



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

Tulsa Community College

Tulsa, Oklahoma

PACE Executive Summary

PACE Climate Survey for Community Colleges

Lead Researchers

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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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EXECUTIVE SUMMARY

During March and April 2021, the PACE Climate Survey for Community Colleges (PACE) was administered to 1,971 employees at Tulsa Community College (TCC). Of those 1,971 employees, 586 (29.7%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 586 TCC employees who completed the PACE survey, 336 (57.3%) 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 custom section specifically for TCC, a Racial Diversity Subscale section, and a qualitative section. Respondents were asked to rate the items about the four climate 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 four qualitative questions.

At TCC, the PACE results yielded an overall 3.822 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 3.928, followed by Staff (3.728) and Administrators (3.725). The greatest number of favorable comments fell within the Student Focus climate factor and the greatest number of unfavorable comments fell within the Institutional Structure climate factor.

Of the 46 standard PACE questions, TCC’s top 10 mean scores have been identified. Five pertain to the Student Focus climate factor, three pertain to the Teamwork climate factor, and two pertain to the Supervisory Relationships climate factor.

- The extent to which I feel my job is relevant to this institution’s mission, 4.457 (#8)
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.273 (#9)
- The extent to which my supervisor/chair expresses confidence in my work, 4.263 (#2)
- The extent to which student diversity is important at this institution, 4.196 (#18)
- The extent to which this institution prepares students for further learning, 4.179 (#37)
- The extent to which students receive an excellent education at this institution, 4.174 (#31)
- The extent to which this institution prepares students for a career, 4.151 (#35)
- The extent to which there is a spirit of cooperation within my work team, 4.144 (#3)
- The extent to which my work team coordinates its efforts with appropriate individuals and teams, 4.053 (#36)
- The extent to which my primary work team uses problem-solving techniques, 4.052 (#14)

Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at TCC. All 10 pertain to the Institutional Structure climate factor.

- The extent to which I am able to appropriately influence the direction of this institution, 3.023 (#15)
- The extent to which information is shared within the institution, 3.142 (#10)
- The extent to which this institution is appropriately organized, 3.144 (#32)
- The extent to which I have the opportunity for advancement within this institution, 3.163 (#38)
- The extent to which administrative processes are clearly defined, 3.170 (#44)
- The extent to which decisions are made at the appropriate level at this institution, 3.212 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.346 (#16)
- The extent to which this institution has been successful in positively motivating my performance, 3.349 (#22)
- The extent to which a spirit of cooperation exists at this institution, 3.456 (#25)
- The extent to which I receive adequate information regarding important activities at this institution, 3.479 (#41)

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Racial Diversity Subscale Report
- Qualitative Report
- Diversity, Equity, & Inclusion Qualitative Report
- Report Interpretation Instructions
- Excel Data File with Codebook