

Mission Open Comment Survey Results

November 2015

Institutional Research, Planning and Effectiveness

What is your opinion about the mission fulfillment framework?

- I like the statements as they are currently written – 423 responses, 79%
- I want to suggest language changes – 57 responses, 11%
- I think there is something missing that should be added – 28 responses, 5%
- I want to suggest language changes AND I think there is something missing that should be added – 29 responses, 5%
- Total – 537 responses, 100%

Do you have any comments that you would like to share?

Comments submitted by respondents who “like the statements as they are currently written.

Comments:

- It is clear the statements are well articulated and specific.
- It is unfortunate that we have delays in important College processes due to the complaining from a small group of people. While I understand following our policies and procedures is of utmost importance, the work that was done on this was inclusive and comprehensive. Thank you.
- Very nice job. Let's make it happen now!
- none
- No comments.
- It would be excellent if all of the college values were adhered to by all stakeholders in this venue.
- Why am I providing feedback again? Doesn't the Board have better things to do? Let's get this done and MOVE ON!
- n/a
- These embody what a community college should be
- no
- No. Looks good.
- There was significant discussion about these all through the 2014-15 school year. I thought these were approved and done. We need to actually get things done and not waste our time going back over things again and again.
- Will we still be able to meet the Open Access goal if students who test into Rea071 and wrt070 are not allowed to get a Pell Grant? Will the college pay the student's tuition?
- I feel that the values would benefit from some rearranging, maybe putting “People” or “Open Access” first before “Collaboration”. I think all the values are essential, however

placing them in the order we value them as a college could help students to see that we value them first.

- While I generally like the way the Vision, Mission, and Core Values are worded and I wouldn't suggest any language changes, I'd like to see some of the terminology and concepts better defined for the PCC community. For example, what does being a "Premiere Community College" mean? Without a clear definition, or examples, it's hard for individuals to work towards a clearly defined and achievable goal.
- We should not be revisiting the statement at this time.
- It doesn't matter what we put unless we write a novel and include everyone's input and give them credit they will never be satisfied. Good luck with this ..
- For the most part, I like the statements as they are currently written. My only gripe would be that they are too terse and require elaboration to fully describe Pima's values and goals.
- A lot of people were involved in the development of these statements. Please do not change them if the only complaints are from a small group of community and faculty. The statements should reflect the opinion of the majority and not the opinion of the vocal minority. If the majority of responses to this survey like the statements as written and the Board still changes them, it raises the concern of certain groups having undue influence over the Board.
- As written, the mission fulfillment framework is excellent. I look forward to helping achieve the mission!
- We are strong in supporting student success as we should be. Is there a similar level of support for the faculty that is working directly with the students? For example, is the college committed to identifying and making available "best practices" to the faculty?
- The mission fulfillment framework is excellent as it is. It is also a vast improvement over the previous mission fulfillment framework. Continuous improvement is working at PCC!
- The vision, mission and values has covered a wide spectrum making the goal of the college to serve our diverse community in many ways but also to ensure that the college also continues to evolve with the changing needs of students, employees and our community. I like it.
- I like the mission and our values. We have gone through plenty to get to this point. I am not sure why so many people are having issues with it now.
- The work done on these was tremendous, thank you.
- Now all the College has to do is put it to practice. Note, what is said and written is NOT followed at this College. Would also like to state that it does not say anything about international students and traveling the world on taxpayers money. The money should be spent in our community and to better serve our community regardless of the agenda that has been put forth by the Chancellor.
- This is great work - a vast improvement over the prior mission/vision. Very nice example of continuous improvement!
- These are all good thought out statements. In addition, the College really should consider the many obstacles that keep people from attending PCC. The College puts many holds on student accounts that really discourage students from continuing their educational goals. Please take a look at how many holds Pima puts on each student.
- N/A

- No.
- I feel it that is perfectly fine and should not be changed in any way.
- Can 'successful outcomes' include the word 'jobs' or 'careers'?
- They all look good to me. Why are we reopening this again?
- The statements are great. I hope we can now start holding people accountable to these through a forthcoming revised eval process.
- Sounds great and communicates our vision, mission, and values clearly
- These Vision and Mission statements are a significant improvement over the previous ones and provide a clear sense of purpose for the College. The process used to develop these was the most inclusive one I have ever seen utilized and provided ample opportunity for all constituents of the College to participate. The College Principles defined here provide an excellent guide for the faculty, staff, and administration as we take actions to carry out the mission of the College and they serve as a reminder to us all to not lose sight of the need to live up to these values when we encounter challenges in implementing the changes we need to move our College to a higher level of performance. Dan Berryman Vice Chancellor for Human Resources Pima Community College District
- No.
- None
- I am pleased with the work of this task force developing this language. Thank you!
- No
- Too bad the mission is not actualized because of poor leadership
- This mission statement is inspiring and states exactly what PCC is about. The values align with HLC requirements.
- The mission statement should be before the vision statement.
- This has been a long process and well done. I would suggest that we move forward as written and review on a regular schedule moving forward.
- I am a faculty member who served on the Strategic Planning committee, and want to emphasize that I WAS, in fact, consulted on the revisions above. In fact, I felt heard in the process, and while I was off contract at the time, I was very much in the loop and attended the meetings from which these statements came.
- NO
- I consider the decision to re-open the mission to be the demonstration of the board's submission to the interests of the particular lobby.
- no
- Thank you for sharing this and giving us the opportunity to weigh in.
- No.
- I appreciate that the College obtained input from all Stakeholders in formulating the Vision, Mission, and Values statements.
- no
- I have no comments. Thank you!
- I was disappointed that the Board ignored the voice of the many and chose to bow to the voice of the few and second guess their previous decision. It brings into question the Board members' decision-making skills as well as their commitment to Pima's faculty and staff.

- Did this go out for public comment?
- Rather than waste time reviewing what has already been approved with all employee groups' input, let's focus on working together to continuously improve collaboration within the College so we can provide the best for our students and community.
- I am proud of the values we represent.
- Update the Pima Jobs link to reflect the new mission
- The College has had a history of correct verbiage accompanied by insufficient action. Let's not talk about it, let's be about it. One thing that continues to trouble me is our relationship with local media. It is toxic and it is our fault. We have not made an adequate or effective effort to improve it, and I believe that is in part because we don't wish to. This is not a corporate entity. It is a public institution created for the betterment of the community.
- It was a grave mistake to pander to a few people who complained about their input not being heard. You have made clear how little you trust your Chancellor, his administration, and the employees to do their jobs.
- No
- No
- Let's move forward with this already.
- It is my understanding that the vision, mission and values were discussed, debated and decided some time ago. As one of the items on the HLC checklist, I am concerned that we are now revisiting this again when there are other pressing matters to be addressed per the HLC evaluation.
- This process has been transparent and has engaged many community members and PCC employees.
- Honestly, there are an infinite number of ways this could be written. THAT isn't important. This discussion is taking our attention away from the things that ARE important. Please stop listening to the whiners and focus on the supportive employees who only want what's best for the College and our students.
- Although I agree with the vision of the College, the statement seems to be long and wordy in terms of being easy to remember.
- I think that reading, writing, or legal discipline instructors are better qualified for that than myself.
- Under college values, under collaboration, should "College" be lower case?
- Only when it comes to the College Vision....when we say "PCC will be a premier community college" implicitly we are saying that we ARE NOT yet a good College and that is not true. I believe that we are a premier community college so instead should say....."PCC is a premier comm..."
- Statements short and to the point . Excellent bullet s statements .
- Why are we re-evaluating these after the College has already adopted the new statements, vision, values? I understood that the mission fulfillment framework work was a result of evaluating the needs and requirements that the the HLC set forth. Tons of committee work was conducted on the subject of Mission - Criterion One in the self study process. Why weren't concerns addressed earlier in the process instead of after the new statements have already been adopted? I believe if we change them now, again, the College will have to succumb to a lot more public scrutiny and negativity. Respectfully, please take this into consideration when making your decision.

- Thank you board for wasting my time.
- I am deeply inspired by the college mission and vision. I believe that the college plays a very important role in strengthening the economic outlook for Tucson. As a first generation college student and a minority woman, PCC helped me to launch my career and further my studies. Thank you Pima.
- Thank you for all the work on this revision
- I believe the College and the community have spent considerable time over the past year and a half developing the vision, mission and values. We now need to move forward. I support the statements as written.
- I hope the longstanding climate of Pima will change and fully embrace the mission fulfillment framework. I am ready for a positive change at PIMA!
- Although I like the statements as they are currently written, I agree that a final comment period is ideal in finalizing a new mission for the College. Thank you for seeking this input.
- Thanks!
- It would be nice to have decisions made based on the vision, mission, and values of the College and not dictated by a few loud voices. So many things have been held up or not implemented because someone complained.
- Seems in line with similar statements from other institutions. I'd like to see a mission that includes something regarding accountability. Something else regarding identifying student goals would also be novel and worthwhile.
- The mission statement that was created is very powerful! I don't understand why this is being revisited now. We have other areas of concern that need to be addressed versus "redoing" this statement. All mission statements are or, if not, should be living documents and updated but this seems like a waste of emotional resources that can best be spent on fixing more demanding and necessary areas of concern.
- Change the photo on the web page under our mission statement
- I feel this survey was unnecessary. A great deal of work was put into the development of these statements by Nic Richmond, her team, and those who attended the Futures Conference. The Board agreed to adopt them at a Board Meeting and I feel they should have stuck by their original decision, supporting the work of those involved.
- The statements provide an appropriate framework that should serve the college well for years to come. The college needs to focus on implementing these statements and how it does so is where we should expect to see change over time.
- I was very active in the process of developing these statements (along with many, many others!), including participating in TWO Futures Conferences as well as countless meetings where we bench-marked and word-smithed carefully so as to not lose the spirit of the comments we collected from our large contingent of community members, so I am a little resentful that this is going out for further word-smithing at this time. I have never participated in a more inclusive and dynamic process than this one, so I do not understand why we are backtracking now, other than some members of Faculty Senate were upset that they didn't get a final word in... faculty were actively participating in this process from the very beginning, and could easily have reported this information out to Senate, or at the very least they could've recommended that it be vetted through senate before going to the BOG.
- These seem like reasonable sentiments.
- The group clearly spent a lot of time getting feedback over this year+ long process. Maybe the board needs to recognize their good work instead of listening to the minority of naysayers that show up to complain at every meeting.

- Thank you for the survey. Stakeholder input strengthens institutions.
- I particularly like the college values as they are stated. Well done!
- We should focus on accomplishing the things in these statements.
- NA
- Thanks for working on this important effort.
- no
- no
- All of the key points are here. Let's please move forward with serving our students and community.
- Mission statements are great - it is how they are carried out that makes the difference.
- I approve of the breadth and depth of the statements.
- I like the statements as they are currently written. I would prefer a shorter/easier to repeat Mission statement, but this Mission statement includes everything we wanted to highlight, so I can accept it. Values - I would change the order of listed values, so that People and Integrity are at the top of the list, but I can accept existing list as well.
Suggestion: People Integrity Excellence Communication Collaboration Open Access
- It was such a waste of time for the BOG to intervene on this
- As a former veteran English teacher, I'm impressed by the clarity and concision of the writing here. It's clear that a lot of hard work went into the writing process. It's a beautiful (and perhaps even... useful) declaration. Kudos to all involved.

**Please suggest language changes to the MISSION STATEMENT:
(Please limit your comment to 1,000 characters.)**

Comments:

- Move the word “affordable” behind educational opportunities. “...educational opportunities that are affordable and....” the way it is written currently it seems that PCC's mission is focused on the cost of the education and not the opportunities and access.
- Comments: “Affordable” is a relative term, so not meaningful. “Student success” has no fixed definition, so it's not meaningful. Suggested wording: PCC provides educational opportunities that meet the diverse needs of our students and community.
- Pima Community exists to provide affordable post K-12 education, primarily to residents of Pima County. It shall provide practical programs not normally taught at 4 year institutions and college level courses appropriate for a 2 year institution.
- I am not crazy about the word “provides” in the follow portion of the MISSION STATEMENT “PCC provides affordable access”. Unfortunately, I do not have alternate language to suggest. I know we do attempt to provide affordable education but to some it is not. I could live with the statement as is especially since I can't come up with something better.
- Remove the word “affordable” as not everyone has the financial resources to afford college, or they may not see us as such. Of course, we are affordable in comparison to the U of A and other institutions within the state and across the country, but we may not always be.
- GROUP COMMENT FROM PIMA OPEN ADMISSIONS COALITION (POAC) PCC IS AN

OPEN ADMISSIONS INSTITUTION PROVIDING AFFORDABLE, COMPREHENSIVE EDUCATIONAL OPPORTUNITIES THAT meet the diverse needs of its students and community. RATIONALE This revised statement is shorter, flows more easily and is simple to remember. Most importantly to POAC, it codifies “open admissions” into the mission statement; it also speaks to the comprehensive functions offered by the College. Implied within the title of Pima Community College is the fact that it is a post secondary institution; therefore, no additional language appears to be needed. The phrase “that support student success” is deleted because it is redundant; it is given prominence in the Vision Statement and is individually evaluated in a subsequent Core Themes and Objectives, Student Success.

- Please take out the word “diverse” . It goes without saying that the needs of the community are diverse. This word has become overused in recent years. As such, it carries less punch than it should.
- NA
- No suggestions.
- PCC provides affordable and accessible educational opportunities that support student success and meet the diverse needs of our students and community.
- PCC provides affordable access to educational opportunities that support student success WHILE (replaces AND) meeting the diverse needs of our students and community.
- PCC provides affordable access to educational opportunities that support and encourage student success and exceed the diverse needs of our students and community.
- PCC provides affordable access to educational opportunities and student support to meet the diverse needs of our students and community. NOTE: the original statement sounds like the educational opportunities provide support for student success. PCC offers student support...
- I like the statements as they are currently written. I would prefer a shorter/easier to repeat Mission statement, but this Mission statement includes everything we wanted to highlight, so I can accept it.
- PCC provides affordable access to educational opportunities AND RESOURCES that support student success and meet the diverse needs of our students and community.
- PCC provides affordable educational opportunities that support student success and meet the diverse needs of our students and community.
- College Mission current: PCC provides affordable access to educational opportunities that support student success and meet the diverse needs of our students and community. Suggestion: Reword sentence: PCC provides access to affordable educational opportunities that support student success and meet the diverse needs of our students and community. Reason: The educational opportunities are affordable, not the access.
- Is the purpose of PCC to serve diverse student needs? That is a large central component of how it is currently written. Other colleges seem to focus on the changing force in student's lives, in preparing individuals, etc. We seem to “exist” for student convenience in our mission. We use the vague terms student success again, whether intentional or not.
- N/A
- Go back to “To develop our community through learning”. What is the new mission even saying? Do we need to distinguish ourselves from institutions with missions to “support student failure”? Does developing our community not already include being affordable to

the community and meeting the diverse needs of the community?

- College Mission PCC provides access to affordable educational opportunities that support student success and meet the diverse needs of our students and community.
- Same comments as the vision. Mission statements need to be short and memorable, our current statement feels like we are trying too hard, it is clunky and honestly doesn't sound believable. It's full of jargon and pandering for HLC approval, phony. Here's an idea -- Providing educational and foundational growth It's not great, but it is short, it can be remembered, and is to the point. Honestly, we just need to start over and keep it to one succinct statement. Thank you.
- The existing statement is passive, change it to active; the statement is also too wordy...maybe something like: PCC provides affordable educational opportunities supporting student success while meeting the diverse needs of our students and community.
- I prefer the former Mission statement: "We develop our community through learning." It was succinct, memorable, and focused on our community, the people who find us and for whom our institution was founded. In my MBA program, we studied mission statements extensively, and the most successful ones, those that stakeholders can remember AND remember to uphold are short enough to be spoken in one breath. If "student success" is a crucial component, it could be worked into the former statement, something like: "Pima Community College is committed to community development through affordable education and student success."
- To provide access to relevant, rigorous, and affordable educational pathways that support students' goals, offer opportunities for lifelong learning, and meet the needs of students, employers, and the community.

**Please suggest language changes to the VISION STATEMENT:
(Please limit your comment to 1,000 characters.)**

Comments:

- PCC strives to be...
- The College vision statement is extremely WORDY and should be shortened. Not many, will remember and recite our vision statement..
- The Pima Community College District was created by the voters of Pima County to provide educational services to the citizens of the County.
- I find the word "premier" in the Vision Statement to be pretty meaningless, and it may imply things about the college that we don't want to imply. What would it mean to be "premier"? It sounds to me like an advertising slogan for a fancy car or hotel--sounds good but means nothing specific. In those kinds of ads it is meant to convey an idea of luxury and expensiveness. Do we really want to use a word that implies Pima is expensive?
- Instead of saying "PCC will be a premier...", I prefer it to say, "PCC is a premier..." I may be wrong, but I believe that vision statements are usually given in the present tense.
- Vision and Mission both identify the College as PCC, Values as Pima Community College. Maybe keep it consistent and use PCC or Pima Community College for all three?
- Why use "will be" a premier in the vision statement. The state should be a reflection of who we are now, not what we want to be. Remove the 'will be" and state we are "premier."
- I would recommend that we change this to present tense...PCC is a premier community

college..... If we are always reading and talking about it in the future tense, it reads like we won't reach it.

- PCC is taking valuable steps in becoming a premier community college committed to providing educational pathways that ensure student success while enhancing their academic, economic and cultural vitality, as well as that of our own diverse community.
- ok as is.
- n/a
- College Vision current: PCC will be a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community. Suggestion: Remove "students": PCC will be a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our diverse community. Reason: The academic vitality, economic vitality, and cultural vitality of our students does not have much meaning (particularly the first two – cultural vitality may be acceptable).
- Correct the first part. PCC will be a premier... could be structured better. Vision is about future tense and seems to be largely used to ascribe some type of leadership quality. Student success is vague, whether intentional or not is subject to review.
- Why PCC will be a premier community college -- why not PCC is a premier community college . . .
- To be acknowledged as a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our diverse students and community.
- "PCC will be a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and community." I took out the word "diverse." The word is overused, and it is already mentioned in the mission statement. The vision statement flows better without it.
- Comment: "Student success" has no fixed definition, so it's not meaningful. Suggested wording: "PCC will be a premier community college committed to providing educational pathways that enhance the academic, economic and cultural vitality of our students and diverse community."
- None.
- Please refrain from using "a premiere" community college in the Vision statement. It is tacky. It would be similar to saying PCC is a "classy" institution. Those colleges which are "premier" institutions, do not HAVE to state it. It is an assumed quality level of excellence. In my opinion, we should state: "PCC is a community college committed to providing...etc.." Please leave out the "Premiere" reference.
- Pima no longer has open enrollment.
- PCC is a premier community college that provides educational pathways to enhance the academic, economic and cultural vitality of our students and diverse community.
- I do NOT agree with the "premier community college" language. Frankly, I don't see our vision as needing to be competitive with other community colleges. I don't really care whether we are "premier" or not. Every time I hear that phrase, I want to scream. As far as I can discern, this is the chancellor's vision, not the employees' and stakeholders' vision. I feel he wants to be "premier" so he can take credit for it. It is the rest of us that make PCC what it is, not him. Otherwise, OK.

- Currently it says: PCC will be a premier community college... I believe we delete “will be a premier” and replace it with “ PCC is a community college committed to.... and the rest of the statement as is. I think saying we “will be a premier” gives us no credit, and sounds pretentious of us to say.
- replace “vitality” with either “lives” or “growth” or “development”
- I think that ultimately it is the student who ensures his/her success by working hard. In the VISION STATEMENT, I would replace the word ENSURE with FACILITATE.
- PCC commits to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.
- PCC is a premier community college....
- Delete the unnecessary Vision Statement, which only distracts from the Mission.
- Vision statements need to be short and memorable, our current statement feels like we are trying too hard, it is clunky and honestly doesn't sound believable. It's full of jargon and pandering for HLC approval, phony. Here's an idea -- PCC will guide our community with learning opportunities that lead to success It's not great, but it is short and visionary it can be remembered. Honestly, we just need to start over and keep it to one succinct statement. Thank you.
- Pima WAS a premier college before. I suggest saying “PCC IS a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.
- At present, the vision is the same as the mission but with more words. Chase to something like: Pima Community College is a premier community college committed to educational pathways that meet the community needs.
- The term “diversity” is coming to be seen as more politically contentious, and its use in our mission statement could seriously hurt our image in Phoenix when it comes to pursuing funding from a conservative legislature.

**Please suggest language changes to the VALUES:
(Please limit your comment to 1,000 characters.)**

Comments:

- With regards to “Diversity, Inclusion and Global Education” I think the language for statement 1 and 4 are too similar. I would edit statement 4 “Develop and increase the student population through global education” by removing “increase”. Are we not “increasing” the population by “expanding” as the first statement indicated.
- None.
- GROUP COMMENT FROM PIMA OPEN ADMISSIONS COALITION (POAC) 1. Category 3, Excellence, “We embrace best practices and value high quality TEACHING, services, and programs that lead to successful outcomes for our students through evidence-based continuous improvement practices.” 2. Category 5, Open Access, title only “OPEN ADMISSIONS & ACCESS.” 3. Category 6, People, “WE ARE A COMMUNITY- BASED INSTITUTION COMMITTED TO THE FAIR AND EQUAL TREATMENT of our students, employees, and community members we serve, by making decisions that address the needs

of those populations. RATIONALE EXCELLENCE The AACCC lists teaching as one of the key components of a mission statement. This value needs to clearly demonstrate to internal and external constituents the College's expectation that excellence in teaching will be among its highest intrinsic values. RATIONALE OPEN ACCESS This change is consistent with the sentence which follows the revised title that reads, "We value open admissions ...

- These are fine as is.
- NA
- No suggestions.
- Globalization: We prepare students for involvement in an increasingly global world with faculty and student international interaction and with imbedded international and cultural education.
- For the COMMUNICATIONS value, I would replace the word HONEST with UNBIASED. For the OPEN ACCESS value, I would replace the phrase REGARDLESS..... with REGARDLESS OF THEIR INITIAL ACADEMIC ACHIEVEMENT LEVEL OR ULTIMATE GOALS. Under CORE THEMES AND OBJECTIVES For the second point for TEACHING AND PROGRAM EXCELLENCE, I would replace the word QUALITY with BENEFICIAL. For STUDENT SERVICES, I would replace STUDENT AID PROCESSES with STUDENT AID STRATEGIES.
- I don't like the use of "those populations." What does that mean? Instead, say: We value and meet the diverse needs of our students, employees, and community members.
- People • Communication • Excellence • Integrity • Open access • Collaboration: We encourage teamwork and cooperation within the College and with the community to encourage student success.
- Change People because it is not a value;
- Values - I would change the order of listed values, so that People and Integrity are at the top of the list. Suggestion: People Integrity Excellence Communication Collaboration Open Access
- n/a
- Delete the sentence that begins, "To guide Pima..." Excellence: We support and challenge our students with high-quality services and programs of academic instruction. Integrity: We commit to academic honesty and institutional decision-making based on sound moral principles, accountability and transparency. Open access: We value open admissions and access to our programs and services for all who may benefit from them. "People" is too vague of a value and doesn't grammatically fit with the other values.
- College Values current: #3 Excellence: We embrace best practices and value high quality services and programs that lead to successful outcomes for our students through evidence-based continuous improvement practices. Suggestion: Bit more emphasis on academics and reword: We observe best practices, maintain effective services, and operate high quality academic programs that lead to successful outcomes for our students through evidence-based continuous improvement practices. Reason: This is the only statement that refers to academic quality and the word "academic" is not even used. Furthermore, the implication in the original is to embrace and value, not necessarily achieve and maintain.
- Nothing to list in this area. It serves the general purpose fine.
- N/A

- These terms came up in different locations. I would suggest reconsidering the terms “stakeholders” and “morals.” The first is both vague and business-y (a truly gruesome combination- though perhaps that is why it was chosen?). Secondly, whose morals? Yours? Mine? The state of Arizona's? My grandma's? The lead singer of Metallica's? Be specific or go home, says the writing professor.
- Delete the unnecessary Values, which only distract from the Mission.
- Instead of “we make a commitment” why not “we are committed”
- No changes to values at this time. Getting the mission and vision right are much more important.
- I believe we should remove the value related to global education. PCC is funded by Pima County and that is where our focus should remain. We have neither the financial capital nor the necessary expertise in global educational systems or cultural differences to become a profitable player in global education. Our community is larger than we think. We can develop new markets within the county. That is where our expertise and our mandate lie. Thank you very much for eliciting widespread stakeholder input. I greatly appreciate the opportunity to give a voice to my concerns and opinions. Best wishes for the challenges ahead.
- Integrity: We commit to ensuring academic honesty, personal ethics and institutional decision-making that is based on sound moral principles, accountability and transparency.

Please explain what you think is missing that should be added to the MISSION STATEMENT:

(Please limit your comment to 1,000 characters.)

Comments:

- The mission statement of an educational institution should include something about the quality of the education. The current statement mentions affordability, but nothing about providing an affordable, high-quality education. This needs to be added. See mission statements of other institutions (U of A, for example)
- you need to emphasize the reduction/elimination of un-necessary administrative practices for faculty. Reduce or eliminate data taking and form filling.
- The mission itself should also incorporate aspects of the college's value particularly the concept that the college provides access to the highest quality of education, excellence.
- I feel that the concept of unity is missing in this mission statement. If employees and community members are not united in achieving this mission, it will be very difficult to achieve.
- leave as is
- PCC provides affordable access with pathways for educational opportunities that support student success and meet the needs of today's diverse growing population that will strengthen our community partnerships within our business and industry leaders.
- Pima College shall also prepare students for the job market.
- Two words that I strive for in my professional and personal life - “with enthusiasm” “PCC provides affordable access to educational opportunities that support student success with enthusiasm and meet the diverse needs of our students and community.”

- I believe you need to make a statement that PCC does also provide entry into the Arizona University system for further educational advancement and success.

Please explain what you think is missing that should be added to the VISION STATEMENT:

(Please limit your comment to 1,000 characters.)

Comments:

- See comment below re: mission statement
- I feel that the concept of unity in this vision is missing. If employees and community members are not united in achieving the vision, it will be very difficult to achieve.
- We value our faculty and staff employees enough to offer a cost of living raises, step(s) and do not increase cost of health care each year BEFORE we hire new executives over \$100,000, consultants, trips for executives, new areas that add no revenue like 'international' executives, etc. Another note may be helpful to have Mr. Lambert pay back PCC for firing a provost a few weeks after her offers her a new contract then offering her \$150,000.....???
- Dear Board of Governors: At the most recent Faculty Senate meeting I read and submitted an edited Vision Statement that took the first half the statement, then substituted the second half with wording including "open access," and "inclusive." A copy of the complete statement was sent by the Faculty Senate President to all members for comments. Chancellor Lambert was present at that meeting and heard the edited version. A copy can be obtained from any Faculty Senate officer. Thank you.
- I think that the BOG should have moved forward on this. The opportunities for input were more than enough to meet the expectation. Transparency does not mean that everyone needs to know or be a part of everything; it means that opportunities are provided. If someone does not take advantage of the opportunity, move on. Business of the College has to continue year round, not when it is convenient for "all" The language is ok as already approved.
- PCC is a premier community college committed to providing educational pathways that (endorse) student success and enhance the academic, economic and cultural vitality of our students and diverse community. Without the limits of time, place or distance. (We will meet the needs of our growing non-traditional student and workforce)
- the entire focus of all Pima leadership and statements is from the perspective of the organization....it should be from the perspective of the students....and we are here because of service to students....that is what is missing, and why attendance remains down...
- oxford comma
- Vision work is to work in uncertainty. I think it is more important for the Board to take action, learn from what occurs, and then revise as needed. This very long process may actually be hurting success at PCC. If there is something I can do to help explain this further or help in other ways, let me know. Mark Jepperson
- I think the photo that was chosen isn't the most flattering, and the second student looks like he's about to murder someone. Please change the photo, to a more upbeat graduate.

**Please explain what you think is missing that should be added to the VALUES:
(Please limit your comment to 1,000 characters.)**

Comments:

- You need to state emphatically that STUDENTS are our product and should be number one on our priorities. Of much lower importance is the adherence to redundant/repetitive administrative policies. Reduce the chain of command so we reach students faster.
- Something about social justice should be added. An institution like ours should advocate for a more just, fair, socially responsible, and peaceful world.
- I feel that the concept of unity is missing as a value. If employees and community members are not united in achieving the values, they will be very difficult to achieve.
- leave as is
- I am not sure about the “open access” statement. Some of our students are practically illiterate. Open access may imply that we will allow more of those students into our classrooms. I understand that there is a conflict of interest here. On the one hand, the college goal is to increase enrollment, retention and student success; allowing the above students to enroll @ Pima will increase enrollment but not student success. Turning PCC into a “premier” institution is incompatible with illiteracy.
- To Long..
- What is missing is that the college needs to be more receptive to current employees and how there are zero (0) opportunities for advancement in career latters - eventhough current employees are well educated, have years of experience and perfectly qualified. Many, many government, public and private organizations have career latters, but not Pima Community College, which is a shame. A terrible shame.
- Something that recognizes the value of PCC's faculty and staff would be awesome. One of California's Community Colleges has included this in their Values statement: Faculty and staff members are our most important resources and are entitled to a supportive collegial work environment that recognizes excellence, provides opportunities for professional development, service and leadership, and encourages meaningful involvement in an interest-based decision-making process.
- Add “Fair” before decisions under PEOPLE. People: We value our students, employees and the community members we serve, by making “fair” decisions that address the needs of those populations. Specifically, I believe that PCC policies should treat adjunct faculty the same as full-time faculty in regards to opportunities for employment, training, advancement and representation. By adding “fair” to this sentence, I believe PCC leadership will have the basis and impetus for eliminating existing barriers and for creating bridges to get the best out of all its people.
- Pima Community College will be a premier employer in the community, as evidenced by high employee loyalty, aggressively competitive compensation, and outstanding employee satisfaction.
- In the communication section, what kind of information is shared? Address the fact that whatever is shared is done so with prior permission. We also value security, safety, and privacy.
- The values stated are all very well, but are not presently true everywhere in the College. There are many instances of valuing saving money over quality of services and materials.

**Please suggest language changes and additions to the MISSION STATEMENT:
(Please limit your comment to 1,000 characters.)**

Comments:

- To retain the youth in pima county.
- The gap in the mission is the absence of COMMUNITY>this needs to be an integral part of any Community College Mission.
- PCC provides affordable educational opportunities that support student success and meet the diverse needs of our students and community comments: providing affordable access to educational opportunities does not make any logical sense.
- PCC IS AN OPEN ADMISSIONS INSTITUTION PROVIDING AFFORDABLE, COMPREHENSIVE EDUCATIONAL OPPORTUNITIES THAT meet the diverse needs of ITS students and community.This statement is shorter and easier to remember than the original, but most importantly it codifies “open admissions”; into the mission statement, and speaks to the many functions offered by the College. These are, in my estimation, by far the most important of my suggested changes.
- PCC is an open-admissions college.
- Pima Community College is committed to the success of our students and of our community. PCC provides a supportive, open-access environment for diverse educational opportunities that inspire professional, personal and lifelong learning for our local and global communities.
- PCC is an open admissions institution providing affordable, comprehensive educational opportunities that meet the diverse needs of its students and community.
- ddd
- “Please see POAC's email from Dr. Richard Fridena to PCC's Governing Board Members on recommended language changes and additions as well as the rationale for these changes.”
- PCC provides access to educational opportunities that support student success and meet the diverse needs of our students and communities both globally and in Southern Arizona. (I would leave out the word “affordable” here and place it in the VALUES section.) The statement “affordable” here seems to focus more on the cost than the quality and to me “cheapens” our mission.
- PCC provides affordable educational opportunities that support student success and meet the diverse needs of our students and community.
- PCC is an open admissions institution providing affordable, comprehensive educational opportunities that meet the diverse needs of its students and community.
- I think our mission should transcend our immediate community. By supporting our students and community, we are fostering improvements in our society and world. We need to help our students, employees, and citizens become global, caring thinkers and participants. So I would suggest expanding the language beyond “students and community.”
- PCC is an open admissions institution providing affordable, comprehensive educational opportunities that meet the diverse needs of its students and community.

**Please suggest language changes and additions to the VISION STATEMENT:
(Please limit your comment to 1,000 characters.)**

Comments:

- Pima Community College is committed to offering an academic experience that includes collaboration, open access, integrity and communication.
- I feel like we need to include a vision of having competent staff.
- The vision should remove the WILL BE and replace with IS. I find the vision as something we aspire to. PCC IS a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.
- No changes suggested.
- Too bad that this needs to be said. PCC was premier before flores and his lap dogs destroyed it.
- Reaction will be delivered anonymously to the Chancellor
- I don't think we should have "will be", now is the time to begin living our vision...WE ARE a premier community college
- ddd
- My suggestion is to leave out the words "will be" which indicates we are not a premier community college. This may be the truth but it is somewhat defeating to make our vision one that seems to focus on our shortcomings from the first statement. I would just state "PCC is committed to providing, etc."
- PCC is committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.
- I don't think it's accurate to state that PCC's pathways "ensure student success." We can't guarantee/ensure student success because factors exist that are outside our control. For instance, if a student doesn't do any homework and doesn't take exams, and then fails classes, how do we still "ensure" success? Instead, we could say our pathways "help ensure student success" or "help guide students towards success".
- I do not like the use of "premier" in our vision. While I can appreciate the sentiment, it is off-putting by its competitive air. That may be the goal, but it is not one I would want to ascribe to, especially as in our values we are emphasizing collaboration and civility. I think other synonyms could be examined for "premier" and still accomplish the purpose. I think our vision should transcend our immediate community. By supporting our students and community, we are fostering improvements in our society and world. We need to help our students, employees, and citizens be global, caring thinkers and participants. So I would suggest expanding the language beyond "students and community."
- This "mission fulfillment comments" form and everything about our so-called mission is a sham. We will never be "premier" because we are too dishonest in how we operate as an institution. The College does not want input. It want compliance.
- Breaking barriers, committed to providing educational pathways for the individual and communities
- There was much about the previous administration that was not good. The mission statement however was excellent. It said what we did without any conditions.

**Please suggest language changes and additions to the VALUES:
(Please limit your comment to 1,000 characters.)**

Comments:

- Data driven practices that support all the values and prove they are not just talk.
- We have too many values, simplify! Combine Integrity and Excellence Combine People and Collaboration
- No changes suggested
- Replace the value of People (meaningless) with the value of The Individual. It's at the core of Open Access and Diversity. Emphasize a covenant between student and the College that encompasses rights and responsibilities of both, as well as the reality that success is not guaranteed. Add Creativity as a value -- it's implied in both Chancellor's Goal 3 (embracing change) and Board Priority 6.1 (recognizing innovation, risk-taking). The College will not survive without new ideas.
- There is no mention of learning. Student success as measured by SLO is not learning. We as an institution value LEARNING.
- Category 3, Excellence: We embrace best practices and value high quality TEACHING, services, and programs. . . . I think it important to emphasize teaching as a core value, as the college has always been proud of the quality of its faculty. Category 5, Open Access, title only: Open Admissions and Access Category 6, People: We ARE A COMMUNITY-BASED INSTITUTION COMMITTED TO THE FAIR AND EQUAL TREATMENT of our students, employees, and community members. . . .
- Open access should be replaced by Open Admissions. You still do not get it, do you?
- I truly feel that TRANSPARENCY needs to be added to our values! It could be added easily to the Communication section.
- Category 3, Excellence, "We embrace best practices and value high quality teaching, services, and programs that lead to successful outcomes for our students through evidence-based continuous improvement practices." Category 5, Open Access, title only "Open Admissions & Access."
- ddd
- "Please see POAC's email from Dr. Richard Fridena to PCC's Governing Board Members on recommended language changes and additions as well as the rationale for these changes."
- Collaboration: We encourage teamwork and cooperation to support student success. Communication: We are committed to sharing information with internal and external stakeholders in a timely, respectful and meaningful way. Excellence: Our programs and services will lead to successful outcomes for our students through evidence-based continuous improvement practices. Integrity: We are committed to academic honesty, personal ethics and institutional decision-making that are based on moral principles, accountability and transparency. Open access: We value open admissions and access to our programs and services for all who may benefit from them, regardless of where they are starting from or what their final goal may be. People: We value our students, employees and the community members we serve by making decisions that address the needs of those populations.
- Open access: We value open admissions and affordable, open access to our programs..... (inserting the word affordable here for the reasons stated above).

- Category 3, Excellence, “We embrace best practices and value high quality teaching, services, and programs that lead to successful outcomes for our students through evidence-based continuous improvement practices.”
Category 5, Open Access, title only “Open Admissions & Access.” 3. Category 6, People, “We are a community-based institution committed to the fair and equal treatment of our students, employees, and community members we serve, by making decisions that address the needs of those populations.
- I find the description of “academic honesty” awkward. While I understand the intention, I think another word besides “honesty” could be implemented here to elucidate what “integrity” means.
- Cat. 5. title change: “Open Admissions And Access” Cat. 6. We are a community-based community college committed to the fair and equal treatment of our students....
- Two items that should be considered in the values section. A new section that addresses fiscal or budgetary transparency. So that property tax payers clearly understand the method and rationale for determining the overall budget and more importantly revenue required to execute the plan. People value A stronger statement that speaks to collaboration, planning and validation of outcomes with employers to help determine the teaching and training priorities to meet workforce needs.
- Collaboration is key to learning in the college classroom. Teaching/Learning and Program Excellence. Incorporating employability soft skills. Promote student-centered, interactive learning. Human brains are hardwired to learn actively. Excellence - we recognize that a successful outcome for PCC students is landing a good job &/or enrolling in a 4 year university. Student success - Success entails learning how to learn, thus becoming equipped as life-long learners.

What is primary role?

- Administrator – 27 responses; 5%
- Faculty (Adjunct or Full-time) – 177 responses; 35%
- Temporary staff – 16 responses; 3%
- Community member (not employed or a student at PCC) – 21 responses; 4%
- Exempt staff – 149 responses; 29%
- Non-Exempt Staff – 104 responses; 21%
- Student – 13 responses; 3%
- Total – 507 responses; 100%

What is your primary work location?

Pima Community College Employees Only

- Community Campus – 53 responses; 11%
- Desert Vista Campus – 50 responses; 11%
- District Office – 84 responses; 18%
- Downtown Campus – 56 responses; 12%
- East Campus – 43 responses; 9%
- Northwest Campus – 32 responses; 7%
- West Campus – 115 responses; 25%

- 29th Street Coalition Center – 2 responses; 0%
- Aviation Technology Center – 2 responses; 0%
- El Pueblo Learning Center – 4 responses; 1%
- El Rio Learning Center – 2 responses; 0%
- Maintenance & Security – 19 responses; 4%
- Davis-Monthan Air Force Base - 1 response; 0%
- Total – 463 responses; 100%