



**NATIONAL INITIATIVE FOR LEADERSHIP  
& INSTITUTIONAL EFFECTIVENESS**

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**Mid Michigan College**  
Harrison, MI

**PACE Executive Summary**  
Personal Assessment of the College Environment

**Lead Researchers**  
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**Conducted**  
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## EXECUTIVE SUMMARY

During October and November 2018 the Personal Assessment of the College Environment (PACE) survey was administered to 506 employees at Mid Michigan College (Mid). Of those 506 employees, 192 (37.9%) completed and returned the instrument for analysis. Respondents were also given the opportunity to complete a qualitative section. Of the 192 Mid employees who completed the PACE survey, 109 (56.8%) provided written comments.

Employees completed a 46-item PACE instrument organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. They also completed a qualitative section, a customized section designed specifically for Mid, and a change readiness subscale section. Respondents were asked to rate the four factors on a five-point Likert-type scale ranging from a low of “1” to a high of “5.” The PACE instrument administered at Mid included 78 total items and two qualitative questions.

At Mid, the PACE results yielded an overall 3.574 mean score. When disaggregated by the Personnel Classification demographic category of the PACE instrument, Administrators rated the campus climate the highest with a mean score of 3.641, followed by Faculty (3.555) and Staff (3.539).

Of the 46 standard PACE questions, the top mean scores have been identified at Mid Michigan College.

- The extent to which I feel my job is relevant to this institution’s mission, 4.289 (#8)
- The extent to which my supervisor expresses confidence in my work, 3.963 (#2)
- The extent to which there is a spirit of cooperation within my work team, 3.953 (#3)
- The extent to which this institution prepares students for further learning, 4.951 (#37)
- The extent to which this institution prepares students for a career, 3.940 (#35)
- The extent to which my primary work team uses problem-solving skills, 3.879 (#14)
- The extent to which a spirit of cooperation exists in my department, 3.844 (#43)
- The extent to which students receive an excellent education at this institution, 3.841 (#31)
- The extent to which I am given the opportunity to be creative in my work, 3.833 (#39)
- The extent to which my work team coordinates its efforts with appropriate individuals and teams, 3.820 (#36)

Of the 46 standard PACE questions, the bottom mean scores have been identified as areas in need of improvement at Mid Michigan College.

- The extent to which I have the opportunity for advancement within this institution, 2.795 (#38)
- The extent to which I am able to appropriately influence the direction of this institution, 2.957 (#15)
- The extent to which this institution is appropriately organized, 2.984 (#32)
- The extent to which open and ethical communication is practiced at this institution, 3.086 (#16)
- The extent to which decisions are made at the appropriate level at this institution, 3.090 (#4)
- The extent to which this institution has been successful in positively motivating my performance, 3.096 (#22)
- The extent to which information is shared within this institution, 3.115 (#10)
- The extent to which a spirit of cooperation exists at this institution, 3.148 (#25)
- The extent to which my work is guided by clearly defined administrative processes, 3.239 (#44)
- The extent to which institutional teams use problem-solving techniques, 3.283 (#11)

The full PACE report includes: the standard PACE and demographic reports, which break out PACE climate factors by question response rates and by each standard demographic category; a personnel classification report; a custom report that includes custom and custom demographic questions included specifically for Mid; a change readiness subscale report; and a raw qualitative report. Report interpretation instructions and a data Excel file with a codebook are also included.