

Tacoma Community College
Tacoma, Washington

PACE Report

PACE Climate Survey for Community Colleges

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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 corporation, 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).

The Belk Center for Community College Leadership and Research (The Belk Center) is presently examining 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). The Belk Center has used Likert's work to create the PACE survey. To date, more than 120 institutions have participated in climate studies conducted by The Belk Center at North Carolina State University.

Establishing instrument validity is a fundamental component of ensuring the research effort is assessing the intended phenomenon. To that end, The Belk Center 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 (Caison, 2005; Tiu, 2001).

References

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Table 1. Institutional Structure Frequency Distributions

Institutional Structure		TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
1 the actions of this institution reflect its mission	Very dissatisfied	6	2%	7	2%	1417	2%	365	2%
	Dissatisfied	56	17%	45	14%	5405	9%	1545	9%
	Neither	55	17%	67	21%	8492	14%	2418	15%
	Satisfied	146	44%	155	49%	28501	47%	7873	48%
	Very satisfied	69	21%	43	14%	17171	28%	4148	25%
	Total	332	100%	317	100%	60986	100%	16349	100%
4 decisions are made at the appropriate level at this institution	Very dissatisfied	22	7%	17	5%	4425	7%	1273	8%
	Dissatisfied	65	20%	75	24%	11324	19%	3254	20%
	Neither	83	25%	98	31%	12909	21%	3549	22%
	Satisfied	103	31%	95	30%	20853	35%	5634	35%
	Very satisfied	56	17%	29	9%	10802	18%	2486	15%
	Total	329	100%	314	100%	60313	100%	16196	100%
5 the institution effectively promotes diversity in the workplace	Very dissatisfied	11	3%	20	6%	2064	3%	558	3%
	Dissatisfied	39	12%	56	18%	4693	8%	1366	8%
	Neither	70	21%	73	23%	11318	19%	3113	19%
	Satisfied	108	33%	106	33%	22711	37%	6326	39%
	Very satisfied	103	31%	64	20%	19926	33%	4957	30%
	Total	331	100%	319	100%	60712	100%	16320	100%
6 administrative leadership is focused on meeting the needs of students	Very dissatisfied	22	7%	17	5%	2907	5%	746	5%
	Dissatisfied	40	12%	44	14%	6768	11%	1942	12%
	Neither	52	16%	63	20%	8728	14%	2476	15%
	Satisfied	124	37%	127	40%	22963	38%	6433	39%
	Very satisfied	93	28%	68	21%	19496	32%	4714	29%
	Total	331	100%	319	100%	60862	100%	16311	100%

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
10 information is shared within the institution	Very dissatisfied	29	9%	37	12%	6130	10%	1719	10%
	Dissatisfied	49	15%	67	21%	11410	19%	3367	20%
	Neither	63	19%	80	25%	12490	20%	3443	21%
	Satisfied	117	35%	90	28%	19089	31%	5114	31%
	Very satisfied	76	23%	44	14%	12062	20%	2786	17%
	Total	334	100%	318	100%	61181	100%	16429	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	13	4%	19	7%	2136	4%	617	4%
	Dissatisfied	40	14%	40	14%	6516	12%	2015	13%
	Neither	99	34%	110	38%	16350	29%	4688	31%
	Satisfied	102	35%	97	34%	22363	40%	5819	39%
	Very satisfied	40	14%	22	8%	8850	16%	1960	13%
	Total	294	100%	288	100%	56215	100%	15099	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	45	15%	36	12%	5781	10%	1559	10%
	Dissatisfied	47	15%	57	19%	9605	17%	2802	18%
	Neither	84	27%	93	31%	16288	29%	4515	30%
	Satisfied	85	28%	87	29%	16685	29%	4446	29%
	Very satisfied	48	16%	28	9%	8245	15%	1976	13%
	Total	309	100%	301	100%	56604	100%	15298	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	34	10%	36	11%	5426	9%	1607	10%
	Dissatisfied	41	13%	44	14%	9176	15%	2782	17%
	Neither	63	19%	98	31%	12245	20%	3463	21%
	Satisfied	117	36%	91	29%	20751	34%	5408	33%
	Very satisfied	69	21%	47	15%	12744	21%	2950	18%
	Total	324	100%	316	100%	60342	100%	16210	100%

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	43	13%	34	11%	5039	8%	1467	9%
	Dissatisfied	50	16%	55	18%	8489	14%	2423	15%
	Neither	71	22%	75	24%	11997	20%	3354	21%
	Satisfied	89	28%	104	33%	20112	34%	5419	34%
	Very satisfied	67	21%	44	14%	14272	24%	3430	21%
	Total	320	100%	312	100%	59909	100%	16093	100%
25 a spirit of cooperation exists at this institution	Very dissatisfied	23	7%	22	7%	4747	8%	1386	9%
	Dissatisfied	45	14%	53	17%	8961	15%	2699	17%
	Neither	69	22%	76	25%	11500	19%	3228	20%
	Satisfied	114	36%	119	38%	21706	36%	5815	36%
	Very satisfied	69	22%	40	13%	13143	22%	2996	19%
	Total	320	100%	310	100%	60057	100%	16124	100%
29 institution-wide policies guide my work	Very dissatisfied	11	4%	13	4%	1760	3%	501	3%
	Dissatisfied	11	4%	25	8%	3567	6%	1046	7%
	Neither	84	27%	80	26%	13462	23%	3872	24%
	Satisfied	128	41%	138	45%	25933	44%	7044	44%
	Very satisfied	80	25%	49	16%	14372	24%	3410	21%
	Total	314	100%	305	100%	59094	100%	15873	100%
32 this institution is appropriately organized	Very dissatisfied	33	11%	29	10%	4838	8%	1312	8%
	Dissatisfied	64	21%	79	26%	10479	18%	2989	19%
	Neither	84	27%	88	29%	13617	23%	3875	24%
	Satisfied	92	29%	87	29%	19785	34%	5318	34%
	Very satisfied	39	13%	21	7%	10284	17%	2379	15%
	Total	312	100%	304	100%	59003	100%	15873	100%

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
38 I have the opportunity for advancement within this institution	Very dissatisfied	49	17%	65	22%	8078	14%	2345	16%
	Dissatisfied	51	18%	50	17%	8739	16%	2496	17%
	Neither	83	29%	75	25%	14144	25%	3935	26%
	Satisfied	63	22%	79	27%	14999	27%	3950	26%
	Very satisfied	44	15%	29	10%	10061	18%	2312	15%
	Total	290	100%	298	100%	56021	100%	15038	100%
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	15	5%	17	5%	2750	5%	738	5%
	Dissatisfied	31	10%	37	12%	6700	11%	1929	12%
	Neither	51	16%	64	21%	9749	16%	2751	17%
	Satisfied	135	43%	138	44%	25581	43%	7015	44%
	Very satisfied	82	26%	55	18%	14849	25%	3602	22%
	Total	314	100%	311	100%	59629	100%	16035	100%
44 administrative processes are clearly defined	Very dissatisfied	33	11%	20	7%	4308	7%	1171	7%
	Dissatisfied	64	20%	61	20%	8074	14%	2286	14%
	Neither	79	25%	76	25%	12914	22%	3641	23%
	Satisfied	97	31%	105	35%	21599	37%	5926	37%
	Very satisfied	40	13%	41	14%	11909	20%	2793	18%
	Total	313	100%	303	100%	58804	100%	15817	100%

Table 2. Student Focus Frequency Distributions

		<i>TCC compared with:</i>							
Student Focus	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
7 student needs are central to what we do	Very dissatisfied	11	3%	14	4%	1929	3%	490	3%
	Dissatisfied	29	9%	32	10%	5603	9%	1598	10%
	Neither	50	15%	43	14%	7137	12%	2035	12%
	Satisfied	121	36%	122	39%	22437	37%	6287	38%
	Very satisfied	122	37%	104	33%	23893	39%	5955	36%
	Total	333	100%	315	100%	60999	100%	16365	100%
8 I feel my job is relevant to this institution's mission	Very dissatisfied	2	1%	4	1%	839	1%	209	1%
	Dissatisfied	9	3%	5	2%	1463	2%	419	3%
	Neither	24	7%	18	6%	3616	6%	966	6%
	Satisfied	88	27%	100	31%	18908	31%	5291	32%
	Very satisfied	208	63%	192	60%	36327	59%	9528	58%
	Total	331	100%	319	100%	61153	100%	16413	100%
17 faculty meet the needs of students	Very dissatisfied	6	2%	6	2%	860	2%	215	1%
	Dissatisfied	22	7%	37	13%	3070	5%	881	6%
	Neither	71	24%	72	25%	8691	15%	2510	16%
	Satisfied	129	43%	113	40%	25187	44%	6773	44%
	Very satisfied	71	24%	57	20%	19006	33%	4908	32%
	Total	299	100%	285	100%	56814	100%	15287	100%
18 student diversity is important at this institution	Very dissatisfied	3	1%	6	2%	1042	2%	266	2%
	Dissatisfied	15	5%	22	7%	2430	4%	714	4%
	Neither	36	11%	58	19%	8195	14%	2196	14%
	Satisfied	117	36%	111	36%	23988	40%	6643	41%
	Very satisfied	153	47%	112	36%	24141	40%	6273	39%
	Total	324	100%	309	100%	59796	100%	16092	100%

TCC compared with:

Student Focus (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
19 students' competencies are enhanced	Very dissatisfied	8	3%	5	2%	684	1%	181	1%
	Dissatisfied	17	6%	17	6%	2266	4%	628	4%
	Neither	67	23%	70	24%	10029	18%	2856	19%
	Satisfied	135	46%	140	48%	27096	47%	7492	49%
	Very satisfied	68	23%	60	21%	16975	30%	4197	27%
	Total	295	100%	292	100%	57050	100%	15354	100%
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	4	1%	7	2%	1118	2%	271	2%
	Dissatisfied	9	3%	31	10%	3292	6%	946	6%
	Neither	63	20%	59	19%	8767	15%	2481	16%
	Satisfied	140	45%	139	46%	25907	45%	7187	47%
	Very satisfied	94	30%	67	22%	18325	32%	4541	29%
	Total	310	100%	303	100%	57409	100%	15426	100%
28 classified personnel meet the needs of students	Very dissatisfied	3	1%	6	2%	901	2%	219	2%
	Dissatisfied	5	2%	18	6%	2172	4%	637	4%
	Neither	57	19%	67	23%	11136	21%	3171	22%
	Satisfied	133	44%	131	45%	23663	44%	6578	46%
	Very satisfied	104	34%	72	24%	15393	29%	3641	26%
	Total	302	100%	294	100%	53265	100%	14246	100%
31 students receive an excellent education at this institution	Very dissatisfied	4	1%	5	2%	539	1%	129	1%
	Dissatisfied	18	6%	14	5%	1793	3%	495	3%
	Neither	62	21%	49	16%	6546	11%	1816	12%
	Satisfied	136	45%	152	51%	26531	45%	7536	48%
	Very satisfied	79	26%	77	26%	22974	39%	5718	36%
	Total	299	100%	297	100%	58383	100%	15694	100%

TCC compared with:

Student Focus (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
35 this institution prepares students for a career	Very dissatisfied	5	2%	5	2%	610	1%	147	1%
	Dissatisfied	20	7%	15	5%	1676	3%	488	3%
	Neither	58	19%	60	20%	6861	12%	1987	13%
	Satisfied	143	48%	148	49%	26246	45%	7318	47%
	Very satisfied	72	24%	71	24%	22815	39%	5681	36%
	Total	298	100%	299	100%	58208	100%	15621	100%
37 this institution prepares students for further learning	Very dissatisfied	7	2%	5	2%	636	1%	149	1%
	Dissatisfied	13	4%	10	3%	1623	3%	464	3%
	Neither	54	18%	41	14%	6167	11%	1753	11%
	Satisfied	148	49%	155	52%	27151	47%	7601	49%
	Very satisfied	79	26%	85	29%	22706	39%	5674	36%
	Total	301	100%	296	100%	58283	100%	15641	100%
40 students are assisted with their personal development	Very dissatisfied	6	2%	8	3%	762	1%	177	1%
	Dissatisfied	15	5%	15	5%	2449	4%	692	5%
	Neither	67	23%	66	23%	10161	18%	2852	19%
	Satisfied	138	47%	139	49%	25737	46%	7238	48%
	Very satisfied	66	23%	54	19%	16647	30%	4067	27%
	Total	292	100%	282	100%	55756	100%	15026	100%
42 students are satisfied with their educational experience at this institution	Very dissatisfied	3	1%	4	1%	481	1%	99	1%
	Dissatisfied	17	6%	15	5%	1656	3%	433	3%
	Neither	85	31%	80	29%	10197	19%	2899	20%
	Satisfied	135	49%	150	54%	28875	53%	8088	56%
	Very satisfied	33	12%	28	10%	12843	24%	3043	21%
	Total	273	100%	277	100%	54052	100%	14562	100%

Table 3. Supervisory Relationships Frequency Distributions

Supervisory Relationships		TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
2 my supervisor/chair expresses confidence in my work	Very dissatisfied	13	4%	14	4%	1907	3%	550	3%
	Dissatisfied	15	5%	23	7%	3468	6%	1002	6%
	Neither	19	6%	33	10%	5318	9%	1472	9%
	Satisfied	85	26%	84	26%	17463	29%	4730	29%
	Very satisfied	199	60%	165	52%	33031	54%	8646	53%
	Total	331	100%	319	100%	61187	100%	16400	100%
9 my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	18	5%	20	6%	2859	5%	841	5%
	Dissatisfied	19	6%	24	8%	4161	7%	1149	7%
	Neither	16	5%	34	11%	5968	10%	1701	10%
	Satisfied	85	26%	65	21%	16439	27%	4510	28%
	Very satisfied	193	58%	173	55%	31592	52%	8168	50%
	Total	331	100%	316	100%	61019	100%	16369	100%
12 positive work expectations are communicated to me	Very dissatisfied	15	5%	20	6%	2542	4%	747	5%
	Dissatisfied	30	9%	38	12%	5679	9%	1673	10%
	Neither	59	18%	59	19%	9499	16%	2687	17%
	Satisfied	124	38%	138	44%	25739	43%	6900	42%
	Very satisfied	97	30%	58	19%	17014	28%	4240	26%
	Total	325	100%	313	100%	60473	100%	16247	100%
13 unacceptable behaviors are identified and communicated to me	Very dissatisfied	12	4%	11	4%	1798	3%	527	4%
	Dissatisfied	24	9%	35	12%	3843	7%	1157	8%
	Neither	68	24%	77	27%	12863	24%	3640	25%
	Satisfied	111	40%	120	43%	23410	43%	6270	43%
	Very satisfied	65	23%	39	14%	12164	22%	2877	20%
	Total	280	100%	282	100%	54078	100%	14471	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
20 I receive timely feedback for my work	Very dissatisfied	25	8%	32	10%	3117	5%	911	6%
	Dissatisfied	25	8%	44	14%	5417	9%	1603	10%
	Neither	59	18%	70	22%	10553	18%	2875	18%
	Satisfied	106	33%	95	30%	23020	38%	6205	38%
	Very satisfied	105	33%	72	23%	17897	30%	4554	28%
	Total	320	100%	313	100%	60004	100%	16148	100%
21 I receive appropriate feedback for my work	Very dissatisfied	23	7%	31	10%	2698	5%	793	5%
	Dissatisfied	29	9%	39	13%	5346	9%	1538	10%
	Neither	48	15%	60	19%	9773	16%	2724	17%
	Satisfied	115	36%	113	36%	24427	41%	6592	41%
	Very satisfied	102	32%	68	22%	17623	29%	4461	28%
	Total	317	100%	311	100%	59867	100%	16108	100%
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	20	6%	35	11%	3744	6%	1084	7%
	Dissatisfied	22	7%	28	9%	4917	8%	1375	9%
	Neither	40	13%	47	15%	9176	15%	2554	16%
	Satisfied	91	28%	95	31%	18933	32%	5079	32%
	Very satisfied	147	46%	102	33%	22519	38%	5845	37%
	Total	320	100%	307	100%	59289	100%	15937	100%
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	17	5%	26	9%	3533	6%	1007	6%
	Dissatisfied	20	6%	28	9%	4420	7%	1260	8%
	Neither	38	12%	31	10%	8590	15%	2331	15%
	Satisfied	90	28%	113	37%	18692	32%	5024	32%
	Very satisfied	153	48%	106	35%	23963	40%	6281	39%
	Total	318	100%	304	100%	59198	100%	15903	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
30 work outcomes are clarified for me	Very dissatisfied	17	5%	16	5%	2259	4%	653	4%
	Dissatisfied	23	7%	32	10%	4991	8%	1430	9%
	Neither	58	18%	85	28%	11841	20%	3433	21%
	Satisfied	139	44%	118	38%	25229	42%	6826	43%
	Very satisfied	82	26%	57	19%	15160	25%	3646	23%
	Total	319	100%	308	100%	59480	100%	15988	100%
34 my supervisor/chair helps me to improve my work	Very dissatisfied	24	8%	35	11%	3252	6%	945	6%
	Dissatisfied	15	5%	24	8%	4544	8%	1310	8%
	Neither	53	17%	59	19%	10044	17%	2775	18%
	Satisfied	88	28%	105	34%	19765	34%	5393	34%
	Very satisfied	129	42%	82	27%	21292	36%	5409	34%
	Total	309	100%	305	100%	58897	100%	15832	100%
39 I am given the opportunity to be creative in my work	Very dissatisfied	13	4%	12	4%	2339	4%	648	4%
	Dissatisfied	20	6%	21	7%	3195	5%	907	6%
	Neither	33	10%	41	13%	7227	12%	2009	13%
	Satisfied	112	36%	115	37%	22202	37%	6066	38%
	Very satisfied	137	43%	122	39%	24366	41%	6337	40%
	Total	315	100%	311	100%	59329	100%	15967	100%
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	23	7%	19	6%	3069	5%	863	5%
	Dissatisfied	26	8%	31	10%	5319	9%	1477	9%
	Neither	55	18%	65	21%	10794	18%	2978	19%
	Satisfied	120	39%	141	45%	23993	41%	6650	42%
	Very satisfied	87	28%	54	17%	15672	27%	3880	24%
	Total	311	100%	310	100%	58847	100%	15848	100%

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
46 professional development and training opportunities are available	Very dissatisfied	12	4%	24	8%	2998	5%	916	6%
	Dissatisfied	32	10%	30	10%	5032	9%	1462	9%
	Neither	61	20%	50	16%	8623	15%	2474	16%
	Satisfied	121	39%	135	44%	22747	38%	6202	39%
	Very satisfied	83	27%	70	23%	19775	33%	4872	31%
	Total	309	100%	309	100%	59175	100%	15926	100%

Table 4. Teamwork Frequency Distributions

		<i>TCC compared with:</i>							
Teamwork	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
3 there is a spirit of cooperation within my work team	Very dissatisfied	14	4%	8	3%	2559	4%	701	4%
	Dissatisfied	25	8%	32	10%	5665	9%	1610	10%
	Neither	32	10%	32	10%	6218	10%	1652	10%
	Satisfied	106	32%	112	35%	20418	33%	5551	34%
	Very satisfied	154	47%	135	42%	26126	43%	6831	42%
	Total	331	100%	319	100%	60986	100%	16345	100%
14 my primary work team uses problem-solving techniques	Very dissatisfied	7	2%	12	4%	1541	3%	432	3%
	Dissatisfied	16	5%	24	8%	3798	7%	1111	7%
	Neither	37	12%	50	17%	8515	15%	2323	15%
	Satisfied	125	40%	132	44%	24312	42%	6591	42%
	Very satisfied	128	41%	85	28%	19968	34%	5207	33%
	Total	313	100%	303	100%	58134	100%	15664	100%
24 there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	14	4%	18	6%	2799	5%	772	5%
	Dissatisfied	24	8%	33	11%	5159	9%	1444	9%
	Neither	35	11%	39	13%	7853	13%	2149	14%
	Satisfied	122	39%	127	41%	23001	39%	6353	40%
	Very satisfied	119	38%	92	30%	20383	34%	5188	33%
	Total	314	100%	309	100%	59195	100%	15906	100%
33 my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	23	7%	22	7%	2945	5%	814	5%
	Dissatisfied	15	5%	27	9%	4719	8%	1297	8%
	Neither	32	10%	35	11%	7493	13%	2059	13%
	Satisfied	115	37%	131	43%	21933	37%	6032	38%
	Very satisfied	125	40%	91	30%	21692	37%	5605	35%
	Total	310	100%	306	100%	58782	100%	15807	100%

TCC compared with:

Teamwork (continued)	Response Option	TCC		2019		PACE Normbase		Medium	
		Count	%	Count	%	Count	%	Count	%
<i>The extent to which...</i>									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	8	3%	7	2%	1842	3%	492	3%
	Dissatisfied	15	5%	24	8%	3613	6%	999	6%
	Neither	39	13%	50	17%	8542	15%	2370	15%
	Satisfied	134	44%	143	48%	24438	42%	6757	44%
	Very satisfied	111	36%	76	25%	19313	33%	4900	32%
	Total	307	100%	300	100%	57748	100%	15518	100%
43 a spirit of cooperation exists in my department	Very dissatisfied	19	6%	20	6%	3327	6%	894	6%
	Dissatisfied	24	8%	26	8%	4934	8%	1375	9%
	Neither	29	9%	40	13%	6752	11%	1817	11%
	Satisfied	99	32%	112	36%	21171	36%	5758	36%
	Very satisfied	140	45%	111	36%	23214	39%	6123	38%
	Total	311	100%	309	100%	59398	100%	15967	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	TCC		<i>TCC compared with:</i>										
	N	Mean	2019			PACE Normbase			Medium				
			Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size		
Overall	335	3.807	3.630	**	.243	3.835				3.788			
Institutional Structure	335	3.453	3.281	*	.199	3.540				3.471			
Student Focus	335	3.990	3.891	*	.153	4.090	**	-.153		4.058			
Supervisory Relationships	335	3.946	3.702	***	.266	3.902				3.855			
Teamwork	334	4.051	3.855	**	.206	3.951				3.926	*	.131	

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

Figure 1. Means by Comparison Group and Climate Factor

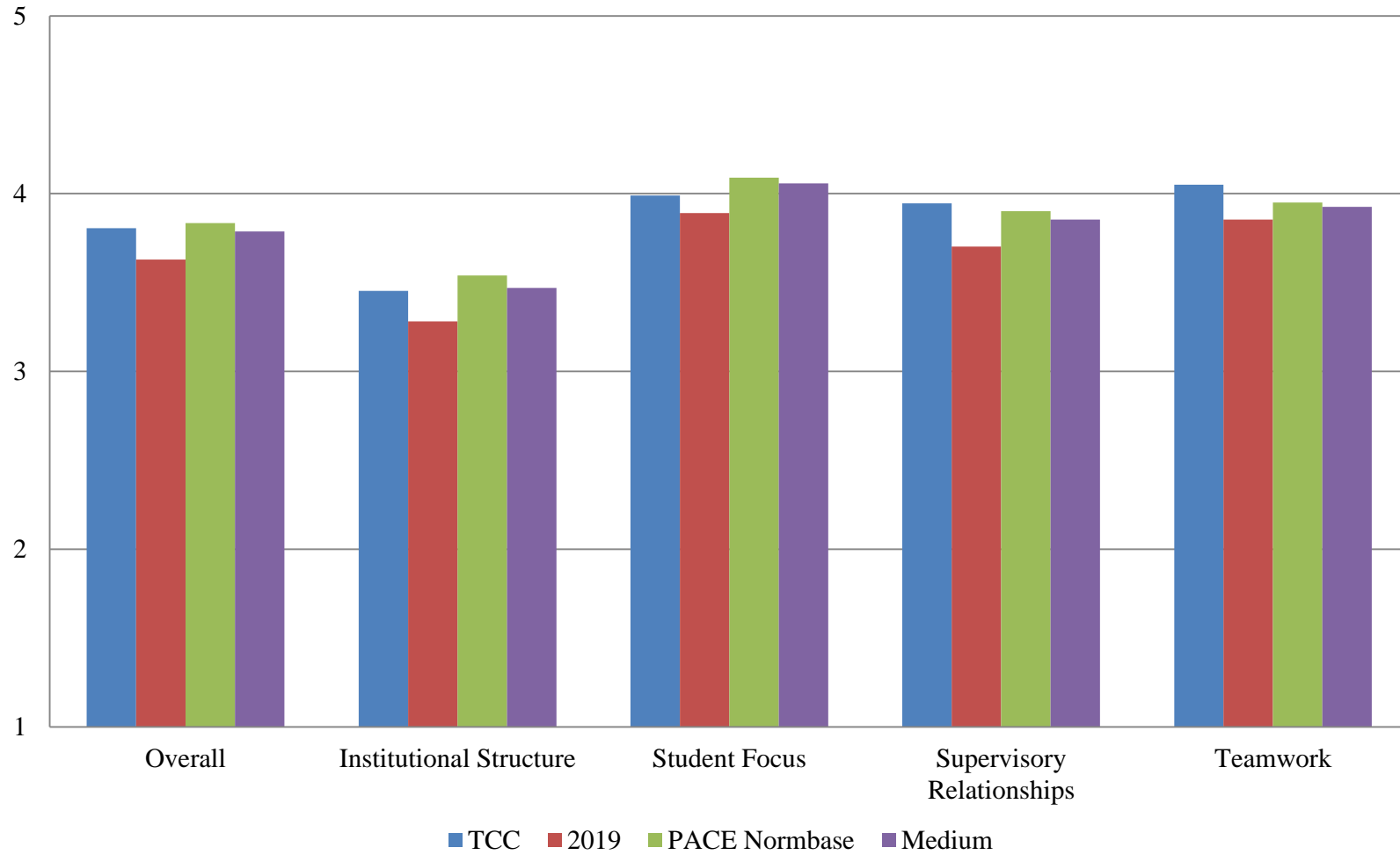


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure		<i>TCC compared with:</i>										
		TCC		2019			PACE Normbase			Medium		
		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	332	3.651	3.574			3.895	***	-.248	3.850	***	-.203
4	decisions are made at the appropriate level at this institution	329	3.322	3.140	*	.164	3.369			3.297		
5	the institution effectively promotes diversity in the workplace	331	3.764	3.433	***	.290	3.885	*	-.114	3.843		
6	administrative leadership is focused on meeting the needs of students	331	3.683	3.580			3.811	*	-.113	3.762		
10	information is shared within the institution	334	3.485	3.116	***	.300	3.319	*	.132	3.236	***	.199
11	institutional teams use problem-solving techniques	294	3.395	3.219	*	.174	3.521	*	-.125	3.430		
15	I am able to appropriately influence the direction of this institution	309	3.142	3.047			3.212			3.162		
16	open and ethical communication is practiced at this institution	324	3.451	3.218	*	.190	3.434			3.328		
22	this institution has been successful in positively motivating my performance	320	3.272	3.221			3.502	***	-.187	3.430	*	-.128
25	a spirit of cooperation exists at this institution	320	3.503	3.329			3.492			3.393		
29	institution-wide policies guide my work	314	3.812	3.607	**	.209	3.805			3.744		
32	this institution is appropriately organized	312	3.128	2.974			3.342	**	-.180	3.281	*	-.130
38	I have the opportunity for advancement within this institution	290	3.007	2.856			3.183	*	-.135	3.092		
41	I receive adequate information regarding important activities at this institution	314	3.758	3.569	*	.174	3.722			3.674		
44	administrative processes are clearly defined	313	3.150	3.284			3.489	***	-.289	3.435	***	-.247

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

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>TCC compared with:</i>										
	TCC		2019			PACE Normbase			Medium		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>											
7	333	3.943	3.857			3.996			3.954		
8	331	4.483	4.476			4.446			4.432		
17	299	3.793	3.625	*	.171	4.028	***	-.257	3.999	***	-.225
18	324	4.241	3.974	***	.281	4.133	*	.117	4.115	*	.137
19	295	3.807	3.798			4.006	***	-.232	3.970	**	-.191
23	310	4.003	3.752	***	.271	3.993			3.958		
28	302	4.093	3.833	***	.294	3.948	**	.161	3.897	***	.221
31	299	3.896	3.949			4.192	***	-.360	4.161	***	-.326
35	298	3.862	3.886			4.185	***	-.390	4.146	***	-.343
37	301	3.927	4.030			4.195	***	-.329	4.163	***	-.291
40	292	3.832	3.766			3.987	**	-.176	3.953	*	-.140
42	273	3.652	3.661			3.961	***	-.390	3.930	***	-.364

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

Table 8. Supervisory Relationships Item Mean Comparisons

Supervisory Relationships		<i>TCC compared with:</i>										
		TCC		2019			PACE Normbase			Medium		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<i>The extent to which...</i>												
2	my supervisor/chair expresses confidence in my work	331	4.335	4.138	*	.181	4.246			4.215	*	.114
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	331	4.257	4.098			4.143			4.101	*	.135
12	positive work expectations are communicated to me	325	3.794	3.562	**	.208	3.810			3.752		
13	unacceptable behaviors are identified and communicated to me	280	3.689	3.500	*	.184	3.745			3.678		
20	I receive timely feedback for my work	320	3.753	3.419	***	.270	3.786			3.736		
21	I receive appropriate feedback for my work	317	3.770	3.476	**	.241	3.817			3.769		
26	my supervisor/chair actively seeks my ideas	320	4.009	3.655	***	.281	3.870	*	.117	3.830	**	.149
27	my supervisor/chair seriously considers my ideas	318	4.075	3.806	**	.225	3.931	*	.123	3.900	**	.147
30	work outcomes are clarified for me	319	3.771	3.545	**	.210	3.774			3.712		
34	my supervisor/chair helps me to improve my work	309	3.916	3.574	***	.274	3.871			3.822		
39	I am given the opportunity to be creative in my work	315	4.079	4.010			4.063			4.036		
45	I have the opportunity to express my ideas in appropriate forums	311	3.714	3.581			3.746			3.707		
46	professional development and training opportunities are available	309	3.748	3.638			3.866			3.794		

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

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>TCC compared with:</i>										
		TCC		2019			PACE Normbase			Medium		
		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	331	4.091	4.047			4.015			3.991		
14	my primary work team uses problem-solving techniques	313	4.121	3.838	***	.282	3.987	*	.135	3.960	**	.161
24	there is an opportunity for all ideas to be exchanged within my work team	314	3.981	3.783	*	.176	3.896			3.864		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	310	3.981	3.791	*	.162	3.931			3.906		
36	my work team coordinates its efforts with appropriate individuals and teams	307	4.059	3.857	**	.210	3.966			3.939	*	.119
43	a spirit of cooperation exists in my department	311	4.019	3.867			3.943			3.929		

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