



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

# Joliet Junior College

## Joliet, Illinois

### **PACE Executive Summary**

#### PACE Climate Survey for Community Colleges

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

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## EXECUTIVE SUMMARY

During February and March 2020, the PACE Climate Survey for Community Colleges (PACE) was administered to employees at Joliet Junior College (JJC) via email invitation and open-link. There were no responses to the open-link survey. An email invitation was sent to 1,501 JJC employees. Of those 1,501 employees, 483 (32.2%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 483 JJC employees who completed the PACE survey, 278 (57.6%) 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 designed specifically for JJC, an Institutional Structure 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 JJC included 92 total items and five qualitative questions.

At JJC, the PACE results yielded an overall 3.717 mean score. When disaggregated by the personnel classification demographic category of the PACE instrument, Adjunct faculty (part time) rated the campus climate the highest with a mean score of 3.986, followed by Faculty (full time; 3.760), Staff (3.691), and Administrator/Professional (3.410). The most favorable and unfavorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, JJC’s top 10 mean scores have been identified. Five pertain to the Student Focus climate factor, three pertain to the Teamwork climate factor, and two pertain to the Supervisory Relationships climate factor.

- The extent to which I feel my job is relevant to this institution’s mission, 4.396 (#8)
- The extent to which my supervisor/chair expresses confidence in my work, 4.211 (#2)
- The extent to which this institution prepares students for a career, 4.191 (#35)
- The extent to which this institution prepares students for further learning, 4.149 (#37)
- The extent to which students receive an excellent education at this institution, 4.131 (#31)
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.093 (#9)
- The extent to which my primary work team uses problem-solving techniques, 4.070 (#14)
- The extent to which my work team coordinates its efforts with appropriate individuals and teams, 3.977 (#36)
- The extent to which student diversity is important at this institution, 3.974 (#18)
- The extent to which there is a spirit of cooperation within my work team, 3.962 (#3)

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

- The extent to which I have the opportunity for advancement within this institution, 2.995 (#38)
- The extent to which I am able to appropriately influence the direction of this institution, 3.012 (#15)
- The extent to which open and ethical communication is practiced at this institution, 3.080 (#16)
- The extent to which information is shared within the institution, 3.086 (#10)
- The extent to which decisions are made at the appropriate level at this institution, 3.132 (#4)
- The extent to which administrative processes are clearly defined, 3.192 (#44)
- The extent to which a spirit of cooperation exists at this institution, 3.230 (#25)
- The extent to which this institution is appropriately organized, 3.302 (#32)
- The extent to which this institution has been successful in positively motivating my performance, 3.308 (#22)
- The extent to which institutional teams use problem-solving techniques, 3.308 (#11)

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Institutional Structure Subscale Report
- Qualitative Report
- Raw Qualitative Report: Additional Open-ended Questions by Personnel Classification
- Raw Qualitative Report: Additional Open-ended Questions (all responses in alphabetical order)
- Report Interpretation Instructions
- Excel Data File With Codebook