NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Tulsa Community College
Tulsa, Oklahoma

Personal Assessment of the College Environment (PACE) Report

by

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The National Initiative for Leadership
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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).

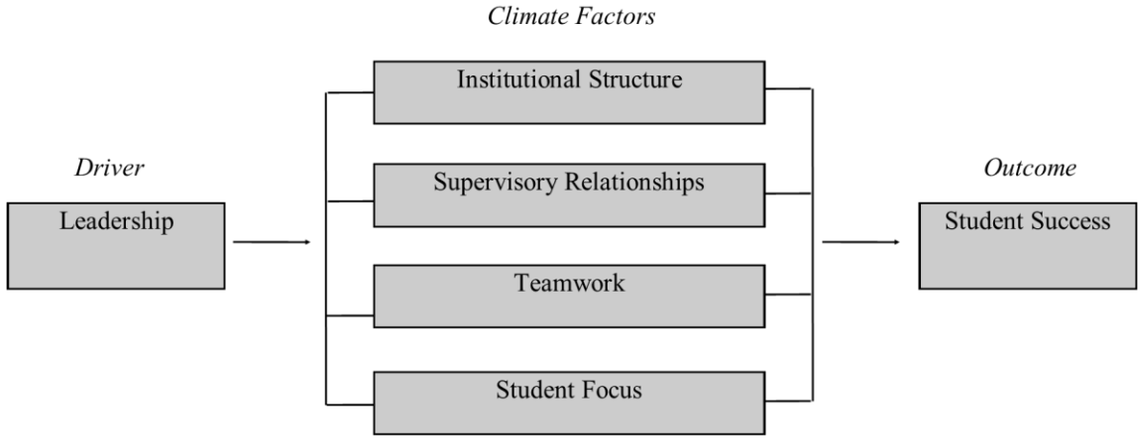
The mission of PACE is to promote open and constructive communication along four climate factors. Each climate factor has a unique focus, the combination of which create an integrative tool useful in understanding the campus climate at your institution. Institutional Structure focuses on the mission,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

References

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 Unpublished doctoral dissertation, North Carolina State University, Raleigh.

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Table 1. Institutional Structure Frequency Distributions

TCC compared with:

	Institutional Structure	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
1	the actions of this institution reflect its mission	Very dissatisfied	18	2%	6	1%	539	2%	2040	3%
		Dissatisfied	64	7%	48	7%	2247	9%	7752	10%
		Neither	133	15%	80	11%	3446	14%	11506	14%
		Satisfied	437	50%	398	54%	12073	48%	38174	48%
		Very satisfied	218	25%	204	28%	6971	28%	20792	26%
		Total	**870**	**100%**	**736**	**100%**	**25276**	**100%**	**80264**	**100%**
4	decisions are made at the appropriate level at this institution	Very dissatisfied	66	8%	35	5%	1920	8%	6635	8%
		Dissatisfied	137	16%	152	21%	4960	20%	15851	20%
		Neither	205	24%	138	19%	5485	22%	17268	22%
		Satisfied	310	36%	277	38%	8494	34%	26614	34%
		Very satisfied	142	17%	121	17%	4065	16%	12947	16%
		Total	**860**	**100%**	**723**	**100%**	**24924**	**100%**	**79315**	**100%**
5	the institution effectively promotes diversity in the workplace	Very dissatisfied	24	3%	16	2%	766	3%	2687	3%
		Dissatisfied	49	6%	45	6%	1735	7%	5636	7%
		Neither	149	17%	122	16%	4359	17%	15230	19%
		Satisfied	340	39%	329	44%	9759	39%	31220	39%
		Very satisfied	310	36%	228	31%	8558	34%	25063	31%
		Total	**872**	**100%**	**740**	**100%**	**25177**	**100%**	**79836**	**100%**
6	administrative leadership is focused on meeting the needs of students	Very dissatisfied	35	4%	20	3%	1174	5%	4422	6%
		Dissatisfied	79	9%	82	11%	2825	11%	9612	12%
		Neither	129	15%	117	16%	3852	15%	12596	16%
		Satisfied	354	41%	305	42%	9561	38%	30336	38%
		Very satisfied	271	31%	210	29%	7765	31%	23072	29%
		Total	**868**	**100%**	**734**	**100%**	**25177**	**100%**	**80038**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
10 information is shared within the institution	Very dissatisfied	96	11%	65	9%	2527	10%	8810	11%
	Dissatisfied	164	19%	146	20%	4902	19%	16001	20%
	Neither	177	20%	146	20%	5273	21%	16701	21%
	Satisfied	279	32%	257	35%	7917	31%	24528	31%
	Very satisfied	164	19%	123	17%	4673	18%	14214	18%
	Total	**880**	**100%**	**737**	**100%**	**25292**	**100%**	**80254**	**100%**
11 institutional teams use problem-solving techniques	Very dissatisfied	34	4%	18	3%	838	4%	2977	4%
	Dissatisfied	77	10%	63	9%	2627	11%	9091	12%
	Neither	279	35%	216	32%	7004	31%	22556	31%
	Satisfied	288	37%	279	42%	9216	40%	29073	39%
	Very satisfied	108	14%	92	14%	3175	14%	10001	14%
	Total	**786**	**100%**	**668**	**100%**	**22860**	**100%**	**73698**	**100%**
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	95	12%	60	9%	2561	11%	8445	11%
	Dissatisfied	128	17%	137	20%	4206	18%	13149	18%
	Neither	231	30%	203	30%	7029	30%	22111	30%
	Satisfied	221	29%	191	28%	6531	28%	21097	28%
	Very satisfied	99	13%	80	12%	2941	13%	9743	13%
	Total	**774**	**100%**	**671**	**100%**	**23268**	**100%**	**74545**	**100%**
16 open and ethical communication is practiced at this institution	Very dissatisfied	67	8%	46	6%	2213	9%	7929	10%
	Dissatisfied	110	13%	116	16%	3941	16%	13110	17%
	Neither	176	20%	142	20%	5314	21%	16591	21%
	Satisfied	316	37%	267	37%	8628	35%	26896	34%
	Very satisfied	193	22%	147	20%	4826	19%	14789	19%
	Total	**862**	**100%**	**718**	**100%**	**24922**	**100%**	**79315**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2015		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	78	9%	42	6%	2157	9%	7177	9%
	Dissatisfied	129	15%	115	16%	3602	15%	11656	15%
	Neither	185	22%	141	20%	4986	20%	16072	20%
	Satisfied	278	33%	232	33%	8440	34%	26551	34%
	Very satisfied	177	21%	180	25%	5558	22%	17384	22%
	Total	**847**	**100%**	**710**	**100%**	**24743**	**100%**	**78840**	**100%**
25 a spirit of cooperation exists at this institution	Very dissatisfied	57	7%	41	6%	2058	8%	7141	9%
	Dissatisfied	119	14%	105	14%	3825	15%	12766	16%
	Neither	165	19%	137	19%	5052	20%	16035	20%
	Satisfied	310	36%	273	38%	8906	36%	27965	35%
	Very satisfied	202	24%	169	23%	4979	20%	15207	19%
	Total	**853**	**100%**	**725**	**100%**	**24820**	**100%**	**79114**	**100%**
29 institution-wide policies guide my work	Very dissatisfied	23	3%	12	2%	808	3%	2805	4%
	Dissatisfied	39	5%	41	6%	1533	6%	5215	7%
	Neither	184	22%	147	21%	6004	25%	19199	25%
	Satisfied	387	46%	354	50%	10813	44%	34210	44%
	Very satisfied	203	24%	160	22%	5178	21%	16266	21%
	Total	**836**	**100%**	**714**	**100%**	**24336**	**100%**	**77695**	**100%**
32 this institution is appropriately organized	Very dissatisfied	72	9%	55	8%	1995	8%	6768	9%
	Dissatisfied	150	18%	151	22%	4338	18%	14338	18%
	Neither	231	27%	148	21%	5562	23%	17909	23%
	Satisfied	272	32%	238	34%	8332	34%	26439	34%
	Very satisfied	116	14%	103	15%	4155	17%	12391	16%
	Total	**841**	**100%**	**695**	**100%**	**24382**	**100%**	**77845**	**100%**

TCC compared with:

Institutional Structure (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
38 I have the opportunity for advancement within this institution	Very dissatisfied	145	18%	104	15%	3526	15%	11079	15%
	Dissatisfied	135	17%	114	17%	3737	16%	11926	16%
	Neither	210	26%	175	26%	5792	25%	18849	25%
	Satisfied	208	26%	190	28%	6307	27%	20198	27%
	Very satisfied	97	12%	97	14%	3954	17%	12040	16%
	Total	**795**	**100%**	**680**	**100%**	**23316**	**100%**	**74092**	**100%**
41 I receive adequate information regarding important activities at this institution	Very dissatisfied	42	5%	20	3%	1137	5%	4137	5%
	Dissatisfied	113	13%	103	14%	2780	11%	9544	12%
	Neither	141	17%	97	14%	4086	17%	13556	17%
	Satisfied	372	44%	325	45%	10754	43%	33784	43%
	Very satisfied	186	22%	172	24%	5993	24%	17828	23%
	Total	**854**	**100%**	**717**	**100%**	**24750**	**100%**	**78849**	**100%**
44 my work is guided by clearly defined administrative processes	Very dissatisfied	59	7%	44	6%	1610	7%	5594	7%
	Dissatisfied	100	12%	84	12%	3025	12%	9875	13%
	Neither	189	23%	150	21%	5621	23%	17846	23%
	Satisfied	318	38%	277	39%	9290	38%	29361	38%
	Very satisfied	172	21%	148	21%	4757	20%	14933	19%
	Total	**838**	**100%**	**703**	**100%**	**24303**	**100%**	**77609**	**100%**

Table 2. Student Focus Frequency Distributions

TCC compared with:

	Student Focus	Response Option	TCC		2015		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	3%	16	2%	737	3%	2858	4%
		Dissatisfied	67	8%	69	9%	2339	9%	7917	10%
		Neither	87	10%	71	10%	2984	12%	10024	12%
		Satisfied	356	41%	323	44%	9668	38%	30535	38%
		Very satisfied	338	39%	256	35%	9550	38%	28885	36%
		Total	**874**	**100%**	**735**	**100%**	**25278**	**100%**	**80219**	**100%**
8	I feel my job is relevant to this institution's mission	Very dissatisfied	13	1%	8	1%	334	1%	1209	2%
		Dissatisfied	13	1%	8	1%	616	2%	2065	3%
		Neither	52	6%	33	4%	1449	6%	4996	6%
		Satisfied	260	30%	231	31%	7987	32%	25980	32%
		Very satisfied	535	61%	456	62%	14871	59%	45899	57%
		Total	**873**	**100%**	**736**	**100%**	**25257**	**100%**	**80149**	**100%**
17	faculty meet the needs of students	Very dissatisfied	9	1%	8	1%	332	1%	1098	1%
		Dissatisfied	38	5%	43	6%	1318	6%	4083	5%
		Neither	146	18%	121	18%	3578	15%	11641	15%
		Satisfied	377	47%	333	49%	10899	46%	34690	46%
		Very satisfied	237	29%	175	26%	7555	32%	23699	32%
		Total	**807**	**100%**	**680**	**100%**	**23682**	**100%**	**75211**	**100%**
18	student ethnic and cultural diversity are important at this institution	Very dissatisfied	13	2%	9	1%	383	2%	1380	2%
		Dissatisfied	26	3%	28	4%	795	3%	2972	4%
		Neither	105	12%	85	12%	3166	13%	11788	15%
		Satisfied	363	43%	325	45%	10478	42%	33478	43%
		Very satisfied	345	40%	269	38%	9910	40%	28783	37%
		Total	**852**	**100%**	**716**	**100%**	**24732**	**100%**	**78401**	**100%**

TCC compared with:

Student Focus (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
19 students' competencies are enhanced	Very dissatisfied	9	1%	6	1%	299	1%	969	1%
	Dissatisfied	28	3%	33	5%	1021	4%	3207	4%
	Neither	166	20%	126	18%	4201	18%	13605	18%
	Satisfied	404	49%	345	50%	11654	49%	37111	49%
	Very satisfied	212	26%	174	25%	6624	28%	20655	27%
	Total	**819**	**100%**	**684**	**100%**	**23799**	**100%**	**75547**	**100%**
23 non-teaching professional personnel meet the needs of students	Very dissatisfied	14	2%	14	2%	492	2%	1596	2%
	Dissatisfied	53	6%	49	7%	1514	6%	4708	6%
	Neither	152	19%	111	16%	3907	16%	12469	16%
	Satisfied	377	46%	319	46%	10710	45%	35039	46%
	Very satisfied	224	27%	197	29%	7099	30%	22105	29%
	Total	**820**	**100%**	**690**	**100%**	**23722**	**100%**	**75917**	**100%**
28 classified personnel meet the needs of students	Very dissatisfied	11	1%	9	1%	419	2%	1349	2%
	Dissatisfied	36	5%	38	6%	995	5%	3253	5%
	Neither	176	22%	137	21%	5186	24%	15741	22%
	Satisfied	356	45%	320	48%	9538	44%	32250	45%
	Very satisfied	215	27%	164	25%	5480	25%	18301	26%
	Total	**794**	**100%**	**668**	**100%**	**21618**	**100%**	**70894**	**100%**
31 students receive an excellent education at this institution	Very dissatisfied	4	0%	3	0%	193	1%	683	1%
	Dissatisfied	29	3%	27	4%	757	3%	2540	3%
	Neither	124	15%	65	9%	2695	11%	9099	12%
	Satisfied	423	50%	367	52%	10970	45%	35739	46%
	Very satisfied	261	31%	245	35%	9700	40%	29192	38%
	Total	**841**	**100%**	**707**	**100%**	**24315**	**100%**	**77253**	**100%**

			TCC compared with:							
			TCC		2015		Large 2-year		NILIE Normbase	
	Student Focus (continued)	Response Option	Count	%	Count	%	Count	%	Count	%
The extent to which…										
35	this institution prepares students for a career	Very dissatisfied	10	1%	5	1%	221	1%	792	1%
		Dissatisfied	25	3%	31	4%	672	3%	2318	3%
		Neither	125	15%	98	14%	2803	12%	9578	12%
		Satisfied	411	49%	351	50%	11131	46%	35846	47%
		Very satisfied	260	31%	222	31%	9388	39%	28429	37%
		Total	**831**	**100%**	**707**	**100%**	**24215**	**100%**	**76963**	**100%**
37	this institution prepares students for further learning	Very dissatisfied	8	1%	7	1%	230	1%	829	1%
		Dissatisfied	24	3%	24	3%	660	3%	2296	3%
		Neither	105	13%	53	8%	2546	11%	8699	11%
		Satisfied	414	49%	369	52%	11595	48%	37384	48%
		Very satisfied	286	34%	253	36%	9203	38%	27896	36%
		Total	**837**	**100%**	**706**	**100%**	**24234**	**100%**	**77104**	**100%**
40	students are assisted with their personal development	Very dissatisfied	10	1%	19	3%	310	1%	1054	1%
		Dissatisfied	50	6%	47	7%	979	4%	3219	4%
		Neither	201	25%	138	21%	4371	19%	14319	19%
		Satisfied	350	44%	306	46%	10844	47%	34880	47%
		Very satisfied	187	23%	160	24%	6612	29%	20136	27%
		Total	**798**	**100%**	**670**	**100%**	**23116**	**100%**	**73608**	**100%**
42	students are satisfied with their educational experience at this institution	Very dissatisfied	6	1%	4	1%	187	1%	621	1%
		Dissatisfied	14	2%	19	3%	698	3%	2287	3%
		Neither	177	23%	120	19%	4058	18%	13562	19%
		Satisfied	434	56%	384	59%	12476	55%	39741	55%
		Very satisfied	138	18%	121	19%	5203	23%	15953	22%
		Total	**769**	**100%**	**648**	**100%**	**22622**	**100%**	**72164**	**100%**

Table 3. Supervisory Relationships Frequency Distributions

TCC compared with:

	Supervisory Relationships	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
			Count	%	Count	%	Count	%	Count	%
The extent to which…										
2	my supervisor expresses confidence in my work	Very dissatisfied	20	2%	13	2%	811	3%	2709	3%
		Dissatisfied	37	4%	36	5%	1558	6%	5035	6%
		Neither	104	12%	68	9%	2294	9%	7223	9%
		Satisfied	252	29%	213	29%	7511	30%	23459	29%
		Very satisfied	453	52%	393	54%	12990	52%	41548	52%
		Total	**866**	**100%**	**723**	**100%**	**25164**	**100%**	**79974**	**100%**
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	Very dissatisfied	31	4%	31	4%	1299	5%	4277	5%
		Dissatisfied	50	6%	43	6%	1941	8%	6035	8%
		Neither	103	12%	61	8%	2669	11%	8351	10%
		Satisfied	235	27%	206	28%	7035	28%	22297	28%
		Very satisfied	450	52%	386	53%	12268	49%	39179	49%
		Total	**869**	**100%**	**727**	**100%**	**25212**	**100%**	**80139**	**100%**
12	positive work expectations are communicated to me	Very dissatisfied	42	5%	18	3%	1063	4%	3705	5%
		Dissatisfied	71	8%	60	8%	2474	10%	8278	10%
		Neither	144	17%	92	13%	4021	16%	13279	17%
		Satisfied	365	42%	337	47%	10855	44%	33928	43%
		Very satisfied	237	28%	204	29%	6452	26%	19948	25%
		Total	**859**	**100%**	**711**	**100%**	**24865**	**100%**	**79138**	**100%**
13	unacceptable behaviors are identified and communicated to me	Very dissatisfied	24	3%	19	3%	760	3%	2610	4%
		Dissatisfied	53	7%	45	7%	1764	8%	5646	8%
		Neither	186	24%	140	21%	5374	24%	17611	24%
		Satisfied	330	43%	315	47%	10041	45%	32043	44%
		Very satisfied	179	23%	146	22%	4500	20%	14282	20%
		Total	**772**	**100%**	**665**	**100%**	**22439**	**100%**	**72192**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
20 I receive timely feedback for my work	Very dissatisfied	47	6%	41	6%	1362	5%	4632	6%
	Dissatisfied	76	9%	70	10%	2479	10%	8054	10%
	Neither	170	20%	118	17%	4595	19%	14822	19%
	Satisfied	315	38%	271	38%	9674	39%	30747	39%
	Very satisfied	230	27%	210	30%	6667	27%	20653	26%
	Total	**838**	**100%**	**710**	**100%**	**24777**	**100%**	**78908**	**100%**
21 I receive appropriate feedback for my work	Very dissatisfied	41	5%	32	4%	1168	5%	3908	5%
	Dissatisfied	74	9%	66	9%	2518	10%	8103	10%
	Neither	147	18%	115	16%	4273	17%	13943	18%
	Satisfied	334	40%	299	42%	10192	41%	32400	41%
	Very satisfied	240	29%	206	29%	6609	27%	20623	26%
	Total	**836**	**100%**	**718**	**100%**	**24760**	**100%**	**78977**	**100%**
26 my supervisor actively seeks my ideas	Very dissatisfied	51	6%	40	6%	1717	7%	5431	7%
	Dissatisfied	79	10%	70	10%	2330	10%	7410	10%
	Neither	156	19%	108	15%	4134	17%	13004	17%
	Satisfied	263	32%	217	31%	7937	33%	25322	33%
	Very satisfied	273	33%	266	38%	8281	34%	26746	34%
	Total	**822**	**100%**	**701**	**100%**	**24399**	**100%**	**77913**	**100%**
27 my supervisor seriously considers my ideas	Very dissatisfied	47	6%	38	5%	1605	7%	5131	7%
	Dissatisfied	67	8%	55	8%	2053	8%	6504	8%
	Neither	143	17%	103	15%	3876	16%	12152	16%
	Satisfied	277	34%	231	33%	7927	33%	25211	32%
	Very satisfied	289	35%	270	39%	8920	37%	28883	37%
	Total	**823**	**100%**	**697**	**100%**	**24381**	**100%**	**77881**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC		2015		Large 2-year		NILIE Normbase	
		Count	%	Count	%	Count	%	Count	%
The extent to which…									
30 work outcomes are clarified for me	Very dissatisfied	35	4%	24	3%	1022	4%	3441	4%
	Dissatisfied	74	9%	51	7%	2194	9%	7294	9%
	Neither	173	20%	145	21%	5115	21%	16918	22%
	Satisfied	354	42%	320	45%	10628	43%	33109	42%
	Very satisfied	212	25%	165	23%	5526	23%	17367	22%
	Total	**848**	**100%**	**705**	**100%**	**24485**	**100%**	**78129**	**100%**
34 my supervisor helps me to improve my work	Very dissatisfied	38	5%	28	4%	1440	6%	4667	6%
	Dissatisfied	60	7%	61	9%	2057	8%	6744	9%
	Neither	174	21%	117	17%	4651	19%	14540	19%
	Satisfied	289	35%	240	35%	8427	35%	26639	34%
	Very satisfied	272	33%	248	36%	7719	32%	25024	32%
	Total	**833**	**100%**	**694**	**100%**	**24294**	**100%**	**77614**	**100%**
39 I am given the opportunity to be creative in my work	Very dissatisfied	42	5%	24	3%	1036	4%	3445	4%
	Dissatisfied	47	6%	41	6%	1437	6%	4660	6%
	Neither	114	13%	84	12%	3069	12%	10037	13%
	Satisfied	320	38%	255	36%	9334	38%	29635	38%
	Very satisfied	322	38%	310	43%	9719	40%	30612	39%
	Total	**845**	**100%**	**714**	**100%**	**24595**	**100%**	**78389**	**100%**
45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	47	6%	26	4%	1335	5%	4535	6%
	Dissatisfied	74	9%	70	10%	2346	10%	7721	10%
	Neither	175	21%	128	18%	4807	20%	15341	20%
	Satisfied	331	39%	285	40%	9910	41%	31368	40%
	Very satisfied	213	25%	195	28%	5928	24%	18723	24%
	Total	**840**	**100%**	**704**	**100%**	**24326**	**100%**	**77688**	**100%**

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2015 Count	2015 %	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	59	7%	45	6%	1164	5%	4285	5%
	Dissatisfied	62	7%	73	10%	1905	8%	6982	9%
	Neither	121	14%	88	12%	3267	13%	11909	15%
	Satisfied	357	42%	280	39%	9385	38%	30484	39%
	Very satisfied	246	29%	225	32%	8830	36%	24411	31%
	Total	**845**	**100%**	**711**	**100%**	**24551**	**100%**	**78071**	**100%**

Table 4. Teamwork Frequency Distributions

			TCC		2015		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	27	3%	29	4%	1197	5%	3795	5%
		Dissatisfied	68	8%	54	7%	2616	10%	8295	10%
		Neither	106	12%	69	10%	2835	11%	8704	11%
		Satisfied	290	33%	250	34%	8606	34%	27010	34%
		Very satisfied	376	43%	323	45%	9730	39%	31617	40%
		Total	**867**	**100%**	**725**	**100%**	**24984**	**100%**	**79421**	**100%**
14	my primary work team uses problem-solving techniques	Very dissatisfied	14	2%	18	3%	743	3%	2438	3%
		Dissatisfied	57	7%	50	7%	1784	8%	5545	7%
		Neither	124	16%	110	16%	4010	17%	12722	17%
		Satisfied	335	42%	291	43%	10040	43%	32316	43%
		Very satisfied	270	34%	212	31%	7042	30%	22748	30%
		Total	**800**	**100%**	**681**	**100%**	**23619**	**100%**	**75769**	**100%**
24	there is an opportunity for all ideas to be exchanged within my work team	Very dissatisfied	43	5%	31	4%	1261	5%	4099	5%
		Dissatisfied	59	7%	63	9%	2425	10%	7558	10%
		Neither	108	13%	95	14%	3494	14%	11246	15%
		Satisfied	322	40%	281	40%	9614	40%	30566	39%
		Very satisfied	282	35%	229	33%	7460	31%	24018	31%
		Total	**814**	**100%**	**699**	**100%**	**24254**	**100%**	**77487**	**100%**
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	Very dissatisfied	37	4%	26	4%	1287	5%	4245	6%
		Dissatisfied	61	7%	69	10%	2289	9%	7115	9%
		Neither	104	13%	74	11%	3470	14%	11002	14%
		Satisfied	332	40%	268	39%	9138	38%	29408	38%
		Very satisfied	291	35%	252	37%	7952	33%	25383	33%
		Total	**825**	**100%**	**689**	**100%**	**24136**	**100%**	**77153**	**100%**

TCC compared with:

TCC compared with:

	Teamwork (continued)	Response Option	TCC Count	TCC %	2015 Count	2015 %	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	23	3%	19	3%	829	4%	2676	4%
		Dissatisfied	46	6%	46	7%	1711	7%	5342	7%
		Neither	139	18%	103	15%	3988	17%	12889	17%
		Satisfied	328	41%	291	43%	10055	43%	32541	43%
		Very satisfied	258	32%	213	32%	6935	29%	22195	29%
		Total	**794**	**100%**	**672**	**100%**	**23518**	**100%**	**75643**	**100%**
43	a spirit of cooperation exists in my department	Very dissatisfied	43	5%	37	5%	1557	6%	4877	6%
		Dissatisfied	52	6%	50	7%	2391	10%	7409	9%
		Neither	106	13%	95	13%	3237	13%	9972	13%
		Satisfied	318	38%	256	36%	9009	37%	28355	36%
		Very satisfied	325	39%	270	38%	8410	34%	27795	35%
		Total	**844**	**100%**	**708**	**100%**	**24604**	**100%**	**78408**	**100%**

Table 5. Climate Factor Mean Comparisons

	TCC		*TCC compared with:* 2015			Large 2-year			NILIE Normbase		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	885	3.815	3.845			3.798			3.774		
Institutional Structure	885	3.533	3.574			3.517			3.480		
Student Focus	885	4.048	4.050			4.078			4.051		
Supervisory Relationships	885	3.865	3.928			3.850			3.830		
Teamwork	881	3.964	3.955			3.856	**	.112	3.863	**	.104

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

Figure 1. Means by Comparison Group and Climate Factor

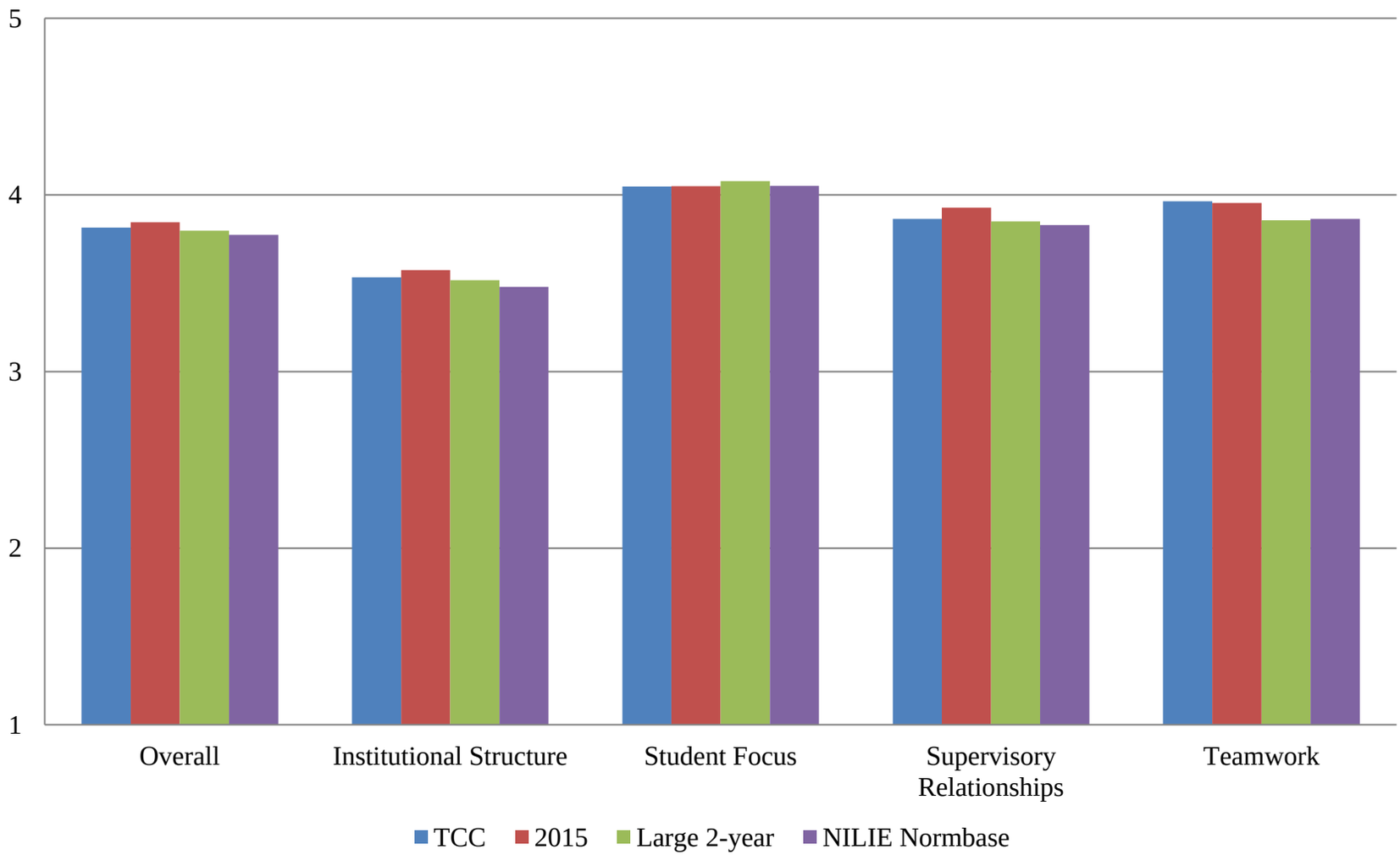

Table 6. Institutional Structure Item Mean Comparisons

	Institutional Structure	TCC		TCC compared with: 2015			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	870	3.889	4.014	**	-.140	3.898			3.846		
4	decisions are made at the appropriate level at this institution	860	3.378	3.411			3.314			3.295	*	.069
5	the institution effectively promotes diversity in the workplace	872	3.990	3.957			3.938			3.881	**	.105
6	administrative leadership is focused on meeting the needs of students	868	3.861	3.822			3.791			3.725	***	.117
10	information is shared within the institution	880	3.285	3.308			3.289			3.241		
11	institutional teams use problem-solving techniques	786	3.457	3.545			3.493			3.462		
15	I am able to appropriately influence the direction of this institution	774	3.130	3.140			3.133			3.141		
16	open and ethical communication is practiced at this institution	862	3.531	3.492			3.398	**	.110	3.347	***	.149
22	this institution has been successful in positively motivating my performance	847	3.410	3.554	*	-.118	3.470			3.448		
25	a spirit of cooperation exists at this institution	853	3.564	3.585			3.440	**	.103	3.396	***	.138
29	institution-wide policies guide my work	836	3.847	3.853			3.740	**	.110	3.720	***	.129
32	this institution is appropriately organized	841	3.250	3.263			3.341	*	-.077	3.300		
38	I have the opportunity for advancement within this institution	795	2.971	3.091			3.147	***	-.135	3.138	***	-.129
41	I receive adequate information regarding important activities at this institution	854	3.641	3.734			3.715			3.655		
44	my work is guided by clearly defined administrative processes	838	3.530	3.570			3.517			3.492		

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

Table 7. Student Focus Item Mean Comparisons

				TCC compared with:								
		TCC		**2015**			**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	874	4.045	3.999			3.987			3.931	**	.104
8	I feel my job is relevant to this institution's mission	873	4.479	4.520			4.443			4.414	*	.078
17	faculty meet the needs of students	807	3.985	3.918			4.015			4.008		
18	student ethnic and cultural diversity are important at this institution	852	4.175	4.141			4.162			4.088	**	.096
19	students' competencies are enhanced	819	3.955	3.947			3.978			3.970		
23	non-teaching professional personnel meet the needs of students	820	3.907	3.922			3.945			3.940		
28	classified personnel meet the needs of students	794	3.917	3.886			3.863			3.887		
31	students receive an excellent education at this institution	841	4.080	4.165	*	-.109	4.202	***	-.150	4.168	**	-.107
35	this institution prepares students for a career	831	4.066	4.066			4.189	***	-.151	4.154	**	-.106
37	this institution prepares students for further learning	837	4.130	4.186			4.192	*	-.077	4.157		
40	students are assisted with their personal development	798	3.820	3.807			3.972	***	-.174	3.949	***	-.147
42	students are satisfied with their educational experience at this institution	769	3.889	3.924			3.964	**	-.096	3.944		

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

Table 8. Supervisory Relationships Item Mean Comparisons

				TCC compared with:								
		TCC		**2015**			**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	866	4.248	4.296			4.205			4.202		
9	my supervisor is open to the ideas, opinions, and beliefs of everyone	869	4.177	4.201			4.072	**	.090	4.074	**	.088
12	positive work expectations are communicated to me	859	3.796	3.913	*	-.112	3.771			3.735		
13	unacceptable behaviors are identified and communicated to me	772	3.760	3.788			3.702			3.689	*	.072
20	I receive timely feedback for my work	838	3.722	3.759			3.719			3.694		
21	I receive appropriate feedback for my work	836	3.787	3.809			3.749			3.731		
26	my supervisor actively seeks my ideas	822	3.764	3.854			3.768			3.777		
27	my supervisor seriously considers my ideas	823	3.843	3.918			3.841			3.850		
30	work outcomes are clarified for me	848	3.748	3.782			3.712			3.687		
34	my supervisor helps me to improve my work	833	3.837	3.892			3.779			3.781		
39	I am given the opportunity to be creative in my work	845	3.986	4.101	*	-.108	4.027			4.012		
45	I have the opportunity to express my ideas in appropriate forums	840	3.701	3.786			3.689			3.670		
46	professional development and training opportunities are available	845	3.792	3.797			3.929	***	-.124	3.817		

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

Table 9. Teamwork Item Mean Comparisons

	Teamwork	TCC		2015			Large 2-year			NILIE Normbase		
				TCC compared with:								
		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	867	4.061	4.081			3.923	***	.119	3.936	**	.107
14	my primary work team uses problem-solving techniques	800	3.988	3.924			3.883	**	.103	3.889	**	.096
24	there is an opportunity for all ideas to be exchanged within my work team	814	3.910	3.878			3.808	*	.091	3.811	*	.088
33	my work team provides an environment for free and open expression of ideas, opinions and beliefs	825	3.944	3.945			3.836	**	.095	3.837	**	.094
36	my work team coordinates its efforts with appropriate individuals and teams	794	3.947	3.942			3.874	*	.071	3.876		
43	a spirit of cooperation exists in my department	844	3.983	3.949			3.826	***	.133	3.852	**	.111

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