



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

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**Florida State College at
Jacksonville
Jacksonville, Florida**

PACE Executive Summary
Personal Assessment of the College Environment

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Conducted
October & November 2018



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Suggested Citation: National Initiative for Leadership & Institutional Effectiveness, North Carolina State University. Personal Assessment of the College Environment (PACE) Executive Summary, by Maldonado, L. G., & Reavis, G. Raleigh, NC: 2018.



EXECUTIVE SUMMARY

During October and November 2018 the Personal Assessment of the College Environment (PACE) survey was administered to employees at Florida State College at Jacksonville (FSCJ). There were 722 employees that completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 722 FSCJ employees who completed the PACE survey, 395 (54.7%) 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 qualitative section, a customized section designed specifically for FSCJ, a student success subscale, and a change readiness subscale. Respondents were asked to rate the items about the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at FSCJ included 88 total items and two qualitative questions.

At FSCJ, the PACE results yielded an overall 3.709 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Career rated the campus climate the highest with a mean score of 3.834, followed by Administrator (3.795), Professional (3.766) and Faculty (3.528). The most favorable and unfavorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, the top mean scores have been identified at Florida State College at Jacksonville.

- The extent to which I feel my job is relevant to this institution’s mission, 4.470 (#8)
- The extent to which my supervisor expresses confidence in my work, 4.320 (#2)
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone, 4.214 (#9)
- The extent to which my supervisor seriously considers my ideas, 4.055 (#27)
- The extent to which student ethnic and cultural diversity are important at this institution, 4.045 (#18)
- The extent to which there is a spirit of cooperation within my work team, 4.041 (#3)
- The extent to which professional development and training opportunities are available, 4.040 (#46)
- The extent to which I am given the opportunity to be creative in my work, 4.035 (39)
- The extent to which my primary work team uses problem-solving techniques, 4.025 (#14)
- The extent to which my supervisor actively seeks my ideas, 4.011 (#26)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Florida State College at Jacksonville.

- The extent to which this institution is appropriately organized, 2.667 (#32)
- The extent to which information is shared within this institution, 3.004 (#10)
- The extent to which I am able to appropriately influence the direction of this institution, 3.017 (#15)
- The extent to which decisions are made at the appropriate level at this institution, 3.038 (#4)
- The extent to which open and ethical communication is practiced at this institution, 3.087 (#16)
- The extent to which I have the opportunity for advancement within this institution, 3.169 (#38)
- The extent to which a spirit of cooperation exists at this institution, 3.184 (#25)
- The extent to which institutional teams use problem-solving techniques, 3.203 (#11)
- The extent to which this institution has been successful in positively motivating my performance, 3.274 (#22)
- The extent to which administrative leadership is focused on meeting the needs of students, 3.330 (#6)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report that includes custom and custom demographic questions included specifically for FSCJ; a student success subscale report; a change readiness subscale report; and a qualitative report. Report interpretation instructions and a data Excel file with a codebook are also included.