

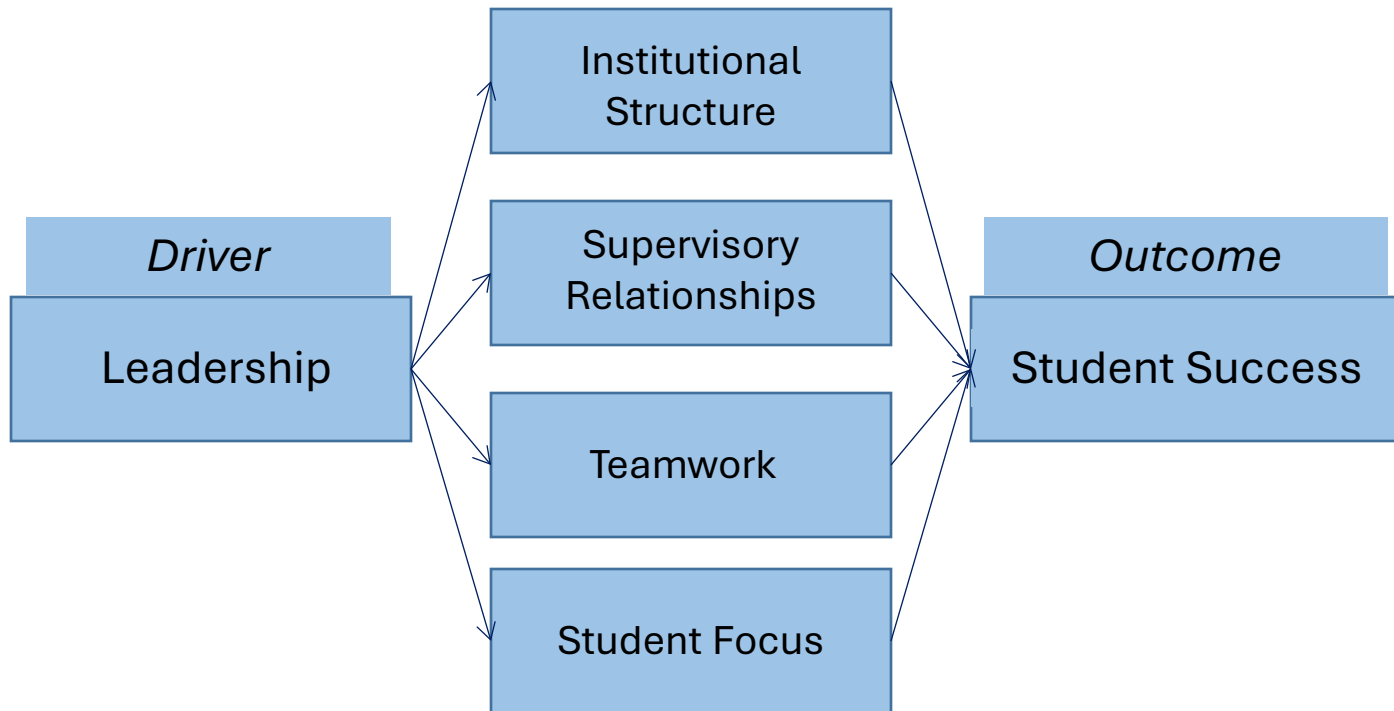
2025

**Personal Assessment of the
College Environment (PACE)**

Measuring Climate at Tulsa Community College



The PACE Model



Purpose

- **Understand** TCC's culture and capacity to promote student success
- **Hear** directly from employees about how they perceive and experience their work
- **Promote** open and honest communication to inform priorities for change

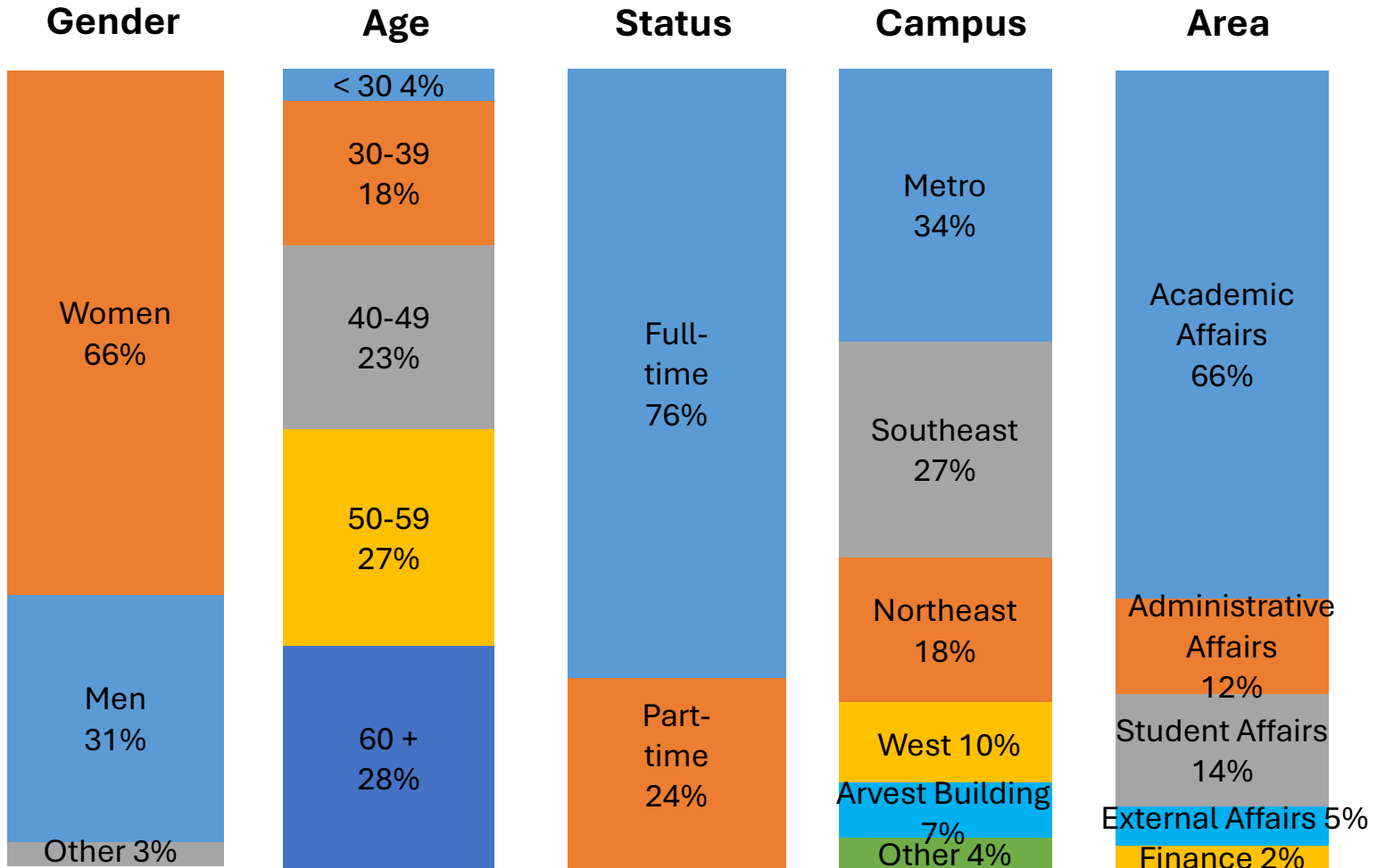
Four Organizational Systems

Coercive	Competitive	Consultative	Collaborative
Leaders have little confidence or trust in employees; seldom involve them in decision-making	Leaders have condescending confidence and trust in employees; occasionally involve them in decision-making	Leaders have substantial but not complete confidence and trust; and significantly involve employees in decision-making	Leaders have demonstrated confidence and trust in employees; employees are involved in appropriate decision-making
Decisions are top-down.	Some decision-making at lower levels, but top is in control.	More decisions made at lower levels, and leaders consult followers.	Decision-making is widely dispersed and well integrated across all levels.
Lower levels oppose goals established by leadership.	Lower levels cooperate in accomplishing selected goals.	Lower levels deal more with morale and exercise cooperation toward goal accomplishment	Collaboration is employed throughout.
Influence primarily through fear and punishment.	Some influence through rewards and some through fear and punishment.	Influence mainly through rewards. Occasional punishment and some collaboration occur.	Influence through participation and involvement in process.

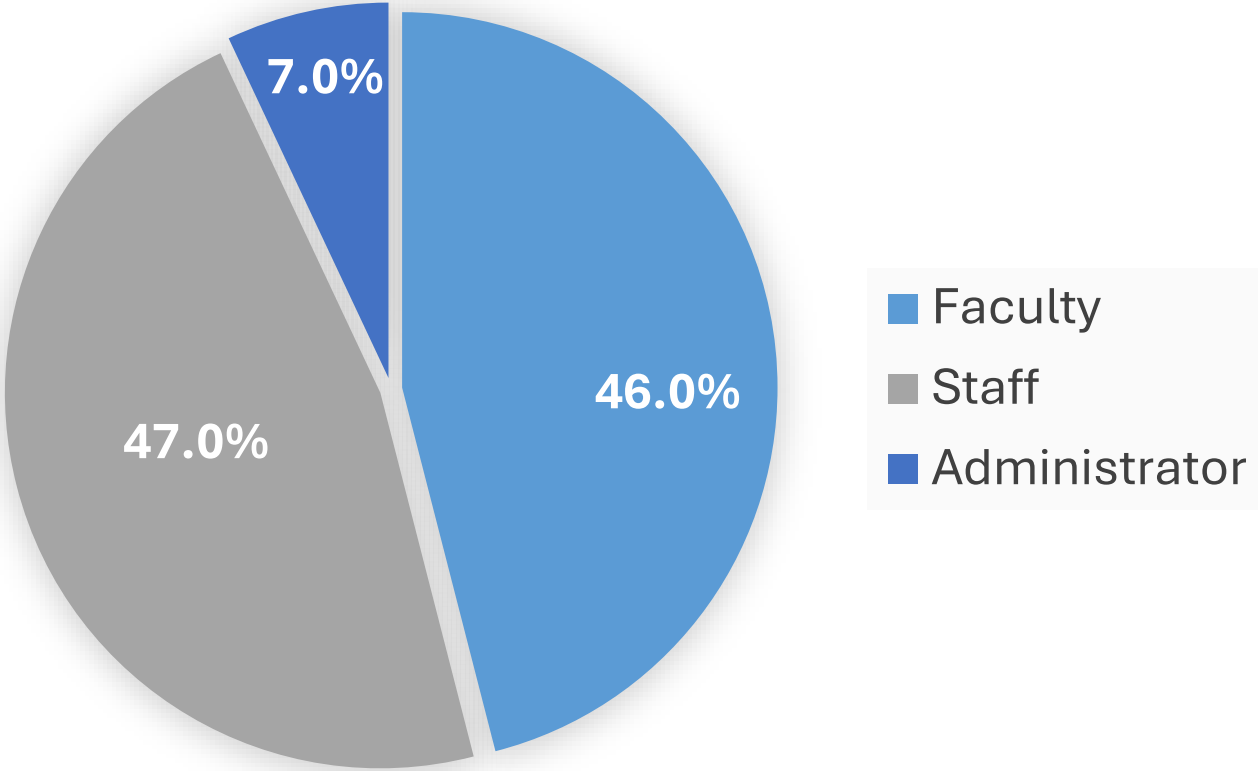
3.99

TCC Sample

Administered online to 1,937 employees, 539 (27.8%) completed survey

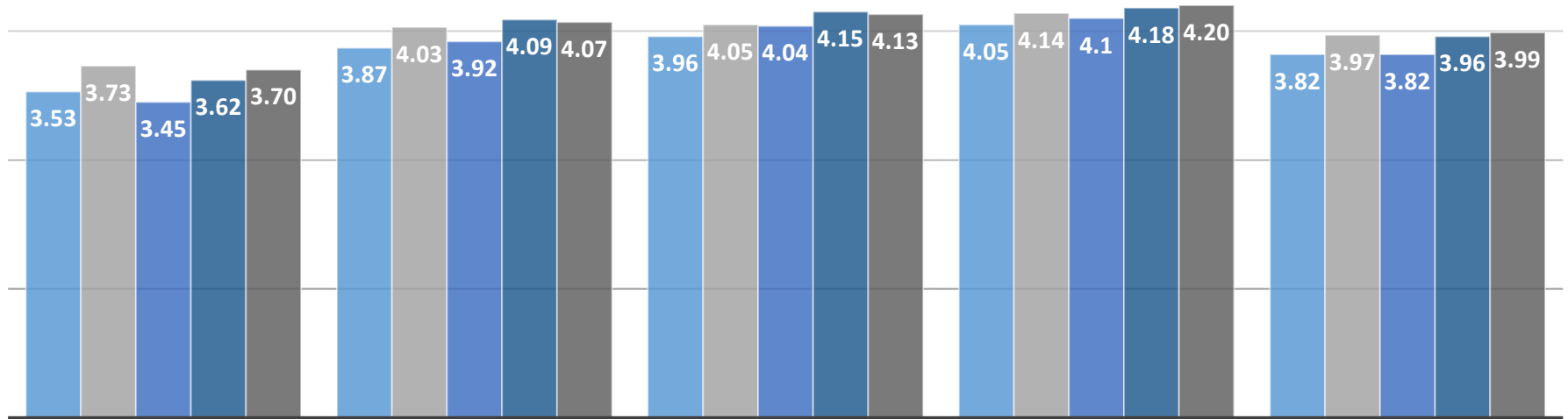


Respondents by Personnel Classification



Climate Factor Means

■ 2017 ■ 2019 ■ 2021 ■ 2023 ■ 2025



INSTITUTIONAL
STRUCTURE

Mission, leadership, structural organization, decision-making, and internal communication

SUPERVISORY
RELATIONSHIPS

Relationships between employees and supervisors

TEAMWORK

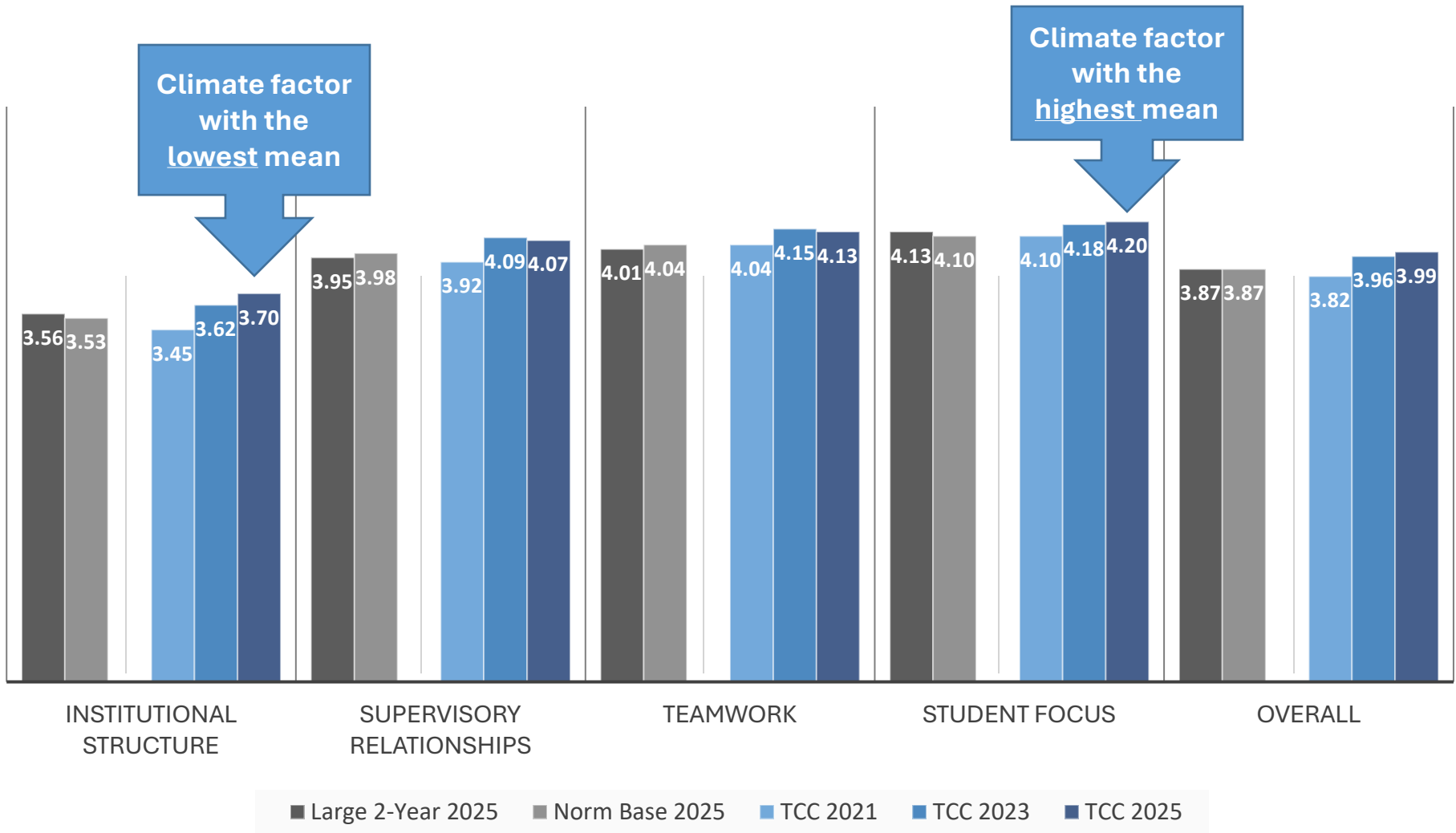
Spirit of cooperation amongst work teams

STUDENT FOCUS

Centrality of students to the actions of the institution

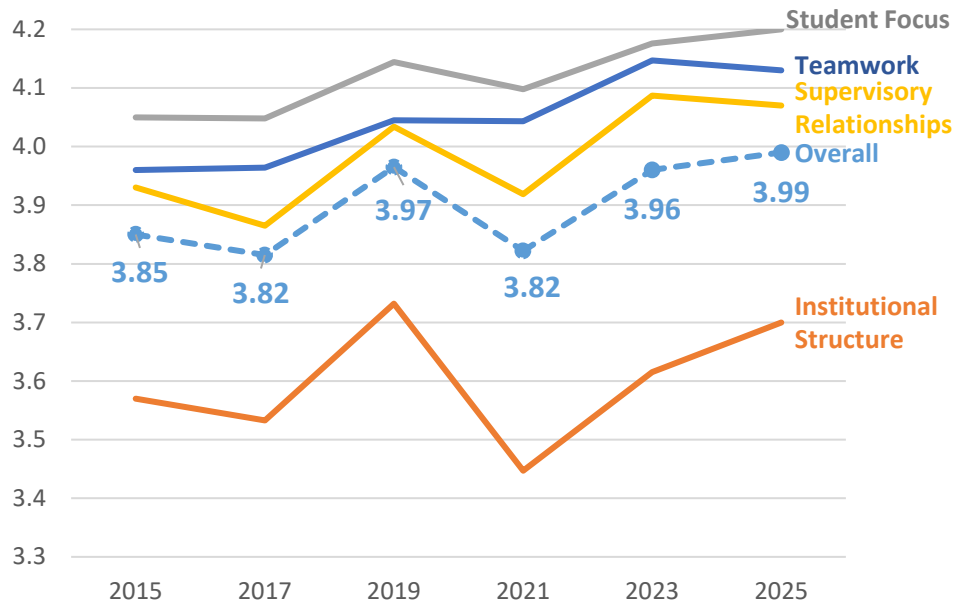
OVERALL

Climate Factor Means

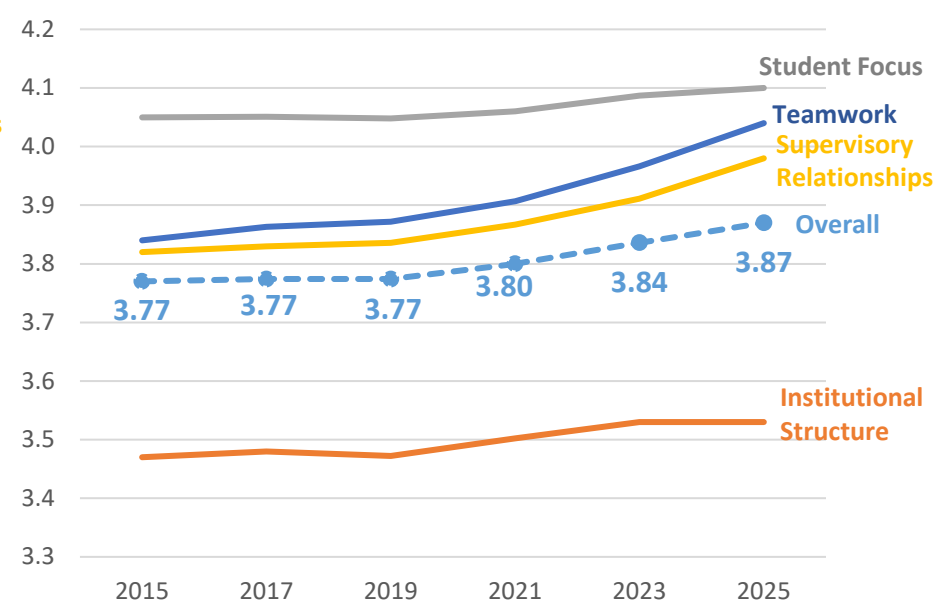


PACE Historical Trends

TCC PACE Historical Trends



PACE Normbase Historical Trends



TCC Custom Questions

TCC Customized Question The extent to which....	2025 Mean	2023 Mean	Mean Change
I understand my role in helping to achieve the institution's goals	4.34	4.31	0.03
I intend to continue working at TCC for the foreseeable future	4.34		N/A
I understand the benefits plans available to me	4.22	4.2	0.02
Remaining at TCC aligns with my personal and professional goals	4.21		N/A
This institution effectively facilitates the university transfer experience	4.2	4.19	0.01
Working at TCC provides me with benefits, opportunities, or stability that would be hard to find elsewhere	4.18		N/A
Courses are offered at times and in formats to meet students' needs	4.15	3.92	0.23
I receive quality support and customer service from other college departments	3.92		N/A
This institution practices continuous improvement and forward-thinking	3.91	3.79	0.12
I feel a strong sense of community at TCC	3.88		N/A
This institution effectively uses resources to maximize financial responsibility and value to students	3.82	3.64	0.18
I have opportunities to meaningfully engage with the campus community outside of my immediate role	3.79		N/A
This institution's physical facilities are modern and accessible	3.74	3.65	0.09
Effective working relationships and communication exist among campuses and locations	3.73		N/A
I feel valued and appreciated as an employee	3.63	3.58	0.05
I feel connected to colleagues across different areas of the College	3.6		N/A
This institution's processes are simple, clear, and documented where I can find them	3.58	3.36	0.22
I am recognized for my hard work and successes at TCC	3.45		N/A
This institution leverages artificial intelligence to enhance learning and operational efficiency	3.33		N/A
The institution addresses low-performing employees or detrimental workplace situations	3.18	3.13	0.05
Overall	3.86		

Top 10 Scoring Climate Factor Questions

The extent to which...	Climate Factor	2025 Mean	2023 Mean	Mean Change
I feel my job is relevant to this institution's mission	Student Focus	4.62	4.58*	0.04
My supervisor expresses confidence in my work	Supervisory Relationship	4.41	4.45*	0.04
This institution prepares students for further learning	Student Focus	4.31	4.23	0.08
My supervisor is open to the ideas, opinions, and beliefs of everyone	Supervisory Relationships	4.30	4.34*	0.04
Student needs are central to what we do	Student Focus	4.28	4.18	0.10
Students receive an excellent education at this institution	Student Focus	4.28	4.20	0.08
This institution prepares students for a career	Student Focus	4.27	4.17	0.10
Student diversity is important at this institution	Teamwork	4.25	4.33*	0.08
There is a spirit of cooperation within my work team	Student Focus	4.24	4.25	0.01
Professional development and training opportunities are available	Supervisory Relationship	4.20	4.09	0.11

* Top 10 Scoring Climate Factor Questions on previous 2023 PACE Survey

Bottom 10 Scoring Climate Factor Questions

The extent to which...	Climate Factor	2025 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution	Institutional Structure	3.06	3.16*	0.10
I have the opportunity for advancement within this institution	Institutional Structure	3.33	3.26*	0.07
Administrative processes are clearly defined	Institutional Structure	3.39	3.33*	0.06
Decisions are made at the appropriate level at this institution	Institutional Structure	3.52	3.38*	0.14
Information is shared within this institution	Institutional Structure	3.53	3.41*	0.12
This institution is appropriately organized	Institutional Structure	3.56	3.25*	0.31
This institution has been successful in positively motivating my performance	Institutional Structure	3.60	3.48*	0.12
Open and ethical communication is practiced at this institution	Institutional Structure	3.70	3.59	0.11
Institutional teams use problem-solving techniques	Institutional Structure	3.72	3.73	0.01
Administrators meet the needs of students	Student Focus	3.75	N/A	N/A

* Bottom 10 Scoring Climate Factor Questions on previous 2023 PACE Survey

Priorities for Change: Staff

The extent to which...	Climate Factor	2025 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution*	Institutional Structure	3.09	3.08	0.01
I have the opportunity for advancement within this institution*	Institutional Structure	3.32	3.19	0.13
Administrative processes are clearly defined	Institutional Structure	3.46	3.41	0.05
Information is shared within this institution	Institutional Structure	3.49	3.35	0.14
Decisions are made at the appropriate level at this institution	Institutional Structure	3.57	3.31	0.26
This institution is appropriately organized*	Institutional Structure	3.59	3.20	0.39
This institution has been successful in positively motivating my performance	Institutional Structure	3.72	3.39	0.33
Open and ethical communication is practiced at this institution	Institutional Structure	3.77	3.57	0.20
Administrators meet the needs of students	Student Focus	3.78	N/A	N/A
Institutional teams use problem-solving techniques	Institutional Structure	3.79	3.76	0.03

* 2023 Top 3 Priorities for Change for Staff:

I am able to appropriately influence the direction of this institution (M=3.08)

I have the opportunity for advancement within this institution (M=3.19)

This institution is appropriately organized (M=3.20)

Priorities for Change: Faculty

The extent to which...	Climate Factor	2025 Mean	2023 Mean	Mean Change
I am able to appropriately influence the direction of this institution.*	Institutional Structure	2.96	3.05	0.09
Administrative processes are clearly defined.*	Institutional Structure	3.40	3.35	0.05
I have the opportunity for advancement within this institution.*	Institutional Structure	3.42	3.33	0.09
Decisions are made at the appropriate level at this institution.	Institutional Structure	3.47	3.45	0.02
This institution is appropriately organized.	Institutional Structure	3.53	3.36	0.17
This institution has been successful in positively motivating my performance.	Institutional Structure	3.55	3.53	0.02
Information is shared within this institution.	Institutional Structure	3.56	3.48	0.08
Open and ethical communication is practiced at this institution	Institutional Structure	3.65	3.64	0.01
Administrators meet the needs of students	Student Focus	3.69	N/A	N/A
Institutional teams use problem-solving techniques	Institutional Structure	3.70	3.70	--

* 2023 Top 3 Priorities for Change for Faculty:

I am able to appropriately influence the direction of this institution (M=3.05)

I have the opportunity for advancement within this institution (M=3.33)

Administrative processes are clearly defined (M=3.35)

Priorities for Change: Administrators

The extent to which...	Climate Factor	2025 Mean	2023 Mean	Mean Change
I have the opportunity for advancement within this institution*	Institutional Structure	2.97	3.22	0.25
Decisions are made at the appropriate level at this institution	Institutional Structure	3.42	3.36	0.06
Administrative processes are clearly defined*	Institutional Structure	3.45	3.13	0.32
I am able to appropriately influence the direction of this institution	Institutional Structure	3.55	3.55	--
This institution is appropriately organized*	Institutional Structure	3.57	3.11	0.46
Information is shared within this institution	Institutional Structure	3.58	3.36	0.22
Institutional teams use problem-solving techniques	Institutional Structure	3.58	3.75	0.17
This institution has been successful in positively motivating my performance	Institutional Structure	3.65	3.56	0.09
Open and ethical communication is practiced at this institution	Institutional Structure	3.68	3.53	0.15
The institution effectively promotes diversity in the workplace	Institutional Structure	3.70	3.77	0.07

* 2023 Top 3 Priorities for Change for Administrators:

This institution is appropriately organized (M=3.11)

Administrative processes are clearly defined (M=3.13)

I have the opportunity for advancement within this institution (M=3.22)

Summary

- TCC employees rate our climate:
 - Better in 2025 than 2023
 - Better ratings on all climate factors when compared to other large 2-year colleges and the PACE Norm Base
- Primary area of strength
 - Student Focus is TCC's primary strength, this is consistent with other large 2-year colleges and the PACE Norm Base
 - Student Focus is better in 2025 than 2023
- Primary areas of weakness
 - Institutional Structure is TCC's primary weakness, this is consistent with other large 2-year colleges and the PACE Norm Base
 - Institutional Structure is better in 2025 than 2023