NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Tulsa Community College

Tulsa, Oklahoma

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).

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.

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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Table 1. Institutional Structure Frequency Distributions

	Institutional Structure	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
			TCC compared with:							
The extent to which…										
1	the actions of this institution reflect its mission	Very dissatisfied	23	4%	4	0%	568	3%	1543	2%
		Dissatisfied	60	10%	55	7%	1877	9%	5807	9%
		Neither	78	14%	86	10%	2865	14%	8990	15%
		Satisfied	262	46%	401	48%	9456	46%	29031	47%
		Very satisfied	152	26%	291	35%	5585	27%	16460	27%
		Total	**575**	**100%**	**837**	**100%**	**20351**	**100%**	**61831**	**100%**
4	decisions are made at the appropriate level at this institution	Very dissatisfied	69	12%	36	4%	1695	8%	4807	8%
		Dissatisfied	109	19%	140	17%	3825	19%	11904	19%
		Neither	115	20%	156	19%	4478	22%	13476	22%
		Satisfied	177	31%	296	36%	6719	33%	20796	34%
		Very satisfied	95	17%	192	23%	3441	17%	10270	17%
		Total	**565**	**100%**	**820**	**100%**	**20158**	**100%**	**61253**	**100%**
5	the institution effectively promotes diversity in the workplace	Very dissatisfied	17	3%	13	2%	739	4%	2147	3%
		Dissatisfied	50	9%	46	6%	1430	7%	4636	8%
		Neither	106	19%	137	16%	3514	17%	11689	19%
		Satisfied	204	36%	331	40%	7703	38%	23467	38%
		Very satisfied	190	34%	305	37%	6992	34%	19705	32%
		Total	**567**	**100%**	**832**	**100%**	**20378**	**100%**	**61644**	**100%**
6	administrative leadership is focused on meeting the needs of students	Very dissatisfied	28	5%	18	2%	1095	5%	3257	5%
		Dissatisfied	56	10%	71	8%	2325	11%	7286	12%
		Neither	88	15%	103	12%	3017	15%	9396	15%
		Satisfied	212	37%	328	39%	7539	37%	23374	38%
		Very satisfied	189	33%	321	38%	6398	31%	18461	30%
		Total	**573**	**100%**	**841**	**100%**	**20374**	**100%**	**61774**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
10 information is shared within the institution	Very dissatisfied	98	17%	57	7%	2091	10%	6551	11%
	Dissatisfied	99	17%	144	17%	3720	18%	12080	19%
	Neither	115	20%	147	18%	4251	21%	12941	21%
	Satisfied	153	27%	280	33%	6313	31%	19108	31%
	Very satisfied	112	19%	212	25%	4055	20%	11405	18%
	Total	**577**	**100%**	**840**	**100%**	**20430**	**100%**	**62085**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	23	4%	15	2%	843	4%	2359	4%
	Dissatisfied	60	11%	64	8%	2167	12%	6984	12%
	Neither	156	29%	207	27%	5545	29%	17067	30%
	Satisfied	219	41%	316	41%	7377	39%	22302	39%
	Very satisfied	72	14%	170	22%	2910	15%	8282	15%
	Total	**530**	**100%**	**772**	**100%**	**18842**	**100%**	**56994**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	76	15%	59	8%	2217	12%	6219	11%
	Dissatisfied	82	16%	123	16%	3175	17%	10028	17%
	Neither	167	32%	230	30%	5416	29%	16742	29%
	Satisfied	134	26%	228	30%	5417	29%	16590	29%
	Very satisfied	56	11%	128	17%	2723	14%	7982	14%
	Total	**515**	**100%**	**768**	**100%**	**18948**	**100%**	**57561**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	74	13%	35	4%	1915	10%	5912	10%
	Dissatisfied	77	14%	89	11%	3026	15%	9773	16%
	Neither	109	19%	167	20%	4152	21%	12798	21%
	Satisfied	181	32%	301	36%	6893	34%	20720	34%
	Very satisfied	119	21%	245	29%	4156	21%	12007	20%
	Total	**560**	**100%**	**837**	**100%**	**20142**	**100%**	**61210**	**100%**

TCC compared with:

			TCC		2019		Large 2-year		NILIE Normbase	
Institutional Structure (continued)		Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
22	this institution has been successful in positively motivating my performance	Very dissatisfied	67	12%	49	6%	1847	9%	5421	9%
		Dissatisfied	67	12%	119	14%	2895	15%	8888	15%
		Neither	127	23%	148	18%	3951	20%	12230	20%
		Satisfied	180	33%	274	33%	6644	33%	20339	33%
		Very satisfied	106	19%	243	29%	4621	23%	13856	23%
		Total	**547**	**100%**	**833**	**100%**	**19958**	**100%**	**60734**	**100%**
25	a spirit of cooperation exists at this institution	Very dissatisfied	60	11%	43	5%	1690	8%	5227	9%
		Dissatisfied	73	13%	97	12%	2948	15%	9605	16%
		Neither	100	18%	137	16%	3994	20%	12089	20%
		Satisfied	198	36%	325	39%	7145	36%	21675	36%
		Very satisfied	124	22%	240	29%	4268	21%	12329	20%
		Total	**555**	**100%**	**842**	**100%**	**20045**	**100%**	**60925**	**100%**
29	institution-wide policies guide my work	Very dissatisfied	11	2%	11	1%	729	4%	1960	3%
		Dissatisfied	31	6%	36	4%	1254	6%	3855	6%
		Neither	112	21%	143	17%	4624	23%	14255	24%
		Satisfied	253	47%	386	46%	8536	43%	26280	44%
		Very satisfied	135	25%	257	31%	4590	23%	13586	23%
		Total	**542**	**100%**	**833**	**100%**	**19733**	**100%**	**59936**	**100%**
32	this institution is appropriately organized	Very dissatisfied	75	14%	51	6%	1767	9%	5097	9%
		Dissatisfied	89	16%	112	14%	3429	17%	10911	18%
		Neither	144	27%	173	21%	4471	23%	13967	23%
		Satisfied	147	27%	309	38%	6590	33%	19994	33%
		Very satisfied	85	16%	177	22%	3440	17%	9869	16%
		Total	**540**	**100%**	**822**	**100%**	**19697**	**100%**	**59838**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	78	16%	95	12%	2842	15%	8432	15%
	Dissatisfied	73	15%	126	16%	2935	16%	9034	16%
	Neither	132	26%	189	24%	4491	24%	14403	25%
	Satisfied	129	26%	212	27%	5152	27%	15305	27%
	Very satisfied	91	18%	152	20%	3460	18%	9828	17%
	Total	**503**	**100%**	**774**	**100%**	**18880**	**100%**	**57002**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	47	9%	29	3%	1004	5%	2976	5%
	Dissatisfied	74	14%	90	11%	2207	11%	7033	12%
	Neither	100	19%	110	13%	3288	17%	10302	17%
	Satisfied	210	39%	361	43%	8493	43%	25941	43%
	Very satisfied	108	20%	241	29%	4924	25%	14268	24%
	Total	**539**	**100%**	**831**	**100%**	**19916**	**100%**	**60520**	**100%**
44 administrative processes are clearly defined	Very dissatisfied	64	12%	35	4%	1546	8%	4329	7%
	Dissatisfied	103	19%	80	10%	2487	13%	7665	13%
	Neither	117	22%	149	18%	4334	22%	13314	22%
	Satisfied	169	32%	343	42%	7244	37%	22289	37%
	Very satisfied	76	14%	218	26%	4031	21%	12045	20%
	Total	**529**	**100%**	**825**	**100%**	**19642**	**100%**	**59642**	**100%**

Table 2. Student Focus Frequency Distributions

TCC compared with:

	Student Focus	Response Option	TCC		2019		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
7	student needs are central to what we do	Very dissatisfied	26	5%	11	1%	737	4%	2140	3%
		Dissatisfied	36	6%	48	6%	1838	9%	5963	10%
		Neither	68	12%	73	9%	2470	12%	7642	12%
		Satisfied	208	36%	331	39%	7462	37%	23204	37%
		Very satisfied	238	41%	376	45%	7918	39%	22949	37%
		Total	**576**	**100%**	**839**	**100%**	**20425**	**100%**	**61898**	**100%**
8	I feel my job is relevant to this institution's mission	Very dissatisfied	9	2%	6	1%	323	2%	901	1%
		Dissatisfied	10	2%	13	2%	515	3%	1564	3%
		Neither	38	7%	36	4%	1282	6%	3851	6%
		Satisfied	167	29%	253	30%	6419	31%	19764	32%
		Very satisfied	345	61%	533	63%	11883	58%	36014	58%
		Total	**569**	**100%**	**841**	**100%**	**20422**	**100%**	**62094**	**100%**
17	faculty meet the needs of students	Very dissatisfied	4	1%	11	1%	325	2%	901	2%
		Dissatisfied	25	5%	38	5%	1051	6%	3230	6%
		Neither	76	14%	121	15%	2972	16%	9072	16%
		Satisfied	260	49%	360	45%	8511	45%	26046	45%
		Very satisfied	161	31%	264	33%	6094	32%	18548	32%
		Total	**526**	**100%**	**794**	**100%**	**18953**	**100%**	**57797**	**100%**
18	student diversity is important at this institution	Very dissatisfied	7	1%	5	1%	377	2%	1125	2%
		Dissatisfied	18	3%	27	3%	640	3%	2441	4%
		Neither	73	13%	104	12%	2492	12%	8680	14%
		Satisfied	224	40%	345	41%	8200	41%	25096	41%
		Very satisfied	240	43%	354	42%	8305	41%	23318	38%
		Total	**562**	**100%**	**835**	**100%**	**20014**	**100%**	**60660**	**100%**

TCC compared with:

Student Focus (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	6	1%	8	1%	314	2%	757	1%
	Dissatisfied	21	4%	20	3%	819	4%	2409	4%
	Neither	87	16%	122	15%	3450	18%	10537	18%
	Satisfied	265	50%	387	48%	9034	47%	27932	48%
	Very satisfied	152	29%	262	33%	5550	29%	16439	28%
	Total	**531**	**100%**	**799**	**100%**	**19167**	**100%**	**58074**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	6	1%	8	1%	447	2%	1240	2%
	Dissatisfied	18	3%	40	5%	1206	6%	3614	6%
	Neither	73	14%	115	14%	3247	17%	9399	16%
	Satisfied	276	52%	352	44%	8566	45%	26619	46%
	Very satisfied	153	29%	290	36%	5769	30%	17536	30%
	Total	**526**	**100%**	**805**	**100%**	**19235**	**100%**	**58408**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	7	1%	10	1%	396	2%	1028	2%
	Dissatisfied	18	4%	32	4%	809	5%	2403	4%
	Neither	95	19%	137	18%	4193	24%	12027	22%
	Satisfied	243	49%	349	45%	7631	43%	24082	44%
	Very satisfied	137	27%	249	32%	4797	27%	14657	27%
	Total	**500**	**100%**	**777**	**100%**	**17826**	**100%**	**54197**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	3	1%	7	1%	218	1%	565	1%
	Dissatisfied	11	2%	25	3%	637	3%	1939	3%
	Neither	62	12%	88	11%	2294	12%	6978	12%
	Satisfied	273	51%	382	47%	8754	45%	27294	46%
	Very satisfied	186	35%	312	38%	7648	39%	22503	38%
	Total	**535**	**100%**	**814**	**100%**	**19551**	**100%**	**59279**	**100%**

TCC compared with:

	Student Focus (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…										
35	this institution prepares students for a career	Very dissatisfied	5	1%	7	1%	261	1%	669	1%
		Dissatisfied	14	3%	27	3%	611	3%	1786	3%
		Neither	63	12%	90	11%	2426	12%	7257	12%
		Satisfied	263	50%	381	47%	8762	45%	27134	46%
		Very satisfied	186	35%	308	38%	7432	38%	22263	38%
		Total	**531**	**100%**	**813**	**100%**	**19492**	**100%**	**59109**	**100%**
37	this institution prepares students for further learning	Very dissatisfied	5	1%	9	1%	278	1%	692	1%
		Dissatisfied	17	3%	22	3%	622	3%	1772	3%
		Neither	58	11%	79	10%	2144	11%	6561	11%
		Satisfied	249	47%	381	46%	9082	47%	28126	48%
		Very satisfied	202	38%	330	40%	7395	38%	22033	37%
		Total	**531**	**100%**	**821**	**100%**	**19521**	**100%**	**59184**	**100%**
40	students are assisted with their personal development	Very dissatisfied	7	1%	11	1%	328	2%	845	1%
		Dissatisfied	21	4%	23	3%	785	4%	2557	5%
		Neither	107	21%	132	17%	3520	19%	10687	19%
		Satisfied	242	48%	382	48%	8484	45%	26384	47%
		Very satisfied	129	25%	241	31%	5617	30%	16239	29%
		Total	**506**	**100%**	**789**	**100%**	**18734**	**100%**	**56712**	**100%**
42	students are satisfied with their educational experience at this institution	Very dissatisfied	4	1%	5	1%	204	1%	527	1%
		Dissatisfied	9	2%	24	3%	565	3%	1799	3%
		Neither	107	23%	131	17%	3528	19%	10692	19%
		Satisfied	271	57%	414	55%	9510	52%	29521	54%
		Very satisfied	83	18%	178	24%	4364	24%	12526	23%
		Total	**474**	**100%**	**752**	**100%**	**18171**	**100%**	**55065**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

			TCC		2019		Large 2-year		NILIE Normbase	
	Supervisory Relationships	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
2	my supervisor/chair expresses confidence in my work	Very dissatisfied	16	3%	19	2%	698	3%	2046	3%
		Dissatisfied	25	4%	42	5%	1219	6%	3677	6%
		Neither	54	9%	54	6%	1864	9%	5465	9%
		Satisfied	173	30%	253	30%	5973	29%	17900	29%
		Very satisfied	302	53%	467	56%	10603	52%	32905	53%
		Total	**570**	**100%**	**835**	**100%**	**20357**	**100%**	**61993**	**100%**
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	21	4%	24	3%	1075	5%	3130	5%
		Dissatisfied	23	4%	61	7%	1526	7%	4458	7%
		Neither	55	10%	60	7%	2079	10%	6214	10%
		Satisfied	150	26%	229	27%	5562	27%	16942	27%
		Very satisfied	319	56%	462	55%	10129	50%	31231	50%
		Total	**568**	**100%**	**836**	**100%**	**20371**	**100%**	**61975**	**100%**
12	positive work expectations are communicated to me	Very dissatisfied	26	5%	18	2%	984	5%	2795	5%
		Dissatisfied	47	8%	80	10%	2024	10%	6100	10%
		Neither	89	16%	106	13%	3281	16%	9858	16%
		Satisfied	253	45%	344	41%	8561	42%	26232	43%
		Very satisfied	147	26%	293	35%	5296	26%	16282	27%
		Total	**562**	**100%**	**841**	**100%**	**20146**	**100%**	**61267**	**100%**
13	unacceptable behaviors are identified and communicated to me	Very dissatisfied	12	2%	15	2%	684	4%	1965	4%
		Dissatisfied	35	7%	34	4%	1372	8%	4120	7%
		Neither	121	24%	145	19%	4327	24%	13338	24%
		Satisfied	217	44%	358	46%	7944	43%	24092	44%
		Very satisfied	112	23%	222	29%	3953	22%	11711	21%
		Total	**497**	**100%**	**774**	**100%**	**18280**	**100%**	**55226**	**100%**

TCC compared with:

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	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	31	6%	28	3%	1156	6%	3331	5%
	Dissatisfied	43	8%	57	7%	1895	9%	5743	9%
	Neither	110	20%	134	16%	3636	18%	10955	18%
	Satisfied	212	38%	332	40%	7717	39%	23588	39%
	Very satisfied	161	29%	283	34%	5592	28%	17240	28%
	Total	**557**	**100%**	**834**	**100%**	**19996**	**100%**	**60857**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	29	5%	23	3%	1017	5%	2897	5%
	Dissatisfied	43	8%	68	8%	1887	9%	5703	9%
	Neither	84	15%	124	15%	3377	17%	10246	17%
	Satisfied	239	44%	341	41%	8099	41%	24871	41%
	Very satisfied	151	28%	279	33%	5558	28%	17005	28%
	Total	**546**	**100%**	**835**	**100%**	**19938**	**100%**	**60722**	**100%**
26 my supervisor/chair actively seeks my ideas	Very dissatisfied	32	6%	37	5%	1396	7%	4036	7%
	Dissatisfied	31	6%	63	8%	1714	9%	5292	9%
	Neither	95	18%	137	17%	3246	16%	9587	16%
	Satisfied	174	32%	259	32%	6408	32%	19373	32%
	Very satisfied	204	38%	326	40%	7005	35%	21856	36%
	Total	**536**	**100%**	**822**	**100%**	**19769**	**100%**	**60144**	**100%**
27 my supervisor/chair seriously considers my ideas	Very dissatisfied	30	6%	36	4%	1308	7%	3802	6%
	Dissatisfied	34	6%	47	6%	1588	8%	4708	8%
	Neither	85	16%	112	14%	3032	15%	8880	15%
	Satisfied	170	32%	268	33%	6340	32%	19251	32%
	Very satisfied	219	41%	358	44%	7463	38%	23447	39%
	Total	**538**	**100%**	**821**	**100%**	**19731**	**100%**	**60088**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	31	6%	17	2%	896	5%	2469	4%
	Dissatisfied	45	8%	66	8%	1800	9%	5354	9%
	Neither	107	20%	133	16%	4001	20%	12273	20%
	Satisfied	228	42%	348	42%	8331	42%	25629	43%
	Very satisfied	135	25%	268	32%	4799	24%	14568	24%
	Total	**546**	**100%**	**832**	**100%**	**19827**	**100%**	**60293**	**100%**
34 my supervisor/chair helps me to improve my work	Very dissatisfied	30	6%	27	3%	1198	6%	3487	6%
	Dissatisfied	27	5%	44	5%	1567	8%	4828	8%
	Neither	90	17%	134	16%	3554	18%	10508	18%
	Satisfied	187	35%	262	32%	6595	34%	20202	34%
	Very satisfied	198	37%	351	43%	6703	34%	20681	35%
	Total	**532**	**100%**	**818**	**100%**	**19617**	**100%**	**59706**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	24	5%	27	3%	965	5%	2549	4%
	Dissatisfied	25	5%	46	6%	1112	6%	3418	6%
	Neither	80	15%	84	10%	2512	13%	7588	13%
	Satisfied	194	36%	304	37%	7415	37%	22737	38%
	Very satisfied	210	39%	360	44%	7785	39%	23879	40%
	Total	**533**	**100%**	**821**	**100%**	**19789**	**100%**	**60171**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	39	7%	27	3%	1198	6%	3338	6%
	Dissatisfied	61	12%	72	9%	1837	9%	5621	9%
	Neither	96	18%	130	16%	3683	19%	11201	19%
	Satisfied	214	40%	323	40%	7926	40%	24370	41%
	Very satisfied	120	23%	261	32%	4973	25%	15197	25%
	Total	**530**	**100%**	**813**	**100%**	**19617**	**100%**	**59727**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2019 Count	2019 %	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	15	3%	22	3%	1005	5%	3197	5%
	Dissatisfied	35	7%	47	6%	1580	8%	5382	9%
	Neither	83	16%	95	11%	2822	14%	8893	15%
	Satisfied	219	41%	342	41%	7733	39%	23300	39%
	Very satisfied	180	34%	321	39%	6650	34%	19261	32%
	Total	**532**	**100%**	**827**	**100%**	**19790**	**100%**	**60033**	**100%**

Table 4. Teamwork Frequency Distributions

			TCC		2019		Large 2-year		NILIE Normbase	
	Teamwork	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
3	there is a spirit of cooperation within my work team	Very dissatisfied	15	3%	26	3%	1008	5%	2783	5%
		Dissatisfied	35	6%	70	8%	2039	10%	6177	10%
		Neither	66	12%	75	9%	2252	11%	6476	10%
		Satisfied	190	33%	275	33%	6876	34%	20906	34%
		Very satisfied	263	46%	383	46%	8154	40%	25460	41%
		Total	**569**	**100%**	**829**	**100%**	**20329**	**100%**	**61802**	**100%**
14	my primary work team uses problem-solving techniques	Very dissatisfied	10	2%	16	2%	624	3%	1698	3%
		Dissatisfied	21	4%	37	5%	1337	7%	4076	7%
		Neither	85	16%	95	12%	3032	16%	9162	16%
		Satisfied	234	44%	337	42%	8222	42%	24919	42%
		Very satisfied	185	35%	311	39%	6181	32%	19127	32%
		Total	**535**	**100%**	**796**	**100%**	**19396**	**100%**	**58982**	**100%**
24	there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	25	5%	30	4%	1082	5%	3039	5%
		Dissatisfied	33	6%	62	8%	1813	9%	5536	9%
		Neither	80	15%	90	11%	2776	14%	8301	14%
		Satisfied	220	41%	322	39%	7760	39%	23545	39%
		Very satisfied	183	34%	315	38%	6320	32%	19583	33%
		Total	**541**	**100%**	**819**	**100%**	**19751**	**100%**	**60004**	**100%**
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	24	5%	34	4%	1114	6%	3180	5%
		Dissatisfied	27	5%	46	6%	1698	9%	5080	9%
		Neither	68	13%	89	11%	2661	14%	7941	13%
		Satisfied	201	38%	320	40%	7312	37%	22574	38%
		Very satisfied	211	40%	316	39%	6834	35%	20818	35%
		Total	**531**	**100%**	**805**	**100%**	**19619**	**100%**	**59593**	**100%**

TCC compared with:

	Teamwork (continued)	Response Option	TCC		2019		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
36	my work team coordinates its efforts with appropriate individuals and teams	Very dissatisfied	19	4%	21	3%	693	4%	1951	3%
		Dissatisfied	18	3%	47	6%	1321	7%	3945	7%
		Neither	68	13%	105	13%	3051	16%	9110	16%
		Satisfied	230	44%	332	42%	8081	42%	25075	43%
		Very satisfied	189	36%	289	36%	6108	32%	18440	32%
		Total	**524**	**100%**	**794**	**100%**	**19254**	**100%**	**58521**	**100%**
43	a spirit of cooperation exists in my department	Very dissatisfied	21	4%	34	4%	1327	7%	3619	6%
		Dissatisfied	38	7%	62	7%	1853	9%	5363	9%
		Neither	59	11%	84	10%	2457	12%	7119	12%
		Satisfied	192	36%	316	38%	7073	36%	21695	36%
		Very satisfied	225	42%	333	40%	7151	36%	22467	37%
		Total	**535**	**100%**	**829**	**100%**	**19861**	**100%**	**60263**	**100%**

Table 5. Climate Factor Mean Comparisons

			TCC compared with:								
	TCC		**2019**			**Large 2-year**			**NILIE Normbase**		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	585	3.822	3.965	***	-.196	3.799			3.800		
Institutional Structure	585	3.447	3.732	***	-.316	3.518			3.502		
Student Focus	585	4.098	4.144			4.064			4.060		
Supervisory Relationships	585	3.919	4.034	*	-.135	3.854			3.867		
Teamwork	582	4.043	4.045			3.885	***	.162	3.907	***	.141

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

Figure 1. Means by Comparison Group and Climate Factor

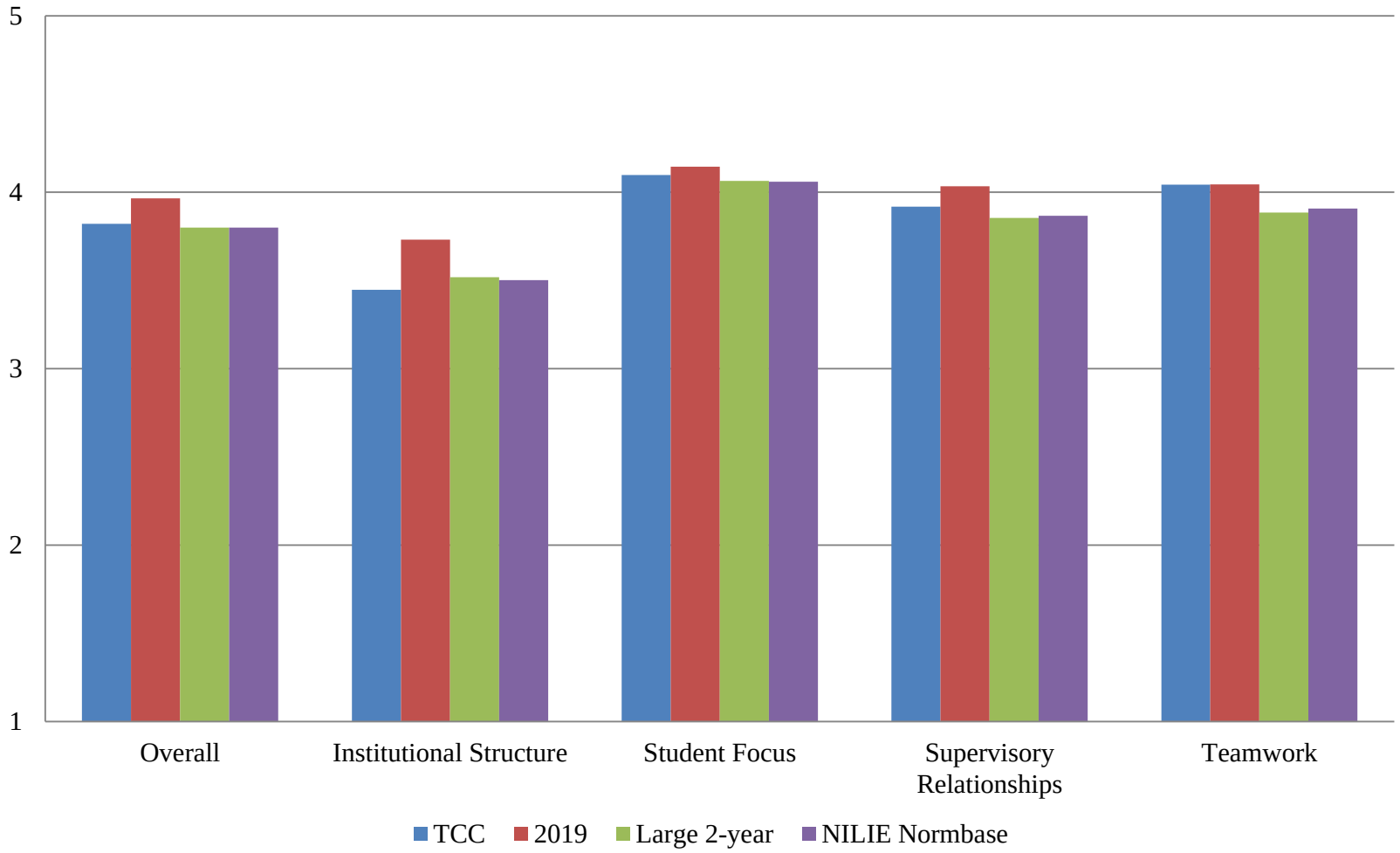

Table 6. Institutional Structure Item Mean Comparisons

		TCC		TCC compared with: 2019			Large 2-year			NILIE Normbase		
	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	575	3.800	4.099	***	-.314	3.865			3.858		
4	decisions are made at the appropriate level at this institution	565	3.212	3.571	***	-.298	3.317	*	-.087	3.324	*	-.093
5	the institution effectively promotes diversity in the workplace	567	3.882	4.044	**	-.163	3.922			3.875		
6	administrative leadership is focused on meeting the needs of students	573	3.834	4.026	***	-.180	3.776			3.753		
10	information is shared within the institution	577	3.142	3.531	***	-.302	3.319	***	-.140	3.270	*	-.101
11	institutional teams use problem-solving techniques	530	3.485	3.728	***	-.248	3.496			3.477		
15	I am able to appropriately influence the direction of this institution	515	3.023	3.316	***	-.250	3.172	**	-.123	3.175	**	-.128
16	open and ethical communication is practiced at this institution	560	3.346	3.755	***	-.342	3.415			3.378		
22	this institution has been successful in positively motivating my performance	547	3.349	3.652	***	-.246	3.466	*	-.093	3.466	*	-.095
25	a spirit of cooperation exists at this institution	555	3.456	3.739	***	-.237	3.467			3.431		
29	institution-wide policies guide my work	542	3.867	4.011	**	-.160	3.760	*	.107	3.762	*	.107
32	this institution is appropriately organized	540	3.144	3.546	***	-.335	3.330	***	-.154	3.311	**	-.140
38	I have the opportunity for advancement within this institution	503	3.163	3.258			3.183			3.159		
41	I receive adequate information regarding important activities at this institution	539	3.479	3.836	***	-.318	3.709	***	-.208	3.686	***	-.188
44	administrative processes are clearly defined	529	3.170	3.762	***	-.517	3.495	***	-.276	3.504	***	-.287

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

Table 7. Student Focus Item Mean Comparisons

				TCC compared with:								
		TCC		**2019**			**Large 2-year**			**NILIE Normbase**		
	Student Focus	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	576	4.035	4.207	**	-.174	3.979			3.951		
8	I feel my job is relevant to this institution's mission	569	4.457	4.539	*	-.107	4.421			4.424		
17	faculty meet the needs of students	526	4.044	4.043			4.002			4.005		
18	student diversity is important at this institution	562	4.196	4.217			4.170			4.105	*	.099
19	students' competencies are enhanced	531	4.009	4.095			3.975			3.980		
23	non-teaching professional staff meet the needs of students	526	4.049	4.088			3.936	**	.118	3.952	*	.103
28	classified personnel meet the needs of students	500	3.970	4.023			3.876	*	.100	3.903		
31	students receive an excellent education at this institution	535	4.174	4.188			4.175			4.168		
35	this institution prepares students for a career	531	4.151	4.176			4.154			4.159		
37	this institution prepares students for further learning	531	4.179	4.219			4.163			4.166		
40	students are assisted with their personal development	506	3.919	4.038	*	-.139	3.976			3.963		
42	students are satisfied with their educational experience at this institution	474	3.886	3.979	*	-.122	3.950			3.939		

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

Table 8. Supervisory Relationships Item Mean Comparisons

				TCC compared with:								
		TCC		**2019**			**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/chair expresses confidence in my work	570	4.263	4.326			4.207			4.225		
9	my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	568	4.273	4.249			4.087	***	.159	4.108	***	.143
12	positive work expectations are communicated to me	562	3.797	3.968	**	-.164	3.753			3.769		
13	unacceptable behaviors are identified and communicated to me	497	3.769	3.953	***	-.199	3.717			3.715		
20	I receive timely feedback for my work	557	3.770	3.941	**	-.160	3.735			3.750		
21	I receive appropriate feedback for my work	546	3.806	3.940	*	-.128	3.767			3.780		
26	my supervisor/chair actively seeks my ideas	536	3.909	3.942			3.805	*	.086	3.827		
27	my supervisor/chair seriously considers my ideas	538	3.955	4.054			3.865			3.896		
30	work outcomes are clarified for me	546	3.716	3.942	***	-.219	3.723			3.738		
34	my supervisor/chair helps me to improve my work	532	3.932	4.059	*	-.117	3.818	*	.099	3.833		
39	I am given the opportunity to be creative in my work	533	4.015	4.125			4.008			4.030		
45	I have the opportunity to express my ideas in appropriate forums	530	3.594	3.884	***	-.263	3.695	*	-.089	3.711	*	-.105
46	professional development and training opportunities are available	532	3.966	4.080	*	-.115	3.881			3.834	**	.117

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

Table 9. Teamwork Item Mean Comparisons

		TCC		TCC compared with: 2019			Large 2-year			NILIE Normbase		
	Teamwork	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	569	4.144	4.109			3.941	***	.175	3.972	***	.150
14	my primary work team uses problem-solving techniques	535	4.052	4.118			3.928	**	.123	3.944	*	.107
24	there is an opportunity for all ideas to be exchanged within my work team	541	3.930	4.013			3.832	*	.087	3.852		
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	531	4.032	4.041			3.869	**	.142	3.886	**	.129
36	my work team coordinates its efforts with appropriate individuals and teams	524	4.053	4.034			3.914	**	.136	3.925	**	.127
43	a spirit of cooperation exists in my department	535	4.050	4.028			3.849	***	.168	3.897	**	.131

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