Tacoma Community College
Tacoma, Washington

PACE Report

Personal Assessment of the College Environment

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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization. Yukl (2002) defines organizational culture as "the shared values and beliefs of members about the activities of the organization and interpersonal relationships" (p. 108). Schein (2004) observes that culture "points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious. In that sense culture is to a group what personality is to an individual" (p. 8). Culture as a concept, then, is deeply embedded in an organization and relatively difficult to change; yet it has real day-to-day consequences in the life of the organization. According to Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norms, and new members of an organization need to be socialized in the culture in order for the whole to function effectively.

Climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially then, climate is a subset of an organization's culture, emerging from the assumptions made about the underlying value system and finding expression through members' attitudes and actions (Baker & Associates, 1992).

The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution. Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees' abilities to be creative and express ideas related to their work. The Teamwork climate factor explores the spirit of cooperation that exists within teams, while the Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Taken together the climate factors provide a valid source to define areas needing change or improvement and sets the stage for strategic planning.

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they see a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker & Associates, 1992).

NILIE's present research examines the value of delegating and empowering others within the organization through an effective management and leadership process. Yukl (2002) defined leadership as "the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives" (p. 7). The concept of leadership has been studied for many years in a variety of

work settings, and there is no one theory of management and leadership that is universally accepted (Baker & Associates, 1992). However, organizational research conducted to date shows a strong relationship between leadership processes and other aspects of the organizational culture. Intensive efforts to conceptualize and measure organizational climate began in the 1960s with Rensis Likert's work at the University of Michigan (Rouche & Baker, 1987). NILIE has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by NILIE at North Carolina State University.

Figure 1. The PACE Model
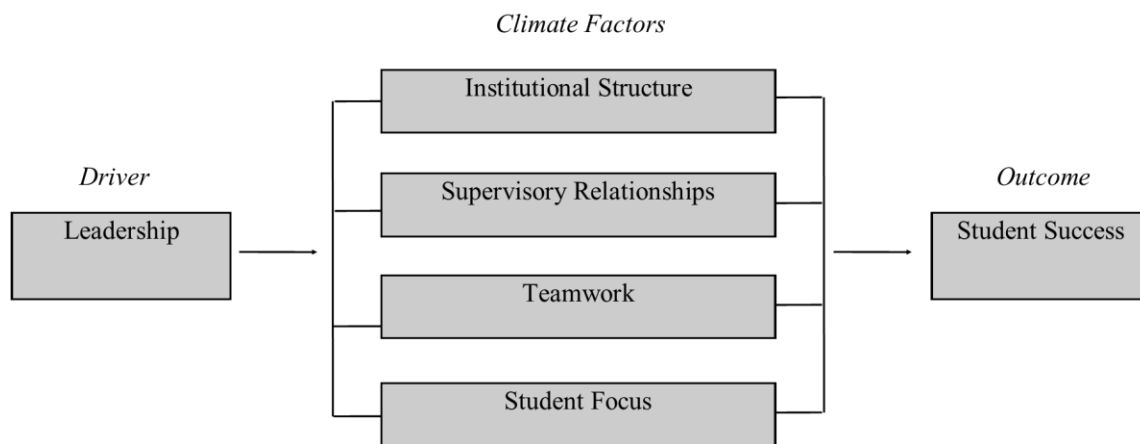
Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, NILIE has worked hard to demonstrate the validity of the PACE instrument through both content and construct validity. Content validity has been established through a rigorous review of the instrument's questions by scholars and professionals in higher education to ensure that the instrument's items capture the essential aspects of institutional effectiveness. Building on this foundation of content validity, the PACE instrument has been thoroughly tested to ensure construct (climate factors) validity through two separate factor analysis studies (Tiu, 2001; Caison, 2005).

References

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Caison, A. (2005). *PACE survey instrument exploratory factor analysis*. Report, NILIE, Raleigh, North Carolina.

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Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Bass.

Tiu, S. (2001). *Institutional effectiveness in higher education: Factor analysis of the personal assessment of college environment survey instrument*. Unpublished doctoral dissertation, North Carolina State University, Raleigh.

Yukl, G. S. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Table 1. Institutional Structure Frequency Distributions

Institutional Structure	Response Option	TCC Count	TCC %	NILIE Normbase Count	NILIE Normbase %	Large 2-year Count	Large 2-year %	2016 Count	2016 %
The extent to which…									
1 the actions of this institution reflect its mission	Very dissatisfied	7	2%	1602	3%	500	2%	15	4%
	Dissatisfied	45	14%	6013	10%	2070	10%	53	15%
	Neither	67	21%	9217	15%	3179	15%	72	20%
	Satisfied	155	49%	29220	47%	10281	47%	161	46%
	Very satisfied	43	14%	15642	25%	5680	26%	51	14%
	Total	**317**	**100%**	**61694**	**100%**	**21710**	**100%**	**352**	**100%**
4 decisions are made at the appropriate level at this institution	Very dissatisfied	17	5%	5023	8%	1700	8%	34	10%
	Dissatisfied	75	24%	12248	20%	4255	20%	81	23%
	Neither	98	31%	13590	22%	4951	23%	96	27%
	Satisfied	95	30%	20566	34%	7234	34%	102	29%
	Very satisfied	29	9%	9604	16%	3302	15%	38	11%
	Total	**314**	**100%**	**61031**	**100%**	**21442**	**100%**	**351**	**100%**
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	20	6%	2114	3%	711	3%	24	7%
	Dissatisfied	56	18%	4573	7%	1547	7%	49	14%
	Neither	73	23%	11841	19%	3788	17%	72	20%
	Satisfied	106	33%	23725	39%	8328	38%	123	35%
	Very satisfied	64	20%	19192	31%	7283	34%	85	24%
	Total	**319**	**100%**	**61445**	**100%**	**21657**	**100%**	**353**	**100%**
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	17	5%	3430	6%	1077	5%	25	7%
	Dissatisfied	44	14%	7612	12%	2575	12%	47	13%
	Neither	63	20%	9888	16%	3415	16%	79	22%
	Satisfied	127	40%	23140	38%	8120	37%	128	36%
	Very satisfied	68	21%	17509	28%	6471	30%	74	21%
	Total	**319**	**100%**	**61579**	**100%**	**21658**	**100%**	**353**	**100%**

Institutional Structure (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	37	12%	6753	11%	2237	10%	49	14%
	Dissatisfied	67	21%	12523	20%	4267	20%	72	20%
	Neither	80	25%	13081	21%	4656	21%	90	25%
	Satisfied	90	28%	18852	30%	6755	31%	108	30%
	Very satisfied	44	14%	10630	17%	3861	18%	36	10%
	Total	**318**	**100%**	**61839**	**100%**	**21776**	**100%**	**355**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	19	7%	2390	4%	788	4%	21	6%
	Dissatisfied	40	14%	7010	12%	2339	12%	49	15%
	Neither	110	38%	17452	31%	6187	31%	115	35%
	Satisfied	97	34%	22297	39%	7785	39%	112	34%
	Very satisfied	22	8%	7653	13%	2705	14%	28	9%
	Total	**288**	**100%**	**56802**	**100%**	**19804**	**100%**	**325**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	36	12%	6435	11%	2276	11%	53	16%
	Dissatisfied	57	19%	10415	18%	3716	19%	70	21%
	Neither	93	31%	16923	29%	6039	30%	105	32%
	Satisfied	87	29%	16242	28%	5526	28%	74	22%
	Very satisfied	28	9%	7435	13%	2528	13%	31	9%
	Total	**301**	**100%**	**57450**	**100%**	**20085**	**100%**	**333**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	36	11%	6064	10%	1985	9%	49	14%
	Dissatisfied	44	14%	10147	17%	3442	16%	63	18%
	Neither	98	31%	12863	21%	4644	22%	87	25%
	Satisfied	91	29%	20594	34%	7331	34%	110	31%
	Very satisfied	47	15%	11270	18%	4023	19%	44	12%
	Total	**316**	**100%**	**60938**	**100%**	**21425**	**100%**	**353**	**100%**

Institutional Structure (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	34	11%	5581	9%	1935	9%	47	14%
	Dissatisfied	55	18%	9029	15%	3191	15%	68	20%
	Neither	75	24%	12277	20%	4290	20%	72	21%
	Satisfied	104	33%	20356	34%	7095	33%	100	29%
	Very satisfied	44	14%	13235	22%	4695	22%	57	17%
	Total	**312**	**100%**	**60478**	**100%**	**21206**	**100%**	**344**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	22	7%	5466	9%	1792	8%	39	11%
	Dissatisfied	53	17%	9897	16%	3398	16%	68	20%
	Neither	76	25%	12329	20%	4414	21%	71	21%
	Satisfied	119	38%	21431	35%	7524	35%	123	36%
	Very satisfied	40	13%	11569	19%	4156	20%	41	12%
	Total	**310**	**100%**	**60692**	**100%**	**21284**	**100%**	**342**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	13	4%	2071	3%	711	3%	13	4%
	Dissatisfied	25	8%	4010	7%	1342	6%	31	9%
	Neither	80	26%	14899	25%	5240	25%	99	29%
	Satisfied	138	45%	26077	44%	9172	44%	138	41%
	Very satisfied	49	16%	12541	21%	4418	21%	58	17%
	Total	**305**	**100%**	**59598**	**100%**	**20883**	**100%**	**339**	**100%**
32 this institution is appropriately organized	Very dissatisfied	29	10%	5226	9%	1791	9%	31	9%
	Dissatisfied	79	26%	11154	19%	3830	18%	88	27%
	Neither	88	29%	14013	24%	4932	24%	85	26%
	Satisfied	87	29%	19869	33%	6967	33%	102	31%
	Very satisfied	21	7%	9336	16%	3340	16%	25	8%
	Total	**304**	**100%**	**59598**	**100%**	**20860**	**100%**	**331**	**100%**

Institutional Structure (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	65	22%	8565	15%	3126	16%	84	26%
	Dissatisfied	50	17%	9191	16%	3187	16%	73	23%
	Neither	75	25%	14648	26%	4988	25%	73	23%
	Satisfied	79	27%	15188	27%	5361	27%	60	19%
	Very satisfied	29	10%	9138	16%	3319	17%	31	10%
	Total	**298**	**100%**	**56730**	**100%**	**19981**	**100%**	**321**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	17	5%	3102	5%	995	5%	24	7%
	Dissatisfied	37	12%	7305	12%	2387	11%	46	14%
	Neither	64	21%	10459	17%	3623	17%	91	27%
	Satisfied	138	44%	25848	43%	9188	43%	131	39%
	Very satisfied	55	18%	13647	23%	4975	24%	47	14%
	Total	**311**	**100%**	**60361**	**100%**	**21168**	**100%**	**339**	**100%**
44 my work is guided by clearly defined administrative processes	Very dissatisfied	20	7%	4272	7%	1427	7%	28	8%
	Dissatisfied	61	20%	7569	13%	2564	12%	51	15%
	Neither	76	25%	13684	23%	4808	23%	102	31%
	Satisfied	105	35%	22335	38%	7921	38%	105	32%
	Very satisfied	41	14%	11551	19%	4099	20%	47	14%
	Total	**303**	**100%**	**59411**	**100%**	**20819**	**100%**	**333**	**100%**

Table 2. Student Focus Frequency Distributions

Student Focus	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
7 student needs are central to what we do	Very dissatisfied	14	4%	2257	4%	689	3%	15	4%
	Dissatisfied	32	10%	6277	10%	2080	10%	34	10%
	Neither	43	14%	7808	13%	2661	12%	56	16%
	Satisfied	122	39%	23353	38%	8271	38%	149	42%
	Very satisfied	104	33%	22008	36%	8020	37%	101	28%
	Total	**315**	**100%**	**61703**	**100%**	**21721**	**100%**	**355**	**100%**
8 I feel my job is relevant to this institution's mission	Very dissatisfied	4	1%	949	2%	301	1%	7	2%
	Dissatisfied	5	2%	1616	3%	551	3%	16	4%
	Neither	18	6%	3871	6%	1336	6%	18	5%
	Satisfied	100	31%	19991	32%	6874	32%	122	34%
	Very satisfied	192	60%	35281	57%	12640	58%	193	54%
	Total	**319**	**100%**	**61708**	**100%**	**21702**	**100%**	**356**	**100%**
17 faculty meet the needs of students	Very dissatisfied	6	2%	910	2%	336	2%	5	2%
	Dissatisfied	37	13%	3256	6%	1202	6%	16	5%
	Neither	72	25%	9091	16%	3260	16%	67	20%
	Satisfied	113	40%	26553	46%	9197	45%	158	48%
	Very satisfied	57	20%	18125	31%	6267	31%	86	26%
	Total	**285**	**100%**	**57935**	**100%**	**20262**	**100%**	**332**	**100%**
18 student ethnic and cultural diversity are important at this institution	Very dissatisfied	6	2%	1123	2%	350	2%	12	3%
	Dissatisfied	22	7%	2513	4%	735	3%	25	7%
	Neither	58	19%	8972	15%	2741	13%	49	14%
	Satisfied	111	36%	25447	42%	8958	42%	146	42%
	Very satisfied	112	36%	22311	37%	8446	40%	114	33%
	Total	**309**	**100%**	**60366**	**100%**	**21230**	**100%**	**346**	**100%**

Student Focus (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	5	2%	756	1%	271	1%	6	2%
	Dissatisfied	17	6%	2445	4%	885	4%	15	5%
	Neither	70	24%	10641	18%	3704	18%	74	23%
	Satisfied	140	48%	28315	49%	9925	49%	173	53%
	Very satisfied	60	21%	15943	27%	5600	27%	60	18%
	Total	**292**	**100%**	**58100**	**100%**	**20385**	**100%**	**328**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	7	2%	1228	2%	443	2%	12	4%
	Dissatisfied	31	10%	3641	6%	1340	7%	16	5%
	Neither	59	19%	9601	16%	3491	17%	64	20%
	Satisfied	139	46%	26643	46%	9110	45%	138	43%
	Very satisfied	67	22%	17200	29%	5970	29%	90	28%
	Total	**303**	**100%**	**58313**	**100%**	**20354**	**100%**	**320**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	6	2%	1060	2%	385	2%	11	3%
	Dissatisfied	18	6%	2441	4%	871	5%	10	3%
	Neither	67	23%	12270	23%	4699	25%	58	18%
	Satisfied	131	45%	24332	45%	8048	43%	156	49%
	Very satisfied	72	24%	14191	26%	4532	24%	85	27%
	Total	**294**	**100%**	**54294**	**100%**	**18535**	**100%**	**320**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	5	2%	553	1%	192	1%	1	0%
	Dissatisfied	14	5%	1980	3%	669	3%	16	5%
	Neither	49	16%	6959	12%	2381	11%	46	14%
	Satisfied	152	51%	27395	46%	9429	45%	172	53%
	Very satisfied	77	26%	22387	38%	8130	39%	90	28%
	Total	**297**	**100%**	**59274**	**100%**	**20801**	**100%**	**325**	**100%**

Student Focus (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
35 this institution prepares students for a career	Very dissatisfied	5	2%	641	1%	209	1%	0	0%
	Dissatisfied	15	5%	1751	3%	617	3%	11	3%
	Neither	60	20%	7270	12%	2493	12%	65	20%
	Satisfied	148	49%	27188	46%	9401	45%	163	50%
	Very satisfied	71	24%	22230	38%	8019	39%	84	26%
	Total	**299**	**100%**	**59080**	**100%**	**20739**	**100%**	**323**	**100%**
37 this institution prepares students for further learning	Very dissatisfied	5	2%	664	1%	215	1%	1	0%
	Dissatisfied	10	3%	1787	3%	595	3%	6	2%
	Neither	41	14%	6798	11%	2276	11%	49	15%
	Satisfied	155	52%	28309	48%	9862	48%	164	50%
	Very satisfied	85	29%	21581	36%	7796	38%	106	33%
	Total	**296**	**100%**	**59139**	**100%**	**20744**	**100%**	**326**	**100%**
40 students are assisted with their personal development	Very dissatisfied	8	3%	835	1%	282	1%	2	1%
	Dissatisfied	15	5%	2627	5%	882	4%	18	6%
	Neither	66	23%	10964	19%	3798	19%	70	23%
	Satisfied	139	49%	26659	47%	9227	47%	157	51%
	Very satisfied	54	19%	15590	28%	5608	28%	60	20%
	Total	**282**	**100%**	**56675**	**100%**	**19797**	**100%**	**307**	**100%**
42 students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	495	1%	167	1%	4	1%
	Dissatisfied	15	5%	1829	3%	609	3%	17	6%
	Neither	80	29%	10639	19%	3656	19%	82	27%
	Satisfied	150	54%	30267	55%	10469	54%	156	52%
	Very satisfied	28	10%	12069	22%	4378	23%	41	14%
	Total	**277**	**100%**	**55299**	**100%**	**19279**	**100%**	**300**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

TCC compared with:

Supervisory Relationships	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
2 my supervisor expresses confidence in my work	Very dissatisfied	14	4%	2057	3%	705	3%	10	3%
	Dissatisfied	23	7%	3845	6%	1310	6%	32	9%
	Neither	33	10%	5581	9%	1974	9%	35	10%
	Satisfied	84	26%	18000	29%	6437	30%	113	31%
	Very satisfied	165	52%	32061	52%	11225	52%	171	47%
	Total	**319**	**100%**	**61544**	**100%**	**21651**	**100%**	**361**	**100%**
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	20	6%	3177	5%	1116	5%	22	6%
	Dissatisfied	24	8%	4641	8%	1660	8%	26	7%
	Neither	34	11%	6407	10%	2286	11%	35	10%
	Satisfied	65	21%	17008	28%	5968	28%	102	28%
	Very satisfied	173	55%	30426	49%	10654	49%	175	49%
	Total	**316**	**100%**	**61659**	**100%**	**21684**	**100%**	**360**	**100%**
12 positive work expectations are communicated to me	Very dissatisfied	20	6%	2816	5%	930	4%	24	7%
	Dissatisfied	38	12%	6322	10%	2139	10%	42	12%
	Neither	59	19%	10135	17%	3505	16%	63	18%
	Satisfied	138	44%	26130	43%	9312	44%	154	44%
	Very satisfied	58	19%	15429	25%	5479	26%	67	19%
	Total	**313**	**100%**	**60832**	**100%**	**21365**	**100%**	**350**	**100%**
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	11	4%	1978	4%	688	4%	10	3%
	Dissatisfied	35	12%	4239	8%	1521	8%	34	11%
	Neither	77	27%	13744	25%	4729	25%	101	32%
	Satisfied	120	43%	24169	44%	8494	44%	125	40%
	Very satisfied	39	14%	10991	20%	3852	20%	46	15%
	Total	**282**	**100%**	**55121**	**100%**	**19284**	**100%**	**316**	**100%**

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	32	10%	3498	6%	1204	6%	33	10%
	Dissatisfied	44	14%	6105	10%	2086	10%	44	13%
	Neither	70	22%	11336	19%	3907	18%	80	23%
	Satisfied	95	30%	23553	39%	8289	39%	116	34%
	Very satisfied	72	23%	16107	27%	5769	27%	72	21%
	Total	**313**	**100%**	**60599**	**100%**	**21255**	**100%**	**345**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	31	10%	3019	5%	1048	5%	31	9%
	Dissatisfied	39	13%	6094	10%	2114	10%	46	14%
	Neither	60	19%	10590	17%	3623	17%	65	19%
	Satisfied	113	36%	24875	41%	8710	41%	130	38%
	Very satisfied	68	22%	15959	26%	5723	27%	66	20%
	Total	**311**	**100%**	**60537**	**100%**	**21218**	**100%**	**338**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	35	11%	4163	7%	1495	7%	30	9%
	Dissatisfied	28	9%	5571	9%	1918	9%	29	8%
	Neither	47	15%	9875	17%	3499	17%	74	22%
	Satisfied	95	31%	19340	32%	6790	32%	110	32%
	Very satisfied	102	33%	20828	35%	7249	35%	99	29%
	Total	**307**	**100%**	**59777**	**100%**	**20951**	**100%**	**342**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	26	9%	3927	7%	1413	7%	29	9%
	Dissatisfied	28	9%	4909	8%	1738	8%	23	7%
	Neither	31	10%	9196	15%	3263	16%	58	17%
	Satisfied	113	37%	19252	32%	6712	32%	122	36%
	Very satisfied	106	35%	22469	38%	7802	37%	109	32%
	Total	**304**	**100%**	**59753**	**100%**	**20928**	**100%**	**341**	**100%**

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	16	5%	2624	4%	890	4%	21	6%
	Dissatisfied	32	10%	5534	9%	1879	9%	33	10%
	Neither	85	28%	12844	21%	4424	21%	87	26%
	Satisfied	118	38%	25433	42%	9046	43%	126	37%
	Very satisfied	57	19%	13541	23%	4779	23%	70	21%
	Total	**308**	**100%**	**59976**	**100%**	**21018**	**100%**	**337**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	35	11%	3566	6%	1278	6%	27	8%
	Dissatisfied	24	8%	5144	9%	1716	8%	37	11%
	Neither	59	19%	10968	18%	3881	19%	70	21%
	Satisfied	105	34%	20346	34%	7182	35%	116	34%
	Very satisfied	82	27%	19405	33%	6743	32%	87	26%
	Total	**305**	**100%**	**59429**	**100%**	**20800**	**100%**	**337**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	12	4%	2561	4%	935	4%	27	8%
	Dissatisfied	21	7%	3530	6%	1237	6%	23	7%
	Neither	41	13%	7687	13%	2656	13%	59	17%
	Satisfied	115	37%	22691	38%	7957	38%	123	36%
	Very satisfied	122	39%	23555	39%	8264	39%	108	32%
	Total	**311**	**100%**	**60024**	**100%**	**21049**	**100%**	**340**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	19	6%	3404	6%	1166	6%	32	9%
	Dissatisfied	31	10%	5927	10%	2009	10%	31	9%
	Neither	65	21%	11513	19%	4043	19%	74	22%
	Satisfied	141	45%	24119	41%	8481	41%	141	42%
	Very satisfied	54	17%	14563	24%	5109	25%	59	18%
	Total	**310**	**100%**	**59526**	**100%**	**20808**	**100%**	**337**	**100%**

Supervisory Relationships (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
46 professional development and	Very dissatisfied	24	8%	3348	6%	1057	5%	24	7%
training opportunities are available	Dissatisfied	30	10%	5465	9%	1776	8%	49	14%
	Neither	50	16%	9127	15%	2967	14%	69	20%
	Satisfied	135	44%	23148	39%	8030	38%	135	40%
	Very satisfied	70	23%	18694	31%	7155	34%	61	18%
	Total	**309**	**100%**	**59782**	**100%**	**20985**	**100%**	**338**	**100%**

Table 4. Teamwork Frequency Distributions

TCC compared with:

Teamwork	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
3 there is a spirit of cooperation within my work team	Very dissatisfied	8	3%	2928	5%	1066	5%	19	5%
	Dissatisfied	32	10%	6425	10%	2221	10%	29	8%
	Neither	32	10%	6615	11%	2474	11%	32	9%
	Satisfied	112	35%	20774	34%	7330	34%	123	35%
	Very satisfied	135	42%	24573	40%	8437	39%	150	42%
	Total	**319**	**100%**	**61315**	**100%**	**21528**	**100%**	**353**	**100%**
14 my primary work team uses problem-solving techniques	Very dissatisfied	12	4%	1809	3%	632	3%	12	4%
	Dissatisfied	24	8%	4306	7%	1557	8%	27	8%
	Neither	50	17%	9602	16%	3377	17%	57	17%
	Satisfied	132	44%	24849	42%	8650	42%	148	44%
	Very satisfied	85	28%	17928	31%	6234	30%	91	27%
	Total	**303**	**100%**	**58494**	**100%**	**20450**	**100%**	**335**	**100%**
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	18	6%	3095	5%	1107	5%	24	7%
	Dissatisfied	33	11%	5879	10%	2075	10%	33	10%
	Neither	39	13%	8594	14%	3047	15%	42	12%
	Satisfied	127	41%	23419	39%	8215	39%	139	41%
	Very satisfied	92	30%	18606	31%	6438	31%	101	30%
	Total	**309**	**100%**	**59593**	**100%**	**20882**	**100%**	**339**	**100%**
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	22	7%	3244	5%	1121	5%	24	7%
	Dissatisfied	27	9%	5420	9%	1940	9%	31	9%
	Neither	35	11%	8255	14%	2950	14%	49	14%
	Satisfied	131	43%	22529	38%	7810	38%	137	40%
	Very satisfied	91	30%	19814	33%	6905	33%	98	29%
	Total	**306**	**100%**	**59262**	**100%**	**20726**	**100%**	**339**	**100%**

Teamwork (continued)	Response Option	TCC		NILIE Normbase		Large 2-year		2016	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	7	2%	2016	3%	690	3%	18	6%
	Dissatisfied	24	8%	4137	7%	1457	7%	19	6%
	Neither	50	17%	9613	17%	3403	17%	57	18%
	Satisfied	143	48%	24959	43%	8606	43%	147	46%
	Very satisfied	76	25%	17426	30%	6080	30%	81	25%
	Total	**300**	**100%**	**58151**	**100%**	**20236**	**100%**	**322**	**100%**
43 a spirit of cooperation exists in my department	Very dissatisfied	20	6%	3678	6%	1331	6%	22	7%
	Dissatisfied	26	8%	5589	9%	1998	9%	33	10%
	Neither	40	13%	7433	12%	2753	13%	40	12%
	Satisfied	112	36%	21744	36%	7685	36%	123	36%
	Very satisfied	111	36%	21617	36%	7300	35%	120	36%
	Total	**309**	**100%**	**60061**	**100%**	**21067**	**100%**	**338**	**100%**

Table 5. Climate Factor Mean Comparisons

	TCC		NILIE Normbase			Large 2-year			2016		
Climate Factor	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		
Institutional Structure	322	3.281	3.472	***	-.211	3.492	***	-.237	3.232		
Student Focus	322	3.891	4.048	***	-.241	4.059	***	-.259	3.945		
Supervisory Relationships	322	3.702	3.836	**	-.149	3.847	**	-.161	3.683		
Teamwork	322	3.855	3.872			3.860			3.846		

TCC compared with:

Figure 1. Means by Comparison Group and Climate Factor
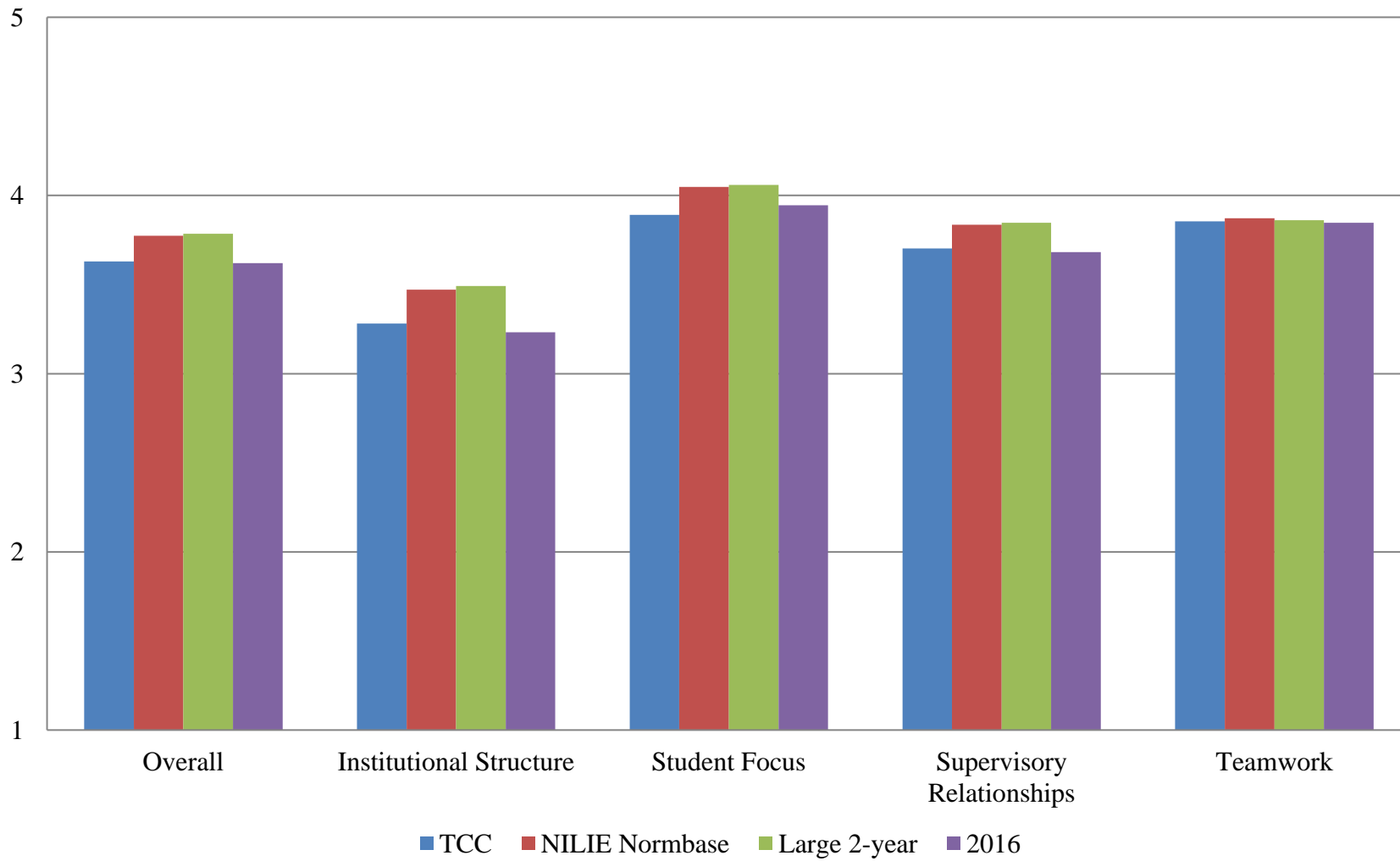
Table 6. Institutional Structure Item Mean Comparisons

TCC compared with:

		TCC		NILIE Normbase			Large 2-year			2016		
	Institutional Structure	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…												
1	the actions of this institution reflect its mission	317	3.574	3.831	***	-.257	3.855	***	-.285	3.511		
4	decisions are made at the appropriate level at this institution	314	3.140	3.286	*	-.123	3.288	*	-.126	3.083		
5	the institution effectively promotes diversity in the workplace	319	3.433	3.868	***	-.415	3.920	***	-.467	3.555		
6	administrative leadership is focused on meeting the needs of students	319	3.580	3.709	*	-.111	3.754	**	-.152	3.507		
10	information is shared within the institution	318	3.116	3.228			3.263	*	-.118	3.028		
11	institutional teams use problem-solving techniques	288	3.219	3.454	***	-.234	3.469	***	-.250	3.237		
15	I am able to appropriately influence the direction of this institution	301	3.047	3.136			3.115			2.880		
16	open and ethical communication is practiced at this institution	316	3.218	3.342			3.372	*	-.126	3.105		
22	this institution has been successful in positively motivating my performance	312	3.221	3.440	**	-.177	3.444	**	-.180	3.151		
25	a spirit of cooperation exists at this institution	310	3.329	3.391			3.416			3.173		
29	institution-wide policies guide my work	305	3.607	3.722	*	-.117	3.730	*	-.126	3.581		
32	this institution is appropriately organized	304	2.974	3.284	***	-.261	3.299	***	-.274	3.006		
38	I have the opportunity for advancement within this institution	298	2.856	3.126	***	-.210	3.128	***	-.209	2.629	*	.174
41	I receive adequate information regarding important activities at this institution	311	3.569	3.657			3.697	*	-.118	3.386	*	.167
44	my work is guided by clearly defined administrative processes	303	3.284	3.494	**	-.182	3.514	***	-.202	3.276		

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

Table 7. Student Focus Item Mean Comparisons

TCC compared with:

	Student Focus	TCC		NILIE Normbase			Large 2-year			2016		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
	The extent to which…											
7	student needs are central to what we do	315	3.857	3.917			3.960			3.808		
8	I feel my job is relevant to this institution's mission	319	4.476	4.410			4.428			4.343	*	.157
17	faculty meet the needs of students	285	3.625	3.996	***	-.406	3.980	***	-.384	3.916	***	-.308
18	student ethnic and cultural diversity are important at this institution	309	3.974	4.082	*	-.117	4.150	***	-.197	3.939		
19	students' competencies are enhanced	292	3.798	3.968	***	-.197	3.966	***	-.194	3.811		
23	non-teaching professional personnel meet the needs of students	303	3.752	3.942	***	-.200	3.925	**	-.180	3.869		
28	classified personnel meet the needs of students	294	3.833	3.887			3.835			3.919		
31	students receive an excellent education at this institution	297	3.949	4.165	***	-.261	4.184	***	-.284	4.028		
35	this institution prepares students for a career	299	3.886	4.161	***	-.331	4.177	***	-.350	3.991		
37	this institution prepares students for further learning	296	4.030	4.156	**	-.152	4.178	**	-.181	4.129		
40	students are assisted with their personal development	282	3.766	3.945	***	-.202	3.960	***	-.219	3.831		
42	students are satisfied with their educational experience at this institution	277	3.661	3.933	***	-.346	3.948	***	-.366	3.710		

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

Table 8. Supervisory Relationships Item Mean Comparisons

TCC compared with:

Supervisory Relationships	TCC		NILIE Normbase			Large 2-year			2016		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…											
2 my supervisor expresses confidence in my work	319	4.138	4.205			4.209			4.116		
9 my supervisor is open to the ideas, opinions, and beliefs of everyone	316	4.098	4.084			4.078			4.061		
12 positive work expectations are communicated to me	313	3.562	3.740	**	-.163	3.762	**	-.185	3.566		
13 unacceptable behaviors are identified and communicated to me	282	3.500	3.689	**	-.190	3.690	**	-.191	3.516		
20 I receive timely feedback for my work	313	3.419	3.704	***	-.251	3.721	***	-.267	3.435		
21 I receive appropriate feedback for my work	311	3.476	3.738	***	-.237	3.752	***	-.249	3.456		
26 my supervisor actively seeks my ideas	307	3.655	3.788			3.782			3.640		
27 my supervisor seriously considers my ideas	304	3.806	3.861			3.848			3.760		
30 work outcomes are clarified for me	308	3.545	3.696	*	-.143	3.711	**	-.158	3.567		
34 my supervisor helps me to improve my work	305	3.574	3.789	**	-.185	3.788	**	-.184	3.591		
39 I am given the opportunity to be creative in my work	311	4.010	4.019			4.016			3.771	**	.210
45 I have the opportunity to express my ideas in appropriate forums	310	3.581	3.681			3.690			3.487		
46 professional development and training opportunities are available	309	3.638	3.809	**	-.151	3.879	***	-.215	3.473		

Table 9. Teamwork Item Mean Comparisons

Teamwork	TCC N	TCC Mean	NILIE Normbase Mean	NILIE Normbase Sig.	NILIE Normbase Effect size	Large 2-year Mean	Large 2-year Sig.	Large 2-year Effect size	2016 Mean	2016 Sig.	2016 Effect size
The extent to which…											
3 there is a spirit of cooperation within my work team	319	4.047	3.940			3.922			4.008		
14 my primary work team uses problem-solving techniques	303	3.838	3.902			3.895			3.833		
24 there is an opportunity for all ideas to be exchanged within my work team	309	3.783	3.815			3.805			3.767		
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	306	3.791	3.848			3.841			3.749		
36 my work team coordinates its efforts with appropriate individuals and teams	300	3.857	3.888			3.886			3.789		
43 a spirit of cooperation exists in my department	309	3.867	3.866			3.837			3.846		

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