PERSONNEL ASSESSMENT *FOR THE* COLLEGE ENVIRONMENT

May 2, 2022

Outline

- **Who administers the survey?**

- **What is the PACE Climate Survey?**

- **2021 PACE Results**

- **How do the 2021 results compare to previous cycles?**

- **Full Report & Resources**

- **Questions & Feedback?**

- **Timeline & Closing Statements**

Who administers the survey?

About the Belk Center

The Belk Center for Community College Leadership and Research – originated through the long-standing commitment of the NC State College of Education to serving North Carolina's community colleges and with generous support from the John M. Belk Endowment – aims to be a nationally recognized model of critical partnership with North Carolina's community colleges in advancing equity in student access and success and increasing the attainment of postsecondary credentials of value.

What is the PACE Climate Survey?

Purpose

The PACE Climate Survey equips leaders to better understand their institution's culture and overall capacity to promote student success by hearing directly from employees about how they perceive and experience their work. In doing so, the survey promotes open and honest communication to inform priorities for change.

Structure

- **Administered** by a 3rd-party provider, the Belk Center

- **Survey responses** are kept confidential

- **46 standard questions** assessing 4 climate factors: Institutional Structure, Supervisory Relationship, Teamwork, Student Focus

- **17 custom questions**, 8 demographic questions, 1 custom demographic question, and 4 open-ended questions
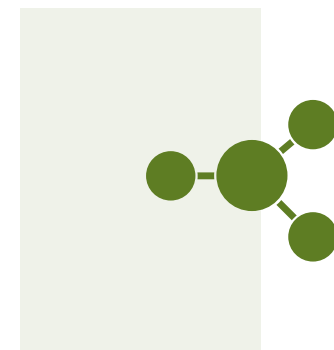
Climate **Factors**
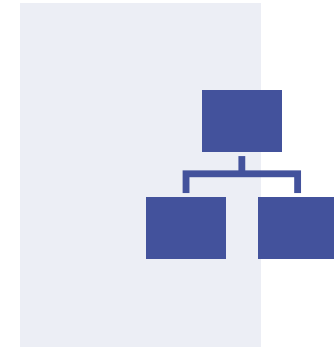
Institutional Structure

Mission, leadership, structural organization, decision-making, and internal communication—and the extent to which each are perceived positively by employees
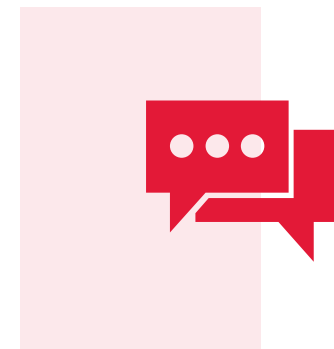
Supervisory Relationships

Relationships between employees and supervisors— and the extent to which employees are able to be creative and express ideas

Teamwork

Spirit of cooperation amongst work teams and the extent to which teams— and departments are coordinated effectively

Student Focus

Centrality of students to the actions of the institution and— the extent to which the institution prepares students for their future endeavors

PACE Context

Why did Cincinnati State administer the PACE Survey?

- Obtain perceptions of employees regarding college climate

- Promote more open and constructive forms of communication

- Identify strengths and weaknesses as part of continuous quality improvement

- Has administered the PACE Survey for 15+ years

- Strategic Plan 2025: Accelerating Potential: IV. Strengthening Our Future

PACE **Process**

2019

November 2021

April – May 2022

Fall 2022

Strategic Plan Development

Development of Strategic Plan 2025: Accelerating Potential – in 2019 & Review of PACE 2018 Results

PACE Survey Administration

The Belk Center at NC State (3rd party) administered the PACE Survey to Cincinnati State employees

Information Dissemination

PACE 2021 communication of results to Executive Leadership, President Advisory & College Community

Further College-Wide Dissemination

College-wide presentation & analysis

Cincinnati State

Results from 2021

Comparison
Groups

Previous Cycle

- Cincinnati State 2018 PACE Survey results

Normbase

- All schools that have administered the PACE survey from 2015-2021

- 111 community colleges

Size: Medium

- Based on Carnegie Classification

- 36 community colleges

Response Rate

38.2%
Response Rate

40% in 2018
46% is PACE Average
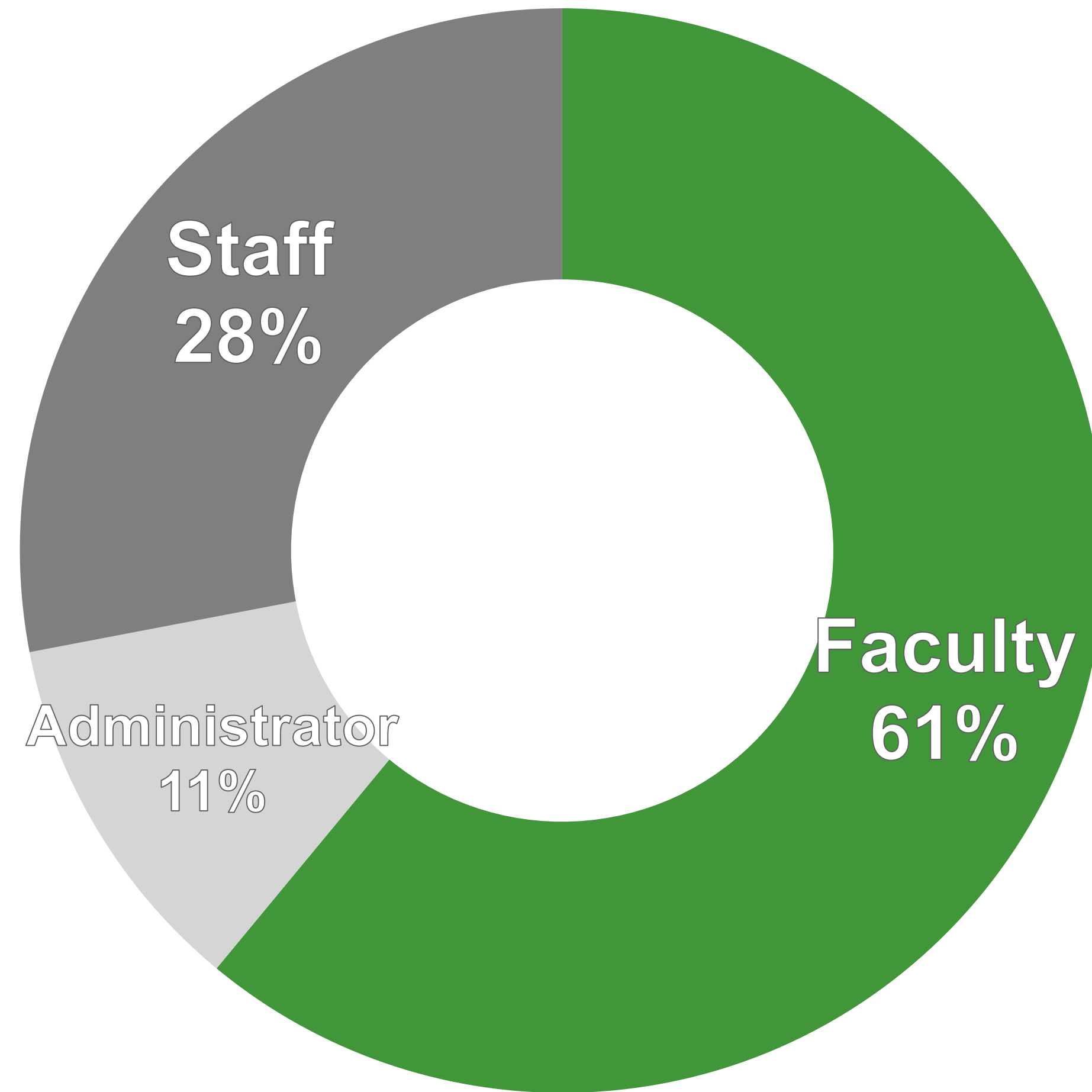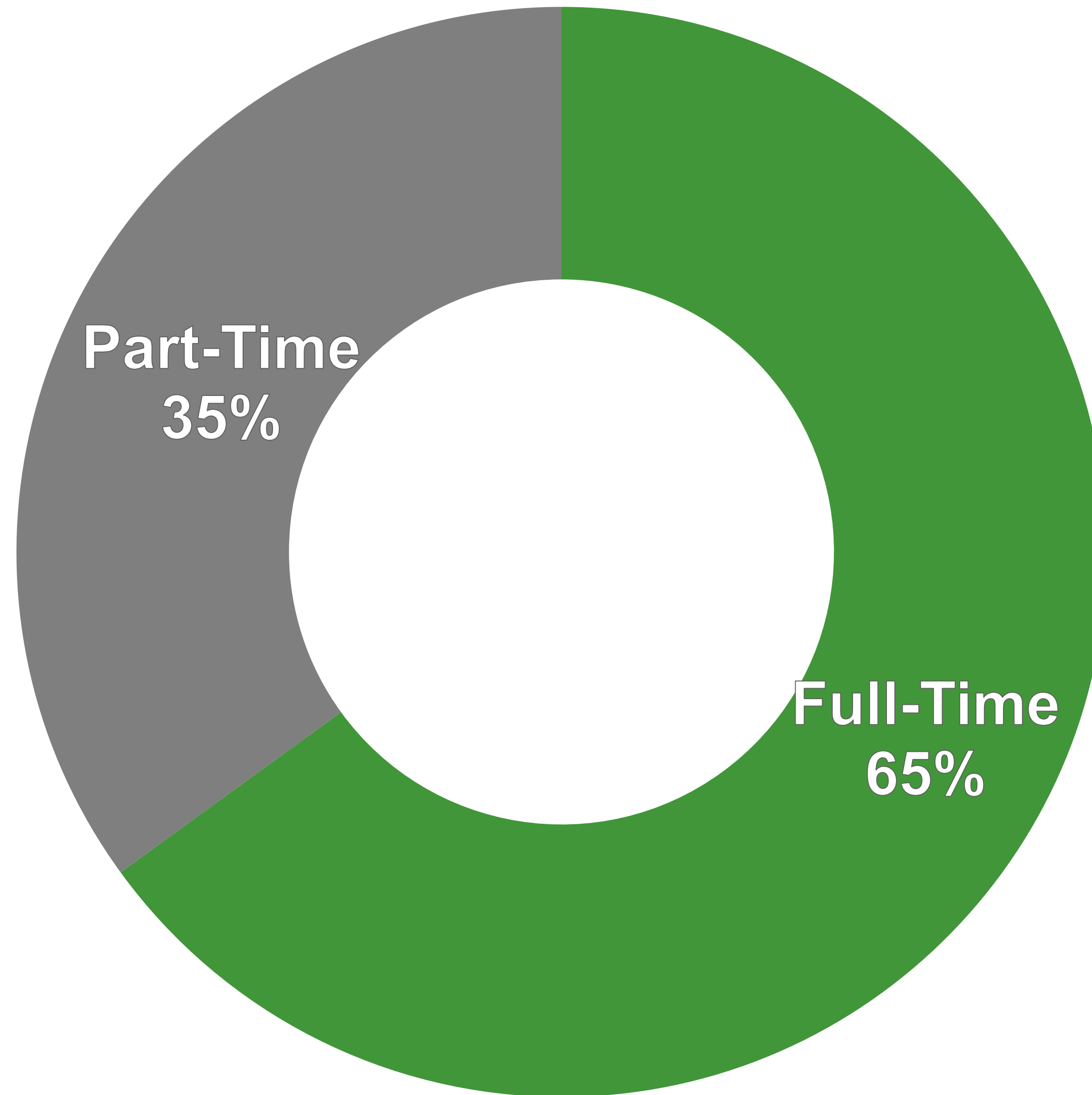
N = 417
Participants

3.743
Overall Score

Response
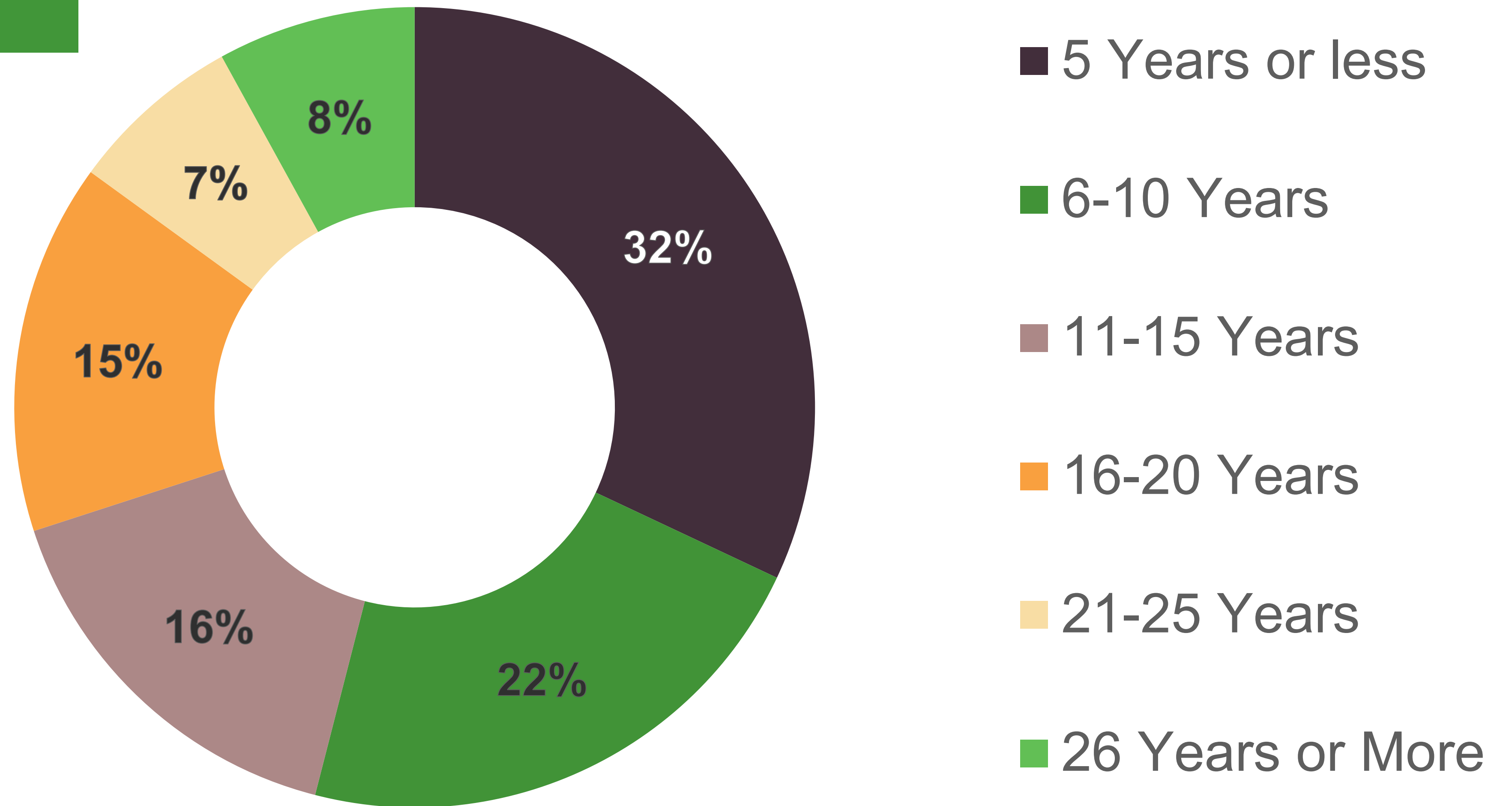by Emp. Classification

Administered to 1,092 employees

Faculty 61%

Administrator 11%

Staff 28%

Response
by Status

Part-Time
35%

Full-Time
65%

Response
by Years Employed

#6. How many years have you worked at this institution?

Legend:
- 5 Years or less — 32%
- 6-10 Years — 22%
- 11-15 Years — 16%
- 16-20 Years — 15%
- 21-25 Years — 7%
- 26 Years or More — 8%
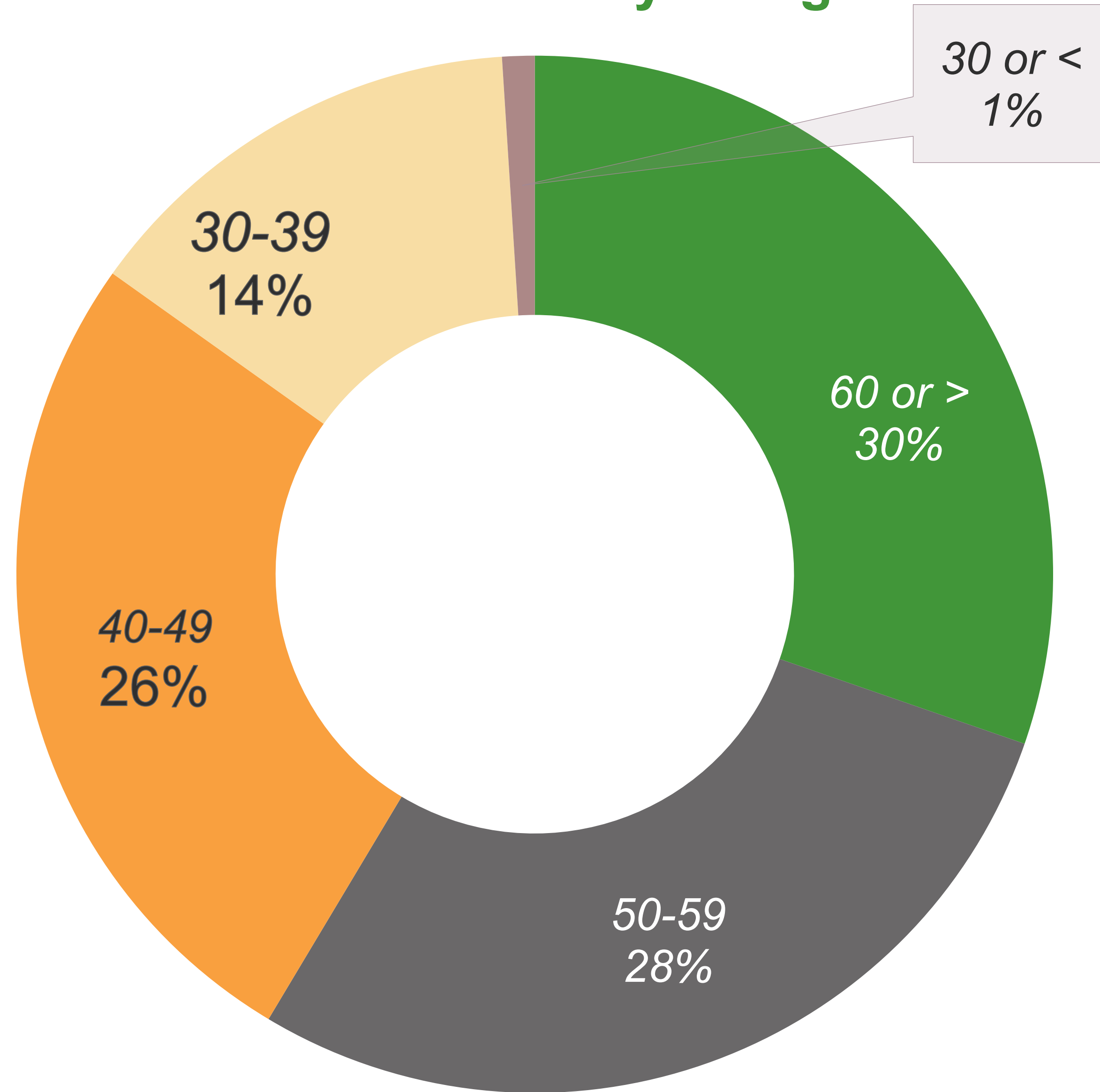
Overall Results

Overall Mean	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus
3.743	3.407	3.779	3.918	4.046
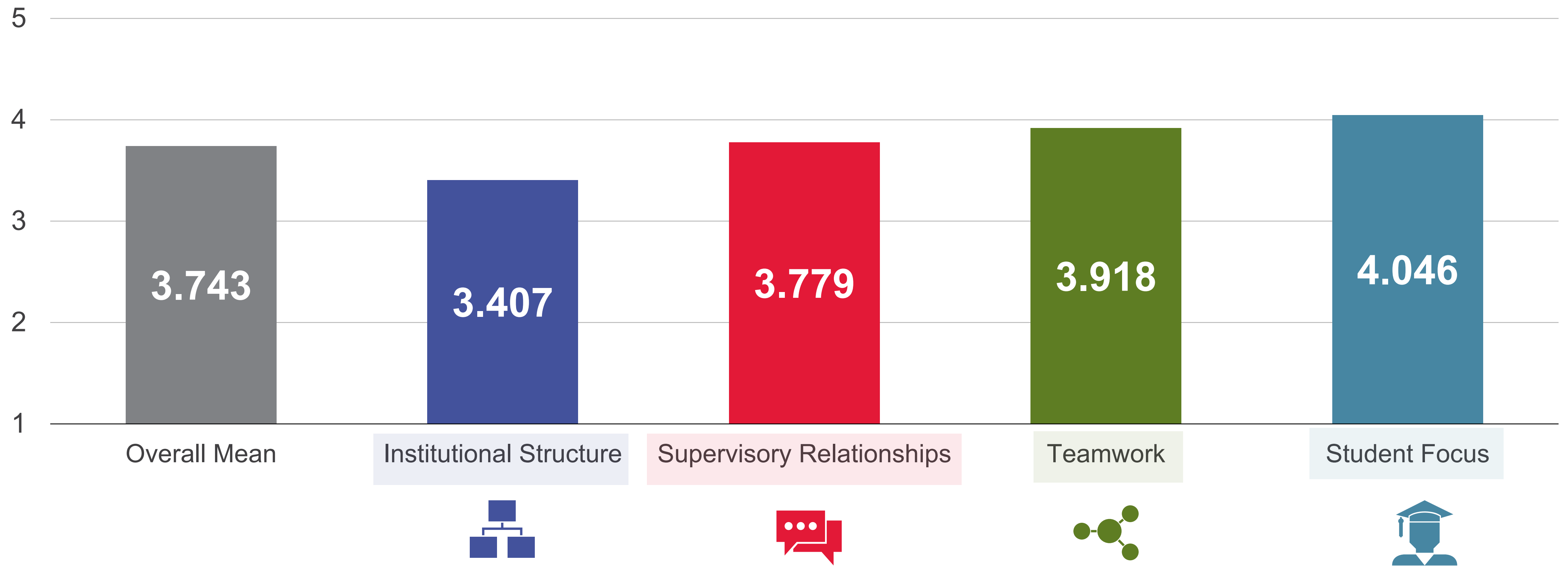
Overall **Results**

by **Personnel Classification**

■ **Faculty** ■ **Administrator** ■ **Staff** − **Overall Mean**

	Institutional Structure	Supervisory Relationships	Teamwork	Student Focus
Faculty	3.465	3.697	3.845	4.115
Administrator	3.636	4.223	4.318	4.065
Staff	3.187	3.760	3.962	3.895
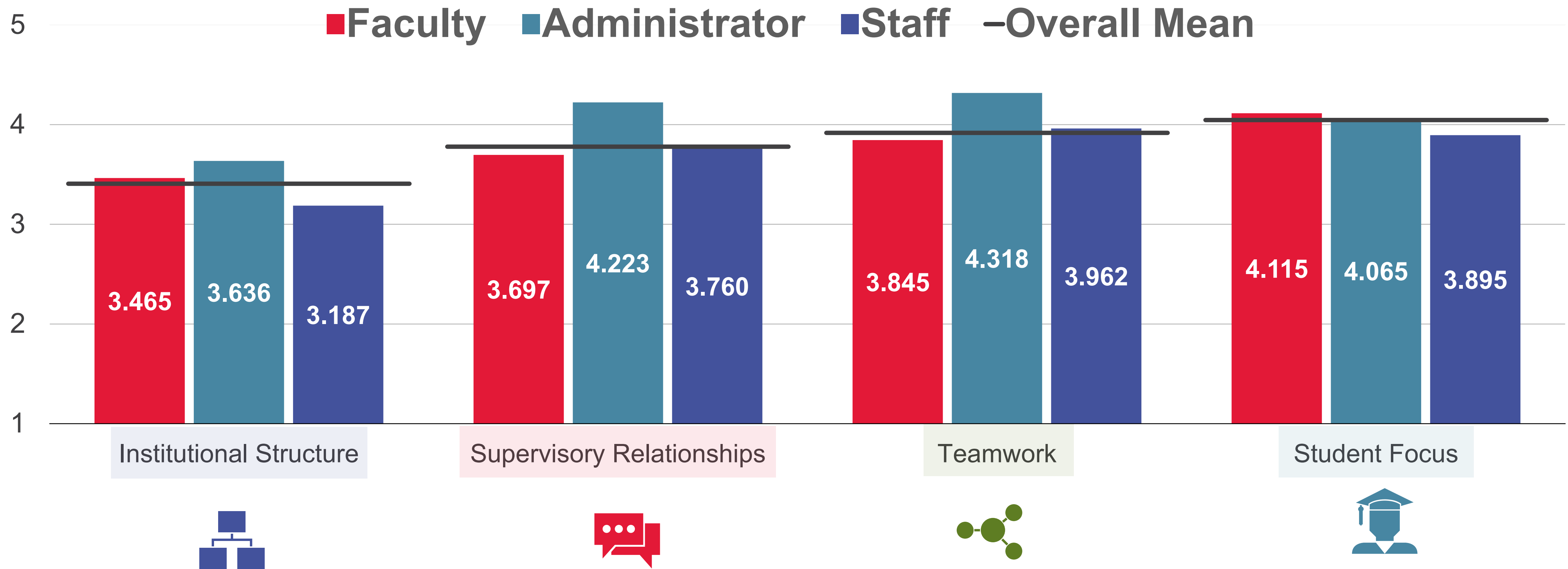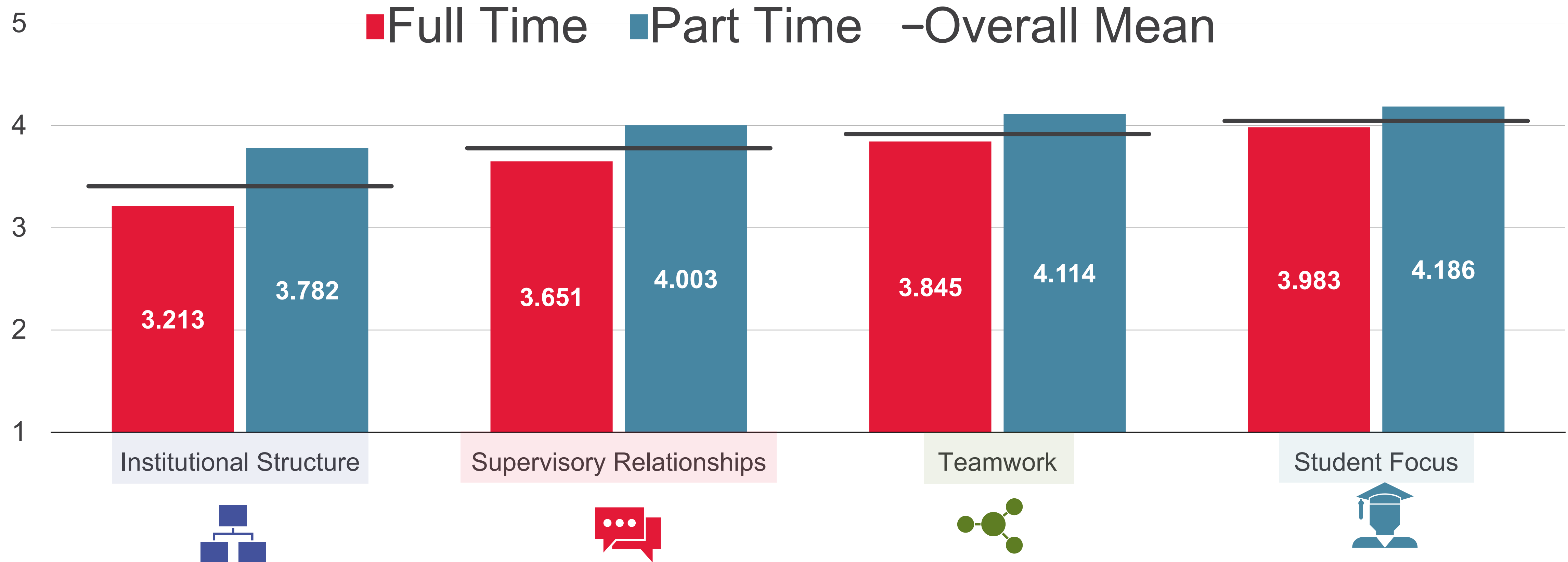
Overall Results

Institutional Structure
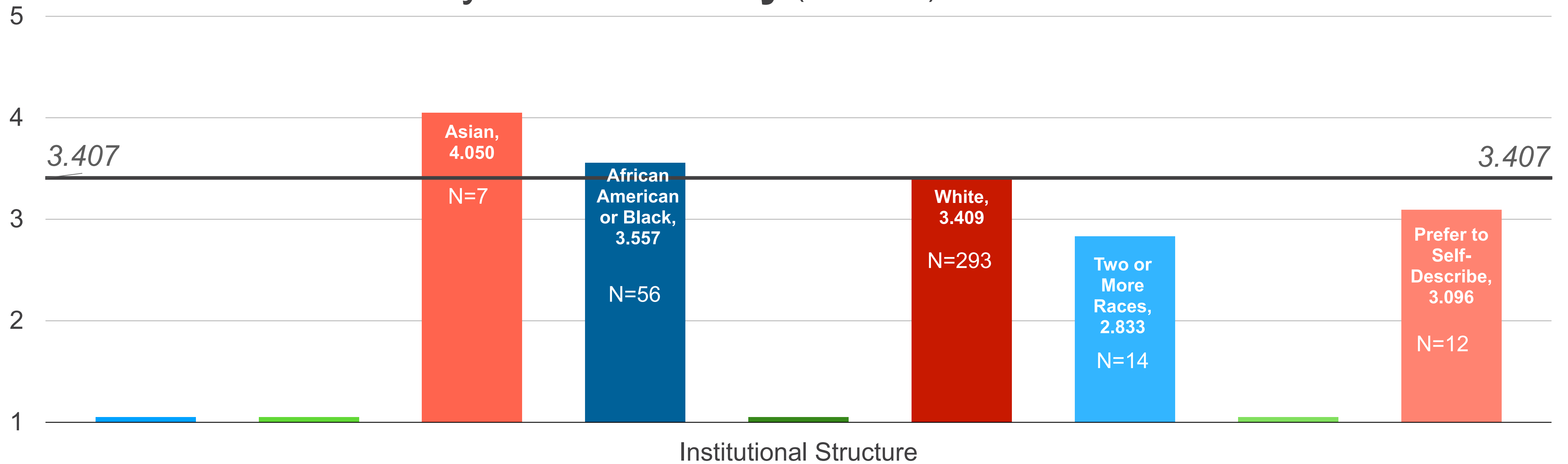
by **Race/Ethnicity** (continued)

Chart: Institutional Structure by Race/Ethnicity. Overall Mean = 3.407.

- Asian, 4.050, N=7
- African American or Black, 3.557, N=56
- White, 3.409, N=293
- Two or More Races, 2.833, N=14
- Prefer to Self-Describe, 3.096, N=12

Institutional Structure

Legend:
- Hispanic/Latina/o/x*
- Alaska Native or American Indian*
- Asian
- African American or Black
- Native Hawaiian or Pacific Islander ∅
- White
- Two or More Races
- Middle Eastern or North African*
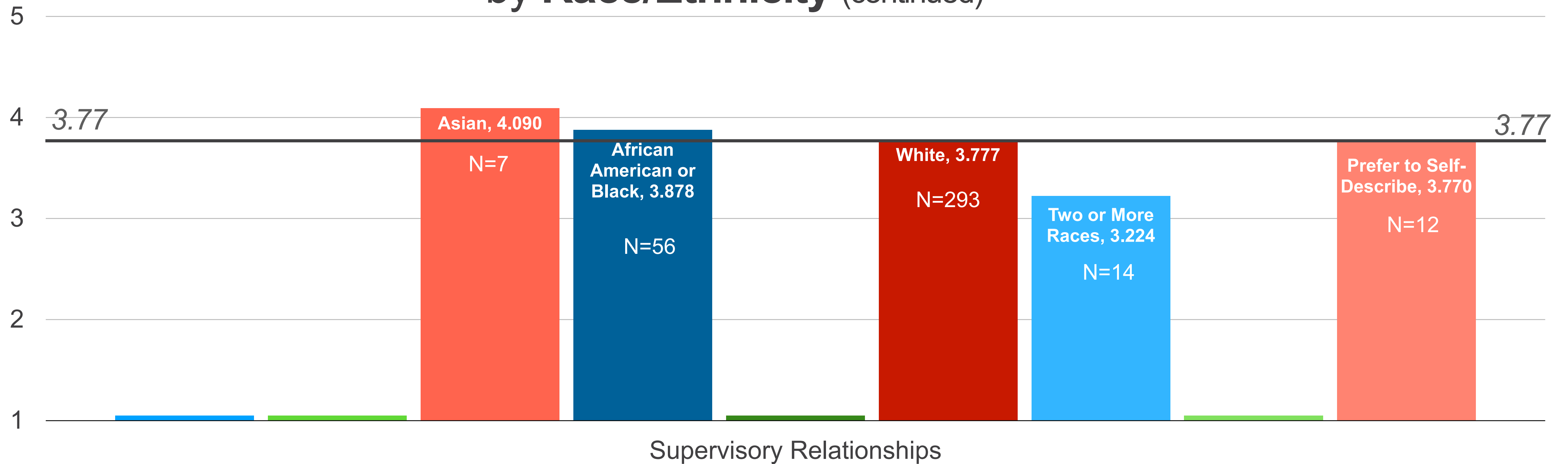- Prefer to Self-Describe
- Overall Mean

*Demographic group results redacted for confidentiality. Any numerical output above these bars is not a mean value. ∅ indicates 0 responses

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Overall Results

Supervisory Relationships

by **Race/Ethnicity** (continued)

Chart: Supervisory Relationships by Race/Ethnicity

- Overall Mean: **3.77**
- Asian, 4.090 — N=7
- African American or Black, 3.878 — N=56
- White, 3.777 — N=293
- Two or More Races, 3.224 — N=14
- Prefer to Self-Describe, 3.770 — N=12

X-axis: Supervisory Relationships

Legend:
- ■ Hispanic/Latina/o/x*
- ■ Alaska Native or American Indian*
- ■ Asian
- ■ African American or Black
- ■ Native Hawaiian or Pacific Islander ∅
- ■ White
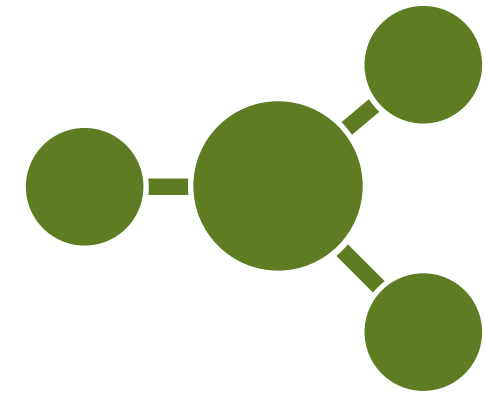- ■ Two or More Races
- ■ Middle Eastern or North African*
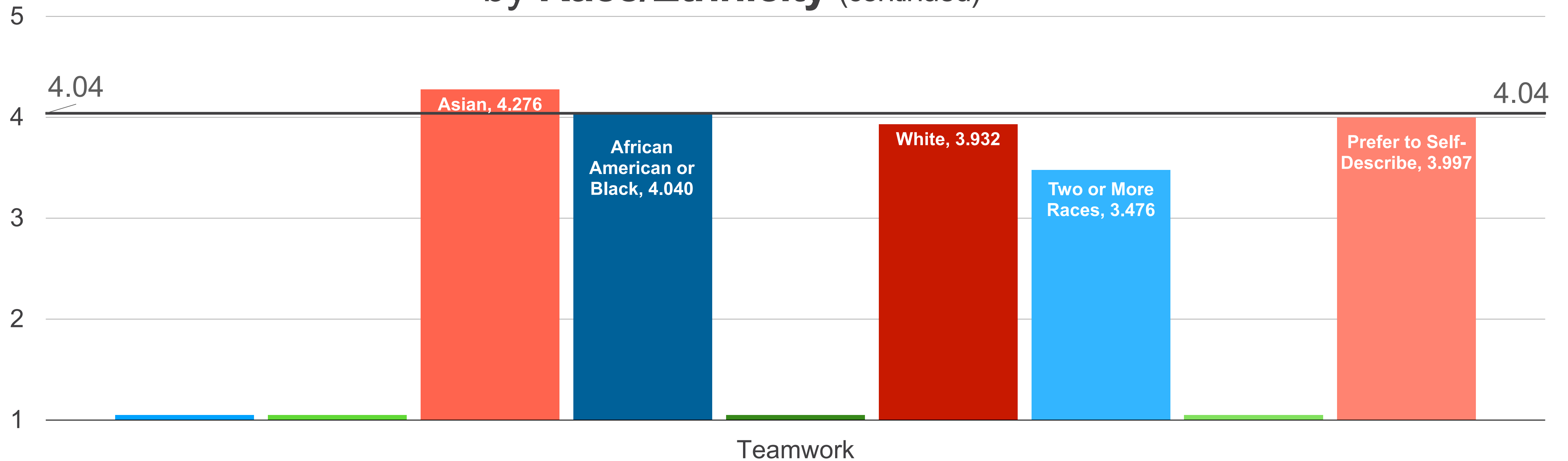- ■ Prefer to Self-Describe
- — Overall Mean

*Demographic group results redacted for confidentiality. Any numerical output above these bars is not a mean value. ∅ indicates 0 responses

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Overall Results

Teamwork

by **Race/Ethnicity** (continued)

Chart values:
- Asian, 4.276
- African American or Black, 4.040
- White, 3.932
- Two or More Races, 3.476
- Prefer to Self-Describe, 3.997
- Overall Mean: 4.04

X-axis: Teamwork

Legend:
- Hispanic/Latina/o/x*
- Alaska Native or American Indian*
- Asian
- African American or Black
- Native Hawaiian or Pacific Islander Ø
- White
- Two or More Races
- Middle Eastern or North African*
- Prefer to Self-Describe
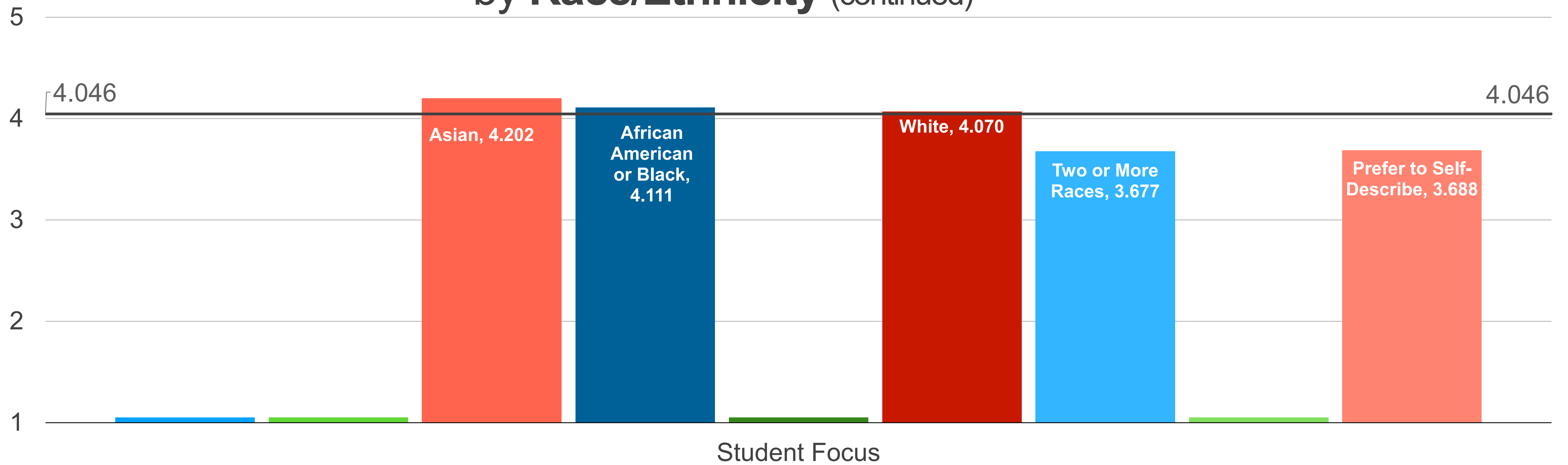- Overall Mean

*Demographic group results redacted for confidentiality. Any numerical output above these bars is not a mean value. Ø indicates 0 responses

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Overall Results

Student Focus

by **Race/Ethnicity** (continued)

Chart — *Student Focus* by Race/Ethnicity. Vertical axis scale 1 to 5. Overall Mean line at 4.046.

- Asian, 4.202
- African American or Black, 4.111
- White, 4.070
- Two or More Races, 3.677
- Prefer to Self-Describe, 3.688

Legend:
- ■ Hispanic/Latina/o/x*
- ■ Alaska Native or American Indian*
- ■ Asian
- ■ African American or Black
- ■ Native Hawaiian or Pacific Islander ∅
- ■ White
- ■ Two or More Races
- ■ Middle Eastern or North African*
- ■ Prefer to Self-Describe
- — Overall Mean

*Demographic group results redacted for confidentiality. Any numerical output above these bars is not a mean value. ∅ indicates 0 responses

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Top **Climate Factor** Questions

Top 10 scores that can impact improvement…

- 7 fall in Student Focus climate factor,
- 2 in the Supervisory Relationships climate factor,
- 1 fall in Teamwork climate factor.

#1

Rank →

Question (The extent to which…)	Climate Factor	Mean	Statistical Significance?
I feel my job is relevant to this institution's mission	Student Focus	4.436	No
this institution prepares students for a career	Student Focus	4.302	Medium Size Institutions PACE Normbase 2018 Previous Administration
my supervisor/chair expresses confidence in my work	Supervisory Relationship	4.206	No
this institution prepares students for further learning	Student Focus	4.193	2018 Previous Cycle
student diversity is important at this institution	Student Focus	4.145	No
my supervisor/chair is open to the ideas, opinions, and beliefs of everyone	Supervisory Relationship	4.131	No
students receive an excellent education at this institution	Student Focus	4.127	No
faculty meet the needs of students	Student Focus	4.054	2018 Previous Cycle
students' competencies are enhanced	Student Focus	4.028	2018 Previous Cycle
there is a spirit of cooperation within my work team	Teamwork	4.017	No

25

Statistically significantly higher | Statistically significantly lower

Bottom **Climate Factor** Questions

Last 10 scores that can impact improvement…
9 fall in Institutional Structure climate factor,
1 in the Supervisory Relationships climate factor.

 # 46

Rank

Question (The extent to which…)	Climate Factor	Mean	Statistical Significance?
I have the opportunity for advancement within this institution	Institutional Structure	3.019	PACE Normbase
I am able to appropriately influence the direction of this institution	Institutional Structure	3.026	PACE Normbase Medium Size Institutions
this institution is appropriately organized	Institutional Structure	3.156	PACE Normbase Medium Size Institutions
professional development and training opportunities are available	Supervisory Relationship	3.199	PACE Normbase Medium Size Institutions
information is shared within the institution	Institutional Structure	3.201	No
decisions are made at the appropriate level at this institution	Institutional Structure	3.244	PACE Normbase
this institution has been successful in positively motivating my performance	Institutional Structure	3.256	PACE Normbase Medium Size Institutions
administrative processes are clearly defined	Institutional Structure	3.29	PACE Normbase Medium Size Institutions
institutional teams use problem-solving techniques	Institutional Structure	3.405	PACE Normbase
open and ethical communication is practiced at this institution	Institutional Structure	3.42	No

Statistically significantly higher | Statistically significantly lower

How do the 2021 results compare to previous cycles?

2021 Comparison

Table 1.1 Climate Factor Mean Composite Measures

Factor	2012 Rating	2015 Rating	2018 Rating	2021 Rating	National PACE Rating
Institutional Structure	2.85	3.17	3.32	3.41	3.54
Supervisory Relationships	3.43	3.67	3.69	3.78	3.90
Student Focus	3.79	3.87	3.91	4.05	4.09
Teamwork*	3.42	3.71	3.77	3.92*	3.95
TOTAL OVERALL*	3.33	3.56	3.64	3.74*	3.84

Scale 1- 5, *Statistically significant improvement from 2018 to 2021

FIGURE 1.1 CLIMATE FACTOR MEAN COMPOSITE MEASURES

Institutional Structure ■Overall* ▲Teamwork* ✕Supervisory Relationships Student Focus

SURVEY SCALE, 1-5

- Student Focus: 4.05
- Teamwork*: 3.92
- Supervisory Relationships: 3.78
- Overall*: 3.74
- Institutional Structure: 3.41

Years: 2012, 2015, 2018, 2021

Y-axis: 2.7, 3.2, 3.7, 4.2
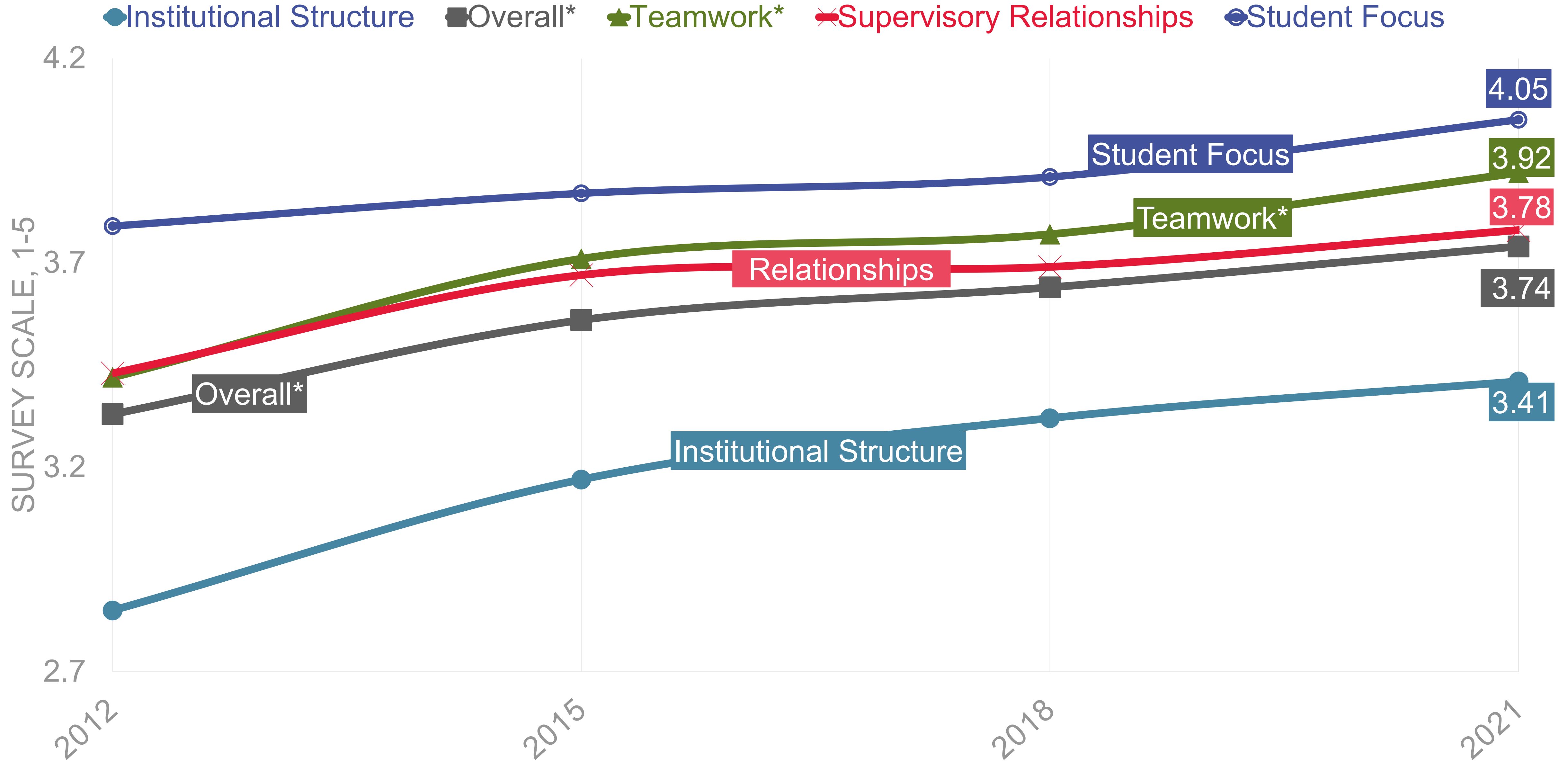
Table 1.2 Key Questions

Key Questions	2012 Rating	2015 Rating	2018 Rating	2021 Rating	National PACE Rating
4. Decisions are made at the appropriate level at this institution	2.66	2.94	3.19	**3.24**	*3.37*
10. Information is shared within the institution	2.57	2.88	3.04	**3.20**	*3.32*
15. I am able to appropriately influence the direction of this institution	2.51	2.81	3.02	**3.03**	*3.21*
16. Open and ethical communication is practiced at this institution	2.59	2.92	3.29	**3.42**	*3.44*
25. A spirit of cooperation exists at this institution*	2.52	2.94	3.27	**3.44***	*3.49*
32. Institution is appropriately organized	2.49	2.82	3.01	**3.16**	*3.34*
7. Student needs are central to what we do	3.33	3.60	3.77	**3.89**	*3.99*

*Scale 1- 5, *Statistically significant improvement from 2018 to 2021*

Figure 1.2 Key Questions

Qualitative Analysis

	Least Favorable	Most Favorable	

-145 | **54** — Institutional Structure

-20 | **42** — Supervisory Relationships

-1 | **35** — Teamwork

-19 | **94** — Student Focus

-73 | **24** — Other

-200　-150　-100　-50　0　50　100　150
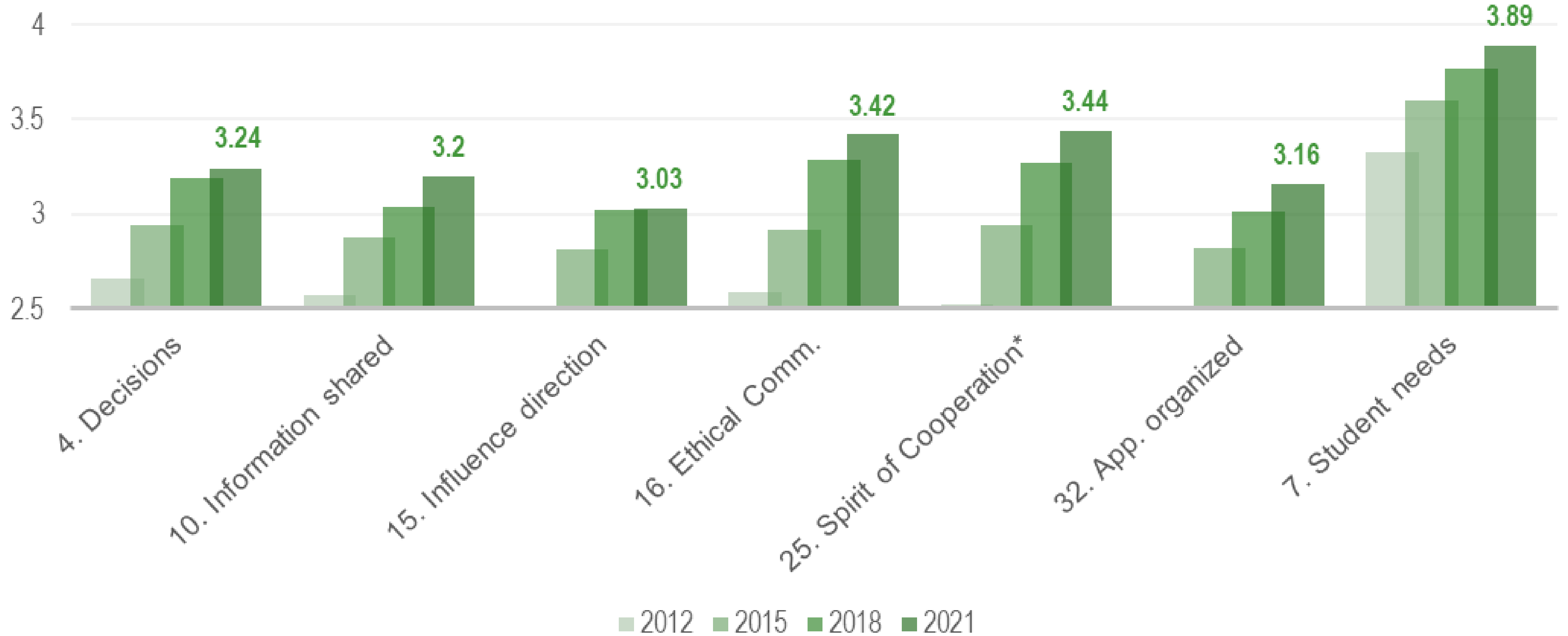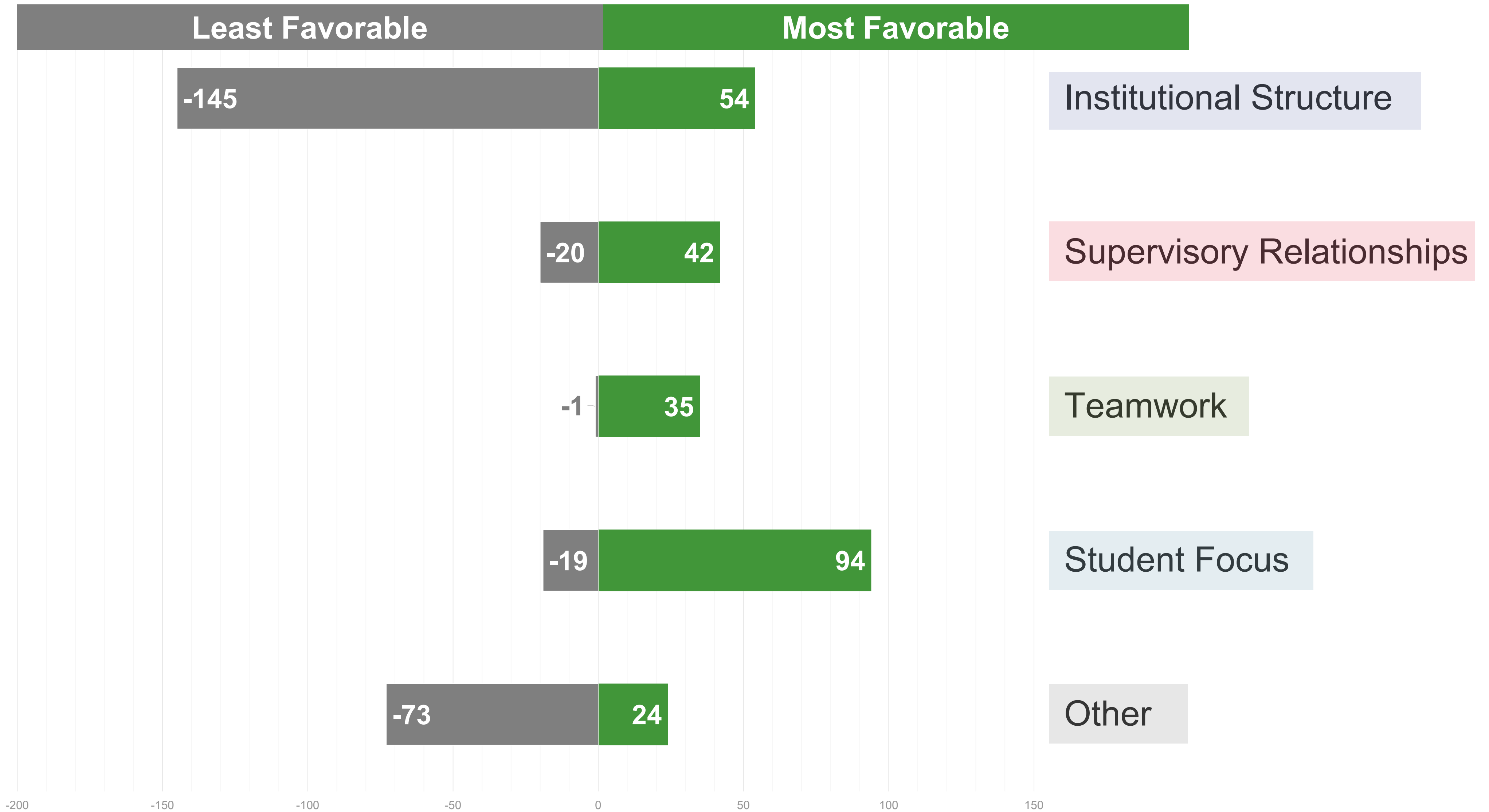
2021 Themes

+ Positive Comment Themes
- Commitment to mission/student success
- Supervisory relationship/work team
- Crisis Response (Flood & COVID)

— Negative Comment Themes
- Communication
- Influence on Decision-making
- Concerns about job security

Reminder

2019

November 2021

April – May 2022

Fall 2022

Strategic Plan Development

Development of Strategic Plan 2025: Accelerating Potential – in 2019 & Review of PACE 2018 Results

PACE Survey Administration

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Information Dissemination

PACE 2021 communication of results to Executive Leadership, President Advisory & College Community

Further College-Wide Dissemination

College-wide presentation & analysis

Full Report & Resources

Full Report & Resources

Intranet

Browse All Files   Close Window

Browse for 'Institutional Research' files

5. Resources

Search the Intranet [   ]   Institutional Research: Facts and Figures about the College.

Name	Size	Type	Date Created	Date Modified
📄 Cincinnati State 2021 Demographic Report.pdf	577.2 KB	Adobe Acrobat Document	4/26/2022	2/2/2022
📄 Cincinnati State 2021 Executive Summary.pdf	236.2 KB	Adobe Acrobat Document	4/26/2022	2/2/2022
📄 Cincinnati State 2021 PACE Report.pdf	500.6 KB	Adobe Acrobat Document	4/26/2022	2/2/2022
📄 PACE Survey Summary 2021 FINAL.pdf	345.7 KB	Adobe Acrobat Document	4/26/2022	4/26/2022

- 📁 Institutional Research
  - 📁 1. Enrollment Dashboards
  - 📁 2. Semester and Term Reports
  - 📁 3. Annual Academic Self Study Reports
  - 📁 4. Persistence, Retention and Graduation Reports
  - 📁 5. Graduate Counts
  - 📁 6. Grade Distribution Dashboards
  - 📁 7. Demographic Reports
  - 📁 8. Survey Results
    - 📁 Alumni Survey
    - 📁 CCSSE
    - 📁 Faces of the Future
    - 📁 Graduating Student Survey
    - 📁 Greater Cincinnati Survey (UC)
    - 📁 HLC Student Satisfaction Survey - February 2019
    - 📁 NCCBP
    - 📁 NL Student Satisfaction Inventory
    - 📁 Other Surveys
    - 📁 PACE Results
      - 📁 2015 PACE
      - 📁 2018 PACE
      - 📁 **2021 PACE**

3. PACE Results

4. 2021 PACE

QUESTIONS & FEEDBACK
CLOSING STATEMENTS

May 2, 2022