>	<b>303</b>	<b>100%</b>	<b>59193</b>	<b>100%</b>	<b>20734</b>	<b>100%</b>	<b>338</b>	<b>100%</b>
<b>2</b> Please select the race/ethnicity that best describes you:	Hispanic or Latino, of any race	17	6%	5536	10%	1458	7%	9	3%
	American Indian or Alaska Native, not Hispanic or Latino	2	1%	421	1%	198	1%	1	0%
	Asian, not Hispanic or Latino	16	5%	1440	3%	559	3%	17	5%
	Black, not Hispanic or Latino	26	9%	3912	7%	1549	8%	19	6%
	Pacific Islander, not Hispanic or Latino	2	1%	689	1%	589	3%	7	2%
	White, not Hispanic or Latino	210	72%	43143	75%	14906	74%	243	74%
	Two or more races, not Hispanic or Latino	20	7%	2215	4%	853	4%	34	10%
	<b>Total</b>	<b>293</b>	<b>100%</b>	<b>57356</b>	<b>100%</b>	<b>20112</b>	<b>100%</b>	<b>330</b>	<b>100%</b>
<b>3</b> Your status at this institution is:	Full-Time	234	78%	43901	75%	14582	71%	241	72%
	Part-Time	67	22%	14714	25%	5947	29%	95	28%
	<b>Total</b>	<b>301</b>	<b>100%</b>	<b>58615</b>	<b>100%</b>	<b>20529</b>	<b>100%</b>	<b>336</b>	<b>100%</b>
<b>4</b> What is the highest degree you have earned:	First Professional degree	2	1%	1065	2%	347	2%	2	1%
	Doctoral degree	38	13%	5283	9%	1992	10%	41	12%
	Master's degree	141	47%	25941	44%	9516	46%	146	43%
	Bachelor's degree	73	24%	13164	23%	4473	22%	73	22%
	Associate's degree	31	10%	8141	14%	2645	13%	44	13%
	High School diploma or GED	17	6%	4682	8%	1478	7%	29	9%
	No diploma or degree	0	0%	214	0%	59	0%	1	0%
<b>Total</b>	<b>302</b>	<b>100%</b>	<b>58490</b>	<b>100%</b>	<b>20510</b>	<b>100%</b>	<b>336</b>	<b>100%</b>	

*TCC compared with:*

Demographic Items (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
<b>5</b> What is your gender identity:	Man	83	28%	20317	35%	7206	35%	86	25%
	Woman	184	61%	33522	57%	11787	57%	215	64%
	Another gender identity	0	0%	139	0%	43	0%	2	1%
	I prefer not to respond	34	11%	4609	8%	1475	7%	35	10%
	<b>Total</b>	<b>301</b>	<b>100%</b>	<b>58587</b>	<b>100%</b>	<b>20511</b>	<b>100%</b>	<b>338</b>	<b>100%</b>
<b>6</b> How many years have you worked at this institution:	5 years or less	136	45%	21834	40%	7257	37%	145	44%
	6-10 years	58	19%	12319	22%	4541	23%	67	20%
	11-15 years	43	14%	8533	16%	3263	17%	52	16%
	16-20 years	34	11%	5693	10%	2005	10%	32	10%
	21-25 years	13	4%	3151	6%	1227	6%	17	5%
	26 years or more	15	5%	3466	6%	1372	7%	17	5%
<b>Total</b>	<b>299</b>	<b>100%</b>	<b>54996</b>	<b>100%</b>	<b>19665</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	
<b>7</b> How many years have you worked in higher education:	5 years or less	80	27%	14752	27%	4886	25%	83	25%
	6-10 years	63	21%	11984	22%	4226	22%	73	22%
	11-15 years	46	15%	9631	17%	3570	18%	54	16%
	16-20 years	49	16%	7844	14%	2726	14%	50	15%
	21-25 years	27	9%	4910	9%	1754	9%	33	10%
	26 years or more	32	11%	6508	12%	2472	13%	35	11%
<b>Total</b>	<b>297</b>	<b>100%</b>	<b>55629</b>	<b>100%</b>	<b>19634</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	
<b>8</b> Age:	29 or younger	17	6%	2586	5%	835	5%	17	6%
	30-39	51	19%	8640	17%	2909	16%	48	16%
	40-49	66	25%	12119	24%	4201	24%	80	27%
	50-59	83	31%	15240	30%	5406	30%	97	32%
	60 or older	49	18%	12161	24%	4494	25%	59	20%
<b>Total</b>	<b>266</b>	<b>100%</b>	<b>50746</b>	<b>100%</b>	<b>17845</b>	<b>100%</b>	<b>301</b>	<b>100%</b>	

**Figure 1. Overall Climate by Personnel Classification**



**Table 2. Institutional Structure Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your personnel classification:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
Faculty	142	3.343	3.471			3.514	*	-.186	3.416		
Administrator	85	3.174	3.608	***	-.508	3.556	***	-.440	3.198		
Staff	76	3.334	3.453			3.459			3.070	*	.298

**Table 3. Student Focus Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your personnel classification:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
Faculty	142	3.946	4.083	*	-.207	4.101	**	-.239	4.043		
Administrator	85	3.734	4.088	***	-.580	4.054	***	-.495	4.083	**	-.623
Staff	76	3.989	4.016			4.024			3.822		

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



**Table 4. Supervisory Relationships Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your personnel classification:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
Faculty	142	3.795	3.826			3.863			3.871		
Administrator	85	3.656	3.979	***	-.382	3.935	**	-.322	3.503		
Staff	76	3.562	3.825	*	-.290	3.812	*	-.272	3.525		

**Table 5. Teamwork Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your personnel classification:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
Faculty	142	3.789	3.858			3.859			3.935		
Administrator	85	3.988	4.073			4.004			3.937		
Staff	76	3.842	3.857			3.837			3.740		

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

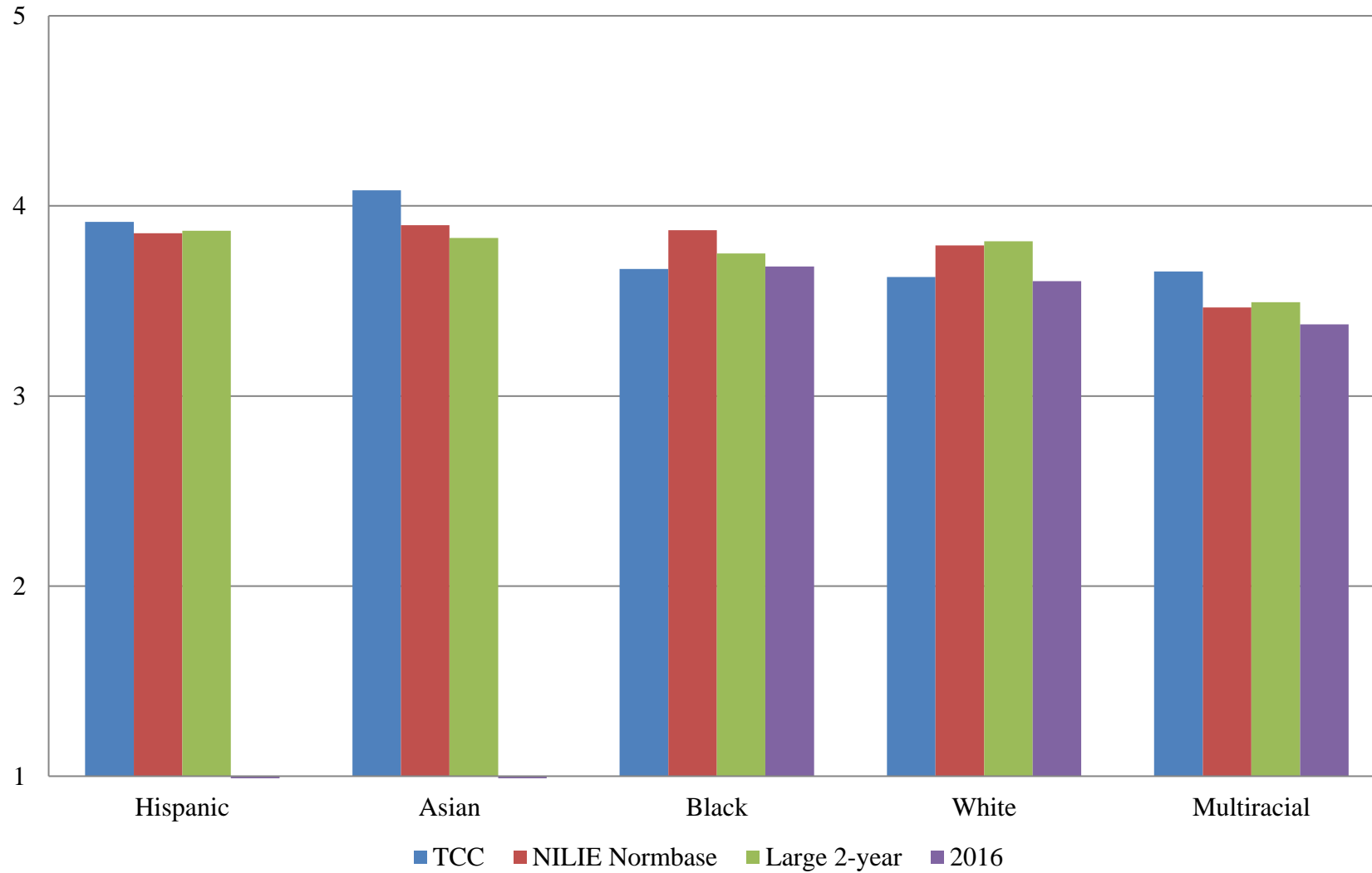
**Table 6. Overall Mean Comparisons by Personnel Classification**

*TCC compared with:*

What is your personnel classification:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
Faculty	142	3.688	3.781			3.810			3.775		
Administrator	85	3.563	3.896	***	-.477	3.849	***	-.395	3.613		
Staff	76	3.628	3.754			3.751			3.473		

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

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
Hispanic or Latino, of any race	17	3.510	3.609			3.631			--		
American Indian or Alaska Native, not Hispanic or Latino	2	--	3.387			3.495			--		
Asian, not Hispanic or Latino	16	3.851	3.705			3.635			--		
Black, not Hispanic or Latino	26	3.349	3.633			3.496			3.246		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	2	--	3.454			3.453			--		
White, not Hispanic or Latino	210	3.290	3.480	**	-.215	3.517	***	-.260	3.222		
Two or more races, not Hispanic or Latino	20	3.305	3.082			3.119			2.979		

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

-- indicates results redacted for confidentiality

**Table 8. Student Focus Mean Comparisons by Race/Ethnicity**

*TCC compared with:*

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
Hispanic or Latino, of any race	17	4.113	4.087			4.104			--		
American Indian or Alaska Native, not Hispanic or Latino	2	--	3.938			3.984			--		
Asian, not Hispanic or Latino	16	4.182	4.068			4.013			--		
Black, not Hispanic or Latino	26	3.808	4.068			3.963			3.978		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	2	--	4.089			4.098			--		
White, not Hispanic or Latino	210	3.915	4.073	***	-.252	4.096	***	-.292	3.947		
Two or more races, not Hispanic or Latino	20	3.814	3.802			3.823			3.644		

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

-- indicates results redacted for confidentiality

**Table 9. Supervisory Relationships Mean Comparisons by Race/Ethnicity**

*TCC compared with:*

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
Hispanic or Latino, of any race	17	4.063	3.897			3.904			--		
American Indian or Alaska Native, not Hispanic or Latino	2	--	3.770			3.838			--		
Asian, not Hispanic or Latino	16	4.111	3.940			3.874			--		
Black, not Hispanic or Latino	26	3.835	3.942			3.825			3.779		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	2	--	3.868			3.876			--		
White, not Hispanic or Latino	210	3.661	3.851	**	-.216	3.872	***	-.241	3.641		
Two or more races, not Hispanic or Latino	20	3.810	3.544			3.565			3.481		

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

-- indicates results redacted for confidentiality

**Table 10. Teamwork Mean Comparisons by Race/Ethnicity**

*TCC compared with:*

Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
Hispanic or Latino, of any race	17	4.216	3.945			3.939			--		
American Indian or Alaska Native, not Hispanic or Latino	2	--	3.837			3.847			--		
Asian, not Hispanic or Latino	16	4.385	3.968			3.890	*	.563	--		
Black, not Hispanic or Latino	26	3.801	3.941			3.824			4.012		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	2	--	3.875			3.868			--		
White, not Hispanic or Latino	210	3.824	3.892			3.888			3.822		
Two or more races, not Hispanic or Latino	20	3.875	3.598			3.626			3.667		

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

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**Table 11. Overall Mean Comparisons by Race/Ethnicity**

*TCC compared with:*

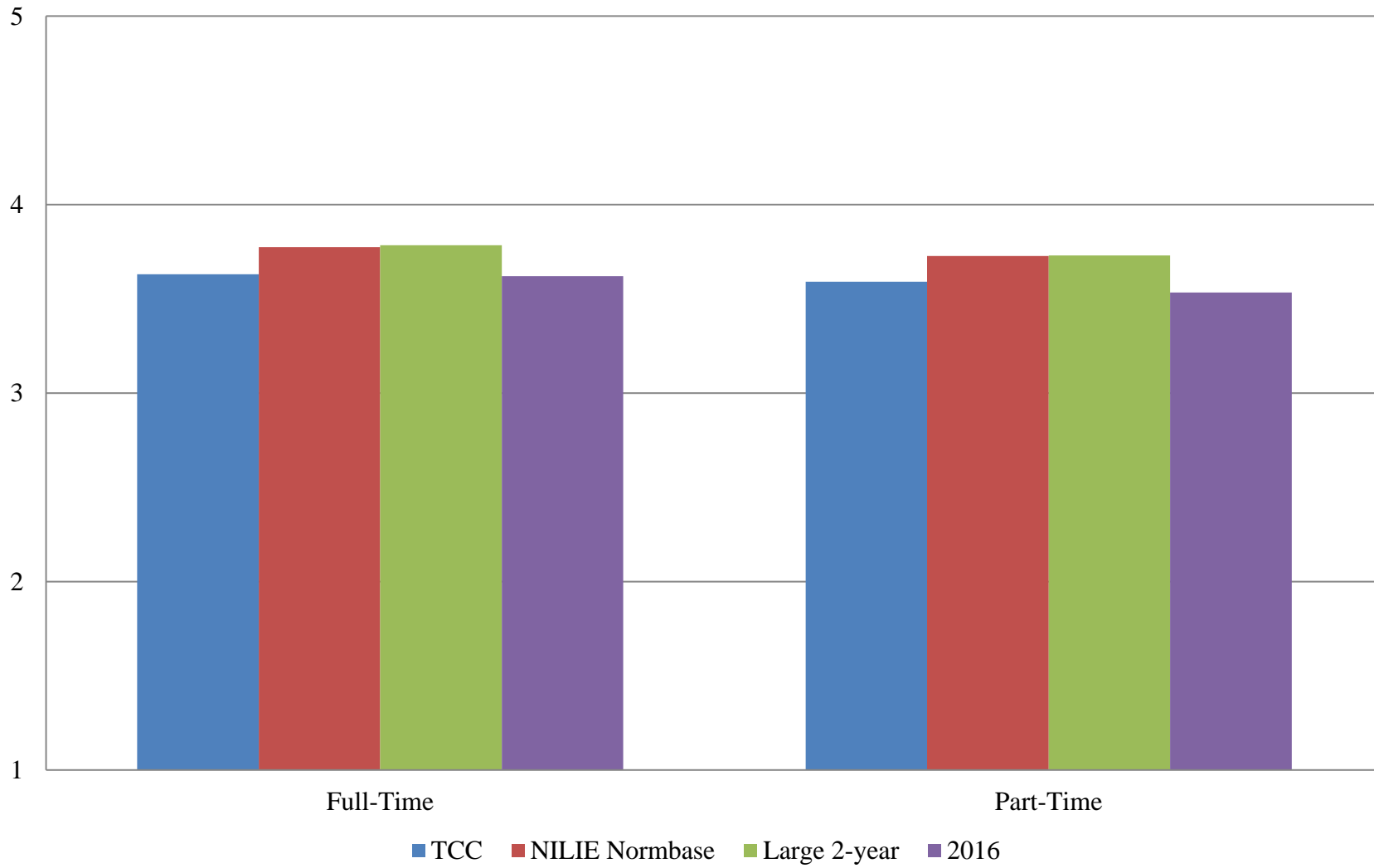
Please select the race/ethnicity that best describes you:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
Hispanic or Latino, of any race	17	3.915	3.856			3.870			--		
American Indian or Alaska Native, not Hispanic or Latino	2	--	3.694			3.765			--		
Asian, not Hispanic or Latino	16	4.082	3.899			3.832			--		
Black, not Hispanic or Latino	26	3.668	3.872			3.750			3.682		
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	2	--	3.788			3.792			--		
White, not Hispanic or Latino	210	3.627	3.792	**	-.225	3.815	***	-.259	3.604		
Two or more races, not Hispanic or Latino	20	3.655	3.465			3.493			3.376		

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

-- indicates results redacted for confidentiality



**Figure 3. Overall Climate by Employment Status**



**Table 12. Institutional Structure Mean Comparisons by Employment Status**

*TCC compared with:*

<b>Your status at this institution is:</b>	<b>TCC</b>		<b>NILIE Normbase</b>			<b>Large 2-year</b>			<b>2016</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
Full-Time	234	3.215	3.387	**	-.191	3.393	**	-.201	3.089		
Part-Time	67	3.551	3.734			3.738			3.520		

**Table 13. Student Focus Mean Comparisons by Employment Status**

*TCC compared with:*

<b>Your status at this institution is:</b>	<b>TCC</b>		<b>NILIE Normbase</b>			<b>Large 2-year</b>			<b>2016</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
Full-Time	234	3.857	4.020	***	-.256	4.025	***	-.265	3.907		
Part-Time	67	4.038	4.149			4.154			3.991		

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

**Table 14. Supervisory Relationships Mean Comparisons by Employment Status**

*TCC compared with:*

Your status at this institution is:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
Full-Time	234	3.654	3.801	*	-.163	3.809	**	-.172	3.591		
Part-Time	67	3.855	3.951			3.947			3.807		

**Table 15. Teamwork Mean Comparisons by Employment Status**

*TCC compared with:*

Your status at this institution is:	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
Full-Time	234	3.869	3.851			3.835			3.813		
Part-Time	67	3.848	3.964			3.946			3.871		

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

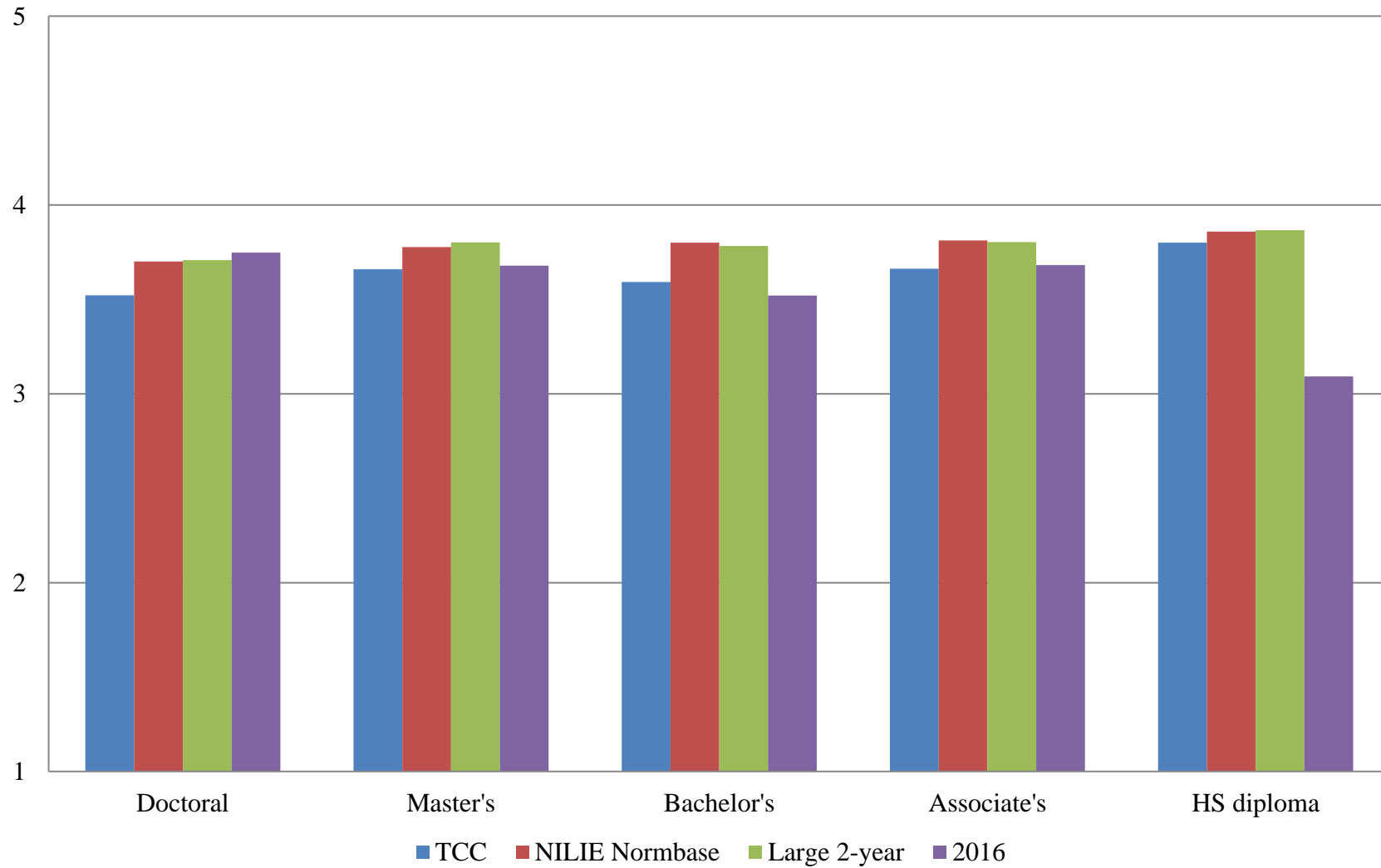
**Table 16. Overall Mean Comparisons by Employment Status**

*TCC compared with:*

<b>Your status at this institution is:</b>	<b>TCC</b>		<b>NILIE Normbase</b>			<b>Large 2-year</b>			<b>2016</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
Full-Time	234	3.590	3.727	**	-.184	3.730	**	-.190	3.533		
Part-Time	67	3.805	3.934			3.932			3.768		

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

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--	3.471			3.492			--		
Doctoral degree (e.g., Ph.D., Ed.D.)	38	3.138	3.352			3.370			3.423		
Master's degree	141	3.311	3.453			3.492	*	-.200	3.264		
Bachelor's degree	73	3.235	3.509	**	-.315	3.501	**	-.306	3.081		
Associate's degree	31	3.432	3.542			3.546			3.327		
High School diploma or GED	17	3.440	3.633			3.639			2.843		
No diploma or degree	0	--	3.467			3.373			--		

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

-- indicates results redacted for confidentiality

**Table 18. Student Focus Mean Comparisons by Highest Degree Earned**

*TCC compared with:*

What is the highest degree you have earned?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--	4.048			4.044			--		
Doctoral degree (e.g., Ph.D., Ed.D.)	38	3.927	4.003			4.006			4.007		
Master's degree	141	3.886	4.058	**	-.265	4.079	***	-.300	4.012		
Bachelor's degree	73	3.822	4.055	**	-.369	4.046	**	-.346	3.847		
Associate's degree	31	4.035	4.074			4.077			3.989		
High School diploma or GED	17	3.946	4.094			4.113			3.498		
No diploma or degree	0	--	4.009			3.917			--		

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

-- indicates results redacted for confidentiality

**Table 19. Supervisory Relationships Mean Comparisons by Highest Degree Earned**

*TCC compared with:*

What is the highest degree you have earned?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--	3.814			3.848			--		
Doctoral degree (e.g., Ph.D., Ed.D.)	38	3.577	3.772			3.773			3.773		
Master's degree	141	3.740	3.839			3.865			3.750		
Bachelor's degree	73	3.684	3.859			3.840			3.605		
Associate's degree	31	3.502	3.869	*	-.415	3.852	*	-.390	3.722		
High School diploma or GED	17	3.932	3.904			3.908			3.042	**	.852
No diploma or degree	0	--	3.748			3.679			--		

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

-- indicates results redacted for confidentiality



**Table 20. Teamwork Mean Comparisons by Highest Degree Earned**

*TCC compared with:*

What is the highest degree you have earned?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--	3.895			3.923			--		
Doctoral degree (e.g., Ph.D., Ed.D.)	38	3.514	3.824			3.826			3.987		
Master's degree	141	3.888	3.889			3.887			3.903		
Bachelor's degree	73	3.877	3.907			3.862			3.838		
Associate's degree	31	3.898	3.867			3.825			3.884		
High School diploma or GED	17	4.125	3.897			3.895			3.161	**	.876
No diploma or degree	0	--	3.734			3.559			--		

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

-- indicates results redacted for confidentiality

**Table 21. Overall Mean Comparisons by Highest Degree Earned**

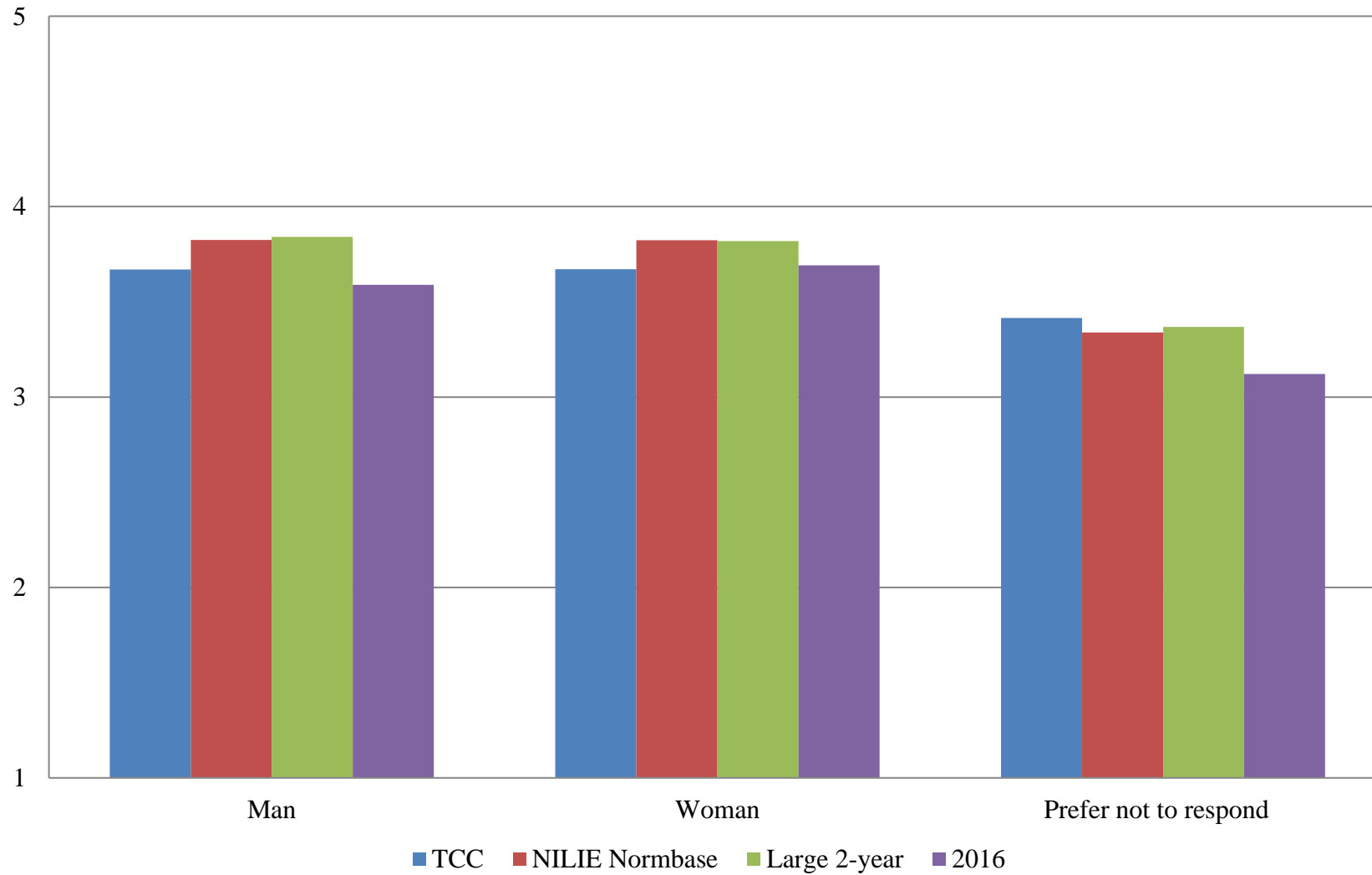
*TCC compared with:*

What is the highest degree you have earned?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--	3.772			3.792			--		
Doctoral degree (e.g., Ph.D., Ed.D.)	38	3.522	3.700			3.707			3.747		
Master's degree	141	3.659	3.776			3.801	*	-.192	3.678		
Bachelor's degree	73	3.592	3.800	*	-.284	3.783	*	-.258	3.519		
Associate's degree	31	3.663	3.812			3.803			3.682		
High School diploma or GED	17	3.800	3.860			3.866			3.092	*	.816
No diploma or degree	0	--	3.718			3.617			--		

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

-- indicates results redacted for confidentiality

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
Man	83	3.292	3.535	*	-.265	3.558	**	-.296	3.210		
Woman	184	3.362	3.531	**	-.193	3.533	**	-.197	3.316		
Another gender identity	0	--	3.012			2.868			--		
I prefer not to respond	34	2.948	2.914			2.970			2.684		

**Table 23. Student Focus Mean Comparisons by Gender**

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
Man	83	3.918	4.077	*	-.243	4.101	**	-.287	3.966		
Woman	184	3.920	4.088	***	-.269	4.085	***	-.262	3.962		
Another gender identity	0	--	3.750			3.629			--		
I prefer not to respond	34	3.722	3.748			3.748			3.714		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
Man	83	3.759	3.886			3.900			3.605		
Woman	184	3.726	3.882	*	-.178	3.878	*	-.173	3.770		
Another gender identity	0	--	3.539			3.398			--		
I prefer not to respond	34	3.459	3.399			3.428			3.069		

**Table 25. Teamwork Mean Comparisons by Gender**

What gender are you:	<i>TCC compared with:</i>										
	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
Man	83	3.926	3.932			3.923			3.783		
Woman	184	3.829	3.911			3.883			3.946		
Another gender identity	0	--	3.520			3.400			--		
I prefer not to respond	34	3.896	3.483	*	.387	3.505	*	.365	3.270	*	.572

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

-- indicates results redacted for confidentiality

**Table 26. Overall Mean Comparisons by Gender**

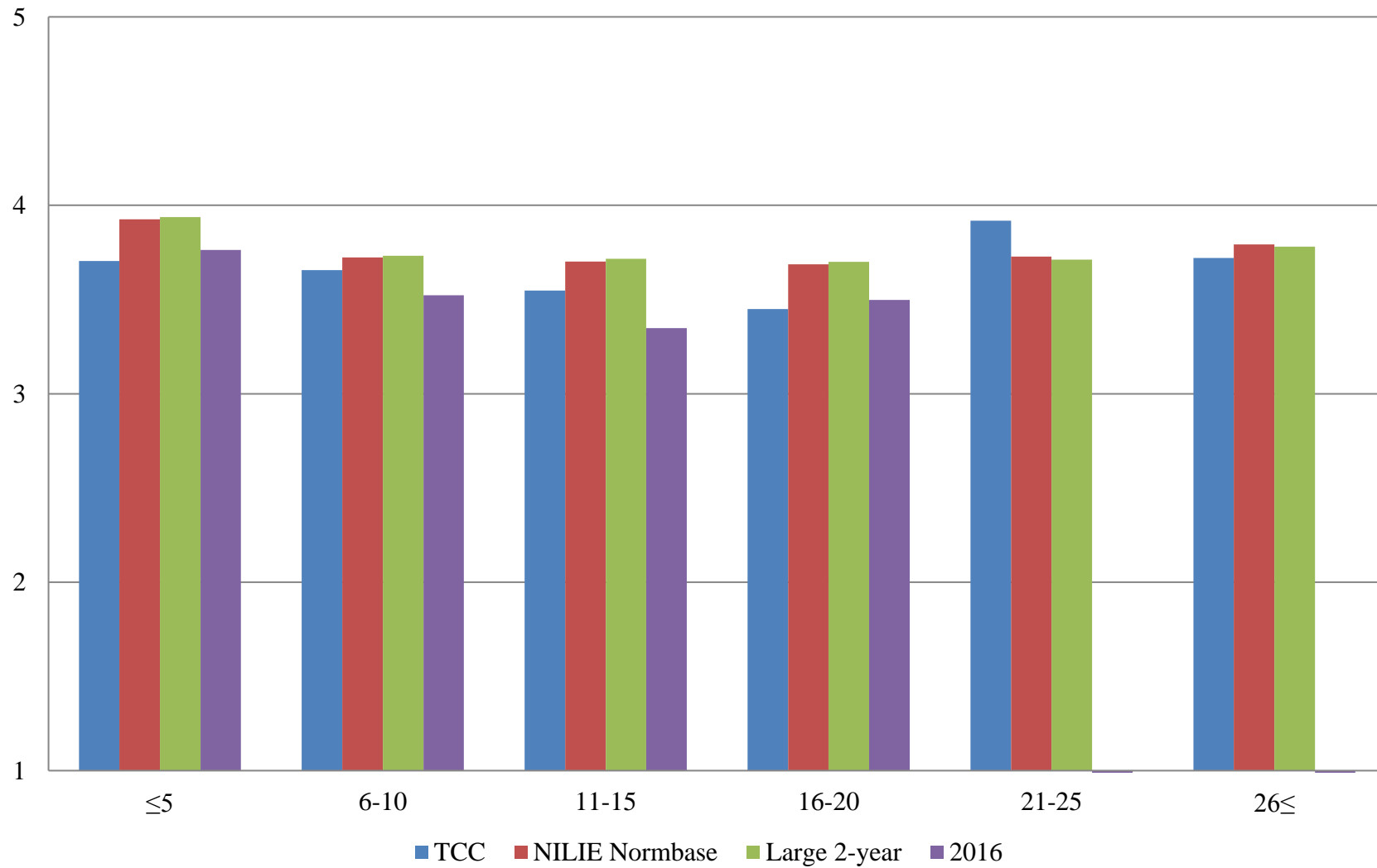
*TCC compared with:*

<b>What gender are you:</b>	<b>TCC</b>		<b>NILIE Normbase</b>			<b>Large 2-year</b>			<b>2016</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
Man	83	3.669	3.825			3.841	*	-.231	3.590		
Woman	184	3.672	3.824	**	-.209	3.818	**	-.202	3.692		
Another gender identity	0	--	3.413			3.280			--		
I prefer not to respond	34	3.415	3.339			3.368			3.121		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
5 years or less	136	3.400	3.697	***	-.344	3.719	***	-.375	3.410		
6-10 years	58	3.328	3.402			3.420			3.172		
11-15 years	43	3.132	3.357			3.381			2.911		
16-20 years	34	3.047	3.318			3.345			3.029		
21-25 years	13	3.477	3.369			3.358			--		
26 years or more	15	3.367	3.445			3.442			--		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
5 years or less	136	3.834	4.120	***	-.442	4.133	***	-.459	3.965		
6-10 years	58	3.993	4.014			4.010			3.894		
11-15 years	43	3.903	4.023			4.042			3.716		
16-20 years	34	3.866	4.022			4.034			4.078		
21-25 years	13	4.300	4.062			4.055			--		
26 years or more	15	4.058	4.094			4.105			--		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
5 years or less	136	3.840	3.984			3.991	*	-.177	3.859		
6-10 years	58	3.667	3.789			3.803			3.551		
11-15 years	43	3.516	3.759			3.775			3.431		
16-20 years	34	3.475	3.751			3.763			3.421		
21-25 years	13	3.995	3.780			3.769			--		
26 years or more	15	3.659	3.864			3.846			--		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
5 years or less	136	3.940	3.998			3.993			4.054		
6-10 years	58	3.742	3.821			3.815			3.645		
11-15 years	43	3.956	3.810			3.802			3.574		
16-20 years	34	3.577	3.815			3.808			3.684		
21-25 years	13	4.115	3.858			3.803			--		
26 years or more	15	4.042	3.922			3.857			--		

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

-- indicates results redacted for confidentiality

**Table 31. Overall Mean Comparisons by Years at this Institution**

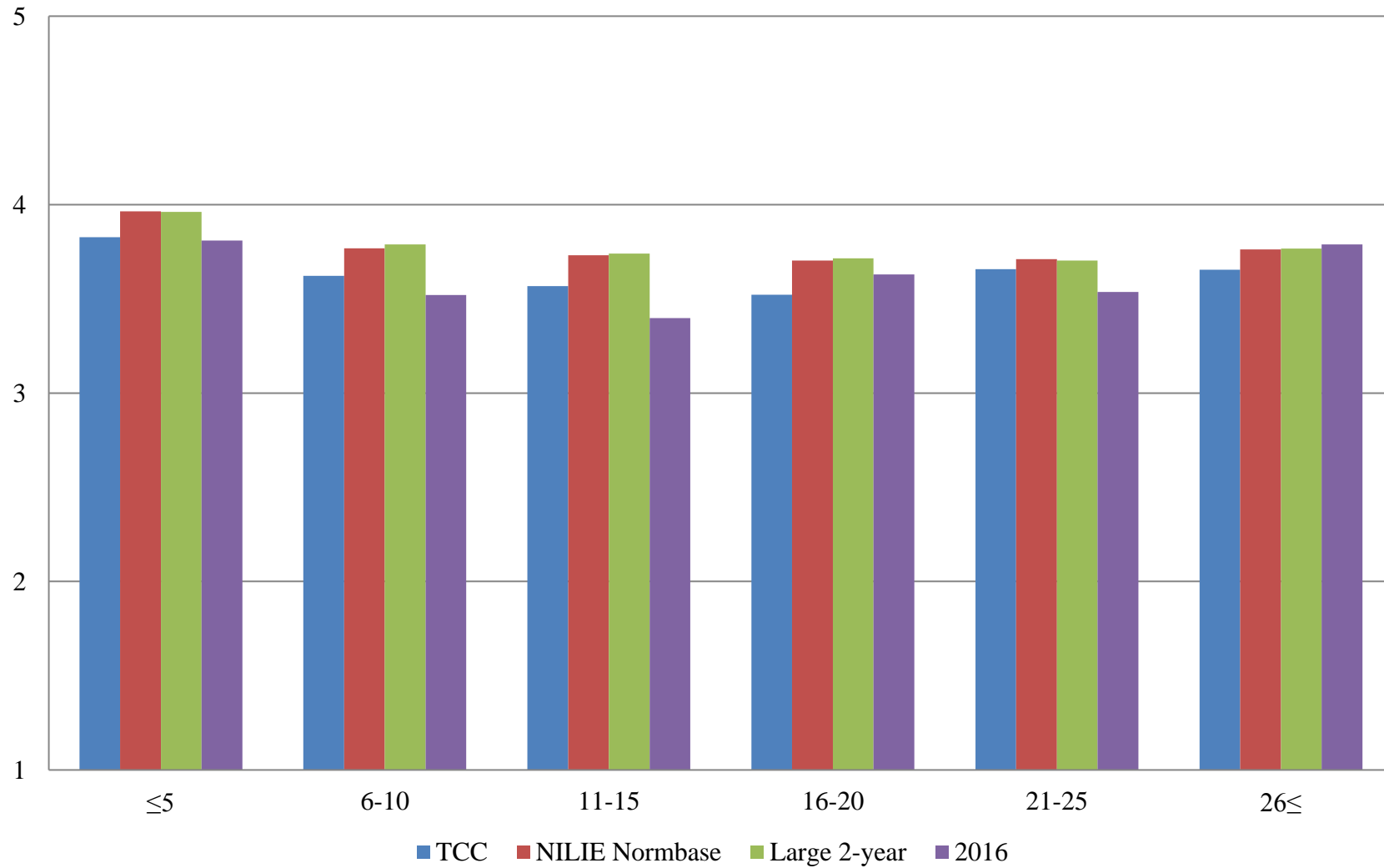
*TCC compared with:*

How many years have you worked at this institution?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
5 years or less	136	3.704	3.926	***	-.302	3.938	***	-.320	3.763		
6-10 years	58	3.657	3.723			3.732			3.523		
11-15 years	43	3.547	3.701			3.716			3.349		
16-20 years	34	3.450	3.686			3.699			3.498		
21-25 years	13	3.919	3.728			3.712			--		
26 years or more	15	3.720	3.793			3.781			--		

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

-- indicates results redacted for confidentiality

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
5 years or less	80	3.571	3.758	*	-.225	3.760	*	-.227	3.455		
6-10 years	63	3.277	3.468			3.506	*	-.258	3.125		
11-15 years	46	3.206	3.404			3.420			3.026		
16-20 years	49	3.108	3.351			3.381	*	-.309	3.236		
21-25 years	27	3.223	3.339			3.341			3.109		
26 years or more	32	3.298	3.410			3.422			3.376		

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

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
5 years or less	80	3.960	4.149	**	-.297	4.154	**	-.304	3.949		
6-10 years	63	3.851	4.024	*	-.263	4.035	*	-.277	3.853		
11-15 years	46	3.904	4.033			4.046			3.771		
16-20 years	49	3.857	4.017			4.014			4.028		
21-25 years	27	3.916	4.039			4.045			4.025		
26 years or more	32	4.039	4.075			4.091			4.109		

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

**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
5 years or less	80	3.916	4.010			4.003			3.966		
6-10 years	63	3.723	3.841			3.860			3.594		
11-15 years	46	3.553	3.791			3.800			3.383		
16-20 years	49	3.564	3.770			3.789			3.620		
21-25 years	27	3.809	3.779			3.772			3.536		
26 years or more	32	3.641	3.823			3.827			3.853		

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



**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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
5 years or less	80	4.025	4.024			4.004			4.087		
6-10 years	63	3.807	3.859			3.863			3.733		
11-15 years	46	3.779	3.832			3.824			3.636		
16-20 years	49	3.846	3.824			3.814			3.889		
21-25 years	27	3.938	3.852			3.797			3.641		
26 years or more	32	3.791	3.896			3.865			4.084		

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

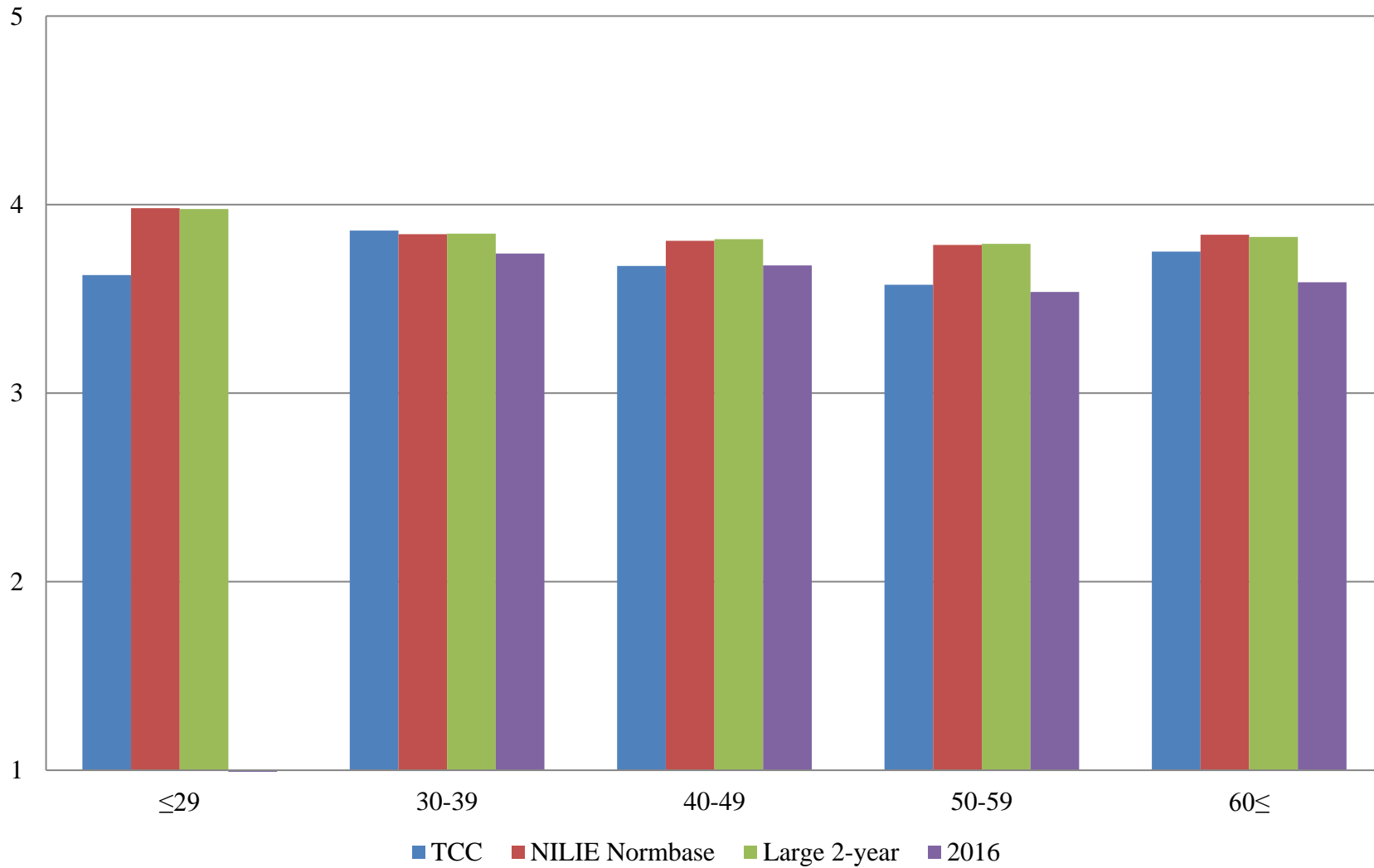
**Table 36. Overall Mean Comparisons by Years in Higher Education**

*TCC compared with:*

How many years have you worked in higher education?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
5 years or less	80	3.826	3.964			3.962			3.810		
6-10 years	63	3.622	3.768			3.789			3.521		
11-15 years	46	3.568	3.731			3.740			3.397		
16-20 years	49	3.522	3.703			3.715			3.629		
21-25 years	27	3.657	3.711			3.703			3.536		
26 years or more	32	3.654	3.762			3.767			3.789		

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

**Figure 8. Overall Climate by Age**



**Table 37. Institutional Structure Mean Comparisons by Age**

*TCC compared with:*

What is your age?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
29 or younger	17	3.235	3.755	**	-.628	3.755	*	-.618	--		
30-39	51	3.487	3.553			3.561			3.431		
40-49	66	3.353	3.513			3.526			3.252		
50-59	83	3.251	3.485	*	-.260	3.501	*	-.285	3.152		
60 or older	49	3.449	3.555			3.553			3.226		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
29 or younger	17	3.804	4.130	*	-.521	4.148	*	-.553	--		
30-39	51	4.019	4.059			4.055			3.920		
40-49	66	3.915	4.060			4.071			3.997		
50-59	83	3.866	4.078	**	-.334	4.086	**	-.353	3.913		
60 or older	49	4.009	4.109			4.106			3.964		

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

-- indicates results redacted for confidentiality

**Table 39. Supervisory Relationships Mean Comparisons by Age**

*TCC compared with:*

What is your age?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
29 or younger	17	3.813	4.053			4.031			--		
30-39	51	4.001	3.928			3.939			3.813		
40-49	66	3.734	3.876			3.887			3.730		
50-59	83	3.627	3.838	*	-.233	3.842	*	-.239	3.574		
60 or older	49	3.743	3.887			3.870			3.616		

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

-- indicates results redacted for confidentiality

**Table 40. Teamwork Mean Comparisons by Age**

*TCC compared with:*

What is your age?	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.855	3.872			3.860			3.846		
29 or younger	17	3.900	4.100			4.078			--		
30-39	51	4.195	3.964			3.958			3.992		
40-49	66	3.856	3.906			3.895			3.996		
50-59	83	3.719	3.866			3.844			3.723		
60 or older	49	4.020	3.929			3.893			3.749		

\* 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			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	322	3.630	3.774	***	-.191	3.785	***	-.207	3.620		
29 or younger	17	3.627	3.981	*	-.516	3.976	*	-.500	--		
30-39	51	3.863	3.843			3.847			3.740		
40-49	66	3.675	3.808			3.816			3.678		
50-59	83	3.575	3.787	*	-.282	3.792	**	-.293	3.537		
60 or older	49	3.750	3.841			3.829			3.588		

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

-- indicates results redacted for confidentiality