

Personal Assessment of the College Environment (PACE)

December 2011

Survey

- 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)

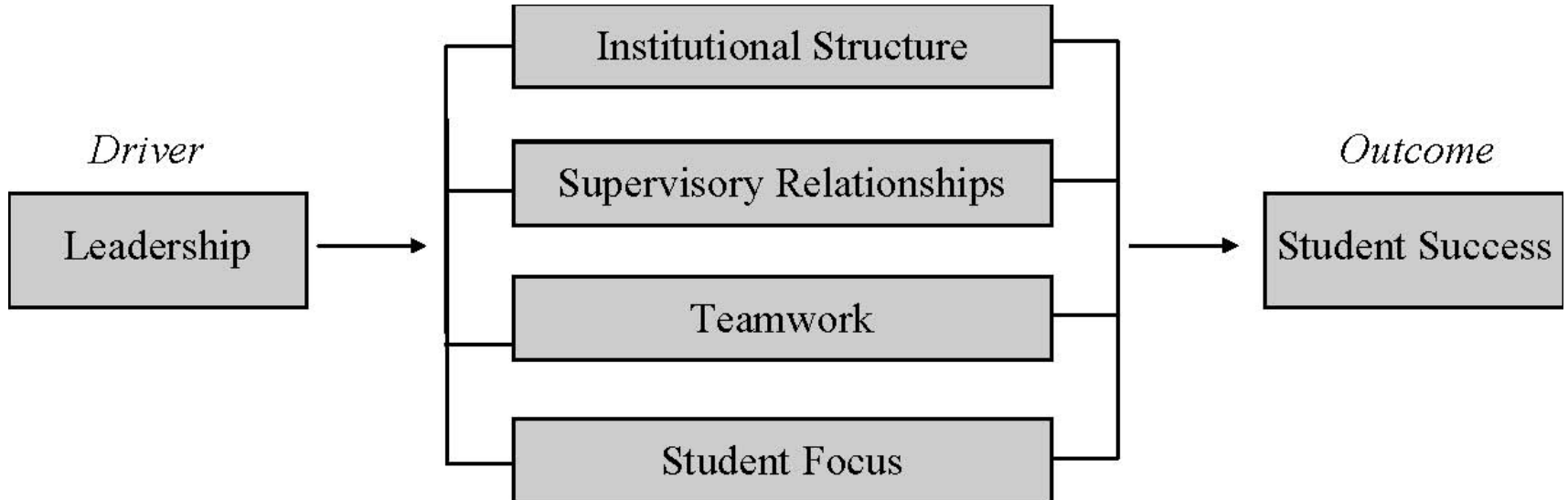
2011 Response Rates

Employee Classification	# of Responses/Total in Category	% of Total Respondents
Administrator	39/43	5.2%
Classified	142/197	18.9%
Supervisory/Managerial	54/73	7.2%
Full-time Faculty	151/222	20.2%
Adjunct Faculty	224/682	30.0%
Professional Technical	93/136	12.4%
Campus Operations	25/108	3.3%
No classification selected	20/*	2.7%
Total	748*/1461	99.9*%

*20 (2.7%) of the 748 respondents selected no classification. Total not equal to 100.0% due to rounding.

PACE Model

Climate Factors



Organizational Systems

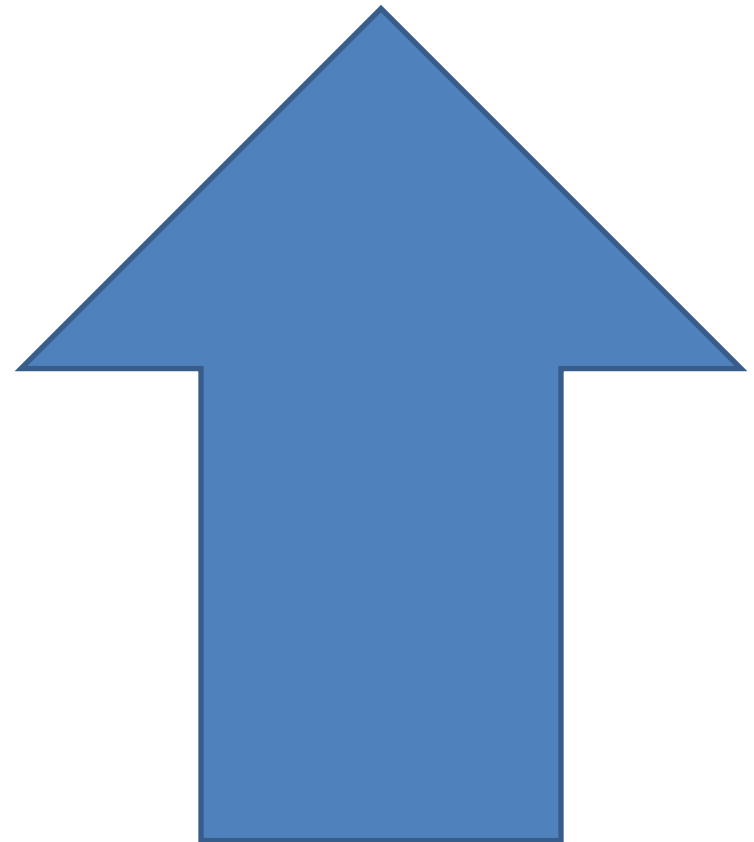
Collaborative

Most Effective

Consultative

Competitive

Coercive



Least Effective

Overall Climate Rating

“Healthy Climate”

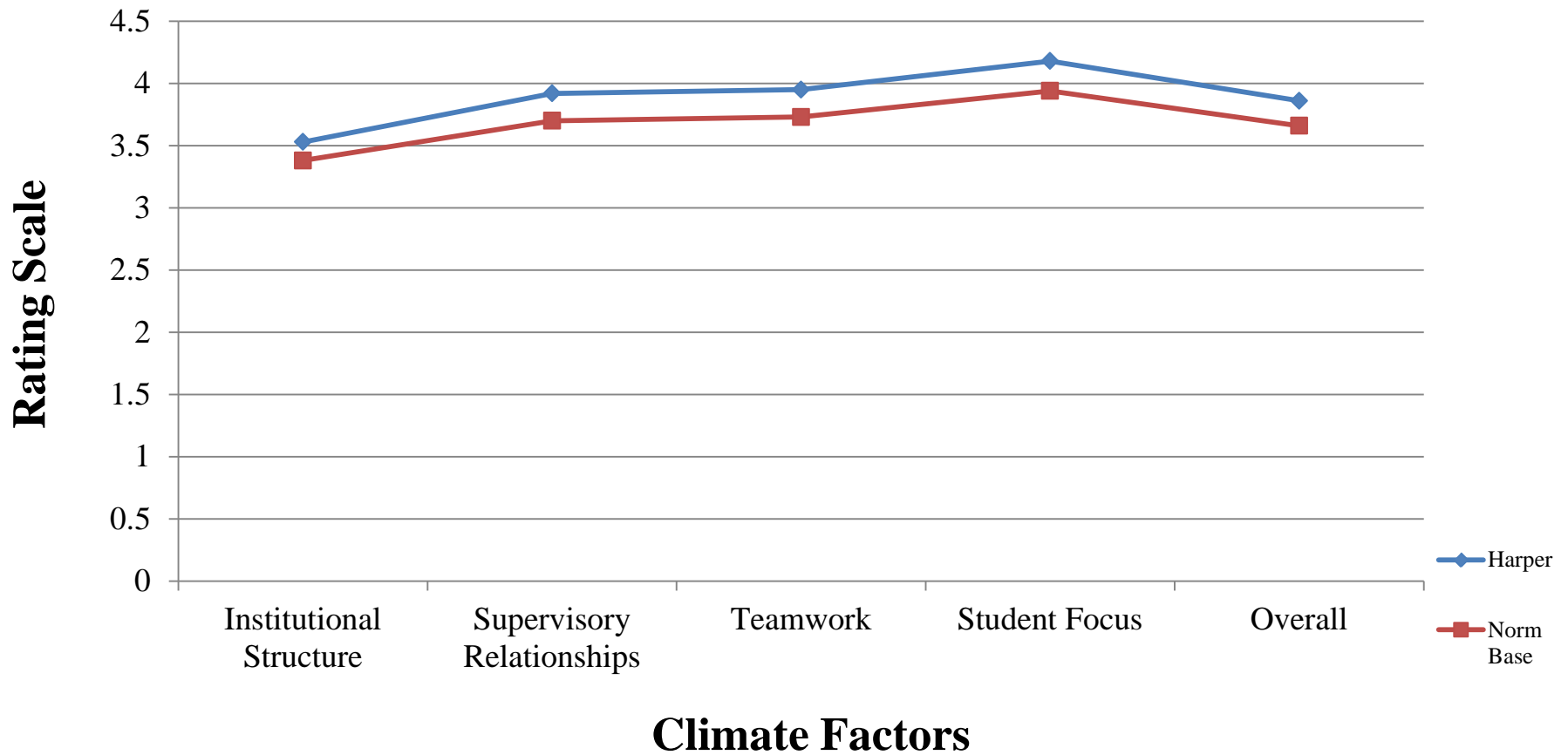
High Consultative Range

2005	2008	2011
3.56	3.61	3.86

Overall Climate Factors

Factor	2011
Institutional Structure	3.53
Supervisory Relationships	3.92
Teamwork	3.95
Student Focus	4.18
Overall	3.86

Harper College Climate Compared with the PACE Norm Base



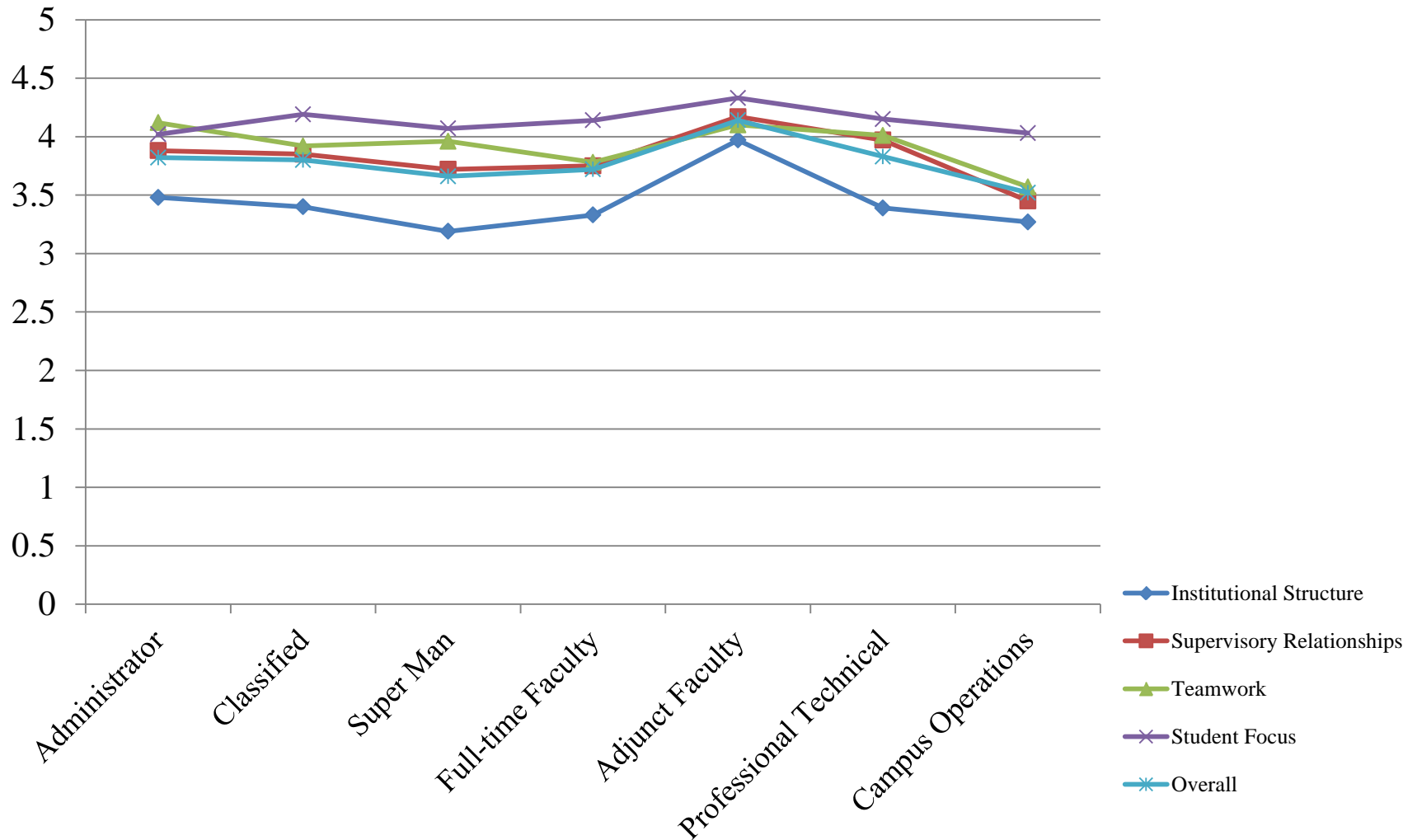
Historical Climate Factors

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
Overall	3.56	3.61	3.86

Overall By Employee Group

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

2011 Mean Climate Scores by Employee Groups



Highest Mean Items

My job is relevant to mission	4.49
Students receive excellent education	4.38
HC prepares students for further education	4.30
My supervisor expresses confidence in my work	4.26
HC prepares students for careers	4.19
Non-teaching personnel meet needs of students	4.17
Faculty meet needs of students	4.12
Students satisfied w/ educational experience	4.12
Classified personnel meet needs of students	4.12
Student needs are central to what we do	4.12

Lowest Mean Items

Opportunity for advancement w/in HC	3.13
I'm able to influence direction of HC	3.14
Information shared	3.27
Decisions made at appropriate levels	3.29
HC appropriately organized	3.38
Open & ethical communication practiced	3.42
Cooperation exists	3.44
My work guided by clearly defined administrative processes	3.52
HC positively motivates my performance	3.52
Teams used problem-solving techniques	3.54

2011 Customized Items

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

Yellow = Highest Lavender = Lowest

Overall Climate Rating by Demographic Groups

Groupings	Overall
Full time	3.72
Part time	4.12
Male	3.91
Female	3.86
White, not Hispanic or Latino	3.88
All Others	3.87

Overall Climate Rating by Years of Service

Years	Overall
Less than 1	4.33
1-4	4.02
5-9	3.78
10-14	3.70
15+	3.79

Summary

- Overall climate rating: High Consultative Range
- Above the PACE norm base on all climate factors
- Highest ratings ever on 4 of 5 climate factors
- Highest item ratings all over 4.12
- Lowest item ratings all over 3.1
- High ratings are all Strategic Plan themes

HARPER COLLEGE

“Healthy Climate”

Focused on Student Success

