



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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Tacoma Community College
Tacoma, Washington

PACE Executive Summary
Personal Assessment of the College Environment

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EXECUTIVE SUMMARY

During February and March 2019 the Personal Assessment of the College Environment (PACE) survey was administered to 831 employees at Tacoma Community College (TCC). Of those 831 employees, 322 (38.7%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 322 TCC employees who completed the PACE survey, 215 (66.8%) provided written comments.

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 qualitative section and a customized section designed specifically for TCC. Respondents were asked to rate the items about 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 and two qualitative questions.

At TCC, the PACE results yielded an overall 3.630 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Part-time Faculty rated the campus climate the highest with a mean score of 3.791, followed by Classified (3.628), Full-time Faculty (3.625), and Administrative/Exempt (3.563). The most favorable areas cited in the qualitative questions pertain to the Student Focus climate factor, while the least favorable areas specifically address issues regarding the Institutional Structure climate factor.

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, 4.476 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.138 (#2)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.098 (#9)
- The extent to which there is a spirit of cooperation within my work team, 4.047 (#3)
- The extent to which this institution prepares students for further learning, 4.030 (#37)
- The extent to which I am given the opportunity to be creative in my work, 4.010 (#39)
- The extent to which student ethnic and cultural diversity are important at this institution, 3.974 (#18)
- The extent to which students receive an excellent education at this institution, 3.949 (#31)
- The extent to which this institution prepares students for a career, 3.886 (#35)
- The extent to which a spirit of cooperation exists in my department, 3.867 (#43)

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, 2.856 (#38)
- The extent to which this institution is appropriately organized, 2.974 (#32)
- The extent to which I am able to appropriately influence the direction of this institution, 3.047 (#15)
- The extent to which information is shared within the institution, 3.116 (#10)
- The extent to which decisions are made at the appropriate level at this institution, 3.140 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.218 (#16)
- The extent to which institutional teams use problem-solving techniques, 3.219 (#11)
- The extent to which this institution has been successful in positively motivating my performance, 3.221 (#22)
- The extent to which my work is guided by clearly defined administrative processes, 3.284 (#44)
- The extent to which a spirit of cooperation exists at this institution, 3.329 (#25)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report that includes custom and custom demographic questions included specifically for TCC; and a qualitative report. Report interpretation instructions and an Excel data file with a codebook are also included.