Tulsa Community College
Tulsa, Oklahoma

PACE Report
PACE Climate Survey for Community Colleges

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NC STATE UNIVERSITY

PACE CAMPUS CLIMATE SURVEY
An initiative of the Belk Center at NC State

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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 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 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 corporation, structural organization, decision-making, and commination within the institution.
• Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees' abilities to be creative and express ideas related to their work.
• The Teamwork climate factor explores the spirit of cooperation that exists within teams.
• 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 improvement. 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

Institutional Structure	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	16	2%	23	4%	522	2%	1433	2%
	Disagree	39	6%	60	10%	1725	8%	5306	9%
	Neither	67	10%	78	14%	2835	13%	8280	14%
	Agree	316	49%	262	46%	9499	45%	27128	46%
	Strongly Agree	203	32%	152	26%	6468	31%	16194	28%
	Total	**641**	**100%**	**575**	**100%**	**21049**	**100%**	**58341**	**100%**
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	46	7%	69	12%	1533	7%	4335	8%
	Disagree	117	19%	109	19%	3781	18%	10977	19%
	Neither	136	22%	115	20%	4554	22%	12511	22%
	Agree	217	34%	177	31%	6907	33%	19488	34%
	Strongly Agree	116	18%	95	17%	4008	19%	10348	18%
	Total	**632**	**100%**	**565**	**100%**	**20783**	**100%**	**57659**	**100%**
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	19	3%	17	3%	742	4%	2091	4%
	Disagree	39	6%	50	9%	1473	7%	4588	8%
	Neither	99	16%	106	19%	3499	17%	10881	19%
	Agree	252	40%	204	36%	7591	36%	21459	37%
	Strongly Agree	221	35%	190	34%	7659	37%	18976	33%
	Total	**630**	**100%**	**567**	**100%**	**20964**	**100%**	**57995**	**100%**
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	19	3%	28	5%	923	4%	2813	5%
	Disagree	53	8%	56	10%	2064	10%	6340	11%
	Neither	77	12%	88	15%	2891	14%	8254	14%
	Agree	264	42%	212	37%	7636	36%	21843	38%
	Strongly Agree	222	35%	189	33%	7449	36%	18894	32%
	Total	**635**	**100%**	**573**	**100%**	**20963**	**100%**	**58144**	**100%**

N/A indicates survey item previously unavailable

Institutional Structure (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within the institution	Strongly Disagree	53	8%	98	17%	2001	10%	5966	10%
	Disagree	121	19%	99	17%	3573	17%	10927	19%
	Neither	121	19%	115	20%	4157	20%	11842	20%
	Agree	195	31%	153	27%	6621	31%	18169	31%
	Strongly Agree	146	23%	112	19%	4707	22%	11556	20%
	Total	**636**	**100%**	**577**	**100%**	**21059**	**100%**	**58460**	**100%**
11 Institutional teams use problem-solving techniques	Strongly Disagree	11	2%	23	4%	767	4%	2109	4%
	Disagree	46	8%	60	11%	2090	11%	6259	12%
	Neither	160	27%	156	29%	5219	27%	15455	29%
	Agree	253	43%	219	41%	7784	40%	21417	40%
	Strongly Agree	125	21%	72	14%	3551	18%	8521	16%
	Total	**595**	**100%**	**530**	**100%**	**19411**	**100%**	**53761**	**100%**
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	74	12%	76	15%	2035	10%	5625	10%
	Disagree	124	21%	82	16%	3156	16%	9163	17%
	Neither	147	24%	167	32%	5548	29%	15614	29%
	Agree	150	25%	134	26%	5583	29%	15756	29%
	Strongly Agree	108	18%	56	11%	3078	16%	7913	15%
	Total	**603**	**100%**	**515**	**100%**	**19400**	**100%**	**54071**	**100%**
16 Open and ethical communication is practiced at this institution	Strongly Disagree	35	6%	74	13%	1743	8%	5201	9%
	Disagree	96	15%	77	14%	2891	14%	8816	15%
	Neither	116	18%	109	19%	4174	20%	11838	21%
	Agree	224	36%	181	32%	7073	34%	19567	34%
	Strongly Agree	158	25%	119	21%	4905	24%	12223	21%
	Total	**629**	**100%**	**560**	**100%**	**20786**	**100%**	**57645**	**100%**

Institutional Structure (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	59	10%	67	12%	1758	9%	4948	9%
	Disagree	91	15%	67	12%	2793	14%	8134	14%
	Neither	119	19%	127	23%	4192	20%	11652	20%
	Agree	188	30%	180	33%	6647	32%	18925	33%
	Strongly Agree	160	26%	106	19%	5233	25%	13548	24%
	Total	**617**	**100%**	**547**	**100%**	**20623**	**100%**	**57207**	**100%**
25 A spirit of cooperation exists at this institution	Strongly Disagree	38	6%	60	11%	1540	7%	4520	8%
	Disagree	62	10%	73	13%	2717	13%	8453	15%
	Neither	118	19%	100	18%	3876	19%	11034	19%
	Agree	246	40%	198	36%	7490	36%	20746	36%
	Strongly Agree	157	25%	124	22%	5062	24%	12576	22%
	Total	**621**	**100%**	**555**	**100%**	**20685**	**100%**	**57329**	**100%**
29 Institution-wide policies guide my work	Strongly Disagree	8	1%	11	2%	623	3%	1738	3%
	Disagree	29	5%	31	6%	1147	6%	3429	6%
	Neither	93	15%	112	21%	4420	22%	12713	23%
	Agree	288	47%	253	47%	8723	43%	24653	44%
	Strongly Agree	197	32%	135	25%	5435	27%	13916	25%
	Total	**615**	**100%**	**542**	**100%**	**20348**	**100%**	**56449**	**100%**
32 This institution is appropriately organized	Strongly Disagree	51	8%	75	14%	1722	8%	4893	9%
	Disagree	128	21%	89	16%	3374	17%	10148	18%
	Neither	149	25%	144	27%	4501	22%	13041	23%
	Agree	171	28%	147	27%	6664	33%	18541	33%
	Strongly Agree	106	18%	85	16%	4014	20%	9663	17%
	Total	**605**	**100%**	**540**	**100%**	**20275**	**100%**	**56286**	**100%**

N/A indicates survey item previously unavailable

Institutional Structure (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	86	15%	78	16%	2743	14%	7610	14%
	Disagree	85	14%	73	15%	2926	15%	8301	16%
	Neither	132	22%	132	26%	4490	23%	13478	25%
	Agree	167	28%	129	26%	5254	27%	14343	27%
	Strongly Agree	121	20%	91	18%	4016	21%	9750	18%
	Total	**591**	**100%**	**503**	**100%**	**19429**	**100%**	**53482**	**100%**
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	20	3%	47	9%	924	5%	2701	5%
	Disagree	90	15%	74	14%	2134	10%	6482	11%
	Neither	75	12%	100	19%	3204	16%	9287	16%
	Agree	259	43%	210	39%	8684	42%	24294	43%
	Strongly Agree	157	26%	108	20%	5535	27%	14034	25%
	Total	**601**	**100%**	**539**	**100%**	**20481**	**100%**	**56798**	**100%**
44 Administrative processes are clearly defined	Strongly Disagree	46	8%	64	12%	1674	8%	4520	8%
	Disagree	123	21%	103	19%	2974	15%	8555	15%
	Neither	129	22%	117	22%	4447	22%	12511	22%
	Agree	184	31%	169	32%	6973	35%	19759	35%
	Strongly Agree	113	19%	76	14%	4138	20%	10721	19%
	Total	**595**	**100%**	**529**	**100%**	**20206**	**100%**	**56066**	**100%**

Table 2. Student Focus Frequency Distributions

Student Focus	Response Option	TCC Count	TCC %	2021 Count	2021 %	Large Count	Large %	PACE Normbase Count	PACE Normbase %
7 Student needs are central to what we do	Strongly Disagree	16	3%	26	5%	637	3%	1892	3%
	Disagree	39	6%	36	6%	1613	8%	5177	9%
	Neither	47	7%	68	12%	2310	11%	6800	12%
	Agree	243	38%	208	36%	7345	35%	21305	37%
	Strongly Agree	289	46%	238	41%	9107	43%	23102	40%
	Total	**634**	**100%**	**576**	**100%**	**21012**	**100%**	**58276**	**100%**
8 I feel my job is relevant to this institution's mission	Strongly Disagree	2	0%	9	2%	307	1%	815	1%
	Disagree	13	2%	10	2%	534	3%	1424	2%
	Neither	17	3%	38	7%	1356	6%	3578	6%
	Agree	182	29%	167	29%	6207	29%	17955	31%
	Strongly Agree	416	66%	345	61%	12652	60%	34611	59%
	Total	**630**	**100%**	**569**	**100%**	**21056**	**100%**	**58383**	**100%**
17 Faculty meet the needs of students	Strongly Disagree	9	2%	4	1%	311	2%	859	2%
	Disagree	21	4%	25	5%	961	5%	2926	5%
	Neither	82	14%	76	14%	2881	15%	8417	16%
	Agree	277	47%	260	49%	8318	43%	23831	44%
	Strongly Agree	197	34%	161	31%	6845	35%	18100	33%
	Total	**586**	**100%**	**526**	**100%**	**19316**	**100%**	**54133**	**100%**
18 Student diversity is important at this institution	Strongly Disagree	4	1%	7	1%	340	2%	1022	2%
	Disagree	13	2%	18	3%	638	3%	2320	4%
	Neither	55	9%	73	13%	2349	11%	7709	14%
	Agree	251	40%	224	40%	7749	38%	22526	39%
	Strongly Agree	300	48%	240	43%	9517	46%	23489	41%
	Total	**623**	**100%**	**562**	**100%**	**20593**	**100%**	**57066**	**100%**

N/A indicates survey item previously unavailable

Student Focus (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	4	1%	6	1%	284	1%	736	1%
	Disagree	16	3%	21	4%	761	4%	2235	4%
	Neither	90	15%	87	16%	3287	17%	9672	18%
	Agree	292	49%	265	50%	8816	45%	25622	47%
	Strongly Agree	188	32%	152	29%	6435	33%	16127	30%
	Total	**590**	**100%**	**531**	**100%**	**19583**	**100%**	**54392**	**100%**
23 Non-teaching professional personnel meet the needs of students	Strongly Disagree	9	2%	6	1%	376	2%	1091	2%
	Disagree	19	3%	18	3%	1045	5%	3137	6%
	Neither	81	14%	73	14%	3035	15%	8454	15%
	Agree	279	47%	276	52%	8506	43%	24723	45%
	Strongly Agree	208	35%	153	29%	6666	34%	17348	32%
	Total	**596**	**100%**	**526**	**100%**	**19628**	**100%**	**54753**	**100%**
28 Classified personnel meet the needs of students	Strongly Disagree	3	1%	7	1%	338	2%	885	2%
	Disagree	18	3%	18	4%	678	4%	2037	4%
	Neither	110	20%	95	19%	3889	22%	10822	21%
	Agree	238	44%	243	49%	7538	42%	22205	44%
	Strongly Agree	171	32%	137	27%	5388	30%	14440	29%
	Total	**540**	**100%**	**500**	**100%**	**17831**	**100%**	**50389**	**100%**
31 Students receive an excellent education at this institution	Strongly Disagree	4	1%	3	1%	200	1%	565	1%
	Disagree	12	2%	11	2%	597	3%	1800	3%
	Neither	77	13%	62	12%	2112	11%	6367	11%
	Agree	275	46%	273	51%	8488	42%	25283	45%
	Strongly Agree	234	39%	186	35%	8616	43%	21571	39%
	Total	**602**	**100%**	**535**	**100%**	**20013**	**100%**	**55586**	**100%**

N/A indicates survey item previously unavailable

Student Focus (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	5	1%	5	1%	216	1%	595	1%
	Disagree	18	3%	14	3%	537	3%	1648	3%
	Neither	64	11%	63	12%	2195	11%	6488	12%
	Agree	289	49%	263	50%	8488	42%	24849	45%
	Strongly Agree	219	37%	186	35%	8557	43%	21914	39%
	Total	**595**	**100%**	**531**	**100%**	**19993**	**100%**	**55494**	**100%**
37 This institution prepares students for further learning	Strongly Disagree	7	1%	5	1%	252	1%	646	1%
	Disagree	15	3%	17	3%	542	3%	1602	3%
	Neither	50	8%	58	11%	2014	10%	5979	11%
	Agree	287	48%	249	47%	8811	44%	25791	46%
	Strongly Agree	239	40%	202	38%	8404	42%	21546	39%
	Total	**598**	**100%**	**531**	**100%**	**20023**	**100%**	**55564**	**100%**
40 Students are assisted with their personal development	Strongly Disagree	5	1%	7	1%	281	1%	761	1%
	Disagree	26	5%	21	4%	709	4%	2337	4%
	Neither	109	19%	107	21%	3264	17%	9742	18%
	Agree	250	44%	242	48%	8450	44%	24431	46%
	Strongly Agree	183	32%	129	25%	6385	33%	15848	30%
	Total	**573**	**100%**	**506**	**100%**	**19089**	**100%**	**53119**	**100%**
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	4	1%	4	1%	181	1%	498	1%
	Disagree	10	2%	9	2%	503	3%	1680	3%
	Neither	91	16%	107	23%	3289	18%	9939	19%
	Agree	345	60%	271	57%	9351	51%	26951	53%
	Strongly Agree	123	21%	83	18%	5096	28%	12113	24%
	Total	**573**	**100%**	**474**	**100%**	**18420**	**100%**	**51181**	**100%**

N/A indicates survey item previously unavailable

Table 3. Supervisory Relationships Frequency Distributions

TCC compared with:

Supervisory Relationships	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor/chair expresses confidence in my work	Strongly Disagree	12	2%	16	3%	695	3%	1803	3%
	Disagree	19	3%	25	4%	1196	6%	3255	6%
	Neither	37	6%	54	9%	1914	9%	5125	9%
	Agree	174	27%	173	30%	5970	28%	16512	28%
	Strongly Agree	396	62%	302	53%	11287	54%	31787	54%
	Total	**638**	**100%**	**570**	**100%**	**21062**	**100%**	**58482**	**100%**
9 My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	15	2%	21	4%	1006	5%	2706	5%
	Disagree	28	4%	23	4%	1501	7%	3902	7%
	Neither	56	9%	55	10%	2078	10%	5679	10%
	Agree	160	25%	150	26%	5560	26%	15630	27%
	Strongly Agree	374	59%	319	56%	10853	52%	30347	52%
	Total	**633**	**100%**	**568**	**100%**	**20998**	**100%**	**58264**	**100%**
12 Work expectations are communicated to me	Strongly Disagree	18	3%	26	5%	904	4%	2401	4%
	Disagree	43	7%	47	8%	1906	9%	5295	9%
	Neither	55	9%	89	16%	3296	16%	9154	16%
	Agree	288	45%	253	45%	8663	42%	24485	42%
	Strongly Agree	229	36%	147	26%	6045	29%	16428	28%
	Total	**633**	**100%**	**562**	**100%**	**20814**	**100%**	**57763**	**100%**
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	12	2%	12	2%	643	3%	1749	3%
	Disagree	31	6%	35	7%	1332	7%	3602	7%
	Neither	107	19%	121	24%	4314	23%	12299	24%
	Agree	236	43%	217	44%	7886	42%	22214	43%
	Strongly Agree	165	30%	112	23%	4474	24%	11727	23%
	Total	**551**	**100%**	**497**	**100%**	**18649**	**100%**	**51591**	**100%**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2021 Count	2021 %	Large Count	Large %	PACE Normbase Count	PACE Normbase %
20 I receive timely feedback for my work	Strongly Disagree	23	4%	31	6%	1106	5%	2950	5%
	Disagree	48	8%	43	8%	1813	9%	5084	9%
	Neither	96	16%	110	20%	3769	18%	10180	18%
	Agree	220	36%	212	38%	7629	37%	21787	38%
	Strongly Agree	226	37%	161	29%	6318	31%	17331	30%
	Total	**613**	**100%**	**557**	**100%**	**20635**	**100%**	**57332**	**100%**
21 I receive appropriate feedback for my work	Strongly Disagree	22	4%	29	5%	980	5%	2549	4%
	Disagree	39	6%	43	8%	1819	9%	4979	9%
	Neither	81	13%	84	15%	3440	17%	9417	16%
	Agree	272	44%	239	44%	8142	40%	23129	40%
	Strongly Agree	199	32%	151	28%	6203	30%	17087	30%
	Total	**613**	**100%**	**546**	**100%**	**20584**	**100%**	**57161**	**100%**
26 My supervisor/chair actively seeks my ideas	Strongly Disagree	30	5%	32	6%	1322	6%	3463	6%
	Disagree	47	8%	31	6%	1671	8%	4573	8%
	Neither	93	15%	95	18%	3229	16%	8627	15%
	Agree	191	31%	174	32%	6412	31%	18038	32%
	Strongly Agree	253	41%	204	38%	7777	38%	21953	39%
	Total	**614**	**100%**	**536**	**100%**	**20411**	**100%**	**56654**	**100%**
27 My supervisor/chair seriously considers my ideas	Strongly Disagree	30	5%	30	6%	1247	6%	3290	6%
	Disagree	34	6%	34	6%	1525	7%	4121	7%
	Neither	89	15%	85	16%	3066	15%	8130	14%
	Agree	194	32%	170	32%	6347	31%	17801	31%
	Strongly Agree	262	43%	219	41%	8161	40%	23205	41%
	Total	**609**	**100%**	**538**	**100%**	**20346**	**100%**	**56547**	**100%**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	13	2%	31	6%	833	4%	2192	4%
	Disagree	43	7%	45	8%	1684	8%	4726	8%
	Neither	92	15%	107	20%	3973	19%	11269	20%
	Agree	286	46%	228	42%	8446	41%	24054	42%
	Strongly Agree	182	30%	135	25%	5538	27%	14569	26%
	Total	**616**	**100%**	**546**	**100%**	**20474**	**100%**	**56810**	**100%**
34 My supervisor/chair helps me to improve my work	Strongly Disagree	21	3%	30	6%	1152	6%	3016	5%
	Disagree	42	7%	27	5%	1539	8%	4232	8%
	Neither	80	13%	90	17%	3465	17%	9400	17%
	Agree	222	36%	187	35%	6628	33%	18900	34%
	Strongly Agree	244	40%	198	37%	7478	37%	20694	37%
	Total	**609**	**100%**	**532**	**100%**	**20262**	**100%**	**56242**	**100%**
39 I am given the opportunity to be creative in my work	Strongly Disagree	20	3%	24	5%	887	4%	2249	4%
	Disagree	33	5%	25	5%	1093	5%	3014	5%
	Neither	68	11%	80	15%	2623	13%	6982	12%
	Agree	216	36%	194	36%	7395	36%	21176	37%
	Strongly Agree	268	44%	210	39%	8374	41%	23121	41%
	Total	**605**	**100%**	**533**	**100%**	**20372**	**100%**	**56542**	**100%**
45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	23	4%	N/A	N/A	N/A	N/A	N/A	N/A
	Disagree	34	6%	N/A	N/A	N/A	N/A	N/A	N/A
	Neither	47	8%	N/A	N/A	N/A	N/A	N/A	N/A
	Agree	232	39%	N/A	N/A	N/A	N/A	N/A	N/A
	Strongly Agree	262	44%	N/A	N/A	N/A	N/A	N/A	N/A
	Total	**598**	**100%**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

N/A indicates survey item previously unavailable

Supervisory Relationships (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	15	3%	15	3%	924	5%	2702	5%
	Disagree	29	5%	35	7%	1558	8%	4569	8%
	Neither	56	9%	83	16%	2783	14%	8104	14%
	Agree	278	47%	219	41%	7701	38%	21944	39%
	Strongly Agree	214	36%	180	34%	7397	36%	19080	34%
	Total	**592**	**100%**	**532**	**100%**	**20363**	**100%**	**56399**	**100%**

Table 4. Teamwork Frequency Distributions

		TCC		2021		Large		PACE Normbase	
Teamwork	Response Option	Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	13	2%	15	3%	962	5%	2397	4%
	Disagree	40	6%	35	6%	1908	9%	5253	9%
	Neither	45	7%	66	12%	2233	11%	5883	10%
	Agree	212	34%	190	33%	6903	33%	19460	33%
	Strongly Agree	318	51%	263	46%	9030	43%	25336	43%
	Total	**628**	**100%**	**569**	**100%**	**21036**	**100%**	**58329**	**100%**
14 My primary work team uses problem-solving techniques	Strongly Disagree	9	1%	10	2%	576	3%	1451	3%
	Disagree	24	4%	21	4%	1286	6%	3482	6%
	Neither	60	10%	85	16%	2949	15%	7959	14%
	Agree	235	39%	234	44%	8265	41%	23287	42%
	Strongly Agree	273	45%	185	35%	6966	35%	19530	35%
	Total	**601**	**100%**	**535**	**100%**	**20042**	**100%**	**55709**	**100%**
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	17	3%	25	5%	1039	5%	2670	5%
	Disagree	50	8%	33	6%	1785	9%	4818	9%
	Neither	53	9%	80	15%	2786	14%	7453	13%
	Agree	245	41%	220	41%	7713	38%	21860	39%
	Strongly Agree	239	40%	183	34%	7104	35%	19835	35%
	Total	**604**	**100%**	**541**	**100%**	**20427**	**100%**	**56636**	**100%**
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	24	4%	24	5%	1073	5%	2780	5%
	Disagree	34	6%	27	5%	1625	8%	4412	8%
	Neither	58	10%	68	13%	2535	13%	7015	12%
	Agree	228	38%	201	38%	7284	36%	20824	37%
	Strongly Agree	250	42%	211	40%	7725	38%	21144	38%
	Total	**594**	**100%**	**531**	**100%**	**20242**	**100%**	**56175**	**100%**

TCC compared with:

N/A indicates survey item previously unavailable

Teamwork (continued)	Response Option	TCC		2021		Large		PACE Normbase	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	13	2%	19	4%	698	4%	1751	3%
	Disagree	29	5%	18	3%	1228	6%	3396	6%
	Neither	61	10%	68	13%	2901	15%	7946	14%
	Agree	254	43%	230	44%	8143	41%	23441	42%
	Strongly Agree	231	39%	189	36%	6938	35%	18707	34%
	Total	**588**	**100%**	**524**	**100%**	**19908**	**100%**	**55241**	**100%**
43 A spirit of cooperation exists in my department	Strongly Disagree	20	3%	21	4%	1261	6%	3078	5%
	Disagree	30	5%	38	7%	1760	9%	4587	8%
	Neither	55	9%	59	11%	2420	12%	6346	11%
	Agree	227	38%	192	36%	7068	35%	20128	36%
	Strongly Agree	263	44%	225	42%	7916	39%	22462	40%
	Total	**595**	**100%**	**535**	**100%**	**20425**	**100%**	**56601**	**100%**

N/A indicates survey item previously unavailable

Table 5. Climate Factor Mean Comparisons

	TCC		2021			Large			PACE Normbase		
									TCC compared with:		
Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	643	3.960	3.822	***	.193	3.860	**	.130	3.836	***	.166
Institutional Structure	643	3.615	3.447	**	.181	3.585			3.530	*	.092
Student Focus	643	4.176	4.098	*	.129	4.131			4.087	***	.136
Supervisory Relationships	643	4.087	3.919	***	.200	3.906	***	.202	3.911	***	.199
Teamwork	639	4.147	4.043	*	.121	3.945	***	.208	3.966	***	.191

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

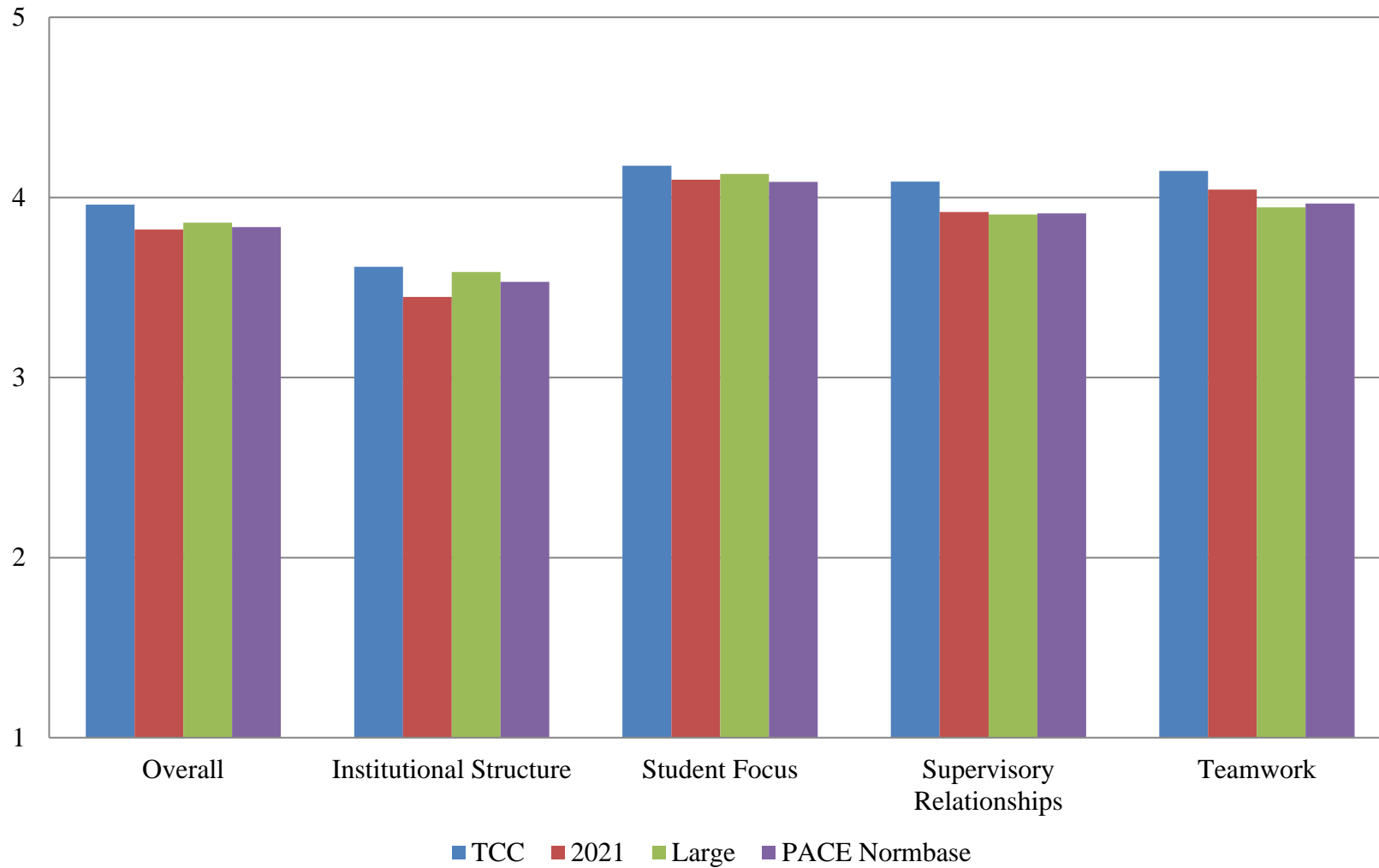**Figure 1. Means by Comparison Group and Climate Factor**

Figure 1. Means by Comparison Group and Climate Factor

Table 6. Institutional Structure Item Mean Comparisons

<p align="right">TCC compared with:</p>

	TCC		2021			Large			PACE Normbase		
Institutional Structure	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1 The actions of this institution reflect its mission	641	4.016	3.800	***	.215	3.934	*	.082	3.880	***	.136
4 Decisions are made at the appropriate level at this institution	632	3.380	3.212	*	.136	3.389			3.356		
5 The institution effectively promotes diversity in the workplace	630	3.979	3.882			3.952			3.873	*	.100
6 Institutional leadership is focused on meeting the needs of students	635	3.972	3.834	*	.127	3.888			3.820	***	.133
10 Information is shared within the institution	636	3.409	3.142	***	.203	3.402			3.315		
11 Institutional teams use problem-solving techniques	595	3.731	3.485	***	.253	3.580	***	.147	3.520	***	.207
15 I am able to appropriately influence the direction of this institution	603	3.156	3.023			3.233			3.207		
16 Open and ethical communication is practiced at this institution	629	3.595	3.346	***	.200	3.505			3.430	***	.134
22 This institution has been successful in positively motivating my performance	617	3.485	3.349			3.524			3.489		
25 A spirit of cooperation exists at this institution	621	3.680	3.456	**	.186	3.571	*	.090	3.495	***	.153
29 Institution-wide policies guide my work	615	4.036	3.867	**	.187	3.845	***	.195	3.807	***	.234
32 This institution is appropriately organized	605	3.253	3.144			3.388	**	-.112	3.319		
38 I have the opportunity for advancement within this institution	591	3.257	3.163			3.251			3.193		
41 I receive adequate information regarding important activities at this institution	601	3.737	3.479	***	.224	3.770			3.713		
44 Administrative processes are clearly defined	595	3.328	3.170	*	.128	3.442	*	-.095	3.421		

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

N/A indicates survey item previously unavailable

Table 7. Student Focus Item Mean Comparisons

TCC compared with:

Student Focus	TCC N	TCC Mean	2021 Mean	2021 Sig.	2021 Effect size	Large Mean	Large Sig.	Large Effect size	PACE Normbase Mean	PACE Normbase Sig.	PACE Normbase Effect size
7 Student needs are central to what we do	634	4.183	4.035	*	.143	4.079	*	.099	4.005	***	.166
8 I feel my job is relevant to this institution's mission	630	4.583	4.457	**	.167	4.442	***	.168	4.441	***	.172
17 Faculty meet the needs of students	586	4.078	4.044			4.057			4.023		
18 Student diversity is important at this institution	623	4.332	4.196	**	.166	4.237	**	.108	4.141	***	.207
19 Students' competencies are enhanced	590	4.092	4.009			4.040			3.996	**	.110
23 Non-teaching professional personnel meet the needs of students	596	4.104	4.049			4.021	*	.089	3.988	**	.124
28 Classified personnel meet the needs of students	540	4.030	3.970			3.951	*	.086	3.938	*	.101
31 Students receive an excellent education at this institution	602	4.201	4.174			4.235			4.178		
35 This institution prepares students for a career	595	4.175	4.151			4.232			4.186		
37 This institution prepares students for further learning	598	4.231	4.179			4.227			4.188		
40 Students are assisted with their personal development	573	4.012	3.919			4.045			3.984		
42 Students seem satisfied with their educational experience at this institution	573	4.000	3.886	*	.158	4.014			3.948		

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 8. Supervisory Relationships Item Mean Comparisons

TCC compared with:

	Supervisory Relationships	TCC		2021			Large			PACE Normbase		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2	My supervisor/chair expresses confidence in my work	638	4.447	4.263	***	.197	4.232	***	.205	4.252	***	.189
9	My supervisor/chair is open to the ideas, opinions, and beliefs of everyone	633	4.343	4.273			4.131	***	.185	4.150	***	.170
12	Work expectations are communicated to me	633	4.054	3.797	***	.251	3.819	***	.218	3.818	***	.220
13	Unacceptable behaviors are identified and communicated to me	551	3.927	3.769	**	.166	3.762	***	.164	3.748	***	.181
20	I receive timely feedback for my work	613	3.943	3.770	**	.157	3.787	***	.138	3.793	***	.134
21	I receive appropriate feedback for my work	613	3.958	3.806	*	.144	3.815	**	.130	3.826	**	.121
26	My supervisor/chair actively seeks my ideas	614	3.961	3.909			3.865	*	.080	3.890		
27	My supervisor/chair seriously considers my ideas	609	4.025	3.955			3.917	*	.092	3.946		
30	Work outcomes are clarified for me	616	3.943	3.716	***	.222	3.790	***	.146	3.776	***	.161
34	My supervisor/chair helps me to improve my work	609	4.028	3.932			3.876	**	.132	3.889	**	.121
39	I am given the opportunity to be creative in my work	605	4.122	4.015			4.044			4.059		
45	I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	598	4.130	N/A			N/A			N/A		
46	Professional development and training opportunities are available	592	4.093	3.966	*	.131	3.937	***	.142	3.889	***	.185

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable

Table 9. Teamwork Item Mean Comparisons

<p align="center">TCC compared with:</p>

Teamwork	TCC		2021			Large			PACE Normbase		
	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	628	4.245	4.144			4.005	***	.211	4.030	***	.192
14 My primary work team uses problem-solving techniques	601	4.230	4.052	***	.197	3.986	***	.243	4.005	***	.228
24 There is an opportunity for all ideas to be exchanged within my work team	604	4.058	3.930	*	.122	3.884	***	.154	3.907	***	.136
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	594	4.088	4.032			3.937	**	.132	3.946	**	.126
36 My work team coordinates its efforts with appropriate individuals and teams	588	4.124	4.053			3.974	***	.146	3.977	***	.147
43 A spirit of cooperation exists in my department	595	4.148	4.050			3.912	***	.201	3.960	***	.164

* p <.05, ** p < .01, *** p < .001
N/A indicates survey item previously unavailable