### Section 1: Campus Culture and Policies

		IMPORTANCE SATI			SATISFACTI	ON	
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	GAP
This institution promotes excellent employee-student relationships	4.56	.65	226	4.06	1.00	222	0.50
This institution treats students as its top priority	4.71	.55	221	4.15	.99	222	0.56
This institution does a good job of meeting the needs of students	4.64	.62	218	3.99	1.02	222	0.65
The mission, purpose, and values of this institution are well understood by most employees	4.36	.74	221	3.90	1.08	221	0.46
Most employees are generally supportive of the mission, purpose, and values of this institution	4.35	.77	218	4.06	.97	219	0.29
The goals and objectives of this institution are consistent with its mission and values	4.48	.66	221	4.02	1.06	218	0.46
This institution involves its employees in planning for the future	4.42	.74	219	3.71	1.15	221	0.71
This institution plans carefully	4.43	.72	219	3.77	1.09	219	0.66
The leadership of this institution has a clear sense of purpose	4.52	.72	217	3.79	1.15	221	0.73
This institution does a good job of meeting the needs of its faculty	4.56	.77	218	3.45	1.23	222	1.11
This institution does a good job of meeting the needs of staff	4.49	.76	223	3.67	1.08	218	0.82
This institution does a good job of meeting the needs of administrators	4.11	1.01	219	3.89	.93	213	0.22
This institution makes sufficient budgetary resources available to achieve important objectives	4.38	.77	220	3.61	1.08	218	0.77
This institution makes sufficient staff resources available to achieve important objectives	4.36	.77	220	3.74	1.07	217	0.62
There are effective lines of communication between departments	4.36	.77	219	3.54	1.23	219	0.82
Administrators share information regularly with faculty and staff	4.40	.76	220	3.86	1.11	222	0.54
There is good communication between the faculty and the administration at this institution	4.50	.70	222	3.73	1.16	222	0.77
There is good communication between staff and the administration at this institution	4.42	.78	218	3.76	1.09	216	0.66
Faculty take pride in their work	4.63	.62	220	4.24	.89	221	0.39
Staff take pride in their work	4.53	.66	219	4.24	.83	217	0.29
Administrators take pride in their work	4.47	.76	219	4.02	1.04	217	0.45
There is a spirit of teamwork and cooperation at this institution	4.48	.70	224	3.75	1.19	222	0.73
The reputation of this institution continues to improve	4.48	.72	221	3.89	1.10	218	0.59
This institution is well-respected in the community	4.55	.66	220	4.06	1.00	220	0.49
Efforts to improve quality are paying off at this institution	4.50	.64	221	3.83	1.14	218	0.67
Employee suggestions are used to improve our institution	4.45	.70	219	3.55	1.24	220	0.90
This institution consistently follows clear processes for selecting new employees	4.40	.75	217	3.60	1.27	215	
This institution consistently follows clear processes for orienting and training new employees	4.44	.71	222	3.78	1.10	222	0.66
This institution consistently follows clear processes for recognizing employee achievements	4.30	.87	218	3.65	1.19	218	
This institution has written procedures that clearly define who is responsible for each operation and service	4.40	.70	216	3.79	1.12	218	0.61
Efforts to improve the complaints and grievance procedures are paying off at this institution	4.33	.79	212	3.68	1.17	215	0.65
My immediate supervisor provides me with information about what is going on at the college	4.50	.71	218	4.09	1.19	222	0.41
This institution does an excellent job of keeping employees informed about matters affecting us	4.52	.66	223	3.91	1.16	222	0.61
Systems and processes are in place to address under-performing employees	4.29	.86	217	3.64	1.17	214	0.65
Efforts to improve the effectiveness of the Board of Governors' leadership are paying off at this institution	4.28	.85	216	3.65	1.14	215	0.63
Efforts to improve the integrity of Human Resources operations are paying off at this institution	4.34	.83	215	3.67	1.15	213	0.67
Efforts to improve the integrity of financial practices are paying off at this institution	4.44	.71	219	3.75	1.05	213	0.69
Efforts to improve the effectiveness of administrative leadership are paying off at this institution	4.42	.74	217	3.61	1.18	214	0.81
Pima Community College fosters an environment that is inclusive of diverse identities	4.42	.92	220	4.20	1.00	220	
The institution does a good job involving employees in college planning	4.30	.84	218	3.65	1.18	215	
Efforts to improve the college climate are paying off at the institution	4.36	.81	219	3.74	1.18	218	

# 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	4.46	0.84	228
Retain more of its current students to graduation	4.63	0.70	228
Improve the academic ability of entering student classes	4.45	0.83	228
Recruit students from new geographic markets	3.90	1.12	229
Increase the diversity of racial and ethnic groups represented among the student body	4.03	1.13	227
Develop new academic programs	4.12	0.95	229
Improve the quality of existing academic programs	4.61	0.67	229
Improve the appearance of campus buildings and grounds	3.79	1.04	229
Improve employee morale	4.52	0.70	229
Some other goal	3.27	1.57	161

(Choose three goals that you believe should be this institution's top priorities) First priority goal:	Count	Percent
Increase the enrollment of new students	48	21.0%
Retain more of its current students to graduation	72	31.4%
Improve the academic ability of entering student classes	19	8.3%
Recruit students from new geographic markets	1	0.4%
Increase the diversity of racial and ethnic groups represented among the student body	7	3.1%
Develop new academic programs	13	5.7%
Improve the quality of existing academic programs	45	19.7%
Improve the appearance of campus buildings and grounds	1	0.4%
Improve employee morale	17	7.4%
Some other goal	6	2.6%
All responses	229	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	58	25.4%
Retain more of its current students to graduation	50	21.9%
Improve the academic ability of entering student classes	19	8.3%
Recruit students from new geographic markets	2	0.9%
Increase the diversity of racial and ethnic groups represented among the student body	8	3.5%
Develop new academic programs	23	10.1%
Improve the quality of existing academic programs	43	18.9%
Improve the appearance of campus buildings and grounds	2	0.9%
Improve employee morale	18	7.9%
Some other goal	5	2.2%
All responses	228	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	27	11.8%
Retain more of its current students to graduation	24	10.5%
Improve the academic ability of entering student classes	35	15.4%
Recruit students from new geographic markets	18	7.9%
Increase the diversity of racial and ethnic groups represented among the student body	16	7.0%
Develop new academic programs	34	14.9%
Improve the quality of existing academic programs	41	18.0%
Improve the appearance of campus buildings and grounds	4	1.8%
Improve employee morale	22	9.6%
Some other goal	7	3.1%
All responses	228	100.0%

TOTAL "VOTES" FOR EACH GOAL	First Priority	Second Priority	Third Priority	TOTAL	TOTAL PERCENT
Increase the enrollment of new students	48	58	27	133	19.4%
Retain more of its current students to graduation	72	50	24	146	21.3%
Improve the academic ability of entering student classes	19	19	35	73	10.7%
Recruit students from new geographic markets	1	2	18	21	3.1%
Increase the diversity of racial and ethnic groups represented among the student body	7	8	16	31	4.5%
Develop new academic programs	13	23	34	70	10.2%
Improve the quality of existing academic programs	45	43	41	129	18.8%
Improve the appearance of campus buildings and grounds	1	2	4	7	1.0%
Improve employee morale	17	18	22	57	8.3%
Some other goal	6	5	7	18	2.6%
All responses	229	228	228	685	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	2.72	0.86	224
How involved are: Staff	2.85	0.77	214
How involved are: Deans or directors of administrative units	3.49	0.78	217
How involved are: Senior administrators (VP, Provost level or above)	3.67	0.82	217
How involved are: Students	2.59	0.84	218
How involved are: Alumni	2.65	0.88	215
How involved are: Governing Board	3.34	0.81	217

### Section 4: Work environment

DATE IMPORTANCE (4 - "Net important at all!" / F - "New important") AND CATICEACTION (4 - "Net	IMPORTANCE SATISFACTION			ON			
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	GAP
It is easy for me to get information at this institution	4.53	0.64	222	3.82	1.09	223	0.71
I learn about important campus events in a timely manner	4.20	0.83	218	4.11	0.94	219	0.09
I am empowered to resolve problems quickly	4.40	0.76	219	3.80	1.16	220	0.60
I am comfortable answering student questions about institutional policies and procedures	4.18	0.82	220	3.71	1.12	221	0.47
I have the information I need to do my job well	4.56	0.67	217	4.05	1.05	220	0.51
My job responsibilities are communicated clearly to me	4.55	0.67	221	4.22	0.93	223	0.33
My supervisor pays attention to what I have to say	4.60	0.65	220	4.29	1.07	222	0.31
My supervisor helps me improve my job performance	4.48	0.76	218	4.22	1.10	222	0.26
My department or work unit has written, up-to-date objectives	4.31	0.80	216	4.00	1.11	217	0.31
My department meets as a team to plan and coordinate work	4.24	0.88	217	3.69	1.27	220	0.55
My department has the budget needed to do its job well	4.46	0.63	216	3.43	1.11	215	1.03
My department has the staff needed to do its job well	4.47	0.65	217	3.61	1.04	217	0.86
I am paid fairly for the work I do	4.54	0.75	218	3.07	1.33	223	1.47
The employee benefits available to me are valuable	4.28	0.96	214	3.23	1.35	218	1.05
I have adequate opportunities for advancement	4.04	1.08	217	3.29	1.36	221	0.75
I have adequate opportunities for training to improve my skills	4.33	0.77	218	3.96	1.05	223	0.37
I have adequate opportunities for professional development	4.30	0.78	217	3.93	1.05	223	0.37
The type of work I do on most days is personally rewarding	4.60	0.65	218	4.36	0.86	222	0.24
The work I do is appreciated by my supervisor	4.51	0.75	215	4.23	1.08	220	0.28
The work I do is valuable to the institution	4.57	0.65	214	4.03	1.17	218	0.54
I am proud to work at this institution	4.52	0.70	214	4.25	1.03	218	0.27
Employees are evaluated fairly and consistently	4.48	0.68	214	3.88	1.12	216	0.60
Appropriate stakeholders are involved in College decisions	4.26	0.87	209	3.65	1.17	211	0.61
I am able to complete the work expected of me during my regular or contracted work hours	4.46	0.70	214	3.96	1.14	220	0.50
Information needed to do my job effectively is communicated in a clear and timely manner	4.48	0.68	213	4.08	1.08	219	0.40
I feel I can bring concerns to my supervisors or administration without retaliation	4.61	0.67	211	4.22	1.13	218	0.39
The institution supports a premier work environment for employees	4.41	0.75	215	3.70	1.24	218	0.71
The institution chooses and funds the most important priorities	4.40	0.68	210	3.49	1.18	212	0.91
This institution's policies and practices give me the flexibility to manage my work and personal life	4.48	0.68	212	4.09	0.95	218	0.39
This institution makes data-driven decisions	4.17	0.92	211	3.74	1.16	209	0.43
The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change	4.02	1.15	209	3.84	1.07	210	0.18
Access to technology at this institution meets my expectations	4.40	0.72	215	4.04	1.04	218	0.36
I feel I have a good work-life balance	4.52	0.64	213	4.10	0.99	221	0.42

Overall satisfaction			
Rate your overall satisfaction with your employment here so far:	4.04	0.97	227

# Section 5: Demographics

How long have you worked at this institution?	Count	Percent
Less than 1 year	33	14.3%
1 to 5 years	75	32.5%
6 to 10 years	40	17.3%
11 to 20 years	50	21.6%
More than 20 years	33	14.3%
All responses	231	100.0%

Is your position:	Count	Percent
Faculty	231	100.0%
Staff	0	0.0%
Administrator	0	0.0%
All responses	231	100.0%

Is your position:	Count	Percent
Full-time	0	0.0%
Part-time	231	100.0%
All responses	231	100.0%