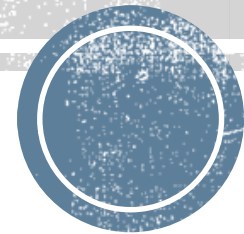


PACE Survey 2015 Data Peek

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Survey Facts

- Personal Assessment of the College Environment = PACE
- National Initiative for Leadership & Institutional Effectiveness (NILIE)
- Sample: CSN employees including student workers, part-time faculty, contract workers, etc.
- Sample size: 2499
- Surveys received: 926
- Email Response Rate: 37.1%



The NILLIE Four Systems Model

System 1	System 2	System 3	System 4
Coercive	Competitive	Consultative	Collaborative
Leaders are seen as having no confidence or trust in employees and seldom involve them in any aspect of the decision-making process.	Leaders are seen as having condescending confidence and trust in employees. Employees are occasionally involved in some aspects of the decision-making process.	Leaders are seen as having substantial but not complete confidence and trust in employees. Employees are significantly involved in the decision-making process.	Leaders are seen as having demonstrated confidence and trust in employees. Employees are involved in appropriate aspects of the decision-making process.
Decisions are made at the top and issued downward.	Some decision-making processes take place in the lower levels, but control is at the top.	More decisions are made at the lower levels, and leaders consult with followers regarding decisions.	Decision making is widely dispersed throughout the organization and is well integrated across levels.
Lower levels in the organization oppose the goals established by the upper levels. Influence primarily takes place through fear and punishment.	Lower levels in the organization cooperate in accomplishing selected goals of the organization. Some influence is experienced through the rewards process and some through fear and punishment.	Lower levels in the organization begin to deal more with morale and exercise cooperation toward accomplishment of goals. Influence is through the rewards process. Occasional punishment and some collaboration occur.	Collaboration is employed throughout the organization. Employees are influenced through participation and involvement in developing economic rewards, setting goals, improving methods, and appraising progress toward goals.



The NILIE Four Systems Model

Four Climate Factors

According to NILIE: "Overall results for CSN indicate a healthy campus climate yielding an overall 3.78 mean or high Consultative System."

- Institutional Structure-mean 3.56 ↑ 3.38
- Supervisory Relationships -mean 3.86 ↑ 3.68
- Teamwork- mean 3.80 ↑ 3.61
- Student Focus - mean 3.98 ↑ 3.88

Overall Mean Score - 3.78 ↑ 3.62





Top Mean Scores

2015, (2012) *Climate Factor*

- The extent to which I feel my job is relevant to this institution's mission, 4.39 (4.39) *SF*
- The extent to which my supervisor expresses confidence in my work, 4.23 (4.06) *SR*
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.14 (3.89) *SR*
- The extent to which student ethnic and cultural diversity are important at this institution, 4.11 (4.01) *SF*
- The extent to which this institution prepares students for further learning, 4.07 (3.98) *SF*
- The extent to which this institution prepares students for a career, 4.05 (3.97) *SF*
- The extent to which I am given the opportunity to be creative in my work, 4.03 (3.91) *SR*
- The extent to which students receive an excellent education at this institution, 4.00 (3.92) *SF*
- The extent to which the institution effectively promotes diversity in the workplace, 3.97 (3.82) *IS*
- The extent to which student needs are central to what we do, 3.94 (3.80) *SF*

SF = Student Focus, *IS* = Institutional Structure, *SR* = Supervisory Relationships, *T* = Teamwork





Lowest Mean Scores

2015, (2012) *Climate Factor*

- The extent to which I am able to appropriately influence the direction of this institution, 3.20 (2.99) *IS*
- The extent to which I have the opportunity for advancement within this institution, 3.21 (#3.04) *IS*
- The extent to which this institution is appropriately organized, 3.38 (#3.13) *IS*
- The extent to which decisions are made at the appropriate level at this institution, 3.42 (3.20) *IS*
- The extent to which information is shared within this institution, 3.42 (3.21) *IS*
- The extent to which open and ethical communication is practiced at this institution, 3.43 (#3.25) *IS*
- The extent to which a spirit of cooperation exists at this institution, 3.46 (3.19) *IS*
- The extent to which institutional teams use problem-solving techniques, 3.47 (3.27) *IS*
- The extent to which this institution has been successful in positively motivating my performance, 3.48 (3.24) *IS*
- The extent to which my work is guided by clearly defined administrative processes, 3.63 (3.40) *IS*

SF = Student Focus, IS = Institutional Structure, SR = Supervisory Relationships, T = Teamwork



NILIE PACE Norm Base

- 87 different climate studies conducted at two-year institutions since 2012
 - Updated each year to include the prior three year period
- Includes small, medium and large institutions
 - 1200 credit students enrolled at one campus to 22,000 credit students included on multiple campuses
- Customized Qs are not included in the analysis



Comparative Analysis Climate Factors

	2012 CSN	2015 CSN	Norm Base	City
Institutional Structure	3.38	3.56	3.47	3.39
Supervisory Relationships	3.68	3.86	3.82	3.72
Teamwork	3.61	3.80	3.85	3.75
Student Focus	3.88	3.98	4.04	3.93
Overall	3.62	3.78	3.76	3.67



Demographic Frequency Comparisons

Personnel Classification	CSN	NILIE Norm Base	City
Faculty	50%	48%	49%
Administrative	11%	11%	10%
Classified	40%	41%	41%

Race Ethnicity	CSN	NILIE Norm Base	City
Hispanic/Latino (any race)	15%	8%	11%
American Indian Alaska Native	1%	1%	2%
Asian	5%	3%	4%
Black	8%	8%	11%
Pacific Islander	1%	1%	1%
White (Non Hispanic/Latino)	65%	76%	38%
Two or more races (Non Hispanic/Latino)	5%	3%	3%



Demographic Frequency Comparisons

Gender	CSN	NILIE Norm Base	City
Male	41%	38%	38%
Female	53%	60%	59%
Prefer not to answer*	6%	2%	3%

* Percentages were less than 1% but each group had multiple individuals define as "other gender"

Highest Degree	CSN	NILIE Norm Base	City
Professional Degree	3%	2%	2%
Doctoral	14%	8%	8%
Master's	40%	44%	43%
Bachelor's	15%	22%	22%
Associate	12%	14%	14%
High School or GED	16%	9%	11%
None	1%	0%	1%



END of PACE Survey Peek

Questions

