



Kern Community College District  
KCCD 2025 Triennial Climate Survey

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Prepared for  
KCCD Chancellor, Dr. S. Bloomberg  
&  
Cerro Coso College

By the  
Kern Community College District  
Office of Institutional Research and Reporting

Emma Blackthorne, PhD

-And-

Rachel Ortiz, PhD

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# Executive Summary

The Cerro Coso Community College Climate Survey results provide insight into how employees experience leadership, trust, communication, workload, and workplace conditions within the college’s unique multi-campus and rural context. Overall, results indicate areas of stability and several measures showing improvement, particularly in perceptions of inclusion, communication clarity, and participation in decision-making over time.

Employees at Cerro Coso continue to demonstrate strong commitment to their work, colleagues, and students. Many indicators related to morale within departments, professional growth, and sense of belonging remain comparatively strong. At the same time, some measures — particularly those connected to district-level systems and broader governance structures — reflect opportunities for continued strengthening and alignment.

Given Cerro Coso’s size, structure, and geographic distribution, local leadership visibility, communication consistency, and clear governance pathways play an especially important role in shaping employee experience. The findings in this report provide direction for reinforcing existing strengths while continuing to refine systems that support clarity, transparency, and shared decision-making.

## Introduction

Presented in this report are findings specific to Cerro Coso Community 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 reflection, planning, and continuous improvement.

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

These results complement the broader districtwide analysis and help clarify where Cerro Coso demonstrates strong local practices, where alignment with district systems may require additional attention, and where leadership actions can further enhance employee experience in support of the college’s mission and community impact.

## Location-Level Climate Findings

### Methodology

#### Survey Administration

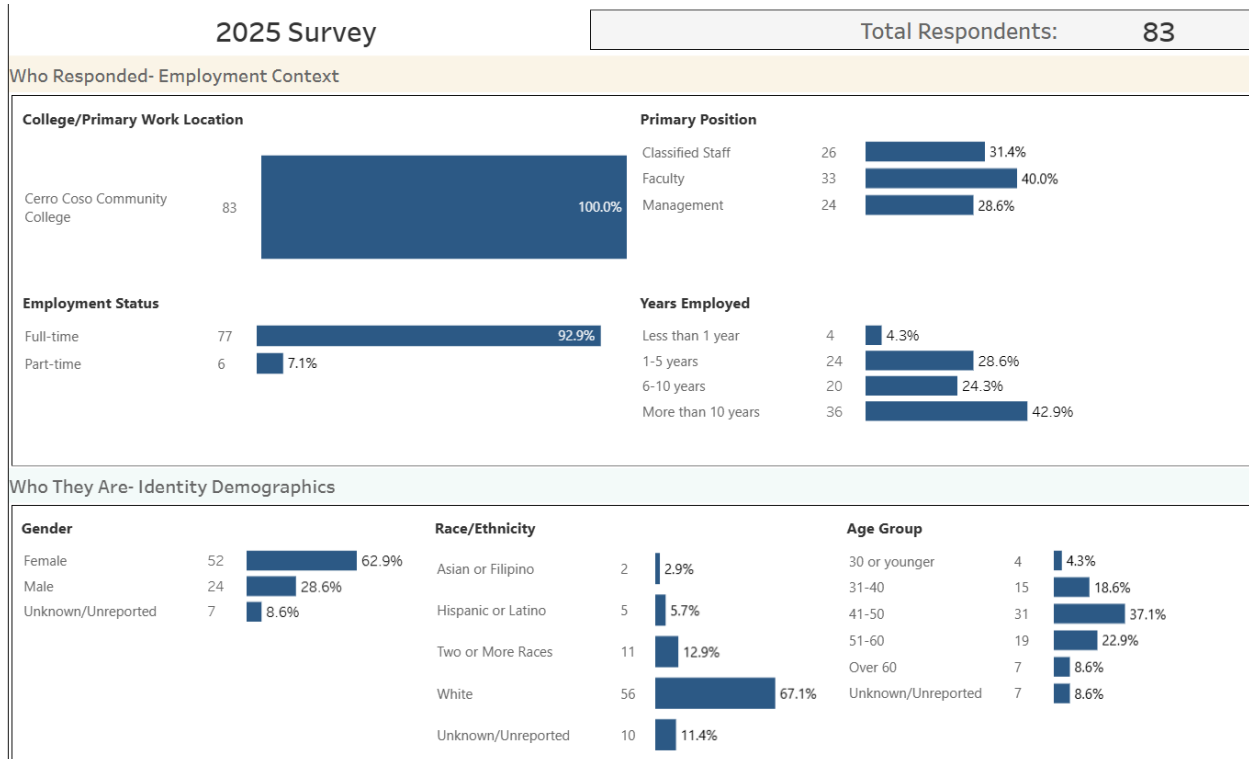
The 2025 Triennial Climate Survey was administered districtwide during Fall 2025. The survey was distributed electronically to all employees across Kern Community College District locations, including Bakersfield College, Cerro Coso Community College, Porterville College, and the District Office. Participation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

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

**Cerro Coso College Response Overview**

A total of **83 employees from Cerro Coso College** participated in the 2025 survey.



**College Perspective District Level Climate & Trust**

Although results are presented by work location, some survey items reflect perceptions of district-level systems, leadership, and cross-college alignment. Differences across locations, therefore, provide insight into how district decisions, communication practices, and governance structures are experienced in distinct campus contexts.

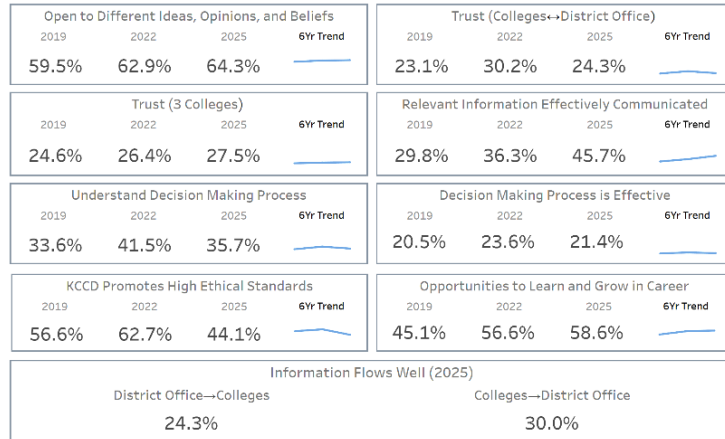
Across locations, 2025 results indicate continued erosion in trust and decision-making confidence, with variation in communication clarity and professional growth perceptions. The following summaries highlight key patterns by site.

**Cerro Coso Community College**

Cerro Coso Community College reported some of the strongest perceptions of district-level communication and growth opportunities among other locations.

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- Agreement that KCCD is open to different ideas increased to 64.3%.
- Trust between colleges and the District Office remained low at 24.3%, though higher than some locations.
- Trust among the colleges showed slight improvement, reaching 27.5%.



- Agreement that relevant information is effectively communicated increased to 45.7%, the highest among all locations.
- Understanding of district decision-making reached 35.7%, though agreement that the process is effective remained low (21.4%).
- Opportunities to learn and grow in one’s career increased to 58.6%.
- Information flow in 2025 showed slightly stronger upward communication:
  - 30.0% colleges → District Office
  - 24.3% District Office → colleges

*Interpretive note:*

Cerro Coso’s results suggest that clearer communication practices and visible professional development pathways may be buffering broader system-level trust challenges. These findings align with other sections of the survey where Cerro Coso demonstrated stronger engagement and trust patterns.

*Employee Perspective: Cerro Coso College: District Level Climate & Trust*

**Employee Perspective: Classified Staff**

Classified staff at Cerro Coso College report comparatively stronger perceptions of openness and career growth than some other locations; however, trust in district-level governance and decision-making effectiveness remains limited. While several indicators reflect relative stability, confidence in institutional processes continues to lag behind cultural openness measures.

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**Key Themes:**

- Strong Perception of Openness

- 63.6% agree the district is open to different ideas, opinions, and beliefs.
- This measure has remained relatively stable over time.

Open to Different Ideas, Opinions, and Beliefs			
2019	2022	2025	6Yr Trend
62.3%	66.7%	63.6%	

Trust (3 Colleges)			
2019	2022	2025	6Yr Trend
27.8%	29.7%	27.3%	

Understand Decision Making Process			
2019	2022	2025	6Yr Trend
33.3%	40.5%	31.8%	

KCCD Promotes High Ethical Standards			
2019	2022	2025	6Yr Trend
53.7%	68.6%	47.6%	

Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend
24.1%	24.3%	22.7%	

Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend
28.3%	42.9%	36.4%	

Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
20.4%	27.0%	18.2%	

Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend
44.4%	56.8%	59.1%	

- Low but Stable Cross-Institutional Trust

- Trust between colleges and the District Office stands at 22.7%.
- Trust among the three colleges is 27.3%.
- These measures remain modest but show less volatility than at other locations.

Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
31.8%	31.8%

- Moderate Communication Effectiveness

- 36.4% believe relevant information is effectively communicated.
- Although down from 2022, communication remains one of the more stable governance indicators.

- Decline in Decision-Making Confidence

- 31.8% report understanding the decision-making process.
- Only 18.2% believe the process is effective.
- Confidence in effectiveness remains notably low.

- Mixed Ethical Climate Perceptions

- 47.6% agree that KCCD promotes high ethical standards.
- While lower than 2022, this remains comparatively stronger than some other locations.

- Strongest Indicator: Career Growth

- 59.1% report favorable perceptions of opportunities to learn and grow in their career.
- This is one of the highest indicators within this section.

- **Balanced Information Flow**
  - 31.8% report effective flow from District Office to colleges.
  - 31.8% report effective flow from colleges to District Office.
  - While still modest, bidirectional flow appears more balanced than at other sites.

*Overall Signal:*

Classified staff at Cerro Coso College report strong perceptions of cultural openness and career growth opportunities, alongside moderate communication clarity. However, low trust in district-level governance and limited belief in decision-making effectiveness suggest continued opportunity to strengthen transparency, responsiveness, and cross-institutional alignment.

**Employee Perspective: Faculty**

Faculty at Cerro Coso College report strengthening perceptions in communication clarity, decision-making understanding, and career growth, while cross-institutional trust remains modest. Compared to several other locations, 2025 results suggest emerging improvement in how district-level systems are experienced, particularly in communication effectiveness and perceived decision-making progress.

**Key Themes:**

- **Increasing Perception of Openness**
  - 60.7% agree the district is open to different ideas, opinions, and beliefs.
  - This reflects steady improvement since 2019.

- **Stable but Low Cross-Institutional Trust**

- Trust between colleges and the District Office stands at 21.4%.
- Trust among the three colleges is 21.4%.
- While relatively unchanged, both measures remain modest.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
49.0%	54.0%	60.7%		23.5%	30.9%	21.4%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
19.6%	23.6%	21.4%		27.5%	34.0%	57.1%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
27.5%	36.4%	42.9%		13.7%	20.0%	25.0%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
52.9%	54.7%	46.4%		39.2%	52.7%	57.1%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
28.6%				28.6%			

- **Strong Improvement in Communication Effectiveness**
  - 57.1% believe relevant information is effectively communicated.

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- This is a substantial increase from prior cycles and represents one of the strongest indicators in this section.
- Improved Decision-Making Understanding
  - 42.9% report understanding the decision-making process.
  - This reflects meaningful growth over time.
- Rising Confidence in Decision-Making Effectiveness
  - 25.0% believe the decision-making process is effective.
  - Although still moderate, this indicator has steadily improved since 2019.
- Moderate Ethical Climate Perception
  - 46.4% agree that KCCD promotes high ethical standards.
  - While slightly declining from 2022, this remains comparatively stable.
- Strong Career Growth Perceptions
  - 57.1% report favorable perceptions of opportunities to learn and grow in their career.
  - This reflects consistent improvement across cycles.
- Balanced Information Flow
  - 28.6% report effective flow from District Office to colleges.
  - 28.6% report effective flow from colleges to District Office.
  - While not high, communication appears balanced across directions.

*Overall Signal:*

Faculty at Cerro Coso College report improving clarity around communication and decision-making processes, alongside strengthening perceptions of career growth. Although cross-college trust remains modest, the upward movement in communication effectiveness and governance understanding suggests progress in district-college alignment and institutional transparency at this location.

**Employee Perspective: Management**

Management respondents at Cerro Coso College report strong perceptions of cultural openness and career growth, alongside mixed results in trust and governance effectiveness. While cross-college trust shows some improvement, sharp declines in ethical climate and decision-making confidence signal emerging concerns.

**Key Themes:**

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- Strong Cultural Openness

- 70.0% agree the district is open to different ideas, opinions, and beliefs.
- Although down from 2022, this remains one of the strongest indicators in this section.

Open to Different Ideas, Opinions, and Beliefs			
2019	2022	2025	6Yr Trend
82.4%	85.7%	70.0%	

Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend
18.8%	42.9%	30.0%	

Trust (3 Colleges)			
2019	2022	2025	6Yr Trend
29.4%	28.6%	36.8%	

Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend
41.2%	28.6%	40.0%	

Understand Decision Making Process			
2019	2022	2025	6Yr Trend
52.9%	64.3%	30.0%	

Decision Making Process is Effective			
2019	2022	2025	6Yr Trend
41.2%	28.6%	20.0%	

KCCD Promotes High Ethical Standards			
2019	2022	2025	6Yr Trend
76.5%	78.6%	36.8%	

Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend
64.7%	71.4%	60.0%	

- Improved Trust Among Colleges

Information Flows Well (2025)	
District Office→Colleges	Colleges→District Office
10.0%	30.0%

- Trust among the three colleges increased to 36.8%, up from prior cycles.
- Trust between colleges and the District Office stands at 30.0%, reflecting recovery from 2019 but lower than 2022.

- Communication Perceptions Rebound

- 40.0% believe relevant information is effectively communicated.
- This represents recovery from 2022 levels.

- Decline in Decision-Making Understanding and Effectiveness

- 30.0% report understanding the decision-making process.
- Only 20.0% believe the process is effective.
- Both measures have declined significantly from 2022.

- Sharp Decline in Ethical Standards Perception

- Agreement that KCCD promotes high ethical standards declined to 36.8%, down more than 40 points from 2022.
- This represents one of the most dramatic shifts in this section.

- Strong Career Growth Perception

- 60.0% report favorable perceptions of opportunities to learn and grow in their career.
- While declining from 2022, this remains comparatively strong.

- Imbalance in Information Flow
  - Only 10.0% report effective flow from District Office to colleges.
  - 30.0% report effective flow from colleges to District Office.
  - Downward communication appears significantly constrained.

*Overall Signal:*

Management at Cerro Coso College report strong cultural openness and professional growth perceptions, alongside improving cross-college trust. However, sharp declines in ethical climate ratings and decision-making confidence, combined with extremely low downward information flow, suggest that district-level alignment and transparency remain critical areas for attention. Strengthening visible follow-through and improving communication from district leadership to campus management may be essential to rebuilding confidence.

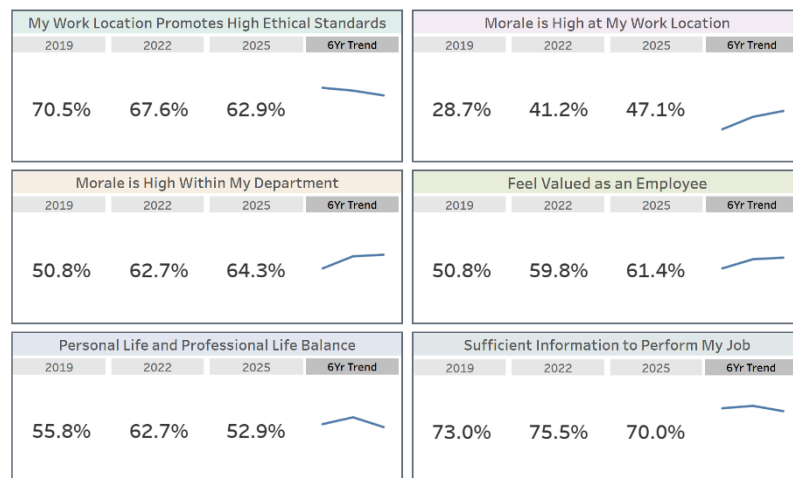
## Ethical Standards, Morale, Value, and Support

This section examines Cerro Coso Community College, Porterville College focusing on ethical standards, morale, feeling valued, work–life balance, and access to information. Results are presented to highlight contextual differences between employee groups and inform location-specific strategies, rather than to evaluate performance.

### Cerro Coso Community College

Cerro Coso Community College stands out in 2025 for showing improvement or stability across several morale-related indicators, in contrast to districtwide trends.

- Agreement that the work location promotes high ethical standards increased to 62.9%, the highest among the colleges.
- Morale at the work location improved substantially, rising from 28.7% (2019) to 47.1% (2025).



- Morale within departments increased to 64.3%, and feeling valued rose to 61.4%, both exceeding districtwide averages.
- Work–life balance declined slightly from 2022 but remained above 50% (52.9%).
- Access to sufficient job-related information remained stable (70.0%).

*Interpretive note:*

Cerro Coso’s upward trends in morale and feeling valued suggest that localized practices or leadership approaches may be mitigating broader system pressures. These results offer an opportunity for cross-college learning, particularly in identifying practices that support morale and departmental cohesion.

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

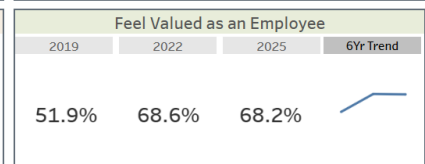
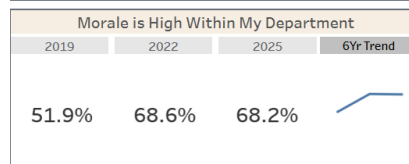
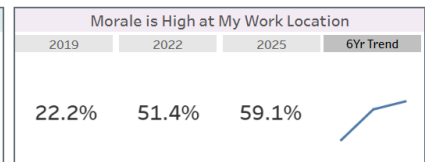
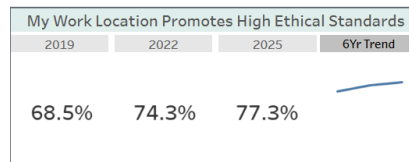
**Employee Perspective: Classified Staff**

Classified staff at Cerro Coso College report strong and improving perceptions of ethical climate, morale, and feeling valued. Unlike patterns observed at several other locations, 2025 results reflect sustained gains since 2019, particularly in workplace morale and employee recognition. While work-life balance has moderated from its 2022 peak, overall local climate indicators remain comparatively positive.

**Key Themes:**

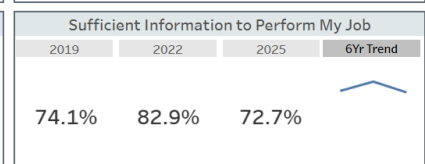
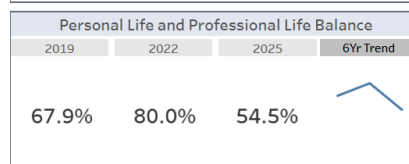
- Strengthening Ethical Climate

- 77.3% agree their work location promotes high ethical standards.
- This reflects steady growth since 2019 and is one of the strongest indicators in this section.



- Significant Improvement in Workplace Morale

- 59.1% report morale is high at their work location.
- This represents substantial improvement from 2019 levels.



- Strong Department-Level Morale

- 68.2% report high morale within their department.
- Department morale has remained strong and stable since 2022.

- Increased Sense of Feeling Valued

- 68.2% report feeling valued as an employee.
- This marks notable improvement from 2019 and sustained gains since 2022.

- Moderate Work-Life Balance

- 54.5% report positive balance between personal and professional life.
- While down from 2022 highs, this remains above 2019 levels.

- Stable Job Information Clarity

- 72.7% report having sufficient information to perform their job.
- Although slightly lower than 2022, this remains a strong indicator.

**Overall Signal:**

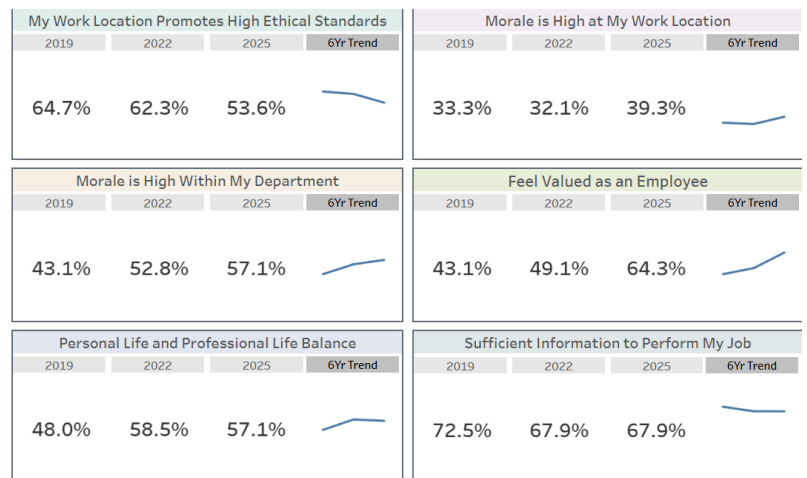
Classified staff at Cerro Coso College report a comparatively healthy local climate, characterized by strong ethical perceptions, improved morale, and increased feelings of being valued. While work-life balance has moderated, the overall pattern reflects resilience and local stability. These results suggest that departmental culture and site-level leadership may be positively influencing employee experience despite broader district-level challenges.

**Employee Perspective: Faculty**

Faculty at Cerro Coso College report strengthening departmental morale, increased feelings of being valued, and improved work-life balance compared to earlier cycles. While perceptions of ethical standards have moderated slightly, the overall pattern reflects local stabilization and improvement across several employee experience indicators.

**Key Themes:**

- **Moderate Ethical Climate**
  - 53.6% agree their work location promotes high ethical standards.
  - While slightly lower than prior years, perceptions remain relatively stable.
- **Improving Workplace Morale**
  - 39.3% report morale is high at their work location.
  - This reflects gradual improvement from 2019 and 2022.
- **Strong Department-Level Morale**
  - 57.1% report high morale within their department.
  - Department morale has steadily increased over time.
- **Significant Increase in Feeling Valued**
  - 64.3% report feeling valued as an employee.
  - This represents one of the most notable upward trends in this section.
- **Improved Work-Life Balance**
  - 57.1% report positive balance between personal and professional life.



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- This measure has improved since 2019 and remains stable since 2022.
- Stable Job Information Clarity
  - 67.9% report having sufficient information to perform their job.
  - This indicator has remained steady across cycles.

Overall Signal:

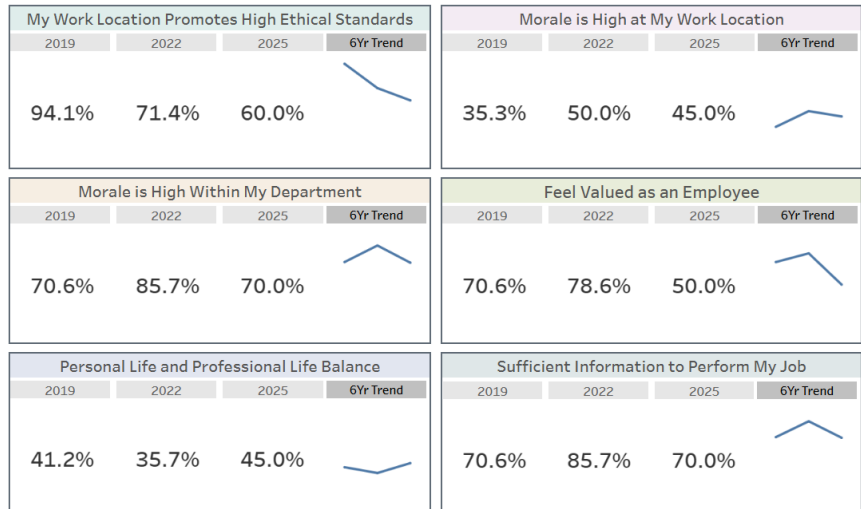
Faculty at Cerro Coso College report meaningful gains in departmental morale, recognition, and work-life balance. Although ethical climate perceptions have moderated slightly, the overall trajectory suggests strengthening local culture and improved employee experience. These results indicate that site-level dynamics may be positively influencing faculty engagement and stability despite broader district-level variability.

**Employee Perspective: Management**

Management at Cerro Coso College report comparatively strong departmental morale and job clarity, alongside declines in feeling valued and perceptions of ethical standards. While several indicators remain above 50%, 2025 results suggest mixed momentum — stability in some operational supports but erosion in recognition and institutional affirmation.

**Key Themes:**

- Strong but Declining Ethical Climate
  - 60.0% agree their work location promotes high ethical standards.
  - Although still comparatively strong, this reflects a notable decline since 2019.



- Improved Location Morale Since 2019
  - 45.0% report morale is high at their work location.
  - This represents improvement from 2019 and remains relatively stable since 2022.
- Strong Department-Level Morale
  - 70.0% report high morale within their department.

- While down from 2022 highs, this remains one of the strongest indicators in this section.
- Decline in Feeling Valued
  - 50.0% report feeling valued as an employee.
  - This reflects a significant drop from 2022 and suggests emerging concerns around recognition or engagement.
- Improved Work-Life Balance
  - 45.0% report positive balance between personal and professional life.
  - This represents improvement from 2022 levels.
- Stable Job Information Clarity
  - 70.0% report having sufficient information to perform their job.
  - Although down from 2022 peaks, this remains a relative strength.

**Overall Signal:**

Classified staff at Cerro Coso College report strong departmental morale and job clarity, with moderate improvement in work-life balance. However, declining perceptions of feeling valued and ethical standards suggest potential vulnerability in institutional trust and recognition. Reinforcing visible appreciation and strengthening ethical leadership alignment may help sustain positive departmental culture while addressing emerging concerns.

## 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.

### Cerro Coso Community College

Cerro Coso Community College reported relatively strong and stable perceptions of supervisor support in 2025.

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- 74.3% agreed that supervisors encourage professional growth.
- 67.1% agreed that supervisors set realistic expectations.
- Supervisors were perceived as knowledgeable and skilled by 72.9% of respondents.
- Feedback (65.7%) and advocacy (65.7%) remained comparatively strong.
- 65.7% agreed supervisors ask for input before decisions.
- 71.4% reported that supervisors make them feel like they belong.

Encourages My Professional Growth and Development				Sets Realistic Expectations			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
72.7%	74.7%	74.3%		79.3%	73.7%	67.1%	
Makes Me Feel Like I Belong Here				Provides Me With Feedback			
2025				2019	2022	2025	6Yr Trend
71.4%				76.0%	66.7%	65.7%	
Advocates for Me				Asks for My Input Before Making Decisions			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
67.8%	67.7%	65.7%		66.9%	66.7%	65.7%	
Keeps Me Informed of Issues				Has the Knowledge and Skills Needed to Support Me			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
70.2%	68.7%	61.4%		75.0%	67.7%	72.9%	

Interpretive note:

Cerro Coso’s results suggest that consistent and supportive supervisory practices may be reinforcing stronger morale, trust, and belonging at the local level. These findings align with other sections where Cerro Coso demonstrates relative strength and may offer transferable leadership practices.

*Employee Perspective: Cerro Coso College: Supervisor Relations and Immediate Leadership*

**Employee Perspective: Classified Staff**

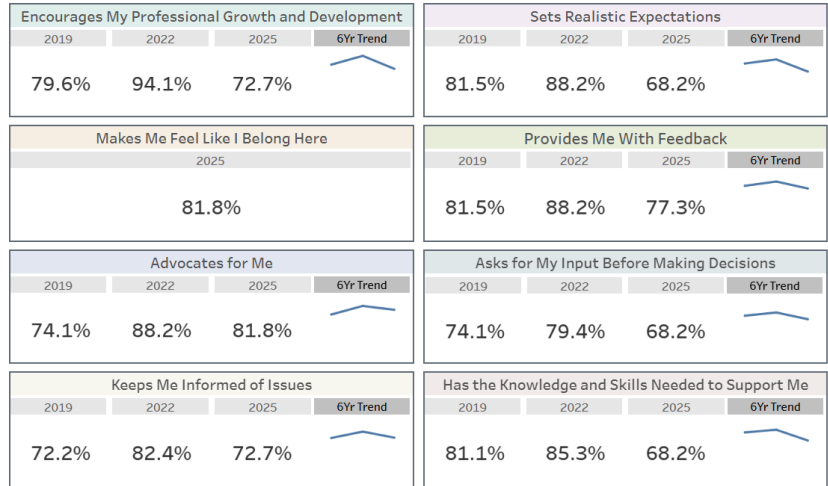
Classified staff at Cerro Coso College report strong and generally positive perceptions of their immediate supervisors. While most indicators declined from exceptionally high 2022 peaks, 2025 results remain comparatively strong across belonging, advocacy, feedback, and communication. The pattern suggests stable, supportive supervisory relationships with modest recent softening.

**Key Themes:**

- Strong Support for Professional Growth
  - 72.7% agree their supervisor encourages professional growth and development.
  - Although down from 2022 highs, this remains a solid strength.
- High Clarity of Expectations
  - 68.2% agree their supervisor sets realistic expectations.

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- While declining from prior peaks, expectations remain clear for a majority.



- Very Strong Sense of Belonging

- 81.8% report their supervisor makes them feel like they belong.

- This is one of the strongest indicators in this section.

- Strong Feedback Culture

- 77.3% report receiving meaningful feedback.
- Despite some decline since 2022, feedback remains a clear leadership strength.

- High Advocacy

- 81.8% believe their supervisor advocates for them.
- Advocacy remains notably strong compared to other locations.

- Participatory Decision-Making

- 68.2% report their supervisor asks for input before making decisions.
- While trending downward, this remains relatively strong.

- Consistent Communication

- 72.7% report their supervisor keeps them informed of issues.
- Communication remains steady and supportive.

- Strong Confidence in Supervisor Competence

- 68.2% believe their supervisor has the knowledge and skills needed to support them.
- Although down from 2022, this remains solid.

Overall Signal:

Classified staff at Cerro Coso College report strong supervisory relationships characterized by belonging, advocacy, and feedback. While several indicators have moderated from 2022 peaks, overall leadership

support remains a local strength. Sustaining this momentum may require continued attention to participatory engagement and clarity of expectations as institutional demands evolve.

**Employee Perspective: Faculty**

Faculty at Cerro Coso College report strong and improving perceptions of immediate leadership in 2025. Unlike several other locations, most supervisory indicators show upward movement since 2022, particularly in professional growth support, advocacy, input before decisions, and confidence in supervisor competence. The overall pattern suggests strengthening trust at the direct leadership level.

**Key Themes:**

- Strong Growth Support
  - 82.1% agree their supervisor encourages professional growth and development.
  - This represents a substantial increase since 2022.

Encourages My Professional Growth and Development	Sets Realistic Expectations
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
60.0%    56.9%    82.1%	72.0%    58.8%    75.0%
Makes Me Feel Like I Belong Here	Provides Me With Feedback
2025	2019    2022    2025    6Yr Trend
71.4%	64.0%    47.1%    64.3%
Advocates for Me	Asks for My Input Before Making Decisions
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
56.0%    49.0%    67.9%	52.0%    49.0%    64.3%
Keeps Me Informed of Issues	Has the Knowledge and Skills Needed to Support Me
2019    2022    2025    6Yr Trend	2019    2022    2025    6Yr Trend
58.0%    51.0%    57.1%	60.0%    49.0%    82.1%

- Clear and Improving Expectations
  - 75.0% agree their supervisor sets realistic expectations.
  - Expectations have strengthened since 2022.
- Strong Sense of Belonging
  - 71.4% report their supervisor makes them feel like they belong.
  - Belonging remains a leadership strength.
- Rebound in Feedback
  - 64.3% report receiving meaningful feedback.
  - Feedback has improved significantly from 2022.
- Strengthened Advocacy
  - 67.9% believe their supervisor advocates for them.

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- Advocacy shows meaningful improvement over time.
- Increased Participatory Engagement
  - 64.3% report their supervisor asks for input before making decisions.
  - This reflects a notable increase from 2022.
- Stable Communication
  - 57.1% report their supervisor keeps them informed of issues.
  - While moderate, communication remains steady.
- Strong Confidence in Supervisor Competence
  - 82.1% believe their supervisor has the knowledge and skills needed to support them.
  - This is one of the strongest indicators in this section.

**Overall Signal:**

Faculty at Cerro Coso College report strengthening immediate leadership relationships characterized by high professional growth support, advocacy, and supervisor competence. The upward trends across multiple indicators suggest improving trust and alignment at the direct supervisory level, even amid broader district-level variability. Sustaining this momentum may be critical to maintaining faculty morale and engagement.

**Employee Perspective: Management**

Management at Cerro Coso College report substantial declines across nearly all immediate leadership indicators in 2025 following exceptionally high 2022 ratings. While several measures remain above 55%, the magnitude of change suggests significant volatility in perceptions of supervisory support, advocacy, and communication.

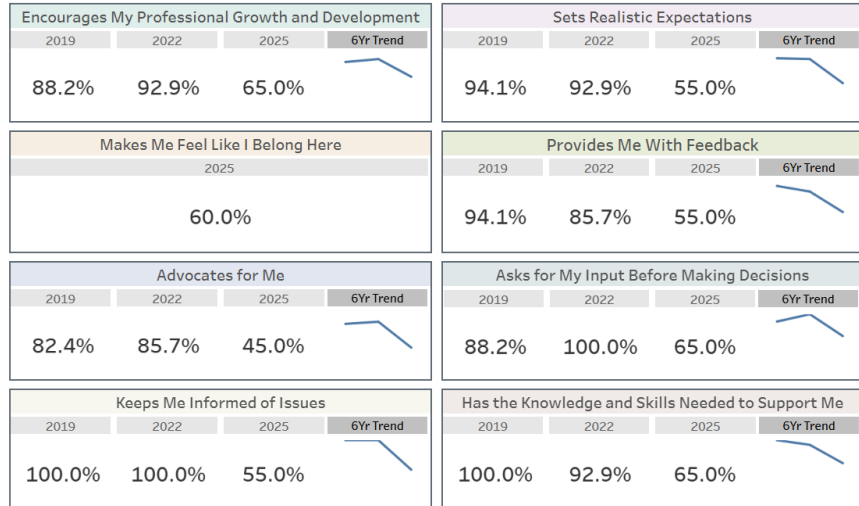
**Key Themes:**

- Decline in Professional Growth Support
  - 65.0% agree their supervisor encourages professional growth and development.
  - This represents a sharp decline from 2022 highs.
- Reduced Clarity of Expectations
  - 55.0% agree their supervisor sets realistic expectations.
  - Expectations have declined significantly since prior cycles.
- Moderate Sense of Belonging

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- 60.0% report their supervisor makes them feel like they belong.

- While still above 50%, this reflects softening confidence.



- Significant Drop in Feedback

- 55.0% report receiving meaningful feedback.

- This marks a step decline from 2019 and 2022 levels.

- Sharp Decline in Advocacy

- 45.0% believe their supervisor advocates for them.
- This represents one of the most notable downward shifts.

- Reduced Participatory Engagement

- 65.0% report their supervisor asks for input before making decisions.
- Although still moderately strong, this has declined meaningfully.

- Decline in Communication Consistency

- 55.0% report their supervisor keeps them informed of issues.
- This reflects a substantial drop from previous cycles.

- Lower Confidence in Supervisor Competence

- 65.0% believe their supervisor has the knowledge and skills needed to support them.
- This is down sharply from earlier peaks.

Overall Signal:

Management at Cerro Coso College report pronounced volatility in supervisory perceptions, with 2025 results significantly lower than prior highs across feedback, advocacy, communication, and expectations. While most indicators remain moderately positive, the breadth and magnitude of declines suggest potential leadership strain or organizational transition effects. Strengthening consistency in

communication, reinforcing supervisory development, and clarifying expectations may be essential to stabilizing leadership confidence at this location.

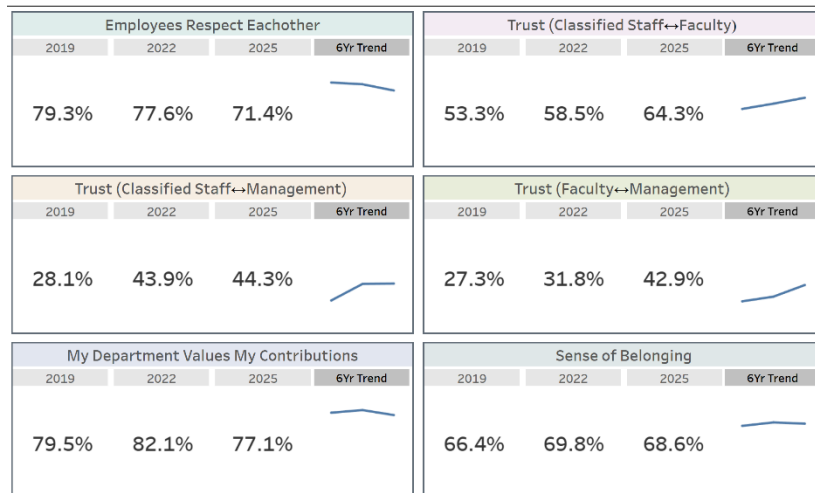
## Work Location Relationships and Belonging

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

### Cerro Coso Community College

Cerro Coso Community College stands out for showing consistency or improving trust across employee groups in 2025.

- Agreement that employees respect each other remained high at 71.4%, the highest among all locations.
- Trust improved across all three measures:
  - Classified–faculty trust increased to 64.3%.
  - Classified–management trust increased to 44.3%.
  - Faculty–management trust increased substantially to 42.9%.
- A strong majority agreed that their department values their contributions (77.1%).
- Sense of belonging remained stable at 68.6%.



*Interpretive note:*

Cerro Coso’s upward trends in trust across employee groups suggest that local leadership practices, communication norms, or organizational structures may be fostering stronger cross-role relationships. These results provide an opportunity to identify and share effective practices that could inform districtwide efforts to strengthen trust.

*Employee Perspective: Cerro Coso College: Workplace Relationships, Trust, and Belonging*

**Employee Perspective: Classified Staff**

Classified staff at Cerro Coso College report strong and improving relational climate indicators in 2025. Unlike several other locations, most trust measures show recovery or growth since 2022, particularly in cross-role trust and sense of belonging. The overall pattern suggests strengthening cohesion and collaborative culture at the local level.

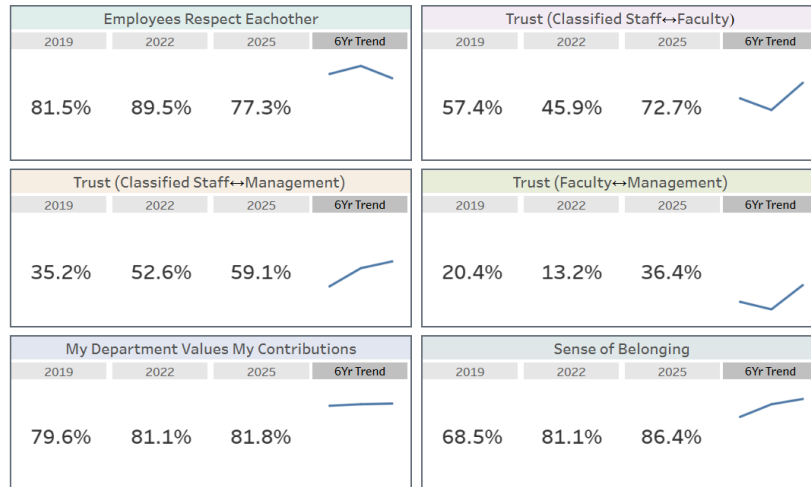
**Key Themes:**

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- High Perceived Respect
  - 77.3% agree that employees respect each other.
  - While slightly below 2022 peaks, respect remains comparatively strong.

- Strong Rebound in Cross-Role Trust

- Trust between classified staff and faculty stands at 72.7%, a substantial increase since 2022.
- Trust between classified staff and management increased to 59.1%, reflecting steady improvement.



- Improved Trust in Management
  - Trust between faculty and management rose to 36.4%, a notable increase from prior cycles.
  - While still moderate, the upward trend signals improving cross-functional alignment.
- Strong Departmental Value
  - 81.8% agree their department values their contributions.
  - This indicator has remained consistently strong across cycles.
- Very Strong Sense of Belonging
  - 86.4% report a sense of belonging.
  - This is one of the highest relational indicators across all locations and employee groups.

Overall Signal:

Classified staff at Cerro Coso College report a strong and improving relational climate characterized by high mutual respect, strengthened cross-role trust, and a robust sense of belonging. The upward momentum across multiple trust indicators suggests healthy local collaboration and positive team

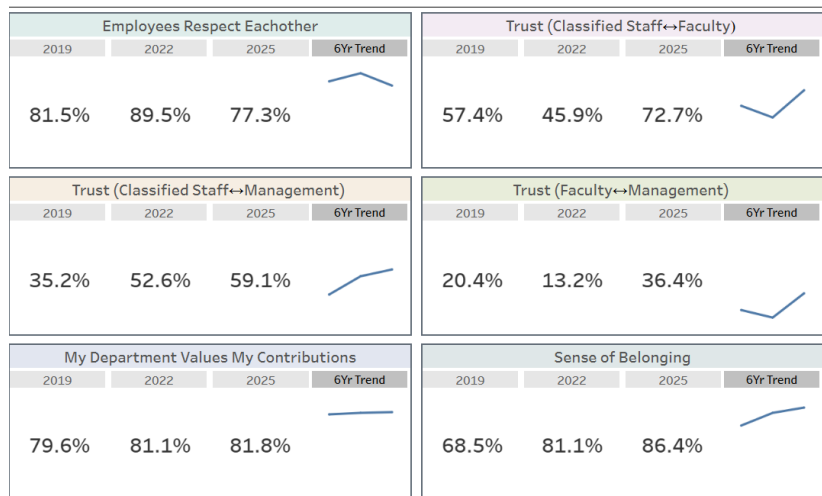
dynamics. Maintaining this cohesion may depend on continued transparent communication and reinforcement of shared institutional goals.

**Employee Perspective: Faculty**

Faculty at Cerro Coso College report strong and improving relational indicators in 2025. Most measures remain high relative to district averages, with notable gains in cross-role trust and belonging. While perceived respect has moderated slightly from 2022 peaks, overall relational climate remains a clear local strength.

**Key Themes:**

- High Perceived Respect
  - 77.3% agree that employees respect each other.
  - Although slightly below 2022, this remains a strong indicator.



- Strong Rebound in Cross-Role Trust
  - Trust between classified staff and faculty stands at 72.7%, reflecting substantial improvement.
  - Trust between classified staff and management increased to 59.1%, continuing upward momentum.
- Improved Trust in Management
  - Trust between faculty and management rose to 36.4%, marking meaningful improvement from prior cycles.
  - While still moderate, the trend signals strengthening collaboration.
- Strong Departmental Value
  - 81.8% agree their department values their contributions.
  - This remains one of the strongest relational indicators.
- Very Strong Sense of Belonging

- 86.4% report a sense of belonging.
- Belonging has steadily increased and is among the highest ratings across groups.

**Overall Signal:**

Faculty at Cerro Coso College report a strong and cohesive relational climate characterized by high respect, improving cross-role trust, and a robust sense of belonging. The upward trajectory across trust and belonging indicators suggests healthy collaboration and positive local culture. Sustaining this environment may depend on continued participatory engagement and reinforcement of inclusive leadership practices.

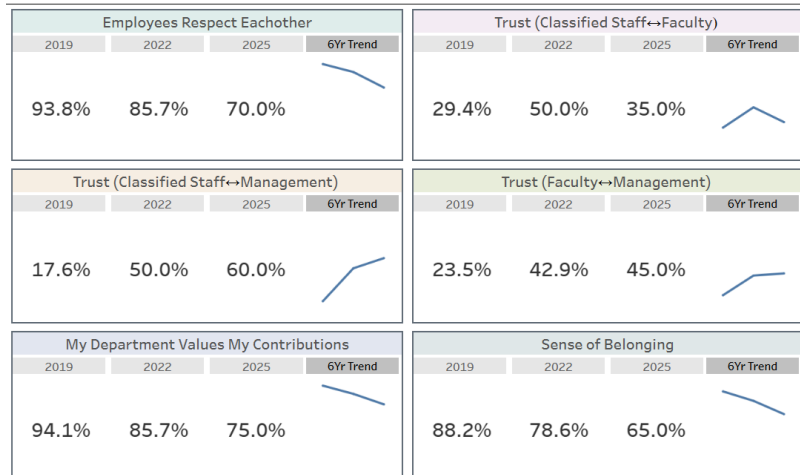
**Employee Perspective: Management**

Management at Cerro Coso College report strong but shifting relational dynamics in 2025. While cross-role trust with management has improved markedly since 2019, broader indicators such as mutual respect, departmental value, and belonging have moderated from earlier highs. The pattern reflects strengthening vertical trust (with management) alongside softening peer-level cohesion.

**Key Themes:**

- **Decline in Perceived Mutual Respect**

- 70.0% agree that employees respect each other.
- Although still strong, this reflects a notable decline from 2019 and 2022 levels.



- **Mixed Cross-Role Trust**

- Trust between classified staff and faculty stands at 35.0%, below 2022 levels.
- Trust between classified staff and management increased significantly to 60.0%, reflecting strong recovery since 2019.
- Trust between faculty and management rose to 45.0%, showing steady improvement.

- **Strong but Moderating Departmental Value**

- 75.0% agree their department values their contributions.
- While lower than earlier cycles, this remains a strong indicator.

- Declining Sense of Belonging
  - 65.0% report a sense of belonging.
  - This reflects continued decline since 2019, though still above 50%.

Overall Signal:

Management at Cerro Coso College report strengthening trust in management relationships and strong departmental value, yet declines in mutual respect and belonging suggest some softening in broader relational cohesion. The upward trend in trust between employee groups and management indicates improved leadership alignment, while continued attention to cross-role collaboration and shared culture may be important to sustain overall workplace cohesion.

## Decision-Making, Governance, and Communication

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

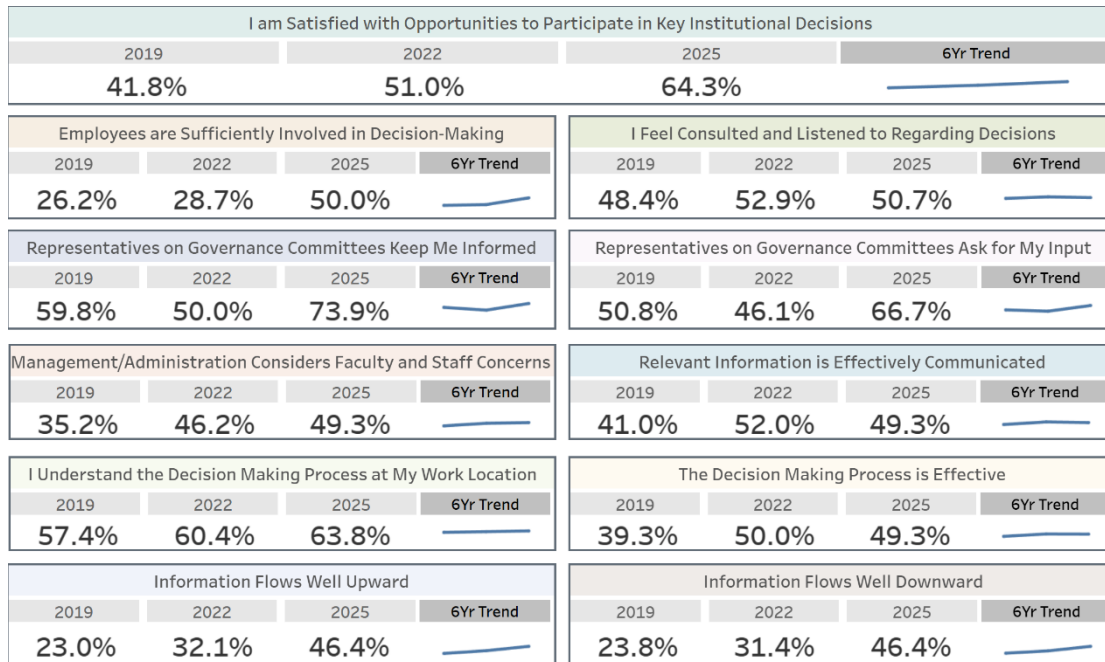
### Cerro Coso Community College

Cerro Coso Community College reported notable improvement across nearly all decision-making and governance indicators in 2025.

- Satisfaction with opportunities to participate in key institutional decisions increased to 64.3%, up from 41.8% in 2019.
- Agreement that employees are sufficiently involved in decision-making rose to 50.0%, nearly doubling since 2019.
- Feeling consulted and listened to remained relatively strong at 50.7%.
- Governance communication improved substantially:
  - 73.9% agreed that governance representatives keep them informed.
  - 66.7% agreed that representatives ask for their input.
- Perceptions of management considering faculty and staff concerns increased to 49.3%.
- Understanding of the decision-making process reached 63.8%, while agreement that the process is effective rose to 49.3%.

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- Both upward and downward information flow improved markedly, reaching 46.4%.



*Interpretive note:*

Cerro Coso’s results suggest that clear governance structures, communication practices, and follow-through are positively shaping employee perceptions of participation and decision-making. These patterns align closely with the Strategic Plan’s emphasis on transparency, adaptability, and stakeholder engagement, and may offer transferable practices for other locations.

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

**Employee Perspective: Classified Staff**

Classified staff at Cerro Coso College report comparatively strong and improving perceptions of participatory governance in 2025. Unlike patterns seen at several other locations, many indicators show upward movement—particularly in involvement, governance communication, and information flow. While perceptions of administrative responsiveness remain moderate, the overall trajectory suggests strengthening engagement structures.

**Key Themes:**

- High Satisfaction with Participation
  - 54.5% are satisfied with opportunities to participate in key institutional decisions.
  - This reflects strong improvement since 2019.
- Improved Perception of Involvement
  - 36.4% believe employees are sufficiently involved in decision-making.

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- This represents meaningful growth from 2022.
- Moderate but Softening Consultation
  - 45.5% feel consulted and listened to regarding decisions.
  - While lower than 2022, this remains comparatively strong.
- Strong Governance Communication
  - 85.7% say governance representatives keep them informed.
  - 76.2% report representatives ask for their input.
  - These are among the strongest governance indicators across locations.
- Moderate Administrative Responsiveness
  - 33.3% believe management/administration considers faculty and staff concerns.
  - While stable, this remains an area of opportunity.
- Stable Communication Effectiveness
  - 47.6% believe relevant information is effectively communicated.
  - This remains relatively consistent across cycles.
- Strong Understanding of Decision-Making
  - 57.1% report understanding the decision-making process.
  - Understanding remains comparatively high.
- Moderate Perceived Effectiveness
  - 38.1% believe the decision-making process is effective.
  - While lower than 2022, this remains stronger than many other locations.
- Significant Improvement in Information Flow

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
40.7%	57.1%	54.5%		

Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
29.6%	22.9%	36.4%		

I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
55.6%	60.0%	45.5%		

Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
70.4%	54.3%	85.7%		

Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
64.8%	48.6%	76.2%		

Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
31.5%	40.5%	33.3%		

Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
42.6%	57.1%	47.6%		

I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
61.1%	73.0%	57.1%		

The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
44.4%	54.1%	38.1%		

Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
18.5%	32.4%	52.4%		

Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
22.2%	25.0%	38.1%		

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- 52.4% report information flows well upward.
- 38.1% report information flows well downward.
- Both measures show notable improvement.

Overall Signal:

Classified staff at Cerro Coso College report comparatively strong governance engagement, high visibility of representatives, and improving information flow. Although perceptions of administrative responsiveness and decision effectiveness remain moderate, the upward movement across multiple indicators suggests healthier participatory structures and more effective communication pathways at this location.

**Employee Perspective: Faculty**

Faculty at Cerro Coso College report strong and improving perceptions of participatory governance in 2025. Across nearly every indicator—particularly involvement, consultation, governance communication, and information flow—results show substantial gains since 2019 and 2022. The overall pattern reflects strengthening trust in local decision-making structures.

**Key Themes:**

- High Satisfaction with Participation
  - 60.7% are satisfied with opportunities to participate in key institutional decisions.
  - This marks a significant increase over prior cycles.
- Strong Perception of Involvement
  - 46.4% believe employees are sufficiently involved in decision-making.
  - This represents meaningful improvement over time.
- Improved Consultation
  - 48.1% feel consulted and listened to regarding decisions.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
37.3%	41.5%	60.7%		

Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
15.7%	28.3%	46.4%		

I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
33.3%	45.3%	48.1%		

Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
39.2%	49.1%	67.9%		

Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
31.4%	45.3%	67.9%		

Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
31.4%	38.2%	46.4%		

Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
37.3%	47.2%	53.6%		

I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
45.1%	43.6%	57.1%		

The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
23.5%	40.0%	46.4%		

Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
23.5%	27.3%	39.3%		

Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
19.6%	34.5%	50.0%		

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- Consultation has steadily strengthened since 2019.
- Very Strong Governance Communication
  - 67.9% say governance representatives keep them informed.
  - 67.9% report representatives ask for their input.
  - These indicators reflect high engagement in governance processes.
- Improving Administrative Responsiveness
  - 46.4% believe management/administration considers faculty and staff concerns.
  - This shows steady growth across cycles.
- Stronger Communication Effectiveness
  - 53.6% believe relevant information is effectively communicated.
  - Communication confidence has improved since 2022.
- Growing Understanding and Effectiveness
  - 57.1% report understanding the decision-making process.
  - 46.4% believe the process is effective.
  - Both measures reflect upward momentum.
- Improving Information Flow
  - 39.3% report information flows well upward.
  - 50.0% report information flows well downward.
  - Bidirectional communication has strengthened substantially.

Overall Signal:

Faculty at Cerro Coso College report meaningful improvements in governance engagement, consultation, and decision-making effectiveness. The consistent upward trends across involvement, communication, and perceived responsiveness suggest strengthening institutional alignment at the local level. Sustaining transparent feedback loops and continued participatory engagement may help preserve this positive trajectory.

**Employee Perspective: Management**

Management at Cerro Coso College report very strong confidence in participatory governance and decision-making in 2025. Most indicators are high relative to district averages, with strong satisfaction, involvement, and understanding of processes. Although a few measures have moderated slightly from 2022 peaks, overall governance confidence remains a clear local strength.

**Key Themes:**

- High Satisfaction with Participation
  - 80.0% are satisfied with opportunities to participate in key institutional decisions.
  - Satisfaction has steadily increased since 2019.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
58.8%	71.4%	80.0%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
47.1%	46.2%	70.0%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
70.6%	64.3%	60.0%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
88.2%	42.9%	70.0%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
64.7%	42.9%	55.0%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
58.8%	92.9%	70.0%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
47.1%	57.1%	45.0%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
82.4%	92.9%	80.0%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
70.6%	78.6%	65.0%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
35.3%	50.0%	50.0%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
41.2%	35.7%	50.0%		

- Strong Perception of Involvement
  - 70.0% believe employees are sufficiently involved in decision-making.
  - This reflects significant growth over time.
- Consistent Consultation
  - 60.0% feel consulted and listened to regarding decisions.
  - While slightly lower than 2019 and 2022, this remains strong.
- Strong Governance Communication
  - 70.0% say governance representatives keep them informed.
  - 55.0% report representatives ask for their input.
  - Engagement in governance structures remains visible and active.
- High Perceived Administrative Responsiveness
  - 70.0% believe management/administration considers faculty and staff concerns.
  - Although below the 2022 peak, this remains comparatively high.

- Moderate Communication Effectiveness
  - 45.0% believe relevant information is effectively communicated.
  - This is one of the lower indicators but remains stable.
- Very Strong Understanding of Decision-Making
  - 80.0% report understanding the decision-making process.
  - This remains consistently high.
- Strong Perceived Effectiveness
  - 65.0% believe the decision-making process is effective.
  - While slightly lower than 2022, this remains a strength.
- Improved Information Flow
  - 50.0% report information flows well upward.
  - 50.0% report information flows well downward.
  - Bidirectional communication appears balanced and comparatively strong.

Overall Signal:

Management at Cerro Coso College report high levels of engagement, understanding, and confidence in governance structures. While some indicators have moderated from 2022 highs, the overall pattern reflects strong institutional alignment and participatory culture at the site level. Maintaining consistent communication and sustaining visible responsiveness to input will be important to preserve this high level of confidence.

## 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.

### Cerro Coso Community College

Cerro Coso Community College reported strong engagement across several domains and very high retention intent, consistent with other positive location-level findings.

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**Engagement**

- Participation in department meetings increased to 59.4%.
- Participation in committee meetings increased substantially to 72.5%, the highest among all locations.
- Engagement in staff development activities remained stable at 58.0%.
- Participation in extracurricular college activities increased to 44.9%.
- Participation in intercollege events increased to 34.8%.
- Participation in community meetings or events increased markedly to 62.3%, the highest among all locations.

Department Meetings				Committee Meetings			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
54.5%	48.5%	59.4%		52.1%	57.1%	72.5%	
Staff Development Activities/Professional Development				Extracurricular College Activities			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
56.7%	60.6%	58.0%		36.4%	34.3%	44.9%	
Intercollege Events				Community Meetings or Events			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
20.0%	27.3%	34.8%		40.5%	43.4%	62.3%	

**Outlook & Reflection**

- 94.1% expect to continue working in their current position.
- 94.1% expect to continue working at their current work location.
- 94.0% expect to continue working for the district.
- 85.3% would choose to work at KCCD again, an improvement over prior cycles.

Expect to Continue Working in Current Position			
2025			
94.1%			
Expect to Continue Working at Current Work Location			
2025			
91.9%			
Expect to Continue Working for District			
2019	2022	2025	6Yr Trend
93.7%	94.0%	93.3%	
Would Choose to Work Here Again			
2019	2022	2025	6Yr Trend
86.0%	85.3%	83.1%	

*Interpretive note:*

Cerro Coso’s results suggest a highly engaged and stable workforce, with strong participation beyond core job functions. These patterns reinforce earlier findings that local leadership practices and organizational culture may be supporting engagement and well-being.

## Workload, Productivity, Environment, and Safety

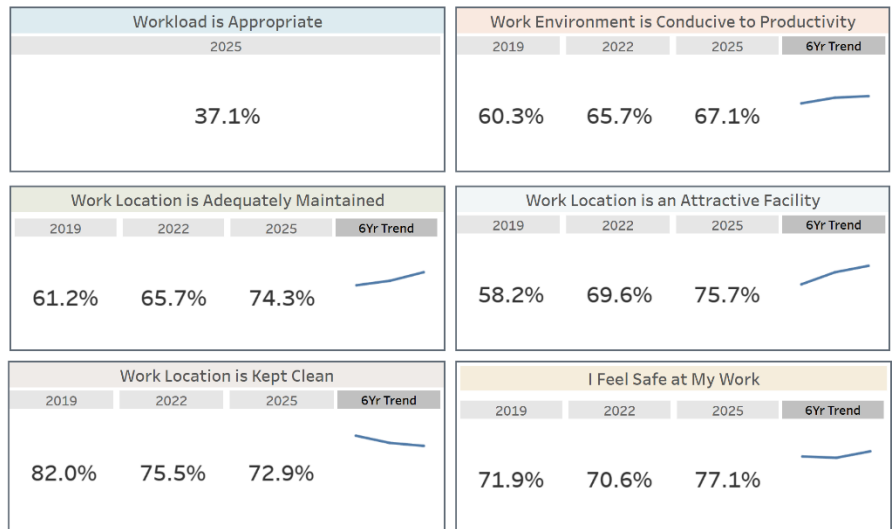
This subsection examines employee perceptions of workload appropriateness, productivity, facilities, cleanliness, and safety at each work location. Results illustrate how physical and operational conditions vary across employee groups and how these conditions may be interacting with morale, engagement,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

### Cerro Coso Community College

Cerro Coso Community College reported strong and improving perceptions of the physical environment, despite concerns related to workload.

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- Fewer than four in ten respondents (37.1%) agreed that workload is appropriate.
- Perceptions of productivity improved steadily, reaching 67.1% in 2025.
- Facility conditions showed consistent improvement:
  - Adequate maintenance increased to 74.3%.
  - Facility attractiveness increased to 75.7%, the highest among all locations.
  - Cleanliness remained high at 72.9%.
- Perceptions of safety improved to 77.1%.



Interpretive note:

Cerro Coso’s results reinforce earlier findings that strong physical environments and effective local practices may help buffer broader workload pressures. These conditions align well with the Strategic Plan’s emphasis on creating workspaces that support well-being and productivity, even in resource-constrained contexts.

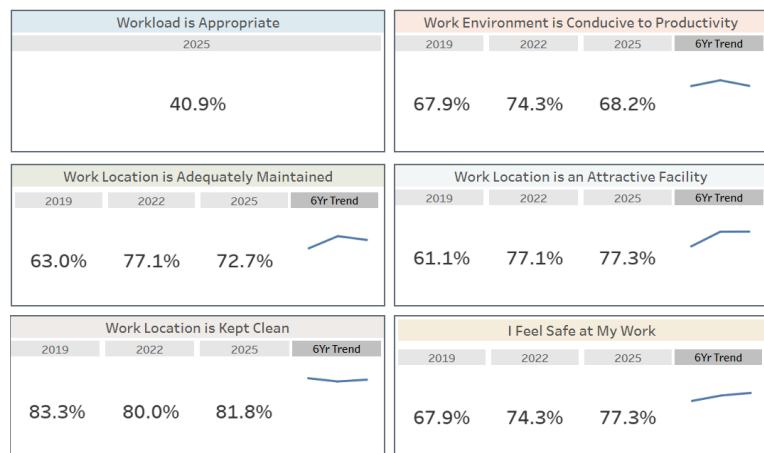
*Employee Perspective: Cerro Coso College: Workload, Productivity, Environment, and Safety*

**Employee Perspective: Classified Staff**

Classified staff at Cerro Coso College report strong and stable perceptions of physical environment conditions in 2025, alongside more moderate perceptions of workload balance. Unlike several other locations, environmental indicators—maintenance, attractiveness, cleanliness, and safety—remain high and in some cases improving.

**Key Themes:**

- Moderate Workload Appropriateness
  - 40.9% believe their workload is appropriate.
  - While lower than desired, this aligns with broader district



patterns around workload strain.

- Strong Productivity Environment
  - 68.2% agree the work environment is conducive to productivity.
  - This remains relatively consistent across cycles.
- Improved Facility Maintenance
  - 72.7% say their work location is adequately maintained.
  - Maintenance perceptions have strengthened since 2019.
- High Facility Attractiveness
  - 77.3% view their work location as an attractive facility.
  - This is one of the strongest indicators in this section.
- Consistently Strong Cleanliness
  - 81.8% report their work location is kept clean.
  - Cleanliness remains a sustained strength.
- Improving Sense of Safety
  - 77.3% report feeling safe at work.
  - Safety perceptions have increased steadily since 2019.

**Overall Signal:**

Classified staff at Cerro Coso College report a positive and stable physical work environment, with strong ratings in cleanliness, attractiveness, and safety. Workload balance remains an area for attention, but environmental conditions appear to support productivity and morale. Maintaining these strengths while addressing workload distribution may help sustain positive workplace experiences at this location.

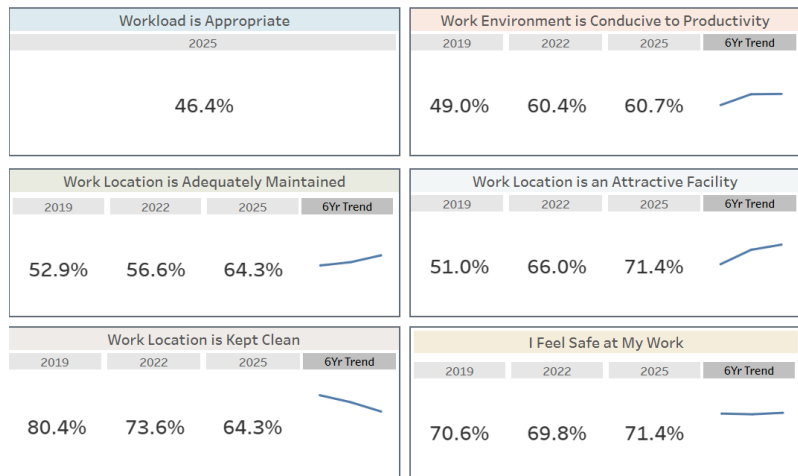
**Employee Perspective: Faculty**

Faculty at Cerro Coso College report improving perceptions of their physical work environment in 2025, alongside moderate views on workload balance. Several environmental indicators—including maintenance and facility attractiveness—show steady upward movement, while cleanliness has softened compared to earlier cycles.

Kern Community College District  
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**Key Themes:**

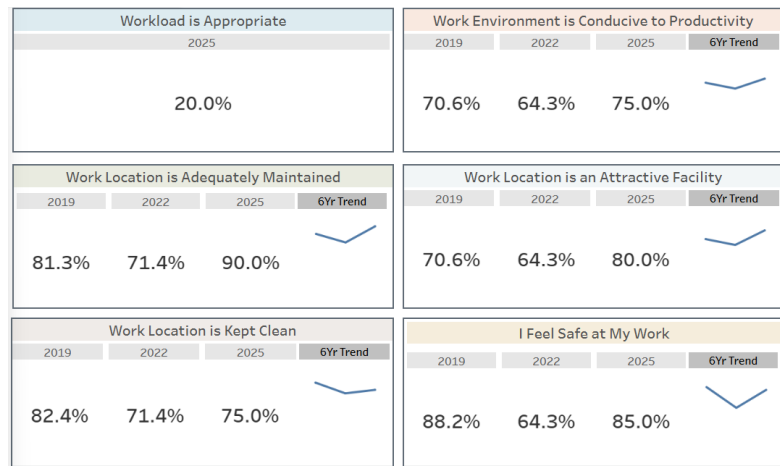
- Moderate Workload Appropriateness
  - 46.4% believe their workload is appropriate.
  - Fewer than half feel workload expectations are well balanced.



- Improved Productivity Environment
  - 60.7% agree the work environment is conducive to productivity.
  - This reflects steady growth since 2019.
- Strengthening Facility Maintenance
  - 64.3% say their work location is adequately maintained.
  - Maintenance perceptions have improved consistently.

• High and Rising Facility Attractiveness

- 71.4% view their work location as an attractive facility.
- This represents one of the strongest gains in this section.



- Decline in Cleanliness Perception
  - 64.3% report their work location is kept clean.
  - This reflects a notable decrease from 2019.

- Stable Sense of Safety
  - 71.4% report feeling safe at work.

- Safety perceptions have remained steady across cycles.

**Overall Signal:**

Faculty at Cerro Coso College report positive momentum in maintenance, facility attractiveness, and productivity conditions, suggesting improving physical infrastructure and environment. Workload balance remains an area for attention, and the decline in perceived cleanliness warrants monitoring. Overall, environmental conditions appear to support faculty productivity and safety at this location.

**Employee Perspective: Management**

Management at Cerro Coso College report very strong perceptions of the physical work environment in 2025, alongside significant concern about workload balance. Environmental indicators—maintenance, attractiveness, productivity conditions, and safety—are among the strongest across the district. However, workload appropriateness stands out as a clear pressure point.

**Key Themes:**

- Very Low Workload Appropriateness
  - Only 20.0% believe their workload is appropriate.
  - This is one of the lowest workload ratings across locations and groups, signaling substantial managerial strain.
- Strong Productivity Environment
  - 75.0% agree the work environment is conducive to productivity.
  - Productivity conditions have improved since 2022.
- Excellent Facility Maintenance
  - 90.0% say their work location is adequately maintained.
  - This is one of the strongest environmental ratings in the survey.
- High Facility Attractiveness
  - 80.0% view their work location as an attractive facility.
  - Perceptions have rebounded strongly from 2022.
- Strong Cleanliness
  - 75.0% report their work location is kept clean.
  - Cleanliness remains consistently positive.
- High Sense of Safety

- 85.0% report feeling safe at work.
- Safety perceptions have recovered significantly from 2022.

Overall Signal:

Management at Cerro Coso College report a highly supportive and well-maintained physical environment, with strong safety and productivity conditions. However, the very low rating on workload appropriateness signals concentrated pressure at the management level. While environmental conditions appear to support effectiveness, workload distribution and role demands may require strategic review to prevent burnout and sustain leadership capacity.

## 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 this report and help illuminate how local leadership, communication, workload, and culture are experienced in practice.

Individual responses could address multiple topics, and results are presented to highlight patterns rather than isolated statements.

### Cerro Coso Community College

Cerro Coso Community College’s open-ended responses were notably more positive in tone compared to other locations.

Dominant themes included:

- Appreciation, engagement, and feeling valued, particularly in relation to supervisors and local leadership.
- Improved morale and communication, frequently cited as strengths.
- Supportive leadership and visibility, aligning with stronger quantitative results across multiple domains.
- Acknowledgment of challenges, including workload and change, but framed within a context of trust and collaboration.

#### *Cerro Coso Community College — Illustrative Employee Comments*

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*“I’ve seen positive changes in how leadership communicates and listens. There’s more collaboration now than there used to be.”*

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*“Even when things are challenging, I feel supported by my supervisor and my team.”*

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*“There’s a sense that people here genuinely care about each other and about improving the college.”*

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Interpretive note:

Cerro Coso’s qualitative findings reinforce its quantitative profile as a location where local practices and leadership appear to be mitigating broader system-level pressures.

## Conclusion: Cerro Coso College

The 2025 Climate Survey results for Cerro Coso Community College reflect a location characterized by strong local cohesion, improving participatory governance, and consistently positive supervisory relationships. Across multiple domains — including morale, belonging, cross-role trust, professional growth, and governance engagement — Cerro Coso demonstrates patterns of stability and, in many cases, meaningful upward momentum.

Employees report high levels of respect, strengthening cross-functional trust, and growing confidence in local decision-making structures. Participation in governance, committee work, and community engagement remains robust, and intent to remain at the college and within the district is exceptionally strong. These indicators suggest a resilient institutional culture supported by visible leadership practices and clear communication pathways.

At the same time, several areas warrant continued attention. Workload appropriateness — particularly among management — signals sustained operational strain. Perceptions related to district-level trust and system alignment, while improving in some areas, remain modest. These findings highlight the importance of maintaining strong local practices while continuing to strengthen alignment with district systems, communication flow, and shared governance clarity.

Cerro Coso’s results suggest that localized leadership consistency, clear governance structures, and visible responsiveness to employee input are positively shaping climate outcomes. The college offers a compelling example of how strong site-level culture and supervisory practices can reinforce morale and engagement, even within broader system pressures.

Moving forward, sustaining Cerro Coso’s strengths will depend on:

- Protecting and developing supervisory leadership capacity
- Monitoring workload sustainability, particularly for management roles
- Continuing transparent communication and participatory governance practices
- Leveraging successful local strategies to inform districtwide improvement efforts

Overall, the 2025 findings position Cerro Coso Community College as a location of relative stability and upward progress within the district climate landscape. With intentional attention to workload balance and continued reinforcement of strong leadership practices, the college is well positioned to maintain momentum and serve as a model of institutional resilience and collaborative culture.