

PACE (Personal Assessment of the College Environment) Fall 2018 Results

[National Initiative for Leadership and Institutional Effectiveness](#) (NILIE) has synthesized from the literature four leadership or organizational systems ranging from coercive to collaborative. Per Likert (1967), the Collaborative System, which he termed System 4, generally produced better results in terms of productivity, job satisfaction, communication, and overall organizational climate. The other systems were Consultative System 3, Competitive System 2 and Coercive System 1. Most college climates fall into the Consultative System 3 across the four factors of the climate instrument.

In April 2012, October 2014, October 2016, and October 2018 the Personal Assessment of the College Environment (PACE) survey was administered to employees at Barton Community College (Barton). The purpose of the survey was to obtain the perceptions of personnel concerning the college climate ([Climate](#) refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time) and to provide data to assist Barton in establishing priorities for change while promoting more open and constructive communication among faculty, staff, and administrators. Using a five-point scale, respondents are asked to select their survey response to items divided into four domains: institutional structure, supervisory relationships, teamwork, and student focus.

- The **Institutional Structure** climate factor focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution.
- **Supervisory Relationships** provides insight into the relationship between an employee and a supervisor and an employee's ability to be creative and express ideas related to the employee's work.
- **Teamwork** explores the spirit of cooperation within work teams and effective coordination within teams.
- The **Student Focus** climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

The results from the PACE instrument in 2012, 2014, 2016, 2018 indicate a **healthy campus climate with 3 out of 4 categories in Collaborative System 4 in 2018**. Of the studies completed by NILIE, few institutions have been found to achieve a fully Collaborative (System 4) environment.

Statistical Significance

Barton showed statistical significance when compared with the 2016 survey results in Institutional Structure, Student Focus and Overall.

Barton showed statistical significance over the Normbase and Medium 2-year colleges in Institutional Structure, Student Focus, Supervisory Relationships, Teamwork, and Overall.

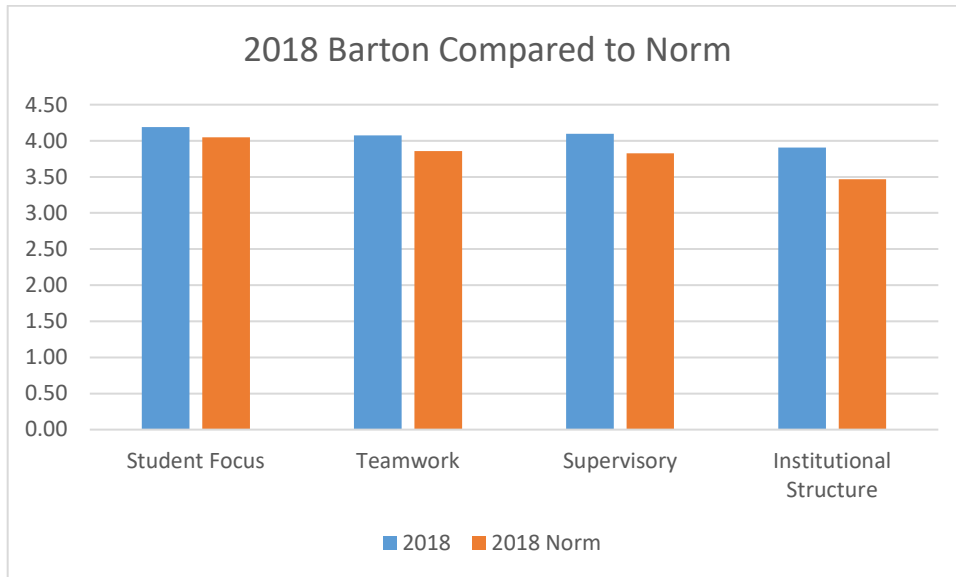
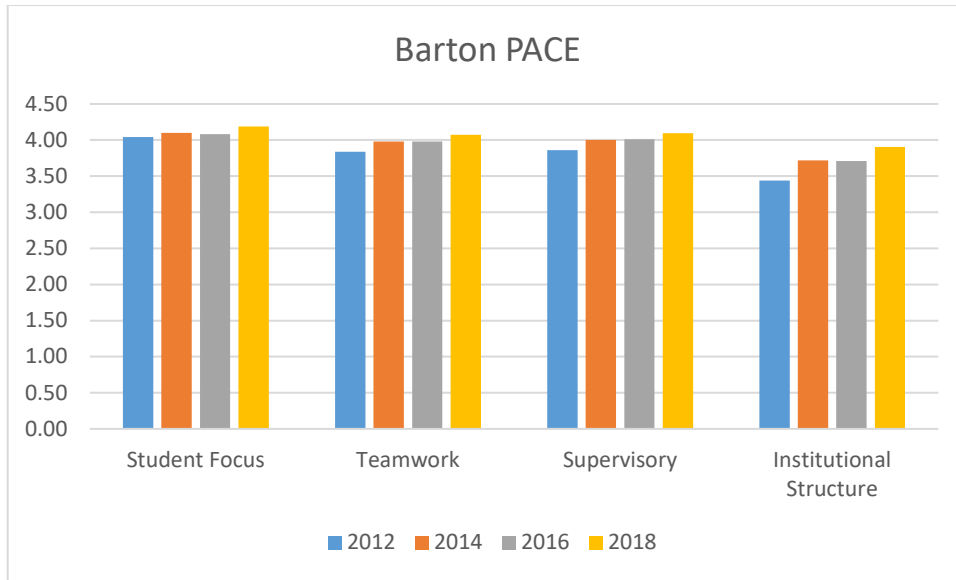
The overall PACE results yielded an overall 4.056 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Administrators rated the campus climate the highest with a mean score of 4.077, followed by Staff 4.066 and Faculty 4.054.

PACE encourages Barton's leadership to pay special attention to items with absolute value effect sizes of .2 or greater, as these are the areas in which your institution is doing well (positive effect size) or may need to take action for change (negative effect size). When compared to the Normbase Barton did not have any negative effect sizes.

Year	Total Employees	Completed #	Completed %
Apr-12	422	181	42.90%
Oct-14	608	324	53.30%
Oct-16	560	338	60.40%
Oct-18	531	315	59.3%

Coercive=1, Competitive=2, Consultative=3, Collaborative=4

Category Mean Scores	2012	Norm 2012	2014	Norm 2014	2016	Norm 2016	2018	2018 Norm
Student Focus	4.04	3.38	4.10	4.05	4.08	3.94	4.19	4.05
Teamwork	3.84	3.73	3.98	3.84	3.98	3.77	4.07	3.86
Supervisory	3.86	3.70	4.00	3.82	4.01	3.75	4.10	3.83
Institutional Structure	3.44	3.38	3.72	3.47	3.71	3.44	3.91	3.47



Coercive=1, Competitive=2, Consultative=3, Collaborative=4

Of the 46 standard PACE questions, the top mean scores have been identified at Barton. Effect size has been added to the end of each statement. Effect sizes of .2 or greater, as these are the areas in which Barton is doing well.

- The extent to which I feel my job is relevant to this institution's mission, 4.431 (#8) 0.0
- The extent to which my supervisor expresses confidence in my work, 4.334 (#2) .130
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.268 (#9) .166
- The extent to which this institution prepares students for further learning, 4.265 (#37) .134
- The extent to which student needs are central to what we do, 4.259 (#7) .311
- The extent to which this institution prepares students for a career, 4.207 (#35) 0.0
- The extent to which I am given the opportunity to be creative in my work, 4.195 (#39) .162
- The extent to which the actions of this institution reflect its mission, 4.188 (#1) .353
- The extent to which students receive an excellent education at this institution, 4.183 (#31) 0.0
- The extent to which there is a spirit of cooperation within my work team, 4.178 (#3) .215

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Barton.

- The extent to which I have the opportunity for advancement within this institution, 3.549 (#38) .336
- The extent to which I am able to appropriately influence the direction of this institution, 3.590 (#15) .387
- The extent to which information is shared within this institution, 3.765 (#10) .434
- The extent to which this institution has been successful in positively motivating my performance, 3.835 (#22) .320
- The extent to which institutional teams use problem-solving techniques, 3.867 (#11) .422
- The extent to which a spirit of cooperation exists at this institution, 3.867 (#25) .398
- The extent to which open and ethical communication is practiced at this institution, 3.870 (#16) .434
- The extent to which this institution is appropriately organized, 3.896 (#32) .520
- The extent to which decisions are made at the appropriate level at this institution, 3.912 (#4) .528
- The extent to which the institution effectively promotes diversity in the workplace, 3.957 (#5) 0.0