



HLC Accreditation Evidence

Title: PACE Survey

Office of Origin: President - Institutional Effectiveness

PACE (Personal Assessment of the College Environment) Fall 2016 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 May 2010, April 2012, October 2014 and October 2016, 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 and to provide data to assist Barton in promoting more open and constructive communication among faculty, staff, and administrators.

The overall results from the PACE instrument in 2010, 2012, 2014 and 2016 indicate a **healthy campus climate with 2 out of 4 categories in Collaborative System 4 in 2016**. Of the more than 120 studies completed by NILIE, few institutions have been found to achieve a fully Collaborative (System 4) environment.

Year	Total Employees	Completed #	Completed %
May-10	438	215	49.10%
Apr-12	422	181	42.90%
Oct-14	608	324	53.30%
Oct-16	560	338	60.40%

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

Category Mean Scores	2010	Norm 2010	2012	Norm 2012	2014	Norm 2014	2016	Norm 2016
Student Focus	3.95	3.88	4.04	3.38	4.1	4.05	4.08	3.94
Teamwork	3.71	3.7	3.84	3.73	3.98	3.84	3.98	3.77
Supervisory	3.69	3.66	3.86	3.7	4	3.82	4.01	3.75
Institutional Structure	3.39	3.31	3.44	3.38	3.72	3.47	3.71	3.44

When comparing to the Norm Base, “which includes 69 different climate based studies conducted at two-year institutions since 2010, in 2012 Barton exceeded the Norm Base statistically in only in Supervisory Relationships. **In 2016, Barton exceeded the Norm Base in Institutional Structure, Supervisory Relationships, and Teamwork.**

At BCC, the overall PACE results yielded an overall 3.929 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 4.206, followed by Faculty (3.914) and Staff (3.906).

NILE encourages institutional leaders to pay special attention to items with absolute value effect sizes of .5 or greater, as these areas in which Barton is doing well (positive effect size) or may need to take action for change (negative effect size). Barton does not have any negative effect size.

Overall +.294	Student Focus +.189	Teamwork +.189	Supervisory +.279	Structure +.322
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Top Mean Scores

2010

Of the 46 standard PACE questions, the **top mean scores** have been identified at Barton Community College.

- The extent to which I feel my job is relevant to this institution's mission, 4.27 (#8)
- The extent to which students receive an excellent education at this institution, 4.10 (#31)
- The extent to which my supervisor expresses confidence in my work, 4.07 (#2)
- The extent to which this institution prepares students for further learning, 4.00 (#37)
- The extent to which faculty meet the needs of the students, 3.99 (#17)
- The extent to which I am given the opportunity to be creative in my work, 3.94 (#39)
- The extent to which this institution prepares students for a career, 3.94 (#35)
- The extent to which classified personnel meet the needs of the students, 3.92 (#28)
- The extent to which non-teaching professional personnel meet the needs of the students, 3.92 (#23)
- The extent to which the actions of this institution reflect its mission, 3.89 (#1)
- The extent to which students are satisfied with their educational experience at this institution, 3.89 (#42)

2012

Of the 46 standard PACE questions, the **top mean scores** have been identified at Barton Community College.

- The extent to which I feel my job is relevant to this institution's mission, 4.51 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.34 (#2)
- The extent to which students receive an excellent education at this institution, 4.15 (#31)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.12 (#9)
- The extent to which this institution prepares students for further learning, 4.12 (#37)
- The extent to which this institution prepares students for a career, 4.10 (#35)
- The extent to which I am given the opportunity to be creative in my work, 4.09 (#39)
- The extent to which faculty meet the needs of the students, 4.02 (#17)
- The extent to which student ethnic and cultural diversity are important at this institution, 3.99 (#18)
- The extent to which students' competencies are enhanced, 3.98 (#19)
- The extent to which students are central to what we do, 3.98 (#7)

2014

Of the 46 standard PACE questions, the top mean scores have been identified at Barton Community College.

- The extent to which I feel my job is relevant to this institution's mission, 4.44 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.36 (#2)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.19 (#9)
- The extent to which I am given the opportunity to be creative in my work, 4.17 (#39)
- The extent to which student needs are central to what we do, 4.15 (#7)
- The extent to which this institution prepares students for a career, 4.14 (#35)
- The extent to which this institution prepares students for further learning, 4.13 (#37)
- The extent to which students receive an excellent education at this institution, 4.11 (#31)
- The extent to which faculty meet the needs of the students, 4.10 (#17)
- The extent to which students are assisted with their personal development, 4.09 (#40)

Bottom Mean Scores

2010

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

- The extent to which information is shared within this institution, 2.94 (#10)
- The extent to which decisions are made at the appropriate level at this institution, 3.11 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.13 (#16)
- The extent to which a spirit of cooperation exists at this institution, 3.14 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.21 (#11)
- The extent to which I am able to appropriately influence the direction of this institution, 3.26 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.27 (#38)
- The extent to which this institution is appropriately organized, 3.30 (#32)
- The extent to which my work is guided by clearly defined administrative processes, 3.46 (#44)
- The extent to which this institution has been successful in positively motivating my performance, 3.46 (#22)

2012

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

- The extent to which information is shared within this institution, 3.07 (#10)
- The extent to which open and ethical communication is practiced at this institution, 3.13 (#16)
- The extent to which a spirit of cooperation exists at this institution, 3.17 (#25)
- The extent to which I am able to appropriately influence the direction of this institution, 3.18 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.24 (#38)
- The extent to which this institution is appropriately organized, 3.32 (#32)
- The extent to which decisions are made at the appropriate level at this institution, 3.33 (#4)
- The extent to which institutional teams use problem-solving techniques, 3.35 (#11)
- The extent to which I receive adequate information regarding important activities at this institution, 3.49 (#41)
- The extent to which this institution has been successful in positively motivating my performance, 3.50 (#22)

2014

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

- The extent to which I have the opportunity for advancement within this institution, 3.44 (#38)
- The extent to which information is shared within this institution, 3.44 (#10)
- The extent to which I am able to appropriately influence the direction of this institution, 3.48 (#15)
- The extent to which open and ethical communication is practiced at this institution, 3.53 (#16)
- The extent to which a spirit of cooperation exists at this institution, 3.56 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.64 (#11)
- The extent to which this institution is appropriately organized, 3.65 (#32)
- The extent to which decisions are made at the appropriate level at this institution, 3.67 (#4)
- The extent to which this institution has been successful in positively motivating my performance, 3.71 (#22)
- The extent to which my work is guided by clearly defined administrative processes, 3.83 (#44)