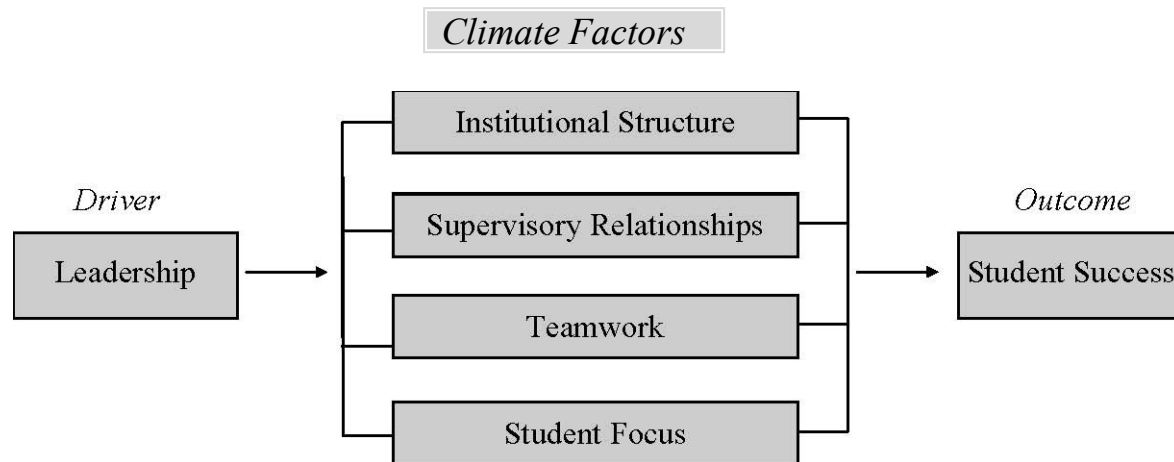


Summary of Findings

Personal Assessment of the College Environment (PACE)

PACE Model

National Initiative for Leadership & Institutional Effectiveness (NILIE)
North Carolina State University



Organizational Systems

- Coercive: least conducive to productivity, job satisfaction, communication, & overall organizational climate
- Competitive
- Consultative
- Collaborative: most conducive to productivity, job satisfaction, communication, & overall organizational climate

Instrumentation

- 46 items grouped under the 4 climate factors
 - Institutional Structure
 - Supervisory Relationships
 - Teamwork
 - Student Focus
- Respondents rate these 4 factors on 5-point scale (1 = low . . . 5 = high)

Response Rates

Employee Group	Total Population	Surveys Completed	% Population Represented
Administrator	48	42	87.5
Classified	176	128	72.7
Supervisory/Confidential	74	64	86.5
Faculty	210	167	79.5
Professional Technical	120	76	63.3
Campus Operations	85	40	47.1
Did Not Respond		10	
Total Nov 2008	713	527	73.9
Total Apr 2005	781	416	53.3

Overall Climate Rating

- Overall mean response:
“healthy climate”
- Mid-Consultative range

2005	2008
3.56	3.61

Overall Climate Factor Ratings

Highest rated climate factor: Student Focus

2005	2008
3.91	3.99

Overall Climate Factor Ratings

- 2008 Overall climate factor ratings by employee group
 - Administrator 4.00
 - Classified 3.76
 - Supervisory/Confidential 3.69
 - Faculty 3.48
 - Professional/Technical 3.64
 - Campus Operations 3.11
- 2005 Overall climate factor ratings by employee group
 - Administrative 3.82
 - Technical/Campus Operations 3.64
 - Administrative Support 3.61
 - Faculty 3.55

Highest Mean Item Ratings

Mean	2008	2005
Students receive excellent education	4.27	4.24
My job is relevant to mission	4.20	4.34
HC prepares students for further education	4.13	4.11
HC prepares students for careers	4.09	
Faculty meet needs of students	4.04	
Students satisfied w/ educational experience	4.02	
Classified personnel meet needs of students	4.00	
Non-teaching personnel meet needs of students	3.96	
My supervisor expresses confidence in my work	3.96	
My supervisor open to new ideas, etc	3.90	

Highest Mean Item Ratings in 2005 not repeated in 2008

- The extent to which I am responsible for meaningful work: 4.34
- The extent to which students receive an excellent education at this institution: 4.24
- The extent to which my skills are appropriate for my job: 4.22
- The extent to which accuracy is expected of me in my job: 4.20
- The extent to which this institution prepares students for further learning: 4.11

Lowest Mean Item Ratings

Mean	2008	2005
Information shared	2.84	3.00
Decisions made at appropriate levels	2.95	2.78
Cooperation exists	3.02	2.92
I'm able to influence direction of HC	3.09	2.91
Open & ethical communication practiced	3.10	2.91
HC appropriately organized	3.14	2.99
Opportunity for advancement w/in HC	3.15	
Teams used problem-solving techniques	3.16	
My work guided by clearly defined administrative processes	3.20	
HC positively motivates my performance	3.21	

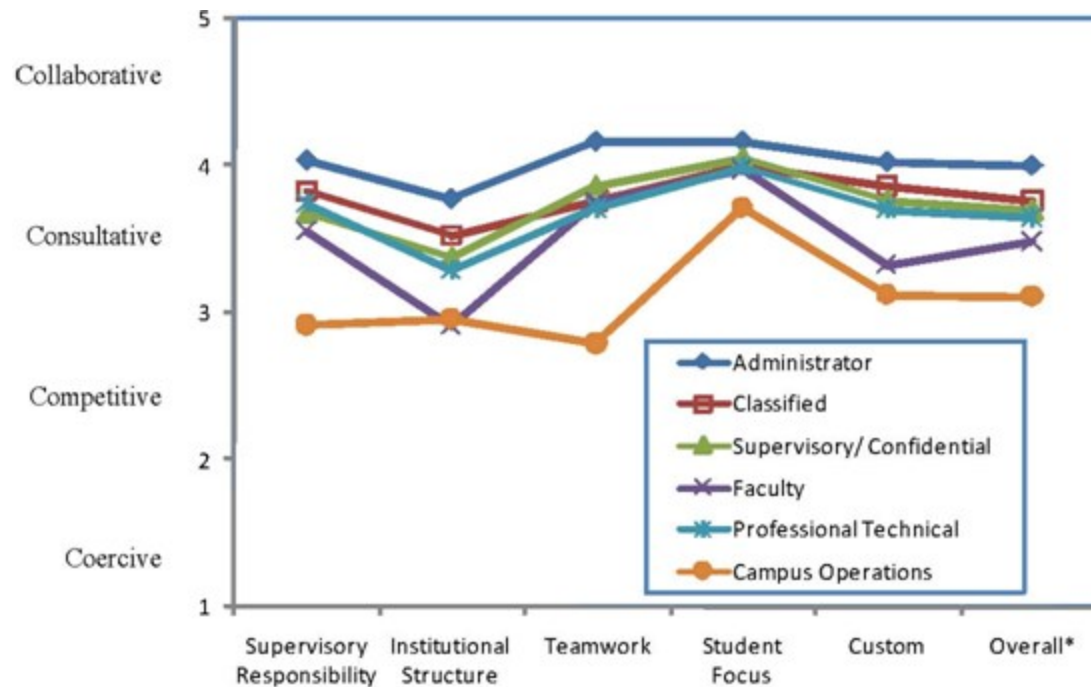
Climate Factors Ratings by All Employees

Factor	2005	2008	2008 w/ adjunct faculty
Supervisory Relationships	3.58	3.64	3.66
Institutional Structure	3.15	3.24	3.28
Teamwork	3.72	3.72	3.74
Student Focus	3.99	3.99	4.00
Overall	3.56	3.61	3.63

Rating of 2008 Harper College Climate Factors by Employee Groups

Employee Group	Supervisory Relations	Institutional Structure	Teamwork	Student Focus	Overall
Administrator	4.04	3.78	4.16	4.17	4.00
Classified	3.82	3.52	3.76	4.00	3.76
Super/Con	3.68	3.37	3.86	4.05	3.69
Faculty (full-time)	3.55	2.91	3.75	3.97	3.48
Professional Technical	3.73	3.28	3.70	3.99	3.64
Campus Operations	2.91	2.96	2.79	3.71	3.11

2008 Mean Climate Scores as Rated by Employee Groups



2008 Ratings of Climate Factors by Demographic Groups

Group	Supervisory Relations	Institutional Structure	Teamwork	Student Focus	Overall
Full-Time	3.62	3.21	3.69	3.98	3.59
Part-Time	3.97	3.67	4.03	4.13	3.92
Female	3.78	3.33	3.84	4.07	3.71
Male	3.48	3.15	3.54	3.88	3.48
White	3.72	3.30	3.77	4.02	3.66
Other	3.50	3.13	3.54	3.87	3.48

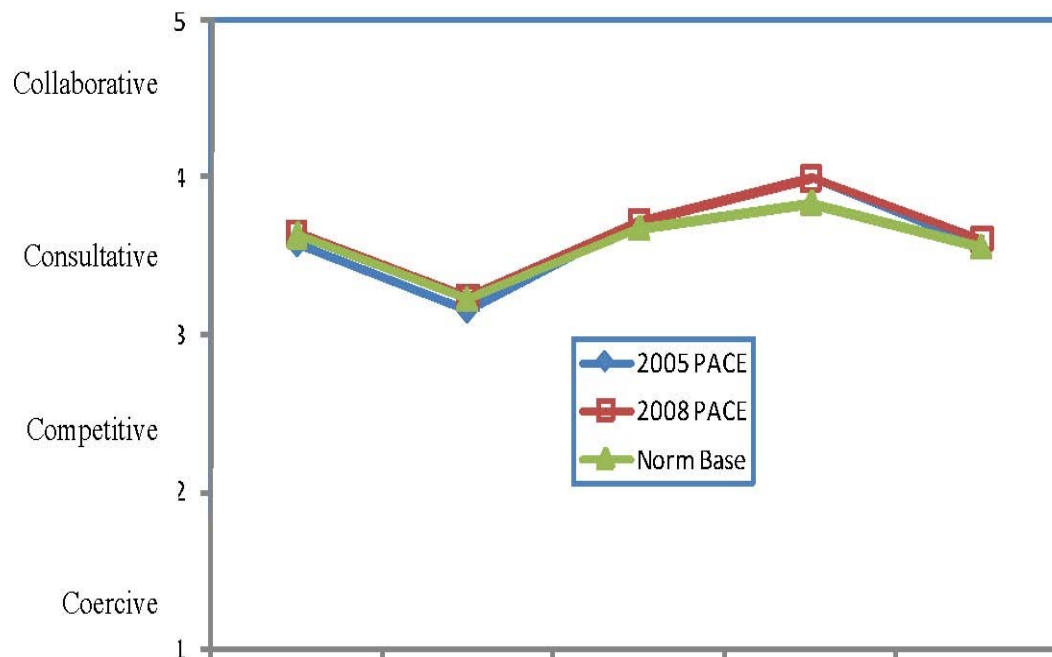
2008 Ratings of Climate Factors by Years of Service

Years	Supervisory Relations	Institutional Structure	Teamwork	Student Focus	Overall
Less than 1	4.28	4.07	4.33	4.36	4.24
1-4	3.78	3.42	3.80	3.92	3.70
5-9	3.48	3.15	3.55	3.96	3.51
10-14	3.59	3.05	3.66	4.07	3.54
15+	3.61	3.11	3.72	3.93	3.54

Harper's Climate Compared to NILIE Norm Base

Climate Factor	Harper 2005	Harper 2008	NILIE Norm Base (n=65)
Supervisory Relationships	3.58	3.64	3.63
Institutional Structure	3.15	3.24	3.23
Teamwork	3.72	3.72	3.68
Student Focus	3.99	3.99	3.84
Overall	3.56	3.61	3.56

Harper College Climate Compared with the NILIE PACE Norm Base



2008 Customized Items (Harper only for 2008)

Item	Admin	Classified	Super Con	Faculty	Pro Tech	Campus Ops
Integrate Excellence	4.17	3.86	3.83	3.19	3.77	2.90
Integrate Respect	3.78	3.68	3.47	2.60	3.41	2.67
Integrate Integrity	3.74	3.77	3.66	2.72	3.47	2.90
Integrate Collaboration	3.64	3.63	3.48	2.64	3.45	2.76
Welcoming environment for underrep groups	3.68	3.96	3.78	3.23	3.65	3.08
Learn about strengths	4.39	3.81	3.86	3.78	3.80	3.21
I contribute to welcoming environment for underrep groups	4.24	4.09	4.03	4.09	4.01	3.57
I apply strengths to my work	4.21	4.13	3.91	4.11	3.92	3.76
Campus security provides for my safety	4.36	3.87	3.91	3.87	4.05	3.79
Overall rating of HC climate	4.02	3.79	3.71	3.10	3.52	2.90