

2026 PACE Survey Quantitative Data

The PACE Climate Survey

The Personal Assessment of the College Environment (PACE) Climate Survey was developed and administered by the Belk Center for Community College Leadership and Research at North Carolina State University. The survey asks employees to assess multiple factors of the college's workplace climate. All VC employees were sent the survey via email in Feb 2026.

198 employees (25.6%) completed the survey:

- 104 faculty
- 49 staff
- 12 administrators
- 33 unreported

The PACE Survey assessed the following climate factors:

- **Institutional Structure** - Mission, leadership, structural organization, decision-making, and internal communication—and the extent to which each are perceived positively by employees.
- **Student Focus** - Centrality of students to the actions of the institution and—the extent to which the institution prepares students for their future endeavors.
- **Supervisory Relationships** - Relationships between employees and supervisors—and the extent to which employees are able to be creative and express ideas.
- **Teamwork** - Spirit of cooperation amongst work teams and the extent to which teams and departments are coordinated effectively
- **In-Depth Institutional Structure** - A more in-depth exploration of the following areas:
 - Mission
 - Leadership
 - Decision-Making and Influence
 - Policies and Structural Organization
 - Teams and Cooperation
 - Communication and Information Sharing
- **Racial Diversity** - Differences in how individual's experience campus based on their race and ethnicity in the following areas:
 - Institutional Structure
 - Supervisory Relationships
 - Teamwork
 - Student Focus

Understanding the Data

All questions on the survey used a 5-point Likert scale:

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Survey questions were written in a way so that the more a person agreed with a question, the more positive their perception of that question.

For example:

- Campus climate encourages differences of opinion to be aired openly.
- Student diversity is important at this institution.
- My supervisor expresses confidence in my work.

This question structure and the associated Likert scale allow us to assign numeric values to each response.

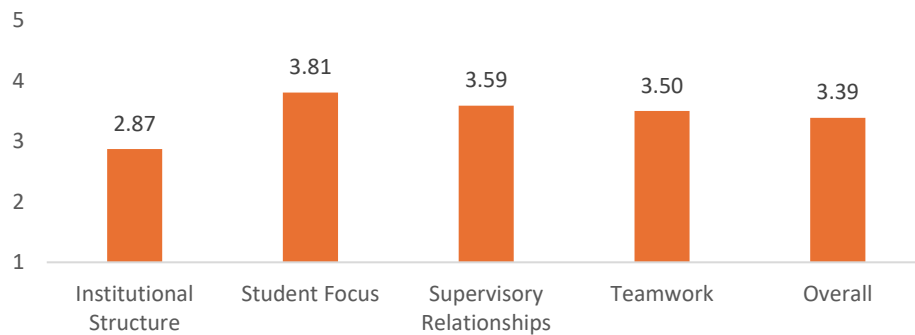
- Strongly Disagree = 1
- Disagree = 2
- Neither Agree nor Disagree = 3
- Agree = 4
- Strongly Agree = 5

We can then use these numeric values to calculate averages and run statistical tests. The average numeric value of all the responses to a given question will be between 1 and 5. An average score that is closer to 5 indicates a more positive perception. An average score closer to 1 indicates a more negative perception.

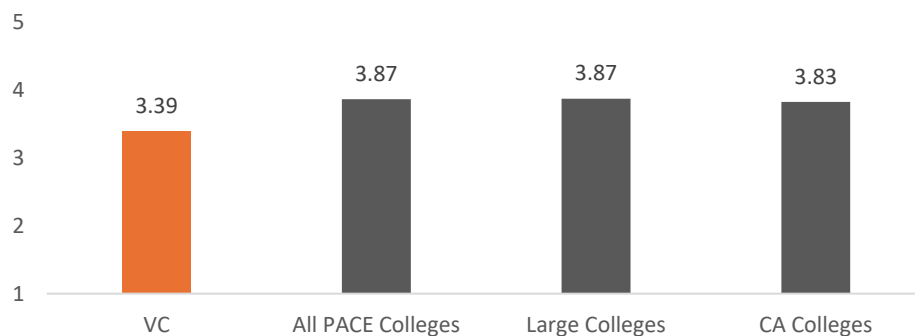
Multiple questions were developed to assess each climate factor (e.g. institutional structure, student focus, etc.). We can then take the average across all of those questions to create a single value for each climate factor. For example, there are 15 questions that assess the institutional structure climate factor. We can take the average across all 15 of those questions to get a single value for the institutional structure climate factor. We can then compare that single value to other institutions. We can also take the average across all scores on the survey to get an overall climate score.

College-Level Average Scores

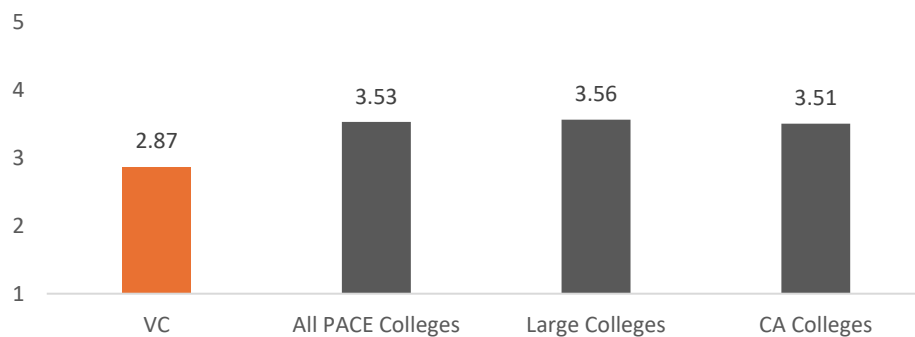
VC 2026 PACE Scores by Climate Factor



Overall Pace Avg Score w Comparison Groups



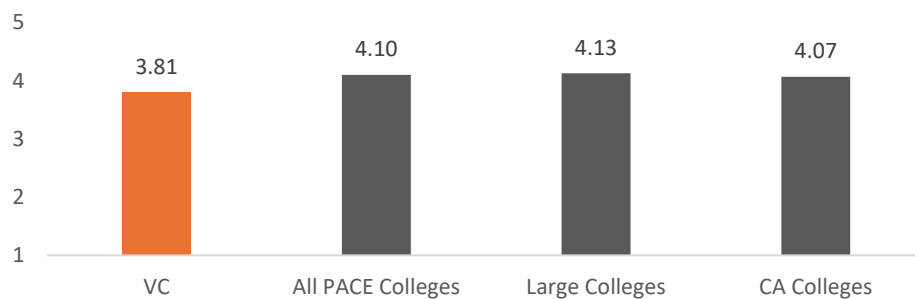
Institutional Structure - Avg Score w Comparison Groups



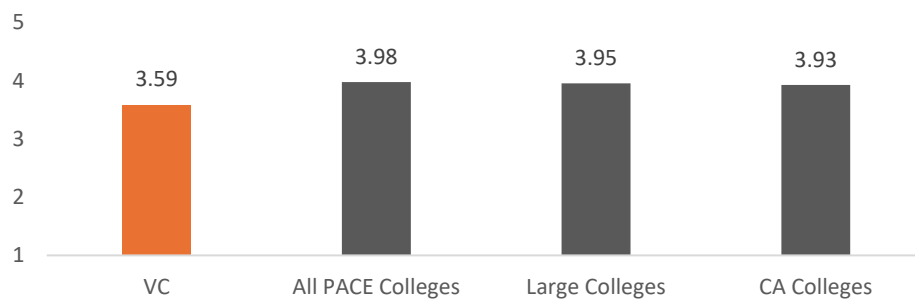
Comparison Groups:

- All PACE Colleges: all colleges that administered the PACE survey between 2020 and 2025
- Large Colleges: colleges with 10,000+ students
- CA Colleges: colleges in California

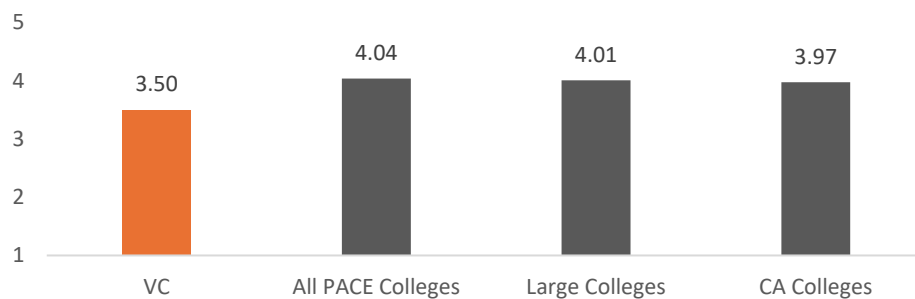
Student Focus - Avg Score w Comparison Groups



Supervisory Relationships - Avg Score w Comparison Groups



Teamwork - Avg Score w Comparison Groups

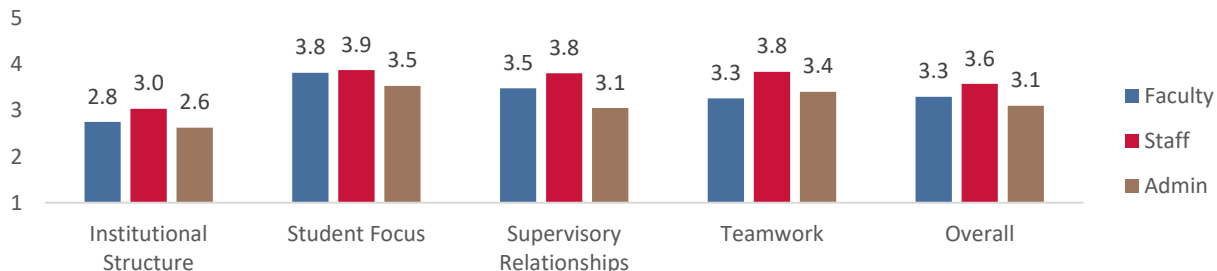


Comparison Groups:

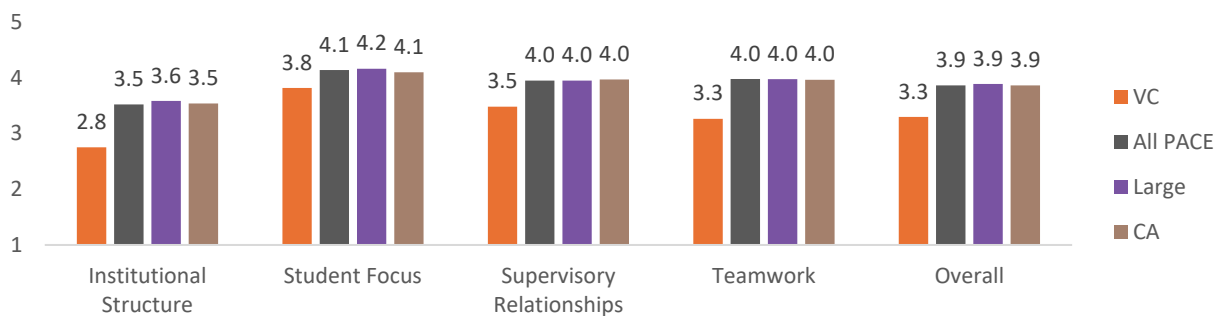
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- Large Colleges: colleges with 10,000+ students
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Disaggregated Average Scores

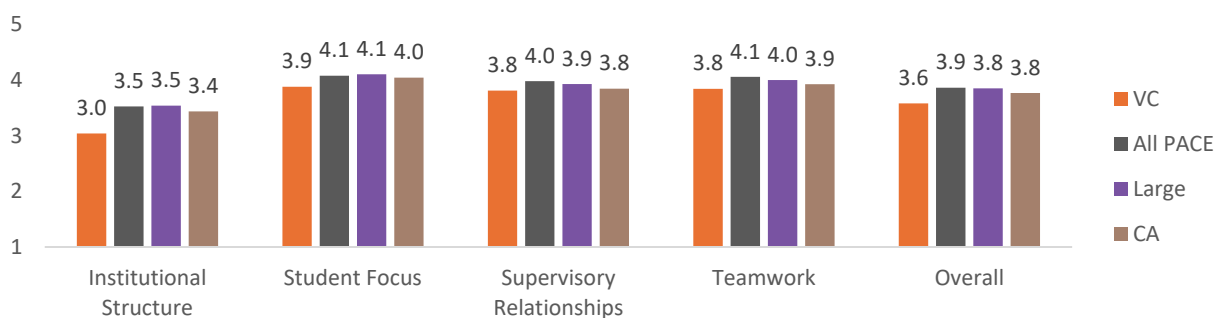
VC - 2026 PACE Scores by Personnel Classification



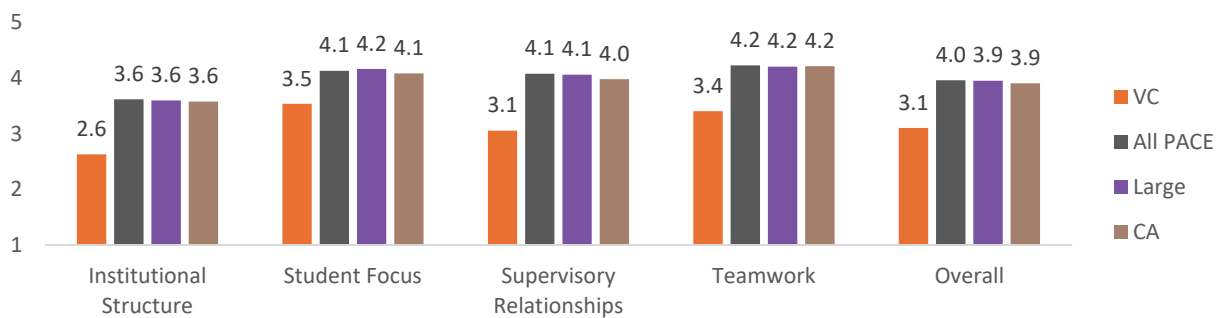
Faculty - Avg PACE Scores w Comparison Groups



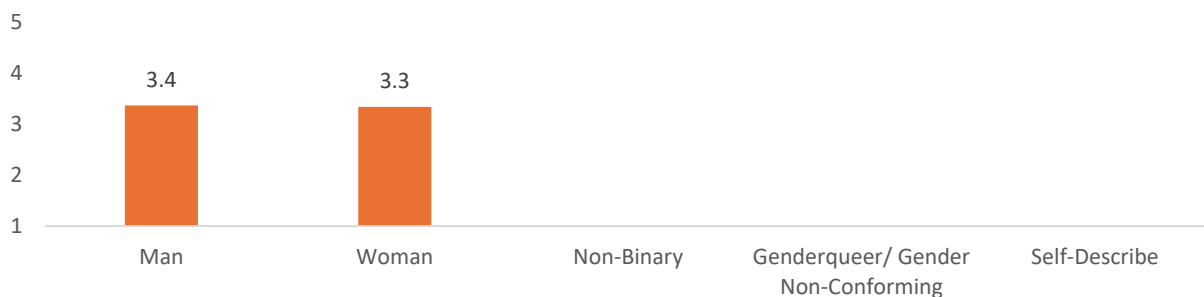
Staff - Avg PACE Scores w Comparison Groups



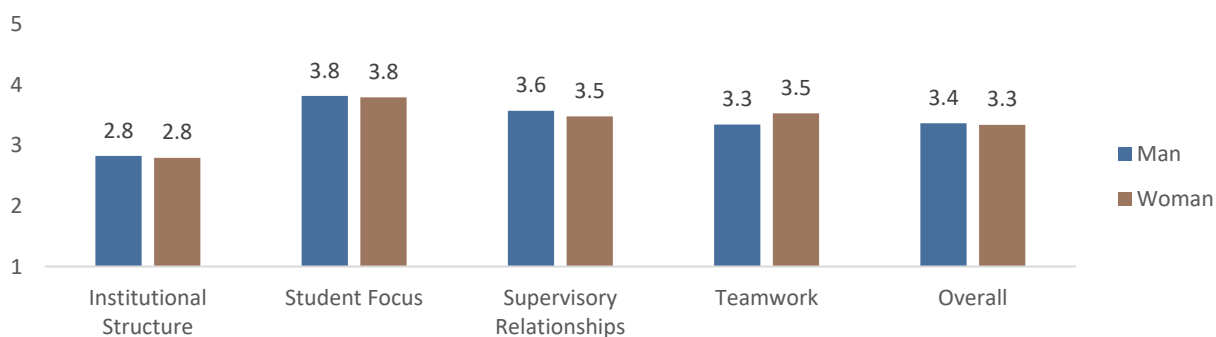
Administrators - Avg PACE Scores w Comparison Groups



VC - Overall PACE Score by Gender*

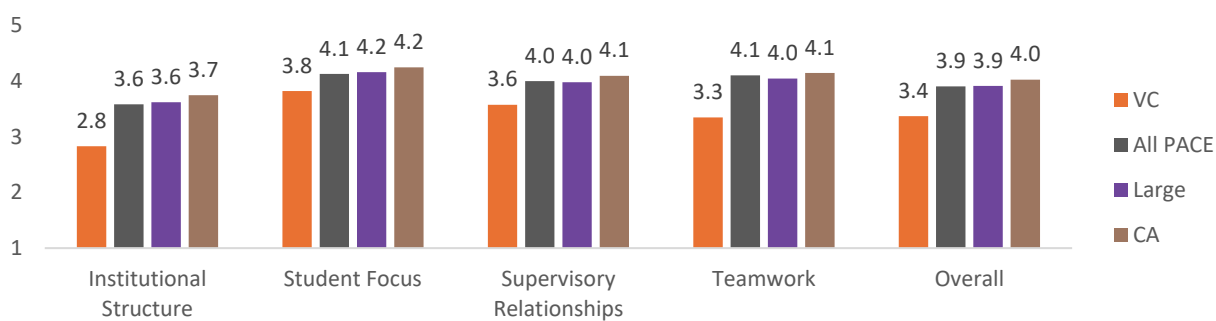


VC - 2026 Avg PACE Scores by Gender*

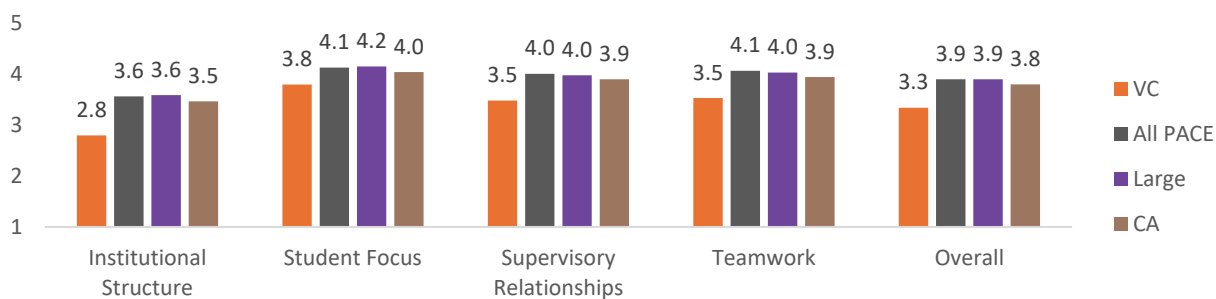


*Data are not displayed for groups with less than 6 respondents.

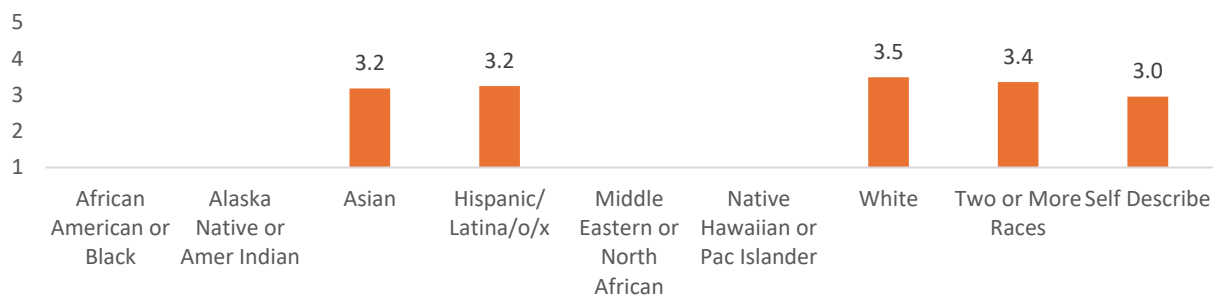
Men - Avg PACE Scores w Comparison Groups



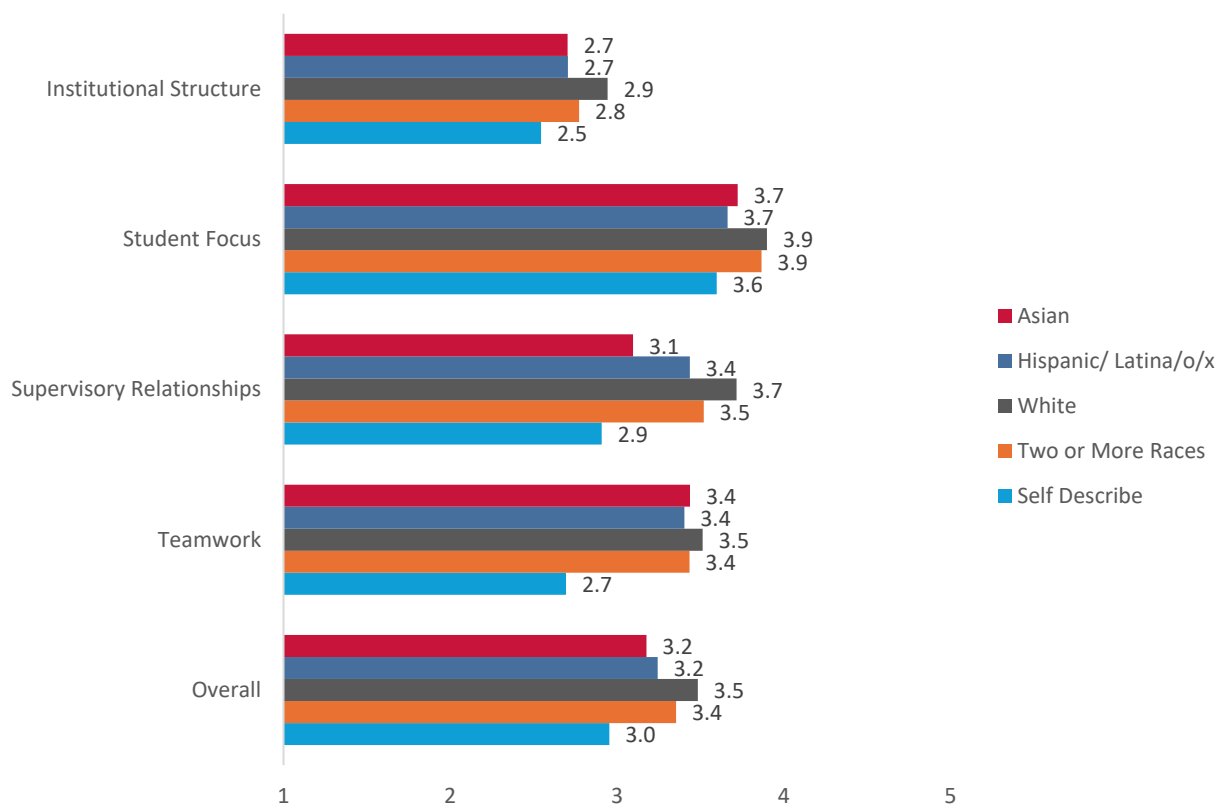
Women - Avg PACE Scores w Comparison Groups



VC - 2026 Overall PACE Score by Ethnicity*

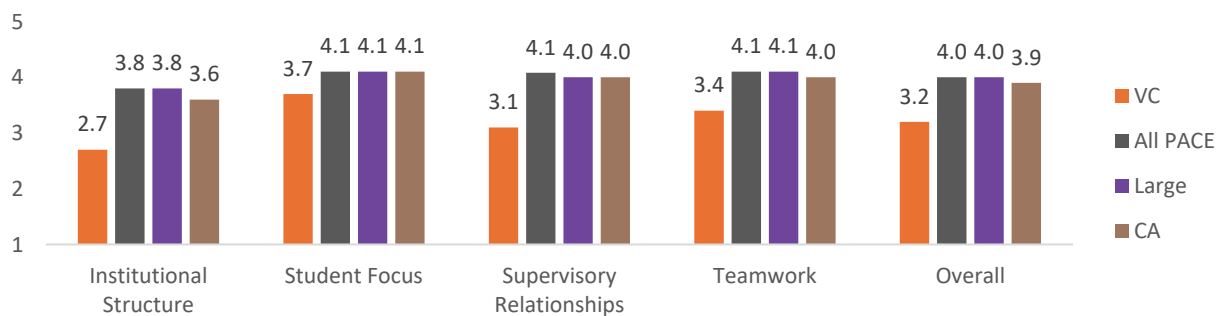


VC - 2026 Avg PACE Scores by Ethnicity*

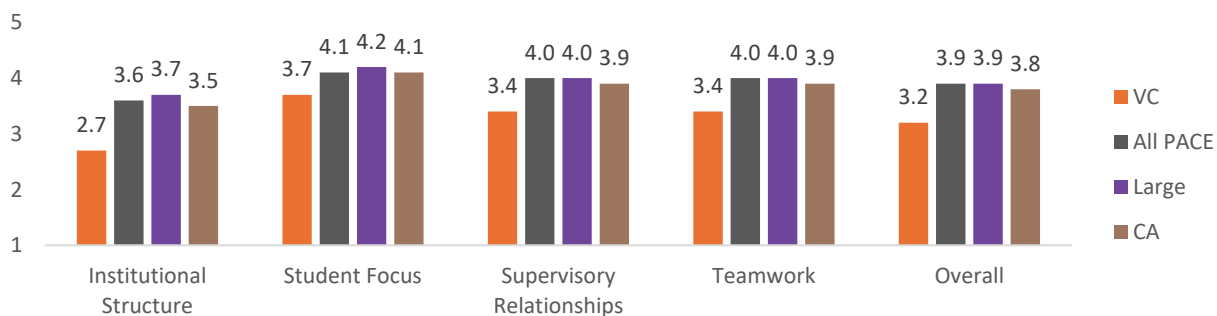


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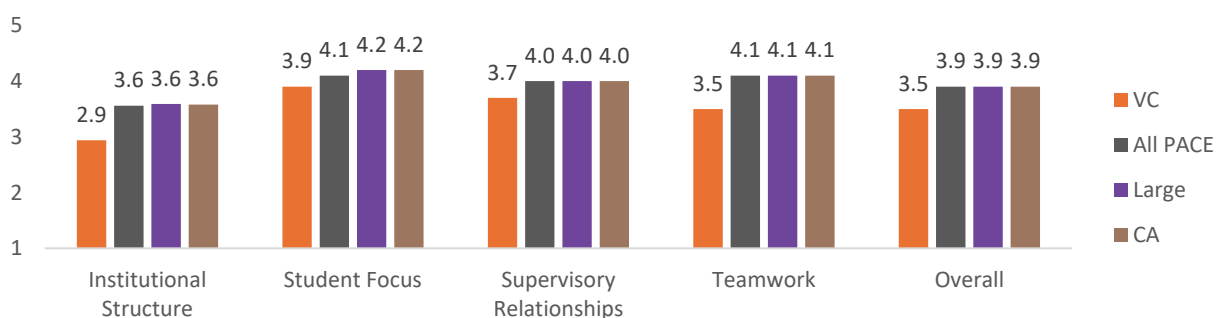
Asian - Avg PACE Scores w Comparison Groups



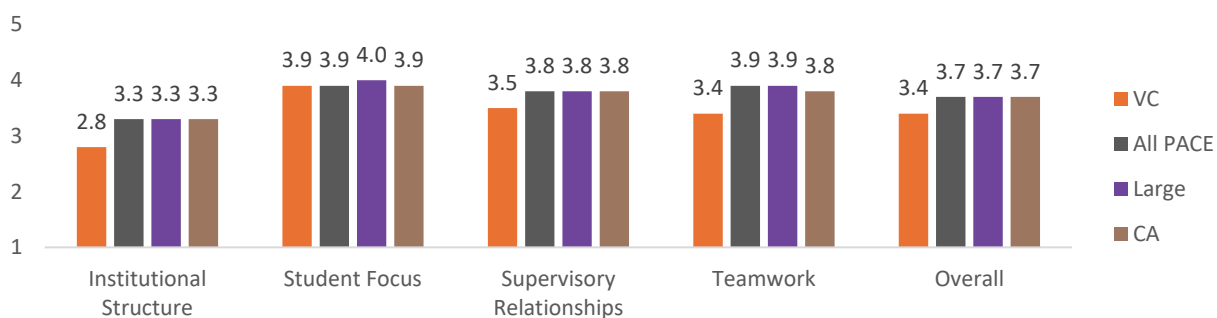
Hispanic/Latina/o/x - Avg PACE Scores w Comparison Groups



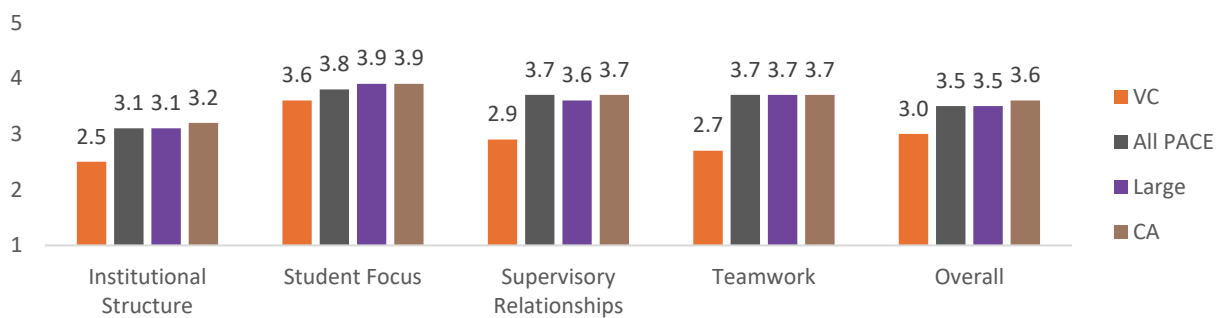
White - Avg PACE Scores w Comparison Groups



Two or More Races - Avg PACE Scores w Comparison Groups



Self-Described Race - Avg PACE Scores w Comparison Groups



2026 PACE Employee Survey Results

Climate Factor	Statement	Faculty			Staff			Administrators		
		Disagree	Neither	Agree	Disagree	Neither	Agree	Disagree	Neither	Agree
Communication and Information Sharing	Campus climate encourages differences of opinion to be aired openly	71%	15%	15%	52%	23%	25%	75%	25%	
	Institutional leadership at this institution shares information with employees in a timely manner	53%	29%	18%	38%	29%	33%	58%	25%	17%
	The information shared by the administration at this institution is useful	44%	35%	21%	23%	50%	27%	33%	25%	42%
	There is sufficient communication at this institution	60%	22%	19%	55%	28%	17%	67%	25%	8%
Institutional Structure	A spirit of cooperation exists at this institution	56%	15%	29%	55%	16%	29%	58%	17%	25%
	Administrative processes are clearly defined	53%	28%	19%	49%	20%	31%	67%	25%	8%
	Decisions are made at the appropriate level at this institution	52%	25%	22%	37%	33%	31%	58%	17%	25%
	I am able to appropriately influence the direction of this institution	52%	25%	24%	43%	23%	34%	33%	42%	25%
	I have the opportunity for advancement within this institution	38%	36%	26%	44%	19%	38%	64%	18%	18%
	I receive adequate information regarding important activities at this institution	30%	16%	54%	24%	14%	61%	42%	25%	33%
	Information is shared within this institution	52%	22%	25%	48%	21%	31%	42%	42%	17%
	Institution-wide policies guide my work	23%	20%	57%	21%	21%	58%	25%	8%	67%
	Institutional leadership is focused on meeting the needs of students	38%	25%	38%	20%	24%	55%	50%	25%	25%
	Institutional teams use problem-solving techniques	48%	36%	15%	31%	37%	33%	33%	33%	33%
	Open and ethical communication is practiced at this institution	55%	19%	26%	47%	27%	27%	58%	17%	25%
	The actions of this institution reflect its mission	43%	19%	38%	31%	23%	46%	42%	17%	42%
	The institution effectively promotes diversity in the workplace	24%	30%	46%	16%	22%	61%	42%	17%	42%
	This institution has been successful in positively motivating my performance	50%	17%	34%	39%	12%	49%	58%	8%	33%
	This institution is appropriately organized	59%	18%	23%	50%	33%	17%	58%	25%	17%
Leadership	Employees are made aware of the outcome of decisions	49%	22%	29%	40%	30%	30%	50%	42%	8%
	Employees participate in decision-making	53%	26%	21%	43%	33%	24%	55%	27%	18%
	Institutional leadership carefully plans resource allocation	59%	24%	18%	22%	41%	37%	33%	33%	33%
	Institutional leadership communicates a clear sense of purpose	59%	22%	20%	47%	27%	27%	58%	33%	8%
	Institutional leadership considers employee feedback in decision-making	58%	24%	17%	41%	41%	17%	50%	25%	25%
	Institutional leadership effectively address crises	66%	22%	12%	45%	37%	18%	58%	8%	33%
	Institutional leadership effectively interacts with external constituents	36%	47%	17%	18%	53%	29%	58%	17%	25%
	Institutional leadership effectively interacts with internal constituents	61%	28%	10%	45%	38%	17%	58%	25%	17%
	Institutional leadership uses employee feedback to improve this institution	59%	30%	11%	39%	39%	22%	64%	27%	9%
Mission	Employees are supportive of the mission of this institution	22%	31%	47%	21%	29%	50%	33%	25%	42%
	Employees in this institution share a common definition of its mission	43%	25%	31%	36%	22%	42%	42%	17%	42%
	Employees take action to fulfill the mission of this institution	26%	29%	44%	19%	25%	56%	25%	17%	58%
	There is consensus among employees about the goals of the institution	45%	26%	29%	36%	23%	40%	25%	42%	33%

2026 PACE Employee Survey Results

Climate Factor	Statement	Faculty			Staff			Administrators		
		Disagree	Neither	Agree	Disagree	Neither	Agree	Disagree	Neither	Agree
Policies and Structural Organization	Institutional policies allow for collaboration	43%	35%	23%	34%	21%	45%	42%	33%	25%
	Institutional policies govern activities at this institution	30%	36%	34%	11%	42%	47%	42%	25%	33%
	The structure of this institution allows for collaboration	52%	24%	24%	32%	28%	40%	42%	42%	17%
	The structure of this institution fosters innovation	54%	23%	23%	41%	33%	26%	50%	42%	8%
	This institution follows clear processes for recognizing employee achievement	52%	32%	16%	46%	25%	29%	58%	33%	8%
Racial Diversity - Institutional Structure	Employees of different racial/ethnic backgrounds communicate well with one another	20%	22%	57%	13%	23%	65%	25%	8%	67%
	My institution has a strong commitment to promoting a healthy racial/ethnic campus climate	18%	15%	67%	14%	20%	65%	42%	25%	33%
	My institution is a racially and ethnically inclusive environment	18%	26%	56%	10%	31%	59%	33%	17%	50%
	My institution is accepting of people of different racial/ethnic backgrounds	13%	17%	71%	12%	6%	82%	25%	25%	50%
	My institution values diversity in all its forms	30%	23%	48%	13%	17%	71%	50%	8%	42%
	My institution values racial/ethnic diversity	13%	16%	72%	13%	8%	79%	33%	8%	58%
	People of different racial/ethnic backgrounds are well-represented among faculty	33%	19%	47%	24%	22%	54%	67%	17%	17%
	People of different racial/ethnic backgrounds are well-represented among institutional leadership (e.g., President, VP, Deans)	30%	30%	41%	25%	29%	46%	58%	25%	17%
	People of different racial/ethnic backgrounds are well-represented among staff (non-instructional, non-administrator)	20%	22%	57%	19%	19%	63%	33%	17%	50%
Racial Diversity - Student Focus	Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	8%	26%	66%	8%	39%	53%	40%	30%	30%
	My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	27%	28%	46%	18%	33%	49%	50%	33%	17%
	My institution prioritizes the educational persistence of students from diverse racial/ethnic backgrounds	18%	29%	53%	8%	33%	59%	33%	33%	33%
	Students from diverse racial/ethnic backgrounds seem satisfied with their educational experience at my institution	9%	33%	58%	12%	37%	51%	36%	36%	27%

2026 PACE Employee Survey Results

Climate Factor	Statement	Faculty			Staff			Administrators		
		Disagree	Neither	Agree	Disagree	Neither	Agree	Disagree	Neither	Agree
Racial Diversity - Supervisory Relationships	My supervisor is open to the views of people from racially and ethnically diverse backgrounds	5%	14%	80%	2%	13%	85%	17%	17%	67%
	My supervisor maintains an environment that is supportive of people from different races/ethnicities	12%	14%	73%	2%	15%	83%	25%	17%	58%
	My supervisor promotes meeting the needs of students from diverse racial/ethnic backgrounds	7%	15%	77%	4%	13%	83%	8%	33%	58%
	My supervisor provides feedback and evaluates employees fairly, regardless of race/ethnicity	16%	15%	70%	4%	11%	85%	25%	17%	58%
	My supervisor treats all employees equally regardless of racial/ethnic background	13%	13%	75%	2%	10%	88%	25%	17%	58%
Racial Diversity - Teamwork	Racial/ethnic diversity among my work team members contributes to our ability to meet student needs	9%	20%	71%	7%	14%	80%	27%	27%	45%
	Racial/ethnic diversity enhances my work teams performance	9%	31%	60%	9%	27%	64%	27%	27%	45%
	Racial/ethnic diversity increases the level of trust among my immediate team members	11%	38%	51%	7%	32%	61%	27%	36%	36%
Student Focus	Administrators meet the needs of students	46%	26%	28%	15%	38%	47%	50%	8%	42%
	Faculty meet the needs of students	8%	17%	76%	11%	36%	53%	27%	18%	55%
	I feel my job is relevant to this institution's mission	7%	9%	84%	2%	6%	91%			100%
	Staff (non-instructional, non-administrator) meet the needs of students	10%	20%	70%	4%	12%	84%	8%	17%	75%
	Student diversity is important at this institution	4%	11%	85%	8%	12%	80%	25%	25%	50%
	Student needs are central to what we do	25%	12%	63%	20%	12%	67%	42%	17%	42%
	Students are assisted with their personal development	9%	19%	72%	7%	21%	72%	42%		58%
	Students receive an excellent education at this institution	8%	15%	77%	4%	15%	80%	18%		82%
	Students seem satisfied with their educational experience at this institution	4%	23%	73%	2%	33%	65%	17%	17%	67%
	Students' competencies are enhanced	12%	23%	65%	7%	37%	57%	18%	36%	45%
	This institution prepares students for a career	8%	13%	79%	4%	17%	79%	18%	9%	73%
	This institution prepares students for further learning	10%	5%	85%	2%	13%	85%	27%		73%

2026 PACE Employee Survey Results

Climate Factor	Statement	Faculty			Staff			Administrators		
		Disagree	Neither	Agree	Disagree	Neither	Agree	Disagree	Neither	Agree
Supervisory Relationships	I am given the opportunity to be creative in my work	17%	7%	76%	10%	14%	76%	33%	17%	50%
	I have the opportunity to express my ideas to my supervisor in appropriate forums	23%	14%	63%	10%	15%	75%	18%	9%	73%
	I receive appropriate feedback for my work	24%	19%	56%	14%	14%	71%	45%	9%	45%
	I receive timely feedback for my work	23%	21%	56%	18%	14%	67%	36%	27%	36%
	My supervisor actively seeks my ideas	32%	18%	50%	17%	17%	66%	27%	27%	45%
	My supervisor expresses confidence in my work	18%	16%	66%	4%	2%	94%	9%	27%	64%
	My supervisor helps me to improve my work	28%	17%	55%	17%	13%	70%	33%	25%	42%
	My supervisor is open to the ideas, opinions, and beliefs of everyone	20%	19%	62%	10%	4%	85%	36%	9%	55%
	My supervisor seriously considers my ideas	28%	16%	56%	13%	13%	74%	27%	36%	36%
	Professional development and training opportunities are available	10%	14%	77%	12%	18%	69%	18%	27%	55%
	Unacceptable behaviors are identified and communicated to me	32%	25%	43%	14%	25%	61%	30%	10%	60%
	Work expectations are communicated to me	25%	14%	61%	22%	8%	69%	33%	17%	50%
	Work outcomes are clarified for me	32%	29%	38%	24%	8%	67%	36%	36%	27%
Teams and Collaboration	Employee expertise is considered when forming teams	45%	28%	27%	33%	35%	33%	42%	25%	33%
	Teams accomplish tasks	22%	39%	39%	15%	32%	53%	25%	17%	58%
	Teams utilize expertise to accomplish tasks	33%	34%	33%	22%	35%	43%	42%	25%	33%
	There is effective collaboration among employees	43%	20%	38%	42%	17%	42%	42%	25%	33%
Teamwork	A spirit of cooperation exists in my department	36%	4%	60%	27%	4%	69%	25%		75%
	My primary work team uses problem-solving techniques	28%	15%	57%	12%	10%	78%	25%	17%	58%
	My work team coordinates its efforts with appropriate individuals and teams	25%	18%	57%	10%	6%	83%	33%	8%	58%
	My work team provides an environment for free and open expression of ideas, opinions and beliefs	35%	11%	54%	14%	18%	67%	25%	17%	58%
	There is a spirit of cooperation within my work team	35%	15%	50%	22%	6%	71%	17%	17%	67%
	There is an opportunity for all ideas to be exchanged within my work team	39%	11%	50%	20%	8%	71%	33%	25%	42%