Results for PACE Climate Survey for Community Colleges

Conducted Spring 2021

MCC Committee of the Whole Meeting
Tuesday, August 17, 2021

PACE Climate Survey Purpose

Measure Employee Satisfaction

Promote Open Communication

Establish Priorities for Change

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Comparison Groups

Last MCC Survey	NILIE Normbase	Medium 2-year Institutions
• Compared to the last survey	• Compared to all participating institutions in the last five years	• Compared to similarly sized institutions (medium)

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Survey Factors – Four Key Areas

Institutional Structure

-Mission
-Leadership
-Cooperation
-Structural Organization
-Decision-Making
-Communication

Student Focus

-Centrality of Students to Actions

-Student preparation for Post-MCC

Supervisory Relationships

-Supervisor-Employee Relationship

-Employee's Ability to Express Ideas

Teamwork

-Cooperation within Work Teams

-Team Coordination

Rating Scale 1-5: 1 = *Very Dissatisfied*, 5 = *Very Satisfied*

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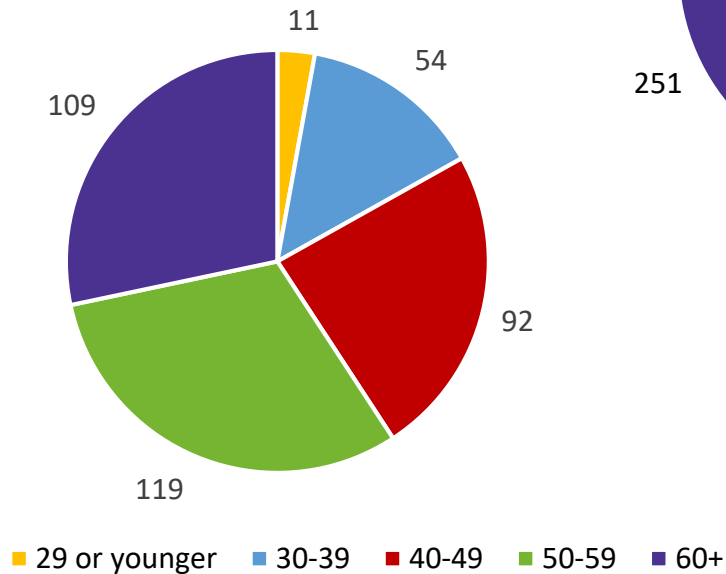
Survey Overview

Conducted Every 3 Years

- 2020 Survey was delayed to 2021 due to COVID-19 Pandemic
- Quantitative survey format with qualitative opportunities for feedback
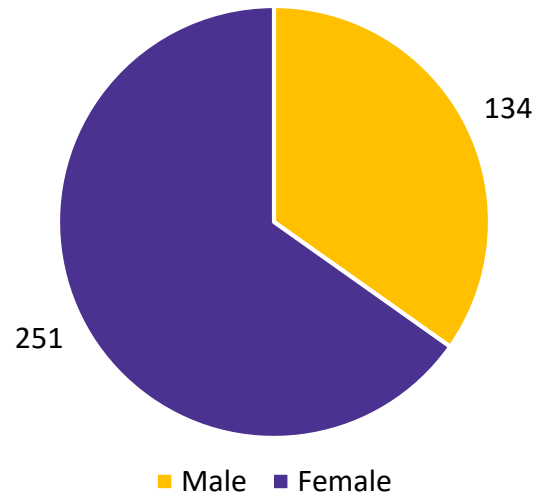
High 2021 Response Rate – 60.8% (385/633)

- 94% of Administrators (48)
- 52% of Faculty (185)
- 68% of Staff (152)

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Response Demographics

Age

- 29 or younger
- 30-39
- 40-49
- 50-59
- 60+

11
54
92
119
109

Sex

134
251

- Male
- Female

Race/Ethnicity

10
14
18
3
318

- African American or Black
- Asian
- Hispanic/LatinX
- Other
- White

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Overall Climate Scores 2017 Prior Survey Comparison
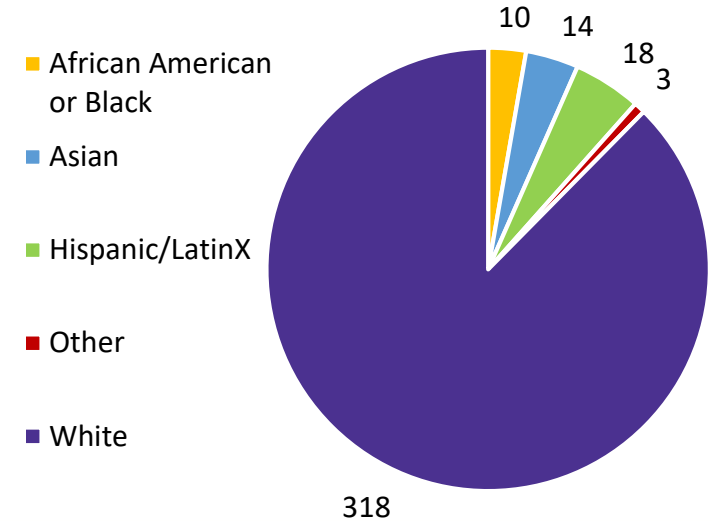
Mean Comparisons for Climate Factor
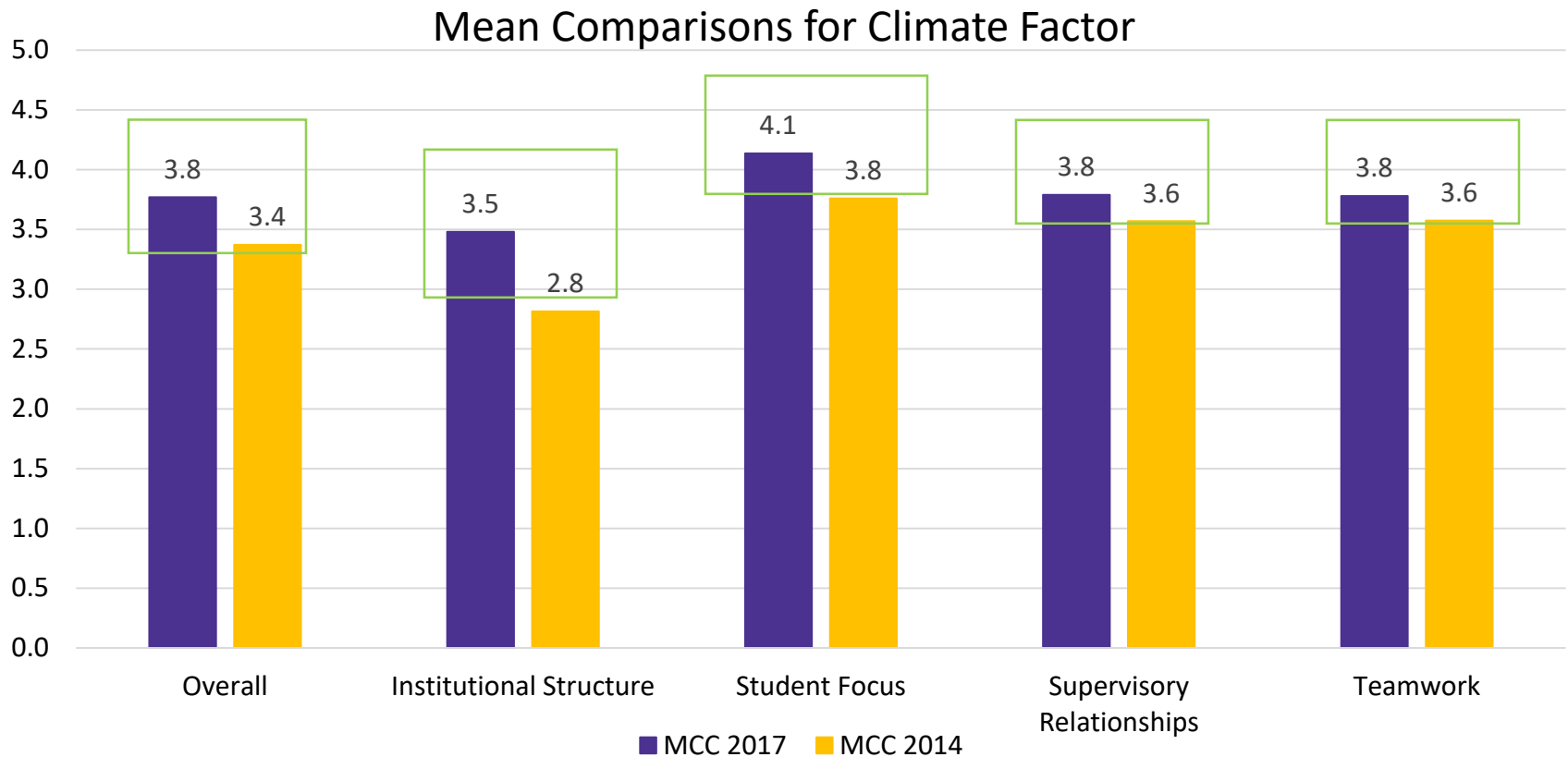
Indicates significant group difference

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What Statistical Difference Means
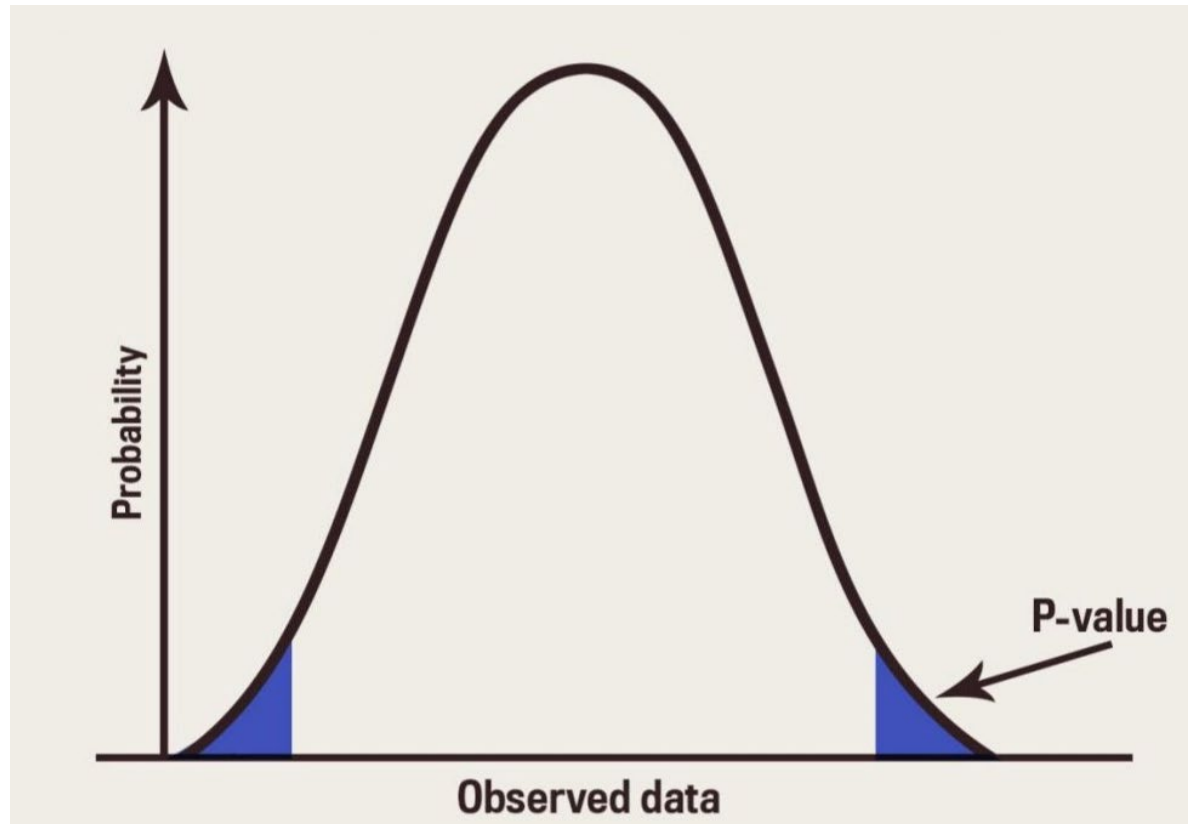
p <= .05 → Probability less than 5%

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Overall Climate Scores 2017
Prior Survey Comparison Groups

Mean Comparisons for Climate Factor

Legend: MCC | NILIE Normbase | Medium 2-year

Overall: 3.8, 3.8, 3.8
Institutional Structure: 3.5, 3.5, 3.5
Student Focus: 4.1, 4.1, 4.1
Supervisory Relationships: 3.8, 3.8, 3.8
Teamwork: 3.8, 3.9, 3.9

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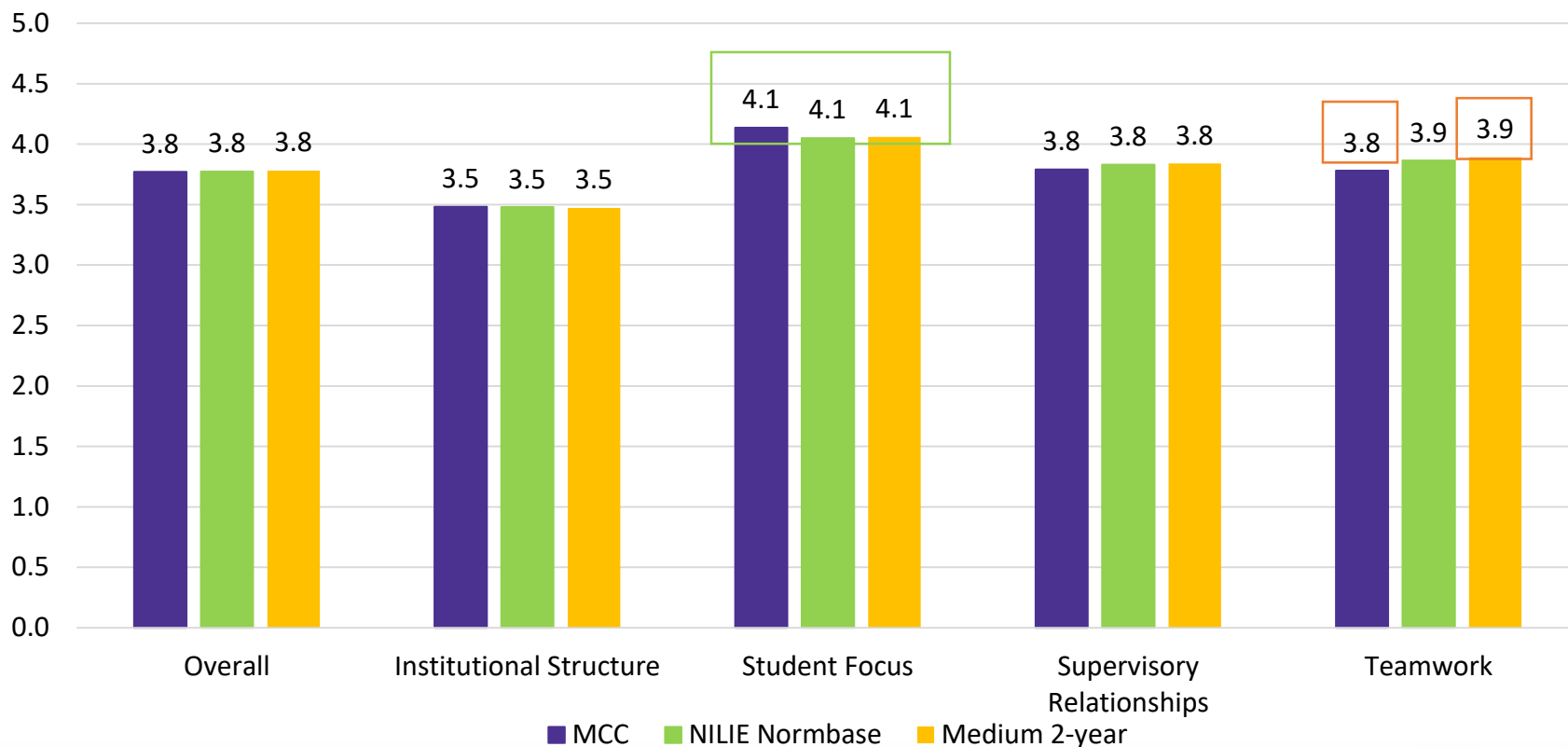
2017 Items Performing Below the NILIE and/or Medium Benchmarks

The extent to which...	MCC 2017 Mean	NILIE Mean	Medium Mean
This institution is appropriately organized. (#32 – Supervisory Rel.)	3.122	3.298**	3.296**
I have the opportunity for advancement within this institution. (#38 – Institutional Structure)	2.952	3.134**	3.143**
My supervisor expresses confidence in my work. (#2 – Supervisory Rel.)	4.080	4.202*	4.216*
My supervisor actively seeks my ideas. (#26 – Supervisory Rel.)	3.626	3.777*	3.807**
My supervisor seriously considers my ideas. (#27 – Supervisory Rel.)	3.720	3.850*	3.887**
There is an opportunity for all ideas to be exchanged within my work team. (#24 - Teamwork)	3.685	3.812*	3.839**
My work team provides an environment for free and open expression of ideas, opinions and beliefs. (#33 - Teamwork)	3.746	3.838	3.861*
My work team coordinates its efforts with appropriate individuals and teams. (#36 - Teamwork)	3.798	3.876	3.903*

*p<.05, **p<.01, ***p<.001

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Other Focus Areas: 2017 MCC Bottom 10

The extent to which...	2017 Mean
I have the opportunity for advancement within this institution. (#38)	2.952
Institution is appropriately organized. (#32)	3.122
I am able to appropriately influence the direction of this institution. (#15)	3.162
Open and ethical communication is practiced at this institution. (#16)	3.332
Information is shared within the institution. (#10)	3.344
Decisions are made at the appropriate level at this institution. (#4)	3.389
Institution has been successful in positively motivating my performance. (#22)	3.407
Administrative processes are clearly defined. (#44)	3.425
Institutional teams use problem-solving techniques. (#11)	3.448
Spirit of cooperation exists at this institution. (#25)	3.449

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What We Focused On

TEAMWORK
Collaboration and Communication

- Growth of employee engagement opportunities *(Town Hall, Chatting with CAO, Weekly Team/Division Meetings)*
- Committee involvement (Strategic Enrollment Management, Title III Pathways)
- Hosted focus groups on Strategic Planning and Budgeting
- Hosted employee listening sessions on key topics for improvement after 2017 PACE results
- Gallup StrengthsFinder Assessment
- Alertus Emergency Management implementation
- Implemented new Employee Onboarding process
- Launched President's Task Force on DEBI

*Continuous improvement initiatives based on 2017 findings

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What We Focused On

SUPERVISORY RELATIONSHIPS
Structure and Trust

- Creation of a Cabinet-level Student Affairs role
- Reorganized structure of both Academic Affairs and Student Affairs to create flatter organization focused on streamlining of information and processes
- Refreshed performance evaluation process
- Updated Faculty Contract demonstrating administration/faculty partnership and focus on students
- Streamlined HR processes and workflows (PeopleAdmin)
- Realigned organizational structure within the College ERP
- Gallup StrengthsFinder Assessment

*Continuous improvement initiatives based on 2017 findings

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Statistically Significant Progress Made Across All Factors

Mean Comparisons for Each Climate Factor

Factor	2021	2017	2014	2011	2008
Overall	4.0	3.8	3.4	3.5	3.5
Institutional Structure	3.8	3.5	2.8	3.1	3.2
Student Focus	4.3	4.1	3.8	3.8	3.8
Supervisory Relationships	4.0	3.8	3.6	3.5	3.7
Teamwork	4.1	3.8	3.6	3.6	3.5
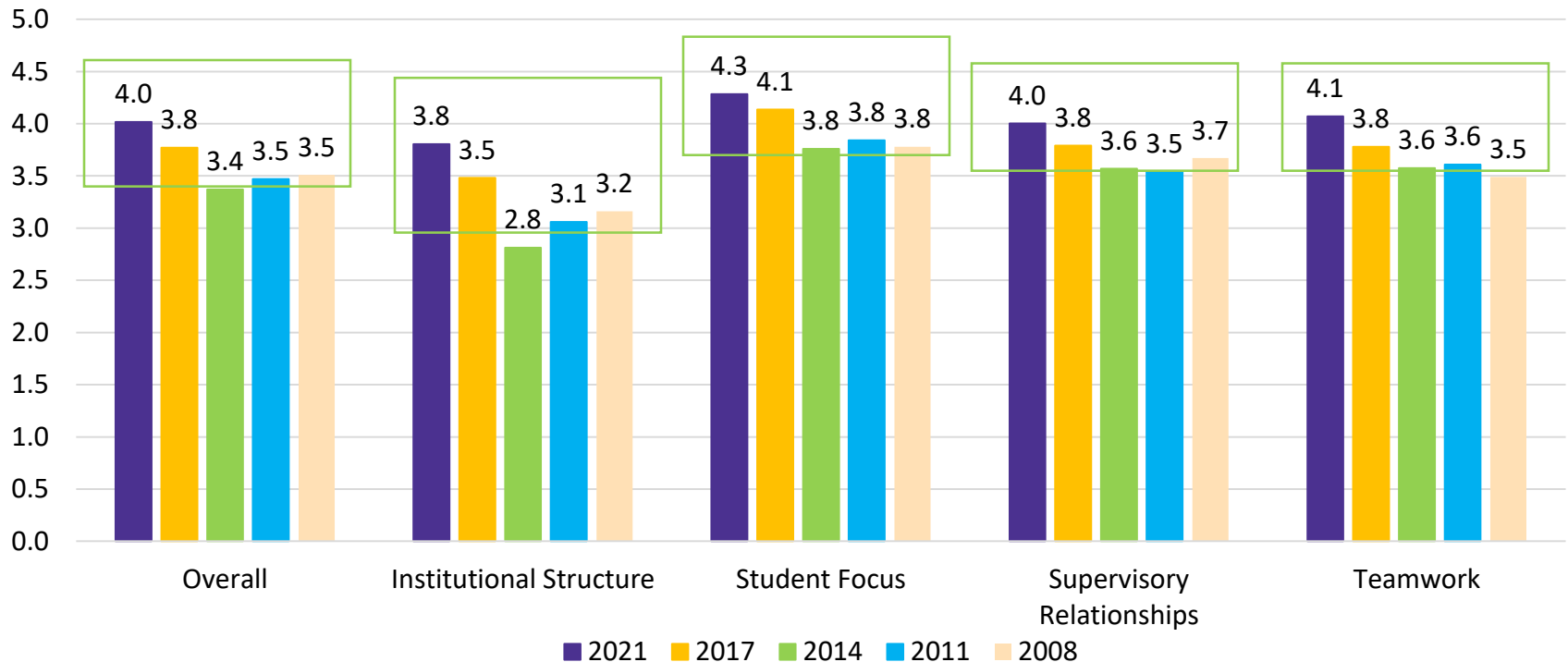
*Historical highs have been achieved across all factors over the last two surveys

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MCC Significantly Outperforms All Comparison Groups in 2021

Mean Comparisons for Each Climate Factor

Chart data (mean values by climate factor):

Factor	MCC 2021	MCC 2017	NILIE Normbase	Medium 2-year
Overall	4.0	3.8	3.8	3.8
Institutional Structure	3.8	3.5	3.5	3.5
Student Focus	4.3	4.1	4.1	4.1
Supervisory Relationships	4.0	3.8	3.9	3.9
Teamwork	4.1	3.8	3.9	3.9

Legend: MCC 2021, MCC 2017, NILIE Normbase, Medium 2-year

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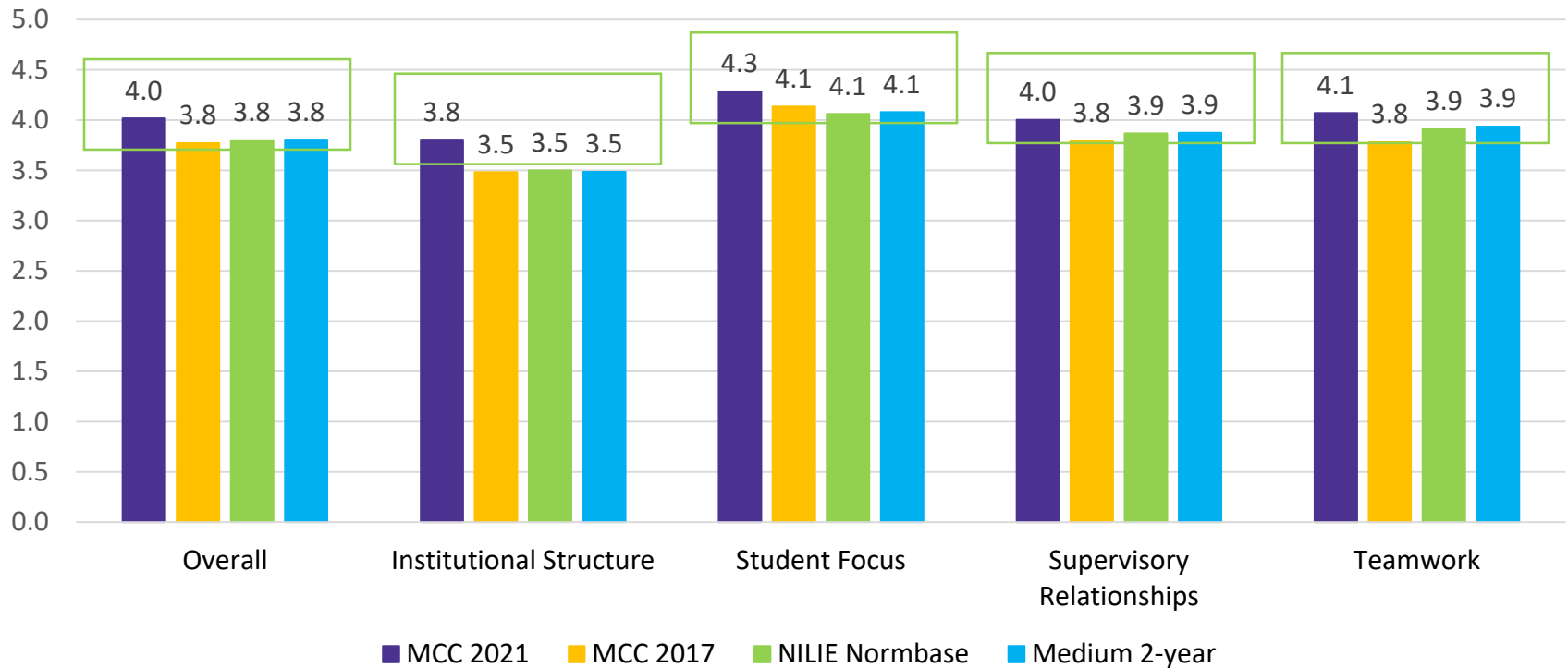
All 2017 Bottom 10 Means Items Improved in 2021

The extent to which...	2021 Mean	2017 Mean
I have the opportunity for advancement within this institution. (#38)	3.211*	2.952
Institution is appropriately organized. (#32)	3.758***	3.122
I am able to appropriately influence the direction of this institution. (#15)	3.41**	3.162
Open and ethical communication is practiced at this institution. (#16)	3.784***	3.332
Information is shared within the institution. (#10)	3.623**	3.344
Decisions are made at the appropriate level at this institution. (#4)	3.706***	3.389
Institution has been successful in positively motivating my performance. (#22)	3.717***	3.407
Administrative processes are clearly defined. (#44)	3.575	3.425
Institutional teams use problem-solving techniques. (#11)	3.781***	3.448
Spirit of cooperation exists at this institution. (#25)	3.949***	3.449

*p<.05, **p<.01, ***p<.001

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There Were <u>No</u> Overall 2021 Questions Means Where MCC Scored Significantly Less Than the Benchmarks

Top Improving Questions within Each Factor

Factor	Item	Increase
Institutional Structure	The extent to which this institution is appropriately organized (#32)	.64
Student Focus	The extent to which student needs are central to what we do (#7)	.38
Teamwork	The extent to which institutional teams use problem-solving techniques (#11)	.33
Supervisory Relationships	The extent to which my supervisor actively seeks my ideas (#26)	.29

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Top 10 Means Items for 2021

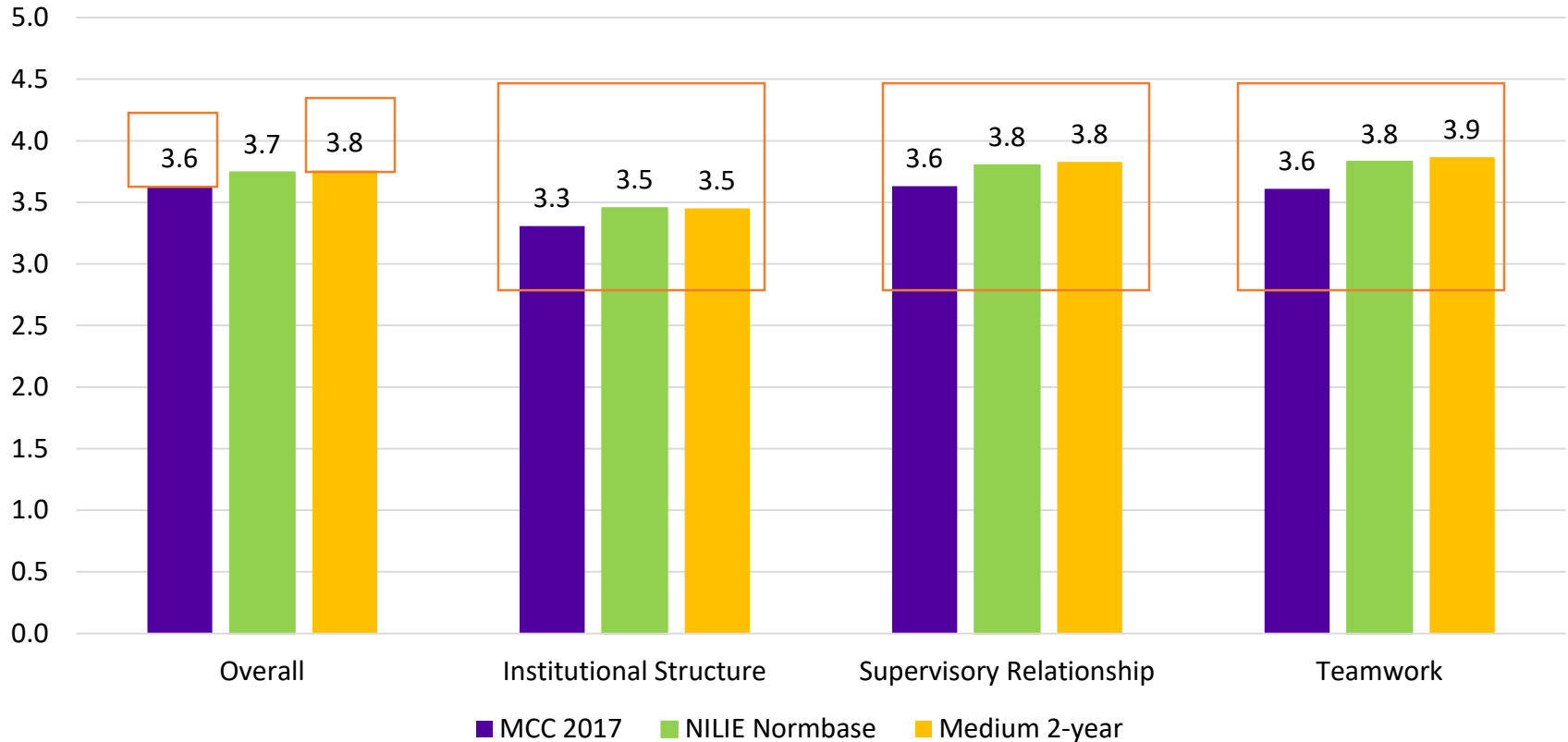| The extent to which…	2021 Mean	2017 Mean
I feel my job is relevant to this institution's mission (#8)	4.526	4.577
Student needs are central to what we do (#7)	4.479	4.104
Administrative leadership is focused on meeting the needs of students (#6)	4.362	3.850
This institution prepares students for further learning (#37)	4.34	4.275
Students receive an excellent education at this institution (#31)	4.329	4.227
Non-teaching professional staff meet the needs of students (#23)	4.329	4.040
This institution prepares students for a career (#35)	4.322	4.216
The actions of this institution reflect its mission (#1)	4.309	3.900
My supervisor/chair expresses confidence in my work (#2)	4.301	4.080
Faculty meet the needs of students (#17)	4.223	4.110

*$p<.05$, **$p<.01$, ***$p<.001$

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2021 Saw Increases in All 2017 Items Performing Below Comparison Groups

The extent to which…	MCC 2021 Mean	NILIE Mean	Medium Mean
This institution is appropriately organized. (#32)	3.758	3.311***	3.312***
I have the opportunity for advancement within this institution. (#38)	3.211	3.159	3.132
My supervisor expresses confidence in my work. (#2)	4.301	4.225	4.234
My supervisor actively seeks my ideas. (#26)	3.918	3.827	3.849
My supervisor seriously considers my ideas. (#27)	3.959	3.896	3.92
There is an opportunity for all ideas to be exchanged within my work team. (#24)	3.97	3.852*	3.871
My work team provides an environment for free and open expression of ideas, opinions and beliefs. (#33)	4.063	3.886**	3.911*
My work team coordinates its efforts with appropriate individuals and teams. (#36)	4.051	3.925*	3.956

*p<.05, **p<.01, ***p<.001

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2017 Staff Groups vs. Benchmarks

Mean Comparisons for Each Climate Factor

Legend: ■ MCC 2017 ■ NILIE Normbase ■ Medium 2-year

Climate Factor	MCC 2017	NILIE Normbase	Medium 2-year
Overall	3.6	3.7	3.8
Institutional Structure	3.3	3.5	3.5
Supervisory Relationship	3.6	3.8	3.8
Teamwork	3.6	3.8	3.9

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2021 Staff Groups vs. Benchmarks

Mean Comparisons for Each Climate Factor

Legend: MCC 2021, MCC 2017, NILIE Normbase, Medium 2-year

Factor	MCC 2021	MCC 2017	NILIE Normbase	Medium 2-year
Overall	4.0	3.6	3.9	3.9
Institutional Structure	3.6	3.3	3.5	3.5
Supervisory Relationship	3.8	3.6	3.9	3.9
Teamwork	3.9	3.6	3.8	3.8

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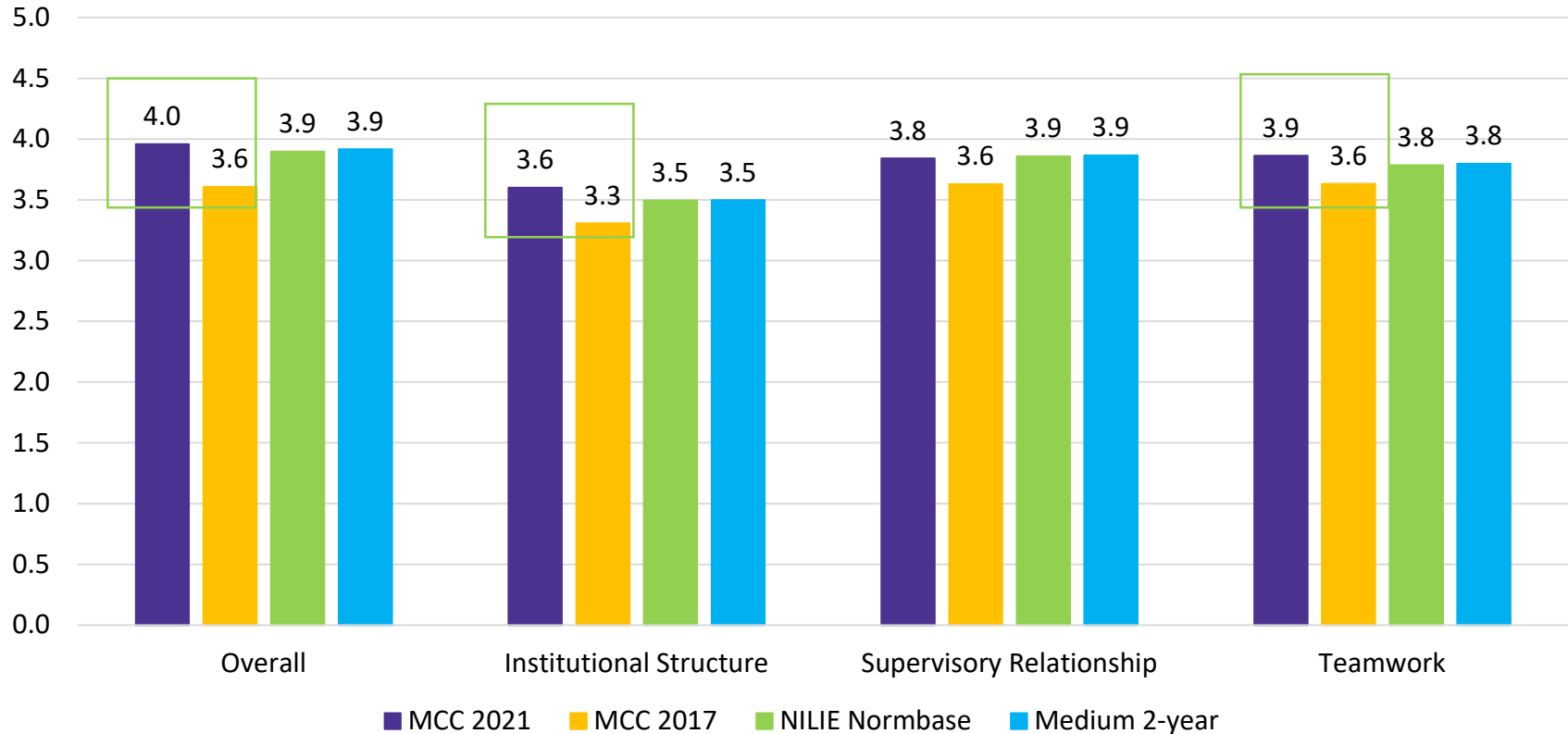
2017 Responses – Staff Less Satisfied

Staff Had Lower Ratings Than Administrators and Faculty

- For 17 of 46 questions, staff ratings were significantly lower

Biggest Areas of Concern for Staff:

- Information is Shared within the Institution
- Faculty Met the Needs of the Students
- I Am Given the Opportunity to be Creative in My Work
- A Spirit of Cooperation Exists in My Department
- There is an Opportunity for All Ideas to Be Exchanged in My Work Team

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2021 Shows Improvement with Areas for More Growth Needed

Significant Improvement was Made on Two Questions:

- There is an Opportunity for All Ideas to be Exchanged within My Work Team
- I Receive Adequate Information Regarding Important Activities at This Institution

Overall - 16 of the 17 Questions Improved in 2021 for Staff

- The question that did not improve was "faculty meet the needs of the students"

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2021 Significant Group Differences in Age

The extent to which…	<29	30-39	40-49	50-59	60+
Student diversity is important at this institution (#18)	2.55***	4.25	4.02	4.13	4.30
The institution effectively promotes diversity in the workplace (#5)	2.18***	3.87	3.83	3.93	3.96
Classified personnel meet the needs of the students (#28)	3.45**	4.28	4.07	4.33	4.21
Faculty meet the needs of the students (#17)	3.45**	4.15	4.13	4.34	4.31
Professional development and training opportunities are available (#46)	3.09**	4.02	3.87	4.14	4.04
This institution prepares students for a career (#35)	3.64**	4.26	4.28	4.39	4.38
This institution prepares students for further learning (#37)	3.73**	4.26	4.34	4.44	4.34
Information is shared within this institution (#10)	2.73**	3.50	3.65	3.81	3.55
Non-teaching professional staff meet the needs of the students (#23)	4.18	4.34	4.19**	4.50	4.27
I have the opportunity for advancement within this institution (#38)	3.18	3.14	3.31	3.44	2.90**

$*p<.05, **p<.01, ***p<.001$

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2021 Significant Group Differences in Race/Ethnicity

The extent to which…	Hispanic / LatinX	African American or Black	Asian	White
The institution effectively promotes diversity in the workplace (#5)	2.94	2.80	4.21	3.95
Administrative processes are clearly defined (#44)	3.13	3.7	4.21	3.60
Student diversity is important at this institution (#18)	3.17	3.0	4.33	4.23
I have the opportunity to express my ideas in appropriate forums (#45)	3.18	3.80	4.14	3.97
My work team provides an environment for free and open expression of ideas, opinions, and beliefs (#33)	3.41	4.0	4.14	4.12
Faculty meet the needs of the students (#17)	3.50	4.1	4.50	4.28

*All differences are significant below p<.01 with large effect sizes.

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MCC Items Lower than Comparison

The extent to which...	2021 Mean	2017 Mean	NILIE Mean	Medium Mean
The institution effectively promotes diversity in the workplace. (#5)	3.856	3.865	3.875	3.867
I feel my job is relevant to this institution's mission. (#8)	4.526	4.577	4.424	4.438
Professional development and training opportunities are available. (#46)	3.997	4.027	3.834	3.794

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Future Initiatives of Focus

- Institutional Structure
  - ➢ Focus on Staff
- Diversity, Equity, Belonging, and Inclusion (DEBI)

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Celebrate Progress

- Outperforming Benchmarks on All Climate Factors for the First Time

- No Items Significantly Lower than Benchmarks

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Questions