



# **Overview of PACE Survey: Results for MCTC 2009**

September 3, 2009

Office of Strategy, Planning & Accountability

# Personal Assessment of College Environment (PACE)

- Conducted by National Initiative for Leadership and Institutional Effectiveness (NILIE)
- Purpose: To gather employee perceptions of MCTC to facilitate college climate improvement
- Administered at MCTC annually since 2007

# Personal Assessment of College Environment (PACE)

- Survey with 46 items/questions organized into 4 climate factors:
  - Institutional Structure
  - Student Focus
  - Supervisory Relationships
  - Teamwork
- 10 items/questions created “custom” by MCTC
- Rate items on five point satisfaction scale  
( 1=very dissatisfied and 5=very satisfied)
- Comparison group is 45 community colleges

# Overview Of Results

- Response rates
- Overall Satisfaction Rating Trends
- Survey Items Satisfaction Rating
- Strengths & Opportunities
- Satisfaction by Employee Groups
- Short Answer Comments



# Response Rates

- PACE administered online April/May 2009.
- Response rate was 26% (267 of 1,024 surveys submitted).
- Response rate has declined from 39% in 2007 and 2008.
- This year, all employee groups responded at lower rates than prior years.

# Overall Satisfaction Rating: Trends

## Climate Factor Average Scores

Climate Factors	MCTC 2007	MCTC 2008	MCTC 2009	Comparison Group
Supervisory Relationships	3.49	3.54	3.63	3.63
Institutional Structure	3.22	3.17	3.40*■	3.23
Teamwork	3.55	3.66	3.72	3.68
Student Focus	3.77	3.84	3.92■	3.84
Custom	3.65	3.65	3.81	N/A
<b>Overall</b>	<b>3.48</b>	<b>3.51</b>	<b>3.64</b>	<b>3.56</b>

Note: Overall does not include customized section.

\*Significant difference between MCTC 2008 & MCTC 2009

■ Significant difference between MCTC 2009 and Comparison Group

# Overall Satisfaction Rating: Trends MCTC 2008 vs. 2009

- Mean scores increasing since 2007
- First time climate factor significantly above MCTC previous year
  - **Institutional Structure** mean total (3.4) from (3.2)

# Overall Satisfaction Rating: Trends MCTC 2009 vs. Comparison Group

- Mean scores increasing since 2007
- First time climate factors significantly above comparison group
  - **Institutional Structure** mean total (3.4) to comparison group (3.2)
  - **Student Focus** mean total (3.9) to comparison group (3.8)



# Items Satisfaction Rating MCTC 2008 vs. 2009

- Items significantly above 2008 for Institutional Structure (9 items including) The extent to which:
  - Information is shared within the institution
  - Decisions are made at the appropriate level at this institution
  - Open and ethical communication is practiced at this institution
  - I am able to appropriately influence the direction of this institution
  - This institution is appropriately organized
  - I receive adequate information regarding important activities at this institution

# Items Satisfaction Rating MCTC 2008 vs. 2009

- Items significantly above 2008 for (continued)

Teamwork climate factor: The extent to which

- There is an opportunity for all ideas to be exchanged within my work team

Student Focus climate factor: The extent to which

- Student needs are central to what we do
- I feel my job is relevant to this institution's mission

# Items Satisfaction Rating MCTC 2009 vs. Comparison Group

- Items significantly above Comparison Group

Institutional Structure climate factor: The extent to which

- The actions of this institution reflect its mission
- Institution-wide policies guide my work

Supervisory Relationships climate factor: The extent to which

- Professional development and training opportunities are available

Student Focus climate factor: The extent to which

- Student needs are central to what we do
- Student ethnic and cultural diversity are important at this institution
- Faculty meet the needs of students

# Strengths

- Since 2007, MCTC employees rated 2 items with highest average satisfaction
  - The extent to which:
    - I feel my job is relevant to this institution's mission (significantly above MCTC 2008)
    - Student ethnic and cultural diversity are important at this institution (significantly above comparison group)
- Both in Student Focus climate factor

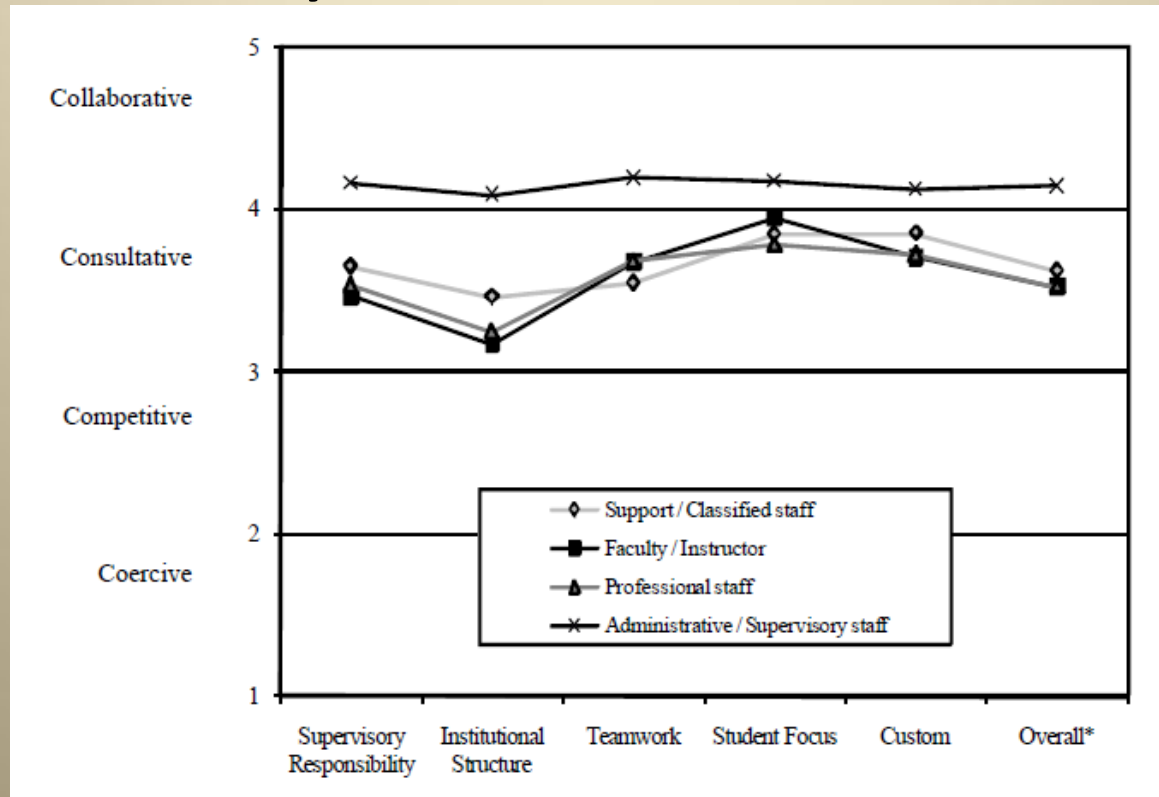
# Opportunities

- Top 10 opportunity items are same as 2008
- All in Institutional Structure climate factor:
  - Overall satisfaction strongly growing since 2007
  - Still lowest rated climate factor
- Top 2 opportunities -The extent to which:
  - I have the opportunity for advancement within this institution
  - Decisions are made at the appropriate level

# Four Leadership Models/ Organizational Systems

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.	Lower levels in the organization cooperate in accomplishing selected goals of the organization.	Lower levels in the organization begin to deal more with morale and exercise cooperation toward accomplishment of goals.	Collaboration is employed throughout the organization.
Influence primarily takes place through fear and punishment.	Some influence is experienced through the rewards process and some through fear and punishment.	Influence is through the rewards process. Occasional punishment and some collaboration occur.	Employees are influenced through participation and involvement in developing economic rewards, setting goals, improving methods, and appraising progress toward goals.

# Employee Groups Satisfaction: By Climate Factors



- Institutional Structure lowest rated climate factor
- Overall mean score is 3.6 (neutral to satisfied rating)

# Employee Groups Satisfaction: By Climate Factors

- Support / Classified Staff (AFSCME, Commissioner's Plan)
  - Faculty / Instructor (MSCF)
  - Professional Staff (MAPE)
  - Administrative / Supervisory Staff (Excluded Administrators/MMA)
- Institutional Structure climate factor had the largest disparity in satisfaction between groups
  - Student Focus climate factor had least disparity in satisfaction between groups
  - Administrators/MMA most satisfied and MAPE & Faculty being least satisfied in general



# Short Answer Comments

- Less than half the respondents provided written comments (40.8%), in comparison to 48.7% in 2008
- Similar to last year, the majority of comments related to the Institutional Structure climate factor
- See PACE full report for examples

# Summing up the PACE Results

According to NILIE:

- Institutional Structure climate factor had a significant increase in satisfaction over last year and comparison group although rated the lowest at MCTC; it is improving.
- Student Focus climate factor significantly increased in satisfaction above comparison group.
- Overall, employees rated MCTC in the upper range of the Consultative system (a healthy campus climate)