



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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NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

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EXECUTIVE SUMMARY

During February, March, and April of 2021, the PACE Climate Survey for Community Colleges (PACE) was administered to 1,409 employees at Joliet Junior College (JJC). Of those 1,409 employees, 484 (34.4%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 484 JJC employees who completed the PACE survey, 270 (55.8%) 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 JJC, an Institutional Structure Subscale section, a Racial Diversity 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 109 total items and four qualitative questions.

At JJC, the PACE results yielded an overall 3.884 mean score. When disaggregated by the custom personnel classification demographic category of the PACE instrument, Adjunct Faculty (part time) rated the campus climate the highest with a mean score of 4.047, followed by Faculty (full time) (3.899), Administrator/Professional (3.861) and Staff (3.859). The greatest number of favorable comments fell within the Supervisory Relationships climate factor and the greatest number of unfavorable comments fell within 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 Supervisory Relationships climate factor, and two pertain to the Teamwork climate factor.

- The extent to which I feel my job is relevant to this institution’s mission, 4.478 (#8)
- The extent to which my supervisor/chair expresses confidence in my work, 4.370 (#2)
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.278 (#9)
- The extent to which this institution prepares students for a career, 4.201 (#35)
- The extent to which this institution prepares students for further learning, 4.185 (#37)
- The extent to which students receive an excellent education at this institution, 4.168 (#31)
- The extent to which there is a spirit of cooperation within my work team, 4.151 (#3)
- The extent to which student diversity is important at this institution, 4.119 (#18)
- The extent to which my primary work team uses problem-solving techniques, 4.118 (#14)
- The extent to which I am given the opportunity to be creative in my work, 4.101 (#39)

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

- The extent to which I am able to appropriately influence the direction of this institution, 3.230 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.280 (#38)
- The extent to which administrative processes are clearly defined, 3.371 (#44)
- The extent to which information is shared within the institution, 3.390 (#10)
- The extent to which decisions are made at the appropriate level at this institution, 3.432 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.443 (#16)
- The extent to which this institution is appropriately organized, 3.498 (#32)
- The extent to which this institution has been successful in positively motivating my performance, 3.525 (#22)
- The extent to which institutional teams use problem-solving techniques, 3.534 (#11)
- The extent to which a spirit of cooperation exists at this institution, 3.585 (#25)

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Custom Report
- Institutional Structure Subscale Report
- Racial Diversity Subscale Report
- Qualitative Report
- Diversity, Equity, & Inclusion Qualitative Report
- Report Interpretation Instructions
- Excel Data File With Codebook