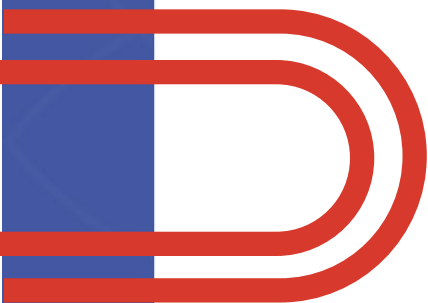




**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Green River College

Auburn, Washington

PACE Executive Summary

PACE Climate Survey for Community Colleges

Lead Researchers

Oscar R. Miranda Tapia &

Nyasia Lloyd

Conducted

February - April 2026

RESEARCH TEAM

Audrey J. Jaeger, Ph.D.

Executive Director

Sarah A. Deal, Ph.D.

Director of Research

Kaitlin S. Newhouse, Ph.D.

Associate Director of Research
and Evaluation

Daniel West, Ph.D.

Senior Research Associate

Connor Guerin

Research Associate

Jared King

Research Associate

Kayla Patterson

Research Associate

Natasha Spencer

Research Associate

Nyasia Lloyd

Research Associate

Oscar R. Miranda Tapia

Research Associate

Sam Dotson

Research Associate

CONTACT US

Phone

(919) 515-8567

Web

pace.ncsu.edu

North Carolina State University

Belk Center for Community College
Leadership and Research
706 Hillsborough Street
Raleigh, NC 27603

Fax

(919) 515-6305

Email

pace_survey@ncsu.edu

Suggested Citation: Belk Center for Community College Leadership and Research, North Carolina State University. PACE Climate Survey for Community Colleges Executive Summary, by Miranda Tapia, O. R., & Lloyd, N. Raleigh, NC: 2026.

EXECUTIVE SUMMARY

During February, March, and April 2026, the PACE Climate Survey for Community Colleges (PACE) was administered to 1,155 employees at Green River College (GRC). Of those 1,155 employees, 518 (44.8%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section asking three open-ended questions about what supports their success, what barriers hinder their success, and what issues they believe college leadership should prioritize. Of the 518 GRC employees who completed the PACE survey, 360 (69.5%) provided written comments.

PACE Means

The PACE Climate Survey at GRC included 91 five-point Likert-type scale questions ranging from a low of “1” to a high of “5”. GRC’s survey included the standard PACE 46 questions, the Student Success Question Set, the Change Readiness Question Set, and a set of custom questions selected by GRC. The PACE 46 questions are organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. At GRC, the overall mean score of the PACE Survey was 3.531. The Teamwork climate factor had the highest mean score of 3.996, followed by Student Focus (3.834), Supervisory Relationships (3.774), and Institutional Structure (2.918). When disaggregated by the personnel classification demographic category of the PACE instrument, Staff rated the campus climate the highest with a mean score of 3.648, followed by Administrators (3.599) and Faculty (3.391).

Of the 46 standard PACE questions, GRC’s top 10 mean scores have been identified as potential points of pride at GRC. Four pertain to the Teamwork climate factor, three pertain to the Supervisory Relationships climate factor, and three pertain to the Student Focus climate factor.

- I feel my job is relevant to this institution’s mission, 4.428 (#8)
- My supervisor expresses confidence in my work, 4.216 (#2)
- I am given the opportunity to be creative in my work, 4.112 (#39)
- There is a spirit of cooperation within my work team, 4.101 (#3)
- My primary work team uses problem-solving techniques, 4.079 (#14)
- Staff (non-instructional, non-administrator) meet the needs of students, 4.065 (#28)
- A spirit of cooperation exists in my department, 4.037 (#43)
- My work team coordinates its efforts with appropriate individuals and teams, 4.029 (#36)
- My supervisor is open to the ideas, opinions, and beliefs of everyone, 4.014 (#9)
- Student diversity is important at this institution, 4.008 (#18)

Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at GRC. Nine pertain to the Institutional Structure climate factor and one pertains to the Student Focus climate factor.

- Open and ethical communication is practiced at this institution, 2.534 (#16)
- This institution is appropriately organized, 2.594 (#32)
- Administrative processes are clearly defined, 2.632 (#44)
- Information is shared within this institution, 2.663 (#10)
- I am able to appropriately influence the direction of this institution, 2.699 (#15)
- Decisions are made at the appropriate level at this institution, 2.727 (#4)
- A spirit of cooperation exists at this institution, 2.772 (#25)
- The actions of this institution reflect its mission, 2.945 (#1)
- Administrators meet the needs of students, 2.964 (#23)
- I have the opportunity for advancement within this institution, 2.968 (#38)

Qualitative Responses

Respondents were given the opportunity to reply to three open-ended questions regarding when they have felt most successful in their roles, the barriers they encounter, and the institutional priorities they consider most important. Below is the most common code for each question:

- Successes: Teamwork and Collaboration
- Barriers: Clarity and Transparency
- Institutional Priorities: Executive Leadership Performance

Responses to these items are quoted exactly as written except in instances where the integrity of the report and/or confidentiality are compromised.

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Personnel Classification Data File
- Student Success Report
- Change Readiness Report
- Custom Report
- Qualitative Summary Report
- Qualitative Data File
- Canvs Qualitative Interpretation Guide
- Report Interpretation Instructions
- Disaggregated Quantitative Data File and Codebook
- PACE Survey Discussion Guide