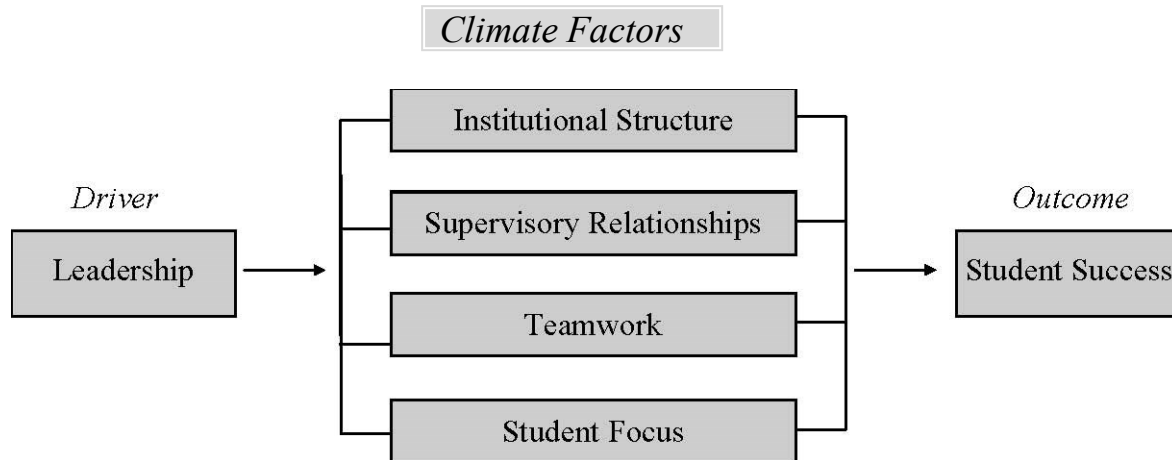


Summary of Findings

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

# PACE Model

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



# Organizational Systems

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

Demographic Variable	2005 # of Responses	2005 % of Responses	2008 # of Responses	2008 % of Responses	2011 # of Responses	2011 % of Responses
<b>What is your employee group:</b>						
Administrative	55	13.2%	*	*	*	*
Administrative Support	130	31.3%	*	*	*	*
Faculty	114	27.4%	*	*	*	*
Technical/Campus Operation	89	21.4%	*	*	*	*
Did not respond	28	6.7%	*	*	*	*
<b>What is your personnel classification:</b>						
Administrator	*	*	42	8.0%	39	5.2%
Classified	*	*	128	24.3%	142	18.9%
Managerial/Supervisory/ Confidential	*	*	64	12.1%	54	7.2%
Full-time Faculty	*	*	167	31.7%	151	20.2%
Adjunct Faculty	*	*	N/A	N/A	224	30.0%
Professional Technical	*	*	76	14.4%	93	12.4%
Campus Operations (service employees or campus police)	*	*	40	7.6%	25	3.3%
Did not respond	*	*	10	1.9%	20	2.7%
<b>Your status at this institution is:</b>						
Full time	N/A	N/A	479	90.9%	459	61.4%
Part time	N/A	N/A	39	7.4%	272	36.4%
Did not respond	N/A	N/A	9	1.7%	17	2.3%
<b>What gender are you:</b>						
Female	219	52.6%	324	61.5%	439	58.7%
Male	99	23.8%	186	35.3%	278	37.2%
Did not respond	98	23.6%	17	3.2%	31	4.1%

# Overall Climate Rating

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

2005	2008	2011
3.56	3.61	3.86

# Overall Climate Factor Ratings

Highest rated climate factor: Student Focus

2005	2008	2011
3.99	3.99	4.18

# Overall Climate Factor Ratings

- Overall climate factor ratings by employee group

	2005	2008	2011
➤ Administrator	3.82	4.00	3.82
➤ Classified	3.61	3.76	3.80
➤ Supervisory/Confidential		3.69	3.66
➤ Faculty	3.55	3.48	3.72
➤ Professional/Technical		3.64	3.83
➤ Campus Operations	3.64	3.11	3.52
➤ Adjunct			4.14



# Highest Mean Item Ratings

Mean	2011	2008	2005
Students receive excellent education	4.38	4.27	4.24
My job is relevant to mission	4.49	4.20	4.34
HC prepares students for further education	4.30	4.13	4.11
HC prepares students for careers	4.19	4.09	
Faculty meet needs of students	4.12	4.04	
Students satisfied w/ educational experience	4.12	4.02	
Classified personnel meet needs of students	4.12	4.00	
Non-teaching personnel meet needs of students	4.17	3.96	
My supervisor expresses confidence in my work	4.26	3.96	
Student need are central to what we do	4.12		

# Lowest Mean Item Ratings

Mean	2011	2008	2005
Information shared	3.27	2.84	3.00
Decisions made at appropriate levels	3.29	2.95	2.78
Cooperation exists	3.44	3.02	2.92
I'm able to influence direction of HC	3.14	3.09	2.91
Open & ethical communication practiced	3.42	3.10	2.91
HC appropriately organized	3.38	3.14	2.99
Opportunity for advancement w/in HC	3.13	3.15	
Teams used problem-solving techniques	3.54	3.16	
My work guided by clearly defined administrative processes	3.52	3.20	
HC positively motivates my performance	3.52	3.21	

# Climate Factors Ratings by All Employees

Factor	2005*	2008	2011
Institutional Structure	3.58	3.24	3.53
Supervisory Relationships	3.15	3.64	3.92
Teamwork	3.72	3.72	3.95
Student Focus	3.99	3.99	4.18
<b>Overall***</b>	3.56 <sup>+</sup>	3.61 <sup>+</sup>	3.86

\* The 2005 factor and overall mean scores were calculated based on the revised PACE survey and do not match the scores listed in the 2005 PACE report.

\*\* Overall does not include the customized section.

+ 2005 & 2008 PACE administration did not include adjunct faculty.

# Rating of 2011 Harper College Climate Factors by Employee Groups, Part 1

	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus	Overall*
Administrator					
2008	3.78	4.04	4.16	4.17	4.00
2011	3.48	3.88	4.12	4.02	3.82
Classified					
2008	3.52	3.82	3.76	4.00	3.76
2011	3.40	3.85	3.92	4.19	3.80
Managerial/ Supervisory/ Confidential					
2008	3.37	3.68	3.86	4.05	3.69
2011	3.19	3.72	3.96	4.07	3.66

\* The overall mean does not reflect the mean scores of the customized items developed specifically for HC.

N/A Adjunct faculty not included in 2008 PACE administration.

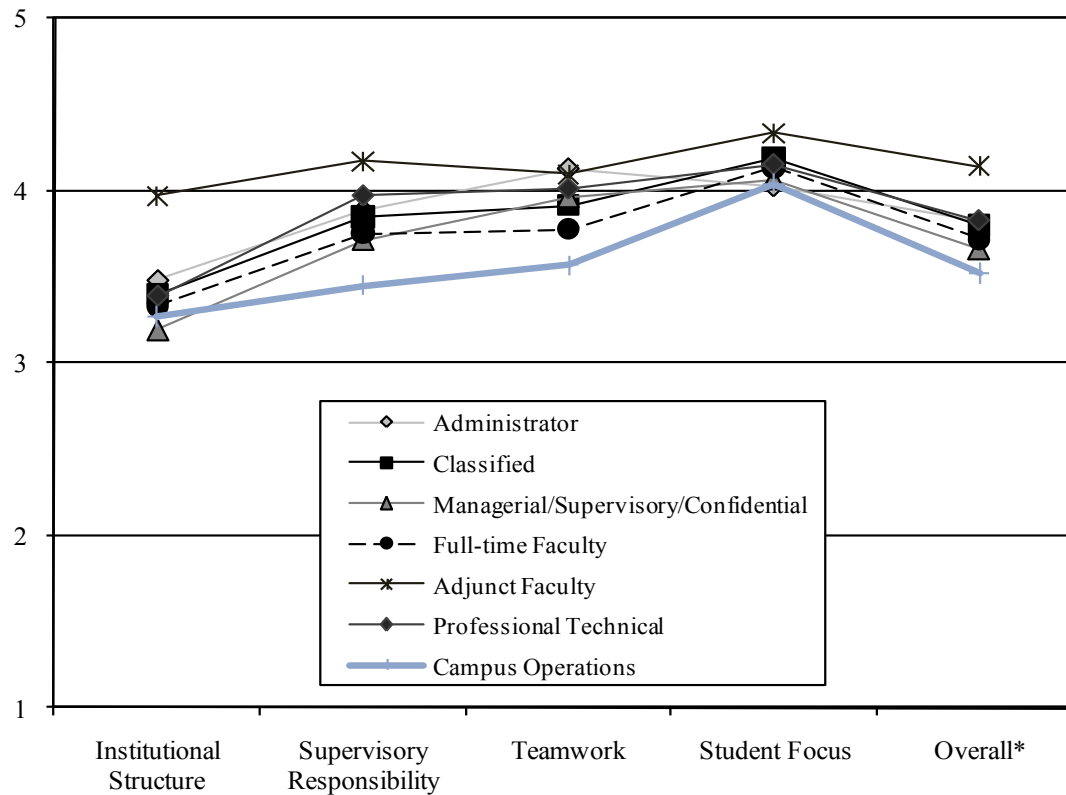
# Rating of 2011 Harper College Climate Factors by Employee Groups, Continued

	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus	Overall*
Full-time Faculty					
2008	2.91	3.55	3.75	3.97	3.48
2011	3.33	3.75	3.78	4.14	3.72
Adjunct Faculty					
2008	N/A	N/A	N/A	N/A	N/A
2011	3.97	4.17	4.10	4.33	4.14
Professional Technical					
2008	3.28	3.73	3.70	3.99	3.64
2011	3.39	3.97	4.01	4.15	3.83
Campus Operations					
2008	2.96	2.91	2.79	3.71	3.11
2011	3.27	3.45	3.57	4.03	3.52

\* The overall mean does not reflect the mean scores of the customized items.

N/A Adjunct faculty not included in 2008 PACE administration.

# 2011 Mean Climate Scores as Rated by Employee Groups



# 2011 Ratings of Climate Factors by Demographic Groups

	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus	Customized	Overall*
Full time	3.31	3.79	3.87	4.10	4.00	3.72
Part time	3.93	4.15	4.10	4.34	4.22	4.12
Male	3.61	3.95	4.02	4.18	4.08	3.91
Female	3.52	3.91	3.94	4.21	4.09	3.86
White, not Hispanic or Latino	3.56	3.92	3.96	4.21	4.11	3.88
**Other	3.57	3.94	3.94	4.16	4.03	3.87

\*The overall mean does not reflect the mean scores of the customized items developed specifically for Harper College.

\*\* Other includes Hispanic or Latino, of any race, American Indian or Alaska Native, Asian, Black, Native Hawaiian or Other Pacific Islander, two or more races, not Hispanic or Latino.

# 2011 Ratings of Climate Factors by Years of Service

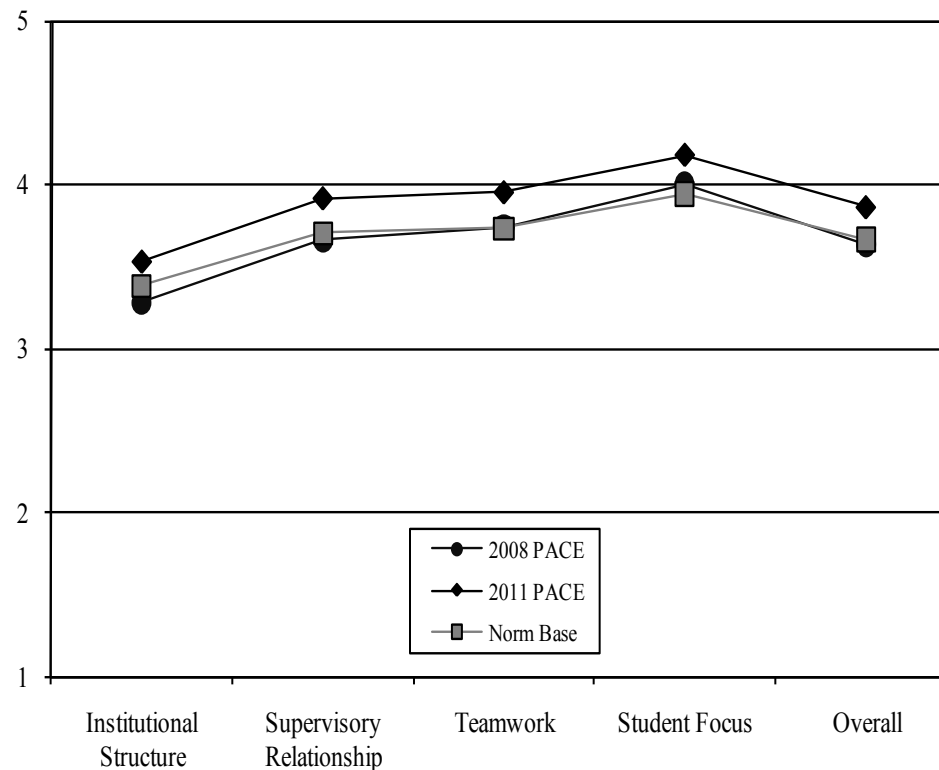
Years	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus	Customized	Overall
Less than 1	4.23	4.33	4.30	4.49	4.39	4.33
1-4	3.79	4.12	3.99	4.23	4.17	4.02
5-9	3.43	3.81	3.87	4.15	4.03	3.78
10-14	3.28	3.75	3.97	4.08	3.92	3.70
15+	3.41	3.82	3.90	4.19	4.07	3.79



# Harper's Climate Compared to NILIE Norm Base

Climate Factor	Harper 2008	Harper 2011	NILIE Norm Base (n=60)
Institutional Structure	3.24	3.53	3.38
Supervisory Relationships	3.64	3.92	3.70
Teamwork	3.72	3.95	3.73
Student Focus	3.99	4.18	3.94
Overall	3.61	3.86	3.66

# Harper College Climate Compared with the NILIE PACE Norm Base



# 2011 Customized Items (Harper only for 2011)

Item	Admin	Classified	Managerial/ Supervisory/ Confidential	Full-time Faculty	Adjunct Faculty	Professional Technical	Campus Operations
Demonstrates Diversity	3.08	4.16	3.56	3.69	4.32	3.87	4.13
Inspires post high school education	4.29	4.36	4.23	4.43	4.50	4.22	4.05
Promotes partnerships with school districts	4.41	4.30	4.37	4.19	4.25	4.22	4.26
Promotes partnerships with other colleges	4.05	4.13	4.02	3.89	4.18	4.02	4.00
Career Programs aligned with the job market	3.78	4.13	3.71	3.99	4.26	3.95	4.00
Prepares developmental students for college level courses	4.08	4.15	4.06	4.09	4.26	4.15	4.39
Prepares transfer graduates	4.29	4.29	4.27	4.38	4.34	4.26	4.11
Funding and partnerships for programs and activities	4.00	4.04	3.91	3.89	4.14	3.96	4.18
Demonstrates an effective investment of public funds	4.13	3.65	3.73	4.10	4.19	3.77	3.85
Involvement with Harper's Strategic Plan	4.18	3.39	3.61	3.86	3.75	3.58	3.25