



PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Walla Walla Community College

Walla Walla, Washington

PACE Executive Summary

PACE Climate Survey for Community Colleges

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Conducted

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EXECUTIVE SUMMARY

During September and October 2025, the PACE Climate Survey for Community Colleges (PACE) was administered to 641 employees at Walla Walla Community College (WWCC). Of those 641 employees, 254 (39.6%) 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 254 WWCC employees who completed the PACE survey, 184 (72.4%) provided written comments.

PACE Means

The PACE Climate Survey at WWCC included 92 five-point Likert-type scale questions ranging from a low of “1” to a high of “5”. WWCC’s survey included the standard PACE 46 questions, the In-depth Institutional Structure Question Set, and a set of custom questions selected by WWCC. The PACE 46 questions are organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. At WWCC, the overall mean score of the PACE Survey was 3.711. The Teamwork climate factor had the highest mean score of 4.023, followed by Student Focus (3.985), Supervisory Relationships (3.804), and Institutional Structure (3.296). When disaggregated by the personnel classification demographic category of the PACE instrument, Administrators rated the campus climate the highest with a mean score of 3.830, followed by Staff (3.738) and Faculty (3.670).

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

- I feel my job is relevant to this institution’s mission, 4.462 (#8)
- My supervisor expresses confidence in my work, 4.298 (#2)
- This institution prepares students for a career, 4.143 (#35)
- A spirit of cooperation exists in my department, 4.143 (#43)
- Staff (non-instructional, non-administrator) meet the needs of students, 4.118 (#28)
- My supervisor is open to the ideas, opinions, and beliefs of everyone, 4.107 (#9)
- There is a spirit of cooperation within my work team, 4.104 (#3)
- My primary work team uses problem-solving techniques, 4.098 (#14)
- I am given the opportunity to be creative in my work, 4.029 (#39)
- Students receive an excellent education at this institution, 4.021 (#31)

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

- Administrative processes are clearly defined, 2.881 (#44)
- This institution is appropriately organized, 2.934 (#32)
- I am able to appropriately influence the direction of this institution, 2.975 (#15)
- I have the opportunity for advancement within this institution, 3.082 (#38)
- Decisions are made at the appropriate level at this institution, 3.134 (#4)
- Information is shared within this institution, 3.206 (#10)
- A spirit of cooperation exists at this institution, 3.243 (#25)
- Open and ethical communication is practiced at this institution, 3.245 (#16)
- This institution has been successful in positively motivating my performance, 3.253 (#22)
- Administrators meet the needs of students, 3.376 (#23)

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:

- Success: Supervisor and Peer Support
- Barriers: Executive Leadership Performance
- Institutional Priorities: Communication Clarity & Transparency

The full PACE report includes the following items:

- PACE Report
- Demographics Report
- Personnel Classification Report
- Personnel Classification Data File
- Custom Report
- In-depth Institutional Structure Report
- Qualitative Summary Report
- Qualitative Data File
- Canvs Qualitative Interpretation Guide
- Report Interpretation Instructions
- Detailed Survey Question List
- PACE Survey Discussion Guide