

Personal Assessment of the College Environment (PACE)

2013 Administration

Survey

- 46 items grouped under the 4 climate factors
 - Institutional Structure
 - Supervisory Relationships
 - Teamwork
 - Student Focus
- Respondents rate these 4 factors on 5-point scale (1 = low . . . 5 = high)

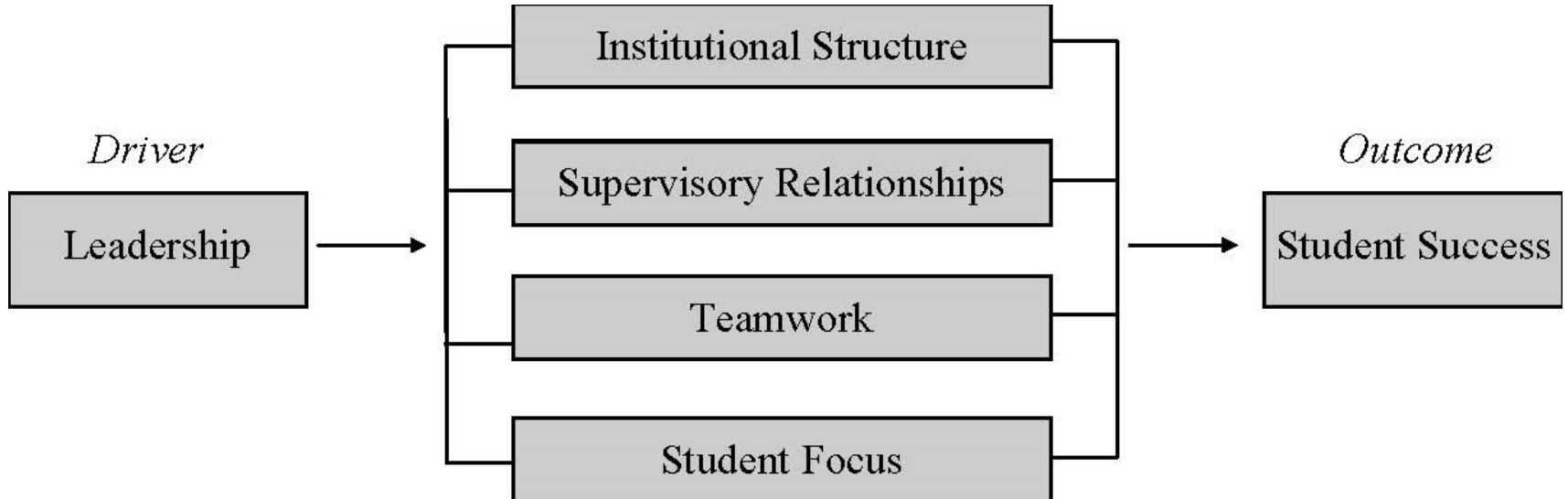
2013 Response Rates

Employee Classification	# of Responses/Total in Category	% of Total Respondents
Administrator	35/47	4.9%
Classified	130/306	18.4%
Supervisory/Managerial	50/100	7.1%
Full-time Faculty	148/233	20.9%
Adjunct Faculty	186/789	26.3%
Professional Technical	77/166	10.9%
Campus Operations	19/135	2.7%
No classification selected	63/*	8.9%
Total	708*/1776	100.1*%

*63 (8.9%) of the 708 respondents selected no classification. Total not equal to 100.0% due to rounding.

PACE Model

Climate Factors



Organizational Systems

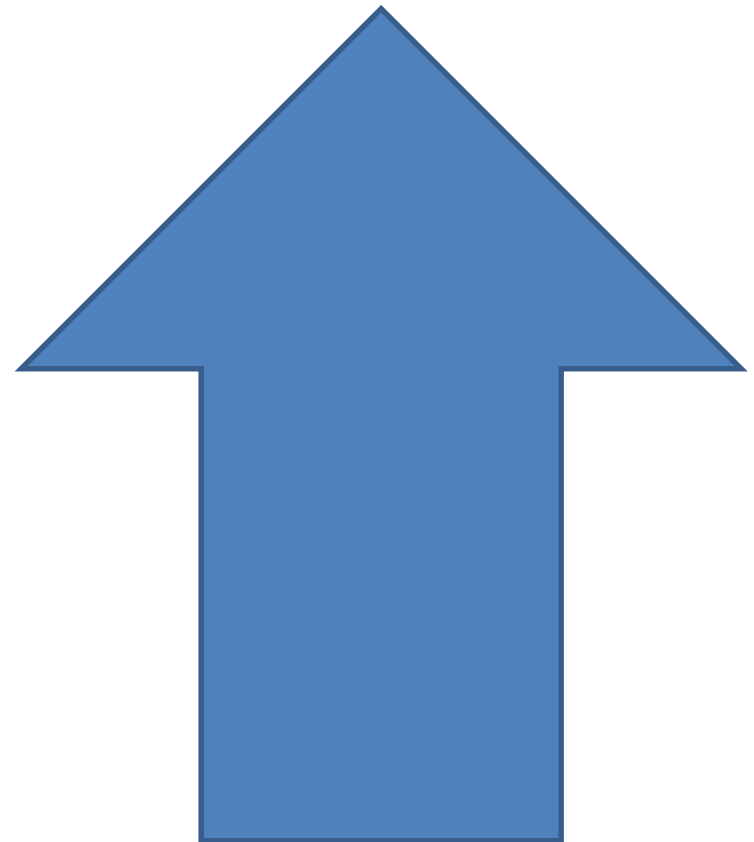
Collaborative

Most Effective

Consultative

Competitive

Coercive



Least Effective

Overall Climate Rating

“Healthy Climate”

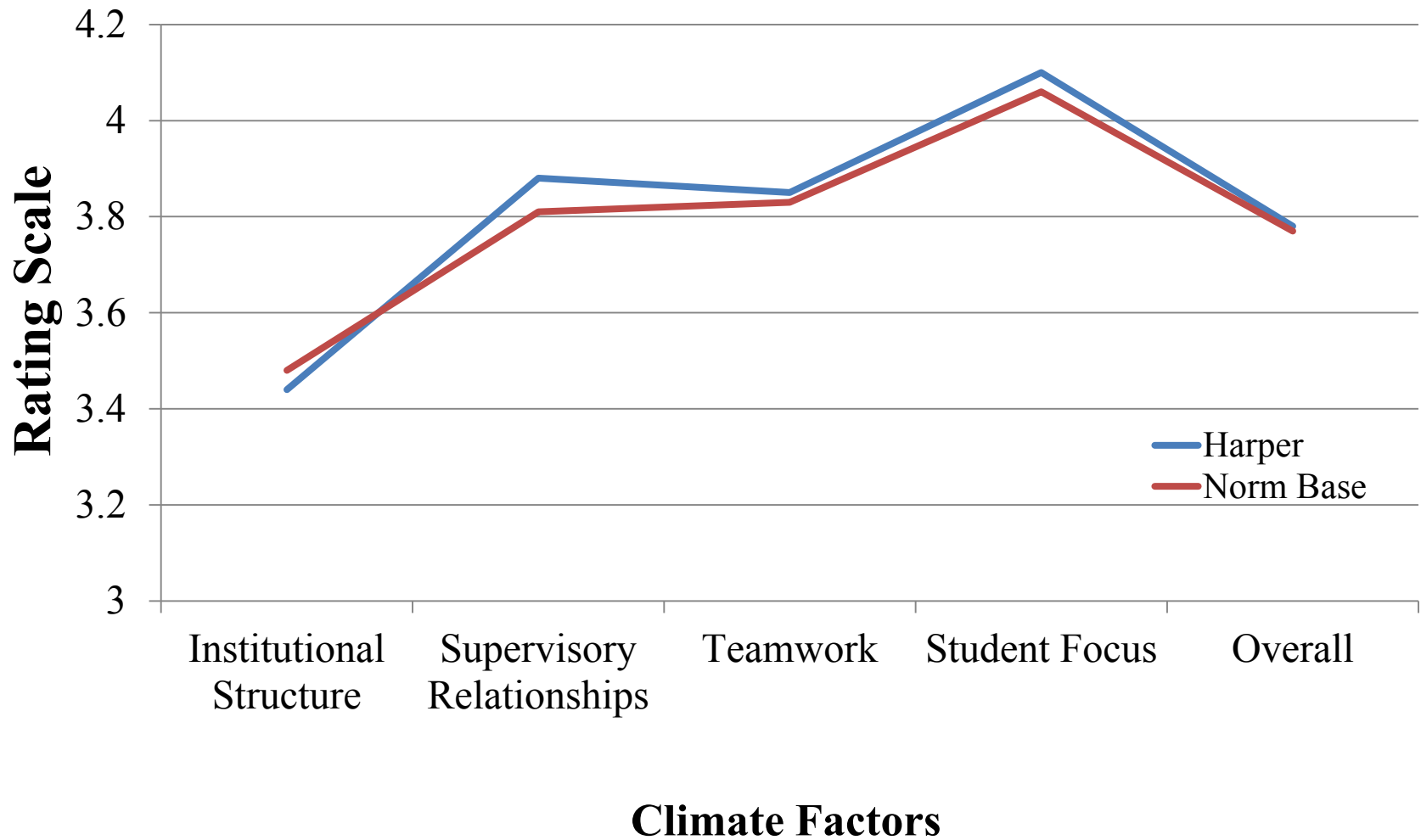
High Consultative Range

2005	2008	2011	2013
3.56	3.61	3.86	3.78

Overall Climate Factors

Factor	2013
Institutional Structure	3.44
Supervisory Relationships	3.88
Teamwork	3.85
Student Focus	4.10
Overall	3.78

Harper College Climate Compared with the PACE Norm Base



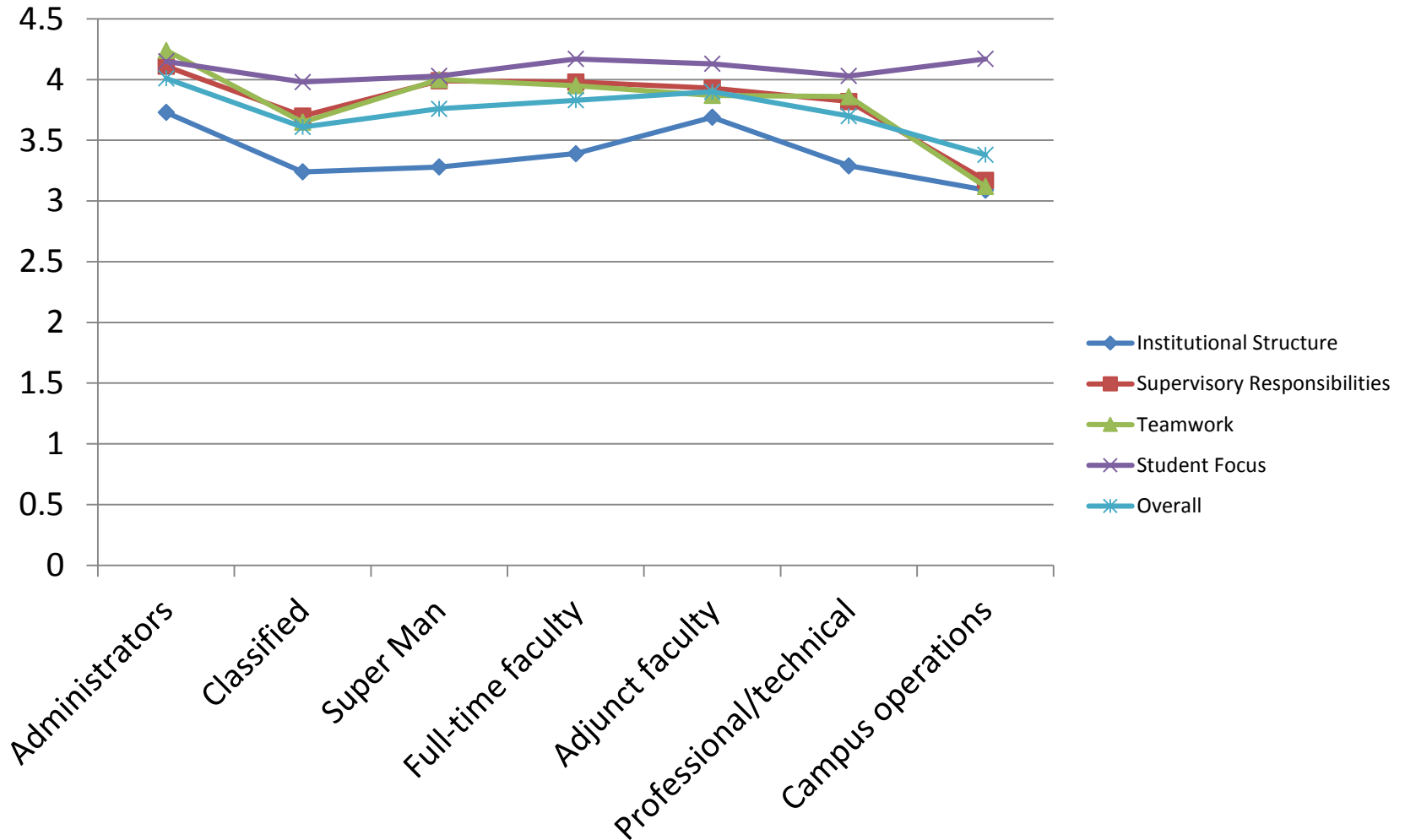
Historical Climate Factors

Factor	2005	2008	2011	2013
Institutional Structure	3.58	3.24	3.53	3.44
Supervisory Relationships	3.15	3.64	3.92	3.88
Teamwork	3.72	3.72	3.95	3.85
Student Focus	3.99	3.99	4.18	4.10
Overall	3.56	3.61	3.86	3.78

Overall By Employee Group

	2005	2008	2011	2013
Adjunct			4.14	3.90
Professional/Technical		3.64	3.83	3.70
Administrator	3.82	4.00	3.82	4.01
Classified	3.61	3.76	3.80	3.61
Faculty	3.55	3.48	3.72	3.83
Supervisory/Managerial		3.69	3.66	3.76
Campus Operations	3.64	3.11	3.52	3.38

2011 Mean Climate Scores by Employee Groups



Highest Mean Items

My job is relevant to mission	4.40
My supervisor expresses confidence in my work	4.29
Students receive excellent education	4.29
HC prepares students for further education	4.19
HC prepares students for careers	4.12
Classified personnel meet needs of students	4.09
My supervisor expresses an inclusive attitude	4.08
Non-teaching personnel meet needs of students	4.06
Students satisfied w/ educational experience	4.05
Student needs are central to what we do	4.03

Lowest Mean Items

I'm able to influence direction of HC	2.99
Opportunity for advancement w/in HC	3.04
Decisions made at appropriate levels	3.22
Information shared	3.24
Open & ethical communication practiced	3.26
Cooperation exists	3.30
HC appropriately organized	3.32
HC positively motivates my performance	3.41
My work guided by clearly defined administrative processes	3.45
Teams used problem-solving techniques	3.49

2013 Customized Items

Item	Admin	Classified	Super Man	Full-time Faculty	Adjunct Faculty	Professional Technical	Campus Operations
Demonstrates Diversity	3.43	3.77	3.46	3.66	4.19	3.92	3.79
Inspires post high school education	4.47	4.24	4.13	4.43	4.33	4.24	4.19
Promotes partnerships with school districts	4.61	4.26	4.32	4.26	4.29	4.21	4.38
Promotes partnerships with other colleges	4.12	4.09	4.15	4.01	4.21	4.17	4.35
Career Programs aligned with the job market	4.03	4.07	3.94	4.07	4.13	3.99	4.88
Prepares developmental students for college level courses	4.00	4.00	4.04	4.05	4.03	4.13	4.13
Prepares transfer graduates	4.29	4.03	4.15	4.32	4.23	4.30	4.27
Funding and partnerships for programs and activities	4.32	3.85	3.91	3.87	4.00	4.00	4.29
Demonstrates an effective investment of public funds	4.09	3.54	3.91	4.03	3.99	3.82	3.29
Involvement with Harper's Strategic Plan	4.15	3.22	3.63	3.73	3.35	3.39	3.39
Promotes partnerships with local businesses	3.94	3.76	3.93	3.85	3.95	3.84	3.94
Provides effective customer service	3.66	4.08	3.94	3.94	4.11	4.04	4.11

Yellow = Highest Lavender = Lowest

Overall Climate Rating by Demographic Groups

Groupings	Overall
Full time	3.73
Part time	3.87
Male	3.85
Female	3.75
White, not Hispanic or Latino	3.79
All Others	3.73

Overall Climate Rating by Years of Service

Years	Overall
Less than 1	4.24
1-4	3.94
5-9	3.73
10-14	3.62
15+	3.67

Summary NEED to REVISE

- Overall climate rating: High Consultative Range
- Above the PACE norm base on all climate factors
- Highest ratings ever on 4 of 5 climate factors
- Highest item ratings all over 4.12
- Lowest item ratings all over 3.1
- High ratings are all Strategic Plan themes

