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PACE Report
Personal Assessment of the College Environment

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PACE Literature Review

The term culture refers to a total communication and behavioral pattern within an organization.
G H I L Q H V R U J D Q L] D W L R Q D O F X O W X U H D V ³W K H V K D
R I W K H R U J D Q L] D W L R Q D Q G L Q W H U S H U V R Q D O U H O D W L F
³S R L Q W V X V W R S K H Q R P H Q D W K D W D U H E H O R Z W K H V X
to a considerable degree unconscious. In that sense culture is to a group what personality is to
L Q G L Y L G X D O ´ S &X O W X U H D V D F R Q F H S W W K H Q L
difficult to change; yet it has real day-to-day consequences in the life of the organization. Accor
Baker and Associates (1992), culture is manifest through symbols, rituals, and behavioral norm

References

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TCC compared with:

Institutional Structure (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
7 K H H [W H Q W W R Z K L F K									
10 information is shared within the institution	Very dissatisfied	57	7%	96	11%	2237	10%	6753	11%
	Dissatisfied	144	17%	164	19%	4267	20%	12523	20%
	Neither	147	18%	177	20%	4656	21%	13081	21%
	Satisfied	280	33%	279	32%	6755	31%	18852	30%
	Very satisfied	212	25%	164	19%	3861	18%	10630	17%
	Total	840	100%	880	100%	21776	100%	61839	100%
11 institutional teams use problem-solving techniques	Very dissatisfied	15	2%	34	4%	788	4%	2390	4%
	Dissatisfied	64	8%	77	10%	2339	12%	7010	12%
	Neither	207	27%	279	35%	6187	31%	17452	31%
	Satisfied	316	41%	288	37%	7785	39%	22297	39%
	Very satisfied	170	22%	108	14%	2705	14%	7653	13%
	Total	772	100%	786	100%	19804	100%	56802	100%
15 I am able to appropriately influence the direction of this institution	Very dissatisfied	59	8%	95	12%	2276	11%	6435	11%
	Dissatisfied	123	16%	128	17%	3716	19%	10415	18%
	Neither	230	30%	231	30%	6039	30%	16923	29%
	Satisfied	228	30%	221	29%	5526	28%	16242	28%
	Very satisfied	128	17%	99	13%	2528	13%	7435	13%
	Total	768	100%	774	100%	20085	100%	57450	100%
16 open and ethical communication is practiced at this institution	Very dissatisfied	35	4%	67	8%	1985	9%	6064	10%
	Dissatisfied	89	11%	110	13%	3442	16%	10147	17%
	Neither	167	20%	176	20%	4644	22%	12863	21%
	Satisfied	301	36%	316	37%	7331	34%	20594	34%
	Very satisfied	245	29%	193	22%	4023	19%	11270	18%
	Total	837	100%	862	100%	21425	100%	60938	100%

Response Option

	Response Option	Count	%	Count	%	Count	%	Count	%
7	Very dissatisfied	11	1%	26	3%	689	3%	2257	[illegible]
	Dissatisfied	48	6%	67	8%	2080	10%	[illegible]	[illegible]
	Neither	73	9%	87	10%	2661	[illegible]	[illegible]	[illegible]
	Satisfied	331	39%	356	41%	[illegible]	[illegible]	[illegible]	[illegible]
	Very satisfied	376	45%	338	[illegible]	[illegible]	[illegible]	[illegible]	36%
	Total	839	100%	[illegible]	[illegible]	[illegible]	[illegible]	61703	[illegible]
	Very dissatisfied	6	1%	[illegible]	[illegible]	[illegible]	1%	[illegible]	[illegible]
	Dissatisfied	13	[illegible]	[illegible]	[illegible]	551	[illegible]	[illegible]	3%
	Neither	[illegible]	[illegible]	[illegible]	6%	[illegible]	[illegible]	3871	6%
	Satisfied	[illegible]	[illegible]	260	30%	[illegible]	32%	[illegible]	[illegible]
	[illegible]	[illegible]	63%	535	[illegible]	12640	58%	[illegible]	[illegible]
	[illegible]	841	100%	[illegible]	100%	[illegible]	[illegible]	[illegible]	[illegible]
17	[illegible]issatisfied	11	[illegible]	9	1%	[illegible]	[illegible]	[illegible]	2%
	Dissatisfied	[illegible]	5%	38	[illegible]	[illegible]	[illegible]	325[illegible]	[illegible]
	Neither	121	15%	[illegible]	[illegible]	[illegible]	16%	[illegible]	[illegible]
	[illegible]d	360	[illegible]	[illegible]	[illegible]	9197	[illegible]	[illegible]	[illegible]
	Very satisfied	[illegible]	[illegible]	[illegible]	29%	[illegible]	[illegible]	[illegible]	31%
	[illegible]	[illegible]	[illegible]	807	[illegible]	[illegible]	[illegible]	57935	100%
	[illegible]	[illegible]	1%	[illegible]	[illegible]	[illegible]	2%	1123	2%
	[illegible]	27	[illegible]	[illegible]	[illegible]	735	3%	2513	4%
	[illegible]	[illegible]	[illegible]	[illegible]	12%	2741	13%	8975a.55 Tm	[(

	Response Option	Count	%	Count	%	Count	%	Count	%
19	Very dissatisfied	8	1%	9	1%	271	1%	756	1%
	Dissatisfied	20	3%	28	3%	885	4%	2445	4%
	Neither	122	15%	166	20%	3704	18%	10641	18%
	Satisfied	387	48%	404	49%	9925	49%	28315	49%
	Very satisfied	262	33%						

	Response Option	Count	%	Count	%	Count	%	Count	%
2	Very dissatisfied	19	2%	20	2%	705	3%	2057	3%
	Dissatisfied	42	5%	37	4%	1310	6%	3845	6%
	Neither	54	6%	104	12%	1974	9%	5581	9%
	Satisfied	253	30%	252	29%	6437	30%	18000	29%
	Very satisfied	467	56%	453	52%	11225	52%	32061	52%
	Total	835	100%	866	100%	21651	100%	61544	100%
	Very dissatisfied	24	3%	31	4%	1116	5%	3177	5%
	Dissatisfied	61	7%	50	6%	1660	8%	4641	8%
	Neither	60	7%	103	12%	2286	11%	6407	10%
	Satisfied	229	27%	235	27%	5968	28%	17008	28%
	Very satisfied	462	55%	450	52%	10654	49%	30426	49%
	Total	836	100%	869	100%	21684	100%	61659	100%
	Very dissatisfied	18	2%	42	5%	930	4%	2816	5%
	Dissatisfied	80	10%	71	8%	2139	10%	6322	10%
	Neither	106	13%	144	17%	3505	16%	10135	17%
	Satisfied	344	41%	365	42%	9312	44%	26130	43%
	Very satisfied	293	35%	237	28%	5479	26%	15429	25%
	Total	841	100%	859	100%	21365	100%	60832	100%
	Very dissatisfied	15	2%	24	3%	688	4%	1978	4%
	Dissatisfied	34							

TCC compared with:

Supervisory Relationships (continued)	Response Option	TCC Count	TCC %	2017 Count	2017 %	Large 2-year Count	Large 2-year %	NILIE Normbase Count	NILIE Normbase %
7 K H H [W H Q W W R Z K L F K									
20 I receive timely feedback for my work	Very dissatisfied	28	3%	47	6%	1204	6%	3498	6%
	Dissatisfied	57	7%	76	9%	2086	10%	6105	10%
	Neither	134	16%	170	20%	3907	18%	11336	19%
	Satisfied	332	40%	315	38%	8289	39%	23553	39%
	Very satisfied	283	34%	230	27%	5769	27%	16107	27%
	Total	834	100%	838	100%	21255	100%	60599	100%
21 I receive appropriate feedback for work	Very dissatisfied	23	3%	41	5%	1048	5%	3019	5%
	Dissatisfied	68	8%	74	9%	2114	10%	6094	10%
	Neither	124	15%	147	18%	3623	17%	10590	17%
	Satisfied	341	41%	334	40%	8710	41%	24875	41%
	Very satisfied	279	33%	240	29%	5723	27%	15959	26%
	Total	835	100%	836	100%	21218	100%	60537	100%
26 my supervisor actively seeks my ideas	Very dissatisfied	37	5%	51	6%	1495	7%	4163	7%
	Dissatisfied	63	8%	79	10%	1918	9%	5571	9%
	Neither	137	17%	156	19%	3499	17%	9875	17%
	Satisfied	259	32%	263	32%	6790	32%	19340	32%
	Very satisfied	326	40%	273	33%	7249	35%	20828	35%
	Total	822	100%	822	100%	20951	100%	59777	100%
27 my supervisor seriously considers ideas	Very dissatisfied	36	4%	47	6%	1413	7%	3927	7%
	Dissatisfied	47	6%	67	8%	1738	8%	4909	8%
	Neither	112	14%	143	17%	3263	16%	9196	15%
	Satisfied	268	33%	277	34%	6712	32%	19252	32%
	Very satisfied	358	44%	289	35%	7802	37%	22469	38%
	Total	821	100%	823	100%	20928	100%	59753	100%

idea/P <</MCID 174/Lang (x-none)>> BDC BT 1 0

	Response Option	Count	%	Count	%	Count	%	Count	%
30	Very dissatisfied	17	2%	35	4%	890	4%	2624	4%
	Dissatisfied	66	8%	74	9%	1879	9%	5534	9%

Response Option	Count	%	Count	%	Count	%	Count	%
Very dissatisfied	22	3%	59	7%	1057	5%	3348	6%
Dissatisfied	47	6%	62	7%	1776	8%	5465	9%
Neither	95	11%	121	14%	2967			

Response Option	Count	%	Count	%	Count	%	Count	%
Very dissatisfied	26	3%	27	3%	1066			

	Response Option	Count	%	Count	%	Count	%	Count	%
	Very dissatisfied	21	3%	23	3%	690	3%	2016	3%
	Dissatisfied	47	6%	46	6%	1457	7%	4137	7%
	Neither	105	13%	139	18%	3403	17%	9613	17%
	Satisfied	332	42%	328	41%	8606	43%	24959	43%
	Very satisfied	289	36%	258	32%	6080	30%	17426	30%
	Total	794	100%	794	100%	20236	100%	58151	100%
43	a spirit of cooperation exists in my department	Very dissatisfied	34	4%	43	5%	1331	6%	3678	6%
		Dissatisfied	62	7%	52	6%	1998	9%	5589	9%
		Neither	84	10%	106	13%	2753	13%	7433	12%
		Satisfied	316	38%	318	38%	7685	36%	21744	36%
		Very satisfied	333	40%	325	39%	7300	35%	21617	36%
		Total	829	100%	844	100%	21067	100%	60061	100%

Climate Factor	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	862	3.965	3.815	***	.205	3.785	***	.242	3.774	***	.254
Institutional Structure	862	3.732	3.533	***	.229	3.492	***	.269	3.472	***	.288
Student Focus	862	4.144	4.048	**	.153	4.059	***	.131	4.048	***	.148
Supervisory Relationships	862	4.034	3.865	***	.198	3.847	***	.210	3.836	***	.221
Teamwork	860	4.045	3.964			3.860					

Figure 1. Means by Comparison Group and Climate Factor

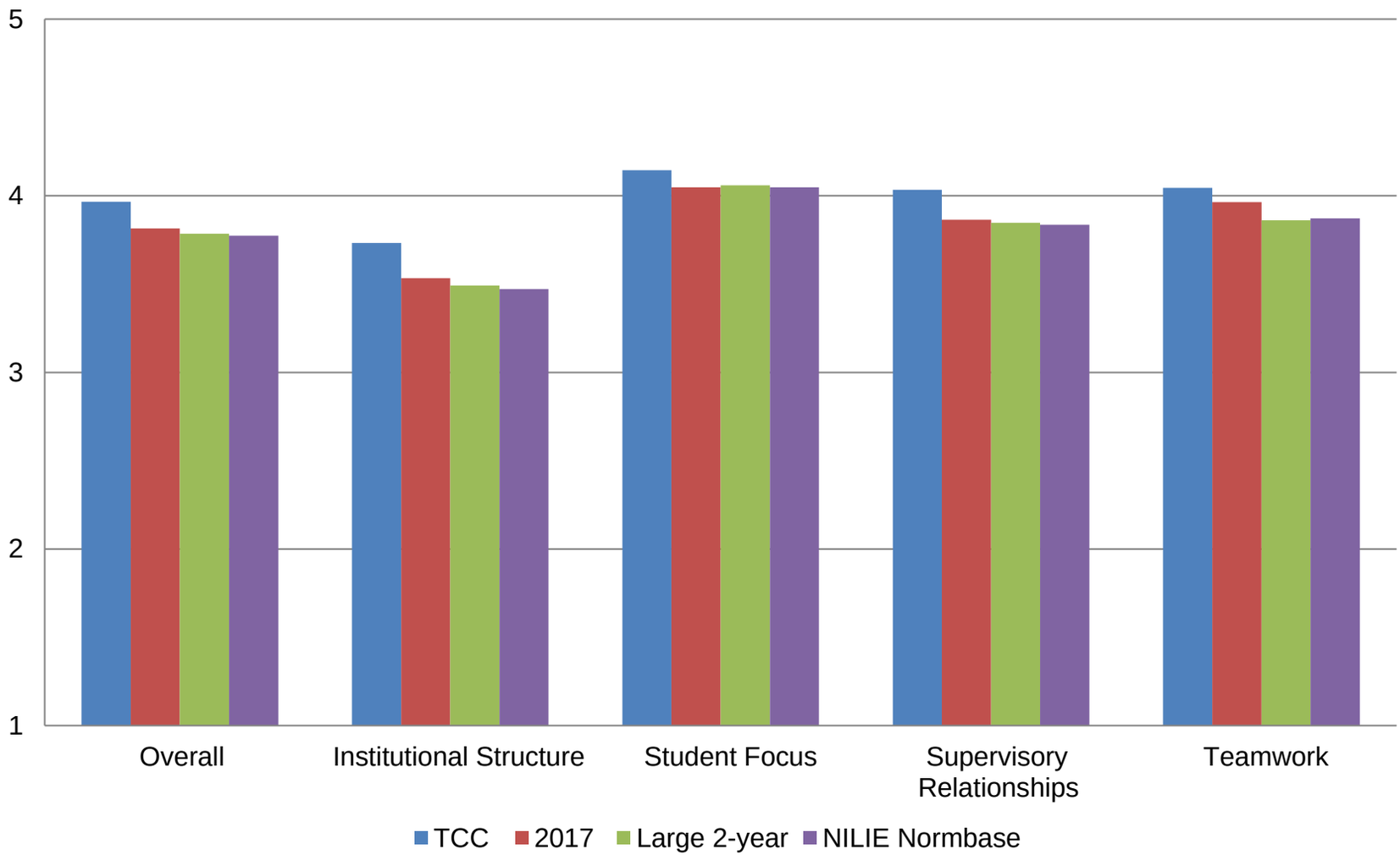

Table 6. Institutional Structure Item Mean Comparisons

		TCC		TCC compared with: 2017			Large 2-year			NILIE Normbase		
	Institutional Structure	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 K H	H [W H Q W W R Z K L F K «											
1	the actions of this institution reflect its mission	837	4.099	3.889	***	.234	3.855	***	.248	3.831	***	.269
4	decisions are made at the appropriate level at this institution	820	3.571	3.378	***	.167	3.288	***	.240	3.286	***	.239
5	the institution effectively promotes diversity in the workplace	832	4.044	3.990			3.920	***	.120	3.868	***	.169
6	administrative leadership is focused on meeting the needs c students	841	4.026	3.861	**	.158	3.754	***	.238	3.709	***	.272
10	information is shared within the institution	840	3.531	3.285	***	.197	3.263	***	.215	3.228	***	.241
11	institutional teams use problem-solving techniques	772	3.728	3.457	***	.278	3.469	***	.260	3.454	***	.271
15	I am able to appropriately influence the direction of this institution	768	3.316	3.130	**	.158	3.115	***	.170	3.136	***	.152
16	open and ethical communication is practiced at this institution	837	3.755	3.531	***	.194	3.372	***	.315	3.342	***	.335
22	this institution has been successful in positively motivating n performance	833	3.652	3.410	***	.199	3.444	***	.167	3.440	***	.171
25	a spirit of cooperation exists at this institution	842	3.739	3.564	**	.150	3.416	***	.268	3.391	***	.285
29	institution-wide policies guide my work	833	4.011	3.847	***	.181	3.730	***	.289	3.722	***	.295
32	this institution is appropriately organized	822	3.546	3.250	***	.257	3.299	***	.208	3.284	***	.220
38	I have the opportunity for advancement within this institution	774	3.258	2.971	***	.224	3.128	**	.100	3.126	**	.103
41	I receive adequate information regarding important activities this institution	831	3.836	3.641	***	.180	3.697	***	.128	3.657	***	.162
44	my work is guided by clearly defined administrative processes	825	3.762	3.530	***	.209	3.514	***	.218	3.494	***	.234

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

N

	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2											

	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size