



## 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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**Conducted**

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<b>Table of Contents</b>	<b>Page</b>
PACE Literature Review	1
Table 1. Institutional Structure Frequency Distributions	3
Table 2. Student Focus Frequency Distributions	7
Table 3. Supervisory Relationships Frequency Distributions	10
Table 4. Teamwork Frequency Distributions	14
Table 5. Climate Factor Mean Comparisons	16
Figure 1. Means by Comparison Group and Climate Factor	17
Table 6. Institutional Structure Item Mean Comparisons	18
Table 7. Student Focus Item Mean Comparisons	19
Table 8. Supervisory Relationships Item Mean Comparisons	20
Table 9. Teamwork Item Mean Comparisons	21

## 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	%	
1 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>
4 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>
5 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>
6 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	%
10 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>
11 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>
15 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>
16 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	%
38 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>
41 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>
44 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	%
<b>46</b> 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%
	<b>Total</b>	<b>505</b>	<b>100%</b>	<b>592</b>	<b>100%</b>	<b>52179</b>	<b>100%</b>	<b>17320</b>	<b>100%</b>

**Table 4. Teamwork Frequency Distributions**

*TCC compared with:*

Teamwork	Response Option	TCC		2023		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
3 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>
14 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>
24 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>
33 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:

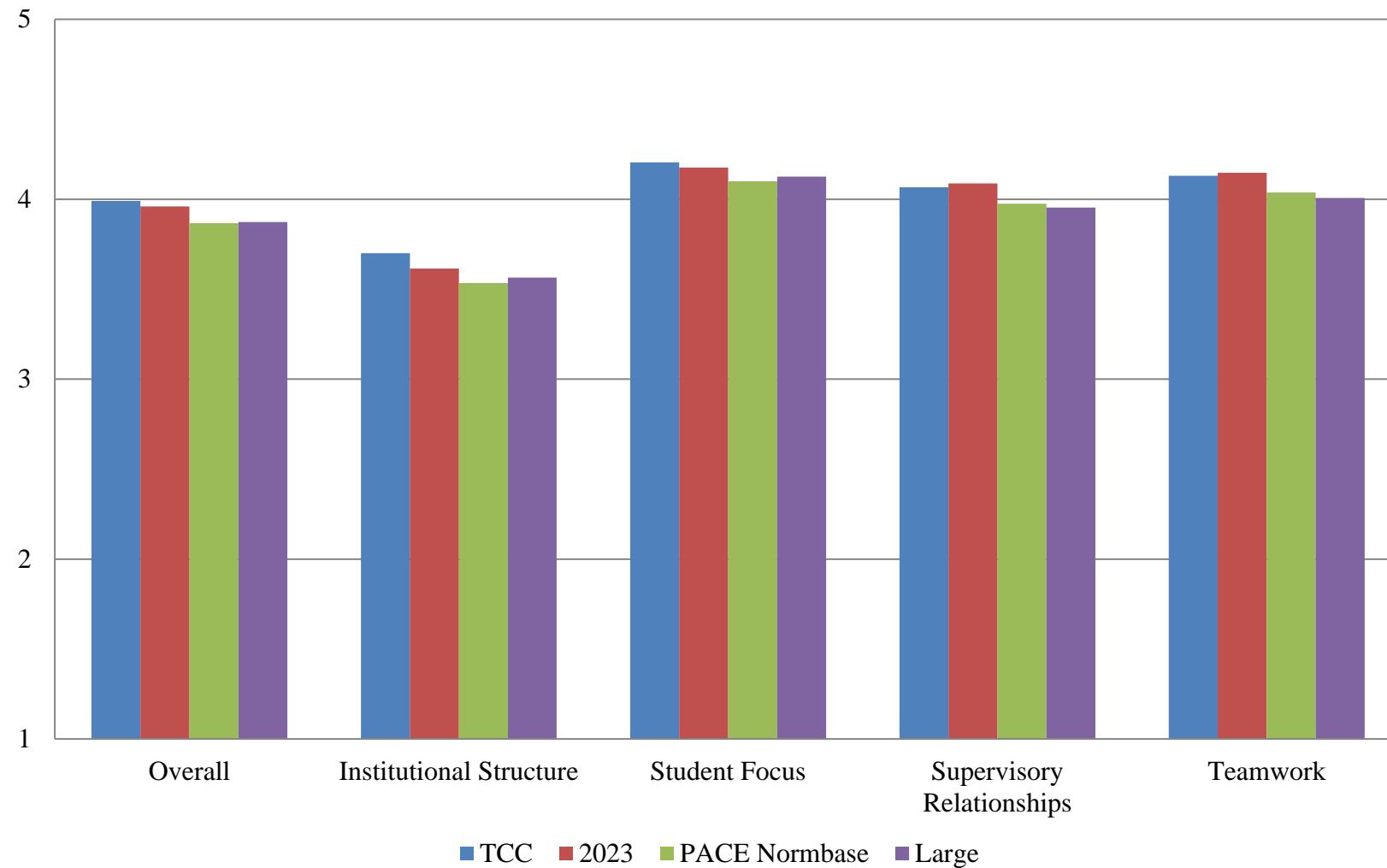
Teamwork (continued)	Response Option	TCC		2023		PACE Normbase		Large	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	13	3%	13	2%	1376	3%	524	3%
	Disagree	20	4%	29	5%	2679	5%	915	5%
	Neither	48	10%	61	10%	6568	13%	2325	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>
43 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 &lt;.05, \*\* p &lt; .01, \*\*\* p &lt; .001

**Figure 1. Means by Comparison Group and Climate Factor**



**Table 6. Institutional Structure Item Mean Comparisons**

*TCC compared with:*

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

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

**Table 7. Student Focus Item Mean Comparisons***TCC compared with:*

<b>Student Focus</b>	<b>TCC</b>		<b>2023</b>			<b>PACE Normbase</b>			<b>Large</b>		
	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 &lt;.05, \*\* p &lt; .01, \*\*\* p &lt; .001

**Table 8. Supervisory Relationships Item Mean Comparisons***TCC compared with:*

<b>Supervisory Relationships</b>	<b>TCC</b>		<b>2023</b>		<b>PACE Normbase</b>		<b>Large</b>				
	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 &lt;.05, \*\* p &lt; .01, \*\*\* p &lt; .001

**Table 9. Teamwork Item Mean Comparisons***TCC compared with:*

<b>Teamwork</b>	<b>TCC</b>		<b>2023</b>			<b>PACE Normbase</b>			<b>Large</b>		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
<b>3</b> There is a spirit of cooperation within my work team	523	4.239	4.245			4.107	**	.123	4.072	***	.152
<b>14</b> My primary work team uses problem-solving techniques	491	4.165	4.230			4.085			4.054	*	.115
<b>24</b> There is an opportunity for all ideas to be exchanged within my work team	509	4.008	4.058			3.963			3.933		
<b>33</b> 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		
<b>36</b> My work team coordinates its efforts with appropriate individuals and teams	490	4.161	4.124			4.044	**	.122	4.020	**	.142
<b>43</b> 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