



Kern Community College District  
KCCD 2025 Triennial Climate Survey

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Prepared for  
KCCD Chancellor, Dr. S. Bloomberg  
&  
Bakersfield College

By the  
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# Executive Summary

The Bakersfield College Climate Survey results provide insight into how employees experience leadership, trust, communication, workload, and workplace conditions within the college context. While many strengths remain, particularly in employee commitment and participation in core functions, the data also highlight areas where perceptions of communication clarity, decision-making effectiveness, morale, and workload sustainability have shifted over time.

Local leadership practices, supervisory relationships, and operational systems play a significant role in how districtwide structures are experienced at the college level. These findings offer direction for targeted improvement efforts that reinforce employee support and strengthen institutional alignment.

## Introduction

Presented in this report are findings specific to Bakersfield College using a consistent reporting structure aligned with districtwide survey domains. Each subsection includes quantitative results, six-year trend comparisons where available, and interpretive notes intended to support thoughtful reflection and continuous improvement planning.

Open-ended responses from Bakersfield College employees are incorporated to provide qualitative context and elevate employee voice, while maintaining focus on recurring themes rather than individual comments.

These results complement the broader districtwide analysis and help clarify where Bakersfield College demonstrates strong local practices, where additional structural support may be beneficial, and where leadership actions may positively influence employee experience moving forward.

## Location-Level Climate Findings

### Methodology

#### Survey Administration

The 2025 Triennial Climate Survey was administered districtwide during Fall 2025. The survey was distributed electronically to all employees across Kern Community College District locations, including Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office. Participation was voluntary and confidential.

Multiple reminder communications were issued during the administration period to encourage participation across employee groups.

#### Bakersfield College Response Overview

A total of **348 employees from Bakersfield College** participated in the 2025 survey.



## Bakersfield College

Bakersfield College respondents reported some of the lowest perceptions of district-level effectiveness in 2025.

- Agreement that KCCD promotes high ethical standards declined to 36.3%.
- Trust between colleges and the District Office declined to 20.4%, and trust among the three colleges declined to 18.4%.
- Only 35.1% agreed that relevant information is effectively communicated.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
57.2%	49.2%	46.7%		35.4%	35.8%	20.4%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
31.5%	30.5%	18.4%		39.8%	36.8%	35.1%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
40.6%	37.9%	25.6%		28.4%	29.4%	14.0%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
62.1%	55.8%	36.3%		60.7%	60.1%	45.1%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
25.0%				25.4%			

- Understanding of the district decision-making process declined to 25.6%, and just 14.0% agreed the process is effective.
- Opportunities to learn and grow in one’s career declined to 45.1%.
- Information flow in 2025 was limited:
  - 25.0% reported effective flow from the District Office to colleges.
  - 25.4% reported effective flow from colleges to the District Office.

*Interpretive note:*

Bakersfield College’s results suggest that district-level communication and decision-making are perceived as distant and opaque, compounding local challenges in morale, trust, and workload. These perceptions may inhibit engagement with district initiatives unless communication and feedback mechanisms are strengthened.

*Employee Perspective: Bakersfield College: District Level Climate & Trust*

**Employee Perspective: Classified Staff**

Classified staff at Bakersfield College report some of the lowest district-level trust and governance confidence scores across locations. While 2022 showed moderate improvement in several areas, 2025 results reflect sharp declines in trust, decision-making confidence, and perceptions of ethical standards. Communication effectiveness remains modest, and perceptions of bidirectional information flow are particularly low.

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**Key Themes:**

- Decline in Cultural Openness

- 42.0% agree the district is open to different ideas, opinions, and beliefs.
- This represents a notable drop from 2022 (55.7%).

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges→District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
48.6%	55.7%	42.0%		31.2%	35.8%	14.3%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
34.9%	35.8%	11.0%		23.9%	37.5%	31.1%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
39.8%	37.8%	25.2%		25.7%	31.7%	11.8%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
50.5%	54.8%	30.3%		49.5%	47.6%	30.5%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
22.2%				20.2%			

- Significant Erosion of Cross-Institutional Trust

- Trust between colleges and the District Office declined to 14.3%.
- Trust among the three colleges declined to 11.0%.
- These are among the lowest trust indicators in this section.

- Limited Confidence in Decision-Making

- 25.2% report understanding the decision-making process.
- Only 11.8% believe the decision-making process is effective.
- The gap between understanding and perceived effectiveness remains pronounced.

- Decline in Perceived Ethical Standards

- 30.3% agree that KCCD promotes high ethical standards.
- This reflects a significant decline since 2022.

- Moderate Communication Clarity

- 31.1% believe relevant information is effectively communicated.
- While improved from 2019, communication perceptions remain relatively low.

- Weak Bidirectional Information Flow

- 22.2% report information flows well from District Office to colleges.
- 20.2% report information flows well from colleges to District Office.
- Both measures indicate limited confidence in systemwide communication flow.

- Declining Career Growth Opportunities
  - 30.5% report favorable perceptions of opportunities to learn and grow in their career.
  - This reflects a sharp decline from prior cycles.

*Overall Signal:*

Classified staff at Bakersfield College report low confidence in district-level trust, governance effectiveness, and communication flow. The convergence of low trust, weak perceptions of decision-making effectiveness, and declining ethical climate ratings suggests a need for targeted district-college alignment efforts, clearer communication pathways, and visible responsiveness to staff concerns.

**Employee Perspective: Faculty**

Faculty at Bakersfield College report moderate perceptions of communication and career growth, alongside declining trust in district-level governance and decision-making effectiveness. While some indicators remain stronger than those reported by classified staff, 2025 results reflect continued erosion in cross-institutional trust and confidence in district processes.

**Key Themes:**

- Declining Perception of Openness
  - 43.9% agree the district is open to different ideas, opinions, and beliefs.
  - This reflects a substantial decline from 2019 and remains below mid-cycle levels.

Open to Different Ideas, Opinions, and Beliefs	Trust (Colleges↔District Office)
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
60.8%    44.9%    43.9%	37.4%    34.5%    21.6%
Trust (3 Colleges)	Relevant Information Effectively Communicated
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
28.2%    27.6%    20.2%	46.5%    33.5%    36.2%
Understand Decision Making Process	Decision Making Process is Effective
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
37.6%    34.7%    24.2%	28.0%    25.0%    14.3%
KCCD Promotes High Ethical Standards	Opportunities to Learn and Grow in Career
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
66.7%    52.4%    40.1%	67.9%    62.9%    51.9%
Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
29.6%	27.2%

- Low Cross-Institutional Trust
  - Trust between colleges and the District Office stands at 21.6%.
  - Trust among the three colleges is 20.2%.
  - Both measures reflect persistent cross-college trust challenges.
- Limited Confidence in Decision-Making

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- 24.2% report understanding the decision-making process.
- Only 14.3% believe the decision-making process is effective.
- Perceived effectiveness remains particularly low.
- Decline in Ethical Climate Perceptions
  - 40.1% agree that KCCD promotes high ethical standards.
  - This reflects a steady downward trend over time.
- Moderate Communication Effectiveness
  - 36.2% believe relevant information is effectively communicated.
  - Communication ratings show modest recovery from 2022 but remain below 2019 levels.
- Information Flow Remains Limited
  - 29.6% report effective flow from District Office to colleges.
  - 27.2% report effective flow from colleges to District Office.
  - Bidirectional communication continues to be viewed as constrained.
- Stronger Career Growth Perceptions
  - 51.9% report favorable perceptions of opportunities to learn and grow in their career.
  - While declining since 2019, this remains one of the more positive indicators in this section.

*Overall Signal:*

Faculty at Bakersfield College report moderate confidence in professional growth and communication clarity but low trust in district-level governance effectiveness. The combination of declining openness, weak cross-college trust, and limited belief in decision-making effectiveness suggests ongoing concerns regarding transparency, responsiveness, and institutional alignment between district and campus priorities.

**Employee Perspective: Management**

Management respondents at Bakersfield College report comparatively stronger perceptions of openness and communication than other employee groups; however, 2025 results reflect sharp declines in trust, decision-making effectiveness, and perceptions of ethical standards. While managers demonstrate higher understanding of district processes, confidence in outcomes and cross-institutional alignment remains limited.

**Key Themes:**

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- Sustained Cultural Openness

- 59.7% agree the district is open to different ideas, opinions, and beliefs.
- This reflects slight recovery from 2022 and remains one of the stronger indicators in this section.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
63.0%	56.3%	59.7%		37.5%	40.4%	27.3%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
36.7%	32.7%	26.0%		50.0%	48.0%	39.0%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
54.2%	50.0%	28.9%		36.2%	42.3%	16.9%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
70.8%	70.0%	37.7%		57.4%	69.2%	53.2%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
19.5%				29.9%			

- Declining Cross-Institutional Trust

- Trust between colleges and the District Office stands at 27.3%.
- Trust among the three colleges is 26.0%.
- Both measures have declined since 2022.

- Gap Between Understanding and Effectiveness

- 28.9% report understanding the decision-making process.
- Only 16.9% believe the process is effective.
- Confidence in effectiveness has declined sharply since 2022.

- Significant Decline in Ethical Standards Perception

- Agreement that KCCD promotes high ethical standards declined from 70.0% (2022) to 37.7% (2025).
- This represents one of the most pronounced shifts in this section.

- Moderate Communication Effectiveness

- 39.0% believe relevant information is effectively communicated.
- Although declining, communication ratings remain higher than trust indicators.

- Imbalance in Information Flow

- 19.5% report effective flow from District Office to colleges.
- 29.9% report effective flow from colleges to District Office.

- Downward communication appears particularly constrained.
- Moderate Career Growth Perceptions
  - 53.2% report favorable perceptions of opportunities to learn and grow in their career.
  - While declining from 2022, this remains one of the more positive measures.

*Overall Signal:*

Management at Bakersfield College report moderate confidence in openness and professional growth but low confidence in district-level trust, governance effectiveness, and ethical climate. The combination of declining ethical perceptions, weak belief in decision-making effectiveness, and limited downward communication suggests the need for strengthened alignment between district leadership actions and campus-level implementation, particularly in areas requiring visible transparency and follow-through.

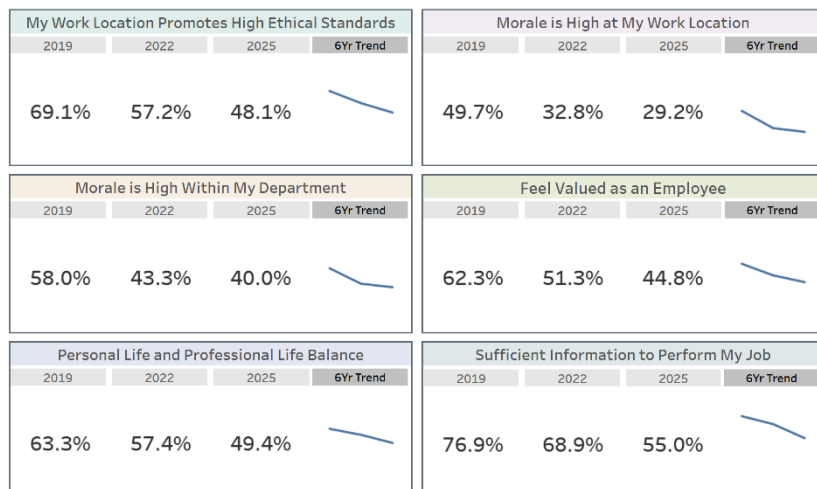
## Ethical Standards, Morale, Value, and Support

This section examines variation across work locations: Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office, focusing on ethical standards, morale, feeling valued, work–life balance, and access to information. Results are presented [in alphabetical order] to highlight contextual differences and inform location-specific strategies, rather than to evaluate performance.

### Bakersfield College

Bakersfield College reported the lowest levels of agreement across most indicators in this question group in 2025.

- Agreement that the work location promotes high ethical standards declined to 48.1%, the lowest among all locations.
- Morale at the work location decreased to 29.2%, while morale within departments fell to 40.0%.
- Fewer than half of respondents reported feeling valued (44.8%) or having sufficient information to perform their job (55.0%).
- Work–life balance declined to 49.4%, consistent with districtwide patterns.



*Interpretive note:*

Bakersfield College’s results indicate a convergence of challenges related to morale, value, and informational support. Given the college’s size and complexity, these findings highlight the importance of targeted, college-specific strategies that address communication, workload, and employee engagement within local operational contexts.

*Employee Perspective: Bakersfield College: Ethical Standards, Morale, Value and Support*

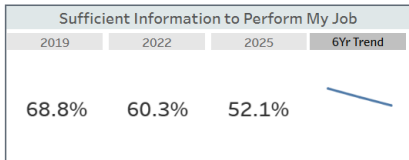
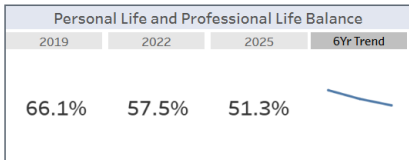
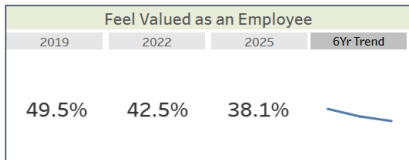
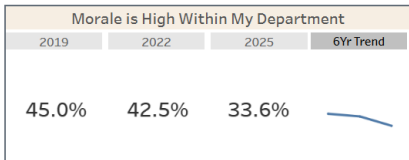
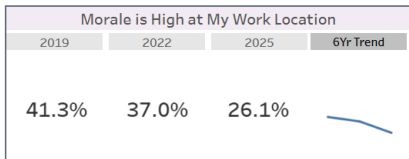
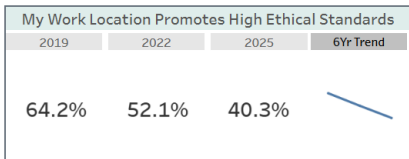
**Employee Perspective: Classified Staff**

Classified staff at Bakersfield College report continued declines across ethical climate, morale, and perceived workplace support. While some indicators remain above 50%, most measures show steady downward movement since 2019, suggesting sustained strain in day-to-day work experience.

**Key Themes:**

- Declining Perception of Ethical Standards

- o 40.3% agree their work location promotes high ethical standards.
- o This reflects a 24-point decline since 2019 and continued erosion since 2022.



- Low Workplace Morale

- o 26.1% report that morale is high at their work location.
- o Only 33.6% report high morale within their department.
- o Both measures indicate persistent morale challenges.

- Reduced Sense of Feeling Valued

- o 38.1% report feeling valued as an employee.
- o This represents a steady decline over time and signals engagement concerns.

- Work-Life Balance Pressures

- o 51.3% report positive balance between personal and professional life.

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- While still above 50%, this measure has declined notably since 2019.
- Decline in Job Clarity and Support
  - 52.1% report having sufficient information to perform their job.
  - This reflects a downward trend and may indicate communication or operational gaps.

Overall Signal:

Classified staff at Bakersfield College report low morale, reduced perceptions of ethical climate, and declining feelings of value and job support. The convergence of these indicators suggests cumulative workplace strain. Addressing recognition, workload clarity, and visible ethical leadership at the local level may be critical to improving employee experience and stability.

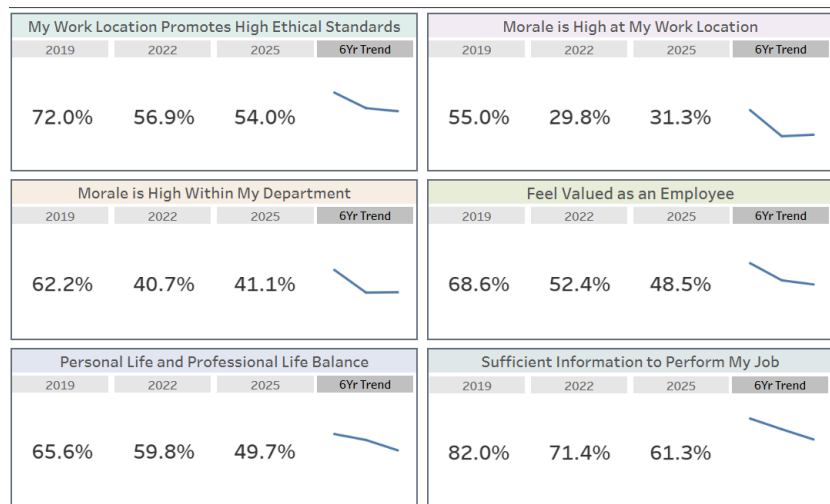
**Employee Perspective: Faculty**

Faculty at Bakersfield College report continued erosion in morale, perceived value, and workplace support since 2019. While perceptions of ethical standards remain above several other indicators, nearly all measures show a sustained decline, signaling cumulative strain within the local work environment.

**Key Themes:**

- Declining Ethical Climate

- 54.0% agree their work location promotes high ethical standards.
- Although still above 50%, this reflects a significant drop from 2019.



- Low Workplace Morale

- 31.3% report morale is high at their work location.
- 41.1% report high morale within their department.
- Both measures show decline over six years.

- Reduced Sense of Feeling Valued

- 48.5% report feeling valued as an employee.
- This represents a 20-point decline since 2019.

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- Work-Life Balance Pressures
  - 49.7% report positive balance between personal and professional life.
  - This is one of the first indicators to fall below 50%, reflecting strain.
- Decline in Job Clarity and Support
  - 61.3% report having sufficient information to perform their job.
  - While still comparatively strong, this measure has declined steadily since 2019.

Overall Signal:

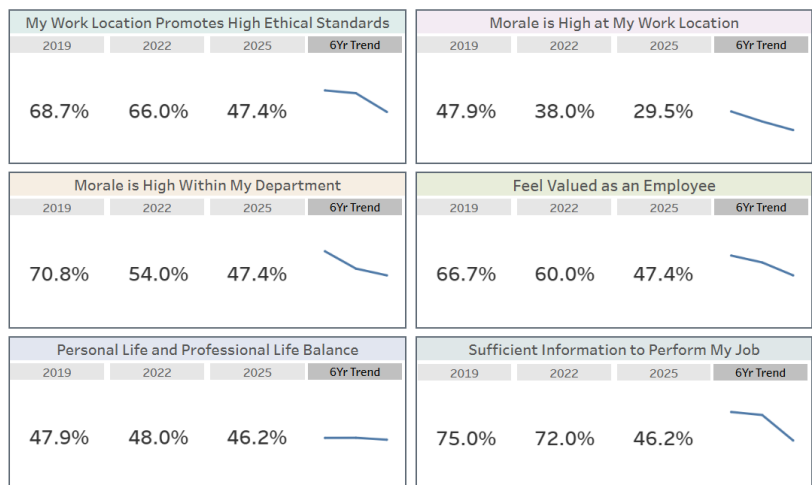
Faculty at Bakersfield College report moderate confidence in ethical standards and job clarity but continued decline in morale, feeling valued, and work-life balance. The sustained downward trends suggest pressure points related to workload, recognition, and institutional responsiveness. Stabilizing morale may require targeted efforts focused on clarity in communication, faculty voice, and workload alignment.

**Employee Perspective: Management**

Management at Bakersfield College report continued declines across ethical climate, morale, feeling valued, and job support. While several indicators remain near or above 45%, the six-year trend shows consistent downward movement, particularly in departmental morale and clarity of job information.

**Key Themes:**

- Declining Ethical Climate
  - 47.4% agree their work location promotes high ethical standards.
  - This reflects a more than 20-point decline since 2019.
- Low Workplace Morale
  - 29.5% report morale is high at their work location.
  - 47.4% report high morale within their department.
- Department-level morale remains stronger than campus-wide morale but continues to decline.
  - Reduced Sense of Feeling Valued
  - 47.4% report feeling valued as an employee.
  - This represents a steady decline since 2019.
- Stable but Low Work-Life Balance



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- 46.2% report positive balance between personal and professional life.
- This measure has remained relatively flat but below 50% across cycles.
- Sharp Decline in Job Information Clarity
  - 46.2% report having sufficient information to perform their job.
  - This marks a significant drop from prior years and is one of the more concerning shifts.

Overall Signal:

Management at Bakersfield College report meaningful erosion in ethical climate perceptions, morale, and job clarity. While departmental morale remains comparatively stronger than overall location morale, declines across nearly every measure suggest cumulative strain. Strengthening communication clarity, reinforcing ethical leadership practices, and addressing workload alignment may be critical to stabilizing the local management experience.

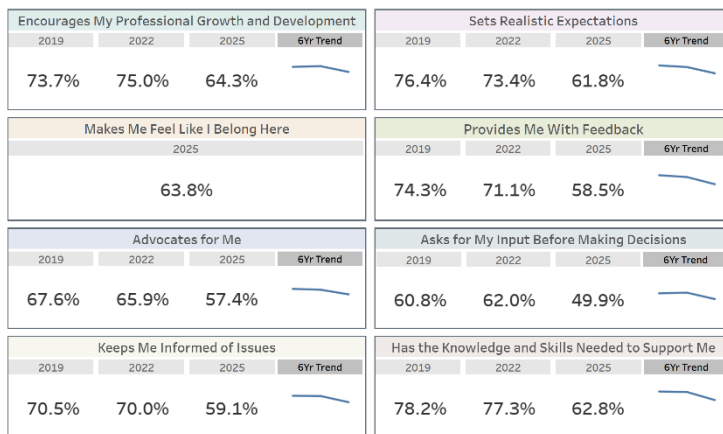
## Supervisor Relations and Immediate Leadership

This subsection examines employee perceptions of immediate supervisors, including support for professional growth, communication, advocacy, feedback, inclusion, and leadership competence.

### Bakersfield College

In 2025, Bakersfield College respondents reported moderate but declining perceptions of supervisor support across most indicators.

- Agreement that supervisors encourage professional growth declined to 64.3%.
- Perceptions that supervisors set realistic expectations declined to 61.8%.
- Fewer than two-thirds reported that supervisors provide feedback (58.5%) or advocate for them (57.4%).



● Only 49.9% agreed that supervisors ask for input before making decisions.

● Agreement that supervisors keep employees informed declined to 59.1%.

● Perceptions of supervisor knowledge and skills declined to 62.8%.

● 63.8% reported that their supervisor makes them feel like they belong.

*Interpretive note:*

Bakersfield College’s results suggest that supervisor relationships may be contributing to broader challenges related to morale, trust, and engagement identified elsewhere in the survey. Strengthening communication, feedback, and inclusive leadership practices at the supervisory level may represent an important local leverage point.

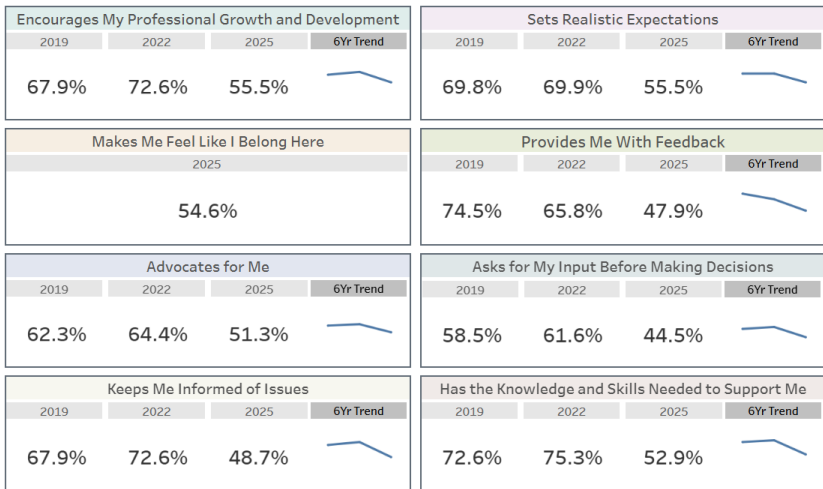
*Employee Perspective: Bakersfield College: Supervisor Relations and Immediate Leadership*

**Employee Perspective: Classified Staff**

Classified staff at Bakersfield College report broad declines in perceptions of immediate leadership support since 2022. While a majority still indicate moderate confidence in several areas, nearly all supervisor-related indicators show downward movement in 2025, particularly in feedback, communication, and decision-making inclusion.

**Key Themes:**

- Decline in Professional Growth Support
  - 55.5% agree their supervisor encourages professional growth and development.
  - This reflects a notable decline from 2022.



- Lower Confidence in Expectations
  - 55.5% agree their supervisor sets realistic expectations.
  - This represents a meaningful drop from prior cycles.
- Moderate Sense of Belonging
  - 54.6% report that their supervisor makes them feel like they belong.
  - While above 50%, this suggests room for improvement in inclusive leadership practices.
- Decline in Feedback
  - 47.9% report receiving meaningful feedback.
  - This is one of the lowest-rated supervisor indicators and shows steady decline.
- Reduced Perception of Advocacy
  - 51.3% believe their supervisor advocates for them.
  - Although still a majority, this has weakened over time.
- Limited Input Before Decisions

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- 44.5% report their supervisor asks for their input before making decisions.
- This suggests reduced participatory engagement at the supervisory level.
- Decline in Communication
  - 48.7% report their supervisor keeps them informed of issues.
  - Communication appears to be a growing vulnerability.
- Reduced Confidence in Supervisor Skillset
  - 52.9% believe their supervisor has the knowledge and skills needed to support them.
  - This reflects a significant drop from 2022.

Overall Signal:

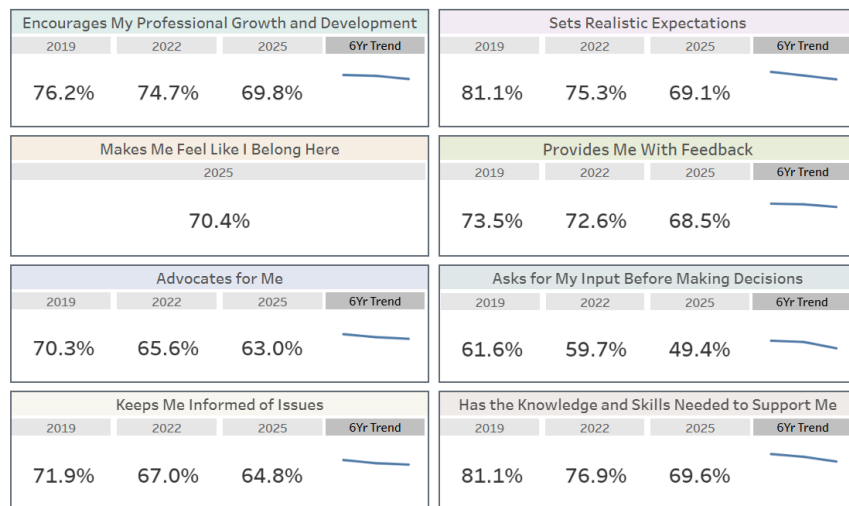
Classified staff at Bakersfield College report declining confidence in immediate leadership across feedback, communication, advocacy, and participatory decision-making. While foundational supervisor relationships remain moderately positive, consistent downward trends suggest the need for strengthened leadership development, clearer communication practices, and renewed emphasis on inclusive supervisory engagement.

**Employee Perspective: Faculty**

Faculty at Bakersfield College report generally strong but gradually softening perceptions of immediate leadership. While most indicators remain near or above 65%, nearly every measure shows downward movement since 2019, particularly in participatory decision-making and supervisor capacity.

**Key Themes:**

- Sustained Support for Professional Growth
  - 69.8% agree their supervisor encourages professional growth and development.
  - Although declining slightly, this remains a strong indicator.



- High but Declining Clarity of Expectations

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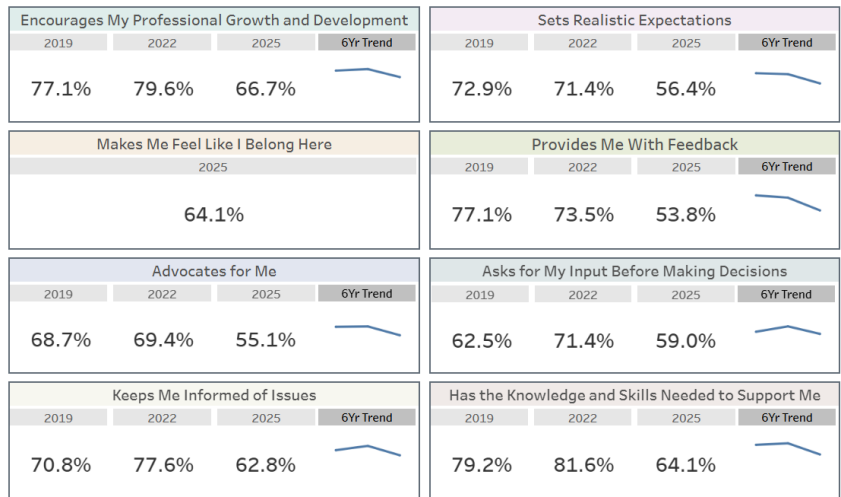
- 69.1% agree their supervisor sets realistic expectations.
- This reflects a steady decrease from 2019.
- Strong Sense of Belonging
  - 70.4% report that their supervisor makes them feel like they belong.
  - Belonging remains one of the more stable leadership strengths.
- Consistent Feedback
  - 68.5% report receiving meaningful feedback.
  - While trending downward, feedback remains comparatively strong.
- Moderate Advocacy
  - 63.0% believe their supervisor advocates for them.
  - This measure has gradually softened since 2019.
- Decline in Input Before Decisions
  - 49.4% report their supervisor asks for their input before making decisions.
  - This is one of the lower-rated leadership indicators and suggests reduced participatory engagement.
- Stable Communication
  - 64.8% report their supervisor keeps them informed of issues.
  - Although slightly declining, communication remains relatively solid.
- Strong Perception of Supervisor Competence
  - 69.6% believe their supervisor has the knowledge and skills needed to support them.
  - Despite modest decline, this remains a leadership strength.

Overall Signal:

Faculty at Bakersfield College report generally positive immediate leadership experiences, particularly in belonging, feedback, and professional growth support. However, steady declines across most indicators—especially in participatory decision-making—suggest softening confidence in supervisory engagement. Strengthening inclusive leadership practices and reinforcing shared input mechanisms may help sustain faculty confidence and morale.

**Employee Perspective: Management**

Management at Bakersfield College report generally positive but declining perceptions of immediate leadership effectiveness. While most indicators remain above 55%, nearly all measures show downward movement in 2025, particularly in feedback, supervisor skill confidence, and clarity of expectations.



**Key Themes:**

- Strong but Softening Professional Growth Support
  - 66.7% agree their supervisor encourages professional growth and development.
  - Although still relatively strong, this reflects decline since 2022.
- Declining Clarity of Expectations
  - 56.4% agree their supervisor sets realistic expectations.
  - This represents a notable drop from prior years.
- Moderate Sense of Belonging
  - 64.1% report that their supervisor makes them feel like they belong.
  - Belonging remains a relative strength despite softening trends.
- Significant Drop in Feedback
  - 53.8% report receiving meaningful feedback.
  - This measure has declined steadily and signals potential communication gaps.
- Reduced Advocacy
  - 55.1% believe their supervisor advocates for them.
  - While still a majority, this indicator continues to trend downward.
- Decline in Participatory Decision-Making
  - 59.0% report their supervisor asks for input before making decisions.

- Although comparatively strong, this reflects erosion from 2022.
- Weaker Communication Consistency
  - 62.8% report their supervisor keeps them informed of issues.
  - This remains above 60% but shows a downward trend.
- Declining Confidence in Supervisor Competence
  - 64.1% believe their supervisor has the knowledge and skills needed to support them.
  - This marks a meaningful drop from 2022 levels.

**Overall Signal:**

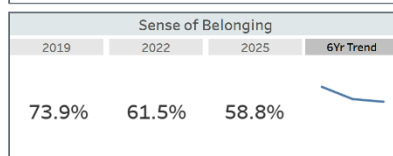
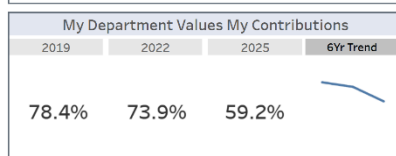
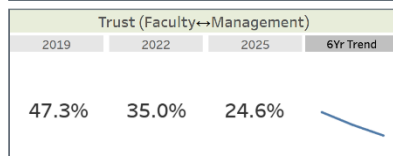
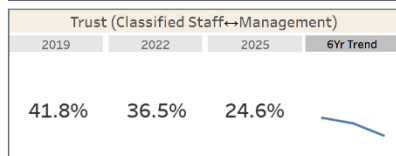
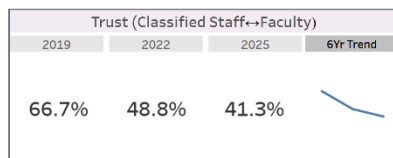
Management at Bakersfield College report generally solid supervisory relationships, yet consistent downward trends across feedback, advocacy, and supervisory skill confidence suggest emerging leadership strain. While foundational relationships remain intact, strengthening communication cadence, clarifying expectations, and reinforcing leadership development may help stabilize perceptions before further erosion occurs.

## Work Location Relationships and Belonging

This subsection examines how employees experience interpersonal respect, trust across employee groups, departmental recognition, and sense of belonging at each work location

### Bakersfield College

Bakersfield College reported the lowest levels of agreement across most relationship and trust indicators in 2025.



- Agreement that employees respect each other declined to 49.6%, down from 74.1% in 2019.
- Trust across all employee groups declined sharply:
  - Classified–faculty trust decreased to 41.3%.
  - Classified–management trust declined to 24.6%.
  - Faculty–management trust also declined to 24.6%.

- Fewer respondents agreed that their department values their contributions (59.2%).
- Sense of belonging declined to 58.8%.

Interpretive note:

Bakersfield College’s results indicate challenges related to interpersonal trust, recognition, and belonging, particularly in relationships involving management. Given the college’s size and complexity, these findings highlight the need for intentional, locally tailored strategies to strengthen communication, rebuild trust, and support employee engagement.

*Employee Perspective: Bakersfield College: Work Location Relationships and Belonging*

**Employee Perspective: Classified Staff**

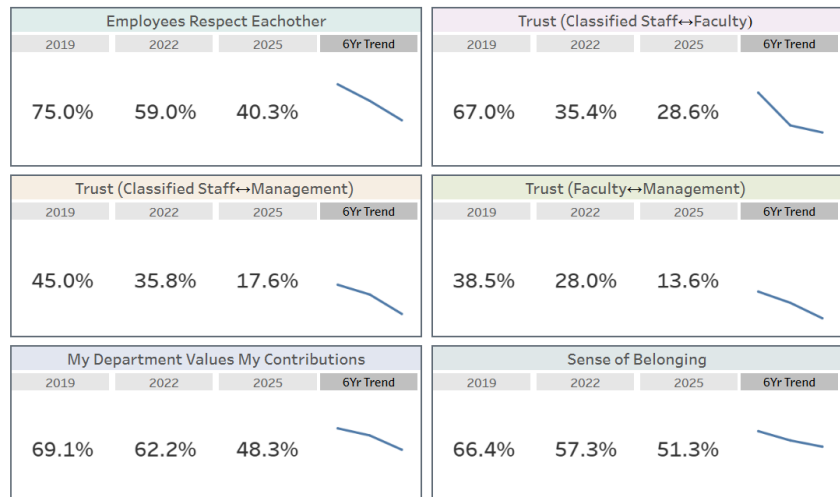
Classified staff at Bakersfield College report substantial erosion in interpersonal trust and mutual respect since 2019. While over half still report a sense of belonging, cross-role trust indicators have declined sharply, particularly between employee groups and management. The pattern suggests weakening relational cohesion at the institutional level.

**Key Themes:**

- Sharp Decline in Perceived Respect
  - 40.3% agree that employees respect each other.
  - This represents a 35-point decline since 2019.
- Erosion of Cross-Role Trust
  - Trust between classified staff and faculty stands at 28.6%.
  - Trust between classified staff and management declined to 17.6%.

○ Trust between faculty and management is even lower at 13.6%.

○ These figures reflect significant deterioration in cross-functional relationships.



- Decline in Feeling Valued at Department Level
  - 48.3% agree their department values their contributions.
  - This reflects steady decline since 2019.

- Moderate but Declining Sense of Belonging
  - 51.3% report a sense of belonging.
  - While still above 50%, this indicator has gradually softened over time.

**Overall Signal:**

Classified staff at Bakersfield College report meaningful strain in workplace relationships, particularly across employee groups and management. The combination of declining mutual respect, low cross-role trust, and reduced departmental affirmation suggests relational fragmentation. Strengthening cross-functional collaboration, improving transparency, and reinforcing recognition at the department level may be essential to rebuilding trust and cohesion.

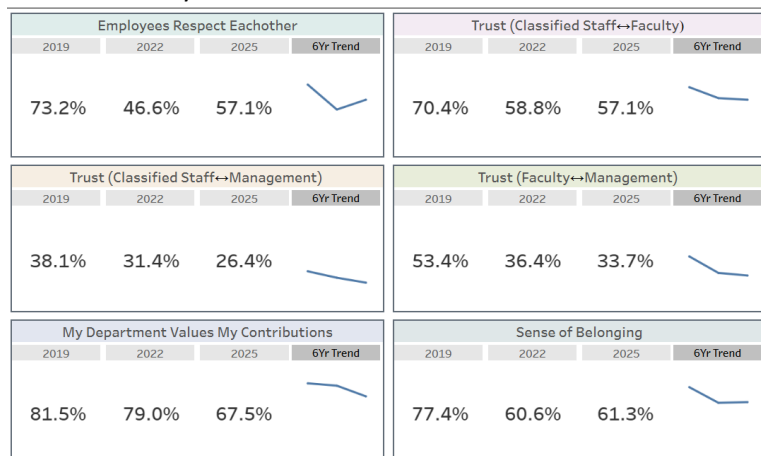
**Employee Perspective: Faculty**

Faculty at Bakersfield College report partial recovery in peer respect since 2022, alongside continued strain in cross-role trust—particularly between employee groups and management. While departmental value and belonging remain above 60%, most indicators remain below 2019 levels, suggesting incomplete relational recovery.

**Key Themes:**

- Partial Rebound in Perceived Respect
  - 57.1% agree that employees respect each other.
  - This reflects improvement from 2022 but remains well below 2019 levels.
- Stable but Softened Peer Trust
  - Trust between classified staff and faculty stands at 57.1%.

- While lower than 2019, peer trust remains comparatively strong relative to other cross-role measures.



- Declining Trust in Management
  - Trust between classified staff and management is 26.4%.
  - Trust between faculty and management stands at 33.7%.

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- Both indicators show continued erosion over time.
- Strong Departmental Value
  - 67.5% agree their department values their contributions.
  - Although declining since 2019, this remains a relative strength.
- Moderate Sense of Belonging
  - 61.3% report a sense of belonging.
  - Belonging has stabilized since 2022 but remains below pre-2020 levels.

Overall Signal:

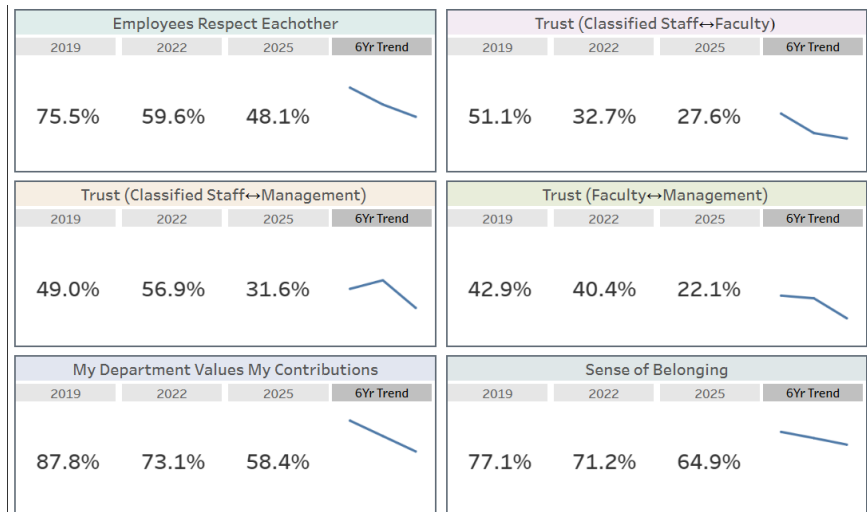
Faculty at Bakersfield College report stable peer relationships and strong departmental value, but weakened cross-role trust—particularly with management. The divergence between internal departmental strength and broader institutional trust suggests relational strain at structural levels rather than within immediate teams. Strengthening transparency, reinforcing collaborative governance, and rebuilding cross-functional trust may be critical to improving overall cohesion.

**Employee Perspective: Management**

Management at Bakersfield College report continued erosion in mutual respect and cross-role trust in 2025. While departmental value and belonging remain above 50%, all trust indicators—particularly those involving management relationships—have declined substantially since 2019. The pattern suggests structural strain in cross-functional collaboration.

**Key Themes:**

- Decline in Perceived Respect
  - 48.1% agree that employees respect each other.
  - This reflects a steep decline from 2019 levels.



- Weakening Cross-Role Trust
  - Trust between classified staff and faculty stands at 27.6%.

- Trust between classified staff and management is 31.6%, down significantly from 2022.
- Trust between faculty and management is 22.1%, continuing a downward trend.
- These figures indicate pronounced relational fragmentation.
- Declining Departmental Value
  - 58.4% agree their department values their contributions.
  - Although still above 50%, this measure has declined sharply over time.
- Softening Sense of Belonging
  - 64.9% report a sense of belonging.
  - While comparatively stronger than trust indicators, belonging has gradually eroded since 2019.

Overall Signal:

Management at Bakersfield College report weakening relational trust across employee groups, particularly in management-related relationships. While departmental belonging remains relatively stable, declining perceptions of respect and cross-role trust suggest systemic relational strain. Rebuilding collaboration, strengthening transparency in decision-making, and reinforcing shared accountability across employee groups may be essential to restoring institutional cohesion.

## Decision-Making, Governance, and Communication

This subsection examines how employees at each work location perceive opportunities for participation, consultation, governance, and communication, as well as the effectiveness of decision-making processes. Results show substantial variation across locations, highlighting areas where local governance practices and communication structures may be supporting or constraining employee engagement.

### Bakersfield College

Bakersfield College reported the lowest levels of agreement across nearly all decision-making and governance measures in 2025.

- Satisfaction with participation opportunities declined to 29.2%.
- Only 16.9% of respondents agreed that employees are sufficiently involved in decision-making.
- Agreement that employees feel consulted and listened to dropped to 22.6%.
- Governance communication weakened:
  - 46.1% agreed that representatives keep them informed.
  - 36.7% agreed that representatives ask for their input.
- Perceptions that management considers faculty and staff concerns declined to 25.3%.
- Understanding of the decision-making process dropped to 34.8%, and only 25.1% agreed the process is effective.

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- Information flow reached its lowest levels, with 22.0% reporting effective upward flow and 20.6% downward flow.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
45.1%	35.0%	29.2%		

Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
28.7%	25.0%	16.9%		

I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
49.0%	39.1%	22.6%		

Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
61.2%	61.0%	46.1%		

Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
45.5%	51.1%	36.7%		

Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
37.8%	33.1%	25.3%		

Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
49.3%	39.1%	29.5%		

I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
57.8%	51.2%	34.8%		

The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
43.2%	38.8%	25.1%		

Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
34.7%	31.5%	22.0%		

Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
38.0%	30.5%	20.6%		

*Interpretive note:*

These findings indicate significant challenges related to participation, transparency, and trust in governance processes at Bakersfield College. Given the college’s size and complexity, these results underscore the importance of intentional communication strategies, clear decision pathways, and visible feedback loops to support employee engagement and strategic implementation.

*Employee Perspective: Bakersfield College: Decision-Making, Governance, and Communication*

**Employee Perspective: Classified Staff**

Classified staff at Bakersfield College report low and declining confidence in participatory governance and decision-making processes in 2025. Nearly every indicator in this section shows downward movement since 2022, with particularly sharp drops in feeling consulted, understanding processes, and belief in decision-making effectiveness. The pattern reflects diminished confidence in voice, transparency, and institutional responsiveness.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
24.8%	21.9%	16.8%		

Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
13.8%	21.9%	11.8%		

I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
40.4%	39.7%	16.8%		

Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
43.5%	41.1%	29.1%		

Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
25.7%	28.8%	22.7%		

Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
23.1%	28.0%	17.6%		

Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
40.2%	37.0%	27.7%		

I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
51.4%	57.3%	32.8%		

The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
40.7%	44.4%	25.2%		

Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
25.7%	30.5%	19.3%		

Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
26.9%	24.4%	18.5%		

**Key Themes:**

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- **Low Satisfaction with Participation**
  - Only 16.8% are satisfied with opportunities to participate in key institutional decisions.
  - This continues a steady decline since 2019.
- **Limited Perception of Involvement**
  - 11.8% agree employees are sufficiently involved in decision-making.
  - This is one of the lowest-rated indicators in the section.
- **Sharp Drop in Feeling Consulted**
  - 16.8% feel consulted and listened to regarding decisions.
  - This represents a substantial decline from prior cycles.
- **Weakened Governance Communication**
  - 29.1% say governance representatives keep them informed.
  - 22.7% report representatives ask for their input.
  - Both measures reflect limited engagement in governance structures.
- **Low Confidence in Administrative Consideration**
  - 17.6% believe management/administration considers faculty and staff concerns.
  - This signals low perceived responsiveness.
- **Declining Communication Effectiveness**
  - 27.7% believe relevant information is effectively communicated.
  - Communication confidence has steadily weakened.
- **Reduced Understanding and Effectiveness**
  - 32.8% report understanding the decision-making process.
  - Only 25.2% believe the process is effective.
  - The gap between understanding and perceived effectiveness remains significant.
- **Weak Information Flow**
  - 19.3% report information flows well upward.

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- 18.5% report information flows well downward.
- Bidirectional communication is viewed as constrained.

Overall Signal:

Classified staff at Bakersfield College report limited participation, low consultation, and weak confidence in governance effectiveness. The consistently low ratings across involvement, responsiveness, and communication suggest structural barriers to engagement. Strengthening participatory pathways, clarifying decision processes, and visibly responding to staff input may be critical to restoring confidence in institutional governance at this location.

**Employee Perspective: Faculty**

Faculty at Bakersfield College report declining confidence in participatory governance, administrative responsiveness, and communication effectiveness in 2025. While governance representatives are still viewed as relatively informative, perceptions of consultation, involvement, and decision effectiveness have weakened considerably since 2019.

**Key Themes:**

- Decline in Satisfaction with Participation
  - 35.2% are satisfied with opportunities to participate in key institutional decisions.
  - This remains well below 2019 levels.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
52.9%	33.5%	35.2%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
31.4%	23.8%	20.9%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
53.8%	34.4%	20.4%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
74.1%	70.6%	65.4%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
56.9%	61.7%	52.8%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
38.4%	26.7%	20.4%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
54.3%	37.0%	28.4%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
57.7%	44.8%	34.6%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
41.8%	33.5%	22.2%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
35.8%	30.1%	20.4%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
43.4%	29.9%	21.6%		

- Limited Perception of Sufficient Involvement
  - 20.9% agree employees are sufficiently involved in decision-making.
  - This reflects continued erosion over time.
- Sharp Drop in Feeling Consulted
  - Only 20.4% feel consulted and listened to regarding decisions.
  - This represents one of the most significant declines in this section.
- Governance Communication Remains Moderate

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- 65.4% say governance representatives keep them informed.
- 52.8% report representatives ask for their input.
- These remain stronger than other governance indicators but have softened since 2019.
- Low Confidence in Administrative Consideration
  - 20.4% believe management/administration considers faculty and staff concerns.
  - Perceived responsiveness remains low.
- Declining Communication Effectiveness
  - 28.4% believe relevant information is effectively communicated.
  - This reflects a steady downward trend.
- Reduced Understanding and Perceived Effectiveness
  - 34.6% report understanding the decision-making process.
  - Only 22.2% believe the decision-making process is effective.
  - The gap between understanding and effectiveness remains pronounced.
- Weak Information Flow
  - 20.4% report information flows well upward.
  - 21.6% report information flows well downward.
  - Bidirectional communication remains constrained.

Overall Signal:

Faculty at Bakersfield College report diminished confidence in institutional governance, particularly in areas of consultation, involvement, and responsiveness. While governance representatives remain relatively visible, broader perceptions of decision-making effectiveness and administrative consideration are low. Strengthening participatory processes, reinforcing feedback loops, and visibly incorporating faculty input into institutional decisions may be critical to restoring confidence in governance at this location.

**Employee Perspective: Management**

Management at Bakersfield College report substantial declines in participatory governance confidence in 2025. While satisfaction and understanding remain higher than among other employee groups, nearly every indicator has declined since 2019 and 2022—particularly involvement, information flow, and perceived effectiveness of decision-making.

**Key Themes:**

- Declining Satisfaction with Participation
  - 35.9% are satisfied with opportunities to participate in key institutional decisions.
  - This reflects a sharp drop from prior cycles.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions			
2019	2022	2025	6Yr Trend
60.4%	60.0%	35.9%	

Employees are Sufficiently Involved in Decision-Making			
2019	2022	2025	6Yr Trend
52.1%	34.0%	16.7%	

I Feel Consulted and Listened to Regarding Decisions			
2019	2022	2025	6Yr Trend
50.0%	56.0%	35.9%	

Representatives on Governance Committees Keep Me Informed			
2019	2022	2025	6Yr Trend
50.0%	54.0%	31.2%	

Representatives on Governance Committees Ask for My Input			
2019	2022	2025	6Yr Trend
45.8%	44.0%	24.4%	

Management/Administration Considers Faculty and Staff Concerns			
2019	2022	2025	6Yr Trend
67.3%	65.4%	47.4%	

Relevant Information is Effectively Communicated			
2019	2022	2025	6Yr Trend
50.0%	50.0%	34.6%	

I Understand the Decision Making Process at My Work Location			
2019	2022	2025	6Yr Trend
72.9%	65.4%	38.5%	

The Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
54.2%	50.0%	30.8%	

Information Flows Well Upward			
2019	2022	2025	6Yr Trend
51.1%	38.5%	29.5%	

Information Flows Well Downward			
2019	2022	2025	6Yr Trend
41.7%	42.3%	21.8%	

- Significant Drop in Perceived Involvement
  - Only 16.7% believe employees are sufficiently involved in decision-making.
  - This is one of the lowest ratings in the section.
- Reduced Feeling of Consultation
  - 35.9% feel consulted and listened to regarding decisions.
  - While higher than classified and faculty, this measure has declined considerably.
- Weakened Governance Communication
  - 31.2% say governance representatives keep them informed.
  - 24.4% report representatives ask for their input.
  - Both measures show steady erosion.
- Decline in Perceived Administrative Responsiveness
  - 47.4% believe management/administration considers faculty and staff concerns.
  - Although higher than other groups, this represents a notable decline.
- Lower Communication Effectiveness
  - 34.6% believe relevant information is effectively communicated.

- This continues a downward trend.
- Sharp Decline in Understanding and Effectiveness
  - 38.5% report understanding the decision-making process.
  - Only 30.8% believe the process is effective.
  - Confidence in effectiveness has weakened substantially.
- Constrained Information Flow
  - 29.5% report information flows well upward.
  - 21.8% report information flows well downward.
  - Both measures indicate limited bidirectional communication.

**Overall Signal:**

Management at Bakersfield College report declining confidence in participatory governance, responsiveness, and communication effectiveness. Although their ratings remain somewhat higher than other employee groups, the consistent downward trend across nearly all indicators signals systemic strain in decision-making structures. Strengthening transparent feedback loops, clarifying governance roles, and visibly incorporating management input into institutional decisions may be essential to stabilizing confidence at this level.

## Local Engagement and Outlook

This subsection examines employee engagement in institutional activities alongside outlook and intent to remain, providing insight into how employees at each work location are participating in their institutions and how they perceive their future within the district. Together, these measures offer important context for understanding local resilience, fatigue, and sustainability.

### Bakersfield College

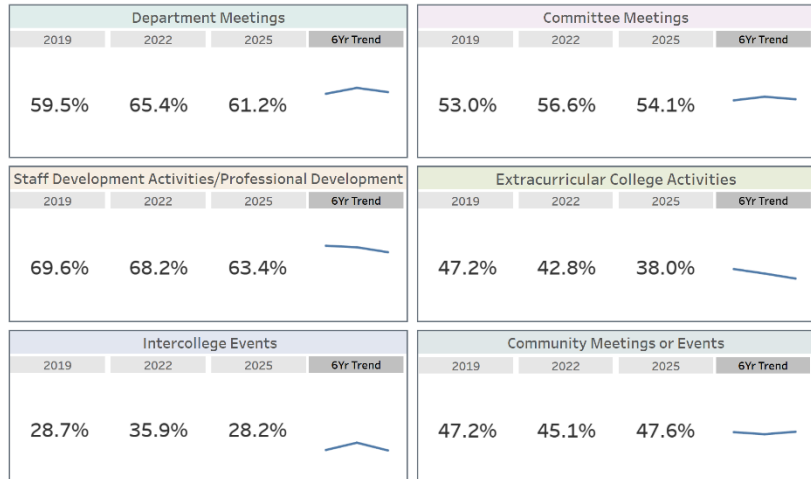
Bakersfield College employees reported moderate engagement levels alongside strong intent to remain, despite challenges identified in other areas of the survey.

#### *Engagement*

- Participation in department meetings remained relatively stable at 61.2% in 2025.

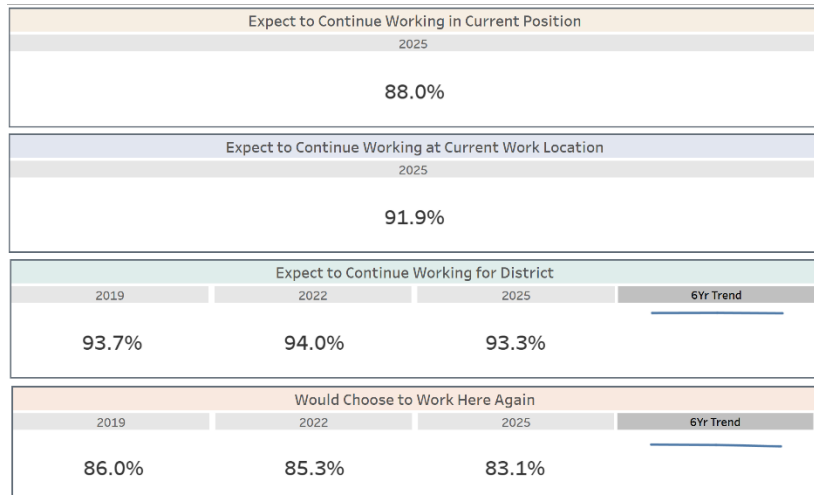
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- Participation in committee meetings declined slightly to 54.1%.
- Engagement in staff development activities declined to 63.4%.
- Participation in extracurricular college activities declined to 38.0%.
- Participation in intercollege events remained low at 28.2%.
- Participation in community meetings or events remained stable at 47.6%.



*Outlook & Reflection*

- 88.0% expect to continue working in their current position.
- 91.0% expect to continue working at their current work location.
- 92.1% expect to continue working for the district.
- 82.6% would choose to work at KCCD again.



*Interpretive note:*

These results suggest that while Bakersfield College employees remain committed to their roles and the district, declining engagement in discretionary and cross-college activities may reflect workload pressure or change fatigue, rather than disengagement from mission.

## Workload, Productivity, Environment, and Safety

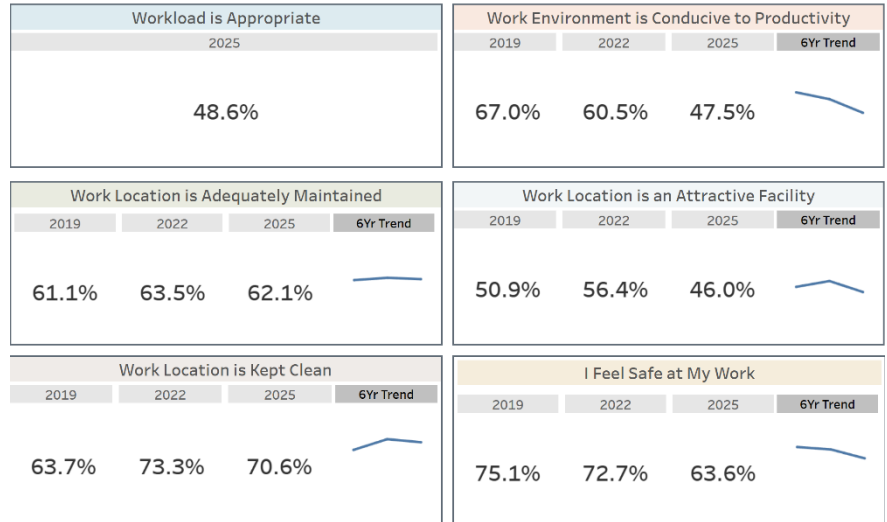
This subsection examines employee perceptions of workload appropriateness, productivity, facilities, cleanliness, and safety at each work location. Results illustrate how physical and operational conditions vary across locations and how these conditions may be interacting with morale, engagement, and capacity for change.

### Bakersfield College

Bakersfield College reported mixed and comparatively lower perceptions across workload, productivity, and safety indicators.

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- Less than half of respondents (48.6%) agreed that workload is appropriate.
- Agreement that the work environment is conducive to productivity declined sharply to 47.5%.
- Facility perceptions remained moderate:
  - Adequate maintenance held steady at 62.1%.
  - Facility attractiveness declined to 46.0%.
  - Cleanliness remained relatively stable at 70.6%.
- Perceptions of safety declined to 63.6%, the lowest among all locations.



*Interpretive note:*

Bakersfield College’s results suggest that workload pressure combined with declining productivity and safety perceptions may be contributing to broader morale and trust challenges observed elsewhere in the survey. These findings underscore the importance of integrated strategies that address both operational demands and physical conditions.

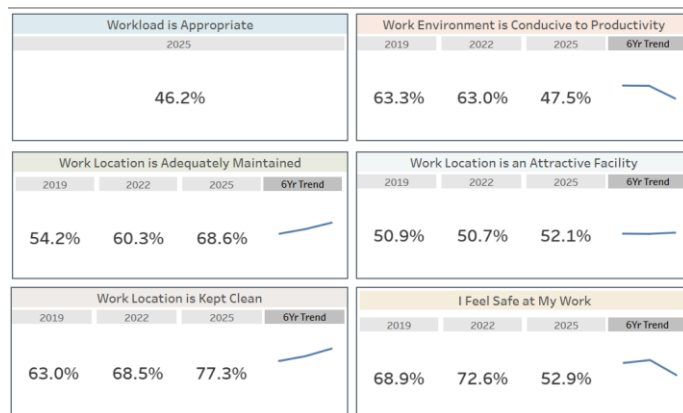
*Employee Perspective: Bakersfield College: Workload, Productivity, Environment, and Safety*

**Employee Perspective: Classified Staff**

Classified staff at Bakersfield College report moderate to declining perceptions of workload balance and work environment conditions in 2025. While facility maintenance and cleanliness show improvement over time, perceptions of productivity, safety, and workload appropriateness remain areas of concern.

**Key Themes:**

- Moderate Workload Appropriateness
  - 46.2% believe their workload is appropriate.
  - Fewer than half feel workload expectations are balanced.
- Decline in Productivity Environment



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- 47.5% agree the work environment is conducive to productivity.
- This represents a notable decline from prior years.
- Improvement in Facility Maintenance
  - 68.6% say their work location is adequately maintained.
  - Maintenance perceptions have steadily improved since 2019.
- Stable but Moderate Facility Attractiveness
  - 52.1% view their work location as an attractive facility.
  - This measure has remained relatively flat over time.
- Strong Improvement in Cleanliness
  - 77.3% report their work location is kept clean.
  - Cleanliness is one of the strongest indicators in this section.
- Decline in Perceived Safety
  - 52.9% report feeling safe at work.
  - This reflects a substantial decline from 2022.

**Overall Signal:**

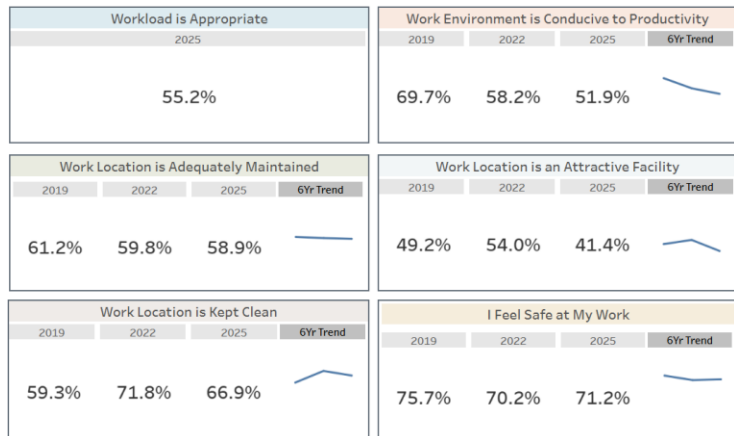
Classified staff at Bakersfield College report improving perceptions of physical upkeep—particularly maintenance and cleanliness—but continued concerns regarding workload balance, productivity conditions, and safety. The divergence between facility conditions and workload/safety perceptions suggests operational strain may be influencing overall workplace experience. Addressing workload distribution and reinforcing visible safety supports may be critical to improving staff confidence and productivity.

**Employee Perspective: Faculty**

Faculty at Bakersfield College report moderate perceptions of workload balance and physical working conditions in 2025. While safety remains relatively strong, perceptions of productivity, attractiveness of facilities, and cleanliness have softened since earlier cycles. Overall, results suggest steady but not robust workplace conditions.

**Key Themes:**

- Moderate Workload Appropriateness
  - 55.2% believe their workload is appropriate.
  - Slightly above half, indicating mixed experiences.



- Decline in Productivity Environment
  - 51.9% agree the work environment is conducive to productivity.
  - This reflects a steady downward trend from 2019.
- Stable Facility Maintenance
  - 58.9% say their work location is adequately maintained.
  - Maintenance perceptions have remained relatively consistent.
- Decline in Facility Attractiveness
  - 41.4% view their work location as an attractive facility.
  - This is one of the lower-rated indicators in this section.
- Softening Cleanliness Perceptions
  - 66.9% report their work location is kept clean.
  - While still positive, this has declined from 2022.
- Stable Sense of Safety
  - 71.2% report feeling safe at work.
  - Safety remains one of the stronger environmental indicators.

**Overall Signal:**

Faculty at Bakersfield College report moderate confidence in workload balance and physical work conditions, with safety remaining a relative strength. However, declining perceptions of productivity environment and facility attractiveness suggest environmental fatigue or operational strain. Continued

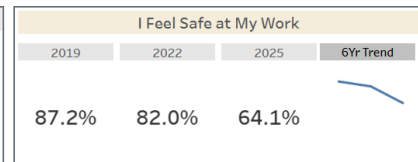
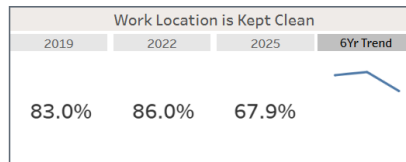
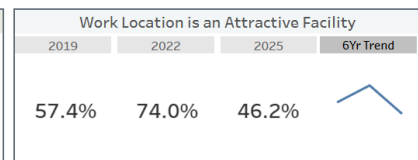
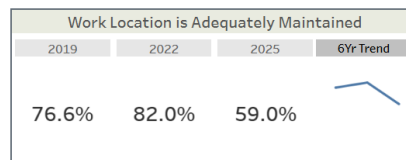
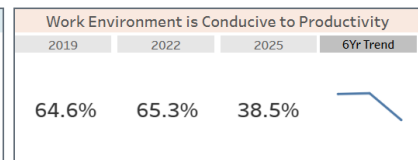
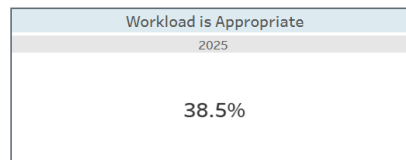
investment in workspace quality and attention to workload distribution may help reinforce faculty productivity and morale.

**Employee Perspective: Management**

Management at Bakersfield College report noticeable declines in workload balance and physical environment perceptions in 2025. While prior cycles reflected relatively strong conditions, most indicators have softened substantially—particularly workload appropriateness, productivity environment, and safety.

**Key Themes:**

- Low Workload Appropriateness
  - Only 38.5% believe their workload is appropriate.
  - This suggests significant pressure at the management level.



- Sharp Decline in Productivity Environment
  - 38.5% agree the work environment is conducive to productivity.
  - This marks a major drop from both 2019 and 2022.
- Decline in Facility Maintenance
  - 59.0% say their work location is adequately maintained.
  - Maintenance perceptions have fallen significantly since 2022.
- Drop in Facility Attractiveness
  - 46.2% view their work location as an attractive facility.
  - This reflects a sharp decline from earlier cycles.
- Softening Cleanliness Perceptions
  - 67.9% report their work location is kept clean.

- Although still majority-positive, this has decreased notably.
- Decline in Perceived Safety
  - 64.1% report feeling safe at work.
  - Safety has dropped more than 20 points since 2019.

Overall Signal:

Management at Bakersfield College report increased workload strain and declining confidence in environmental conditions that support productivity. The consistent downward movement across maintenance, attractiveness, and safety indicators suggests broader operational or resource pressures. Addressing workload distribution, reinforcing visible facility improvements, and strengthening safety supports may be critical to restoring managerial confidence and effectiveness.

## Location-Level Open-Ended Highlights

This subsection summarizes key themes and sentiment patterns from open-ended survey responses at each work location. These comments provide qualitative context for the quantitative findings presented throughout Section 2 and help illuminate how local leadership, communication, workload, and culture are experienced in practice.

As with the districtwide analysis, individual responses could address multiple topics, and results are presented to highlight patterns rather than isolated statements.

### Bakersfield College

Open-ended responses from Bakersfield College reflected predominantly negative or mixed sentiment, with a strong concentration of comments related to leadership, morale, and trust.

Dominant themes included:

- Low morale and feeling undervalued, often linked to workload, recognition, and communication.
- Ineffective management and poor communication, particularly around decision-making and follow-through.
- Low trust and exclusion, aligning with quantitative findings related to belonging and governance.
- Change fatigue and lack of visible progress, with employees noting repeated initiatives without sustained impact.

At the same time, a subset of comments expressed appreciation for colleagues and commitment to students, reinforcing the pattern observed elsewhere of dedication persisting despite frustration.

*Bakersfield College — Illustrative Employee Comments*

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*“I have seen zero changes. Management talks about improvement, but there is no follow-through, and it feels like the same issues keep coming up year after year.”*

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*“Communication is poor, and decisions are made without staff input. It makes it hard to feel valued or trust leadership.”*

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*“Despite the frustration, I stay because of my colleagues and the students. The people at the ground level care deeply.”*

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Interpretive note:

Bakersfield College’s open-ended responses closely mirror its quantitative results, suggesting that challenges related to morale, trust, and leadership are both felt and articulated clearly by employees.

## Conclusion: Bakersfield College

The 2025 Climate Survey results for Bakersfield College present a complex and important institutional snapshot.

Across domains, employees at Bakersfield College continue to demonstrate strong commitment to their roles, colleagues, students, and the broader district mission. Retention intent remains high, participation in core governance and operational activities continues, and many employees report positive relationships within their immediate departments and teams. These strengths provide meaningful stability.

At the same time, several interrelated patterns emerge across the data:

- Declining confidence in district-level governance and decision-making effectiveness
- Softening perceptions of ethical climate and institutional transparency
- Erosion of cross-role trust, particularly in management-related relationships
- Declines in morale and feeling valued
- Growing concerns about workload balance and productivity conditions

Importantly, the data do not suggest disengagement from mission. Rather, they indicate strain within systems — particularly in communication clarity, consultation processes, workload distribution, and visible responsiveness.

A consistent theme across quantitative and qualitative responses is that employees remain deeply committed to students and colleagues, even as confidence in broader institutional systems has weakened. This distinction matters.

The findings suggest that Bakersfield College’s opportunity is not motivational — it is structural.

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Strengthening visible feedback loops, clarifying decision pathways, reinforcing supervisory communication practices, and aligning workload expectations with strategic initiatives may help stabilize morale and rebuild trust. Additionally, strengthening cross-functional collaboration and reinforcing inclusive leadership practices may support restoration of relational cohesion.

Given the size, complexity, and central role of Bakersfield College within the district, attention to system clarity and leadership alignment at this location may yield outsized institutional impact.

The survey results provide direction, not discouragement.

With targeted action focused on transparency, communication, leadership development, and workload sustainability, Bakersfield College is well positioned to reinforce its strengths and address areas of strain in a deliberate and forward-looking manner.