



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

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

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

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

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## EXECUTIVE SUMMARY

During October and November 2020, the PACE Climate Survey for Community Colleges (PACE) was administered to 1,329 employees at Florida State College at Jacksonville (FSCJ). Of those 1,329 employees, 703 (52.9%) completed and returned the instrument for analysis. In addition, one respondent completed the PACE Climate Survey via an open link. Based on 703 respondents, we can say with 95% confidence that the true means of the subscales lie within 3% of the reported means. Respondents were also given the opportunity to complete a qualitative section. Of the 703 FSCJ employees who completed the PACE survey, 400 (56.9%) 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 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 FSCJ included 65 total items and four qualitative questions.

At FSCJ, the PACE results yielded an overall 4.078 mean score. When disaggregated by the custom personnel classification demographic category of the PACE instrument, Administrators rated the campus climate the highest with a mean score of 4.265, followed by Professional (4.128), Career (4.076) and Faculty (4.015). The most favorable and least favorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor.

Of the 46 standard PACE questions, FSCJ’s top 10 mean scores have been identified. Five pertain to the Supervisory Relationships climate factor, four pertain to the Student Focus 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, 4.633 (#8)
- The extent to which my supervisor/chair expresses confidence in my work, 4.494 (#2)
- The extent to which professional development and training opportunities are available, 4.397 (#46)
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone, 4.391 (#9)
- The extent to which student diversity is important at this institution, 4.348 (#18)
- The extent to which there is a spirit of cooperation within my work team, 4.303 (#3)
- The extent to which my supervisor/chair actively seeks my ideas, 4.262 (#26)
- The extent to which my supervisor/chair seriously considers my ideas, 4.262 (#27)
- The extent to which this institution prepares students for further learning, 4.258 (#37)
- The extent to which this institution prepares students for a career, 4.251 (#35)

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

- The extent to which this institution is appropriately organized, 3.392 (#32)
- The extent to which I am able to appropriately influence the direction of this institution, 3.490 (#15)
- The extent to which I have the opportunity for advancement within this institution, 3.498 (#38)
- The extent to which decisions are made at the appropriate level at this institution, 3.620 (#4)
- The extent to which administrative processes are clearly defined, 3.638 (#44)
- The extent to which information is shared within the institution, 3.687 (#10)
- The extent to which institutional teams use problem-solving techniques, 3.784 (#11)
- The extent to which this institution has been successful in positively motivating my performance, 3.802 (#22)
- The extent to which a spirit of cooperation exists at this institution, 3.814 (#25)
- The extent to which open and ethical communication is practiced at this institution, 3.834 (#16)

The full PACE report includes the following items:

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