

In January and February 2017, the Personal Assessment of the College Environment (PACE) survey was administered to 2,352 employees at Tulsa Community College (TCC). Of those 2,352 employees, 887 (37.7%) completed and returned the instrument for analysis.

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 Tulsa Community College, and a

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, 2.971 (#38)

The extent to which I am able to appropriately influence the direction of this institution, 3.130 (#15)

The extent to which this institution is appropriately organized, 3.250 (#32)

The extent to which information is shared within this institution, 3.285 (#10)

The extent to which decisions are made at the appropriate level at this institution, 3.378 (#4)

The extent to which this institution has been successful in positively motivating my performance, 3.410 (#22)

The extent to which institutional teams use problem-solving techniques, 3.457 (#11)

The extent to which my work is guided by clearly defined administrative processes, 3.530 (#44)

The extent to which open and ethical communication is practiced at this institution, 3.531 (#16)

The extent to which a spirit of cooperation exists at this institution, 3.564 (#25)

Respondents were also given an opportunity to provide comments about the most favorable aspects and the least favorable aspects of TCC. The responses provide insight and anecdotal evidence that support the survey questions. The most favorable areas cited in the open-ended questions pertain to the Institutional Structure Climate factor, and how diversity is considered important at the institution. The least favorable aspects cited in the open-ended responses pertain