



NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS

706 Hillsborough Street | Raleigh, NC 27603

# UA - Pulaski Technical College

## North Little Rock, Arkansas

**PACE Custom Report**  
PACE Climate Survey for Community Colleges

**Lead Researchers**  
Daniel West & Laura G. Maldonado

**Conducted**  
April & May 2020



## NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

**Audrey J. Jaeger, Ph.D.**

Executive Director

**Renee Barger**

Research Associate

**Andrea L. DeSantis**

Assistant Director of Research

**Laura G. Maldonado, Ph.D.**

Lead Research Associate

**Greyson Norcross**

Research Associate

**Emily VanZoest**

Research Associate

**Daniel West**

Research Associate

**Phone**

(919) 515-8567

**Web**

[nilie.ncsu.edu](http://nilie.ncsu.edu)

**North Carolina State University**

706 Hillsborough Street  
Raleigh, NC 27603

**Fax**

(919) 515-6305

**Email**

[pace\\_survey@ncsu.edu](mailto:pace_survey@ncsu.edu)

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

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**Table 1. Custom Items Frequency Distributions**

*UA-PTC compared with:*

| Custom Items   | Response Option   | UA-PTC     |             | 2018       |             |
|--|-------------------|------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |            |             |
| <b>1</b> the College's technology tools allow me to meet my job responsibilities efficiently   | Very dissatisfied | 13         | 5%          | 17         | 9%          |
|  | Dissatisfied      | 33         | 12%         | 36         | 20%         |
|  | Neither           | 34         | 12%         | 25         | 14%         |
|  | Satisfied         | 107        | 38%         | 83         | 45%         |
|  | Very satisfied    | 91         | 33%         | 23         | 13%         |
|  | <b>Total</b>      | <b>278</b> | <b>100%</b> | <b>184</b> | <b>100%</b> |
| <b>2</b> IT services support my work   | Very dissatisfied | 7          | 3%          | 19         | 10%         |
|  | Dissatisfied      | 17         | 6%          | 26         | 14%         |
|  | Neither           | 47         | 17%         | 28         | 15%         |
|  | Satisfied         | 105        | 38%         | 82         | 45%         |
|  | Very satisfied    | 98         | 36%         | 28         | 15%         |
|  | <b>Total</b>      | <b>274</b> | <b>100%</b> | <b>183</b> | <b>100%</b> |
| <b>3</b> employees address disagreements or problems in an open and assertive manner, rather than ignore or address them in a counter-productive way | Very dissatisfied | 16         | 6%          | 32         | 18%         |
|  | Dissatisfied      | 20         | 8%          | 34         | 19%         |
|  | Neither           | 64         | 25%         | 56         | 31%         |
|  | Satisfied         | 103        | 40%         | 49         | 27%         |
|  | Very satisfied    | 55         | 21%         | 10         | 6%          |
|  | <b>Total</b>      | <b>258</b> | <b>100%</b> | <b>181</b> | <b>100%</b> |
| <b>4</b> my supervisor resolves conflict in a fair manner  | Very dissatisfied | 12         | 5%          | 13         | 7%          |
|  | Dissatisfied      | 16         | 6%          | 11         | 6%          |
|  | Neither           | 32         | 12%         | 34         | 19%         |
|  | Satisfied         | 88         | 33%         | 59         | 34%         |
|  | Very satisfied    | 117        | 44%         | 58         | 33%         |
|  | <b>Total</b>      | <b>265</b> | <b>100%</b> | <b>175</b> | <b>100%</b> |

*UA-PTC compared with:*

| Custom Items (continued)   | Response Option   | UA-PTC     |             | 2018       |             |
|--|-------------------|------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |            |             |
| <b>5</b> hiring and promotion practices are fair and equitable   | Very dissatisfied | 22         | 8%          | 40         | 22%         |
|  | Dissatisfied      | 23         | 9%          | 31         | 17%         |
|  | Neither           | 54         | 21%         | 45         | 25%         |
|  | Satisfied         | 96         | 37%         | 42         | 24%         |
|  | Very satisfied    | 67         | 26%         | 20         | 11%         |
|  | <b>Total</b>      | <b>262</b> | <b>100%</b> | <b>178</b> | <b>100%</b> |
| <b>6</b> the College's employee benefits (e.g., medical, dental, work/life balance) meet my needs                | Very dissatisfied | 2          | 1%          | 13         | 8%          |
|  | Dissatisfied      | 14         | 6%          | 14         | 8%          |
|  | Neither           | 30         | 12%         | 21         | 13%         |
|  | Satisfied         | 107        | 44%         | 88         | 53%         |
|  | Very satisfied    | 92         | 38%         | 30         | 18%         |
|  | <b>Total</b>      | <b>245</b> | <b>100%</b> | <b>166</b> | <b>100%</b> |
| <b>7</b> my department has adequate financial resources to effectively provide high quality programs or services | Very dissatisfied | 22         | 8%          | 24         | 13%         |
|  | Dissatisfied      | 50         | 19%         | 37         | 21%         |
|  | Neither           | 42         | 16%         | 32         | 18%         |
|  | Satisfied         | 89         | 33%         | 64         | 36%         |
|  | Very satisfied    | 66         | 25%         | 21         | 12%         |
|  | <b>Total</b>      | <b>269</b> | <b>100%</b> | <b>178</b> | <b>100%</b> |
| <b>8</b> my department ensures effective management of its operations  | Very dissatisfied | 3          | 1%          | 10         | 5%          |
|  | Dissatisfied      | 10         | 4%          | 15         | 8%          |
|  | Neither           | 32         | 12%         | 33         | 18%         |
|  | Satisfied         | 110        | 40%         | 74         | 41%         |
|  | Very satisfied    | 118        | 43%         | 50         | 27%         |
|  | <b>Total</b>      | <b>273</b> | <b>100%</b> | <b>182</b> | <b>100%</b> |

*UA-PTC compared with:*

| Custom Items (continued)  | Response Option   | UA-PTC     |             | 2018       |             |
|---|-------------------|------------|-------------|------------|-------------|
|   |                   | Count      | %           | Count      | %           |
| <i>The extent to which...</i>   |                   |            |             |            |             |
| <b>9</b> the College effectively manages and allocates financial resources                                    | Very dissatisfied | 14         | 5%          | 30         | 17%         |
|   | Dissatisfied      | 23         | 9%          | 30         | 17%         |
|   | Neither           | 42         | 16%         | 47         | 27%         |
|   | Satisfied         | 101        | 38%         | 52         | 30%         |
|   | Very satisfied    | 86         | 32%         | 17         | 10%         |
|   | <b>Total</b>      | <b>266</b> | <b>100%</b> | <b>176</b> | <b>100%</b> |
| <b>10</b> I know how my work relates to the College's goals and priorities                                    | Very dissatisfied | 2          | 1%          | 6          | 3%          |
|   | Dissatisfied      | 8          | 3%          | 9          | 5%          |
|   | Neither           | 18         | 7%          | 21         | 12%         |
|   | Satisfied         | 100        | 36%         | 73         | 41%         |
|   | Very satisfied    | 147        | 53%         | 71         | 39%         |
|   | <b>Total</b>      | <b>275</b> | <b>100%</b> | <b>180</b> | <b>100%</b> |
| <b>11</b> I am meaningfully involved in the College's planning process  | Very dissatisfied | 9          | 4%          | 13         | 8%          |
|   | Dissatisfied      | 16         | 7%          | 26         | 16%         |
|   | Neither           | 60         | 25%         | 37         | 22%         |
|   | Satisfied         | 96         | 40%         | 62         | 37%         |
|   | Very satisfied    | 58         | 24%         | 29         | 17%         |
|   | <b>Total</b>      | <b>239</b> | <b>100%</b> | <b>167</b> | <b>100%</b> |
| <b>12</b> in my department, actions are taken to address employees who cannot or will not improve performance | Very dissatisfied | 16         | 7%          | 26         | 16%         |
|   | Dissatisfied      | 26         | 11%         | 26         | 16%         |
|   | Neither           | 46         | 19%         | 44         | 27%         |
|   | Satisfied         | 90         | 38%         | 47         | 28%         |
|   | Very satisfied    | 62         | 26%         | 22         | 13%         |
|   | <b>Total</b>      | <b>240</b> | <b>100%</b> | <b>165</b> | <b>100%</b> |

*UA-PTC compared with:*

| Custom Items (continued)  | Response Option   | UA-PTC     |             | 2018       |             |
|---|-------------------|------------|-------------|------------|-------------|
|   |                   | Count      | %           | Count      | %           |
| <i>The extent to which...</i>   |                   |            |             |            |             |
| <b>13</b> the employee evaluation process accurately measures my job performance          | Very dissatisfied | 14         | 5%          | 20         | 11%         |
|   | Dissatisfied      | 24         | 9%          | 26         | 15%         |
|   | Neither           | 64         | 25%         | 36         | 20%         |
|   | Satisfied         | 93         | 36%         | 56         | 31%         |
|   | Very satisfied    | 60         | 24%         | 41         | 23%         |
|   | <b>Total</b>      | <b>255</b> | <b>100%</b> | <b>179</b> | <b>100%</b> |
| <b>14</b> I feel engaged in decision-making through the College's committee structure     | Very dissatisfied | 8          | 3%          | 21         | 12%         |
|   | Dissatisfied      | 13         | 5%          | 26         | 15%         |
|   | Neither           | 56         | 23%         | 39         | 23%         |
|   | Satisfied         | 107        | 44%         | 59         | 34%         |
|   | Very satisfied    | 61         | 25%         | 28         | 16%         |
|   | <b>Total</b>      | <b>245</b> | <b>100%</b> | <b>173</b> | <b>100%</b> |
| <b>15</b> all employees are held accountable for achieving goals and meeting expectations | Very dissatisfied | 17         | 6%          | 35         | 20%         |
|   | Dissatisfied      | 25         | 9%          | 42         | 24%         |
|   | Neither           | 55         | 21%         | 35         | 20%         |
|   | Satisfied         | 110        | 42%         | 51         | 29%         |
|   | Very satisfied    | 58         | 22%         | 15         | 8%          |
|   | <b>Total</b>      | <b>265</b> | <b>100%</b> | <b>178</b> | <b>100%</b> |
| <b>16</b> the College provides a safe and secure working environment                      | Very dissatisfied | 3          | 1%          | 9          | 5%          |
|   | Dissatisfied      | 6          | 2%          | 13         | 7%          |
|   | Neither           | 14         | 5%          | 17         | 9%          |
|   | Satisfied         | 119        | 44%         | 81         | 45%         |
|   | Very satisfied    | 129        | 48%         | 60         | 33%         |
|   | <b>Total</b>      | <b>271</b> | <b>100%</b> | <b>180</b> | <b>100%</b> |

*UA-PTC compared with:*

| Custom Items (continued)   | Response Option   | UA-PTC     |             | 2018       |             |
|--|-------------------|------------|-------------|------------|-------------|
|  |                   | Count      | %           | Count      | %           |
| <i>The extent to which...</i>  |                   |            |             |            |             |
| <b>17</b> College employees are visibly supportive and trusting of their colleagues                            | Very dissatisfied | 7          | 3%          | 21         | 12%         |
|  | Dissatisfied      | 13         | 5%          | 30         | 17%         |
|  | Neither           | 35         | 13%         | 43         | 24%         |
|  | Satisfied         | 134        | 50%         | 65         | 36%         |
|  | Very satisfied    | 79         | 29%         | 21         | 12%         |
|  | <b>Total</b>      | <b>268</b> | <b>100%</b> | <b>180</b> | <b>100%</b> |
| <b>18</b> leaders have the knowledge, skills, and abilities necessary to be effective                          | Very dissatisfied | 10         | 4%          | 16         | 9%          |
|  | Dissatisfied      | 13         | 5%          | 25         | 14%         |
|  | Neither           | 29         | 11%         | 41         | 23%         |
|  | Satisfied         | 116        | 43%         | 70         | 39%         |
|  | Very satisfied    | 103        | 38%         | 29         | 16%         |
|  | <b>Total</b>      | <b>271</b> | <b>100%</b> | <b>181</b> | <b>100%</b> |
| <b>19</b> campus facilities (e.g., offices, classrooms, labs) meet the needs of College employees and students | Very dissatisfied | 14         | 5%          | 14         | 8%          |
|  | Dissatisfied      | 36         | 13%         | 39         | 22%         |
|  | Neither           | 44         | 16%         | 29         | 16%         |
|  | Satisfied         | 105        | 39%         | 76         | 42%         |
|  | Very satisfied    | 72         | 27%         | 22         | 12%         |
|  | <b>Total</b>      | <b>271</b> | <b>100%</b> | <b>180</b> | <b>100%</b> |
| <b>20</b> the College has established policies and processes that ensure the ethical behavior of all employees | Very dissatisfied | 4          | 1%          | 18         | 10%         |
|  | Dissatisfied      | 8          | 3%          | 22         | 12%         |
|  | Neither           | 22         | 8%          | 30         | 17%         |
|  | Satisfied         | 135        | 49%         | 83         | 47%         |
|  | Very satisfied    | 104        | 38%         | 25         | 14%         |
|  | <b>Total</b>      | <b>273</b> | <b>100%</b> | <b>178</b> | <b>100%</b> |

**Table 2. Custom Item Mean Comparisons**

*UA-PTC compared with:*

| Custom Items   | UA-PTC |       | 2018  |      |             |
|--|--------|-------|-------|------|-------------|
|  | N      | Mean  | Mean  | Sig. | Effect size |
| <i>The extent to which...</i>  |        |       |       |      |             |
| <b>1</b> the College's technology tools allow me to meet my job responsibilities efficiently   | 278    | 3.827 | 3.321 | ***  | .434        |
| <b>2</b> IT services support my work   | 274    | 3.985 | 3.404 | ***  | .532        |
| <b>3</b> employees address disagreements or problems in an open and assertive manner, rather than ignore or address them in a counter-productive way | 258    | 3.624 | 2.840 | ***  | .697        |
| <b>4</b> my supervisor resolves conflict in a fair manner  | 265    | 4.064 | 3.789 | *    | .243        |
| <b>5</b> hiring and promotion practices are fair and equitable   | 262    | 3.622 | 2.837 | ***  | .629        |
| <b>6</b> the College's employee benefits (e.g., medical, dental, work/life balance) meet my needs  | 245    | 4.114 | 3.651 | ***  | .471        |
| <b>7</b> my department has adequate financial resources to effectively provide high quality programs or services                                     | 269    | 3.472 | 3.118 | **   | .280        |
| <b>8</b> my department ensures effective management of its operations  | 273    | 4.209 | 3.764 | ***  | .458        |
| <b>9</b> the College effectively manages and allocates financial resources   | 266    | 3.835 | 2.977 | ***  | .729        |
| <b>10</b> I know how my work relates to the College's goals and priorities   | 275    | 4.389 | 4.078 | ***  | .352        |

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

*UA-PTC compared with:*

| Custom Items (Continued)      |  | UA-PTC |       | 2018  |      |             |
|-------------------------------|--|--------|-------|-------|------|-------------|
|                               |  | N      | Mean  | Mean  | Sig. | Effect size |
| <i>The extent to which...</i> |  |        |       |       |      |             |
| 11                            | I am meaningfully involved in the College's planning process   | 239    | 3.745 | 3.407 | **   | .311        |
| 12                            | in my department, actions are taken to address employees who cannot or will not improve performance  | 240    | 3.650 | 3.079 | ***  | .472        |
| 13                            | the employee evaluation process accurately measures my job performance                               | 255    | 3.631 | 3.402 | *    | .193        |
| 14                            | I feel engaged in decision-making through the College's committee structure                          | 245    | 3.816 | 3.272 | ***  | .496        |
| 15                            | all employees are held accountable for achieving goals and meeting expectations                      | 265    | 3.630 | 2.826 | ***  | .680        |
| 16                            | the College provides a safe and secure working environment   | 271    | 4.347 | 3.944 | ***  | .443        |
| 17                            | College employees are visibly supportive and trusting of their colleagues                            | 268    | 3.989 | 3.194 | ***  | .762        |
| 18                            | leaders have the knowledge, skills, and abilities necessary to be effective                          | 271    | 4.066 | 3.392 | ***  | .627        |
| 19                            | campus facilities (e.g., offices, classrooms, labs) meet the needs of College employees and students | 271    | 3.683 | 3.294 | ***  | .335        |
| 20                            | the College has established policies and processes that ensure the ethical behavior of all employees | 273    | 4.198 | 3.421 | ***  | .795        |

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