

Hagerstown Community College

Hagerstown, Maryland

Executive Summary

PACE Climate Survey for Community Colleges

Lead Researchers

Emily R. VanZoest & Daniel R. West

Conducted

September & October 2021

Research Team

Audrey J. Jaeger, Ph.D.

Executive Director

Kaitlin S. Newhouse, Ph.D.

Senior Research Associate

Greyson A. B. Norcross

Research Associate

Daniel R. West

Research Associate

Emily R. VanZoest

Research Associate

Additional Report Editors

Kara Reddish

Research Assistant

Phone

(919)515-8567

Web

pace.ncsu.edu

North Carolina State University

Belk Center for Community College

Leadership and Research

706 Hillsborough Street

Raleigh, NC 27603

Fax

(919)515-6305

Email

pace_survey@ncsu.edu

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Executive Summary, by VanZoest, E. R. & West, D. R. Raleigh, NC: 2021.

EXECUTIVE SUMMARY

During August and September 2021, the PACE Climate Survey for Community Colleges (PACE) was administered to 620 employees at Hagerstown Community College (HCC). Of those 620 employees, 187 (30.2%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section asking what they find most favorable and least favorable about their institution. Of the 187 HCC employees who completed the PACE survey, 111 (59.4%) 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 custom section specifically for HCC and a qualitative section. Respondents were asked to rate the items about the four climate factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at HCC included 63 total items and four qualitative questions.

At HCC, the PACE results yielded an overall 3.876 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 3.982, followed by Staff (3.892) and Faculty (3.826). The greatest number of favorable comments fell within the Student Focus climate factor, and the greatest number of unfavorable comments fell within the Institutional Structure climate factor.

Of the 46 standard PACE questions, HCC’s top 10 mean scores have been identified as points of pride at HCC. Seven pertain to the Student Focus climate factor, one pertains to the Institutional Structure climate factor, one pertains to the Supervisory Relationships climate factor, and one pertains to the Teamwork climate factor.

- The extent to which I feel my job is relevant to this institution’s mission, 4.432 (#8)
- The extent to which my supervisor/chair expresses confidence in my work, 4.376 (#2)
- The extent to which this institution prepares students for further learning, 4.367 (#37)
- The extent to which students receive an excellent education at this institution, 4.364 (#31)
- The extent to which this institution prepares students for a career, 4.318 (#35)
- The extent to which faculty meet the needs of students, 4.222 (#17)
- The extent to which student needs are central to what we do, 4.212 (#7)
- The extent to which my primary work team uses problem-solving techniques, 4.197 (#14)
- The extent to which non-teaching professional personnel meet the needs of students, 4.172 (#23)
- The extent to which administrative leadership is focused on meeting the needs of students, 4.126 (#6)

Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at HCC. All 10 pertain to the Institutional Structure climate factor.

- The extent to which information is shared within the institution, 2.989 (#10)
- The extent to which administrative processes are clearly defined, 3.227 (#44)
- The extent to which open and ethical communication is practiced at this institution, 3.244 (#16)
- The extent to which I am able to appropriately influence the direction of this institution, 3.257 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.301 (#38)
- The extent to which decisions are made at the appropriate level at this institution, 3.448 (#4)
- The extent to which this institution is appropriately organized, 3.453 (#32)
- The extent to which this institution has been successful in positively motivating my performance, 3.508 (#22)
- The extent to which the institution effectively promotes diversity in the workplace, 3.561 (#5)
- The extent to which institutional teams use problem-solving techniques, 3.571 (#11)

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Qualitative Report
- Diversity, Equity, & Inclusion Qualitative Report
- Report Interpretation Instructions
- Excel Data File with Codebook