



**NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS**

North Carolina State University | College of Education

Yavapai College
Prescott, Arizona

PACE Custom Report
PACE Climate Survey for Community Colleges

Lead Researchers

Greyson Norcross & Dominique Foster

Conducted

January 2020



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

Audrey J. Jaeger, Ph.D.

Executive Director

Dominique Foster

Research Associate

Haruna Suzuki

Research Associate

Renee Barger

Research Associate

Laura G. Maldonado

Lead Research

Daniel West

Research Associate

Andrea L. DeSantis

Assistant Director of Research

Greyson Norcross

Research Associate

Phone

(919) 515-8567

Fax

(919) 515-6305

Web

nilie.ncsu.edu

Email

pace_survey@ncsu.edu

North Carolina State University

706 Hillsborough Street

Raleigh, NC 27603

Suggested Citation: National Initiative for Leadership & Institutional Effectiveness, North Carolina State University. PACE Climate Survey for Community Colleges Custom Report, by Norcross, G. & Foster, D. Raleigh, NC: 2020.

Table of Contents		Page
Table 1.	Custom Items Frequency Distributions	1
Table 2.	Custom Item Means	4
Table 3.	Custom Demographic Frequency Distributions	5
Table 4.	Institutional Structure Means by Location	6
Table 5.	Student Focus Item Means by Location	7
Table 6.	Supervisory Relationships Item Means by Location	8
Table 7.	Teamwork Item Means by Location	9
Table 8.	Overall Item Means by Location	10
Table 9.	Institutional Structure Means by Outward Mindset Attendance	11
Table 10.	Student Focus Item Means by Outward Mindset Attendance	12
Table 11.	Supervisory Relationships Item Means by Outward Mindset Attendance	13
Table 12.	Teamwork Item Means by Outward Mindset Attendance	14
Table 13.	Overall Item Means by Outward Mindset Attendance	15
Table 14.	Institutional Structure Means by Reporting Structure	16
Table 15.	Student Focus Item Means by Reporting Structure	18
Table 16.	Supervisory Relationships Item Means by Reporting Structure	20
Table 17.	Teamwork Item Means by Reporting Structure	22
Table 18.	Overall Item Means by Reporting Structure	24

Table 1. Custom Items Frequency Distributions

Custom Items	Response Option	YC	
		Count	%
<i>The extent to which...</i>			
1 this institution exhibits a culture of accountability	Very dissatisfied	39	9%
	Dissatisfied	77	17%
	Neither	129	28%
	Satisfied	152	34%
	Very satisfied	56	12%
	Total	453	100%
2 individuals are held accountable for innapropriate behavior	Very dissatisfied	51	12%
	Dissatisfied	83	19%
	Neither	110	25%
	Satisfied	140	32%
	Very satisfied	58	13%
	Total	442	100%
3 individuals are held accountable for their job performance	Very dissatisfied	39	9%
	Dissatisfied	79	18%
	Neither	112	25%
	Satisfied	166	37%
	Very satisfied	55	12%
	Total	451	100%
4 I am protected from harassment in the institution	Very dissatisfied	19	4%
	Dissatisfied	35	8%
	Neither	62	14%
	Satisfied	200	44%
	Very satisfied	137	30%
	Total	453	100%

Custom Items (continued)	Response Option	YC	
		Count	%
<i>The extent to which...</i>			
5 I am able to report incidents of harassment without retributions	Very dissatisfied	17	4%
	Dissatisfied	32	7%
	Neither	77	18%
	Satisfied	174	40%
	Very satisfied	133	31%
	Total	433	100%
6 this institution demonstrates a commitment to employee safety	Very dissatisfied	14	3%
	Dissatisfied	24	5%
	Neither	51	11%
	Satisfied	203	45%
	Very satisfied	162	36%
	Total	454	100%
7 I feel safe in my work environment	Very dissatisfied	7	2%
	Dissatisfied	21	5%
	Neither	47	10%
	Satisfied	172	38%
	Very satisfied	208	46%
	Total	455	100%
8 I make a difference in my work environment	Very dissatisfied	11	2%
	Dissatisfied	11	2%
	Neither	54	12%
	Satisfied	184	41%
	Very satisfied	193	43%
	Total	453	100%

Custom Items (continued)	Response Option	YC	
		Count	%
<i>The extent to which...</i>			
9 my work energizes me	Very dissatisfied	18	4%
	Dissatisfied	24	5%
	Neither	66	15%
	Satisfied	147	32%
	Very satisfied	198	44%
	Total	453	100%
10 I feel valued within the organization	Very dissatisfied	39	9%
	Dissatisfied	51	11%
	Neither	68	15%
	Satisfied	152	33%
	Very satisfied	144	32%
	Total	454	100%

Table 2. Custom Item Means

Custom Items	YC	
	N	Mean
<i>The extent to which...</i>		
1 this institution exhibits a culture of accountability	453	3.241
2 individuals are held accountable for innapropriate behavior	442	3.161
3 individuals are held accountable for their job performance	451	3.264
4 I am protected from harassment in the institution	453	3.885
5 I am able to report incidents of harassment without retributions	433	3.864
6 this institution demonstrates a commitment to employee safety	454	4.046
7 I feel safe in my work environment	455	4.215
8 I make a difference in my work environment	453	4.185
9 my work energizes me	453	4.066
10 I feel valued within the organization	454	3.685

Table 3. Custom Demographic Frequency Distributions

Demographic Items	Response Option	YC	
		Count	%
1 What is your location?	Prescott Campus	305	71%
	Verde Valley Campus	62	14%
	Prescott Valley Center	28	7%
	Sedona Center	4	1%
	Career and Technical Education Center	30	7%
	Total	429	100%
2 Have you attended the two-day Outward Mindset training?	Yes	157	36%
	No	277	64%
	Total	434	100%
3 Please select your current administrative reporting structure:	Associate VP for Enrollment Management (Diana Dowling)	33	8%
	Associate VP for Student Affairs (Tania Sheldahl)	36	9%
	Associate VP of Student Success (Dean Scott Farnsworth)	8	2%
	Athletics (Brad Clifford)	7	2%
	Community Relations (Rodney Jenkins)	24	6%
	Dean of Instructional Support (Dean Stacey Hilton)	15	4%
	Dean of Lifelong Learning (Dean Dennis Garvey)	11	3%
	Human Resources (Dr. Emily Weinacker)	13	3%
	Office of the President (Dr. Lisa Rhine)	5	1%
	School of Arts and Humanities (Dean Joani Fisher)	30	8%
	School of Business & Computer Systems (Dean Joani Fisher)	16	4%
	School of Career & Technical Education (Dean John Morgan)	30	8%
	School of Health and Wellness (Dean Scott Farnsworth)	31	8%
	School of Science and Engineering (Dean Scott Farnsworth)	11	3%
	School of Social Sciences (Dean Joani Fisher)	10	3%
	Sedona/Verde Valley (Dr. James Perey)	26	7%
	VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	3%
	VP for Strategic Initiatives (Dr. Diane Ryan)	3	1%
	VP of Finance and Administrative Services (Dr. Clint Ewell)	62	16%
	Yavapai College Foundation (Paul Kirchgraber)	7	2%
	Total	391	100%

Table 4. Institutional Structure Means by Location

What is your location?	2020	
	N	Mean
Overall	511	3.525
Prescott Campus	304	3.432
Verde Valley Campus	62	3.519
Prescott Valley Center	28	3.813
Sedona Center	4	--
Career and Technical Education Center	30	3.549

-- indicates results redacted for confidentiality

Table 5. Student Focus Item Means by Location

What is your location?	2020	
	N	Mean
Overall	509	4.056
Prescott Campus	304	3.992
Verde Valley Campus	62	4.130
Prescott Valley Center	28	4.305
Sedona Center	4	--
Career and Technical Education Center	30	4.218

-- indicates results redacted for confidentiality

Table 6. Supervisory Relationships Item Means by Location

What is your location?	2020	
	N	Mean
Overall	510	3.903
Prescott Campus	305	3.844
Verde Valley Campus	62	3.843
Prescott Valley Center	28	4.146
Sedona Center	4	--
Career and Technical Education Center	30	4.187

-- indicates results redacted for confidentiality

Table 7. Teamwork Item Means by Location

What is your location?	2020	
	N	Mean
Overall	509	4.043
Prescott Campus	304	4.001
Verde Valley Campus	62	3.934
Prescott Valley Center	28	4.408
Sedona Center	4	--
Career and Technical Education Center	30	4.439

-- indicates results redacted for confidentiality

Table 8. Overall Item Means by Location

What is your location?	2020	
	N	Mean
Overall	512	3.837
Prescott Campus	305	3.767
Verde Valley Campus	62	3.821
Prescott Valley Center	28	4.117
Sedona Center	4	--
Career and Technical Education Center	30	4.019

-- indicates results redacted for confidentiality

Table 9. Institutional Structure Means by Outward Mindset Attendance

Have you attended the two-day Outward Mindset training?	2020	
	N	Mean
Overall	511	3.525
Yes	156	3.356
No	277	3.551

Table 10. Student Focus Item Means by Outward Mindset Attendance

Have you attended the two-day Outward Mindset training?	2020	
	N	Mean
Overall	509	4.056
Yes	156	3.986
No	277	4.080

Table 11. Supervisory Relationships Item Means by Outward Mindset Attendance

Have you attended the two-day Outward Mindset training?	2020	
	N	Mean
Overall	510	3.903
Yes	157	3.769
No	277	3.971

Table 12. Teamwork Item Means by Outward Mindset Attendance

Have you attended the two-day Outward Mindset training?	2020	
	N	Mean
Overall	509	4.043
Yes	156	3.979
No	277	4.101

Table 13. Overall Item Means by Outward Mindset Attendance

Have you attended the two-day Outward Mindset training?	2020	
	N	Mean
Overall	512	3.837
Yes	157	3.717
No	277	3.878

Table 14. Institutional Structure Means by Reporting Structure

Please select your current administrative reporting structure:	2020	
	N	Mean
Overall	511	3.525
Associate VP for Enrollment Management (Diana Dowling)	33	3.513
Associate VP for Student Affairs (Tania Sheldahl)	36	3.637
Associate VP of Student Success (Dean Scott Farnsworth)	8	3.230
Athletics (Brad Clifford)	7	3.113
Community Relations (Rodney Jenkins)	24	3.833
Dean of Instructional Support (Dean Stacey Hilton)	14	3.304
Dean of Lifelong Learning (Dean Dennis Garvey)	11	3.555
Human Resources (Dr. Emily Weinacker)	13	3.905
Office of the President (Dr. Lisa Rhine)	5	--
School of Arts and Humanities (Dean Joani Fisher)	30	3.221
School of Business & Computer Systems (Dean Joani Fisher)	16	3.247
School of Career & Technical Education (Dean John Morgan)	30	3.527
School of Health and Wellness (Dean Scott Farnsworth)	31	3.414

-- indicates results redacted for confidentiality

Table 14 (Continued)	2020	
	N	Mean
School of Science and Engineering (Dean Scott Farnsworth)	11	3.252
School of Social Sciences (Dean Joani Fisher)	10	3.200
Sedona/Verde Valley (Dr. James Perey)	26	3.406
VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	3.163
VP for Strategic Initiatives (Dr. Diane Ryan)	3	--
VP of Finance and Administrative Services (Dr. Clint Ewell)	62	3.349
Yavapai College Foundation (Paul Kirchgraber)	7	4.106

-- indicates results redacted for confidentiality

Table 15. Student Focus Item Means by Reporting Structure

Please select your current administrative reporting structure:	2020	
	N	Mean
Overall	509	4.056
Associate VP for Enrollment Management (Diana Dowling)	33	3.999
Associate VP for Student Affairs (Tania Sheldahl)	36	4.099
Associate VP of Student Success (Dean Scott Farnsworth)	8	4.008
Athletics (Brad Clifford)	7	3.930
Community Relations (Rodney Jenkins)	24	4.154
Dean of Instructional Support (Dean Stacey Hilton)	14	3.880
Dean of Lifelong Learning (Dean Dennis Garvey)	11	4.014
Human Resources (Dr. Emily Weinacker)	13	4.174
Office of the President (Dr. Lisa Rhine)	5	--
School of Arts and Humanities (Dean Joani Fisher)	30	3.966
School of Business & Computer Systems (Dean Joani Fisher)	16	3.832
School of Career & Technical Education (Dean John Morgan)	30	4.190

-- indicates results redacted for confidentiality

Table 15 (Continued)	2020	
	N	Mean
School of Health and Wellness (Dean Scott Farnsworth)	31	4.193
School of Science and Engineering (Dean Scott Farnsworth)	11	4.053
School of Social Sciences (Dean Joani Fisher)	10	4.164
Sedona/Verde Valley (Dr. James Perey)	26	4.117
VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	4.049
VP for Strategic Initiatives (Dr. Diane Ryan)	3	--
VP of Finance and Administrative Services (Dr. Clint Ewell)	62	3.838
Yavapai College Foundation (Paul Kirchgraber)	7	4.317

-- indicates results redacted for confidentiality

Table 16. Supervisory Relationships Item Means by Reporting Structure

Please select your current administrative reporting structure:	2020	
	N	Mean
Overall	510	3.903
Associate VP for Enrollment Management (Diana Dowling)	33	4.082
Associate VP for Student Affairs (Tania Sheldahl)	36	3.860
Associate VP of Student Success (Dean Scott Farnsworth)	8	3.844
Athletics (Brad Clifford)	7	3.527
Community Relations (Rodney Jenkins)	24	4.213
Dean of Instructional Support (Dean Stacey Hilton)	15	4.203
Dean of Lifelong Learning (Dean Dennis Garvey)	11	4.252
Human Resources (Dr. Emily Weinacker)	13	4.037
Office of the President (Dr. Lisa Rhine)	5	--
School of Arts and Humanities (Dean Joani Fisher)	30	3.589
School of Business & Computer Systems (Dean Joani Fisher)	16	3.399
School of Career & Technical Education (Dean John Morgan)	30	4.172

-- indicates results redacted for confidentiality

Table 16 (Continued)	2020	
	N	Mean
School of Health and Wellness (Dean Scott Farnsworth)	31	3.810
School of Science and Engineering (Dean Scott Farnsworth)	11	3.951
School of Social Sciences (Dean Joani Fisher)	10	3.945
Sedona/Verde Valley (Dr. James Perey)	26	3.771
VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	3.692
VP for Strategic Initiatives (Dr. Diane Ryan)	3	--
VP of Finance and Administrative Services (Dr. Clint Ewell)	62	3.743
Yavapai College Foundation (Paul Kirchgraber)	7	4.363

-- indicates results redacted for confidentiality

Table 17. Teamwork Item Means by Reporting Structure

Please select your current administrative reporting structure:	2020	
	N	Mean
Overall	509	4.043
Associate VP for Enrollment Management (Diana Dowling)	33	4.384
Associate VP for Student Affairs (Tania Sheldahl)	36	4.129
Associate VP of Student Success (Dean Scott Farnsworth)	8	3.792
Athletics (Brad Clifford)	7	3.381
Community Relations (Rodney Jenkins)	24	4.299
Dean of Instructional Support (Dean Stacey Hilton)	14	4.560
Dean of Lifelong Learning (Dean Dennis Garvey)	11	4.348
Human Resources (Dr. Emily Weinacker)	13	4.282
Office of the President (Dr. Lisa Rhine)	5	--
School of Arts and Humanities (Dean Joani Fisher)	30	3.557
School of Business & Computer Systems (Dean Joani Fisher)	16	3.475
School of Career & Technical Education (Dean John Morgan)	30	4.406

-- indicates results redacted for confidentiality

Table 17 (Continued)	2020	
	N	Mean
School of Health and Wellness (Dean Scott Farnsworth)	31	3.867
School of Science and Engineering (Dean Scott Farnsworth)	11	4.145
School of Social Sciences (Dean Joani Fisher)	10	3.823
Sedona/Verde Valley (Dr. James Perey)	26	3.949
VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	3.923
VP for Strategic Initiatives (Dr. Diane Ryan)	3	--
VP of Finance and Administrative Services (Dr. Clint Ewell)	62	3.903
Yavapai College Foundation (Paul Kirchgraber)	7	4.595

-- indicates results redacted for confidentiality

Table 18. Overall Item Means by Reporting Structure

Please select your current administrative reporting structure:	2020	
	N	Mean
Overall	512	3.837
Associate VP for Enrollment Management (Diana Dowling)	33	3.913
Associate VP for Student Affairs (Tania Sheldahl)	36	3.885
Associate VP of Student Success (Dean Scott Farnsworth)	8	3.672
Athletics (Brad Clifford)	7	3.486
Community Relations (Rodney Jenkins)	24	4.087
Dean of Instructional Support (Dean Stacey Hilton)	15	3.880
Dean of Lifelong Learning (Dean Dennis Garvey)	11	3.981
Human Resources (Dr. Emily Weinacker)	13	4.060
Office of the President (Dr. Lisa Rhine)	5	--
School of Arts and Humanities (Dean Joani Fisher)	30	3.565
School of Business & Computer Systems (Dean Joani Fisher)	16	3.473
School of Career & Technical Education (Dean John Morgan)	30	3.995

-- indicates results redacted for confidentiality

Table 18 (Continued)	2020	
	N	Mean
School of Health and Wellness (Dean Scott Farnsworth)	31	3.788
School of Science and Engineering (Dean Scott Farnsworth)	11	3.769
School of Social Sciences (Dean Joani Fisher)	10	3.744
Sedona/Verde Valley (Dr. James Perey)	26	3.763
VP for Instruction (Dr. Ron Liss/Dr. Diane Ryan)	13	3.614
VP for Strategic Initiatives (Dr. Diane Ryan)	3	--
VP of Finance and Administrative Services (Dr. Clint Ewell)	62	3.656
Yavapai College Foundation (Paul Kirchgraber)	7	4.293

-- indicates results redacted for confidentiality