

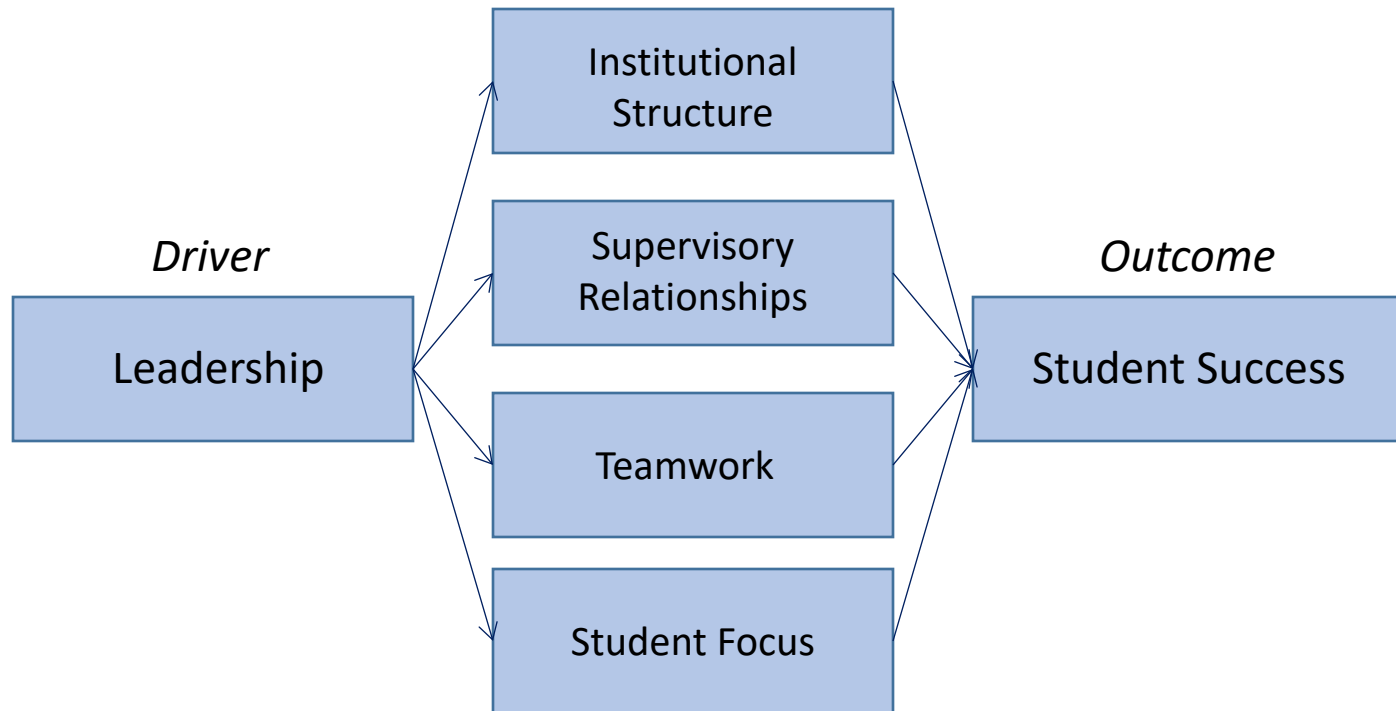
2023

Personal Assessment of the College Environment (PACE)

Measuring Climate at Tulsa Community College



The PACE Model

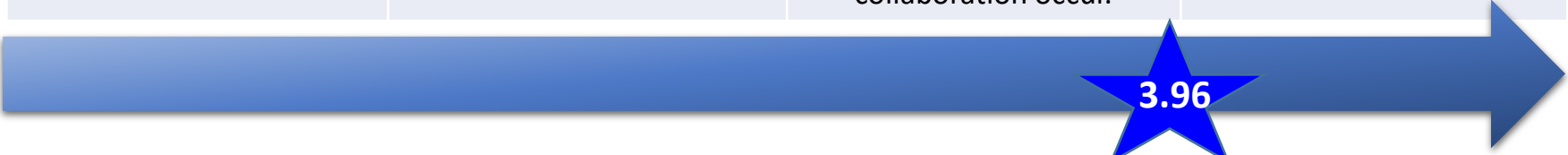


Purpose

- **Understand** TCC's culture and capacity to promote student success
- **Hear** directly from employees about how they perceive and experience their work
- **Promote** open and honest communication to inform priorities for change

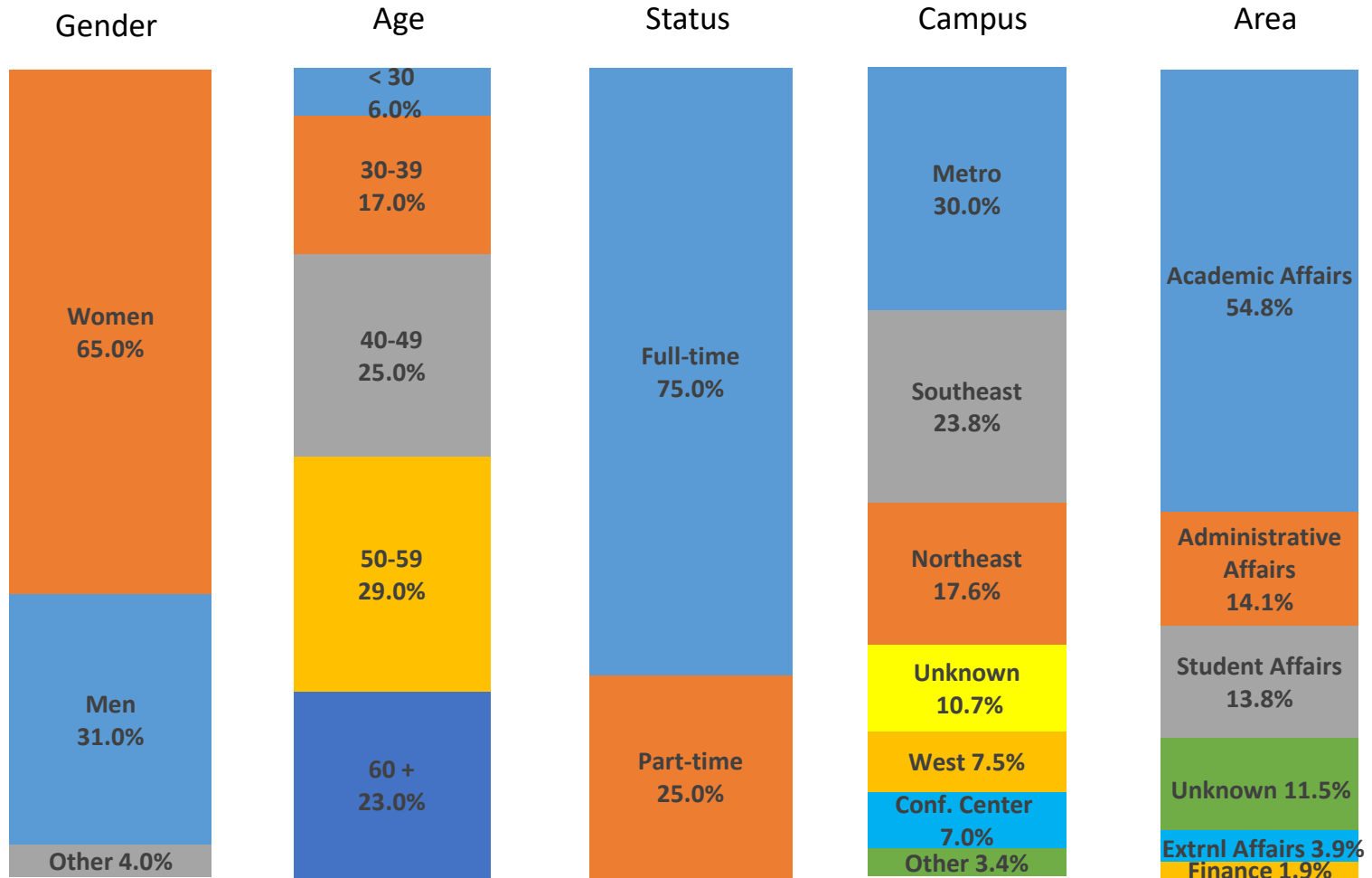
Four Organizational Systems

Coercive	Competitive	Consultative	Collaborative
Leaders have little confidence or trust in employees; seldom involve them in decision-making	Leaders have condescending confidence and trust in employees; occasionally involve them in decision-making	Leaders have substantial but not complete confidence and trust; and significantly involve employees in decision-making	Leaders have demonstrated confidence and trust in employees; employees are involved in appropriate decision-making
Decisions are top-down.	Some decision-making at lower levels, but top is in control.	More decisions made at lower levels, and leaders consult followers.	Decision-making is widely dispersed and well integrated across all levels.
Lower levels oppose goals established by leadership.	Lower levels cooperate in accomplishing selected goals.	Lower levels deal more with morale and exercise cooperation toward goal accomplishment	Collaboration is employed throughout.
Influence primarily through fear and punishment.	Some influence through rewards and some through fear and punishment.	Influence mainly through rewards. Occasional punishment and some collaboration occur.	Influence through participation and involvement in process.

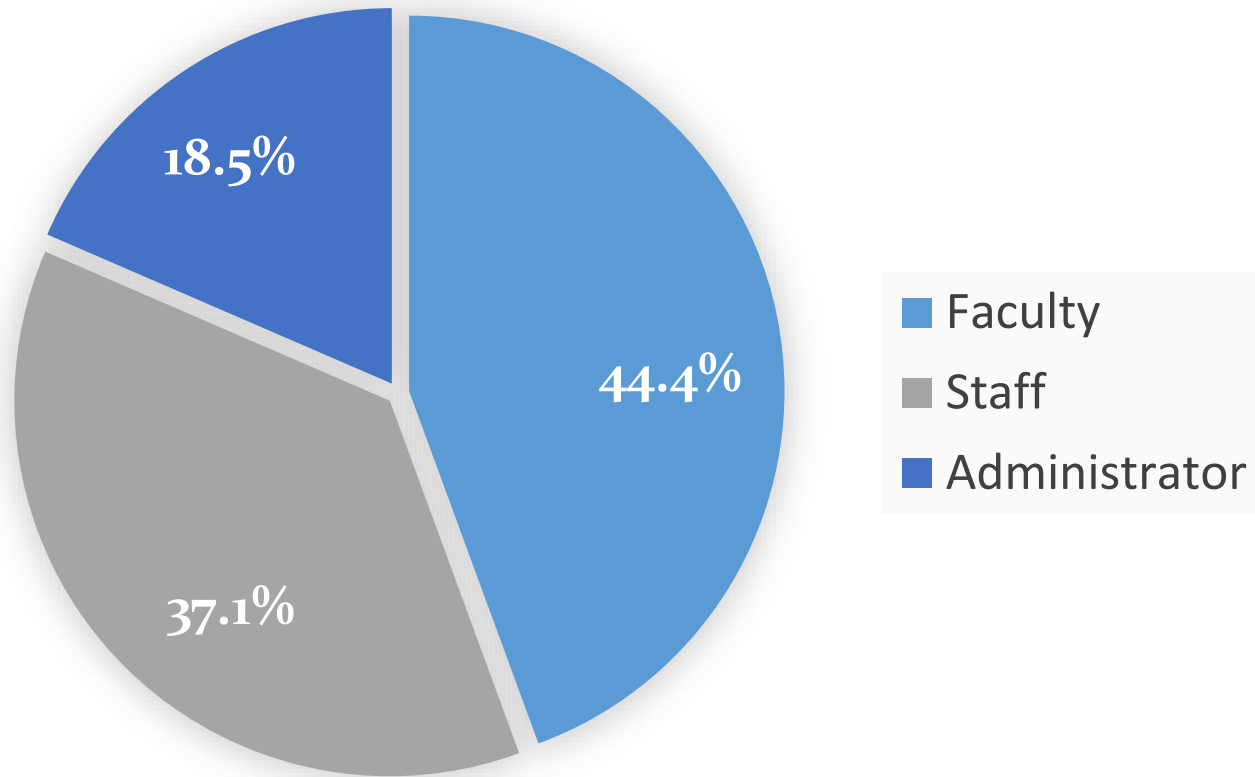


TCC Sample

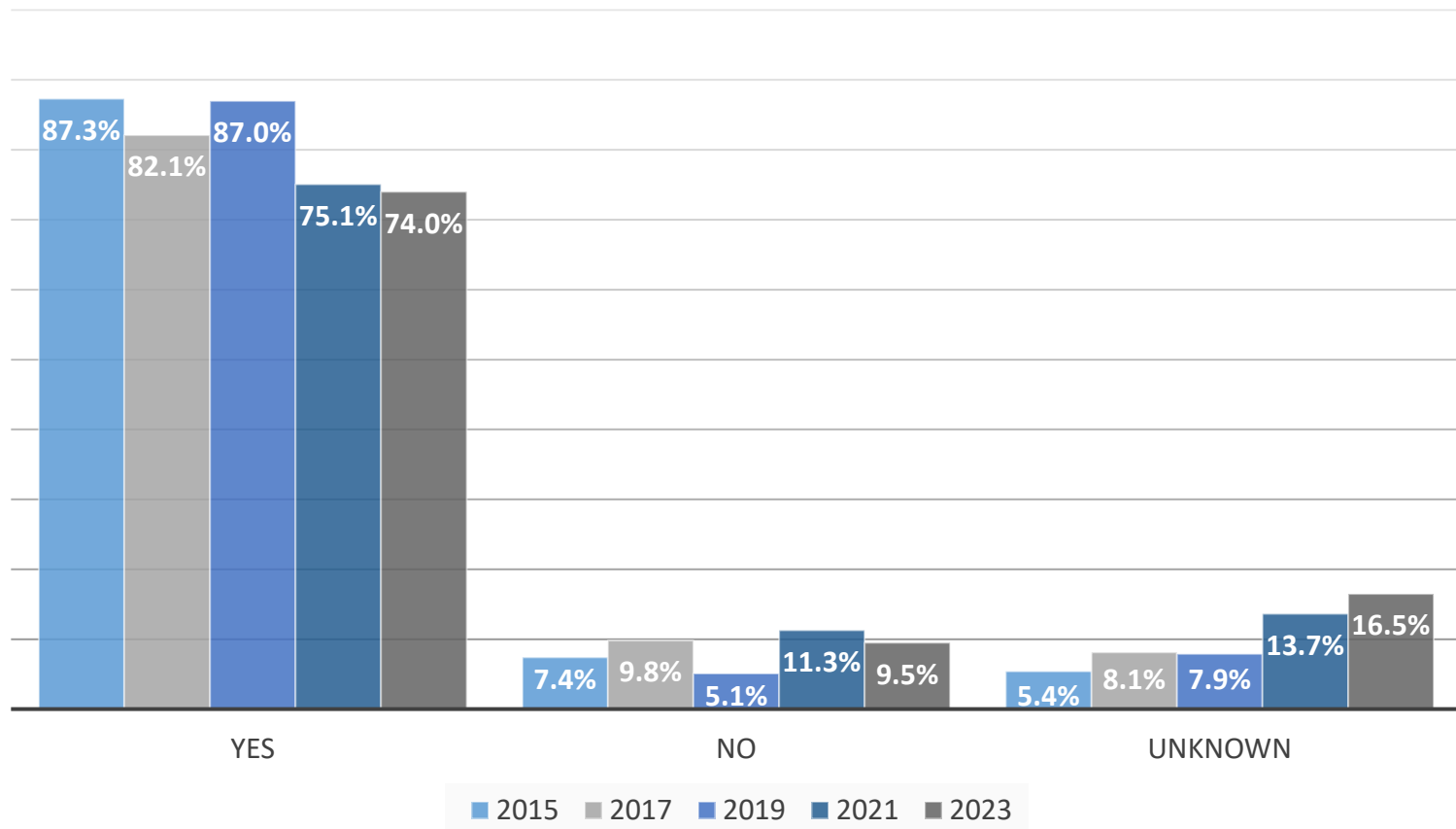
Administered online to 1,645 employees, 644 (39.1%) completed survey



Respondents by Personnel Classification

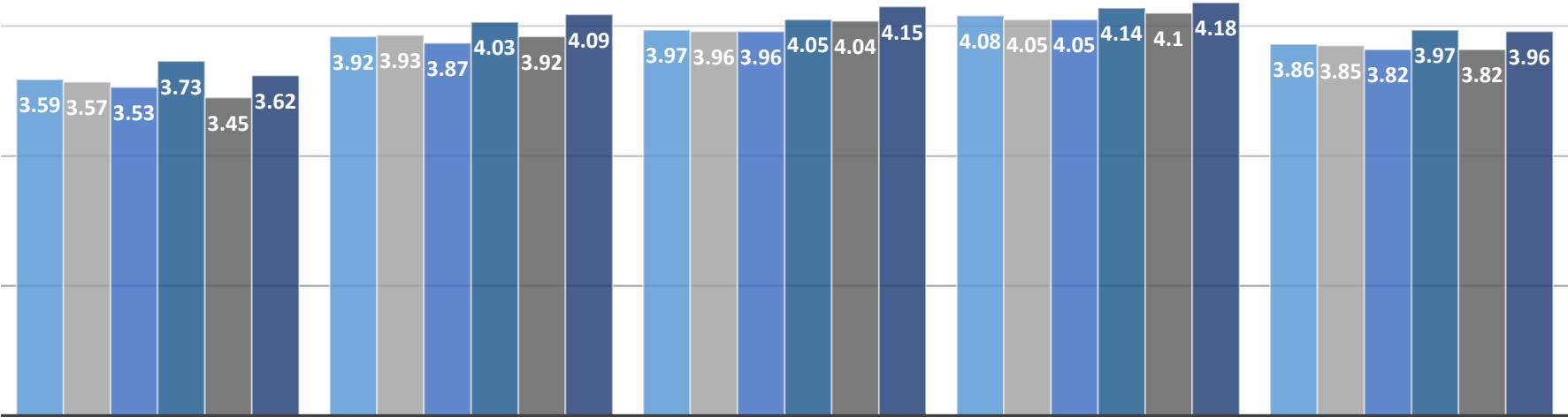


Would You Recommend TCC as a Place to Work?



Climate Factor Means

■ 2012 ■ 2015 ■ 2017 ■ 2019 ■ 2021 ■ 2023



INSTITUTIONAL
STRUCTURE

Mission, leadership, structural organization, decision-making, and internal communication

SUPERVISORY
RELATIONSHIPS

Relationships between employees and supervisors

TEAMWORK

Spirit of cooperation amongst work teams

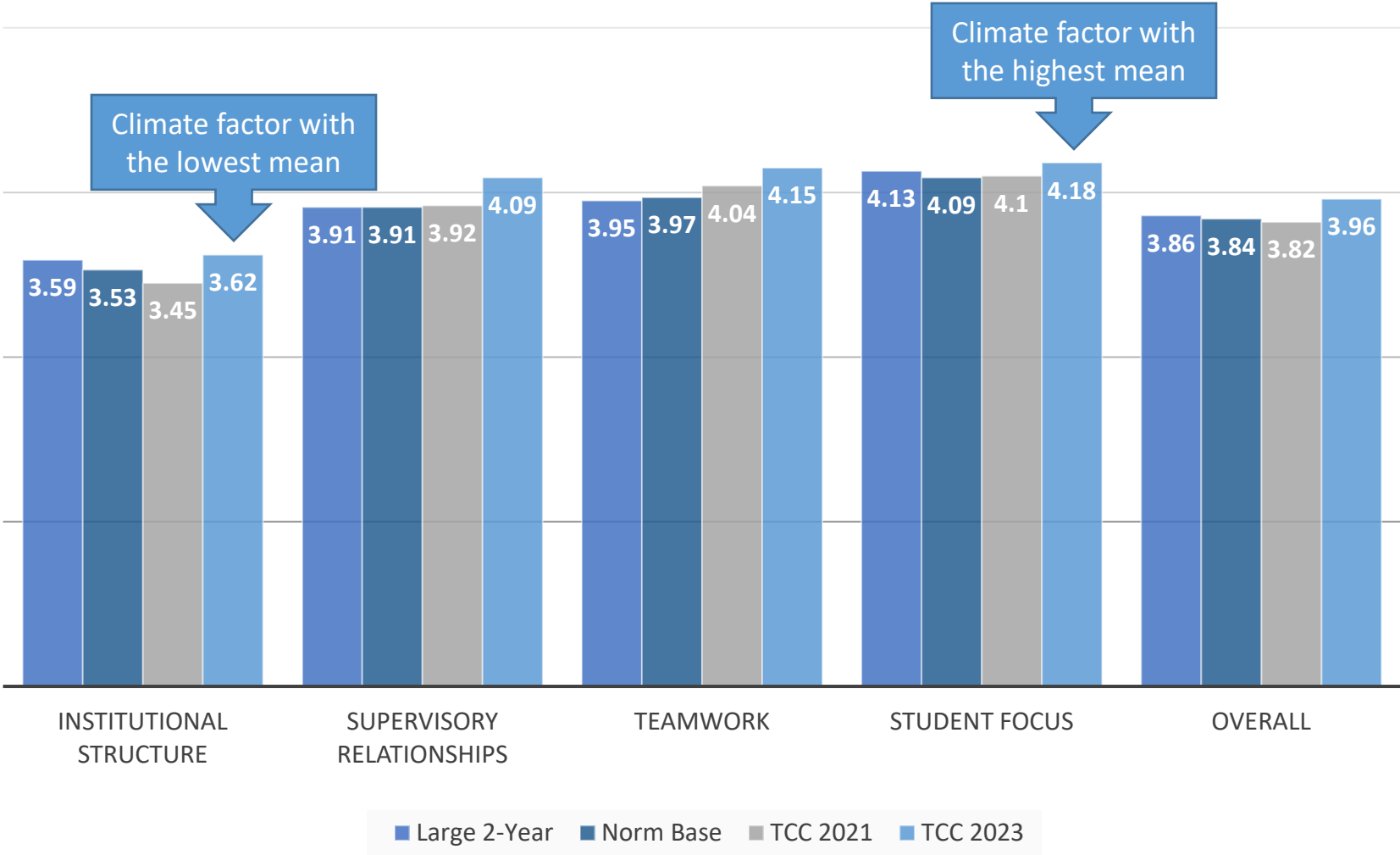
STUDENT FOCUS

Centrality of students to the actions of the institution

OVERALL

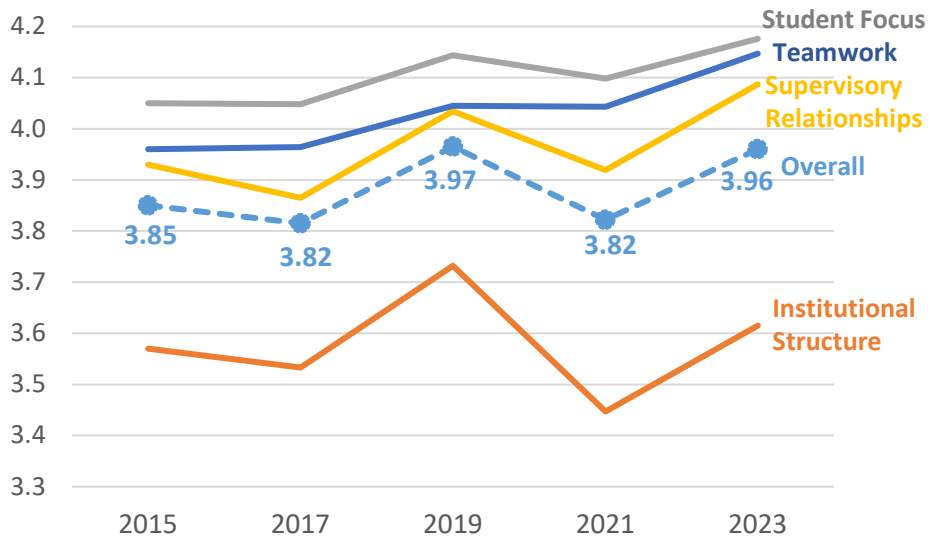


Climate Factor Means

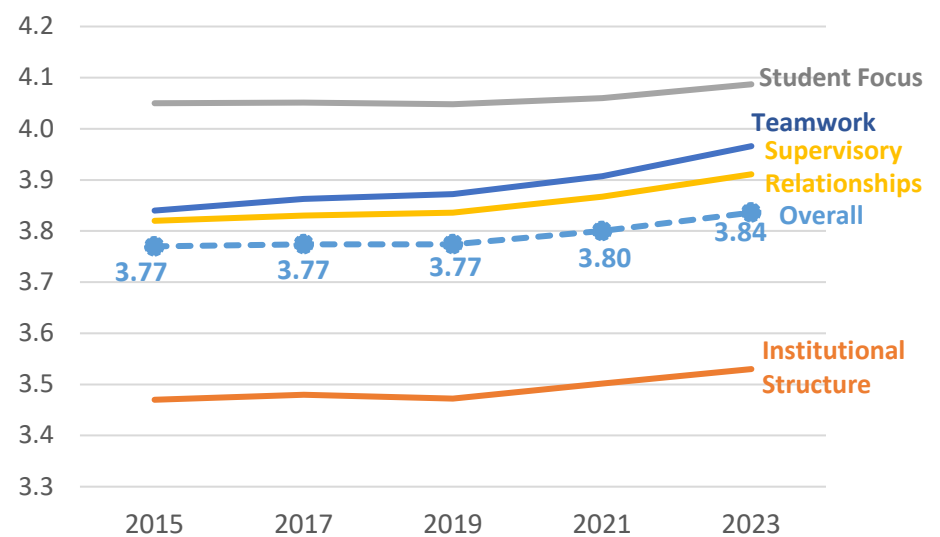


PACE Historical Trends

TCC PACE Historical Trends



PACE Normbase Historical Trends



TCC Custom Questions

TCC Customized Question <i>The extent to which...</i>	2021 Mean	2023 Mean	Mean Change
I understand my role in helping to achieve the institution's goals	4.12	4.31	0.19***
This institution effectively facilitates the university transfer experience	3.94	4.19	0.25***
This institution's processes are simple, clear, and documented where I can find them	3.28	3.36	0.08
This institution's policies, processes, and services help remove barriers to student success	3.54	3.66	0.12
Community engagement efforts at this institution are focused on building success through education	3.93	4.03	0.10
This institution practices continuous improvement and forward-thinking	3.67	3.79	0.12
The institution addresses low-performing employees or detrimental workplace situations	3.08	3.13	0.05
This institution's practices are environmentally sustainable	3.54	3.54	0.00
This institution celebrates successes and fosters community	3.76	3.84	0.08
This institution effectively uses resources to maximize financial responsibility and value to students	3.67	3.64	0.03
I feel valued and appreciated as an employee	3.49	3.58	0.09
The institution's physical facilities are safe, modern, accessible, and accommodating	3.80	3.65	0.15
Effective working relationships and communication exist among campuses and locations	3.54	3.66	0.12
This institution effectively targets outreach and recruitment to growing student populations and those underserved by TCC	3.83	3.90	0.07
Courses are offered at times and in formats to meet students' needs	3.94	3.92	0.02
I receive quality support and customer service from other college departments	3.76	3.86	0.10
I am satisfied with working at TCC	3.99	4.05	0.06
I understand the benefits plans available to me.		4.20	N/A
I am recognized for my hard work and successes at TCC.		3.44	N/A
I recommend TCC as a place to work		3.96	N/A
Overall	N/A	3.94	N/A

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



Racial Diversity Subscale Questions

Institutional Structure	2021	2023	Mean
<i>The extent to which...</i>	Mean	Mean	Change
My institution has a strong commitment to promoting a healthy racial/ethnic campus climate	4.08	4.14	0.06
My institution values racial/ethnic diversity	4.16	4.21	0.05
My institution is accepting of people of different racial/ethnic backgrounds	4.19	4.33	0.14**
Employees of different racial/ethnic backgrounds communicate well with one another	4.02	4.09	0.07
People of different racial/ethnic backgrounds are well-represented among faculty	3.56	3.65	0.09
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	3.54	3.55	0.01
My institution is racially and ethnically inclusive environment	3.84	4.03	0.19**
People of different racial/ethnic backgrounds are well-represented among classified personnel		3.73	N/A
Supervisory Relationships			
My supervisor/chair maintains an environment that is supportive of people from different races/ethnicities	4.31	4.36	0.05
My supervisor/chair treats all employees equally, regardless of racial/ethnic background	4.35	4.38	0.03
My supervisor/chair is open to the views of people from racially and ethnically diverse backgrounds	4.36	4.39	0.03
My supervisor/chair provides feedback and evaluates subordinates fairly, regardless of race/ethnicity	4.24	4.32	0.08
My supervisor/chair promotes meeting the needs of students from diverse racial/ethnic backgrounds	4.34	4.36	0.02
Team Work			
Racial/ethnic diversity increases the level of trust among my immediate team members	3.97	4.01	0.04
Racial/ethnic diversity enhances my work team's performance	4.00	4.08	0.08
Racial/ethnic diversity among my work team members contributes to our ability to meet student needs	3.98	4.17	0.19***
Student Focus			
Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	3.78	3.86	0.08
My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	3.68	3.84	0.16
My institution prioritizes the educational persistence of students from diverse racial/ethnic backgrounds	3.95	4.01	0.06
Students from diverse racial/ethnic backgrounds are satisfied with their educational experience at my institution	3.78	3.92	0.14*

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



Top 10 Scoring Climate Factor Questions (Means)

The extent to which...	Climate Factor	2021 Mean	2023 Mean	Mean Change
I feel my job is relevant to this institution's mission	Student Focus	4.46	4.58	0.12**
My supervisor/chair expresses confidence in my work	Supervisory Relationship	4.26	4.45	0.19***
My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Supervisory Relationship	4.27	4.34	0.07
Student diversity is important at this institution	Student Focus	4.20	4.33	0.13**
There is a spirit of cooperation within my work team	Teamwork	4.14	4.25	0.11
My primary work team uses problem-solving techniques	Teamwork	4.05	4.23	0.18***
This institution prepares students for further learning	Student Focus	4.18	4.23	0.05
Students receive an excellent education at this institution	Student Focus	4.17	4.20	0.03
Student needs are central to what we do	Student Focus	4.03	4.18	0.15*
This institution prepares students for a career	Student Focus	4.15	4.17	0.02
* p < .05, ** p < .01, *** p < .001				

Bottom 10 Scoring Climate Factor Questions (Means)

The extent to which...	Climate Factor	2021 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution	Institutional Structure	3.02	3.16	0.14
This institution is appropriately organized	Institutional Structure	3.14	3.25	0.11
I have the opportunity for advancement within this institution	Institutional Structure	3.16	3.26	0.10
Administrative processes are clearly defined	Institutional Structure	3.17	3.33	0.16*
Decisions are made at the appropriate level at this institution	Institutional Structure	3.21	3.38	0.17*
Information is shared within this institution	Institutional Structure	3.14	3.41	0.27***
This institution has been successful in positively motivating my performance	Institutional Structure	3.35	3.48	0.13
Open and ethical communication is practiced at this institution	Institutional Structure	3.35	3.59	0.24***
A spirit of cooperation exists at this institution	Institutional Structure	3.46	3.68	0.22**
Institutional teams use problem-solving techniques	Institutional Structure	3.48	3.73	0.25***
* p < .05, ** p < .01, *** p < .001				

Priorities for Change: Staff

The extent to which...	2021 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution	2.92	3.08	0.16
I have the opportunity for advancement within this institution.	2.99	3.19	0.20
This institution is appropriately organized.	2.92	3.20	0.28
The institution addresses low-performing employees or detrimental workplace situations.	2.95	3.25	0.30
Decisions are made at the appropriate level at this institution.	3.05	3.31	0.26
Information is shared within this institution.	2.93	3.34	0.41
This institution has been successful in positively motivating my performance.	3.24	3.39	0.15
This institution's processes are simple, clear, and documented where I can find them.	3.13	3.39	0.26
Administrative processes are clearly defined.	3.07	3.41	0.34
I am recognized for my hard work and successes at TCC.		3.47	
2021-- this institution has been successful in positively motivating my performance. (M=3.24)			

Priorities for Change: Faculty

The extent to which...	2021 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution.	3.09	3.05	0.04
The institution addresses low-performing employees or detrimental workplace situations.	3.28	3.16	0.12
I have the opportunity for advancement within this institution.	3.39	3.33	0.06
I am recognized for my hard work and successes at TCC.		3.34	
Administrative processes are clearly defined.	3.35	3.34	0.01
This institution is appropriately organized.	3.45	3.36	0.09
This institution's processes are simple, clear, and documented where I can find them.	3.50	3.42	0.08
Decisions are made at the appropriate level at this institution.	3.45	3.45	0.00
Information is shared within this institution.	3.41	3.48	0.07
This institution has been successful in positively motivating my performance.	3.53	3.53	0.00
2021-- open and ethical communication is practiced at this institution. (M=3.57)			

Priorities for Change: Administrators

The extent to which...	2021 Mean	2023 Mean	Mean Change
The institution addresses low-performing employees or detrimental workplace situations.	2.66	2.85	0.19
People of different racial/ethnic backgrounds are well-represented among faculty.	2.77	3.07	0.30
This institution is appropriately organized.	2.73	3.11	0.38
Administrative processes are clearly defined.	2.85	3.13	0.28
This institution's processes are simple, clear, and documented where I can find them.	2.85	3.17	0.32
I have the opportunity for advancement within this institution.	2.85	3.22	0.37
This institution's practices are environmentally sustainable.		3.32	
This institution's policies, processes, and services help remove barriers to student success.	3.00	3.33	0.33
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans).		3.34	
Information is shared within this institution.	2.70	3.36	0.66
2021-- open and ethical communication is practiced at this institution. (M=2.90)			
2021-- decisions are made at the appropriate level at this institution. (M=2.95)			

Faculty and Staff

- Endorsed the same 10 items as priorities for change
- Shared similar ratings on all but 4 of 86 items

	Faculty	Staff
Faculty meet the needs of the students	4.33	3.88
I am given the opportunity to be creative in my work	4.24	3.94
Professional development and training opportunities are available	4.23	3.93
My supervisor/chair actively seeks my ideas	3.79	4.05

Administrators

- Endorsed 6 of the 10 items as priorities for change
- Differed from Faculty and Staff on 18 items

	Administrators	Faculty & Staff
People of different racial/ethnic backgrounds are well-represented among faculty	3.07	3.79
Courses are offered at times and in formats to meet students' needs	3.53	4.00
This institution's policies, processes, and services help remove barriers to student success	3.33	3.73
People of different racial/ethnic backgrounds are well-represented among classified personnel	3.41	3.81
The institution addresses low-performing employees or detrimental workplace situations	2.85	3.20
Faculty meet the needs of the students	3.79	4.13
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	3.34	3.61
This institution's practices are environmentally sustainable	3.32	3.59
The institution effectively promotes diversity in the workplace	3.77	4.03
Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	3.64	3.90
Administrative processes are clearly defined	3.13	3.38

	Administrators	Faculty & Staff
My work team coordinates its efforts with appropriate individuals and teams	4.33	4.07
My supervisor/chair seriously considers my ideas	4.24	3.97
My supervisor/chair actively seeks my ideas	4.19	3.91
I understand the benefits plans available to me.	4.43	4.14
There is a spirit of cooperation within my work team	4.49	4.19
There is an opportunity for all ideas to be exchanged within my work team	4.32	3.99
I am able to appropriately influence the direction of this institution	3.55	3.06

Summary

- Means from 2023 were significantly higher for 23 of 46 main items compared to 2021. Zero means decreased significantly since 2021.
- Of the 20 racial diversity subscale items, 17 increased since 2021 (4 significantly).
- Primary area of strength
 - Based on both ratings and comments, Student Focus is perceived by employees as TCC's primary strength, which is consistent with the two-year college norm base.
 - Student Focus is significantly increased from 2021.
- Primary areas of weakness
 - Based on both ratings and comments, Institutional Structure is TCC's primary weakness; but has significantly increased since 2021. This too is consistent with the two-year college norm base.