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")	2022			2019			IMP Sign diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
This institution promotes excellent employee-student relationships	4.64	3.70	0.94	4.63	3.46	1.17	NS	***
This institution treats students as its top priority	4.74	3.66	1.08	4.71	3.40	1.31	NS	***
This institution does a good job of meeting the needs of students	4.73	3.59	1.14	4.66	3.32	1.34	*	***
The mission, purpose, and values of this institution are well understood by most employees	4.29	3.57	0.72	4.30	3.41	0.89	NS	**
Most employees are generally supportive of the mission, purpose, and values of this institution	4.35	3.64	0.71	4.38	3.51	0.87	NS	*
The goals and objectives of this institution are consistent with its mission and values	4.46	3.54	0.92	4.45	3.37	1.08	NS	**
This institution involves its employees in planning for the future	4.43	3.17	1.26	4.43	2.83	1.60	NS	***
This institution plans carefully	4.50	3.15	1.35	4.52	2.83	1.69	NS	***
The leadership of this institution has a clear sense of purpose	4.56	3.26	1.30	4.57	3.01	1.56	NS	***
This institution does a good job of meeting the needs of its faculty	4.45	3.20	1.25	4.37	3.02	1.35	NS	**
This institution does a good job of meeting the needs of staff	4.52	3.15	1.37	4.43	2.94	1.49	*	**
This institution does a good job of meeting the needs of administrators	4.17	3.78	0.39	4.09	3.66	0.43	NS	*
This institution makes sufficient budgetary resources available to achieve important objectives	4.52	3.22	1.30	4.44	3.03	1.41	*	**
This institution makes sufficient staff resources available to achieve important objectives	4.46	3.17	1.29	4.44	2.88	1.56	NS	***
There are effective lines of communication between departments	4.50	2.74	1.76	4.49	2.64	1.85	NS	NS
Administrators share information regularly with faculty and staff	4.49	3.18	1.31	4.46	3.01	1.45	NS	*
There is good communication between the faculty and the administration at this institution	4.47	3.16	1.31	4.41	3.01	1.40	NS	*
There is good communication between staff and the administration at this institution	4.44	3.11	1.33	4.40	2.94	1.46	NS	*
Faculty take pride in their work	4.63	3.79	0.84	4.62	3.77	0.85	NS	NS
Staff take pride in their work	4.60	3.75	0.85	4.60	3.71	0.89	NS	NS
Administrators take pride in their work	4.52	3.66	0.86	4.50	3.52	0.98	NS	*
There is a spirit of teamwork and cooperation at this institution	4.53	3.16	1.37	4.51	2.88	1.63	NS	***
The reputation of this institution continues to improve	4.53	3.35	1.18	4.53	3.35	1.18	NS	NS
This institution is well-respected in the community	4.60	3.55	1.05	4.58	3.41	1.17	NS	*
Efforts to improve quality are paying off at this institution	4.52	3.31	1.21	4.51	3.20	1.31	NS	NS
Employee suggestions are used to improve our institution	4.41	2.90	1.51	4.34	2.76	1.58	NS	NS
This institution consistently follows clear processes for selecting new employees	4.47	3.22	1.25	4.41	2.92	1.49	NS	***
This institution consistently follows clear processes for orienting and training new employees	4.47	3.23	1.24	4.43	3.20	1.23	NS	NS
This institution consistently follows clear processes for recognizing employee achievements	4.25	2.98	1.27	4.23	2.95	1.28	NS	NS
This institution has written procedures that clearly define who is responsible for each operation and service	4.40	3.04	1.36	4.37	2.93	1.44	NS	NS
My immediate supervisor provides me with information about what is going on at the college	4.49	3.78	0.71	4.50	3.71	0.79	NS	NS
This institution does an excellent job of keeping employees informed about matters affecting us	4.53	3.27	1.26	4.48	3.13	1.35	NS	*
This institution has high performance standards	4.46	3.28	1.18	4.46	3.19	1.27	NS	NS
Systems and processes are in place to address under-performing employees	4.39	2.87	1.52	4.41	2.78	1.63	NS	NS
Efforts to improve the effectiveness of the Governing Board's leadership are paying off at this institution	4.32	3.07	1.25	4.23	3.10	1.13	NS	NS
Efforts to improve the integrity of Human Resources operations are paying off at this institution	4.40	3.12	1.28	4.34	3.09	1.25	NS	NS
Efforts to improve the integrity of financial practices are paying off at this institution	4.45	3.35	1.10	4.43	3.24	1.19	NS	NS
Efforts to improve the effectiveness of administrative leadership are paying off at this institution	4.42	3.11	1.31	4.38	2.98	1.40	NS	NS
Pima Community College fosters an environment that is inclusive of diverse identities	4.51	3.76	0.75	4.41	3.81	0.60	*	NS
The institution does a good job involving employees in college planning	4.36	3.06	1.30	4.34	2.88	1.46	NS	**
Efforts to improve the college climate are paying off at the institution	4.41	3.08	1.33	4.41	2.94	1.47	NS	NS

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

Section 2: Institutional Goals

RATE: IMPORTANCE (1 = "Not important at all / 5 = "Very important")	2022 Mean	2019 Mean	Sign diff
Increase the enrollment of new students	4.66	4.66	NS
Retain more of its current students to graduation	4.77	4.76	NS
Improve the academic ability of entering student classes	4.34	4.35	NS
Recruit students from new geographic markets	3.80	3.75	NS
Increase the diversity of racial and ethnic groups represented among the student body	4.00	3.89	NS
Develop new academic programs	3.87	3.95	NS
Improve the quality of existing academic programs	4.54	4.57	NS
Improve the appearance of campus buildings and grounds	3.78	3.77	NS
Improve employee morale	4.61	4.61	NS

(Choose three goals that you believe should be this institution's top priorities) First priority goal:	2022 Count	2022 Percent	2019 Count	2019 Percent
Increase the enrollment of new students	193	32.7%	224	33.0%
Retain more of its current students to graduation	161	27.3%	185	27.2%
Improve the academic ability of entering student classes	29	4.9%	19	2.8%
Recruit students from new geographic markets	10	1.7%	5	0.7%
Increase the diversity of racial and ethnic groups represented among the student body	9	1.5%	10	1.5%
Develop new academic programs	14	2.4%	23	3.4%
Improve the quality of existing academic programs	83	14.1%	101	14.9%
Improve the appearance of campus buildings and grounds	4	0.7%	4	0.6%
Improve employee morale	87	14.7%	108	15.9%
All responses	590	100.0%	679	100.0%

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

(Choose three goals that you believe should be this institution's top priorities) Second priority goal:	2022 Count	2022 Percent	2019 Count	2019 Percent
Increase the enrollment of new students	148	25.0%	164	24.2%
Retain more of its current students to graduation	165	27.9%	217	32.1%
Improve the academic ability of entering student classes	31	5.2%	46	6.8%
Recruit students from new geographic markets	13	2.2%	11	1.6%
Increase the diversity of racial and ethnic groups represented among the student body	14	2.4%	14	2.1%
Develop new academic programs	31	5.2%	51	7.5%
Improve the quality of existing academic programs	118	20.0%	107	15.8%
Improve the appearance of campus buildings and grounds	1	0.2%	9	1.3%
Improve employee morale	70	11.8%	58	8.6%
All responses	591	100.0%	677	100.0%

(Choose three goals that you believe should be this institution's top priorities) Third priority goal:	2022 Count	2022 Percent	2019 Count	2019 Percent
Increase the enrollment of new students	92	15.6%	109	16.2%
Retain more of its current students to graduation	94	16.0%	107	15.9%
Improve the academic ability of entering student classes	57	9.7%	73	10.9%
Recruit students from new geographic markets	18	3.1%	33	4.9%
Increase the diversity of racial and ethnic groups represented among the student body	35	6.0%	29	4.3%
Develop new academic programs	57	9.7%	63	9.4%
Improve the quality of existing academic programs	127	21.6%	129	19.2%
Improve the appearance of campus buildings and grounds	21	3.6%	21	3.1%
Improve employee morale	87	14.8%	107	15.9%
All responses	588	100.0%	671	100.0%

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

TOTAL "VOTES" FOR EACH GOAL	2022 TOTAL	2022 Percent	2019 Total	2019 Percent
Increase the enrollment of new students	433	24.5%	497	24.5%
Retain more of its current students to graduation	420	23.7%	509	25.1%
Improve the academic ability of entering student classes	117	6.6%	138	6.8%
Recruit students from new geographic markets	41	2.3%	49	2.4%
Increase the diversity of racial and ethnic groups represented among the student body	58	3.3%	53	2.6%
Develop new academic programs	102	5.8%	137	6.8%
Improve the quality of existing academic programs	328	18.5%	337	16.6%
Improve the appearance of campus buildings and grounds	26	1.5%	34	1.7%
Improve employee morale	244	13.8%	273	13.5%
All responses	1,769	100.0%	2,027	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")	2022 Mean	2019 Mean	Sign diff
How involved are: Faculty	2.69	2.79	NS
How involved are: Staff	2.27	2.30	NS
How involved are: Deans or directors of administrative units	3.43	3.42	NS
How involved are: Senior administrators (VP, Provost level or above)	3.84	3.90	NS
How involved are: Students	2.21	2.17	NS
How involved are: Alumni	2.43	2.37	NS
How involved are: Governing Board	3.47	3.47	NS

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

Section 4: Work environment

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	2022			2019			IMP Sign Diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
It is easy for me to get information at this institution	4.54	3.17	1.37	4.49	3.16	1.33	NS	NS
I learn about important campus events in a timely manner	4.22	3.49	0.73	4.19	3.54	0.65	NS	NS
I am empowered to resolve problems quickly	4.47	3.31	1.16	4.47	3.28	1.19	NS	NS
I am comfortable answering student questions about institutional policies and procedures	4.26	3.43	0.83	4.25	3.41	0.84	NS	NS
I have the information I need to do my job well	4.65	3.66	0.99	4.60	3.66	0.94	NS	NS
My job responsibilities are communicated clearly to me	4.62	3.80	0.82	4.59	3.77	0.82	NS	NS
My supervisor pays attention to what I have to say	4.63	4.03	0.60	4.62	3.89	0.73	NS	*
My supervisor helps me improve my job performance	4.49	3.82	0.67	4.54	3.73	0.81	NS	NS
My department or work unit has written, up-to-date objectives	4.28	3.53	0.75	4.31	3.51	0.80	NS	NS
My department meets as a team to plan and coordinate work	4.36	3.72	0.64	4.39	3.65	0.74	NS	NS
My department has the budget needed to do its job well	4.52	3.24	1.28	4.54	3.12	1.42	NS	NS
My department has the staff needed to do its job well	4.61	2.94	1.67	4.58	2.93	1.65	NS	NS
I am paid fairly for the work I do	4.66	2.74	1.92	4.58	2.99	1.59	*	**
The employee benefits available to me are valuable	4.59	3.75	0.84	4.56	3.77	0.79	NS	NS
I have adequate opportunities for advancement	4.28	2.94	1.34	4.30	2.83	1.47	NS	NS
I have adequate opportunities for training to improve my skills	4.40	3.67	0.73	4.42	3.54	0.88	NS	*
I have adequate opportunities for professional development	4.38	3.70	0.68	4.41	3.60	0.81	NS	NS
The type of work I do on most days is personally rewarding	4.59	4.01	0.58	4.62	4.14	0.48	NS	*
The work I do is appreciated by my supervisor	4.44	3.96	0.48	4.46	3.88	0.58	NS	NS
The work I do is valuable to the institution	4.55	3.81	0.74	4.58	3.88	0.70	NS	NS
I am proud to work at this institution	4.53	3.97	0.56	4.53	3.95	0.58	NS	NS

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

Overall satisfaction	2022 Mean	2019 Mean	Sign diff
Rate your overall satisfaction with your employment here so far:	3.69	3.63	NS

Section 5: Demographics

How long have you worked at this institution?	2022 Count	2022 Percent	2019 Count	2019 Percent
Less than 1 year	58	9.9%	64	9.5%
1 to 5 years	149	25.3%	170	25.3%
6 to 10 years	129	21.9%	150	22.4%
11 to 20 years	169	28.7%	194	28.9%
More than 20 years	83	14.1%	93	13.9%
All responses	588	100.0%	671	100.0%

Is your position:	2022 Count	2022 Percent	2019 Count	2019 Percent
Faculty	228	39.2%	260	39.1%
Staff	332	57.0%	378	56.8%
Administrator	22	3.8%	27	4.1%
All responses	582	100.0%	665	100.0%

Is your position:	2022 Count	2022 Percent	2019 Count	2019 Percent
Full-time	432	74.2%	488	72.4%
Part-time	150	25.8%	186	27.6%
All responses	582	100.0%	674	100.0%

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001