



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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**Cincinnati State Technical and
Community College**
Cincinnati, OH

PACE Executive Summary
Personal Assessment of the College Environment

Lead Researchers
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Conducted
October & November 2018



EXECUTIVE SUMMARY

During October and November 2018 the Personal Assessment of the College Environment (PACE) survey was administered to 2,254 employees at Cincinnati State Technical and Community College (Cincinnati State). Of those 2,254 employees, 452 (20.1%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 452 Cincinnati State employees who completed the PACE survey, 240 (53.1%) provided written comments.

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 Cincinnati State, and a change readiness subscale section. Respondents were asked to rate the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at Cincinnati State included 79 total items and two qualitative questions.

At Cincinnati State, the PACE results yielded an overall 3.635 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Adjunct Faculty rated the campus climate the highest with a mean score of 3.993, followed by Administrator (3.747), Full-time Faculty (3.498), Hourly Staff (3.438), and Salaried Staff (3.431). The most favorable and unfavorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, the top mean scores have been identified at Cincinnati State Technical and Community College.

- The extent to which I feel my job is relevant to this institution’s mission, 4.331 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.167 (#2)
- The extent to which this institution prepares students for a career, 4.149 (#35)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.070 (#9)
- The extent to which this institution prepares students for further learning, 4.052 (#37)
- The extent to which student ethnic and cultural diversity are important at this institution, 4.051 (#18)
- The extent to which students receive an excellent education at this institution, 4.014 (#31)
- The extent to which I am given the opportunity to be creative in my work, 3.920 (#39)
- The extent to which students’ competencies are enhanced, 3.883 (#19)
- The extent to which faculty meet the needs of the students, 3.875 (#17)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Cincinnati State Technical and Community College.

- The extent to which I have the opportunity for advancement within this institution, 2.907 (#38)
- The extent to which this institution is appropriately organized, 3.014 (#32)
- The extent to which I am able to appropriately influence the direction of this institution, 3.024 (#15)
- The extent to which information is shared within this institution, 3.038 (#10)
- The extent to which professional development and training opportunities are available, 3.175 (#46)
- The extent to which decisions are made at the appropriate level at this institution, 3.195 (#4)
- The extent to which this institution has been successful in positively motivating my performance, 3.223 (#22)
- The extent to which a spirit of cooperation exists at this institution, 3.267 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.281 (#11)
- The extent to which open and ethical communication is practiced at this institution, 3.293 (#16)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report that includes custom and custom demographic questions included specifically for Cincinnati State; a change readiness subscale report; and a qualitative report. Report interpretation instructions and a data Excel file with a codebook are also included.



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