



**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Ventura College

Ventura, California

PACE Executive Summary

PACE Climate Survey for Community Colleges

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Conducted

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EXECUTIVE SUMMARY

During February and March 2026, the PACE Climate Survey for Community Colleges (PACE) was administered to 772 employees at Ventura College (VC). Of those 772 employees, 198 (25.6%) 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 198 VC employees who completed the PACE survey, 137 (69.2%) provided written comments.

PACE Means

The PACE Climate Survey at VC included 93 five-point Likert-type scale questions ranging from a low of “1” to a high of “5”. VC’s survey included the standard PACE 46 questions, the In-depth Institutional Structure Question Set, the Racial Diversity Question Set, and a custom question selected by VC. The PACE 46 questions are organized into four climate factors as follows: Institutional Structure, Student Focus, Supervisory Relationships, and Teamwork. At VC, the overall mean score of the PACE Survey was 3.388. The Student Focus climate factor had the highest mean score of 3.805, followed by Supervisory Relationships (3.588), Teamwork (3.502), and Institutional Structure (2.871). When disaggregated by the personnel classification demographic category of the PACE instrument, Staff rated the campus climate the highest with a mean score of 3.576, followed by Faculty (3.298) and Administrators (3.102).

Of the 46 standard PACE questions, VC’s top 10 mean scores have been identified as potential points of pride at VC. Six pertain to the Student Focus climate factor and four pertain to the Supervisory Relationship climate factor.

- I feel my job is relevant to this institution’s mission, 4.421 (#8)
- Student diversity is important at this institution, 4.097 (#18)
- This institution prepares students for further learning, 4.082 (#37)
- My supervisor expresses confidence in my work, 4.005 (#2)
- This institution prepares students for a career, 3.988 (#35)
- Students receive an excellent education at this institution, 3.948 (#31)
- Professional development and training opportunities are available, 3.904 (#46)
- Staff (non-instructional, non-administrator) meet the needs of students, 3.897 (#28)
- I am given the opportunity to be creative in my work, 3.833 (#39)
- My supervisor is open to the ideas, opinions, and beliefs of everyone, 3.830 (#9)

Of the 46 standard PACE questions, the bottom 10 mean scores have been identified as areas potentially in need of improvement at VC. All 10 pertain to the Institutional Structure climate factor.

- This institution is appropriately organized, 2.500 (#32)
- A spirit of cooperation exists at this institution, 2.543 (#25)
- Open and ethical communication is practiced at this institution, 2.572 (#16)
- Administrative processes are clearly defined, 2.616 (#44)
- Information is shared within this institution, 2.665 (#10)
- I am able to appropriately influence the direction of this institution, 2.668 (#15)
- Decisions are made at the appropriate level at this institution, 2.682 (#4)
- Institutional teams use problem-solving techniques, 2.761 (#11)
- I have the opportunity for advancement within this institution, 2.794 (#38)
- This institution has been successful in positively motivating my performance, 2.892 (#22)

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: Executive Leadership Performance
- 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
- In-depth Institutional Structure Report
- Racial Diversity Report
- Custom Report
- Qualitative Summary Report
- Qualitative Data File
- Canvs Qualitative Interpretation Guide
- Report Interpretation Instructions
- Disaggregated Quantitative Data File and Codebook