

Personal Assessment of Campus Environment (PACE) Survey 2025

PACE Overview

The PACE survey assesses employee perceptions and satisfaction with various aspects of the campus climate. Data gathered enables CSN to gauge progress toward improving climate, highlight areas for growth, identify areas needing change or improvement, and to set the stage for data-informed decision-making and planning. The PACE data also allows us to compare our campus climate to that of previous years, since it has been administered on a regular cycle since 2012. This allows for measurement before, during and after a change. We can also compare CSN climate to peer institutions by size and degree type. Thus, the purpose of the PACE is to understand CSN's institution's culture, to hear directly from employees about how they perceive and experience their work and to promote open and honest communication to inform priorities for change.

PACE Structure

A five-point Likert scale was utilized to measure employee perceptions of factors. Respondents selected from choices ranging from *Very Dissatisfied/Strongly Disagree* (1) to *Very Satisfied/Strongly Agree* (5). Each set of survey items related to the four climate factors have been tested for reliability and validity. There were forty-six standard questions assessing the four climate factors. The Institutional Structure climate factor focuses on mission, leadership, structural organization and decision-making. Supervisory Relationship provides insight into the relationship between employees and their supervisors and employees' ability to be creative and express ideas related to their work. The Teamwork climate factor looks at cooperation and effective coordination within work teams, and communication within the institution. The Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors. Additionally included were, a twenty-question racial diversity scale, a set of ten custom questions, eleven demographic questions and four open-ended questions.

Administration

During Spring of 2025, the survey went to 2,275 CSN employees and had 698 respondents. This represents a 30.3 % response rate. This is a common response rate for the size of the CSN institution and comparable to the 2022 response rate.

Key Findings and Interpretations

The overall mean for campus climate was 3.676. Institutional Structure had a mean of 3.290. Supervisory Relationships had a mean of 3.858. Teamwork had a mean of 3.875 and Student Focus had a mean of 3.873.

The overall and climate factor means from the 2025 PACE Survey are higher than the means from CSN's last PACE survey in 2022. Four of the five climate means increased significantly ($p < .05$). Student focus did not. Institutional Structure had the greatest mean improvement from 2022, despite being the lowest factor.

Institutional Structure: All 15 institutional structure items increased since 2022 at CSN with 11 of 15 showing significance ($p < .05$) in improvement. Compared to peer norm groups CSN shows a need for improvement ($p < .05$).

Supervisory Relationships: 10 of the 12 Supervisory Relationships items increased since 2022 at CSN (one without comparison). 5 of 12 have improved significantly. However, 5 of 13 are significantly lower than comparison institutions. *Notably, "Professional development and training opportunities are available" and "My supervisor helps me to improve my work,"* were both lower compared to the previous administration of PACE and to the norm groups.

Teamwork: Teamwork items about employee voice are higher than CSN's 2025 overall mean. All 6 Teamwork items increased since 2022 at CSN. 2 of 6 improved significantly. However, all are significantly lower from a type of comparison institution.

Student Focus: 11 of 12 Student Focus items increased since 2022 at CSN. 5 have improved significantly since 2022. However, 1 decreased significantly since 2022 (*administrators meet the needs of students*). By classification, staff and administrators rated the Student Focus item the lowest while Faculty rated these items higher. 10 of 12 items are significantly lower than a type of comparison institution.

Qualitative: Of the 689 (CSN) employees who completed the PACE Climate Survey, 338 respondents (49.1%) provided open-ended comments. Themes emerging from the qualitative questions were, Food Service, Safety and Communication. Communication did however improve from a quantitative perspective.

Racial Diversity: Racial Diversity items for Institutional Structure all increased since 2022 with 3 increasing significantly. Racial Diversity item means for Teamwork all decreased since 2022 but not significantly. All were significantly lower than comparison institutions.

Custom questions: 7 of 10 Custom questions improved since 2022 with 3 items increasing significantly since 2022 at CSN. These were all related to Communication. *The data gathered at this institution to inform decisions is shared with employee groups and other stakeholders, The data gathered to inform decisions is used effectively, Effective lines of communication exist among employee groups and administration.* One area that decreased not significantly but was echoed in qualitatively, was, *The available training opportunities at this college are relevant to my position.*

Demographic data: Disaggregated by CSN's custom personnel classification demographic category, Academic Faculty Part-Time rated the campus climate the highest with a mean score of 4.089, followed by Tenure-Track Academic Faculty Full-Time: 3.886, Administrative Faculty Full Time: 3.703, Other: 3.665, Classified Full-Time: 3.558, and Academic Faculty Full-Time: 3.544. With Faculty combined, Classified had the lowest overall mean of the groups with the lowest item being, *"I am able to appropriately influence the direction of this institution"* (2.704). By classification, Administrative Faculty had greatest increase since 2022. By area, Student Affairs had greatest increase since 2022.

Work Climate Committee Recommendations Based on Findings: After a thorough analysis of the entire report, including individual comments provided by survey takers, The WCC makes the following suggestions:

Recommendation 1: Conduct focus groups, to better understand perceptions related to student focus and how the CSN mission statement is experienced across roles.

Recommendation 2: Enhance campus security and safety awareness by increasing the visibility of safety communication (PR), and training across campuses and learning centers. Encourage participation from all employee groups and provide accessible procedures for every building.

Recommendation 3: Expand volume and frequency of professional development initiatives for Classified Staff to include defined career pathways, mentorship opportunities, and clear guidance on how employees can progress within the institution. Provide institutional support that allows staff to participate in development activities during work hours and that encourages supervisors to promote these opportunities. Additionally, create a focus group or alternate assessment measure to gather insight into barriers to classified engagement.