

Executive Summary

The purpose of the PACE Climate Survey for community colleges is to promote open and constructive communication and to establish priorities for change by obtaining the satisfaction estimate of employees concerning the campus climate. Five hundred and seventeen (517) Yavapai College (YC) employees completed the survey in January 2020.

The PACE survey is organized into four climate factors:

1. Institutional Structure
2. Student Focus
3. Supervisory Relationships
4. Teamwork

Employees were asked to rate the questions about the four climate factors on a five-point scale ranging from a low of “1” to a high of “5.” YC’s scores are benchmarked against three community college comparison groups: All PACE participants (2014-2019), Medium size institutions, and Western region 2-yr schools. Factors or questions where YC’s scores are statistically different are highlighted with an asterisk (*).

Summary of Overall Findings

Institutionally, YC employees reported higher satisfaction on all four climate factors when compared to the three peer comparison groups. YC’s Overall climate score (3.837) was statistically higher compared to schools in the West. On Teamwork, YC employees’ rating (4.043) was statistically higher than all three comparison groups. Student Focus was YC’s highest-rated climate factor.

Faculty (3.716). There was no statistical difference between the three YC personnel groups or benchmark groups.

Summary by Work Location

All YC locations had high satisfaction scores, with Prescott Valley and CTEC being most satisfied. Sedona Center ratings not provided due to the small sample size.

| | <u>Climate Factor</u> | |
|---------------------------|------------------------------|--------|
| Overall | | 3.837* |
| Institutional Structure | | 3.525 |
| Student Focus | | 4.056 |
| Supervisory Relationships | | 3.903 |
| Teamwork | | 4.043* |

| | <u>Primary Work Location</u> | |
|------------------------|-------------------------------------|-------|
| Prescott Campus | | 3.767 |
| Verde Campus | | 3.821 |
| Prescott Valley Center | | 4.117 |
| Sedona Center | | -- |
| CTEC | | 4.019 |

Summary of Personnel Findings

When disaggregated by personnel classification, Staff rated the campus climate highest with a mean score of 3.852, followed by Administrators (3.818) and

YC’s Top Satisfaction Scores

Of the college’s top 10 mean scores, five pertain to the Student Focus climate factor, three refer to the Supervisory Relationships factor, and two relate to the Teamwork climate factor.

Note: At the time of the survey, the college had just completed a significant reorganization of Student Development into separate Student Affairs and Enrollment Management units, both reporting to the Vice President of Community Relations. In addition, there was a transition to a new Vice President of Instruction during the survey window.

- The extent to which I feel my job is relevant to this institution's mission (4.441).
- The extent to which my supervisor/chair expresses confidence in my work (4.253).
- The extent to which there is a spirit of cooperation within my work team (4.192*).
- The extent to which this institution prepares students for further learning (4.150).
- The extent to which my supervisor/chair is open to the ideas, opinions, and beliefs of everyone (4.127).
- The extent to which students receive an excellent education at this institution (4.125).
- The extent to which non-teaching professional personnel meet the needs of students (4.114*).
- The extent to which my primary work team uses problem-solving techniques (4.098*).
- The extent to which I am given the opportunity to be creative in my work (4.076).
- The extent to which this institution prepares students for a career (4.047*).

Summary of Areas for Improvement

The majority of lower mean scores were in the Institutional Structure climate area. There were only two questions where YC responses were statistically lower than one or more of the comparison groups:

- The extent to which administrative processes are clearly defined (3.236*).
- The extent to which professional development and training opportunities are available (3.562*).

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The following questions had scores below 3.5 and have been identified as areas potentially in need of improvement.

- The extent to which I have the opportunity for advancement within the institution (3.205).
- The extent to which this institution is appropriately organized (3.217).
- The extent to which I am able to appropriately influence the direction of this institution (3.230).
- The extent to which information is shared within the institution (3.327).
- The extent to which decisions are made at the appropriate level at this institution (3.371).
- The extent to which open and ethical communication is practiced at this institution (3.440).

Qualitative Summary

The most favorable and least favorable areas cited in the qualitative questions pertain to the Institutional Structure climate factor. Below are a few comments representative of favorable and unfavorable themes shared by YC employees.

- *Most favorable are the people that work at this college, my colleagues, and the students. I enjoy coming to work, engaging with my colleagues and the students, and love the subjects I teach and teaching in general.*
- *I feel that in the many years here at YC, what is being said, and what is being done, are two very different things. The voices of the employees are not heard; unless who you know counts.*
- *Hopefully this survey is a starting point to expand the communication between administrators with faculty and staff.*