



NATIONAL INITIATIVE FOR LEADERSHIP
& INSTITUTIONAL EFFECTIVENESS

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Northeast Lakeview College

San Antonio, Texas

PACE Qualitative Report

PACE Climate Survey for Community Colleges

Lead Researchers

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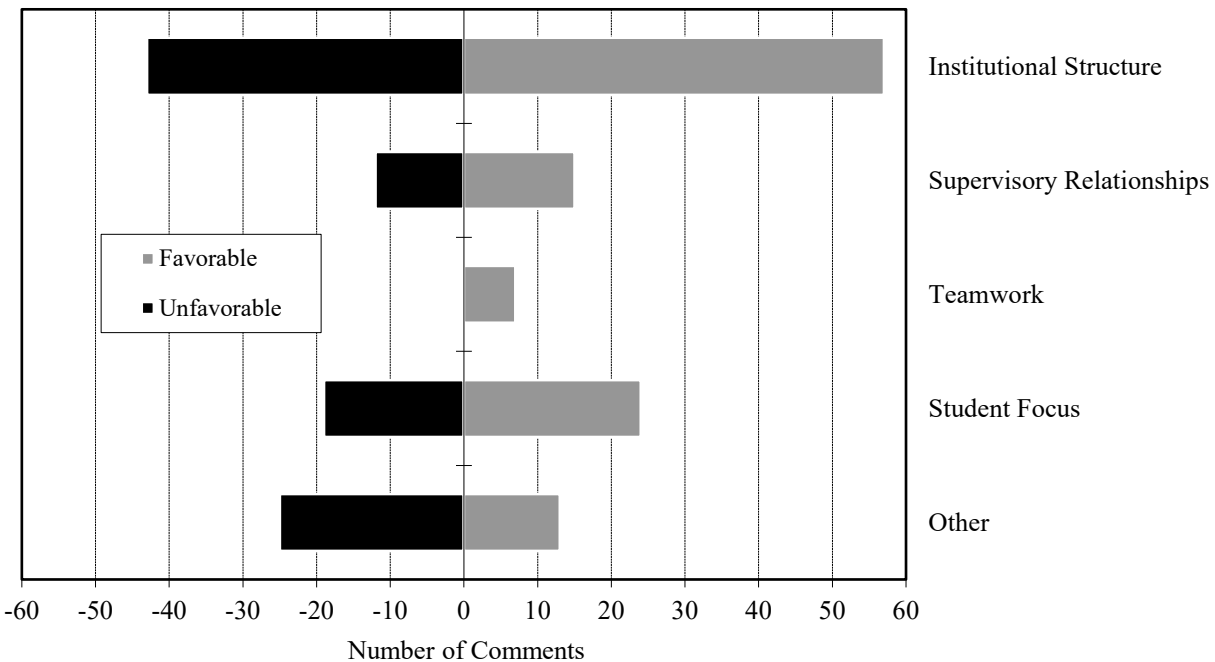
Qualitative Analysis

Respondents were given an opportunity to submit comments about areas of the institution they most favorable and least favorable. Of the 192 Northeast Lakeview College (NLC) employees who completed the PACE Climate Survey for Community Colleges (PACE), 118 respondents (61.5%) provided open-ended comments. In analyzing the qualitative data there is a degree of researcher interpretation in categorizing the individual comments. However, reliability is ensured by coding all responses back to the questions on the PACE survey.

Figure 1 provides a summary of the open-ended responses. This summary is based on Herzberg’s (1982) two-factor model of motivation. NILIE has modified the model to represent the PACE factors by classifying the comments into the most appropriate PACE climate factors. This approach illustrates how each factor contributes to the satisfaction or dissatisfaction of the respondents. Please note that when asked for opinions, it is common for respondents to write a greater number of negative comments than positive comments.

The greatest number of comments fell within the Institutional Structure climate factor. Please refer to Tables 1 and 2 for sample comments categorized by climate factor and the total number of responses provided by employees. This sample of open-ended comments reflects employee responses as coded back to the questions of the PACE survey. Please note that comments are quoted exactly as written except in instances where the integrity of the report and/or confidentiality is compromised. Any additional edits for clarity are indicated by []. All pronouns have been changed to “they” or “them,” sometimes referencing a singular person.

Figure 1. Northeast Lakeview College Comment Response Rates



Note: Adapted from Herzberg, F. (1982). *The managerial choice: To be efficient and to be human* (2nd ed.). Salt Lake City, UT: Olympus Publishing Company

Table 1. Favorable Responses—Sample Comments and Actual Number of Responses at Northeast Lakeview College

Factor	Themes
Institutional Structure (n=57)	<p><i>As an Administrator I am privileged to have access to decision making groups. My input is sought and valued. However, I am fortunate that the leadership team works incredibly well together. I am a part of a great team of people.</i></p> <p><i>I fully support goals based on diversity and social justice. The Alamo Colleges has a culture devoted to these goals.</i></p> <p><i>I like the diversity we have here. I like how everyone works together and there is no differentiating between sex/race. We are all one team working towards the same goals.</i></p> <p><i>My institution has an open mindset toward process improvement and team work.</i></p> <p><i>Communication and collaboration within and outside of the departments throughout the college.</i></p> <p><i>There are a lot of opportunities for communication.</i></p> <p><i>All staff encouraged to be a leader and strive for professional growth. Encouraged to express ideas and creativity, feedback encouraged. No micromanaging by supervisors!</i></p> <p><i>Beautifully maintained environment. Staff and Faculty are friendly, and get along for the most part. Willing to share resources and information. Training is available for most areas.</i></p> <p><i>Diverse, safe, expanding in size and programs offered. More opportunities are available for students after they leave Alamo Colleges institutions. Coworkers are nice and other personnel outside of my department are kind and understanding.</i></p> <p><i>Friendly people whom I am working with (Administrators, Faculty, & Staff). I do feel very welcomed in Northeast Lakeview College and enjoy working with everyone even though sometimes we do not agree with everything...</i></p> <p><i>Friendly, open and very professional manner of the Administration through the entire organization.</i></p> <p><i>I am most excited about the latitude and freedom in creating new programs and courses. The support from leadership has been exceptional and quite refreshing.</i></p> <p><i>I have always been helped and treated with respect</i></p>

Table 1. Continued

Factor	Themes
	<p><i>NLC personnel have consistently made the opportunities for advancement and training available to everyone through personal suggestions to email offerings that everyone can access. The openness and willingness to help new employees feel at home and comfortable exceeds most of the environments where I have worked at in the past. From the president to the AUAs, this campus has personnel who are amazingly friendly and generous to everyone.</i></p> <p><i>Overall we have some really amazing people with wonderful, positive attitudes that love serving students and seeing that they received the best education possible.</i></p> <p><i>The employees - we all just get along. I can appreciate that this school actively follows its values and really invests trainings and more education opportunities into their employees. I like all of the changes NLC has made compared to what I heard happened before I was hired. The competitive pay is a really nice perk along with getting two weeks off for Christmas and one week for spring break.</i></p> <p><i>The institution is welcoming and inclusive. Everyone has been accommodating and welcoming.</i></p> <p><i>This is a great place to work. We are afforded the opportunity to have an impact in the lives of the next generation. Overall, there is cooperation amongst us all. I really enjoy working in my department as we truly are one for all and all for one.</i></p> <p><i>I enjoy working with students and faculty on their individual learning needs. I am able to form personal relationships with both groups which makes it easier for me to understand their needs.</i></p> <p><i>I find the most favorable thing about my institution to be the sense of community within the students and the faculty. There is a mutual respect involved in working here and everyone has always been accepting and kind as well as helpful.</i></p> <p><i>Opportunities for close interactions between students, staff and faculty.</i></p> <p><i>The amount of engagement, collaboration, communication and cooperation is tremendous and I feel it evolves from the positive leadership. This really is a great place to work.</i></p> <p><i>There is a great emphasis on team work with in different departments at this institution.</i></p>

Table 1. Continued

Factor	Themes
Supervisory Relationships (n=15)	<p><i>I like that our supervision has our backs in situations where another supervisor gets involved and yells at staff or asks us to do tasks we were specifically told not to do.</i></p> <p><i>My supervisors are extremely supportive and provide opportunities for improvement.</i></p> <p><i>Environment of creativity and innovation. Colleagues are open and supportive.</i></p> <p><i>Professional development at NLC is excellent. I have found more opportunities here to grow in my career than at prior institutions of higher education.</i></p> <p><i>Professional development opportunities for adjunct faculty are outstanding. There are large number of opportunities spanning many topics that meet my needs and interests. I am very grateful for these opportunities</i></p> <p><i>The amount of professional development has greatly improved. I also like the online courses for faculty who can't make all of the face to face trainings.</i></p>
Teamwork (n=7)	<p><i>I see more collaboration among the departments and across the disciplines. I see people engaging more and overall I feel the climate has improved.</i></p> <p><i>At the department level, information and collaboration is definitely welcomed and everyone is heard. Really does help newer full time employees with getting on board with everyone on the team.</i></p> <p><i>My department and supervisor are very good at showing appreciation for an individual's work and contributions to the team.</i></p>
Student Focus (n=24)	<p><i>My institution is very helpful when satisfying student's needs. I also enjoy the amount of spirit and different activities and opportunities that are available at this institution.</i></p> <p><i>I love what Northeast Lakeview offers students by way of opportunities.</i></p> <p><i>"Students First" is one of the mottos of the college. From all of my encounters with various personnel, this is the motto most closely followed. Other colleges may throw up roadblocks for students in terms of bureaucracy, but NLC does not. They do their utmost to ensure that students can navigate the maze of higher education to successfully complete this part of their education, with the idea that most of them will transfer to a bachelor's degree program at a four-year school.</i></p> <p><i>Our institution cares for our students' successes and engages in order for them to achieve their goals.</i></p> <p><i>Passion for seeing students succeed is evident. I believe that the college has dedicated professionals. A strong point indeed.</i></p>

Table 1. Continued

Factor	Themes
	<p><i>Staff and faculty go above and beyond to help students in need.</i></p> <p><i>The people that work here and help students are great. They go over and beyond for the student population.</i></p> <p><i>Our students receive a quality education and the faculty and staff are committed to our core mission.</i></p> <p><i>What is most favorable about this institution is that there is a variety of resources on this campus to help students to be successful in reaching their career goals and becoming productive citizens.</i></p> <p><i>I think students get a really great education here and have solid support in the library, distance learning, and student advocacy areas.</i></p>
Other (n=13)	<p><u>Facilities</u></p> <p><i>Good facilities</i></p> <p><u>Leadership</u></p> <p><i>I admire how Administration went about collecting our feedback using a third-party consultant regarding our past leadership and work conditions due to high turnover. Since there has been major leadership changes, trust, communication and accountability has been a major focus. I have found that recently my division has been given some freedoms to run as a department with a large amount of trust. Administration has allowed for my department to see and be responsible for our budget and this has made approving and purchasing run smoother.</i></p> <p><i>Leadership is supportive and open to new ideas.</i></p> <p><i>Staff within the organization lead from all levels. It is not a top down organization but rather there are leaders in most every seat.</i></p> <p><u>Safety</u></p> <p><i>safety</i></p>

Table 2. Unfavorable Responses—Sample Comments and Actual Number of Responses at Northeast Lakeview College

Factor	Themes
Institutional Structure (n=43)	<p><i>Meeting[s] are a normal and healthy part of working in a large and varied environment. However, the number of meetings is making getting your work done incredibly difficult.</i></p> <p><i>Least favorable were about decision making, I believe that management/administration needs to be more trusting of the expertise of their employees and allow them to draw from experience and expertise to handle, process or implement a project, idea or the handling of a problematic issue.</i></p> <p><i>The communication is better, but the ideas portrayed in meetings still have a bit of difficulty traveling to the persons who will be performing the job. There seems to be an assumption of what needs to be done and how it should get done, but no real proactive move for it to get done.</i></p> <p><i>It would be nice to have more information on how the upper administration makes decisions.</i></p> <p><i>There is still an issue of diversity among faculty.</i></p> <p><i>We need assistance with problem solving techniques in my division. We do not communicate in a productive manner.</i></p> <p><i>Any work or information shared from beyond the department level, is an entirely new realm. Being heard is more difficult. If an individual employee does not serve on more than 3 college committees, it feels like that employee really does not get the full understanding of Alamo Colleges/their institution. This is really hard on new full time employee(s) as they are trying to learn how to do their job and not get fired. Very stressful!</i></p> <p><i>In my opinion, we are doing very well as a college, improving every year throughout the departments and the college as a whole. However, there is always room for improvement, especially with communication and collaboration as we continue to move forward in our process of educating students and their future success.</i></p> <p><i>There could be better communication between seasoned employees when talking about processes and or changes. Sometimes when asking for help from three different people you get three different answers. It is always best to be able to tell student one consistent answer opposed to three different ones.</i></p> <p><i>Northeast Lakeview College has been reactive instead of proactive with its growth. Miscommunication within the departments due to information not being consistently passed down to everyone. Overworked departments with no assistance or very last minute assistance when things started slowing down. No overtime pay for understaffed departments who need it.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>While passion and dedication exist, the leadership still has a long way to connecting with employees. With initiative fatigue, employee participation is relegated more on compliance as opposed to conscious efforts for involvement and belonging. Maybe a bit more sincerity and engagement by senior leadership would be helpful.</i></p> <p><i>Alamo colleges prides itself in calling itself a family when in reality all they care about are the numbers and not their employees. The administration does not practice what it preaches and exhibit manipulating ways not limited to hiring, program processes and treatment of their employees to name a few.</i></p> <p><i>Top-heavy administration pays lip service to communication but it is not authentic. / Recognition awards have lost their value: Spirit award given to a documented plagiarist; other awards not presented in a consistent manner.</i></p> <p><i>I believe the college has lost its way. Connect, Collaborate and Communicate has become a joke. The College Administration has completely lost connection with the Staff and Faculty.</i></p> <p><i>Not enough cooperation with surrounding communities.</i></p> <p><i>Processes are not outlined sufficiently when employees are given new tasks. When given new tasks, individuals have to learn from others or seek out the information to preform the task.</i></p> <p><i>I still do not have a good understanding of all the layers of organization within the community college.</i></p>
Supervisory Relationships (n=12)	<p><i>Opportunities to purs[u]e personal development and professional development as well as continue higher education. When an employee wants to purs[u]e an advance[d] degree but then more work is added to an employee's workload making it difficult to purs[u]e the degree outside of work while working. I don't believe NLC is supportive of individuals who want to further their education. If you don't support employees in this area they will simple leave so they can pursue their education in another environment that is conductive to their goal.</i></p> <p><i>POOR SUPERVISION.</i></p> <p><i>Feel as though my voice does not always matter, when voicing my opinion, in reference to my work duties.</i></p> <p><i>Sometimes my ideas are shut down without consideration and we can have very strict expectations</i></p> <p><i>Training Locations and Times may be inconvenient with other Work Priority schedules.</i></p>
Student Focus (n=19)	<p><i>Some teachers seem to not care about whether the student is getting the materials or not. They are not there for their office hours and some even refuse giving the students some help.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>I would like to see more people (especially student success) practice “warm transfers” - i.e. don’t send a customer to another agency without first contacting the agency to ensure that they can assist the student (this will reduce incidents of people getting passed around from agency to agency). When helping students who need input from another agency, but not done helping the student, don’t send the student away to the agency then have student come back and get in line again. Call the agency while the student is with you. Get the other agency input, then continue helping the student. When teachers setup courses in Canvas, they should use the “student view” option and use Canvas as if they are a student - especially for exams. Then teachers will know what problems their student will encounter. Teachers should set up various practice tests and assignments to ensure Canvas and third party features are working properly before creating assignments that count towards grades.</i></p> <p><i>Sometimes, decisions are made that don’t reflect the needs of the students. My job requires I interact with students daily and the new push for enrollment occasionally appears at the expense of student success academically. I understand that our institution has to make money but I’m not sure we are preparing students to be successful either academically or professionally in the future.</i></p> <p><i>I wish my department had more solidified processes which would make doing my job a little easier. I also wish the school stuck with deadlines to really prepare the students for university. I also wish students were able to be more college ready academically and responsibility wise, meaning knowing how to set up an appointment or not waiting until the last minute to do stuff.</i></p> <p><i>Students are not supported by staff, faculty, or administration. There are too many students lost in the process of how things are done and feel that their needs are not being met. Students are not set up for success, only failure. There is a lack of diversity and inclusion on campus for students. They do not feel supported, valued, or seen. There needs to be more cross-campus and cross-sector training to ensure that students who are failing or stopping out have a clear path to achieving their goals of degree attainment, or transfer planning. Financial aid, admissions and records, advising, and assessment need to communicate more effectively with each other and our students.</i></p> <p><i>Focusing on the budget more than the needs of students</i></p> <p><i>Student advising needs a bit of improvement. I suspect the advisers are both overworked and not always aware of academic goals for certain courses. More advisers have just been hired so, hopefully, this will help. Also, the new faculty mentor program will probably help with meeting learning goals.</i></p>

Table 2. Continued

Factor	Themes
	<p><i>I would like to see more career-ready events/activities/internships for our students. Passing a course, getting a good GPA, earning a degree, and transferring to a university are important. However, it is more important for our students to be career-ready by the time they graduate with their final degree (Associate, Bachelor's, or higher), so that they will find a job that they have been preparing for several years.</i></p>
Other (n=25)	<p><u>Compensation</u></p> <p><i>Lack of growth within the college (promotion, salary, etc) and salaries are not competitive</i></p> <p><i>the only areas that I see that need to be addressed are pay, merit based pay and longevity pay. it's a bit disingenuous to have a performance appraisal that realistically nothing comes from it. It breeds mediocrity. A merit based salary increase should be tied to the performance appraisal.</i></p> <p><u>Adjunct Faculty</u></p> <p><i>The LEAST favorable aspect of my institution (and ACCD [Alamo Colleges District] in general) is that very little concern is given to include evening adjunct faculty at trainings, gatherings, fellowships, etc. Those of us who teach in the evenings often have full-time jobs during the day/week that preclude us from attending any activities planned during that time. At no point (other than an Adjunct function at the beginning of the semester in the fall) are there any activities that would be planned at times evening adjuncts might be able to attend. There is not even a unit assistant available in the evenings should there be something I need. I do not truly feel part of my institution--more often than not, it is a place I go to teach, not something I am a part of.</i></p> <p><i>adjuncts are not ask[ed] for their opinion within the dept. and we have no input. Lab materials taught are not consistent among persons teaching the same material. Lab material is inconsistent</i></p> <p><u>District</u></p> <p><i>College leadership, specifically administration seems to embrace innovation, but the nuances with district structure and certain parameters make it difficult to implement. Too many approvals, etc. needed for example</i></p>

Table 2. Continued

Factor **Themes**

Hiring

The hiring process is too lengthy and doesn't allow for upward mobility with the system. Current employees should be given the opportunity to train and apply for positions that allows for progress of their career. The hiring process for low-level staff positions should only be with the immediate supervisor and the next level up administrator. Administrative positions can have interview with the President, but why waste the time if the position is for a part-time position.

Part-time Employees

The way part time employees are treated as disposable and not worth improving.

More should be done to help part-time employees feel they are a part of the organization.

Workload

Growing institution with growing pains, demanding with present staff and empty positions needing to be filled has much of the current staff stretched and feeling burn out.

Departments to tend to be secluded and workloads tend to be imbalanced. There are some departments that do the majority of the workload.
