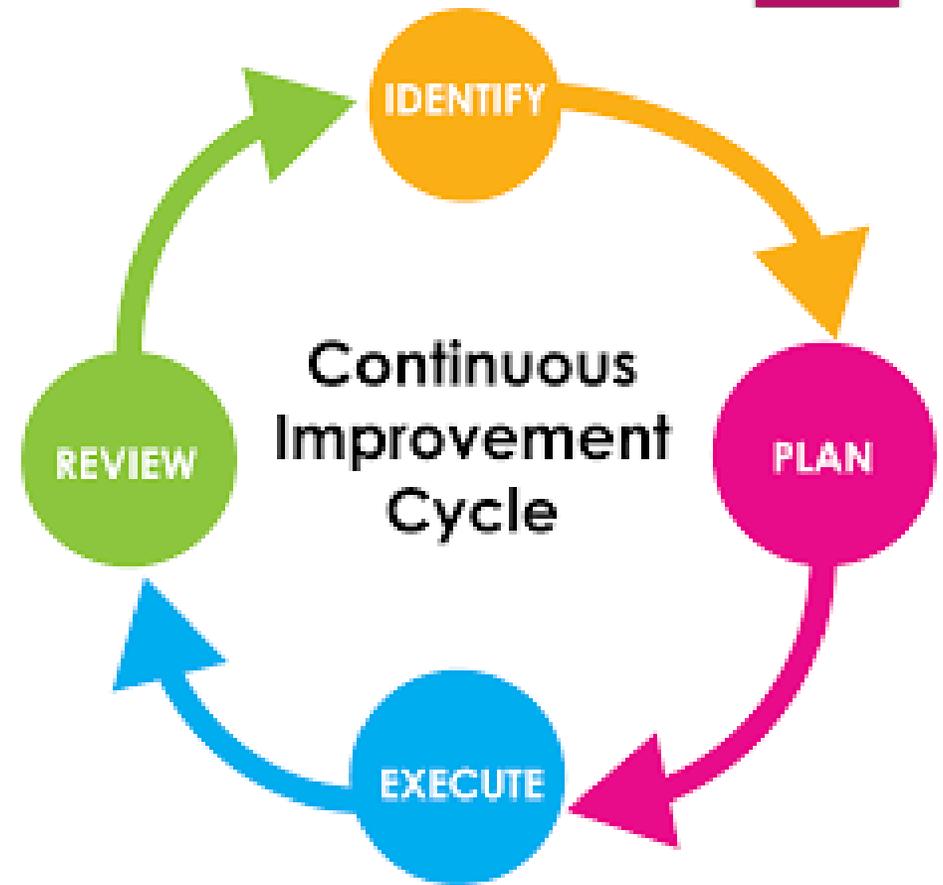# 2025 PACE Survey

OFFICE OF INSTITUTIONAL EFFECTIVENESS

# Guidelines for Discussion

# Continuous Improvement Cycle

# Guidelines for participating in this discussion

- ▶ Stay focused on the topic at hand
- ▶ Defer judgement
  - ▶ The data represents current employee perceptions
  - ▶ All ideas are good ideas
    - ▶ Look for the obvious
    - ▶ Explore wild ideas
- ▶ Collaborate
  - ▶ Build on ideas of others
  - ▶ Listen, don't talk over others
- ▶ We have limited time today
  - ▶ Don't spend too much time on one topic
  - ▶ If you don't get a chance to share, please email your thoughts

# Consider

- Are the results what we expect?
- Is there something we did to improve a strength?
- Is there something we can do differently to change the results for our challenges/opportunities?
  - Methods
  - Resources
  - Environment
- Do we need more information to better understand the results?

# Discussion and Sharing

- Groups will have 15 minutes for discussion and a total of **5 minutes** to share.

- During your discussion, please designate one person to share a **current perception** and **2-3 ideas** on how we continue to **build** on our strengths or opportunities.

- Link ideas to our mission, vision, core values, strategic plan, or KPIs with a **continuous improvement** mindset.

# Mission
# Vision
# Core Values

▶ **Mission:** Illinois Valley Community College is dedicated to creating opportunities for students and our community by providing access to affordable, high-quality higher education and lifelong learning.

▶ **Vision:** Illinois Valley Community College will foster personal and professional growth and well-being for our students and community through growing programs, updated facilities, and educational innovation.

▶ **Core Values:** Achieving Excellence through our Core Values (I-CARE)
**I**ntegrity
**C**ompassion
**A**ccountability
**R**espect
**E**quity

# Survey Administration

# Survey Administration

- TIMING: EARLY 25/SP

- PARTICIPANTS: 447
  ALL EMPLOYEES AS OF 1/15/2025

- RESPONSES: 188

- RESPONSE RATE: 42%

- SCALE: 1-5
  - **INSTITUTIONAL STRUCTURE**
  - **STUDENT FOCUS**
  - **SUPERVISORY RELATIONSHIPS**
  - **TEAMWORK**
- TAKEAWAYS:
  - OVERALL, EMPLOYEES REPORT HIGHER SATISFACTION THAN IN 2021

Survey Participation

Total Employees Invited vs Responded 2018-2025
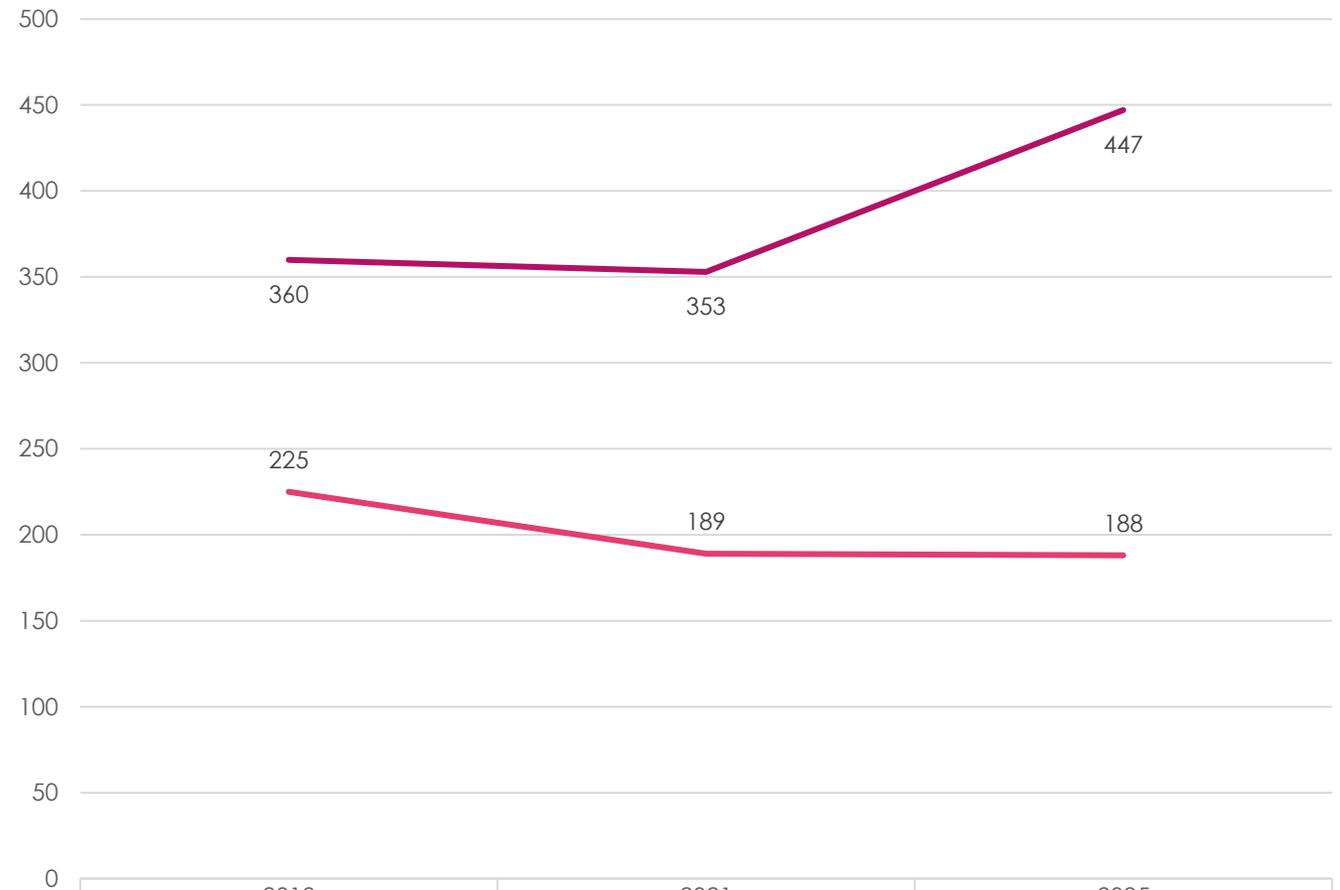
| | 2018 | 2021 | 2025 |
|---|---|---|---|
| Administered | 360 | 353 | 447 |
| Responses | 225 | 189 | 188 |

# Survey Participation

## Number of Respondents 2018-2025
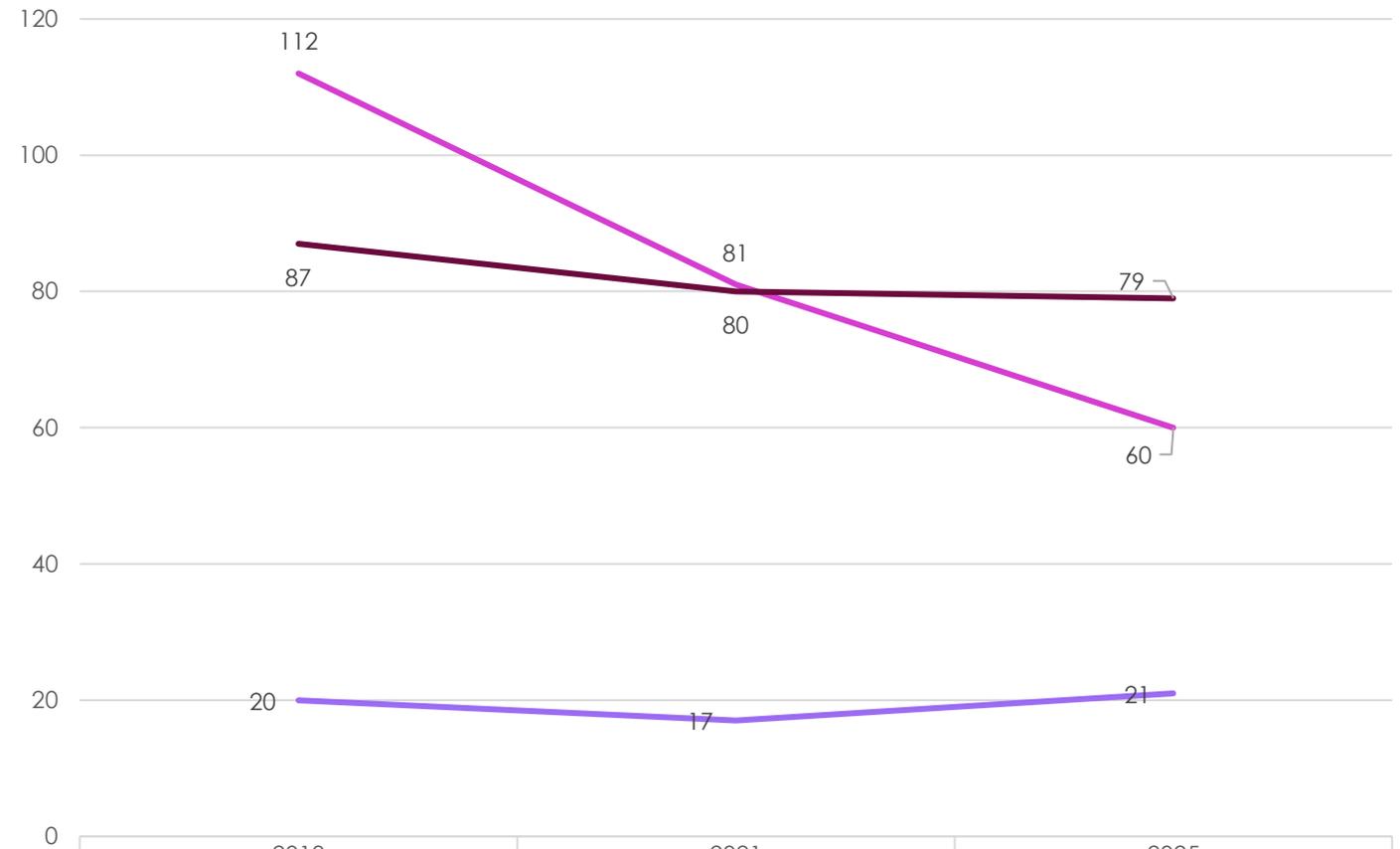


| | 2018 | 2021 | 2025 |
|---|---|---|---|
| Admin | 20 | 17 | 21 |
| Faculty | 112 | 81 | 60 |
| Staff | 87 | 80 | 79 |

Min, Max, Average Scores by Year-Overall Mean
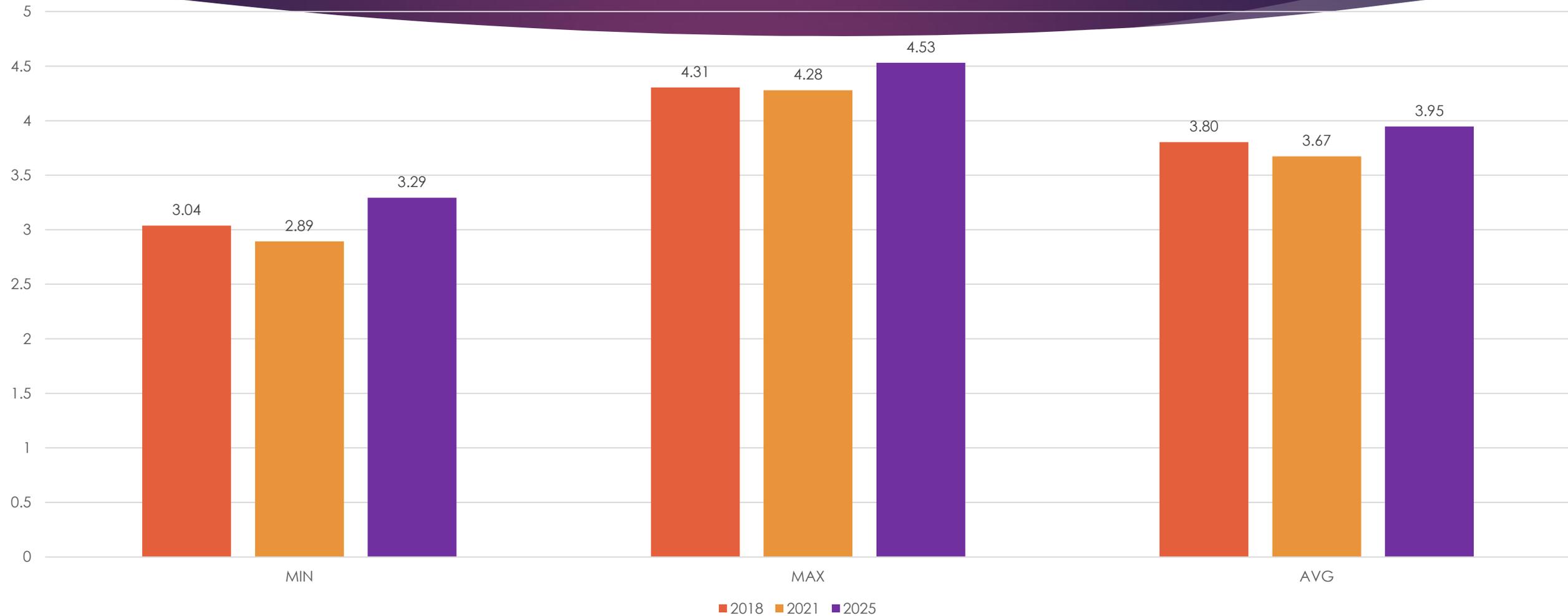
Climate Factor Overall Means: 2018-2025
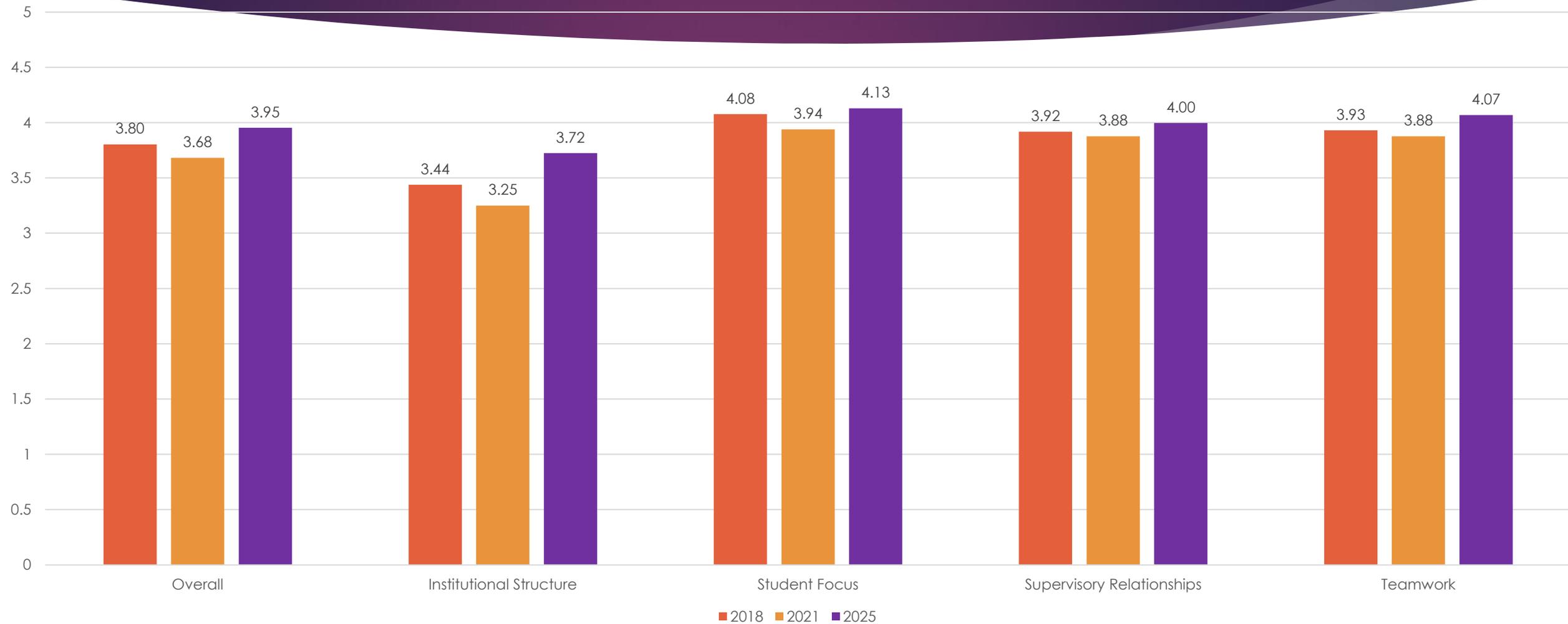
# Datasets

# TOP 10 STRENGTHS

**I feel my job is relevant to this institution's mission.**
**4.53**

**This institution prepares students for further learning.**
**4.33**

**This institution prepares students for a career.**
**4.30**

**My supervisor expresses confidence in my work.**
**4.29**

**Institutional leadership is focused on meeting the needs of students.**
**4.18**

**Students receive an excellent education at this institution.**
**4.18**

**Student needs are central to what we do.**
**4.17**

**Staff meet the needs of students.**
**4.17**

**My supervisor is open to the ideas, opinions, and beliefs of everyone.**
**4.16**

**Students are assisted with their personal development.**
**4.16**

Strength identified in 2018, 2021, and 2025

# TOP 10 OPPORTUNITIES

I am able to appropriately influence the direction of this institution.
**3.29**

I have the opportunity for advancement within this institution.
**3.39**

Administrative processes are clearly defined.
**3.47**

This institution is appropriately organized.
**3.52**

Decisions are made at the appropriate level at this institution.
**3.56**

Institutional teams use problem-solving techniques.
**3.61**

Information is shared within this institution.
**3.61**

This institution has been successful in positively motivating my performance.
**3.66**

Open and ethical communication is practiced at this institution.
**3.69**

A spirit of cooperation exists at this institution.
**3.74**

Opportunity identified in 2018, 2021, and 2025
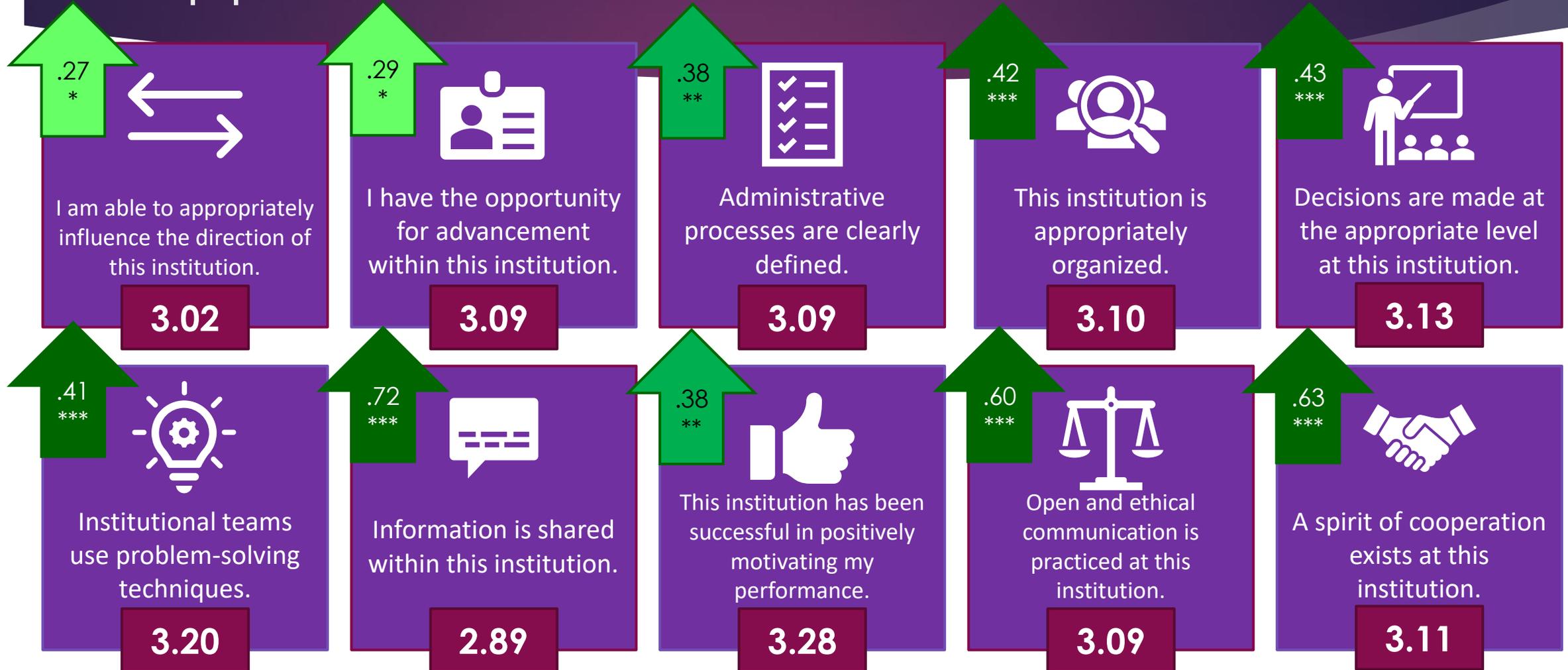
# Qualitative Response Rates
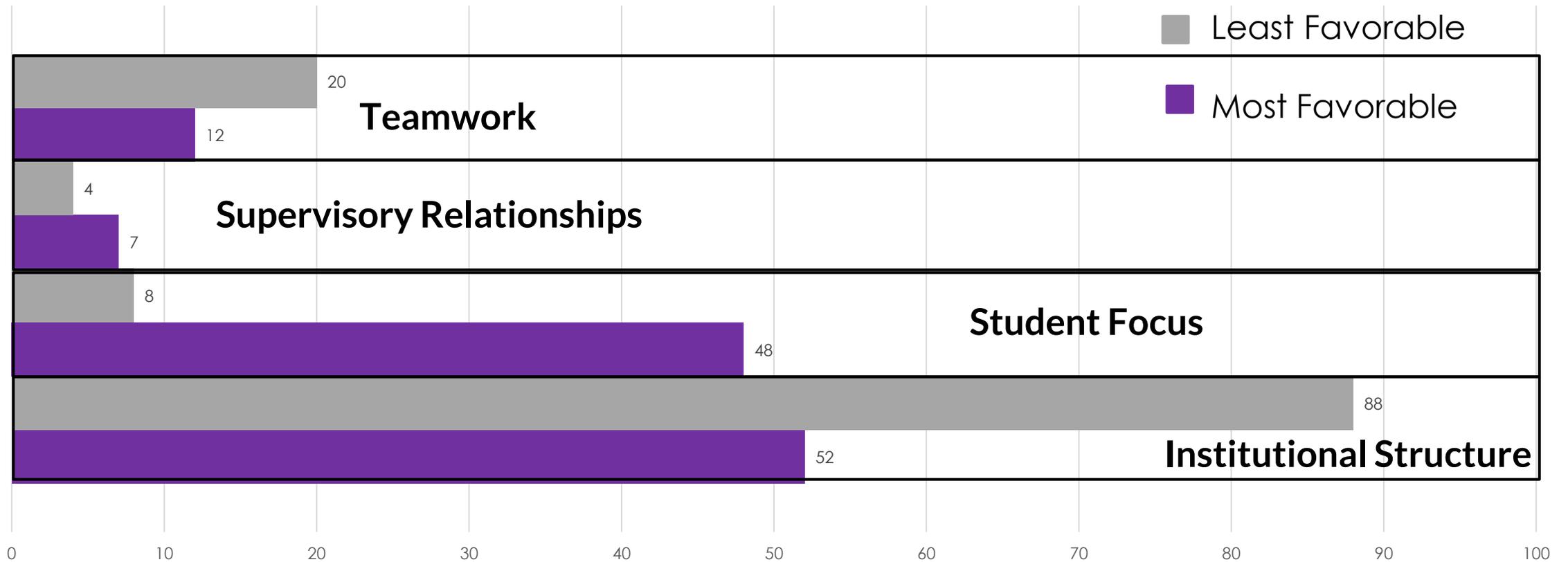
# Most Favorable Qualitative Responses

## Student Focus

- ❖ Student Centered
  - ❖ Expansion of Student Services and resources
  - ❖ Our mission is student centered
  - ❖ Academic support services
  - ❖ Variety of pathways to meet each student's needs

## Institutional Structure

- ❖ Work Environment and Culture
  - ❖ Culture and morale have improved
  - ❖ Increased communication and involvement in decision-making
  - ❖ Employees are dedicated to student success

## Teamwork

- ❖ Work Environment and Culture
  - ❖ Employees have created a welcoming community
  - ❖ Collaboration exists within departments
  - ❖ Supportive atmosphere

# Least Favorable Qualitative Responses

## Institutional Structure

- ❖ Organizational Processes
  - ❖ Lack of onboarding and training
  - ❖ Lack of transparency and communication across departments
- ❖ Accountability and Equity
  - ❖ Equitable treatment of employees and accountability across the institution

## Institutional Structure

- ❖ Work Environment and Culture
  - ❖ Silos
  - ❖ Support from leadership
- ❖ Communication and Transparency
  - ❖ Lack of transparency and communication
  - ❖ Ineffective communication

## Teamwork

- ❖ Work Environment and Culture
  - ❖ Little space for conversations and ideas
  - ❖ How do our practices affect other departments?
- ❖ Communication and Transparency
  - ❖ Lack of transparency and communication across departments
  - ❖ Lack of respectful and goal driven communication

# Custom Questions

The institution's support services help reduce barriers to student success.
**4.38**

The institution supports student success.
**4.33**

The work I do contributes to accomplishing the mission of the college.
**4.27**

.59

I would recommend IVCC as a place to work to a friend or family member.
**4.04**

I am encouraged by my supervisor to participate in professional development.
**3.93**

The college articulates a clear vision for the future.
**3.90**

I had an opportunity to participate in the development of the college's strategic plan.
**3.89**

The college has established policies and processes that ensure ethical behavior of all employees.
**3.84**

1.00

The overall climate of the college has improved since the last climate survey in 2021.
**3.78**

.54

Members of the Board of Trustees appropriately exercise their responsibilities.
**3.76**

# Custom Questions, continued

.66

| | | | | |
|---|---|---|---|---|
| I receive information in a timely manner. | I am satisfied with the overall administrative leadership of the college. | The college effectively markets its academic programs and services. | The college promotes excellent working relationships. | Administrative leadership display transparency when communicating about institutional decisions. |
| **3.69** | **3.66** | **3.65** | **3.63** | **3.58** |
| Collaboration is effective across departments to better serve students. | The institution's evaluation processes foster improvements of programs and services. | Communication is effective between departments. | The college website is a useful source of information for students. | Employees are held equally accountable for performing their job duties. |
| **3.55** | **3.45** | **3.26** | **3.21** | **3.15** |
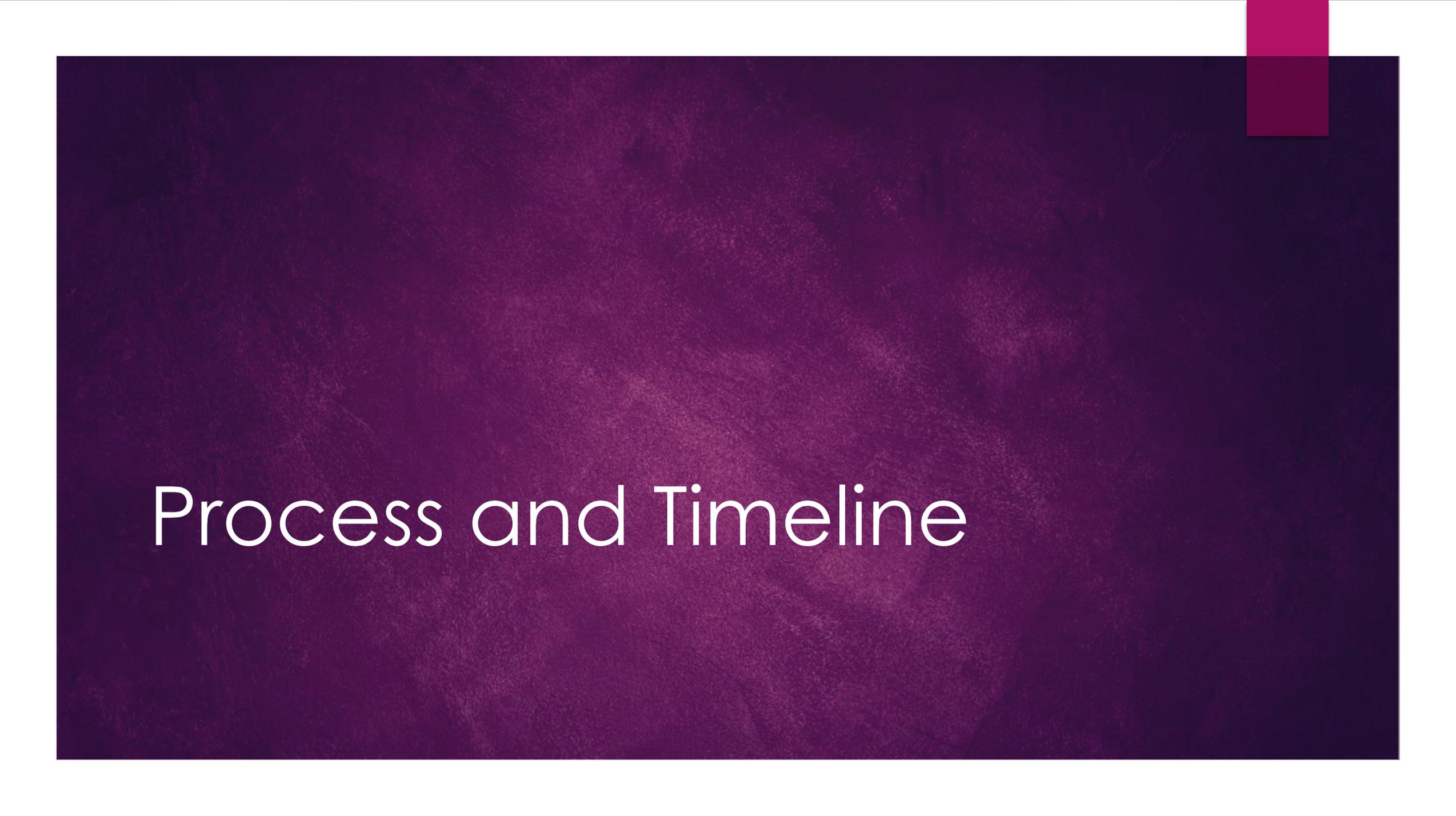
Process and Timeline

# PACE Survey Timeline

Review Custom Questions
9/1/2024

Custom Questions-IE
Committee
10/21/2024

In-Service
8/14/2025

Development Day
10/9/2025

Discuss with IE Committee
11/18/2025

Survey Opens
1/21/2025

Results Received
4/21/2025

Discussions
8/25/2025

Present to SLPC
12/16/2025

Marketing Plan
11/1/2024

Survey Closes
2/14/2025

Close the Loop:
In-Service
1/8/2026

Receive Invoice
1/31/2025

Discuss Results with President
8/1/2025

Coordinate with Liason
12/1/2024

Aggregate Results
12/1/2025

Analyze Results
5/1/2025

Initiate Survey Purchase
11/1/2024

# Process

```
┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│      Survey     │ ───▶ │     Results     │ ───▶ │   Discussions   │
│  Administration │      │     Analysis    │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘
                                                           │
       ┌───────────────────────────────────────────────────┘
       ▼
┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│    Aggregate    │ ───▶ │  Eliminate non- │ ───▶ │    Organize     │
│   Suggestions   │      │    actionable   │      │   suggestions   │
│                 │      │   suggestions   │      │   into themes   │
└─────────────────┘      └─────────────────┘      └─────────────────┘
                                                           │
       ┌───────────────────────────────────────────────────┘
       ▼
┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│    High level   │ ───▶ │    Close the    │ ───▶ │    Next PACE    │
│   presentation  │      │       loop      │      │  administration │
│     to SLPC     │      │    discussion   │      │   Spring 2027   │
└─────────────────┘      └─────────────────┘      └─────────────────┘
```

# Recommended Action Items

# Recommended Actions

- Employee perceptions
- Continuous improvement using a **student first** mindset
- Themes
  - Communication
  - Students
  - Talent
  - In-Progress

# Recommended Actions: Communication

| Goal: Strengthen Communication and Shared Governance | |
|---|---|
| **Objective A:** <br> Increase transparency in decision-making and governance processes | |
| Action Items | Responsible Party |
| Document and communicate decision pathways, authority, timelines, and outcomes cross-departmentally | President's Council |
| Increase transparency of minutes and outcomes | Strategic Learning and Planning Committee |
| Eliminate or consolidate redundant subscriptions while increasing transparency around resource use | IT |
| Publicly recognize achievements and share rationale of awards and recognitions | Human Resources |

# Recommended Actions: Communication

| Goal: Strengthen Communication and Shared Governance | |
|---|---|
| **Objective B:**<br>**Improve communication and employee voice** | |
| **Action Items** | **Responsible Party** |
| Improve communication from IT regarding available software and tools | IT |
| Create open forums and structured opportunities for employees at all levels to contribute ideas and feedback | President's Council |
| Consider restructuring large divisions into smaller, more focused, departments to improve communication flow | President's Council |
| Implement recurring, systematic "Meet the Department" sessions on a rotating/quarterly basis | Human Resources and Professional Development |
| Increase understanding of how roles are interconnected through job shadowing, service audits, and cross-training | Human Resources and Professional Development |
| Encourage team-building opportunities at In-Service and Development Days | Human Resources and Professional Development |
| Consolidate and better utilize campus calendars to disseminate information consistently | Strategic Learning and Planning Committee and Calendar Committee |
| Develop a robust, searchable college directory with employee profiles, photos, roles, years of service, and new-hire indicators | Human Resources and Marketing |
| **Implement mentorship and cross-training programs to reduce loss of institutional knowledge**<br>❖ **SLPC voted to move this item forward for FY27 planning** | **Cabinet** |

# Recommended Actions: Students

| Goal: Advance Student-Centered Excellence and Well-Being | |
|---|---|
| **Objective:** **Enhance student experience for all populations** | |
| Action Items | Responsible Party |
| Demystify faculty office hours and offer multiple ways for students to connect | Teaching and Learning Committee |
| Increase faculty awareness of students' social and emotional well-being by providing social and emotional training for the classroom | Teaching and Learning Committee |
| Bring dual credit students to campus early to build connection and belonging | Dual Credit |

# Recommended Actions: Talent

| Invest in Leadership, Supervisor, and Employee Development | |
|---|---|
| **Objective A:** <br> **Expand equitable access to professional development** | |
| Action Items | Responsible Party |
| **Ensure equitable access to professional development funding and opportunities for all employees** <br> ❖ **SLPC voted to move this item forward for FY27 planning** | Supervisors and Human Resources |
| Educate employees on available training, conference, and growth options | Supervisors and Human Resources |
| Offer refresher trainings on updated resources, procedures, and systems | Supervisors and Human Resources |
| Integrate critical information into mandatory trainings and team meetings | Supervisors and Human Resources |
| **Create a training repository on systems, platforms, and internal resources** <br> ❖ **SLPC voted to move this item forward for FY27 planning** | IT |

# Recommended Actions: Talent

| Enhance Talent Management and Resources | |
|---|---|
| **Objective B:**<br>**Increase consistency, accountability, and process clarity** | |
| Action Items | Responsible Party |
| Reinforce the message that all departments contribute to student success | Supervisors and Human Resources |
| Audit campus services to reduce duplication and improve efficiency | President's Council |
| Ensure institutional policies and expectations are applied consistently | President's Council |
| Develop and maintain Standard Operating Procedures across departments | Cabinet |
| Clarify meeting purpose, decision authority, and expected outcomes | Supervisors and Strategic Learning and Planning Committee |
| Standardize the use of Outlook calendars to better evaluate meeting times, increase participation, and ease scheduling | President's Council |

# In Progress Action Items

# In Progress Actions: Academic Affairs

## Master Schedule

- IVCC is undertaking a scheduling redesign to support a coordinated, student-centered, and data-informed scheduling model
- The redesign will reflect scheduling audit findings, dean retreat outcomes, course mapping analysis, and institutional data
- Timeline
  - Phase 1—Alignment & Foundation (Completed)
  - Phase 2 — Process Redesign & Data Integration (Spring-Fall 2026)
  - Phase 3 — Pilot & Continuous Improvement (Summer–Fall 2026)
  - Phase 4 — Collegewide Implementation (Dec 2026 – Feb 2027)
- Next steps
  - Ongoing communication
  - Faculty participation in pilots
  - Development of shared tools and timelines
  - Annual scheduling review cycle

# In Progress Actions: Academic Affairs

## Industry alignment and corporate partnerships

- The Development of a Competency Based Electrical Certificate.
- The addition of 3 new company specific apprenticeship programs.
- A partnership with Constellation Energy that led to the donation of a robot to advance manufacturing and support the RMA program.

# In Progress Actions: Business Services and Finance

## Classroom cleanliness and building maintenance could be increased

- Added an additional maintenance technician
- Added work order system
    - If you see something, say something
- Working on adding a part-time administrative assistant to allow Facilities Supervisor to implement additional initiatives
- Microwave Rules distributed

## Handicap accessibility needs to be addressed

- CETLA door hardware installed
- New ADA elevator in A Corridor as part of the 2026 Campus Renovations

# In Progress Actions: SLPC

## Audit committee structures, memberships, and workloads annually

- SLPC is dedicated to reviewing committee structures and memberships on a yearly basis to encourage additional opportunities to serve on committees

# In Progress Actions: Student Success & Academic Affairs

## Review syllabus and course outline expectations consistently

IAI
- Developed a reference packet on the IAI process and expectations for syllabi going through articulation
- Expanding and updating agreements with 4-year institutions and co-ops with community colleges
- IAI panel criteria has updated language from "may" to "must" which has caused a resurgence in four-year schools' diligence
- Working to catch-up on courses that have not been submitted in a long time
- Tracking success rates or our submissions
- Using our transfer data to make data-driven decisions

Simple Syllabus Software
- We are beginning the implementation of Simple Syllabus in Health Professions during the Spring semester and will present this to all faculty in August.
  - Two faculty representatives from each division in the demo phase, to gather insight to share with the larger group. This will eliminate any accessibility issues that we have found, as well as help with accreditation reporting (HLC as well as programmatic).

## In Progress Actions: Student Success

### Increase student engagement through campus presence, internships, and community connections

- 42 students have secured internships for the 25-26 academic year
- New internship partnerships have been developed with local organizations, including a marketing internship with *We Are Oglesby*
- Collaborating with ONYX to establish an Accounting/Marketing Internship opportunity
- Have partnered with ONYX on programming to bring in local employers
  - ONYX Mentorship Program
  - Speed Networking Event
- Organized a Healthcare Recruitment Fair in March for RN, CNA, and LPN students
- Continuing to collaborate with local employers for classroom presentations and on-campus table visits to increase access to job and internship opportunities

### Increase support for international students

- Included a breakout session for international students at Eagles Launch
- Collaborating with Marketing to create a video explaining available resources and what international students should expect

# In Progress Actions: Marketing and Communications

## Improve IVCC website functionality

- Issued RFP to obtain accessibility remediation assistance at the end of September and hired Allyant out of 15 vendors
- Allyant did audit and assessments of:
    - Public-Facing Websites in order of importance
    - Password-Protected Systems in order of importance
- Currently requesting that departments review PDFs on their site for deletion
- Planned purchase of PDF remediation software and training for software.  (Hoping to purchase by mid-March.)
- CMS vendor Modern Campus is updating their work to be accessible (forms, accordion, menus)
- Archiving of content on public website and intranet that is allowed by law under Summary of Exemptions: https://www.ada.gov/resources/2024-03-08-web-rule/.

## In Progress Actions: Human Resources

### Workload and compensation during role transitions

- Taken into consideration when additional duties are involved
- Each case can be different
- If in doubt, address with supervisor

### Leadership development

- Supervisor trainings in progress
- Will continue to offer sessions

### Succession planning and cross-training

- Retirement Planning/Voluntary Retirement Incentive Program has been key in allowing better planning
- Overlap has been approved and will continue to utilize where possible
- Procedure manuals and quality calendars are encouraged for all positions to facilitate change

# In Progress Actions: Human Resources
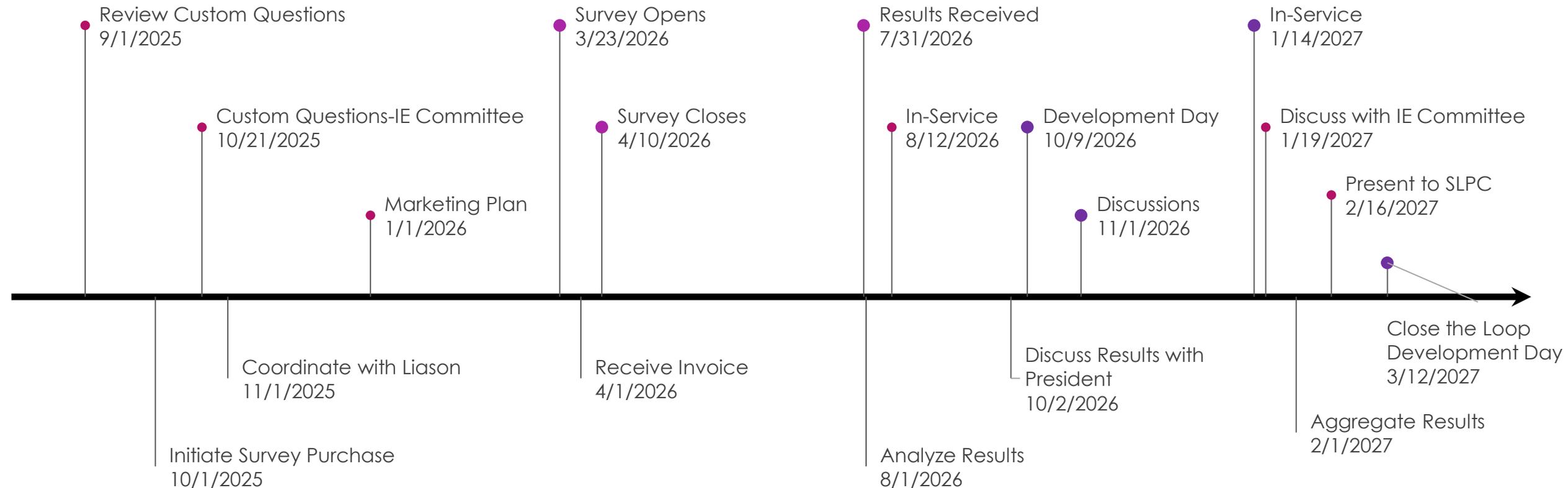
## EDP Process

- Program is cost prohibitive, will continue to evaluate
- Revised forms in FY25

## Hiring

- Streamline hiring processes
  - Confidentiality training for all search committee members
  - Began sending a preemptive email to references as Frontline Survey sends from Mailbot
  - Offers are calculated while considering internal equity
- Review of internal candidates
  - As a public institution, we operate as an Equal Opportunity Employer. It's important to open the opportunity for all qualified candidates
- Onboarding vs. Orientation
  - More extensive versions of both are in the works

Upcoming Surveys

# CCSSE Survey Timeline



Review Custom Questions
9/1/2025

Custom Questions-IE Committee
10/21/2025

Marketing Plan
1/1/2026

Coordinate with Liason
11/1/2025

Initiate Survey Purchase
10/1/2025

Survey Opens
3/23/2026

Survey Closes
4/10/2026

Receive Invoice
4/1/2026

Results Received
7/31/2026

In-Service
8/12/2026

Development Day
10/9/2026

Discussions
11/1/2026

Discuss Results with
President
10/2/2026

Analyze Results
8/1/2026

In-Service
1/14/2027

Discuss with IE Committee
1/19/2027

Present to SLPC
2/16/2027

Close the Loop
Development Day
3/12/2027

Aggregate Results
2/1/2027

# See our webpage for updated reports and timelines.

https://www.ivcc.edu/institutionaleffectiveness/

# Provide feedback!

Over the past year, our campus community has engaged in meaningful conversations surrounding the PACE climate survey results. Through discussions, collective feedback, and campus wide collaboration, priorities have been identified to guide future work.

Institutional Effectiveness is committed to continuing this work through a lens of continuous improvement. We are seeking your candid feedback on the process-including facilitation, communication, transparency, prioritization, tracking of initiatives, implementation of feedback, etc...

Your responses will be used to improve our processes and reinforce our commitment to continuous improvement, accountability, and transparency. Honest and constructive feedback is both welcomed and appreciated.

Thank you for your time and continued engagement in strengthening our campus culture.
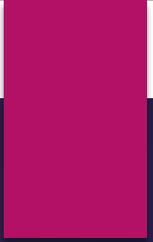
# Thank you!

Jennifer Etscheid
Research Analyst

Dr. Kathy Hart
Dean of Institutional Effectiveness