

**Tulsa Community College**  
Tulsa, Oklahoma

**PACE Executive Summary**  
PACE Climate Survey for Community Colleges

**Lead Researchers**

Emily R. VanZoest &  
Greyson A. B. Norcross

**Conducted**

January & February 2023



# PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

## Research Team

**Audrey J. Jaeger, Ph.D.**

Executive Director

**Kaitlin S. Newhouse, Ph.D.**

Senior Research Associate

**Jessica R. Bank**

Research Associate

**Maso H. Cotton**

Research Associate

**Dion T. Harry**

Research Associate

**Lauren E. McGuire**

Research Associate

**Greyson A. B. Norcross**

Research Associate

**Emily R. VanZoest**

Research Associate

**Daniel R. West**

Research Associate

**Ece Yilmaz**

Research Associate

### Phone

(919)515-8567

### Fax

(919)515-6305

### Web

[pace.ncsu.edu](http://pace.ncsu.edu)

### Email

[pace\\_survey@ncsu.edu](mailto:pace_survey@ncsu.edu)

### North Carolina State University

Belk Center for Community College  
Leadership and Research  
706 Hillsborough Street  
Raleigh, NC 27603

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Executive Summary, by VanZoest, E. R. & Norcross, G. A. B. Raleigh, NC: 2023.

# EXECUTIVE SUMMARY

During January and February 2023, the PACE Climate Survey for Community Colleges (PACE) was administered to 1,645 employees at Tulsa Community College (TCC). Of those 1,645 employees, 644 (39.1%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section asking what they find most favorable and least favorable about their institution, and two diversity, equity, and inclusion questions. Of the 644 TCC employees who completed the PACE survey, 391 (60.7%) provided written comments.

## PACE Means

The PACE Climate Survey at TCC included 86 five-point Likert-type scale questions ranging from a low of “1” to a high of “5”. TCC’s survey included the standard PACE 46 questions and the Racial Diversity Question Set, and a set of custom questions specifically selected by TCC. The PACE 46 questions are organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. At TCC, the overall mean score of the PACE Survey was 3.960. The Student Focus climate factor had the highest mean score of 4.176, followed by Teamwork (4.147), Supervisory Relationships (4.087), and Institutional Structure (3.615). When disaggregated by the personnel classification demographic category of the PACE instrument, Administrators rated the campus climate the highest with a mean score of 3.996, followed by Faculty (3.965), and Staff (3.937).

Of the 46 standard PACE questions, TCC’s top 10 mean scores have been identified as potential points of pride at TCC. Six pertain to the Student Focus climate factor, two pertain to the Teamwork climate factor, and two pertain to the Supervisory Relationships climate factor.

- I feel my job is relevant to this institution’s mission, 4.583 (#8)
- My supervisor/chair expresses confidence in my work, 4.447 (#2)
- My supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.343 (#9)
- Student diversity is important at this institution, 4.332 (#18)
- There is a spirit of cooperation within my work team, 4.245 (#3)
- This institution prepares students for further learning, 4.231 (#37)
- My primary work team uses problem-solving techniques, 4.230 (#14)
- Students receive an excellent education at this institution, 4.201 (#31)
- Student needs are central to what we do, 4.183 (#7)
- This institution prepares students for a career, 4.175 (#35)

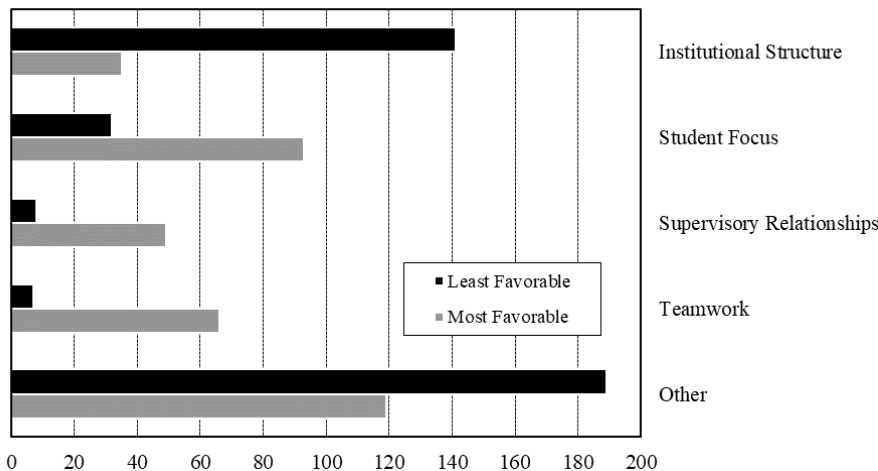
Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at TCC. All 10 pertain to the Institutional Structure climate factor.

- I am able to appropriately influence the direction of this institution, 3.156 (#15)
- This institution is appropriately organized, 3.253 (#32)
- I have the opportunity for advancement within this institution, 3.257 (#38)
- Administrative processes are clearly defined, 3.328 (#44)
- Decisions are made at the appropriate level at this institution, 3.380 (#4)
- Information is shared within the institution, 3.409 (#10)
- This institution has been successful in positively motivating my performance, 3.485 (#22)
- Open and ethical communication is practiced at this institution, 3.595 (#16)
- A spirit of cooperation exists at this institution, 3.680 (#25)
- Institutional teams use problem-solving techniques, 3.731 (#11)

### Qualitative Responses

Responses to the two qualitative questions that asked about what respondents found most favorable and least favorable about the institution were coded broadly back to one of the four climate factors or an “Other” category for those comments that did not fit into a climate factor. 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. Respondents also completed two additional qualitative questions about priorities and barriers to diversity, equity, and inclusion at the institution. Responses to these items are listed in alphabetical order and quoted exactly as written except in instances where the integrity of the report or and/or confidentiality are compromised.

### TCC Comment Most Favorable and Least Favorable Response Rates



**The full PACE report includes the following items:**

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Racial Diversity Report
- Qualitative Report
- Diversity, Equity, & Inclusion Qualitative Report
- Report Interpretation Instructions
- Excel Data File with Codebook
- 2023 PACE Discussion Guide