

2018 CSN PACE SURVEY RESULTS

For: CSN Work Climate Committee

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4 PACE FACTORS

- **Supervisory Relationship** provides insight into the relationship between employee and their supervisors and employees' ability to be creative and express ideas related to their work.
- **Teamwork climate factor** looks at cooperation and effective coordination within work teams.
- **The Institutional Structure climate** factor focuses on the mission, leadership, structural organization, decision-making, and communication within the institution.
- **The Student Focus** climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

SURVEY FACTS

- Personal Assessment of the College Environment = PACE
- National Initiative for Leadership & Institutional Effectiveness (NILIE) at North Carolina State University
- Sample: CSN employees including student workers, part-time faculty, contract workers, etc.
- Sample size: 2,836
- Surveys received: 969
- Email Response Rate: 34.2%
- 492 qualitative comments (50.8%)

THE NILIE FOUR SYSTEMS MODEL

Mean Scores

	2018 CSN	City	Norm Base	CSN 2015
Institutional Structure	3.43	3.47	3.47	3.56**
Supervisory Relationships	3.85	3.82	3.83	3.86
Teamwork	3.82	3.86	3.87	3.79
Student Focus	3.92	4.04***	4.04***	3.98
Overall	3.72	3.76	3.77	3.78

** $P = .01$., *** $p = .001$

TOP MEAN SCORES

2018, (2015) *Climate Factor*

- The extent to which I feel my job is relevant to this institution's mission, 4.35 (4.35) *SF*
- The extent to which my supervisor expresses confidence in my work, 4.25 (4.23) *SR*
- The extent to which student ethnic and cultural diversity are important at this institution, 4.14 (4.11) *SF*
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.05 (4.14) *SR*
- The extent to which I am given the opportunity to be creative in my work, 4.01 (4.03) *SR*
- *The extent to which classified personnel meet the needs of students, 3.97 (3.92) SF*
- The extent to which this institution prepares students for further learning, 3.96 (4.07) *SF*
- The extent to which this institution prepares students for a career, 3.96 (4.05) *SF*
- The extent to which students receive an excellent education at this institution, 3.93 (4.00) *SF*
- *The extent to which professional development & training opportunities are available 3.93 (3.96) SR*

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

TOP FIVE MEAN SCORES BY JOB

Top Five Mean Scores	All CSN	Tenured	Non-Tenure	PT Fac.	Admin Fac	Classified	Other
I feel my job is relevant to institutional mission	4.35	4.2	4.53	4.48	4.33	4.32	4.6
My supervisor expresses confidence in my work	4.25	4.07	4.45	4.45	4.12	4.35	4.6
Student ethical & cultural diversity are important	4.14	3.93	4.29	4.33	4.01	4.18	4.53
My supervisor is open to ideas and beliefs of everyone	4.05	3.86	4.33	4.3	3.9	4.12	4.29
I am given the opportunity to be creative in my work	4.01	4	4.29	4.31	3.77	3.9	4.33

LOWEST MEAN SCORES

2018, (2015) *Climate Factor*

- The extent to which I am able to appropriately influence the direction of this institution, 3.05 (3.20) *IS*
- The extent to which I have the opportunity for advancement within this institution, 3.11 (3.21) *IS*
- The extent to which this institution is appropriately organized, 3.14 (3.38) *IS*
- The extent to which information is shared within this institution, 3.19 (3.42) *IS*
- The extent to which decisions are made at the appropriate level at this institution, 3.20 (3.42) *IS*
- The extent to which open and ethical communication is practiced at this institution, 3.34 (3.43) *IS*
- The extent to which a spirit of cooperation exists at this institution, 3.35 (3.46) *IS*
- The extent to which institutional teams use problem-solving techniques, 3.36 (3.47) *IS*
- The extent to which this institution has been successful in positively motivating my performance, 3.43 (3.48) *IS*
- The extent to which my work is guided by clearly defined administrative processes, 3.50 (3.63) *IS*

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

INSTITUTIONAL STRUCTURE

Institutional Structure	CSN 2018	CSN 2015	CSN 2012	NILIE Norm	City
1. the actions of this institution reflect its mission	↓ 3.68	↑ 3.85	3.72	3.83	3.82
4. decisions are made at the appropriate level at this institution	↓ 3.2	↑ 3.41	3.21	3.28	3.27
5. The institution effectively promotes diversity in the workplace	↓ 3.87	↑ 3.96	3.82	3.86	3.9
6. administrative leadership is focused on meeting the needs of students	↓ 3.53	↑ 3.74	3.6	3.7	3.7
10. Information is shared within the institution	↓ 3.19	↑ 3.41	3.2	3.22	3.23
11. institutional teams use problem-solving techniques	↓ 3.36	↑ 3.47	3.26	3.45	3.46
15. I am able to influence the direction of this institution	↓ 3.05	↑ 3.2	2.96	3.13	3.13
16. open & ethical communication is practiced at this institution	↓ 3.34	↑ 3.42	3.24	3.13	3.35
22. this institution has been successful in positively motivating my performance	↓ 3.43	↑ 3.48	3.21	3.44	3.43
25. a spirit of cooperation exists at this institution	↓ 3.35	↑ 3.46	3.18	3.39	3.39
29. institution-wide policies guide my work	↓ 3.72	↑ 3.74	3.62	3.72	3.71
32. this institution is appropriately organized	↓ 3.14	↑ 3.38	3.11	3.28	3.27
38. I have the opportunity for advancement within this institution	↓ 3.11	↑ 3.21	3.03	3.12	3.14
41. I receive adequate information regarding important activities at this institution	↓ 3.75	↑ 3.92	3.75	3.65	3.64
44. my work is guided by clearly defined administrative processes	↓ 3.5	↑ 3.62	3.39	3.49	3.47

STUDENT FOCUS

Student Focus	CSN 2018	CSN 2015	CSN 2012	NILIE Norm	City
7. student needs are central to what we do	↓ 3.74	↑ 3.94	3.79	3.97	3.91
8. I feel my job is relevant to this institutions mission	↓ 4.35	↑ 4.38	4.36	4.41	4.41
17. faculty meet the needs of students	↓ 3.86	↑ 3.9	3.77	3.99	3.99
18. student ethnic & cultural diversity are important to this institution	↑ 4.14	↓ 4.1	4.01	4.08	4.12
19. students' competencies are enhanced	↓ 3.77	↑ 3.81	3.75	3.96	3.96
23. non-teaching professional personnel meet the needs of students	↓ 3.76	↑ 3.78	3.64	3.94	3.92
28. classified personnel meet the needs of students	↑ 3.97	↓ 3.92	3.74	3.88	3.86
31. students receive an excellent education at this institution	↓ 3.93	↑ 4	3.91	4.16	4.15
35. this institution prepares students for a career	↓ 3.96	↑ 4.04	3.95	4.16	4.16
37. this institution prepares students for further learning	↓ 3.96	↑ 4.07	3.97	4.15	4.14
40. students are assisted with their personal development	↓ 3.75	↑ 3.89	3.73	3.94	3.93
42. students are satisfied with their educational experience at this institution	↓ 3.72	↑ 3.82	3.76	3.93	3.92

SUPERVISORY RELATIONSHIPS

Supervisory Relationships	CSN 2018	CSN 2015	CSN 2012	NILIE Norm	City
2. my supervisor expresses confidence in my work	↑ 4.25	↓ 4.22	4.05	4.2	4.19
9. my supervisor is open to the ideas, opinions, and beliefs of everyone	↓ 4.05	↑ 4.14	3.87	4.08	4.07
12. positive work expectations are communicated to me	↑ 3.78	↓ 3.73	3.58	3.74	3.72
13. unacceptable behaviors are identified & communicated to me	↑ 3.69	↑ 3.69	3.62	3.68	3.68
20. I receive timely feedback for my work	↓ 3.71	↑ 3.73	3.51	3.7	3.68
21. I receive appropriate feedback for my work	↑ 3.77	↓ 3.74	3.54	3.73	3.71
26. my supervisor actively seeks my ideas	↑ 3.96	↓ 3.77	3.52	3.78	3.77
27. my supervisor seriously considers my ideas	↓ 3.81	↑ 3.84	3.61	3.86	3.84
30. work outcomes are clarified for me	↑ 3.73	↓ 3.7	3.54	3.69	3.68
34. my supervisor helps me to improve my work	↑ 3.82	↑ 3.82	3.52	3.78	3.71
39. I am given the opportunity to be creative in my work	↓ 4.01	↑ 4.03	3.89	4.01	4
45. I have the opportunity to express my ideas in appropriate forums	↓ 3.63	↑ 3.72	3.55	3.68	3.66
46. professional development & training opportunities are available	↓ 3.93	↑ 3.96	3.72	3.8	3.8

TEAMWORK

Teamwork	CSN 2018	CSN 2015	CSN 2012	NILIE Norm	City
3. there is a spirit of cooperation within my work team	↑ 3.87	↓ 3.85	3.61	3.94	3.93
14. my primary work team uses problem solving techniques	↑ 3.87	↓ 3.82	3.66	3.9	3.9
24. there is an opportunity for all ideas to be exchanged within my work team	↑ 3.78	↓ 3.72	3.57	3.81	3.8
33. my work team provides an environment for free & open expression of ideas, opinions & beliefs	↑ 3.79	↑ 3.79	3.57	3.84	3.84
36. my work team coordinates its efforts with appropriate individuals & teams	↓ 3.84	↑ 3.85	3.65	3.88	3.88
43. a spirit of cooperation exists in my department	↓ 3.75	↑ 3.76	3.5	3.86	3.85

INSTITUTIONAL STRUCTURE SUBSCALE

- Institutional Structure Subscale – 26 questions
 - Mission -4 questions
 - Leadership – 5 questions
 - Decision Making – 4 questions
 - Policies & Structural Organization – 5 questions
 - Teams & Cooperation – 4 questions
 - Communication & information sharing – 4 questions

Mission Subscale

Mission	CSN 2018	City	NILIE Norm
1. employees in this institutuion share a common definition of its mission	 3.4	 3.62	 3.69
2. employees are supportive of the mission of this institution	 3.8	 3.87	 3.85
3. employees take action to fultill the mission of this institution	 3.7	 3.87	 3.85
4. there is consensus among employees about the goals of this institution	 3.3	 3.45	 3.42

Mission

Mission by Area	CSN	Acad. Aff.	Stud. Aff.	Fin/Adm	Pres. WF	Hend./Fac.
1. employees in this institution share a common definition of its mission	3.44	3.39	3.29	3.64	3.56	3.51
2. employees are supportive of the mission of this institution	3.76	3.75	3.63	3.92	3.84	4.03
3. employees take action to fulfill the mission of this institution	3.74	3.72	3.63	3.84	3.89	4.03
4. there is consensus among employees about the goals of this institution	3.3	3.21	3.19	3.42	3.61	3.44

Mission by Type	CSN	Fac. FT.	Fac. PT.	Admin.Fac	Classified	Other
1. employees in this institution share a common definition of its mission	3.44	3.21	3.85	3.16	3.55	4.06
2. employees are supportive of the mission of this institution	3.76	3.63	4.01	3.67	3.74	4.22
3. employees take action to fulfill the mission of this institution	3.74	3.64	4.01	3.61	3.69	4.27
4. there is consensus among employees about the goals of this institution	3.3	2.98	3.76	3.12	3.2	3.95

Leadership Subscale

Leadership	CSN 2018	City	NILIE Norm
5. Leaders of this institution communicate a clear sense of purpose	 3.27	 3.5	 3.47
6. Leaders of this institution effectively interact with internal constituents	 3.21	 3.3	 3.27
7. Leaders of this institution effectively interact with external constituents	 3.38	 3.5	 3.52
8. Leaders of this institution effectively address crises	 3.32	 3.4	 3.36
9. Leaders of this institution carefully plan resource allocation	 3.073	 3.3	 3.29

Leadership

Leadership by Area	CSN	Acad. Aff.	Stud. Aff.	Fin/Adm	Pres. WF	Hend./Fac.
5. Leaders of this institution communicate a clear sense of purpose	3.27	3.14	3.15	3.55	3.63	3.53
6. Leaders of this institution effectively interact with internal constituents	3.21	3.07	3.08	3.43	3.51	3.69
7. Leaders of this institution effectively interact with external constituents	3.38	3.28	3.26	3.49	3.59	3.8
8. Leaders of this institution effectively address crises	3.32	3.12	3.29	3.63	3.77	3.84
9. Leaders of this institution carefully plan resource allocation	3.07	2.92	2.95	3.33	3.41	3.34

Leadership by Type	CSN	Fac. FT.	Fac. PT.	Admin.Fac	Classified	Other
5. Leaders of this institution communicate a clear sense of purpose	3.27	2.82	3.95	3.05	3.38	3.92
6. Leaders of this institution effectively interact with internal constituents	3.21	2.79	3.73	3.12	3.28	3.93
7. Leaders of this institution effectively interact with external constituents	3.38	3.01	3.76	3.31	3.54	3.86
8. Leaders of this institution effectively address crises	3.32	2.8	3.86	3.2	3.5	4.11
9. Leaders of this institution carefully plan resource allocation	3.07	2.6	3.74	2.86	3.28	3.75

Policies & Structural Organization

Policies & Structural Organization	CSN 2018	City	NILIE Norm
14. Institutional policies allow for collaboration	 3.41	 3.46	 3.44
15. The structure of this institution allows for collaboration	 3.4	 3.43	 3.41
16. The structure of this institution fosters innovation	 3.19	 3.36	 3.34
17. This institution follows clear processes for recognizing employee achievement	 3.44	 3.29	 3.31
18. Institutional policies govern activities at this institution	 3.54	 3.59	 3.58

Policies & Structural Organization

Policies & Structural Organization	CSN 2018	Acad. Aff.	Stud. Aff.	Fin/Ad	Pres. WF	Hend./Fac.
14. Institutional policies allow for collaboration	3.41	3.32	3.31	3.64	3.63	3.61
15. The structure of this institution allows for collaboration	3.4	3.3	3.29	3.67	3.71	3.76
16. The structure of this institution fosters innovation	3.19	3.11	3.09	3.32	3.4	3.47
17. This institution follows clear processes for recognizing employee achievement	3.44	3.4	3.37	3.66	3.56	3.38
18. Institutional policies govern activities at this institution	3.54	3.41	3.38	3.76	3.87	3.97

Policies & Structural Organization	CSN	Fac. FT.	Fac. PT.	Admin.Fac	Classified	Other
14. Institutional policies allow for collaboration	3.41	3.12	3.81	3.21	3.5	4.1
15. The structure of this institution allows for collaboration	3.4	3.09	3.89	3.16	3.54	4.15
16. The structure of this institution fosters innovation	3.19	2.89	3.68	2.83	3.43	3.92
17. This institution follows clear processes for recognizing employee achievement	3.44	3.16	3.83	3.32	3.47	4.06
18. Institutional policies govern activities at this institution	3.54	3.23	3.99	3.3	3.7	4.1

Teams & Cooperation Subscale

Teams & Cooperation	CSN 2018	City	NILIE Norm
19. There is effective collaboration among employees	 3.37	 3.44	 3.4
20. Employees expertise is considered when forming teams	 3.22	 3.38	 3.35
21. Teams utilize expertise to accomplish tasks	 3.6	 3.71	 3.68
22. Teams accomplish tasks	 3.58	 3.68	 3.64

Teams & Cooperation Subscale

Teams & Cooperation	CSN 2018	Acad. Aff.	Stud. Aff.	Fin/Ad	Pres. WF	Hend./Fac.
19. There is effective collaboration among employees	3.37	3.33	3.22	3.47	3.61	3.41
20. Employees expertise is considered when forming teams	3.22	3.1	3.13	3.51	3.5	3.28
21. Teams utilize expertise to accomplish tasks	3.6	3.52	3.59	3.78	3.83	3.81
22. Teams accomplish tasks	3.58	3.48	3.58	3.74	3.8	3.95

21. Teams utilize expertise to accomplish tasks	3.6	3.41	3.83	3.55	3.61	4.26
22. Teams accomplish tasks	3.58	3.31	3.8	3.46	3.75	4.31

Communication & Info Sharing

Communication & Information Sharing	CSN 2018	City	NILIE Norm
23. There is good communication at this institution	3.1	3.2	3.16
24. Campus Climate encourages differences of opinion be aired openly	3.3	3.28	3.25
25. The administration shares information with employees in a timely manner	3.22	3.32	3.32
26. The information shared by the information at this institution is useful	3.46	3.46	3.44

Communication & Info Sharing

Communication & Information Sharing						
	CSN 2018	Acad. Off.	Stud. Off.	Fin/Adm.	Pres. WF	Hand./Fac
23. There is good communication at this institution	3.1	3.02	2.83	3.32	3.46	3.49
24. Campus Climate encourages differences of opinion be aired openly	3.3	3.21	3.13	3.71	3.59	3.56
25. The administration shares information with employees in a timely manner	3.22	3.1	2.97	3.59	3.65	3.49
26. The information shared by the information at this institution is useful	3.46	3.33	3.35	3.78	3.81	3.65

Communication & Information Sharing						
	CSN	Fac. FT.	Fac. PT.	Admin.Fac	Classified	Other
23. There is good communication at this institution	3.1	2.75	3.88	2.84	3.03	3.84
24. Campus Climate encourages differences of opinion be aired openly	3.3	2.97	3.78	3.16	3.41	3.9
25. The administration shares information with employees in a timely manner	3.22	2.76	3.92	3.05	3.24	3.92
26. The information shared by the information at this institution is useful	3.46	3.02	4	3.44	3.51	3.98

Custom Items 11 - 20

Custom 11 - 20	CSN	Acad. Aff.	Stud. Aff.	Fin. Adm.	Pres. WF	Hend./Fac.
effective lines of communication exist among the campuses and locations.	3.17	↓ 3.1	↓ 2.99	↑ 3.31	↑ 3.4	↑ 3.44
the CSN community is a welcoming environment that is supportive of all individuals with diverse backgrounds	3.96	↓ 3.9	↓ 3.9	↑ 4.17	→ 4	↑ 4.3
my supervisor encourages me to participate in professional development opportunities	3.9	↓ 3.89	↓ 3.88	↑ 4.04	↓ 3.9	↓ 3.89
the available training opportunities at this College are relevant to my position	3.49	↓ 3.48	↓ 3.49	↓ 3.48	→ 3.6	↑ 3.69
this institution identifies clear pathways to degree completion.	3.7	→ 3.69	↓ 3.53	→ 3.72	↑ 3.9	↑ 3.93
there is a systematic process to reaching out to at-risk students with appropriate interventions.	3.41	→ 3.43	↓ 3.2	↑ 3.56	→ 3.4	↑ 3.52
I have received training to effectively serve students from different backgrounds and cultures.	3.62	↓ 3.58	↓ 3.62	↑ 3.9	→ 3.7	→ 3.71
my institution effectively prepares students who want to transfer to other colleges and universities.	3.68	↓ 3.64	↓ 3.62	→ 3.9	→ 3.8	↑ 4.15
my workload is comparable to others at CSN with the same job responsibilities.	3.39	↑ 3.46	↓ 3.22	↑ 3.4	↑ 3.4	→ 3.37
this institution has a fair promotion process.	2.95	↓ 2.85	↓ 2.9	↑ 3.27	→ 3	↑ 3.39

QUALITATIVE DATA

- 492 individuals (50.8%) provided qualitative information with a total of 363 positive comments and 409 negative comments (N = 772).
- Most comments regarding Institutional Structure – 248 negative – 122 positive
- Supervisory Relationships – 31 negative – 66 positive
- Teamwork – 13 negative – 70 positive
- Student Focus 40 negative – 91 positive