

**NC STATE  
UNIVERSITY**

## **PACE CAMPUS CLIMATE SURVEY**

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

# **Tulsa Community College**

Tulsa, Oklahoma

### **PACE Report**

PACE Climate Survey for Community Colleges

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## **PACE Literature Review**

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, 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, 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 et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

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 perceive 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 et al., 1992).

Thus, the mission of the PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act as a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus:

- 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.
- 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.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas to improve. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

## References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.  
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60 (3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

**Table 1. Institutional Structure Frequency Distributions**

*TCC compared with:*

| Institutional Structure   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>1</b> The actions of this institution reflect its mission                  | Strongly Disagree | 8          | 1%          | 16         | 2%          | 1470          | 3%          | 500          | 3%          |
|   | Disagree          | 45         | 8%          | 39         | 6%          | 4861          | 9%          | 1487         | 8%          |
|   | Neither           | 30         | 6%          | 67         | 10%         | 7339          | 13%         | 2560         | 14%         |
|   | Agree             | 248        | 46%         | 316        | 49%         | 25914         | 47%         | 8404         | 46%         |
|   | Strongly Agree    | 205        | 38%         | 203        | 32%         | 15097         | 28%         | 5367         | 29%         |
| <b>Total</b>  |                   | <b>536</b> | <b>100%</b> | <b>641</b> | <b>100%</b> | <b>54681</b>  | <b>100%</b> | <b>18318</b> | <b>100%</b> |
| <b>4</b> Decisions are made at the appropriate level at this institution      | Strongly Disagree | 33         | 6%          | 46         | 7%          | 4033          | 7%          | 1395         | 8%          |
|   | Disagree          | 75         | 14%         | 117        | 19%         | 10150         | 19%         | 3391         | 19%         |
|   | Neither           | 123        | 23%         | 136        | 22%         | 12096         | 22%         | 4098         | 23%         |
|   | Agree             | 181        | 34%         | 217        | 34%         | 18336         | 34%         | 5915         | 33%         |
|   | Strongly Agree    | 117        | 22%         | 116        | 18%         | 9372          | 17%         | 3244         | 18%         |
| <b>Total</b>  |                   | <b>529</b> | <b>100%</b> | <b>632</b> | <b>100%</b> | <b>53987</b>  | <b>100%</b> | <b>18043</b> | <b>100%</b> |
| <b>5</b> The institution effectively promotes diversity in the workplace      | Strongly Disagree | 20         | 4%          | 19         | 3%          | 2019          | 4%          | 660          | 4%          |
|   | Disagree          | 31         | 6%          | 39         | 6%          | 4402          | 8%          | 1271         | 7%          |
|   | Neither           | 95         | 18%         | 99         | 16%         | 9777          | 18%         | 3030         | 17%         |
|   | Agree             | 199        | 38%         | 252        | 40%         | 20644         | 38%         | 6808         | 37%         |
|   | Strongly Agree    | 180        | 34%         | 221        | 35%         | 17347         | 32%         | 6390         | 35%         |
| <b>Total</b>  |                   | <b>525</b> | <b>100%</b> | <b>630</b> | <b>100%</b> | <b>54189</b>  | <b>100%</b> | <b>18159</b> | <b>100%</b> |
| <b>6</b> Institutional leadership is focused on meeting the needs of students | Strongly Disagree | 22         | 4%          | 19         | 3%          | 2450          | 5%          | 744          | 4%          |
|   | Disagree          | 36         | 7%          | 53         | 8%          | 5288          | 10%         | 1663         | 9%          |
|   | Neither           | 54         | 10%         | 77         | 12%         | 7210          | 13%         | 2449         | 13%         |
|   | Agree             | 193        | 36%         | 264        | 42%         | 20975         | 39%         | 6795         | 37%         |
|   | Strongly Agree    | 227        | 43%         | 222        | 35%         | 18473         | 34%         | 6501         | 36%         |
| <b>Total</b>  |                   | <b>532</b> | <b>100%</b> | <b>635</b> | <b>100%</b> | <b>54396</b>  | <b>100%</b> | <b>18152</b> | <b>100%</b> |

*TCC compared with:*

| Institutional Structure (continued)  | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|--|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|  |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>10</b> Information is shared within this institution                          | Strongly Disagree | 35         | 7%          | 53         | 8%          | 5106          | 9%          | 1596         | 9%          |
|  | Disagree          | 94         | 18%         | 121        | 19%         | 9715          | 18%         | 3054         | 17%         |
|  | Neither           | 91         | 17%         | 121        | 19%         | 11067         | 20%         | 3670         | 20%         |
|  | Agree             | 176        | 33%         | 195        | 31%         | 17934         | 33%         | 5947         | 33%         |
|  | Strongly Agree    | 136        | 26%         | 146        | 23%         | 10852         | 20%         | 3990         | 22%         |
|  | <b>Total</b>      | <b>532</b> | <b>100%</b> | <b>636</b> | <b>100%</b> | <b>54674</b>  | <b>100%</b> | <b>18257</b> | <b>100%</b> |
| <b>11</b> Institutional teams use problem-solving techniques                     | Strongly Disagree | 14         | 3%          | 11         | 2%          | 1778          | 4%          | 591          | 4%          |
|  | Disagree          | 35         | 7%          | 46         | 8%          | 5379          | 11%         | 1722         | 10%         |
|  | Neither           | 121        | 25%         | 160        | 27%         | 14314         | 28%         | 4765         | 28%         |
|  | Agree             | 214        | 44%         | 253        | 43%         | 20978         | 42%         | 6910         | 41%         |
|  | Strongly Agree    | 99         | 20%         | 125        | 21%         | 7966          | 16%         | 2851         | 17%         |
|  | <b>Total</b>      | <b>483</b> | <b>100%</b> | <b>595</b> | <b>100%</b> | <b>50415</b>  | <b>100%</b> | <b>16839</b> | <b>100%</b> |
| <b>15</b> I am able to appropriately influence the direction of this institution | Strongly Disagree | 68         | 14%         | 74         | 12%         | 5617          | 11%         | 1889         | 11%         |
|  | Disagree          | 107        | 21%         | 124        | 21%         | 9099          | 18%         | 3034         | 18%         |
|  | Neither           | 130        | 26%         | 147        | 24%         | 14422         | 28%         | 4834         | 29%         |
|  | Agree             | 119        | 24%         | 150        | 25%         | 14582         | 29%         | 4663         | 28%         |
|  | Strongly Agree    | 76         | 15%         | 108        | 18%         | 7226          | 14%         | 2435         | 14%         |
|  | <b>Total</b>      | <b>500</b> | <b>100%</b> | <b>603</b> | <b>100%</b> | <b>50946</b>  | <b>100%</b> | <b>16855</b> | <b>100%</b> |
| <b>16</b> Open and ethical communication is practiced at this institution        | Strongly Disagree | 32         | 6%          | 35         | 6%          | 4427          | 8%          | 1404         | 8%          |
|  | Disagree          | 60         | 11%         | 96         | 15%         | 7841          | 15%         | 2410         | 13%         |
|  | Neither           | 85         | 16%         | 116        | 18%         | 11054         | 21%         | 3729         | 21%         |
|  | Agree             | 201        | 38%         | 224        | 36%         | 19200         | 36%         | 6374         | 36%         |
|  | Strongly Agree    | 145        | 28%         | 158        | 25%         | 11241         | 21%         | 4011         | 22%         |
|  | <b>Total</b>      | <b>523</b> | <b>100%</b> | <b>629</b> | <b>100%</b> | <b>53763</b>  | <b>100%</b> | <b>17928</b> | <b>100%</b> |

*TCC compared with:*

| Institutional Structure (continued)   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| 22 This institution has been successful in positively motivating my performance | Strongly Disagree | 50         | 10%         | 59         | 10%         | 4787          | 9%          | 1626         | 9%          |
|   | Disagree          | 58         | 11%         | 91         | 15%         | 7796          | 15%         | 2452         | 14%         |
|   | Neither           | 99         | 19%         | 119        | 19%         | 10873         | 20%         | 3730         | 21%         |
|   | Agree             | 162        | 31%         | 188        | 30%         | 17654         | 33%         | 5774         | 33%         |
|   | Strongly Agree    | 154        | 29%         | 160        | 26%         | 12246         | 23%         | 4173         | 24%         |
|   | <b>Total</b>      | <b>523</b> | <b>100%</b> | <b>617</b> | <b>100%</b> | <b>53356</b>  | <b>100%</b> | <b>17755</b> | <b>100%</b> |
| 25 A spirit of cooperation exists at this institution                           | Strongly Disagree | 28         | 5%          | 38         | 6%          | 3926          | 7%          | 1255         | 7%          |
|   | Disagree          | 47         | 9%          | 62         | 10%         | 7312          | 14%         | 2193         | 12%         |
|   | Neither           | 75         | 14%         | 118        | 19%         | 10095         | 19%         | 3342         | 19%         |
|   | Agree             | 219        | 42%         | 246        | 40%         | 20335         | 38%         | 6885         | 39%         |
|   | Strongly Agree    | 153        | 29%         | 157        | 25%         | 11719         | 22%         | 4115         | 23%         |
|   | <b>Total</b>      | <b>522</b> | <b>100%</b> | <b>621</b> | <b>100%</b> | <b>53387</b>  | <b>100%</b> | <b>17790</b> | <b>100%</b> |
| 29 Institution-wide policies guide my work                                      | Strongly Disagree | 14         | 3%          | 8          | 1%          | 1535          | 3%          | 523          | 3%          |
|   | Disagree          | 14         | 3%          | 29         | 5%          | 3215          | 6%          | 954          | 5%          |
|   | Neither           | 70         | 13%         | 93         | 15%         | 10665         | 20%         | 3588         | 20%         |
|   | Agree             | 239        | 46%         | 288        | 47%         | 23811         | 45%         | 7782         | 44%         |
|   | Strongly Agree    | 183        | 35%         | 197        | 32%         | 13466         | 26%         | 4684         | 27%         |
|   | <b>Total</b>      | <b>520</b> | <b>100%</b> | <b>615</b> | <b>100%</b> | <b>52692</b>  | <b>100%</b> | <b>17531</b> | <b>100%</b> |
| 32 This institution is appropriately organized                                  | Strongly Disagree | 29         | 6%          | 51         | 8%          | 4781          | 9%          | 1613         | 9%          |
|   | Disagree          | 75         | 15%         | 128        | 21%         | 9814          | 19%         | 3097         | 18%         |
|   | Neither           | 107        | 21%         | 149        | 25%         | 12273         | 24%         | 3991         | 23%         |
|   | Agree             | 176        | 35%         | 171        | 28%         | 16757         | 32%         | 5535         | 32%         |
|   | Strongly Agree    | 121        | 24%         | 106        | 18%         | 8596          | 16%         | 3141         | 18%         |
|   | <b>Total</b>      | <b>508</b> | <b>100%</b> | <b>605</b> | <b>100%</b> | <b>52221</b>  | <b>100%</b> | <b>17377</b> | <b>100%</b> |



*TCC compared with:*

| Institutional Structure (continued)   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>38</b> I have the opportunity for advancement within this institution                    | Strongly Disagree | 69         | 14%         | 86         | 15%         | 6855          | 14%         | 2249         | 13%         |
|   | Disagree          | 83         | 17%         | 85         | 14%         | 8073          | 16%         | 2591         | 16%         |
|   | Neither           | 78         | 16%         | 132        | 22%         | 12150         | 24%         | 3866         | 23%         |
|   | Agree             | 155        | 31%         | 167        | 28%         | 13821         | 28%         | 4693         | 28%         |
|   | Strongly Agree    | 114        | 23%         | 121        | 20%         | 9118          | 18%         | 3310         | 20%         |
|   | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>591</b> | <b>100%</b> | <b>50017</b>  | <b>100%</b> | <b>16709</b> | <b>100%</b> |
| <b>41</b> I receive adequate information regarding important activities at this institution | Strongly Disagree | 12         | 2%          | 20         | 3%          | 2319          | 4%          | 713          | 4%          |
|   | Disagree          | 57         | 11%         | 90         | 15%         | 5955          | 11%         | 1792         | 10%         |
|   | Neither           | 63         | 12%         | 75         | 12%         | 7839          | 15%         | 2651         | 15%         |
|   | Agree             | 230        | 45%         | 259        | 43%         | 23698         | 45%         | 7786         | 45%         |
|   | Strongly Agree    | 145        | 29%         | 157        | 26%         | 12700         | 24%         | 4478         | 26%         |
|   | <b>Total</b>      | <b>507</b> | <b>100%</b> | <b>601</b> | <b>100%</b> | <b>52511</b>  | <b>100%</b> | <b>17420</b> | <b>100%</b> |
| <b>44</b> Administrative processes are clearly defined                                      | Strongly Disagree | 43         | 9%          | 46         | 8%          | 4771          | 9%          | 1624         | 9%          |
|   | Disagree          | 87         | 17%         | 123        | 21%         | 9852          | 19%         | 3148         | 18%         |
|   | Neither           | 97         | 19%         | 129        | 22%         | 11714         | 23%         | 3982         | 23%         |
|   | Agree             | 177        | 35%         | 184        | 31%         | 17132         | 33%         | 5524         | 32%         |
|   | Strongly Agree    | 95         | 19%         | 113        | 19%         | 8412          | 16%         | 2911         | 17%         |
|   | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>595</b> | <b>100%</b> | <b>51881</b>  | <b>100%</b> | <b>17189</b> | <b>100%</b> |

**Table 2. Student Focus Frequency Distributions**

*TCC compared with:*

| Student Focus   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| 7 Student needs are central to what we do                 | Strongly Disagree | 16         | 3%          | 16         | 3%          | 1650          | 3%          | 543          | 3%          |
|   | Disagree          | 29         | 5%          | 39         | 6%          | 4103          | 8%          | 1275         | 7%          |
|   | Neither           | 28         | 5%          | 47         | 7%          | 5695          | 10%         | 1871         | 10%         |
|   | Agree             | 175        | 33%         | 243        | 38%         | 20034         | 37%         | 6459         | 35%         |
|   | Strongly Agree    | 285        | 53%         | 289        | 46%         | 23092         | 42%         | 8064         | 44%         |
|   | <b>Total</b>      | <b>533</b> | <b>100%</b> | <b>634</b> | <b>100%</b> | <b>54574</b>  | <b>100%</b> | <b>18212</b> | <b>100%</b> |
| 8 I feel my job is relevant to this institution's mission | Strongly Disagree | 11         | 2%          | 2          | 0%          | 776           | 1%          | 301          | 2%          |
|   | Disagree          | 5          | 1%          | 13         | 2%          | 1051          | 2%          | 379          | 2%          |
|   | Neither           | 15         | 3%          | 17         | 3%          | 2960          | 5%          | 1089         | 6%          |
|   | Agree             | 112        | 21%         | 182        | 29%         | 16328         | 30%         | 5372         | 30%         |
|   | Strongly Agree    | 386        | 73%         | 416        | 66%         | 33362         | 61%         | 11043        | 61%         |
|   | <b>Total</b>      | <b>529</b> | <b>100%</b> | <b>630</b> | <b>100%</b> | <b>54477</b>  | <b>100%</b> | <b>18184</b> | <b>100%</b> |
| 17 Faculty meet the needs of students                     | Strongly Disagree | 11         | 2%          | 9          | 2%          | 828           | 2%          | 275          | 2%          |
|   | Disagree          | 19         | 4%          | 21         | 4%          | 2466          | 5%          | 802          | 5%          |
|   | Neither           | 79         | 16%         | 82         | 14%         | 7905          | 16%         | 2636         | 16%         |
|   | Agree             | 210        | 42%         | 277        | 47%         | 22416         | 45%         | 7208         | 43%         |
|   | Strongly Agree    | 180        | 36%         | 197        | 34%         | 16624         | 33%         | 5702         | 34%         |
|   | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>586</b> | <b>100%</b> | <b>50239</b>  | <b>100%</b> | <b>16623</b> | <b>100%</b> |
| 18 Student diversity is important at this institution     | Strongly Disagree | 9          | 2%          | 4          | 1%          | 941           | 2%          | 299          | 2%          |
|   | Disagree          | 14         | 3%          | 13         | 2%          | 1924          | 4%          | 510          | 3%          |
|   | Neither           | 57         | 11%         | 55         | 9%          | 6720          | 13%         | 1941         | 11%         |
|   | Agree             | 196        | 38%         | 251        | 40%         | 21033         | 40%         | 6673         | 38%         |
|   | Strongly Agree    | 242        | 47%         | 300        | 48%         | 22519         | 42%         | 8317         | 47%         |
|   | <b>Total</b>      | <b>518</b> | <b>100%</b> | <b>623</b> | <b>100%</b> | <b>53137</b>  | <b>100%</b> | <b>17740</b> | <b>100%</b> |

*TCC compared with:*

| Student Focus (continued)   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>19</b> Students' competencies are enhanced                                     | Strongly Disagree | 6          | 1%          | 4          | 1%          | 735           | 1%          | 273          | 2%          |
|   | Disagree          | 17         | 3%          | 16         | 3%          | 1848          | 4%          | 607          | 4%          |
|   | Neither           | 76         | 15%         | 90         | 15%         | 9394          | 19%         | 3086         | 18%         |
|   | Agree             | 220        | 44%         | 292        | 49%         | 23714         | 47%         | 7574         | 45%         |
|   | Strongly Agree    | 180        | 36%         | 188        | 32%         | 14680         | 29%         | 5211         | 31%         |
|   | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>590</b> | <b>100%</b> | <b>50371</b>  | <b>100%</b> | <b>16751</b> | <b>100%</b> |
| <b>23</b> Administrators meet the needs of students                               | Strongly Disagree | 26         | 5%          | 9          | 2%          | 1527          | 3%          | 441          | 3%          |
|   | Disagree          | 43         | 9%          | 19         | 3%          | 3361          | 7%          | 956          | 6%          |
|   | Neither           | 96         | 19%         | 81         | 14%         | 8976          | 18%         | 2819         | 17%         |
|   | Agree             | 202        | 40%         | 279        | 47%         | 22314         | 44%         | 7238         | 43%         |
|   | Strongly Agree    | 135        | 27%         | 208        | 35%         | 14644         | 29%         | 5340         | 32%         |
|   | <b>Total</b>      | <b>502</b> | <b>100%</b> | <b>596</b> | <b>100%</b> | <b>50822</b>  | <b>100%</b> | <b>16794</b> | <b>100%</b> |
| <b>28</b> Staff (non-instructional, non-administrator) meet the needs of students | Strongly Disagree | 7          | 1%          | 3          | 1%          | 770           | 2%          | 299          | 2%          |
|   | Disagree          | 11         | 2%          | 18         | 3%          | 1734          | 4%          | 551          | 4%          |
|   | Neither           | 66         | 13%         | 110        | 20%         | 9176          | 19%         | 3209         | 21%         |
|   | Agree             | 206        | 41%         | 238        | 44%         | 21642         | 45%         | 6780         | 44%         |
|   | Strongly Agree    | 208        | 42%         | 171        | 32%         | 14662         | 31%         | 4702         | 30%         |
|   | <b>Total</b>      | <b>498</b> | <b>100%</b> | <b>540</b> | <b>100%</b> | <b>47984</b>  | <b>100%</b> | <b>15541</b> | <b>100%</b> |
| <b>31</b> Students receive an excellent education at this institution             | Strongly Disagree | 7          | 1%          | 4          | 1%          | 549           | 1%          | 190          | 1%          |
|   | Disagree          | 8          | 2%          | 12         | 2%          | 1454          | 3%          | 470          | 3%          |
|   | Neither           | 46         | 9%          | 77         | 13%         | 6275          | 12%         | 1910         | 11%         |
|   | Agree             | 222        | 44%         | 275        | 46%         | 23656         | 46%         | 7437         | 43%         |
|   | Strongly Agree    | 223        | 44%         | 234        | 39%         | 19726         | 38%         | 7157         | 42%         |
|   | <b>Total</b>      | <b>506</b> | <b>100%</b> | <b>602</b> | <b>100%</b> | <b>51660</b>  | <b>100%</b> | <b>17164</b> | <b>100%</b> |

*TCC compared with:*

| Student Focus (continued)  | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|--|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|  |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| 35 This institution prepares students for a career                               | Strongly Disagree | 6          | 1%          | 5          | 1%          | 534           | 1%          | 195          | 1%          |
|  | Disagree          | 7          | 1%          | 18         | 3%          | 1263          | 2%          | 387          | 2%          |
|  | Neither           | 58         | 11%         | 64         | 11%         | 5549          | 11%         | 1791         | 10%         |
|  | Agree             | 211        | 41%         | 289        | 49%         | 23501         | 45%         | 7470         | 44%         |
|  | Strongly Agree    | 227        | 45%         | 219        | 37%         | 20814         | 40%         | 7277         | 43%         |
|  | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>595</b> | <b>100%</b> | <b>51661</b>  | <b>100%</b> | <b>17120</b> | <b>100%</b> |
| 37 This institution prepares students for further learning                       | Strongly Disagree | 8          | 2%          | 7          | 1%          | 584           | 1%          | 220          | 1%          |
|  | Disagree          | 10         | 2%          | 15         | 3%          | 1255          | 2%          | 430          | 3%          |
|  | Neither           | 36         | 7%          | 50         | 8%          | 5359          | 10%         | 1696         | 10%         |
|  | Agree             | 215        | 42%         | 287        | 48%         | 24393         | 47%         | 7731         | 45%         |
|  | Strongly Agree    | 240        | 47%         | 239        | 40%         | 19978         | 39%         | 7044         | 41%         |
|  | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>598</b> | <b>100%</b> | <b>51569</b>  | <b>100%</b> | <b>17121</b> | <b>100%</b> |
| 40 Students are assisted with their personal development                         | Strongly Disagree | 3          | 1%          | 5          | 1%          | 630           | 1%          | 223          | 1%          |
|  | Disagree          | 16         | 3%          | 26         | 5%          | 1888          | 4%          | 564          | 3%          |
|  | Neither           | 78         | 16%         | 109        | 19%         | 9126          | 19%         | 2952         | 18%         |
|  | Agree             | 228        | 46%         | 250        | 44%         | 23068         | 47%         | 7363         | 45%         |
|  | Strongly Agree    | 167        | 34%         | 183        | 32%         | 14559         | 30%         | 5186         | 32%         |
|  | <b>Total</b>      | <b>492</b> | <b>100%</b> | <b>573</b> | <b>100%</b> | <b>49271</b>  | <b>100%</b> | <b>16288</b> | <b>100%</b> |
| 42 Students seem satisfied with their educational experience at this institution | Strongly Disagree | 3          | 1%          | 4          | 1%          | 472           | 1%          | 168          | 1%          |
|  | Disagree          | 9          | 2%          | 10         | 2%          | 1573          | 3%          | 441          | 3%          |
|  | Neither           | 66         | 13%         | 91         | 16%         | 8580          | 18%         | 2758         | 17%         |
|  | Agree             | 274        | 56%         | 345        | 60%         | 26698         | 55%         | 8566         | 53%         |
|  | Strongly Agree    | 138        | 28%         | 123        | 21%         | 11448         | 23%         | 4149         | 26%         |
|  | <b>Total</b>      | <b>490</b> | <b>100%</b> | <b>573</b> | <b>100%</b> | <b>48771</b>  | <b>100%</b> | <b>16082</b> | <b>100%</b> |

**Table 3. Supervisory Relationships Frequency Distributions**

*TCC compared with:*

| Supervisory Relationships   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| 2 My supervisor expresses confidence in my work                         | Strongly Disagree | 11         | 2%          | 12         | 2%          | 1440          | 3%          | 542          | 3%          |
|   | Disagree          | 19         | 4%          | 19         | 3%          | 2608          | 5%          | 920          | 5%          |
|   | Neither           | 39         | 7%          | 37         | 6%          | 4314          | 8%          | 1537         | 8%          |
|   | Agree             | 136        | 25%         | 174        | 27%         | 15810         | 29%         | 5273         | 29%         |
|   | Strongly Agree    | 330        | 62%         | 396        | 62%         | 30693         | 56%         | 10049        | 55%         |
|   | <b>Total</b>      | <b>535</b> | <b>100%</b> | <b>638</b> | <b>100%</b> | <b>54865</b>  | <b>100%</b> | <b>18321</b> | <b>100%</b> |
| 9 My supervisor is open to the ideas, opinions, and beliefs of everyone | Strongly Disagree | 23         | 4%          | 15         | 2%          | 2249          | 4%          | 801          | 4%          |
|   | Disagree          | 23         | 4%          | 28         | 4%          | 3181          | 6%          | 1097         | 6%          |
|   | Neither           | 39         | 7%          | 56         | 9%          | 4913          | 9%          | 1744         | 10%         |
|   | Agree             | 133        | 25%         | 160        | 25%         | 14803         | 27%         | 4932         | 27%         |
|   | Strongly Agree    | 313        | 59%         | 374        | 59%         | 29319         | 54%         | 9606         | 53%         |
|   | <b>Total</b>      | <b>531</b> | <b>100%</b> | <b>633</b> | <b>100%</b> | <b>54465</b>  | <b>100%</b> | <b>18180</b> | <b>100%</b> |
| 12 Work expectations are communicated to me                             | Strongly Disagree | 14         | 3%          | 18         | 3%          | 1790          | 3%          | 624          | 3%          |
|   | Disagree          | 24         | 5%          | 43         | 7%          | 4324          | 8%          | 1400         | 8%          |
|   | Neither           | 58         | 11%         | 55         | 9%          | 7075          | 13%         | 2493         | 14%         |
|   | Agree             | 232        | 44%         | 288        | 45%         | 24493         | 45%         | 8084         | 45%         |
|   | Strongly Agree    | 199        | 38%         | 229        | 36%         | 16396         | 30%         | 5429         | 30%         |
|   | <b>Total</b>      | <b>527</b> | <b>100%</b> | <b>633</b> | <b>100%</b> | <b>54078</b>  | <b>100%</b> | <b>18030</b> | <b>100%</b> |
| 13 Unacceptable behaviors are identified and communicated to me         | Strongly Disagree | 14         | 3%          | 12         | 2%          | 1368          | 3%          | 469          | 3%          |
|   | Disagree          | 22         | 5%          | 31         | 6%          | 3022          | 6%          | 978          | 6%          |
|   | Neither           | 82         | 17%         | 107        | 19%         | 10274         | 22%         | 3523         | 22%         |
|   | Agree             | 218        | 46%         | 236        | 43%         | 21414         | 45%         | 6973         | 44%         |
|   | Strongly Agree    | 135        | 29%         | 165        | 30%         | 11388         | 24%         | 3854         | 24%         |
|   | <b>Total</b>      | <b>471</b> | <b>100%</b> | <b>551</b> | <b>100%</b> | <b>47466</b>  | <b>100%</b> | <b>15797</b> | <b>100%</b> |

*TCC compared with:*

| Supervisory Relationships (continued)                | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|--|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|  |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>20</b> I receive timely feedback for my work      | Strongly Disagree | 27         | 5%          | 23         | 4%          | 2485          | 5%          | 851          | 5%          |
|  | Disagree          | 51         | 10%         | 48         | 8%          | 4629          | 9%          | 1527         | 9%          |
|  | Neither           | 58         | 11%         | 96         | 16%         | 8935          | 17%         | 3216         | 18%         |
|  | Agree             | 203        | 39%         | 220        | 36%         | 20844         | 39%         | 6702         | 38%         |
|  | Strongly Agree    | 175        | 34%         | 226        | 37%         | 16512         | 31%         | 5509         | 31%         |
|  | <b>Total</b>      | <b>514</b> | <b>100%</b> | <b>613</b> | <b>100%</b> | <b>53405</b>  | <b>100%</b> | <b>17805</b> | <b>100%</b> |
| <b>21</b> I receive appropriate feedback for my work | Strongly Disagree | 24         | 5%          | 22         | 4%          | 2061          | 4%          | 721          | 4%          |
|  | Disagree          | 38         | 7%          | 39         | 6%          | 4289          | 8%          | 1446         | 8%          |
|  | Neither           | 68         | 13%         | 81         | 13%         | 8298          | 16%         | 2888         | 16%         |
|  | Agree             | 203        | 39%         | 272        | 44%         | 22431         | 42%         | 7332         | 41%         |
|  | Strongly Agree    | 183        | 35%         | 199        | 32%         | 16185         | 30%         | 5342         | 30%         |
|  | <b>Total</b>      | <b>516</b> | <b>100%</b> | <b>613</b> | <b>100%</b> | <b>53264</b>  | <b>100%</b> | <b>17729</b> | <b>100%</b> |
| <b>26</b> My supervisor actively seeks my ideas      | Strongly Disagree | 29         | 6%          | 30         | 5%          | 2898          | 5%          | 978          | 6%          |
|  | Disagree          | 46         | 9%          | 47         | 8%          | 4250          | 8%          | 1407         | 8%          |
|  | Neither           | 80         | 16%         | 93         | 15%         | 7357          | 14%         | 2704         | 15%         |
|  | Agree             | 153        | 30%         | 191        | 31%         | 17352         | 33%         | 5655         | 32%         |
|  | Strongly Agree    | 204        | 40%         | 253        | 41%         | 21014         | 40%         | 6827         | 39%         |
|  | <b>Total</b>      | <b>512</b> | <b>100%</b> | <b>614</b> | <b>100%</b> | <b>52871</b>  | <b>100%</b> | <b>17571</b> | <b>100%</b> |
| <b>27</b> My supervisor seriously considers my ideas | Strongly Disagree | 29         | 6%          | 30         | 5%          | 2681          | 5%          | 941          | 5%          |
|  | Disagree          | 29         | 6%          | 34         | 6%          | 3587          | 7%          | 1229         | 7%          |
|  | Neither           | 71         | 14%         | 89         | 15%         | 7266          | 14%         | 2653         | 15%         |
|  | Agree             | 153        | 30%         | 194        | 32%         | 17208         | 33%         | 5600         | 32%         |
|  | Strongly Agree    | 225        | 44%         | 262        | 43%         | 22024         | 42%         | 7109         | 41%         |
|  | <b>Total</b>      | <b>507</b> | <b>100%</b> | <b>609</b> | <b>100%</b> | <b>52766</b>  | <b>100%</b> | <b>17532</b> | <b>100%</b> |

*TCC compared with:*

| Supervisory Relationships (continued)   | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>30</b> Work outcomes are clarified for me  | Strongly Disagree | 21         | 4%          | 13         | 2%          | 1876          | 4%          | 650          | 4%          |
|   | Disagree          | 34         | 7%          | 43         | 7%          | 4295          | 8%          | 1351         | 8%          |
|   | Neither           | 85         | 16%         | 92         | 15%         | 10186         | 19%         | 3440         | 20%         |
|   | Agree             | 228        | 44%         | 286        | 46%         | 22970         | 43%         | 7570         | 43%         |
|   | Strongly Agree    | 149        | 29%         | 182        | 30%         | 13580         | 26%         | 4603         | 26%         |
|   | <b>Total</b>      | <b>517</b> | <b>100%</b> | <b>616</b> | <b>100%</b> | <b>52907</b>  | <b>100%</b> | <b>17614</b> | <b>100%</b> |
| <b>34</b> My supervisor helps me to improve my work   | Strongly Disagree | 23         | 5%          | 21         | 3%          | 2461          | 5%          | 871          | 5%          |
|   | Disagree          | 36         | 7%          | 42         | 7%          | 3800          | 7%          | 1232         | 7%          |
|   | Neither           | 68         | 13%         | 80         | 13%         | 8152          | 16%         | 2949         | 17%         |
|   | Agree             | 183        | 36%         | 222        | 36%         | 18236         | 35%         | 5871         | 34%         |
|   | Strongly Agree    | 197        | 39%         | 244        | 40%         | 19759         | 38%         | 6473         | 37%         |
|   | <b>Total</b>      | <b>507</b> | <b>100%</b> | <b>609</b> | <b>100%</b> | <b>52408</b>  | <b>100%</b> | <b>17396</b> | <b>100%</b> |
| <b>39</b> I am given the opportunity to be creative in my work                              | Strongly Disagree | 19         | 4%          | 20         | 3%          | 1842          | 4%          | 704          | 4%          |
|   | Disagree          | 20         | 4%          | 33         | 5%          | 2644          | 5%          | 927          | 5%          |
|   | Neither           | 40         | 8%          | 68         | 11%         | 6177          | 12%         | 2253         | 13%         |
|   | Agree             | 200        | 39%         | 216        | 36%         | 20730         | 39%         | 6637         | 38%         |
|   | Strongly Agree    | 229        | 45%         | 268        | 44%         | 21094         | 40%         | 6908         | 40%         |
|   | <b>Total</b>      | <b>508</b> | <b>100%</b> | <b>605</b> | <b>100%</b> | <b>52487</b>  | <b>100%</b> | <b>17429</b> | <b>100%</b> |
| <b>45</b> I have the opportunity to express my ideas to my supervisor in appropriate forums | Strongly Disagree | 26         | 5%          | 23         | 4%          | 1214          | 4%          | 386          | 5%          |
|   | Disagree          | 26         | 5%          | 34         | 6%          | 1750          | 6%          | 521          | 6%          |
|   | Neither           | 35         | 7%          | 47         | 8%          | 3236          | 11%         | 1115         | 13%         |
|   | Agree             | 189        | 38%         | 232        | 39%         | 12282         | 41%         | 3466         | 41%         |
|   | Strongly Agree    | 227        | 45%         | 262        | 44%         | 11368         | 38%         | 2966         | 35%         |
|   | <b>Total</b>      | <b>503</b> | <b>100%</b> | <b>598</b> | <b>100%</b> | <b>29850</b>  | <b>100%</b> | <b>8454</b>  | <b>100%</b> |

*TCC compared with:*

| Supervisory Relationships (continued)                                | Response Option   | TCC   |      | 2023  |      | PACE Normbase |      | Large |      |
|--|-------------------|-------|------|-------|------|---------------|------|-------|------|
|  |                   | Count | %    | Count | %    | Count         | %    | Count | %    |
| 46 Professional development and training opportunities are available | Strongly Disagree | 9     | 2%   | 15    | 3%   | 1877          | 4%   | 658   | 4%   |
|  | Disagree          | 23    | 5%   | 29    | 5%   | 3369          | 6%   | 1095  | 6%   |
|  | Neither           | 38    | 8%   | 56    | 9%   | 6381          | 12%  | 2118  | 12%  |
|  | Agree             | 221   | 44%  | 278   | 47%  | 21811         | 42%  | 7097  | 41%  |
|  | Strongly Agree    | 214   | 42%  | 214   | 36%  | 18741         | 36%  | 6352  | 37%  |
| Total  |                   | 505   | 100% | 592   | 100% | 52179         | 100% | 17320 | 100% |



**Table 4. Teamwork Frequency Distributions**

*TCC compared with:*

| Teamwork  | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>3</b> There is a spirit of cooperation within my work team   | Strongly Disagree | 12         | 2%          | 13         | 2%          | 1990          | 4%          | 745          | 4%          |
|   | Disagree          | 33         | 6%          | 40         | 6%          | 4039          | 7%          | 1361         | 7%          |
|   | Neither           | 35         | 7%          | 45         | 7%          | 5061          | 9%          | 1887         | 10%         |
|   | Agree             | 181        | 35%         | 212        | 34%         | 18675         | 34%         | 6136         | 34%         |
|   | Strongly Agree    | 262        | 50%         | 318        | 51%         | 24951         | 46%         | 8162         | 45%         |
|   | <b>Total</b>      | <b>523</b> | <b>100%</b> | <b>628</b> | <b>100%</b> | <b>54716</b>  | <b>100%</b> | <b>18291</b> | <b>100%</b> |
| <b>14</b> My primary work team uses problem-solving techniques  | Strongly Disagree | 9          | 2%          | 9          | 1%          | 1190          | 2%          | 439          | 3%          |
|   | Disagree          | 19         | 4%          | 24         | 4%          | 2618          | 5%          | 896          | 5%          |
|   | Neither           | 55         | 11%         | 60         | 10%         | 6619          | 13%         | 2398         | 14%         |
|   | Agree             | 207        | 42%         | 235        | 39%         | 21991         | 42%         | 7226         | 42%         |
|   | Strongly Agree    | 201        | 41%         | 273        | 45%         | 19855         | 38%         | 6445         | 37%         |
|   | <b>Total</b>      | <b>491</b> | <b>100%</b> | <b>601</b> | <b>100%</b> | <b>52273</b>  | <b>100%</b> | <b>17404</b> | <b>100%</b> |
| <b>24</b> There is an opportunity for all ideas to be exchanged within my work team                         | Strongly Disagree | 25         | 5%          | 17         | 3%          | 2197          | 4%          | 794          | 5%          |
|   | Disagree          | 36         | 7%          | 50         | 8%          | 4199          | 8%          | 1418         | 8%          |
|   | Neither           | 61         | 12%         | 53         | 9%          | 6188          | 12%         | 2228         | 13%         |
|   | Agree             | 175        | 34%         | 245        | 41%         | 21098         | 40%         | 6890         | 39%         |
|   | Strongly Agree    | 212        | 42%         | 239        | 40%         | 19203         | 36%         | 6260         | 36%         |
|   | <b>Total</b>      | <b>509</b> | <b>100%</b> | <b>604</b> | <b>100%</b> | <b>52885</b>  | <b>100%</b> | <b>17590</b> | <b>100%</b> |
| <b>33</b> My work team provides an environment for free and open expression of ideas, opinions, and beliefs | Strongly Disagree | 22         | 4%          | 24         | 4%          | 2247          | 4%          | 795          | 5%          |
|   | Disagree          | 32         | 6%          | 34         | 6%          | 3642          | 7%          | 1227         | 7%          |
|   | Neither           | 41         | 8%          | 58         | 10%         | 5985          | 11%         | 2067         | 12%         |
|   | Agree             | 186        | 38%         | 228        | 38%         | 19925         | 38%         | 6505         | 37%         |
|   | Strongly Agree    | 215        | 43%         | 250        | 42%         | 20571         | 39%         | 6802         | 39%         |
|   | <b>Total</b>      | <b>496</b> | <b>100%</b> | <b>594</b> | <b>100%</b> | <b>52370</b>  | <b>100%</b> | <b>17396</b> | <b>100%</b> |

*TCC compared with:*

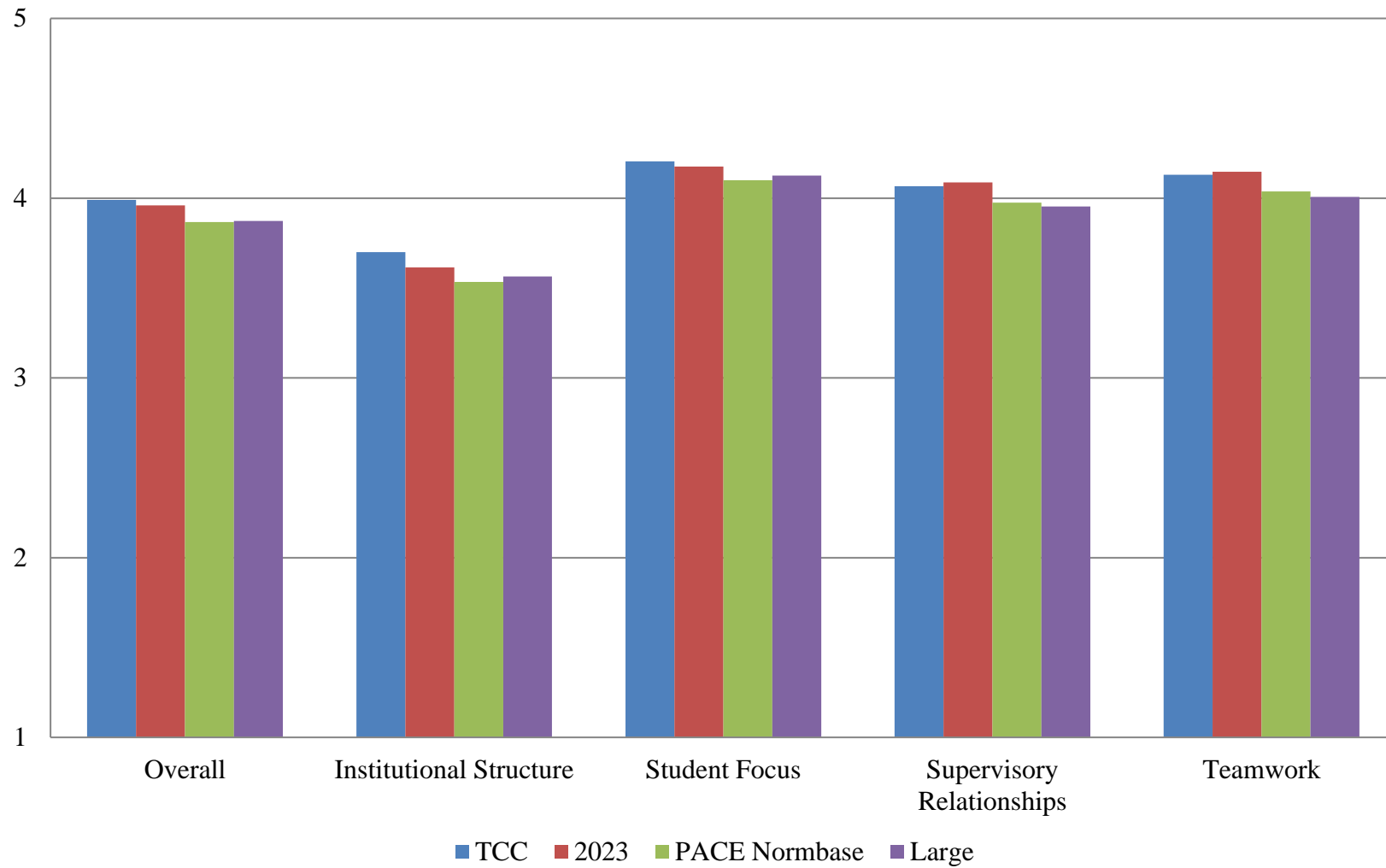
| Teamwork (continued)  | Response Option   | TCC        |             | 2023       |             | PACE Normbase |             | Large        |             |
|---|-------------------|------------|-------------|------------|-------------|---------------|-------------|--------------|-------------|
|   |                   | Count      | %           | Count      | %           | Count         | %           | Count        | %           |
| <b>36</b> My work team coordinates its efforts with appropriate individuals and teams | Strongly Disagree | 13         | 3%          | 13         | 2%          | 1376          | 3%          | 524          | 3%          |
|   | Disagree          | 20         | 4%          | 29         | 5%          | 2679          | 5%          | 915          | 5%          |
|   | Neither           | 48         | 10%         | 61         | 10%         | 6568          | 13%         | 2325         | 14%         |
|   | Agree             | 203        | 41%         | 254        | 43%         | 22643         | 44%         | 7261         | 42%         |
|   | Strongly Agree    | 206        | 42%         | 231        | 39%         | 18325         | 36%         | 6076         | 36%         |
|   | <b>Total</b>      | <b>490</b> | <b>100%</b> | <b>588</b> | <b>100%</b> | <b>51591</b>  | <b>100%</b> | <b>17101</b> | <b>100%</b> |
| <b>43</b> A spirit of cooperation exists in my department                             | Strongly Disagree | 23         | 5%          | 20         | 3%          | 2318          | 4%          | 868          | 5%          |
|   | Disagree          | 19         | 4%          | 30         | 5%          | 3622          | 7%          | 1240         | 7%          |
|   | Neither           | 37         | 7%          | 55         | 9%          | 5321          | 10%         | 1949         | 11%         |
|   | Agree             | 195        | 39%         | 227        | 38%         | 19374         | 37%         | 6384         | 37%         |
|   | Strongly Agree    | 225        | 45%         | 263        | 44%         | 21732         | 41%         | 6934         | 40%         |
|   | <b>Total</b>      | <b>499</b> | <b>100%</b> | <b>595</b> | <b>100%</b> | <b>52367</b>  | <b>100%</b> | <b>17375</b> | <b>100%</b> |

**Table 5. Climate Factor Mean Comparisons**

| Climate Factor            | <i>TCC compared with:</i> |       |       |      |             |               |      |             |       |      |             |
|---------------------------|---------------------------|-------|-------|------|-------------|---------------|------|-------------|-------|------|-------------|
|                           | TCC                       |       | 2023  |      |             | PACE Normbase |      |             | Large |      |             |
|                           | N                         | Mean  | Mean  | Sig. | Effect size | Mean          | Sig. | Effect size | Mean  | Sig. | Effect size |
| Overall                   | 539                       | 3.990 | 3.960 |      |             | 3.867         | ***  | .169        | 3.873 | ***  | .158        |
| Institutional Structure   | 539                       | 3.699 | 3.615 |      |             | 3.533         | ***  | .184        | 3.564 | ***  | .149        |
| Student Focus             | 539                       | 4.204 | 4.176 |      |             | 4.100         | ***  | .161        | 4.126 | **   | .118        |
| Supervisory Relationships | 539                       | 4.067 | 4.087 |      |             | 3.975         | *    | .109        | 3.953 | **   | .133        |
| Teamwork                  | 534                       | 4.130 | 4.147 |      |             | 4.037         | *    | .103        | 4.008 | **   | .133        |

\* 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 compared with: |       |       |      |             |               |      |             |       |      |             |
|-------------------------|---|--|--------------------|-------|-------|------|-------------|---------------|------|-------------|-------|------|-------------|
|                         |   |  | TCC                |       | 2023  |      |             | PACE Normbase |      |             | Large |      |             |
|                         |   |  | N                  | Mean  | Mean  | Sig. | Effect size | Mean          | Sig. | Effect size | Mean  | Sig. | Effect size |
| 1                       | The actions of this institution reflect its mission                               |  | 536                | 4.114 | 4.016 |      |             | 3.883         | ***  | .231        | 3.909 | ***  | .206        |
| 4                       | Decisions are made at the appropriate level at this institution                   |  | 529                | 3.518 | 3.380 | *    | .117        | 3.349         | **   | .143        | 3.345 | **   | .145        |
| 5                       | The institution effectively promotes diversity in the workplace                   |  | 525                | 3.930 | 3.979 |      |             | 3.865         |      |             | 3.936 |      |             |
| 6                       | Institutional leadership is focused on meeting the needs of students              |  | 532                | 4.066 | 3.972 |      |             | 3.878         | ***  | .168        | 3.917 | **   | .135        |
| 10                      | Information is shared within this institution                                     |  | 532                | 3.534 | 3.409 |      |             | 3.361         | **   | .140        | 3.421 | *    | .091        |
| 11                      | Institutional teams use problem-solving techniques                                |  | 483                | 3.723 | 3.731 |      |             | 3.555         | ***  | .169        | 3.577 | **   | .146        |
| 15                      | I am able to appropriately influence the direction of this institution            |  | 500                | 3.056 | 3.156 |      |             | 3.171         | *    | -.095       | 3.161 |      |             |
| 16                      | Open and ethical communication is practiced at this institution                   |  | 523                | 3.702 | 3.595 |      |             | 3.465         | ***  | .197        | 3.512 | ***  | .158        |
| 22                      | This institution has been successful in positively motivating my performance      |  | 523                | 3.597 | 3.485 |      |             | 3.464         | *    | .107        | 3.474 | *    | .099        |
| 25                      | A spirit of cooperation exists at this institution                                |  | 522                | 3.808 | 3.680 |      |             | 3.536         | ***  | .230        | 3.585 | ***  | .191        |
| 29                      | Institution-wide policies guide my work   |  | 520                | 4.083 | 4.036 |      |             | 3.844         | ***  | .247        | 3.864 | ***  | .226        |
| 32                      | This institution is appropriately organized                                       |  | 508                | 3.561 | 3.253 | ***  | .258        | 3.279         | ***  | .234        | 3.316 | ***  | .201        |
| 38                      | I have the opportunity for advancement within this institution                    |  | 499                | 3.325 | 3.257 |      |             | 3.205         | *    | .092        | 3.253 |      |             |
| 41                      | I receive adequate information regarding important activities at this institution |  | 507                | 3.866 | 3.737 | *    | .120        | 3.733         | **   | .123        | 3.776 |      |             |
| 44                      | Administrative processes are clearly defined                                      |  | 499                | 3.389 | 3.328 |      |             | 3.281         | *    | .090        | 3.288 |      |             |

\* p &lt;.05, \*\* p &lt; .01, \*\*\* p &lt; .001

**Table 7. Student Focus Item Mean Comparisons**

| Student Focus |   | TCC compared with: |       |       |      |             |               |      |             |       |      |             |
|---------------|---|--------------------|-------|-------|------|-------------|---------------|------|-------------|-------|------|-------------|
|               |   | TCC                |       | 2023  |      |             | PACE Normbase |      |             | Large |      |             |
|               |   | N                  | Mean  | Mean  | Sig. | Effect size | Mean          | Sig. | Effect size | Mean  | Sig. | Effect size |
| 7             | Student needs are central to what we do                                       | 533                | 4.283 | 4.183 |      |             | 4.078         | ***  | .197        | 4.111 | ***  | .166        |
| 8             | I feel my job is relevant to this institution's mission                       | 529                | 4.620 | 4.583 |      |             | 4.477         | ***  | .178        | 4.456 | ***  | .198        |
| 17            | Faculty meet the needs of students  | 499                | 4.060 | 4.078 |      |             | 4.026         |      |             | 4.038 |      |             |
| 18            | Student diversity is important at this institution                            | 518                | 4.251 | 4.332 |      |             | 4.172         | *    | .087        | 4.251 |      |             |
| 19            | Students' competencies are enhanced   | 499                | 4.104 | 4.092 |      |             | 3.988         | **   | .134        | 4.005 | *    | .111        |
| 23            | Administrators meet the needs of students                                     | 502                | 3.751 | 4.104 | ***  | -.361       | 3.889         | **   | -.139       | 3.957 | ***  | -.211       |
| 28            | Staff (non-instructional, non-administrator) meet the needs of students       | 498                | 4.199 | 4.030 | **   | .200        | 3.994         | ***  | .231        | 3.967 | ***  | .255        |
| 31            | Students receive an excellent education at this institution                   | 506                | 4.277 | 4.201 |      |             | 4.172         | **   | .127        | 4.218 |      |             |
| 35            | This institution prepares students for a career                               | 509                | 4.269 | 4.175 |      |             | 4.216         |      |             | 4.241 |      |             |
| 37            | This institution prepares students for further learning                       | 509                | 4.314 | 4.231 |      |             | 4.201         | **   | .141        | 4.224 | *    | .110        |
| 40            | Students are assisted with their personal development                         | 492                | 4.098 | 4.012 |      |             | 3.995         | **   | .118        | 4.027 |      |             |
| 42            | Students seem satisfied with their educational experience at this institution | 490                | 4.092 | 4.000 | *    | .127        | 3.965         | ***  | .160        | 4.000 | *    | .115        |

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

**Table 8. Supervisory Relationships Item Mean Comparisons**

|                           |   | <i>TCC compared with:</i> |       |       |      |             |               |      |             |       |      |             |
|---------------------------|---|---------------------------|-------|-------|------|-------------|---------------|------|-------------|-------|------|-------------|
| Supervisory Relationships |   | TCC                       |       | 2023  |      |             | PACE Normbase |      |             | Large |      |             |
|                           |   | N                         | Mean  | Mean  | Sig. | Effect size | Mean          | Sig. | Effect size | Mean  | Sig. | Effect size |
|                           |   |                           |       |       |      |             |               |      |             |       |      |             |
| 2                         | My supervisor expresses confidence in my work                                     | 535                       | 4.411 | 4.447 |      |             | 4.307         | *    | .106        | 4.275 | **   | .135        |
| 9                         | My supervisor is open to the ideas, opinions, and beliefs of everyone             | 531                       | 4.299 | 4.343 |      |             | 4.207         |      |             | 4.180 | *    | .108        |
| 12                        | Work expectations are communicated to me  | 527                       | 4.097 | 4.054 |      |             | 3.913         | ***  | .180        | 3.904 | ***  | .189        |
| 13                        | Unacceptable behaviors are identified and communicated to me                      | 471                       | 3.930 | 3.927 |      |             | 3.810         | **   | .124        | 3.808 | **   | .125        |
| 20                        | I receive timely feedback for my work   | 514                       | 3.872 | 3.943 |      |             | 3.829         |      |             | 3.814 |      |             |
| 21                        | I receive appropriate feedback for my work  | 516                       | 3.936 | 3.958 |      |             | 3.871         |      |             | 3.853 |      |             |
| 26                        | My supervisor actively seeks my ideas   | 512                       | 3.893 | 3.961 |      |             | 3.933         |      |             | 3.908 |      |             |
| 27                        | My supervisor seriously considers my ideas  | 507                       | 4.018 | 4.025 |      |             | 3.991         |      |             | 3.953 |      |             |
| 30                        | Work outcomes are clarified for me  | 517                       | 3.870 | 3.943 |      |             | 3.795         |      |             | 3.802 |      |             |
| 34                        | My supervisor helps me to improve my work   | 507                       | 3.976 | 4.028 |      |             | 3.936         |      |             | 3.911 |      |             |
| 39                        | I am given the opportunity to be creative in my work                              | 508                       | 4.181 | 4.122 |      |             | 4.078         | *    | .101        | 4.040 | **   | .135        |
| 45                        | I have the opportunity to express my ideas to my supervisor in appropriate forums | 503                       | 4.123 | 4.130 |      |             | 4.033         |      |             | 3.959 | ***  | .154        |
| 46                        | Professional development and training opportunities are available                 | 505                       | 4.204 | 4.093 | *    | .121        | 4.000         | ***  | .198        | 4.004 | ***  | .193        |

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

**Table 9. Teamwork Item Mean Comparisons**

|          |   |  | <i>TCC compared with:</i> |       |       |      |             |               |      |             |       |      |             |
|----------|---|--|---------------------------|-------|-------|------|-------------|---------------|------|-------------|-------|------|-------------|
| Teamwork |   |  | TCC                       |       | 2023  |      |             | PACE Normbase |      |             | Large |      |             |
|          |   |  | N                         | Mean  | Mean  | Sig. | Effect size | Mean          | Sig. | Effect size | Mean  | Sig. | Effect size |
| 3        | There is a spirit of cooperation within my work team  |  | 523                       | 4.239 | 4.245 |      |             | 4.107         | **   | .123        | 4.072 | ***  | .152        |
| 14       | My primary work team uses problem-solving techniques  |  | 491                       | 4.165 | 4.230 |      |             | 4.085         |      |             | 4.054 | *    | .115        |
| 24       | There is an opportunity for all ideas to be exchanged within my work team                         |  | 509                       | 4.008 | 4.058 |      |             | 3.963         |      |             | 3.933 |      |             |
| 33       | My work team provides an environment for free and open expression of ideas, opinions, and beliefs |  | 496                       | 4.089 | 4.088 |      |             | 4.011         |      |             | 3.994 |      |             |
| 36       | My work team coordinates its efforts with appropriate individuals and teams                       |  | 490                       | 4.161 | 4.124 |      |             | 4.044         | **   | .122        | 4.020 | **   | .142        |
| 43       | A spirit of cooperation exists in my department   |  | 499                       | 4.162 | 4.148 |      |             | 4.042         | *    | .110        | 3.994 | ***  | .151        |

\* p &lt;.05, \*\* p &lt; .01, \*\*\* p &lt; .001