



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

North Carolina State University | College of Education  
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**Tulsa  
Community College  
Tulsa, Oklahoma**

**PACE Executive Summary**  
Personal Assessment of the College Environment

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**Conducted**  
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## EXECUTIVE SUMMARY

During January and February 2019 the Personal Assessment of the College Environment (PACE) survey was administered to 2,180 employees at Tulsa Community College (TCC). Of those 2,180 employees, 863 (39.6%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 863 TCC employees who completed the PACE survey, 463 (53.7%) provided written comments.

Employees completed a 46-item PACE instrument organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. They also completed a qualitative section, a customized section designed specifically for TCC, and a racial diversity subscale section. Respondents were asked to rate the items about the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at TCC included 82 total items and two qualitative questions.

At TCC, the PACE results yielded an overall 3.965 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Faculty rated the campus climate the highest with a mean score of 3.984, followed by Administrators (3.982) and Staff (3.952). The most favorable and least favorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, the top mean scores have been identified at Tulsa Community College.

- The extent to which I feel my job is relevant to this institution’s mission, 4.539 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.326 (#2)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.249 (#9)
- The extent to which this institution prepares students for further learning, 4.219 (#37)
- The extent to which student ethnic and cultural diversity are important at this institution, 4.217 (#18)
- The extent to which student needs are central to what we do, 4.207 (#7)
- The extent to which students receive an excellent education at this institution, 4.188 (#31)
- The extent to which this institution prepares students for a career, 4.176 (#35)
- The extent to which I am given the opportunity to be creative in my work, 4.125 (#39)
- The extent to which my primary work team uses problem-solving techniques, 4.118 (#14)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Tulsa Community College.

- The extent to which I have the opportunity for advancement within this institution, 3.258 (#38)
- The extent to which I am able to appropriately influence the direction of this institution, 3.316 (#15)
- The extent to which information is shared within the institution, 3.531 (#10)
- The extent to which this institution is appropriately organized, 3.546 (#32)
- The extent to which decisions are made at the appropriate level at this institution, 3.571 (#4)
- The extent to which this institution has been successful in positively motivating my performance, 3.652 (#22)
- The extent to which institutional teams use problem-solving techniques, 3.728 (#11)
- The extent to which a spirit of cooperation exists at this institution, 3.739 (#25)
- The extent to which open and ethical communication is practiced at this institution, 3.755 (#16)
- The extent to which my work is guided by clearly defined administrative processes, 3.762 (#44)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report that includes custom and custom demographic questions included specifically for TCC; a racial diversity subscale report; and a qualitative report. Report interpretation instructions and a data Excel file with a codebook are also included.