NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Tulsa Community College

Tulsa, Oklahoma

PACE Report

Personal Assessment of the College Environment

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NC STATE UNIVERSITY College of Education

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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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).

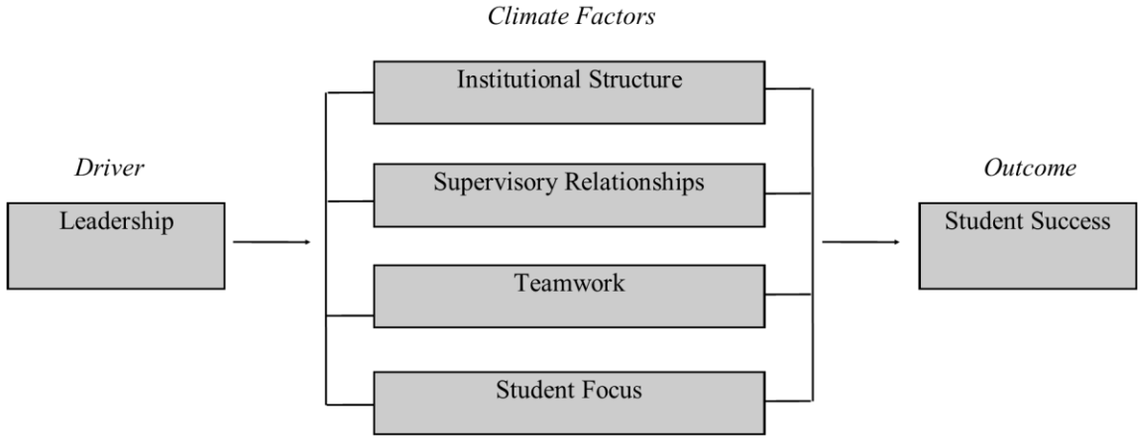
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission, 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 and 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).

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Table 1. Institutional Structure Frequency Distributions

			TCC		2017		Large 2-year		NILIE Normbase	
	Institutional Structure	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
1	the actions of this institution reflect its mission	Very dissatisfied	4	0%	18	2%	500	2%	1602	3%
		Dissatisfied	55	7%	64	7%	2070	10%	6013	10%
		Neither	86	10%	133	15%	3179	15%	9217	15%
		Satisfied	401	48%	437	50%	10281	47%	29220	47%
		Very satisfied	291	35%	218	25%	5680	26%	15642	25%
		Total	**837**	**100%**	**870**	**100%**	**21710**	**100%**	**61694**	**100%**
4	decisions are made at the appropriate level at this institution	Very dissatisfied	36	4%	66	8%	1700	8%	5023	8%
		Dissatisfied	140	17%	137	16%	4255	20%	12248	20%
		Neither	156	19%	205	24%	4951	23%	13590	22%
		Satisfied	296	36%	310	36%	7234	34%	20566	34%
		Very satisfied	192	23%	142	17%	3302	15%	9604	16%
		Total	**820**	**100%**	**860**	**100%**	**21442**	**100%**	**61031**	**100%**
5	the institution effectively promotes diversity in the workplace	Very dissatisfied	13	2%	24	3%	711	3%	2114	3%
		Dissatisfied	46	6%	49	6%	1547	7%	4573	7%
		Neither	137	16%	149	17%	3788	17%	11841	19%
		Satisfied	331	40%	340	39%	8328	38%	23725	39%
		Very satisfied	305	37%	310	36%	7283	34%	19192	31%
		Total	**832**	**100%**	**872**	**100%**	**21657**	**100%**	**61445**	**100%**
6	administrative leadership is focused on meeting the needs of students	Very dissatisfied	18	2%	35	4%	1077	5%	3430	6%
		Dissatisfied	71	8%	79	9%	2575	12%	7612	12%
		Neither	103	12%	129	15%	3415	16%	9888	16%
		Satisfied	328	39%	354	41%	8120	37%	23140	38%
		Very satisfied	321	38%	271	31%	6471	30%	17509	28%
		Total	**841**	**100%**	**868**	**100%**	**21658**	**100%**	**61579**	**100%**

TCC compared with:

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	57	7%	96	11%	2237	10%	6753	11%
	Dissatisfied	144	17%	164	19%	4267	20%	12523	20%
	Neither	147	18%	177	20%	4656	21%	13081	21%
	Satisfied	280	33%	279	32%	6755	31%	18852	30%
	Very satisfied	212	25%	164	19%	3861	18%	10630	17%
	Total	**840**	**100%**	**880**	**100%**	**21776**	**100%**	**61839**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	15	2%	34	4%	788	4%	2390	4%
	Dissatisfied	64	8%	77	10%	2339	12%	7010	12%
	Neither	207	27%	279	35%	6187	31%	17452	31%
	Satisfied	316	41%	288	37%	7785	39%	22297	39%
	Very satisfied	170	22%	108	14%	2705	14%	7653	13%
	Total	**772**	**100%**	**786**	**100%**	**19804**	**100%**	**56802**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	59	8%	95	12%	2276	11%	6435	11%
	Dissatisfied	123	16%	128	17%	3716	19%	10415	18%
	Neither	230	30%	231	30%	6039	30%	16923	29%
	Satisfied	228	30%	221	29%	5526	28%	16242	28%
	Very satisfied	128	17%	99	13%	2528	13%	7435	13%
	Total	**768**	**100%**	**774**	**100%**	**20085**	**100%**	**57450**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	35	4%	67	8%	1985	9%	6064	10%
	Dissatisfied	89	11%	110	13%	3442	16%	10147	17%
	Neither	167	20%	176	20%	4644	22%	12863	21%
	Satisfied	301	36%	316	37%	7331	34%	20594	34%
	Very satisfied	245	29%	193	22%	4023	19%	11270	18%
	Total	**837**	**100%**	**862**	**100%**	**21425**	**100%**	**60938**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
22 this institution has been successful in positively motivating my performance	Very dissatisfied	49	6%	78	9%	1935	9%	5581	9%
	Dissatisfied	119	14%	129	15%	3191	15%	9029	15%
	Neither	148	18%	185	22%	4290	20%	12277	20%
	Satisfied	274	33%	278	33%	7095	33%	20356	34%
	Very satisfied	243	29%	177	21%	4695	22%	13235	22%
	Total	**833**	**100%**	**847**	**100%**	**21206**	**100%**	**60478**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	43	5%	57	7%	1792	8%	5466	9%
	Dissatisfied	97	12%	119	14%	3398	16%	9897	16%
	Neither	137	16%	165	19%	4414	21%	12329	20%
	Satisfied	325	39%	310	36%	7524	35%	21431	35%
	Very satisfied	240	29%	202	24%	4156	20%	11569	19%
	Total	**842**	**100%**	**853**	**100%**	**21284**	**100%**	**60692**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	11	1%	23	3%	711	3%	2071	3%
	Dissatisfied	36	4%	39	5%	1342	6%	4010	7%
	Neither	143	17%	184	22%	5240	25%	14899	25%
	Satisfied	386	46%	387	46%	9172	44%	26077	44%
	Very satisfied	257	31%	203	24%	4418	21%	12541	21%
	Total	**833**	**100%**	**836**	**100%**	**20883**	**100%**	**59598**	**100%**
32 this institution is appropriately organized	Very dissatisfied	51	6%	72	9%	1791	9%	5226	9%
	Dissatisfied	112	14%	150	18%	3830	18%	11154	19%
	Neither	173	21%	231	27%	4932	24%	14013	24%
	Satisfied	309	38%	272	32%	6967	33%	19869	33%
	Very satisfied	177	22%	116	14%	3340	16%	9336	16%
	Total	**822**	**100%**	**841**	**100%**	**20860**	**100%**	**59598**	**100%**

			TCC		2017		Large 2-year		NILIE Normbase	
	Institutional Structure (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
38	I have the opportunity for advancement within this institution	Very dissatisfied	95	12%	145	18%	3126	16%	8565	15%
		Dissatisfied	126	16%	135	17%	3187	16%	9191	16%
		Neither	189	24%	210	26%	4988	25%	14648	26%
		Satisfied	212	27%	208	26%	5361	27%	15188	27%
		Very satisfied	152	20%	97	12%	3319	17%	9138	16%
		Total	**774**	**100%**	**795**	**100%**	**19981**	**100%**	**56730**	**100%**
41	I receive adequate information regarding important activities at this institution	Very dissatisfied	29	3%	42	5%	995	5%	3102	5%
		Dissatisfied	90	11%	113	13%	2387	11%	7305	12%
		Neither	110	13%	141	17%	3623	17%	10459	17%
		Satisfied	361	43%	372	44%	9188	43%	25848	43%
		Very satisfied	241	29%	186	22%	4975	24%	13647	23%
		Total	**831**	**100%**	**854**	**100%**	**21168**	**100%**	**60361**	**100%**
44	my work is guided by clearly defined administrative processes	Very dissatisfied	35	4%	59	7%	1427	7%	4272	7%
		Dissatisfied	80	10%	100	12%	2564	12%	7569	13%
		Neither	149	18%	189	23%	4808	23%	13684	23%
		Satisfied	343	42%	318	38%	7921	38%	22335	38%
		Very satisfied	218	26%	172	21%	4099	20%	11551	19%
		Total	**825**	**100%**	**838**	**100%**	**20819**	**100%**	**59411**	**100%**

Table 2. Student Focus Frequency Distributions

TCC compared with:

	Student Focus	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
7	student needs are central to what we do	Very dissatisfied	11	1%	26	3%	689	3%	2257	4%
		Dissatisfied	48	6%	67	8%	2080	10%	6277	10%
		Neither	73	9%	87	10%	2661	12%	7808	13%
		Satisfied	331	39%	356	41%	8271	38%	23353	38%
		Very satisfied	376	45%	338	39%	8020	37%	22008	36%
		Total	**839**	**100%**	**874**	**100%**	**21721**	**100%**	**61703**	**100%**
8	I feel my job is relevant to this institution's mission	Very dissatisfied	6	1%	13	1%	301	1%	949	2%
		Dissatisfied	13	2%	13	1%	551	3%	1616	3%
		Neither	36	4%	52	6%	1336	6%	3871	6%
		Satisfied	253	30%	260	30%	6874	32%	19991	32%
		Very satisfied	533	63%	535	61%	12640	58%	35281	57%
		Total	**841**	**100%**	**873**	**100%**	**21702**	**100%**	**61708**	**100%**
17	faculty meet the needs of students	Very dissatisfied	11	1%	9	1%	336	2%	910	2%
		Dissatisfied	38	5%	38	5%	1202	6%	3256	6%
		Neither	121	15%	146	18%	3260	16%	9091	16%
		Satisfied	360	45%	377	47%	9197	45%	26553	46%
		Very satisfied	264	33%	237	29%	6267	31%	18125	31%
		Total	**794**	**100%**	**807**	**100%**	**20262**	**100%**	**57935**	**100%**
18	student ethnic and cultural diversity are important at this institution	Very dissatisfied	5	1%	13	2%	350	2%	1123	2%
		Dissatisfied	27	3%	26	3%	735	3%	2513	4%
		Neither	104	12%	105	12%	2741	13%	8972	15%
		Satisfied	345	41%	363	43%	8958	42%	25447	42%
		Very satisfied	354	42%	345	40%	8446	40%	22311	37%
		Total	**835**	**100%**	**852**	**100%**	**21230**	**100%**	**60366**	**100%**

TCC compared with:

Student Focus (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	8	1%	9	1%	271	1%	756	1%
	Dissatisfied	20	3%	28	3%	885	4%	2445	4%
	Neither	122	15%	166	20%	3704	18%	10641	18%
	Satisfied	387	48%	404	49%	9925	49%	28315	49%
	Very satisfied	262	33%	212	26%	5600	27%	15943	27%
	Total	**799**	**100%**	**819**	**100%**	**20385**	**100%**	**58100**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	8	1%	14	2%	443	2%	1228	2%
	Dissatisfied	40	5%	53	6%	1340	7%	3641	6%
	Neither	115	14%	152	19%	3491	17%	9601	16%
	Satisfied	352	44%	377	46%	9110	45%	26643	46%
	Very satisfied	290	36%	224	27%	5970	29%	17200	29%
	Total	**805**	**100%**	**820**	**100%**	**20354**	**100%**	**58313**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	10	1%	11	1%	385	2%	1060	2%
	Dissatisfied	32	4%	36	5%	871	5%	2441	4%
	Neither	137	18%	176	22%	4699	25%	12270	23%
	Satisfied	349	45%	356	45%	8048	43%	24332	45%
	Very satisfied	249	32%	215	27%	4532	24%	14191	26%
	Total	**777**	**100%**	**794**	**100%**	**18535**	**100%**	**54294**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	7	1%	4	0%	192	1%	553	1%
	Dissatisfied	25	3%	29	3%	669	3%	1980	3%
	Neither	88	11%	124	15%	2381	11%	6959	12%
	Satisfied	382	47%	423	50%	9429	45%	27395	46%
	Very satisfied	312	38%	261	31%	8130	39%	22387	38%
	Total	**814**	**100%**	**841**	**100%**	**20801**	**100%**	**59274**	**100%**

TCC compared with:

	Student Focus (continued)	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
35	this institution prepares students for a career	Very dissatisfied	7	1%	10	1%	209	1%	641	1%
		Dissatisfied	27	3%	25	3%	617	3%	1751	3%
		Neither	90	11%	125	15%	2493	12%	7270	12%
		Satisfied	381	47%	411	49%	9401	45%	27188	46%
		Very satisfied	308	38%	260	31%	8019	39%	22230	38%
		Total	**813**	**100%**	**831**	**100%**	**20739**	**100%**	**59080**	**100%**
37	this institution prepares students for further learning	Very dissatisfied	9	1%	8	1%	215	1%	664	1%
		Dissatisfied	22	3%	24	3%	595	3%	1787	3%
		Neither	79	10%	105	13%	2276	11%	6798	11%
		Satisfied	381	46%	414	49%	9862	48%	28309	48%
		Very satisfied	330	40%	286	34%	7796	38%	21581	36%
		Total	**821**	**100%**	**837**	**100%**	**20744**	**100%**	**59139**	**100%**
40	students are assisted with their personal development	Very dissatisfied	11	1%	10	1%	282	1%	835	1%
		Dissatisfied	23	3%	50	6%	882	4%	2627	5%
		Neither	132	17%	201	25%	3798	19%	10964	19%
		Satisfied	382	48%	350	44%	9227	47%	26659	47%
		Very satisfied	241	31%	187	23%	5608	28%	15590	28%
		Total	**789**	**100%**	**798**	**100%**	**19797**	**100%**	**56675**	**100%**
42	students are satisfied with their educational experience at this institution	Very dissatisfied	5	1%	6	1%	167	1%	495	1%
		Dissatisfied	24	3%	14	2%	609	3%	1829	3%
		Neither	131	17%	177	23%	3656	19%	10639	19%
		Satisfied	414	55%	434	56%	10469	54%	30267	55%
		Very satisfied	178	24%	138	18%	4378	23%	12069	22%
		Total	**752**	**100%**	**769**	**100%**	**19279**	**100%**	**55299**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

			TCC		2017		Large 2-year		NILIE Normbase	
	Supervisory Relationships	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
2	my supervisor expresses confidence in my work	Very dissatisfied	19	2%	20	2%	705	3%	2057	3%
		Dissatisfied	42	5%	37	4%	1310	6%	3845	6%
		Neither	54	6%	104	12%	1974	9%	5581	9%
		Satisfied	253	30%	252	29%	6437	30%	18000	29%
		Very satisfied	467	56%	453	52%	11225	52%	32061	52%
		Total	**835**	**100%**	**866**	**100%**	**21651**	**100%**	**61544**	**100%**
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	24	3%	31	4%	1116	5%	3177	5%
		Dissatisfied	61	7%	50	6%	1660	8%	4641	8%
		Neither	60	7%	103	12%	2286	11%	6407	10%
		Satisfied	229	27%	235	27%	5968	28%	17008	28%
		Very satisfied	462	55%	450	52%	10654	49%	30426	49%
		Total	**836**	**100%**	**869**	**100%**	**21684**	**100%**	**61659**	**100%**
12	positive work expectations are communicated to me	Very dissatisfied	18	2%	42	5%	930	4%	2816	5%
		Dissatisfied	80	10%	71	8%	2139	10%	6322	10%
		Neither	106	13%	144	17%	3505	16%	10135	17%
		Satisfied	344	41%	365	42%	9312	44%	26130	43%
		Very satisfied	293	35%	237	28%	5479	26%	15429	25%
		Total	**841**	**100%**	**859**	**100%**	**21365**	**100%**	**60832**	**100%**
13	unacceptable behaviors are identified and communicated to me	Very dissatisfied	15	2%	24	3%	688	4%	1978	4%
		Dissatisfied	34	4%	53	7%	1521	8%	4239	8%
		Neither	145	19%	186	24%	4729	25%	13744	25%
		Satisfied	358	46%	330	43%	8494	44%	24169	44%
		Very satisfied	222	29%	179	23%	3852	20%	10991	20%
		Total	**774**	**100%**	**772**	**100%**	**19284**	**100%**	**55121**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	28	3%	47	6%	1204	6%	3498	6%
	Dissatisfied	57	7%	76	9%	2086	10%	6105	10%
	Neither	134	16%	170	20%	3907	18%	11336	19%
	Satisfied	332	40%	315	38%	8289	39%	23553	39%
	Very satisfied	283	34%	230	27%	5769	27%	16107	27%
	Total	**834**	**100%**	**838**	**100%**	**21255**	**100%**	**60599**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	23	3%	41	5%	1048	5%	3019	5%
	Dissatisfied	68	8%	74	9%	2114	10%	6094	10%
	Neither	124	15%	147	18%	3623	17%	10590	17%
	Satisfied	341	41%	334	40%	8710	41%	24875	41%
	Very satisfied	279	33%	240	29%	5723	27%	15959	26%
	Total	**835**	**100%**	**836**	**100%**	**21218**	**100%**	**60537**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	37	5%	51	6%	1495	7%	4163	7%
	Dissatisfied	63	8%	79	10%	1918	9%	5571	9%
	Neither	137	17%	156	19%	3499	17%	9875	17%
	Satisfied	259	32%	263	32%	6790	32%	19340	32%
	Very satisfied	326	40%	273	33%	7249	35%	20828	35%
	Total	**822**	**100%**	**822**	**100%**	**20951**	**100%**	**59777**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	36	4%	47	6%	1413	7%	3927	7%
	Dissatisfied	47	6%	67	8%	1738	8%	4909	8%
	Neither	112	14%	143	17%	3263	16%	9196	15%
	Satisfied	268	33%	277	34%	6712	32%	19252	32%
	Very satisfied	358	44%	289	35%	7802	37%	22469	38%
	Total	**821**	**100%**	**823**	**100%**	**20928**	**100%**	**59753**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	17	2%	35	4%	890	4%	2624	4%
	Dissatisfied	66	8%	74	9%	1879	9%	5534	9%
	Neither	133	16%	173	20%	4424	21%	12844	21%
	Satisfied	348	42%	354	42%	9046	43%	25433	42%
	Very satisfied	268	32%	212	25%	4779	23%	13541	23%
	Total	**832**	**100%**	**848**	**100%**	**21018**	**100%**	**59976**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	27	3%	38	5%	1278	6%	3566	6%
	Dissatisfied	44	5%	60	7%	1716	8%	5144	9%
	Neither	134	16%	174	21%	3881	19%	10968	18%
	Satisfied	262	32%	289	35%	7182	35%	20346	34%
	Very satisfied	351	43%	272	33%	6743	32%	19405	33%
	Total	**818**	**100%**	**833**	**100%**	**20800**	**100%**	**59429**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	27	3%	42	5%	935	4%	2561	4%
	Dissatisfied	46	6%	47	6%	1237	6%	3530	6%
	Neither	84	10%	114	13%	2656	13%	7687	13%
	Satisfied	304	37%	320	38%	7957	38%	22691	38%
	Very satisfied	360	44%	322	38%	8264	39%	23555	39%
	Total	**821**	**100%**	**845**	**100%**	**21049**	**100%**	**60024**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	27	3%	47	6%	1166	6%	3404	6%
	Dissatisfied	72	9%	74	9%	2009	10%	5927	10%
	Neither	130	16%	175	21%	4043	19%	11513	19%
	Satisfied	323	40%	331	39%	8481	41%	24119	41%
	Very satisfied	261	32%	213	25%	5109	25%	14563	24%
	Total	**813**	**100%**	**840**	**100%**	**20808**	**100%**	**59526**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
46 professional development and training opportunities are available	Very dissatisfied	22	3%	59	7%	1057	5%	3348	6%
	Dissatisfied	47	6%	62	7%	1776	8%	5465	9%
	Neither	95	11%	121	14%	2967	14%	9127	15%
	Satisfied	342	41%	357	42%	8030	38%	23148	39%
	Very satisfied	321	39%	246	29%	7155	34%	18694	31%
	Total	**827**	**100%**	**845**	**100%**	**20985**	**100%**	**59782**	**100%**

Table 4. Teamwork Frequency Distributions

TCC compared with:

	Teamwork	Response Option	TCC		2017		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
3	there is a spirit of cooperation within my work team	Very dissatisfied	26	3%	27	3%	1066	5%	2928	5%
		Dissatisfied	70	8%	68	8%	2221	10%	6425	10%
		Neither	75	9%	106	12%	2474	11%	6615	11%
		Satisfied	275	33%	290	33%	7330	34%	20774	34%
		Very satisfied	383	46%	376	43%	8437	39%	24573	40%
		Total	**829**	**100%**	**867**	**100%**	**21528**	**100%**	**61315**	**100%**
14	my primary work team uses problem-solving techniques	Very dissatisfied	16	2%	14	2%	632	3%	1809	3%
		Dissatisfied	37	5%	57	7%	1557	8%	4306	7%
		Neither	95	12%	124	16%	3377	17%	9602	16%
		Satisfied	337	42%	335	42%	8650	42%	24849	42%
		Very satisfied	311	39%	270	34%	6234	30%	17928	31%
		Total	**796**	**100%**	**800**	**100%**	**20450**	**100%**	**58494**	**100%**
24	there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	30	4%	43	5%	1107	5%	3095	5%
		Dissatisfied	62	8%	59	7%	2075	10%	5879	10%
		Neither	90	11%	108	13%	3047	15%	8594	14%
		Satisfied	322	39%	322	40%	8215	39%	23419	39%
		Very satisfied	315	38%	282	35%	6438	31%	18606	31%
		Total	**819**	**100%**	**814**	**100%**	**20882**	**100%**	**59593**	**100%**
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	34	4%	37	4%	1121	5%	3244	5%
		Dissatisfied	46	6%	61	7%	1940	9%	5420	9%
		Neither	89	11%	104	13%	2950	14%	8255	14%
		Satisfied	320	40%	332	40%	7810	38%	22529	38%
		Very satisfied	316	39%	291	35%	6905	33%	19814	33%
		Total	**805**	**100%**	**825**	**100%**	**20726**	**100%**	**59262**	**100%**

TCC compared with:

Teamwork (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
36 my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	21	3%	23	3%	690	3%	2016	3%
	Dissatisfied	47	6%	46	6%	1457	7%	4137	7%
	Neither	105	13%	139	18%	3403	17%	9613	17%
	Satisfied	332	42%	328	41%	8606	43%	24959	43%
	Very satisfied	289	36%	258	32%	6080	30%	17426	30%
	Total	**794**	**100%**	**794**	**100%**	**20236**	**100%**	**58151**	**100%**
43 a spirit of cooperation exists in my department	Very dissatisfied	34	4%	43	5%	1331	6%	3678	6%
	Dissatisfied	62	7%	52	6%	1998	9%	5589	9%
	Neither	84	10%	106	13%	2753	13%	7433	12%
	Satisfied	316	38%	318	38%	7685	36%	21744	36%
	Very satisfied	333	40%	325	39%	7300	35%	21617	36%
	Total	**829**	**100%**	**844**	**100%**	**21067**	**100%**	**60061**	**100%**

Table 5. Climate Factor Mean Comparisons

	TCC		*TCC compared with:* 2017			Large 2-year			NILIE Normbase		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	862	3.965	3.815	***	.205	3.785	***	.242	3.774	***	.254
Institutional Structure	862	3.732	3.533	***	.229	3.492	***	.269	3.472	***	.288
Student Focus	862	4.144	4.048	**	.153	4.059	***	.131	4.048	***	.148
Supervisory Relationships	862	4.034	3.865	***	.198	3.847	***	.210	3.836	***	.221
Teamwork	860	4.045	3.964			3.860	***	.190	3.872	***	.178

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

Figure 1. Means by Comparison Group and Climate Factor

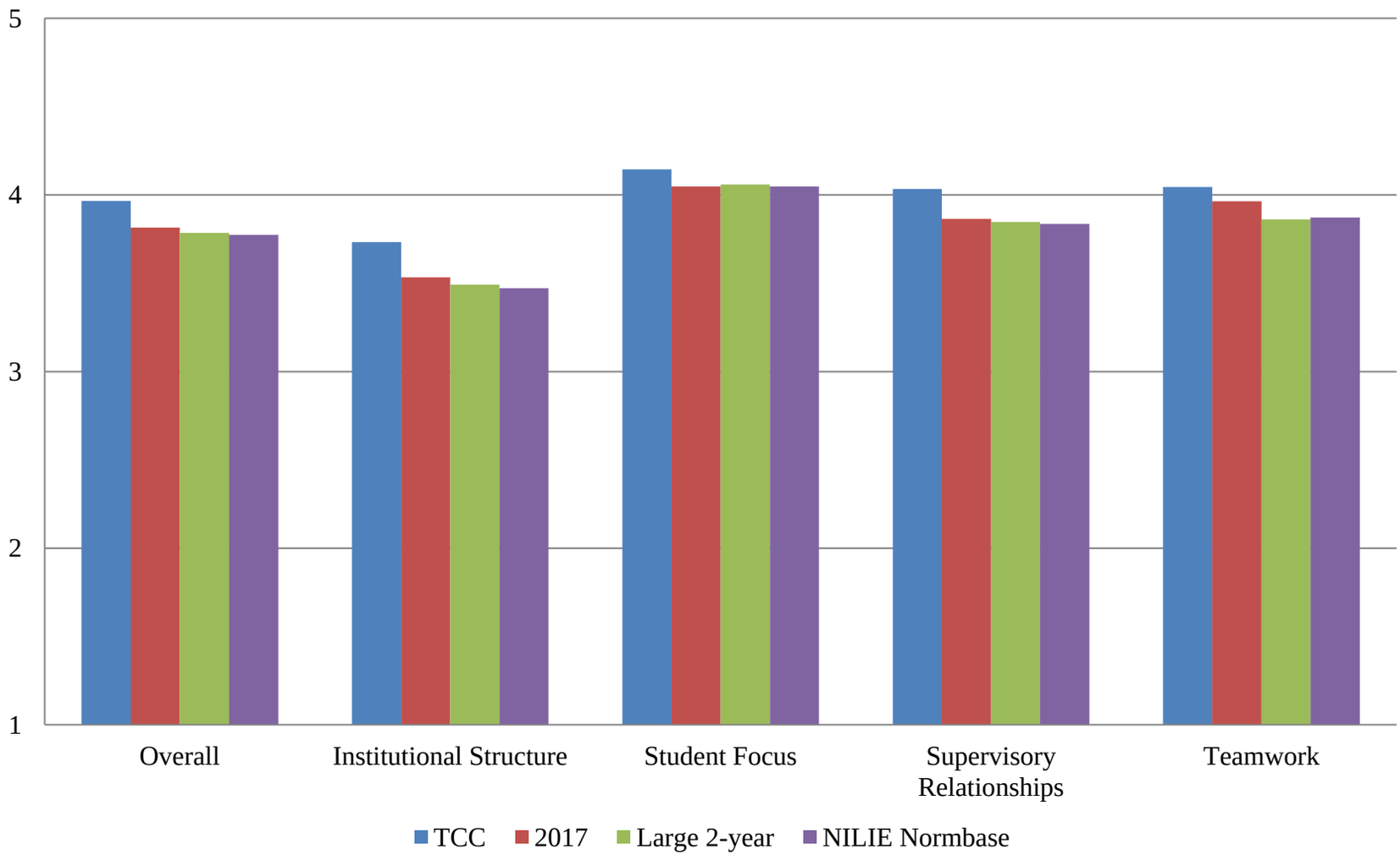

Table 6. Institutional Structure Item Mean Comparisons

	Institutional Structure	TCC		TCC compared with: 2017			Large 2-year			NILIE Normbase		
		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	837	4.099	3.889	***	.234	3.855	***	.248	3.831	***	.269
4	decisions are made at the appropriate level at this institution	820	3.571	3.378	***	.167	3.288	***	.240	3.286	***	.239
5	the institution effectively promotes diversity in the workplace	832	4.044	3.990			3.920	***	.120	3.868	***	.169
6	administrative leadership is focused on meeting the needs of students	841	4.026	3.861	**	.158	3.754	***	.238	3.709	***	.272
10	information is shared within the institution	840	3.531	3.285	***	.197	3.263	***	.215	3.228	***	.241
11	institutional teams use problem-solving techniques	772	3.728	3.457	***	.278	3.469	***	.260	3.454	***	.271
15	I am able to appropriately influence the direction of this institution	768	3.316	3.130	**	.158	3.115	***	.170	3.136	***	.152
16	open and ethical communication is practiced at this institution	837	3.755	3.531	***	.194	3.372	***	.315	3.342	***	.335
22	this institution has been successful in positively motivating my performance	833	3.652	3.410	***	.199	3.444	***	.167	3.440	***	.171
25	a spirit of cooperation exists at this institution	842	3.739	3.564	**	.150	3.416	***	.268	3.391	***	.285
29	institution-wide policies guide my work	833	4.011	3.847	***	.181	3.730	***	.289	3.722	***	.295
32	this institution is appropriately organized	822	3.546	3.250	***	.257	3.299	***	.208	3.284	***	.220
38	I have the opportunity for advancement within this institution	774	3.258	2.971	***	.224	3.128	**	.100	3.126	**	.103
41	I receive adequate information regarding important activities at this institution	831	3.836	3.641	***	.180	3.697	***	.128	3.657	***	.162
44	my work is guided by clearly defined administrative processes	825	3.762	3.530	***	.209	3.514	***	.218	3.494	***	.234

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

Table 7. Student Focus Item Mean Comparisons

TCC compared with:

	Student Focus	TCC		2017			Large 2-year			NILIE Normbase		
		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	839	4.207	4.045	***	.167	3.960	***	.231	3.917	***	.264
8	I feel my job is relevant to this institution's mission	841	4.539	4.479			4.428	***	.134	4.410	***	.152
17	faculty meet the needs of students	794	4.043	3.985			3.980			3.996		
18	student ethnic and cultural diversity are important at this institution	835	4.217	4.175			4.150	*	.075	4.082	***	.147
19	students' competencies are enhanced	799	4.095	3.955	***	.170	3.966	***	.149	3.968	***	.148
23	non-teaching professional personnel meet the needs of students	805	4.088	3.907	***	.199	3.925	***	.171	3.942	***	.154
28	classified personnel meet the needs of students	777	4.023	3.917	*	.120	3.835	***	.205	3.887	***	.150
31	students receive an excellent education at this institution	814	4.188	4.080	**	.135	4.184			4.165		
35	this institution prepares students for a career	813	4.176	4.066	**	.133	4.177			4.161		
37	this institution prepares students for further learning	821	4.219	4.130	*	.110	4.178			4.156	*	.077
40	students are assisted with their personal development	789	4.038	3.820	***	.250	3.960	*	.089	3.945	**	.105
42	students are satisfied with their educational experience at this institution	752	3.979	3.889	*	.118	3.948			3.933		

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

Table 8. Supervisory Relationships Item Mean Comparisons

				TCC compared with:								
		TCC		**2017**			**Large 2-year**			**NILIE Normbase**		
	Supervisory Relationships	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	835	4.326	4.248			4.209	**	.112	4.205	**	.114
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	836	4.249	4.177			4.078	***	.147	4.084	***	.141
12	positive work expectations are communicated to me	841	3.968	3.796	***	.163	3.762	***	.192	3.740	***	.209
13	unacceptable behaviors are identified and communicated to me	774	3.953	3.760	***	.204	3.690	***	.267	3.689	***	.268
20	I receive timely feedback for my work	834	3.941	3.722	***	.203	3.721	***	.195	3.704	***	.209
21	I receive appropriate feedback for my work	835	3.940	3.787	**	.144	3.752	***	.171	3.738	***	.183
26	my supervisor actively seeks my ideas	822	3.942	3.764	**	.153	3.782	***	.132	3.788	***	.127
27	my supervisor seriously considers my ideas	821	4.054	3.843	***	.187	3.848	***	.171	3.861	***	.161
30	work outcomes are clarified for me	832	3.942	3.748	***	.190	3.711	***	.222	3.696	***	.234
34	my supervisor helps me to improve my work	818	4.059	3.837	***	.206	3.788	***	.234	3.789	***	.232
39	I am given the opportunity to be creative in my work	821	4.125	3.986	**	.132	4.016	**	.102	4.019	**	.100
45	I have the opportunity to express my ideas in appropriate forums	813	3.884	3.701	***	.169	3.690	***	.175	3.681	***	.183
46	professional development and training opportunities are available	827	4.080	3.792	***	.270	3.879	***	.180	3.809	***	.238

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

Table 9. Teamwork Item Mean Comparisons

TCC compared with:

	Teamwork	TCC		2017			Large 2-year			NILIE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
The extent to which…												
3	there is a spirit of cooperation within my work team	829	4.109	4.061			3.922	***	.160	3.940	***	.145
14	my primary work team uses problem-solving techniques	796	4.118	3.988	**	.138	3.895	***	.220	3.902	***	.212
24	there is an opportunity for all ideas to be exchanged within my work team	819	4.013	3.910			3.805	***	.184	3.815	***	.175
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	805	4.041	3.944			3.841	***	.175	3.848	***	.169
36	my work team coordinates its efforts with appropriate individuals and teams	794	4.034	3.947			3.886	***	.145	3.888	***	.143
43	a spirit of cooperation exists in my department	829	4.028	3.983			3.837	***	.162	3.866	***	.137

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