



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

# Big Bend Community College Moses Lake, Washington

**PACE Executive Summary**  
PACE Climate Survey for Community Colleges

**Lead Researchers**  
Daniel West & Greyson Norcross

**Conducted**  
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## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

### Research Team

**Audrey J. Jaeger, Ph.D.**  
Executive Director

**Andrea L. DeSantis**  
Assistant Director of Research

**Greyson A. B. Norcross**  
Research Associate

**Daniel R. West**  
Research Associate

**Emily R. VanZoest**  
Research Associate

### Additional Report Editors

**Renee Barger**  
Research Associate

**Monique Colclough, Ph.D.**  
Senior Research Associate

**Kara Reddish**  
Research Intern

**Melissa Whatley, Ph.D.**  
Senior Research Associate

**Phone**  
(919)515-8567

**Web**  
[nilie.ncsu.edu](http://nilie.ncsu.edu)

**North Carolina State University**  
706 Hillsborough Street  
Raleigh, NC 27603

**Fax**  
(919)515-6305

**Email**  
[pace\\_survey@ncsu.edu](mailto:pace_survey@ncsu.edu)

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## EXECUTIVE SUMMARY

During February and March 2021, the PACE Climate Survey for Community Colleges (PACE) was administered to 344 employees at Big Bend Community College (BBCC). Of those 344 employees, 209 (60.8%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 209 BBCC employees who completed the PACE survey, 134 (64.1%) 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 BBCC, a Student Success Subscale section, a Racial Diversity Subscale section, a Part-Time Faculty Subscale section, 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 BBCC included 116 total items and four qualitative questions.

At BBCC, the PACE results yielded an overall 3.743 mean score. When disaggregated by the custom personnel classification demographic category of the PACE instrument, Administrative/Exempt rated the campus climate the highest with a mean score of 3.788, followed by Staff (Classified, Hourly) (3.770) and Faculty (3.723). 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, BBCC’s top 10 mean scores have been identified. Five pertain to the Student Focus climate factor, four pertain 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, 4.379 (#8)
- The extent to which my supervisor/chair expresses confidence in my work, 4.139 (#2)
- The extent to which I am given the opportunity to be creative in my work, 4.124 (#39)
- The extent to which this institution prepares students for further learning, 4.051 (#37)
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.029 (#9)
- The extent to which students receive an excellent education at this institution, 4.015 (#31)
- The extent to which this institution prepares students for a career, 4.015 (#35)
- The extent to which student needs are central to what we do, 4.000 (#7)
- The extent to which a spirit of cooperation exists in my department, 4.000 (#43)
- The extent to which professional development and training opportunities are available, 3.990 (#46)

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

- The extent to which I have the opportunity for advancement within this institution, 3.005 (#38)
- The extent to which administrative processes are clearly defined, 3.191 (#44)
- The extent to which information is shared within the institution, 3.201 (#10)
- The extent to which I am able to appropriately influence the direction of this institution, 3.235 (#15)
- The extent to which decisions are made at the appropriate level at this institution, 3.312 (#4)
- The extent to which this institution is appropriately organized, 3.337 (#32)
- The extent to which this institution has been successful in positively motivating my performance, 3.360 (#22)
- The extent to which open and ethical communication is practiced at this institution, 3.478 (#16)
- The extent to which a spirit of cooperation exists at this institution, 3.490 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.515 (#11)

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Student Success Subscale Report
- Racial Diversity Subscale Report
- Part-Time Faculty Subscale Report
- Qualitative Report
- Diversity, Equity, & Inclusion Qualitative Report
- Report Interpretation Instructions
- Excel Data File With Codebook