

PACE 2023 Climate Survey Districtwide Summary

Conducted April-May 2023

Overview

The North Orange County Community College District (NOCCCD) partnered with the Belk Center for Community College Leadership and Research to administer the PACE Climate Survey for Community Colleges (PACE) in spring 2023. Two survey subscales were administered:

- **Institutional Structure:** Designed to provide insight into employee perceptions of the institution’s mission, leadership, decision-making, organization, and communication.
- **Racial Diversity:** Designed to assess factors that influence the racial climate of a campus, including its structural make-up, psychological climate, and behavioral climate.

The survey also included a custom section regarding NOCCCD District Services and a qualitative response section. During April and May 2023, NOCCCD employees were invited to respond via an open link to complete the survey. Five hundred and fifty-one (551) completed and returned the survey for analysis. Employees responded to the PACE items and the custom section on a five-point Likert-type scale ranging from a low of “1” to a high of “5”. The PACE instrument administered at NOCCCD included 66 total items and nine qualitative questions.

Key Findings

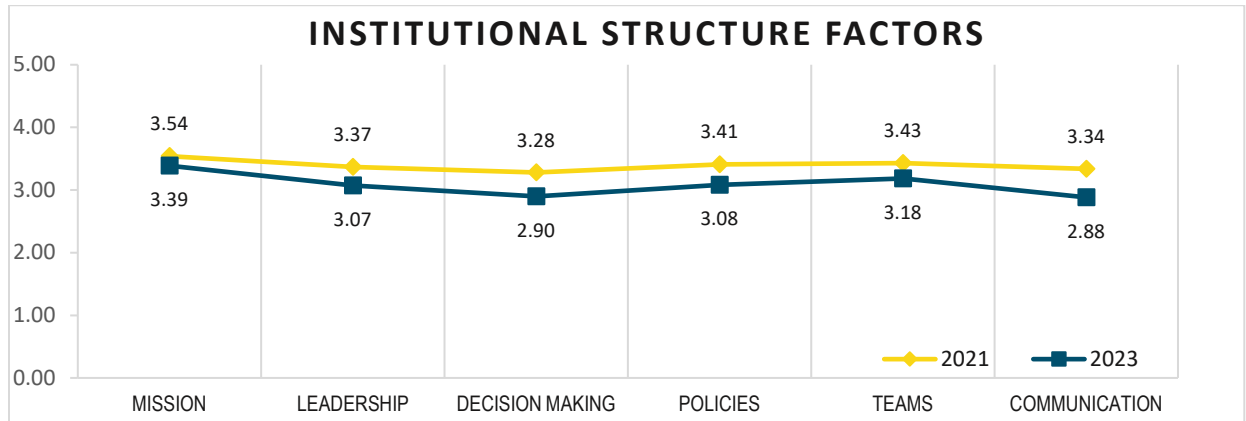
✓	Institutional Structure	Highest = Employees supporting the mission
✓	Racial Diversity	Highest = Supervisors supporting diverse needs and views
✗	Institutional Structure	Lowest = Communication and information sharing; employee influence in decision making
✗	Racial Diversity	Lowest = People of different racial/ethnic backgrounds well-represented among senior administrators and faculty; institutional policies incorporating diverse student perspectives

Summary Results by PACE Subscale

Institutional Structure

The Institutional Structure subscale was designed to provide insight into employee perceptions of the institution’s mission, leadership, decision-making, organization, and communication. Districtwide mean score responses on a scale of 1-strongly disagree to 5-strongly agree to the set of items in each of these factors are presented below. Comparison scores from the prior NOCCCD administration of the PACE survey in 2021 are also presented as a point of reference.

Districtwide scores were highest in the *Mission, Teamwork & Cooperation, Policies & Structural Organization, and Leadership* factors. Mean scores were lowest in *Decision-Making & Influence and Communication & Information Sharing*. Descriptions of what types of survey questions are included in each factor are included below.



Description of Institutional Structure Factors

- **MISSION:** Items related to sharing a common definition of the mission, employees supporting the mission, taking action to fulfill the mission, and having consensus about the goals of the institution.
- **LEADERSHIP:** Items related to leaders communicating a clear sense of purpose, effectively interacting with internal/external constituents, effectively addressing crises, and effectively planning resource allocation.
- **DECISION-MAKING & INFLUENCE:** Items related to leaders using employee feedback to improve the institution, considering employee feedback in decision-making, and employees participating in decision-making and being made aware of the outcome of decisions.
- **POLICIES & STRUCTURAL ORGANIZATION:** Items related to policies and structure allowing for collaboration, fostering innovation, recognizing employee achievement, and governing activities.
- **TEAMWORK & COOPERATION:** Items related to employees effectively collaborating, considering expertise when forming teams, utilizing expertise to accomplish tasks, and teams accomplishing tasks.
- **COMMUNICATION & INFORMATION SHARING:** Items related to the institution having good communication, encouraging differences of opinion, and administration sharing useful and timely information.

Institutional Structure: Highest & Lowest Rated Items

Highest Rated Items

NOCCCD respondents agreed most strongly with three items from the *Mission* factor that employees are supportive of the mission, share a common definition of the mission, and take action to fulfill it. Employees also rated highly that teams accomplish tasks and institutional policies govern activities at our institutions. Comparing the mean scores to the last administration of the survey in 2021 reveals that employee agreement significantly decreased on four of the five items.

Institutional Structure: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response		
		N	Mean	Mean	Sig.	Effect size
<i>The extent to which...</i>						
Employees are supportive of the mission of this institution	Mission	541	3.556	3.767	***	-.215
Employees take action to fulfill the mission of this institution	Mission	537	3.499	3.767	***	-.274
Teams accomplish tasks	Teamwork & Cooperation	483	3.418	3.628	***	-.212
Institutional policies govern activities at this institution	Policies & Structural Organization	498	3.361	3.593	***	-.232
Employees in this institution share a common definition of its mission	Mission	542	3.356	3.457		

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p < .01, or *** p < .001.

Lowest Rated Items

PACE items related to *Decision-making & Influence* as well as *Communication & Information Sharing* were rated lowest among NOCCCD employees. Respondents indicated lowest agreement with statements that campus climate encourages differences of opinion to be aired openly, institutional leadership considers employee feedback in decision-making, and that there is sufficient communication. NOCCCD employees also reported lower agreement with institutional leadership using employee feedback to improve the institution and leadership sharing information with employees in a timely manner. All five items were rated statistically significantly lower compared to the 2021 survey administration.

Institutional Structure: Lowest Rated Items (Bottom Five)

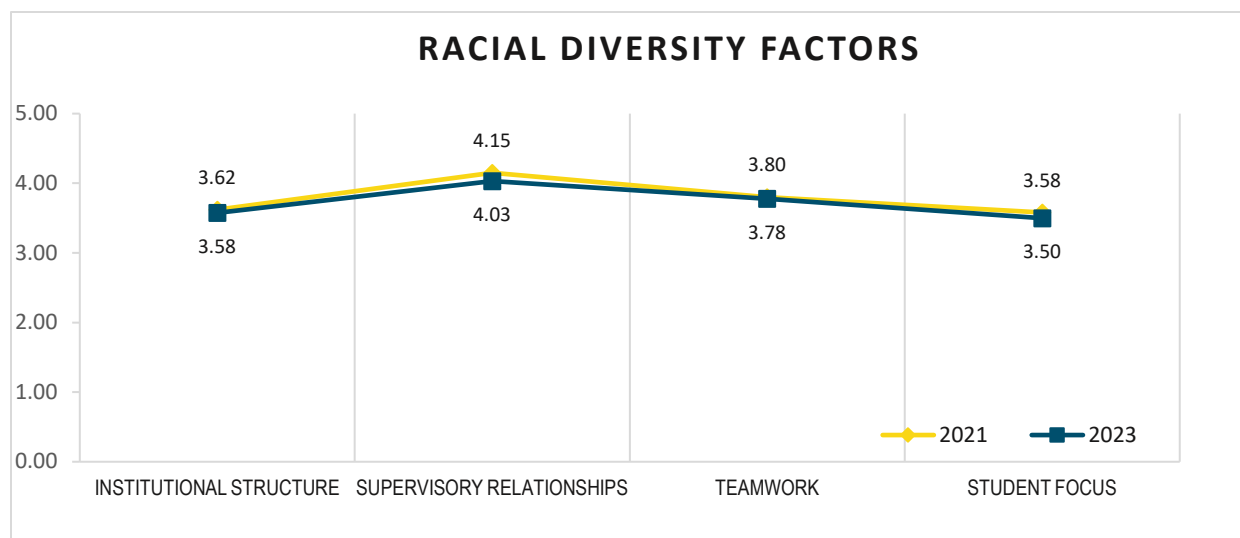
Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response		
		N	Mean	Mean	Sig.	Effect size
<i>The extent to which...</i>						
Campus climate encourages differences of opinion to be aired openly	Communication & Information Sharing	493	2.625	3.187	***	-.459
Institutional leadership considers employee feedback in decision-making	Decision Making & Influence	505	2.743	3.170	***	-.365
There is sufficient communication at this institution	Communication & Information Sharing	496	2.774	3.183	***	-.344
Institutional leadership uses employee feedback to improve this institution	Decision Making & Influence	506	2.802	3.176	***	-.318
Institutional leadership at this institution shares information with employees in a timely manner	Communication & Information Sharing	496	2.877	3.370	***	-.417

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p < .01, or *** p < .001.

Racial Diversity

The Racial Diversity subscale was designed to assess factors that influence the racial climate of a campus. NOCCCD’s racial diversity was examined within the institutional structure, supervisory relationships, teamwork, and student focus factors across the district. Districtwide mean score responses on a scale of 1-strongly disagree to 5-strongly agree to the set of items in each of these factors are presented below. Comparison scores from the prior NOCCCD administration of the PACE survey in 2021 are also presented as a point of reference.

Districtwide scores were highest in the *Racial Diversity Within Supervisory Relationships* and the *Racial Diversity Within Teamwork* factors and lowest in the *Racial Diversity Within Institutional Structure* and *Racial Diversity Within Student Focus* factors. Descriptions of what types of survey questions are included in each factor are listed below.



Description of Racial Diversity Factors

- **RACIAL DIVERSITY WITHIN INSTITUTIONAL STRUCTURE:** Items related to the institution’s commitment to, value of, and promotion of racial/ethnic diversity, including accepting people of different racial/ethnic backgrounds, diverse employees communicating well and being well-represented among faculty and senior administrators, and creating a racially/ethnically inclusive institution.
- **RACIAL DIVERSITY WITHIN SUPERVISORY RELATIONSHIPS:** Items related to supervisors maintaining an environment supportive of people from different races/ethnicities, treating all employees equally, being open to diverse views, providing feedback fairly, and promoting meeting the needs of students from diverse racial/ethnic backgrounds.
- **RACIAL DIVERSITY WITHIN TEAMWORK:** Items related to agreeing racial/ethnic diversity increases the level of trust among team members, enhances a team’s performance, and contributes to the ability to meet student needs.
- **RACIAL DIVERSITY WITHIN STUDENT FOCUS:** Items indicating faculty pedagogical decisions and institutional policies incorporate diverse student experiences, that students are satisfied with their educational experience, and that the institution advances the educational persistence of students from diverse racial/ethnic backgrounds.

Racial Diversity: Highest & Lowest Rated Items

Highest Rated Items

NOCCCD respondents rated all items within *Supervisory Relationships* highest in the Racial Diversity scale. Employees indicated high agreement with supervisors promoting diverse student needs, being open to diverse views, maintaining an environment supportive of people from different races/ethnicities, and evaluating and treating employees fairly, regardless of race/ethnicity. Two of the top five survey items were rated statistically significantly lower compared to the 2021 administration, but the other mean scores remained comparable.

Racial Diversity: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response		
		N	Mean	Mean	Sig.	Effect size
<i>The extent to which...</i>						
My supervisor promotes meeting the needs of students from diverse racial/ethnic backgrounds	Supervisory Relationships	456	4.083	4.131		
My supervisor is open to the views of people from racially and ethnically diverse backgrounds	Supervisory Relationships	462	4.074	4.193		
My supervisor maintains an environment that is supportive of people from different races/ethnicities	Supervisory Relationships	472	4.019	4.163	*	-.134
My supervisor provides feedback and evaluates subordinates fairly, regardless of race/ethnicity	Supervisory Relationships	452	3.998	4.106		
My supervisor treats all employees equally based on racial/ethnic background	Supervisory Relationships	472	3.983	4.159	*	-.155

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$.

Lowest Rated Items

NOCCCD respondents rated items within *Institutional Structure* and *Student Focus* lowest in the Racial Diversity scale. Employees reported having the lowest agreement with statements that people of different racial/ethnic backgrounds are well-represented among senior administrators and faculty. Within *Student Focus*, NOCCCD employees reported having lower agreement with statements that institutional policies and faculty pedagogical decisions incorporate the perspectives of students from diverse racial/ethnic backgrounds and students from diverse racial/ethnic backgrounds seem satisfied with their educational experience. All items were rated statistically comparable to the prior survey administration in 2021.

Racial Diversity: Lowest Rated Items (Bottom Five)

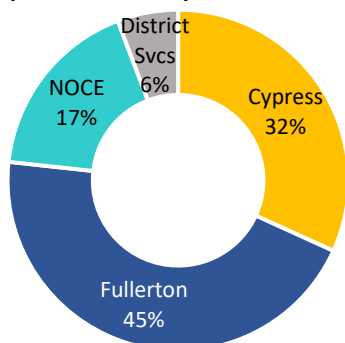
Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response		
		N	Mean	Mean	Sig.	Effect size
<i>The extent to which...</i>						
People of different racial/ethnic backgrounds are well-represented among faculty	Institutional Structure	467	3.225	3.260		
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g., President, Vice-President, Deans)	Institutional Structure	470	3.351	3.237		
My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	Student Focus	446	3.404	N/A		
Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	Student Focus	414	3.447	3.530		
Students from diverse racial/ethnic backgrounds seem satisfied with their educational experience at my institution	Student Focus	434	3.459	3.557		

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

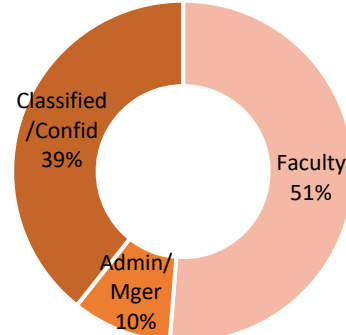
Respondent Demographics

NOCCCD employed approximately 2,800 employees in 2022-23. A total of 551 NOCCCD employees completed and returned the instrument for analysis, representing an approximately 20% response rate. Of the 551 employees who completed the PACE survey, 246 (44.6%) provided written comments in the qualitative section. The most respondents identified Fullerton College as their primary institution (45%), followed by Cypress College (32%), North Orange Continuing Education (NOCE) (17%), and District Services (6%). The majority of the 435 respondents who identified their personnel classification were faculty (51%), followed by classified/confidential professionals (39%), and administrators/managers (10%).

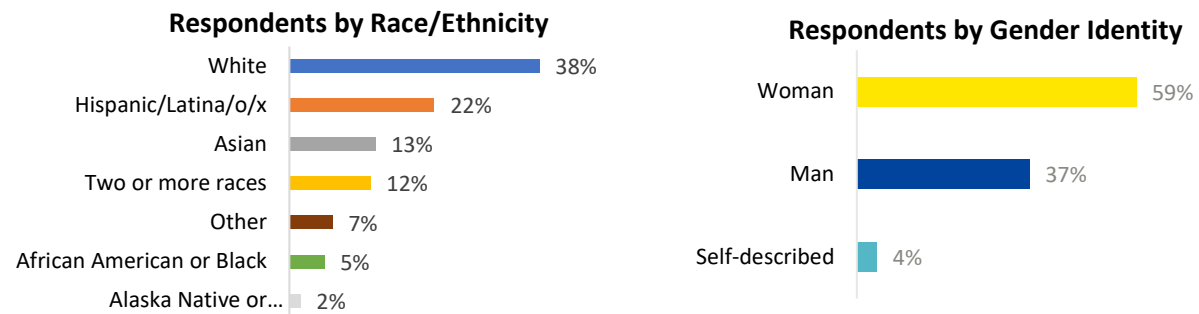
Respondents by Institution



Respondents by Employee Type



Examining the 409 participants who indicated their race/ethnicity shows the plurality of respondents identified as White (38%). The next largest racial/ethnic groups were Latina/o/x (22%), Asian (13%), and Two or more races (12%). A majority of women responded to the survey (59%).



CONCLUSION

Many NOCCCD employees took the time to respond to the survey and provide feedback. Overall results indicate NOCCCD employees are satisfied with some areas within Institutional Structure and Racial Diversity, but improvements are needed in other areas. Details about which questions were rated in the top and bottom sets for each institution are presented in Appendix A.

Institutional Structure results indicate high agreement with statements about employees being supportive of the mission, sharing a common definition of the mission, and taking action to fulfill it, as well as accomplishing tasks in teams and institutional policies governing action. However lower agreement was noted in areas about the institution and leaders encouraging differences of opinion, considering employee feedback for decision-making, and communicating and sharing information in a timely manner.

Within the Racial Diversity subscale, NOCCCD employees indicated high agreement with supervisors' work in maintaining an environment supportive of people from different races/ethnicities, including promoting diverse student needs, being open to diverse views, and evaluating and treating employees fairly, regardless of race/ethnicity. However, improvement is needed within *Institutional Structure* and *Student Focus*. Employees reported having the lowest agreement with statements that people of different racial/ethnic backgrounds are well-represented among senior administrators and faculty and that institutional policies incorporate the perspectives of students from diverse racial/ethnic backgrounds.

Appendix A: Highest & Lowest Rated Items by Institution and Subscale

CYPRESS COLLEGE

Cypress College Institutional Structure: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Employees are supportive of the mission of this institution	Mission	138	3.650	3.757	
Employees take action to fulfill the mission of this institution	Mission	138	3.603	3.775	
The information shared by the administration at this institution is useful	Communication & Information Sharing	138	3.556	3.640	
Teams accomplish tasks	Teamwork	138	3.523	3.698	
Institutional policies govern activities at this institution	Policies & Structural Organization	138	3.485	3.558	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$.

Cypress College Institutional Structure: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Institutional leadership carefully plans resource allocation	Leadership	138	3.060	3.261	
Institutional leadership uses employee feedback to improve this institution	Decision Making & Influence	138	3.052	3.124	
Institutional leadership considers employee feedback in decision-making	Decision Making & Influence	138	3.000	3.148	
There is sufficient communication at this institution	Communication & Information Sharing	138	2.955	3.182	
Campus climate encourages differences of opinion to be aired openly	Communication & Information Sharing	138	2.926	3.197	*

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$.

Cypress College Racial Diversity: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
My supervisor/chair is open to the views of people from racially and ethnically diverse backgrounds	Supervisory Relationships	138	4.127	4.212	
My supervisor/chair maintains an environment that is supportive of people from different races/ethnicities	Supervisory Relationships	138	4.113	4.231	
My supervisor/chair promotes meeting the needs of students from diverse racial/ethnic backgrounds	Supervisory Relationships	138	4.098	4.193	
My institution is accepting of people of different racial/ethnic backgrounds	Institutional Structure	138	4.090	4.023	
My supervisor/chair treats all employees equally, regardless of racial/ethnic background	Supervisory Relationships	138	4.075	4.181	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

Cypress College Racial Diversity: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Racial/ethnic diversity increases the level of trust among my immediate team members	Teamwork	138	3.674	3.785	
Students from diverse racial/ethnic backgrounds are satisfied with their educational experience at my institution	Student Focus	138	3.597	3.727	
My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	Student Focus	138	3.586	NA	
People of different racial/ethnic backgrounds are well-represented among faculty	Institutional Structure	138	3.573	3.531	
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	Institutional Structure	138	3.485	3.471	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

DISTRICT SERVICES

District Services Institutional Structure: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Institutional leadership carefully plans resource allocation	Leadership	25	3.760	3.227	
Employees in this institution share a common definition of its mission	Mission	25	3.680	3.467	
Employees are supportive of the mission of this institution	Mission	25	3.680	3.659	
Institutional leadership effectively interacts with external constituents	Leadership	25	3.625	3.550	
Employees take action to fulfill the mission of this institution	Mission	25	3.583	3.659	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

District Services Institutional Structure: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Institutional leadership considers employee feedback in decision-making	Decision Making & Influence	25	3.120	3.188	
Campus climate encourages differences of opinion to be aired openly	Communication & Information Sharing	25	2.917	3.239	
The structure of this institution fosters innovation	Policies & Structural Organization	25	2.880	3.356	
There is sufficient communication at this institution	Communication & Information Sharing	25	2.800	3.091	
This institution follows clear processes for recognizing employee achievement	Policies & Structural Organization	25	2.760	2.721	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

District Services Racial Diversity: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
My supervisor/chair promotes meeting the needs of students from diverse racial/ethnic backgrounds	Supervisory Relationships	25	4.348	4.303	
My supervisor/chair maintains an environment that is supportive of people from different races/ethnicities	Supervisory Relationships	25	4.320	4.205	
My supervisor/chair provides feedback and evaluates subordinates fairly, regardless of race/ethnicity	Supervisory Relationships	25	4.280	4.154	
My supervisor/chair treats all employees equally, regardless of racial/ethnic background	Supervisory Relationships	25	4.240	4.182	
My supervisor/chair is open to the views of people from racially and ethnically diverse backgrounds	Supervisory Relationships	25	4.200	4.205	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

District Services Racial Diversity: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
People of different racial/ethnic backgrounds are well-represented among classified personnel	Institutional Structure	25	3.720	NA	
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	Institutional Structure	25	3.680	3.295	
Racial/ethnic diversity increases the level of trust among my immediate team members	Teamwork	25	3.680	3.868	
Students from diverse racial/ethnic backgrounds are satisfied with their educational experience at my institution	Student Focus	25	3.609	3.630	
People of different racial/ethnic backgrounds are well-represented among faculty	Institutional Structure	25	3.364	3.525	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001.

FULLERTON COLLEGE

Fullerton College Institutional Structure: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Employees are supportive of the mission of this institution	Mission	195	3.454	3.749	**
Employees take action to fulfill the mission of this institution	Mission	195	3.400	3.719	***
Teams accomplish tasks	Teamwork	195	3.328	3.507	
Institutional policies govern activities at this institution	Policies & Structural Organization	195	3.261	3.623	***
Employees in this institution share a common definition of its mission	Mission	195	3.207	3.387	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$.

Fullerton College Institutional Structure: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
There is sufficient communication at this institution	Communication & Information Sharing	195	2.634	3.191	***
The structure of this institution fosters innovation	Policies & Structural Organization	195	2.628	3.160	***
Institutional leadership uses employee feedback to improve this institution	Decision Making & Influence	195	2.594	3.197	***
Institutional leadership considers employee feedback in decision-making	Decision Making & Influence	195	2.568	3.156	***
Campus climate encourages differences of opinion to be aired openly	Communication & Information Sharing	195	2.401	3.166	***

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$.

Fullerton College Racial Diversity: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
My supervisor/chair promotes meeting the needs of students from diverse racial/ethnic backgrounds	Supervisory Relationships	195	4.205	4.100	
My supervisor/chair is open to the views of people from racially and ethnically diverse backgrounds	Supervisory Relationships	195	4.163	4.230	
My supervisor/chair maintains an environment that is supportive of people from different races/ethnicities	Supervisory Relationships	195	4.101	4.153	
My supervisor/chair provides feedback and evaluates subordinates fairly, regardless of race/ethnicity	Supervisory Relationships	195	4.069	4.113	
My supervisor/chair treats all employees equally, regardless of racial/ethnic background	Supervisory Relationships	195	4.065	4.195	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p < .05, ** p < .01, or *** p < .001

Fullerton College Racial Diversity: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	Institutional Structure	195	3.358	3.056	*
Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	Student Focus	195	3.308	3.424	
Students from diverse racial/ethnic backgrounds are satisfied with their educational experience at my institution	Student Focus	195	3.302	3.379	
My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	Student Focus	195	3.273	NA	
People of different racial/ethnic backgrounds are well-represented among faculty	Institutional Structure	195	2.995	2.975	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p < .05, ** p < .01, or *** p < .001

North Orange Continuing Education (NOCE)

NOCE Institutional Structure: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
Employees are supportive of the mission of this institution	Mission	76	3.573	3.897	
Employees take action to fulfill the mission of this institution	Mission	76	3.486	3.948	**
Employees in this institution share a common definition of its mission	Mission	76	3.395	3.619	
Institutional leadership effectively interacts with external constituents	Leadership	76	3.364	3.541	
Teams accomplish tasks	Teamwork	76	3.356	3.815	**

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$

NOCE Institutional Structure: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
There is sufficient communication at this institution	Communication & Information Sharing	76	2.724	3.204	*
Institutional leadership uses employee feedback to improve this institution	Decision Making & Influence	76	2.720	3.192	*
The administration at this institution shares information with employees in a timely manner	Communication & Information Sharing	76	2.711	3.306	**
Institutional leadership considers employee feedback in decision-making	Decision Making & Influence	76	2.573	3.252	***
Campus climate encourages differences of opinion to be aired openly	Communication & Information Sharing	76	2.400	3.208	***

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * $p < .05$, ** $p < .01$, or *** $p < .001$

NOCE Racial Diversity: Highest Rated Items (Top Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
My supervisor/chair treats all employees equally, regardless of racial/ethnic background	Supervisory Relationships	76	3.760	3.989	
My supervisor/chair maintains an environment that is supportive of people from different races/ethnicities	Supervisory Relationships	76	3.757	4.021	
My supervisor/chair provides feedback and evaluates subordinates fairly, regardless of race/ethnicity	Supervisory Relationships	76	3.730	4.069	
My supervisor/chair is open to the views of people from racially and ethnically diverse backgrounds	Supervisory Relationships	76	3.730	4.032	
My supervisor/chair promotes meeting the needs of students from diverse racial/ethnic backgrounds	Supervisory Relationships	76	3.699	4.022	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001

NOCE Racial Diversity: Lowest Rated Items (Bottom Five)

Pace Item	Factor	2023 NOCCCD Response		2021 NOCCCD Response	
		N	Mean	Mean	Sig.
<i>The extent to which...</i>					
People of different racial/ethnic backgrounds are well-represented among classified personnel	Institutional Structure	76	3.293	NA	
My institution incorporates the perspectives of students from diverse racial/ethnic backgrounds when making institutional policies	Student Focus	76	3.267	NA	
Faculty pedagogical decisions integrate the experiences and voices of students from diverse racial/ethnic backgrounds	Student Focus	76	3.214	3.550	
People of different racial/ethnic backgrounds are well-represented among senior administrators (e.g. President, VP, Deans)	Institutional Structure	76	3.108	3.242	
People of different racial/ethnic backgrounds are well-represented among faculty	Institutional Structure	76	3.092	3.391	

Note: Statistically significant differences between the districtwide mean score response from the 2023 administration and 2021 administration for each item are noted with * p <.05, ** p <.01, or *** p <.001