Section 1: Campus Culture and Policies

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	
This institution promotes excellent employee-student relationships	4.65	.59	227	3.72	1.01	225	0.93
This institution treats students as its top priority	4.75	.52	228	3.64	1.11	226	1.11
This institution does a good job of meeting the needs of students	4.77	.47	228	3.62	1.02	226	1.15
The mission, purpose, and values of this institution are well understood by most employees	4.20	.78	228	3.63	1.01	225	0.57
Most employees are generally supportive of the mission, purpose, and values of this institution	4.28	.68	225	3.72	.95	221	0.56
The goals and objectives of this institution are consistent with its mission and values	4.47	.63	224	3.44	1.09	223	1.03
This institution involves its employees in planning for the future	4.47	.69	228	2.97	1.32	226	1.50
This institution plans carefully	4.52	.61	226	3.00	1.23	225	1.52
The leadership of this institution has a clear sense of purpose	4.53	.64	226	3.14	1.26	222	1.39
This institution does a good job of meeting the needs of its faculty	4.60	.67	227	2.73	1.32	225	1.87
This institution does a good job of meeting the needs of staff	4.51	.65	227	3.18	1.12	221	1.33
This institution does a good job of meeting the needs of administrators	4.11	.88	223	3.74	1.03	215	0.37
This institution makes sufficient budgetary resources available to achieve important objectives	4.50	.66	226	3.03	1.23	222	1.47
This institution makes sufficient staff resources available to achieve important objectives	4.43	.69	223	3.14	1.24	217	1.29
There are effective lines of communication between departments	4.42	.74	221	2.89	1.25	218	1.53
Administrators share information regularly with faculty and staff	4.52	.69	225	3.19	1.32	222	1.33
There is good communication between the faculty and the administration at this institution	4.54	.66	224	2.97	1.22	223	1.57
There is good communication between staff and the administration at this institution	4.47	.69	218	3.17	1.13	214	1.30
Faculty take pride in their work	4.71	.48	228	3.98	1.01	226	0.73
Staff take pride in their work	4.63	.57	223	3.89	1.01	220	0.74
Administrators take pride in their work	4.55	.66	220	3.75	1.06	216	0.80
There is a spirit of teamwork and cooperation at this institution	4.53	.65	226	3.14	1.25	222	1.39
The reputation of this institution continues to improve	4.47	.66	224	3.30	1.20	221	1.17
This institution is well-respected in the community	4.58	.62	224	3.52	1.08	221	1.06
Efforts to improve quality are paying off at this institution	4.49	.65	224	3.21	1.20	222	1.28
Employee suggestions are used to improve our institution	4.44	.72	217	2.82	1.27	217	1.62
This institution consistently follows clear processes for selecting new employees	4.48	.63	225	3.27	1.32	220	1.21
This institution consistently follows clear processes for orienting and training new employees	4.44	.66	222	3.25	1.17	218	1.19
This institution consistently follows clear processes for recognizing employee achievements	4.25	.79	223	3.10	1.25	218	1.15
This institution has written procedures that clearly define who is responsible for each operation and service	4.40	.74	219	3.14	1.18	218	1.26
My immediate supervisor provides me with information about what is going on at the college	4.52	.69	224	3.76	1.33	225	0.76
This institution does an excellent job of keeping employees informed about matters affecting us	4.53	.66	223	3.16	1.28	224	1.37
This institution has high performance standards	4.50	.63	223	3.36	1.16	222	1.14
Systems and processes are in place to address under-performing employees	4.34	.70	217	3.09	1.26	218	1.25
Efforts to improve the effectiveness of the Governing Board's leadership are paying off at this institution	4.29	.80	212	3.14	1.16	209	1.15
Efforts to improve the integrity of Human Resources operations are paying off at this institution	4.37	.71	213	3.17	1.18	209	1.20
Efforts to improve the complaints and grievance procedures are paying off at this institution	4.30	.71	210	3.14	1.16	210	1.16
Efforts to improve the integrity of financial practices are paying off at this institution	4.39	.68	210	3.21	1.11	211	1.18
Efforts to improve the effectiveness of administrative leadership are paying off at this institution	4.36	.73	211	3.02	1.21	210	1.34
Pima Community College fosters an environment that is inclusive of diverse identities	4.47	.78	220	3.87	1.09	222	0.60
The institution does a good job involving employees in college planning	4.41	.68	218	3.01	1.24	221	1.40
Efforts to improve the college climate are paying off at the institution	4.41	.71	217	3.02	1.28	218	1.39

Section 2: Institutional Goals

RATE: IMPORTANCE (1 = "Not important at all / 5 = "Very important")	Mean	Standard Deviation	Valid Respondents
Increase the enrollment of new students	4.64	0.63	226
Retain more of its current students to graduation	4.72	0.55	225
Improve the academic ability of entering student classes	4.34	0.90	226
Recruit students from new geographic markets	3.69	1.17	224
Increase the diversity of racial and ethnic groups represented among the student body	3.86	1.10	225
Develop new academic programs	3.69	1.04	225
Improve the quality of existing academic programs	4.51	0.73	225
Improve the appearance of campus buildings and grounds	3.62	1.02	226
Improve employee morale	4.63	0.62	226
Some other goal	3.34	1.42	130

(Choose three goals that you believe should be this institution's top priorities) First priority goal:	Count	Percent
Increase the enrollment of new students	67	29.5%
Retain more of its current students to graduation	52	22.9%
Improve the academic ability of entering student classes	18	7.9%
Recruit students from new geographic markets	2	0.9%
Increase the diversity of racial and ethnic groups represented among the student body	3	1.3%
Develop new academic programs	2	0.9%
Improve the quality of existing academic programs	43	18.9%
Improve the appearance of campus buildings and grounds	1	0.4%
Improve employee morale	36	15.9%
Some other goal	3	1.3%
All responses	227	100.0%

(Choose three goals that you believe should be this institution's top priorities) Second priority goal:	Count	Percent
Increase the enrollment of new students	54	23.9%
Retain more of its current students to graduation	57	25.2%
Improve the academic ability of entering student classes	17	7.5%
Recruit students from new geographic markets	5	2.2%
Increase the diversity of racial and ethnic groups represented among the student body	7	3.1%
Develop new academic programs	11	4.9%
Improve the quality of existing academic programs	43	19.0%
Improve the appearance of campus buildings and grounds	0	0.0%
Improve employee morale	32	14.2%
Some other goal	0	0.0%
All responses	226	100.0%

(Choose three goals that you believe should be this institution's top priorities) Third priority goal:	Count	Percent
Increase the enrollment of new students	35	15.4%
Retain more of its current students to graduation	43	18.9%
Improve the academic ability of entering student classes	29	12.8%
Recruit students from new geographic markets	6	2.6%
Increase the diversity of racial and ethnic groups represented among the student body	16	7.0%
Develop new academic programs	13	5.7%
Improve the quality of existing academic programs	46	20.3%
Improve the appearance of campus buildings and grounds	7	3.1%
Improve employee morale	28	12.3%
Some other goal	4	1.8%
All responses	227	100.0%

TOTAL "VOTES" FOR EACH GOAL	First Priority	Second Priority	Third Priority	TOTAL	TOTAL PERCENT
Increase the enrollment of new students	67	54	35	156	22.9%
Retain more of its current students to graduation	52	57	43	152	22.4%
Improve the academic ability of entering student classes	18	17	29	64	9.4%
Recruit students from new geographic markets	2	5	6	13	1.9%
Increase the diversity of racial and ethnic groups represented among the student body	3	7	16	26	3.8%
Develop new academic programs	2	11	13	26	3.8%
Improve the quality of existing academic programs	43	43	46	132	19.4%
Improve the appearance of campus buildings and grounds	1	0	7	8	1.2%
Improve employee morale	36	32	28	96	14.1%
Some other goal	3	0	4	7	1.0%
All responses	227	226	227	680	100.0%

Section 3: Involvement in planning and decision-making

RATE: INVOLVEMENT (1 = "Not enough involvement" / 3 = "Just the right involvement" / 5 = "Too much involvement")	Mean	Standard Deviation	Valid Respondents
How involved are: Faculty	2.13	0.94	221
How involved are: Staff	2.27	0.95	211
How involved are: Deans or directors of administrative units	3.44	0.85	211
How involved are: Senior administrators (VP, Provost level or above)	3.98	0.84	211
How involved are: Students	2.23	0.86	217
How involved are: Alumni	2.47	0.95	209
How involved are: Governing Board	3.39	0.93	207

Section 4: Work environment

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	
It is easy for me to get information at this institution	4.52	0.59	220	3.19	1.18	222	1.33
I learn about important campus events in a timely manner	4.24	0.72	220	3.61	1.06	222	0.63
I am empowered to resolve problems quickly	4.43	0.65	220	3.31	1.24	222	1.12
I am comfortable answering student questions about institutional policies and procedures	4.23	0.75	220	3.47	1.05	223	0.76
I have the information I need to do my job well	4.60	0.56	219	3.64	1.10	223	0.96
My job responsibilities are communicated clearly to me	4.58	0.56	220	3.76	1.12	222	0.82
My supervisor pays attention to what I have to say	4.62	0.53	220	4.00	1.25	223	0.62
My supervisor helps me improve my job performance	4.43	0.69	218	3.78	1.30	221	0.65
My department or work unit has written, up-to-date objectives	4.25	0.79	215	3.51	1.20	218	0.74
My department meets as a team to plan and coordinate work	4.30	0.83	217	3.56	1.28	221	0.74
My department has the budget needed to do its job well	4.52	0.57	217	3.10	1.21	215	1.42
My department has the staff needed to do its job well	4.54	0.58	217	2.99	1.23	217	1.55
I am paid fairly for the work I do	4.67	0.61	222	2.51	1.28	222	2.16
The employee benefits available to me are valuable	4.53	0.77	216	3.40	1.24	218	1.13
I have adequate opportunities for advancement	4.21	0.89	219	2.91	1.29	221	1.30
I have adequate opportunities for training to improve my skills	4.38	0.68	220	3.75	1.10	222	0.63
I have adequate opportunities for professional development	4.37	0.71	218	3.81	1.07	221	0.56
The type of work I do on most days is personally rewarding	4.65	0.55	217	4.15	0.98	223	0.50
The work I do is appreciated by my supervisor	4.46	0.64	217	3.96	1.16	221	0.50
The work I do is valuable to the institution	4.53	0.61	216	3.64	1.25	219	0.89
I am proud to work at this institution	4.50	0.67	216	3.86	1.20	219	0.64
Employees are evaluated fairly and consistently	4.48	0.65	215	3.29	1.26	217	1.19
Appropriate stakeholders are involved in College decisions	4.32	0.76	211	3.07	1.19	214	1.25
I am able to complete the work expected of me during my regular or contracted work hours	4.51	0.62	217	3.09	1.36	220	1.42
Information needed to do my job effectively is communicated in a clear and timely manner	4.51	0.62	216	3.50	1.17	219	1.01
I feel I can bring concerns to my supervisors or administration without retaliation	4.63	0.59	214	3.71	1.37	218	0.92
The institution supports a premier work environment for employees	4.40	0.67	220	3.02	1.29	220	1.38
The institution chooses and funds the most important priorities	4.44	0.63	215	2.92	1.16	213	1.52
This institution's policies and practices give me the flexibility to manage my work and personal life	4.48	0.63	217	3.56	1.19	218	0.92
This institution makes data-driven decisions	4.31	0.77	211	3.25	1.14	212	1.06
The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change	4.06	1.02	215	3.63	1.09	214	0.43
Access to technology at this institution meets my expectations	4.49	0.60	217	3.84	1.03	218	0.65
I feel I have a good work-life balance	4.61	0.58	217	3.40	1.33	220	1.21

Overall satisfaction

Rate your overall satisfaction with your employment here so far:	3.59	1.09	228

Section 5: Demographics

How long have you worked at this institution?	Count	Percent
Less than 1 year	8	3.5%
1 to 5 years	58	25.4%
6 to 10 years	50	21.9%
11 to 20 years	86	37.7%
More than 20 years	26	11.4%
All responses	228	100.0%

Is your position:	Count	Percent
Faculty	228	100.0%
Staff	0	0.0%
Administrator	0	0.0%
All responses	228	100.0%

Is your position:	Count	Percent
Full-time	120	52.9%
Part-time	107	47.1%
All responses	227	100.0%