

# Accreditation & Institutional Quality (AIQ)

## Report to Academic Senate

3/12/25

### Charge of the Committee:

1. Ensure accreditation is an on-going process by guiding preparation of the self-evaluation, midterm, and follow-up reports.
2. Review and monitor collection of evidence and progress on actionable improvement plans, accreditation recommendations, and institutional effectiveness indicators.
3. Inform, engage, and involve the college community in accreditation policies and institutional effectiveness practices.
4. Review and monitor evaluation activities to ensure they result in integrated, meaningful, and sustained college improvement.

### Announcements:

- N/A

### Completed Items:

- **Accreditation survey of BC & KCCD Services:** results are attached.
- **ISER:** BC Comprehensive Review Open Forum was held March 11<sup>th</sup>, 2025, 1:00-2:00PM. Opportunity to meet the ACCJC Peer Review Team reviewing our ISER.

### Upcoming Items:

- **Institution Set Standards (ISS) Review:** the committee is still in the review stage of our current ISS. This occurs over several months due to the availability of data through various reporting structures, such as data mart.

Respectfully submitted,

Grace Commiso, Faculty Chair (when report was compiled)

Ximena Ortega, Classified Chair

Jessica Wojtysiak, Admin Chair

**BC and KCCD Services and Institutional Quality Survey**  
**For Services rendered in the Fall 2024 Term**

# Survey Information

## Survey Summary:

- The **Accreditation and Institutional Quality** survey of **BC** and **KCCD** Services rendered in the **Fall 2024 Term** is an anonymous survey that will be shared and used to improve Bakersfield College

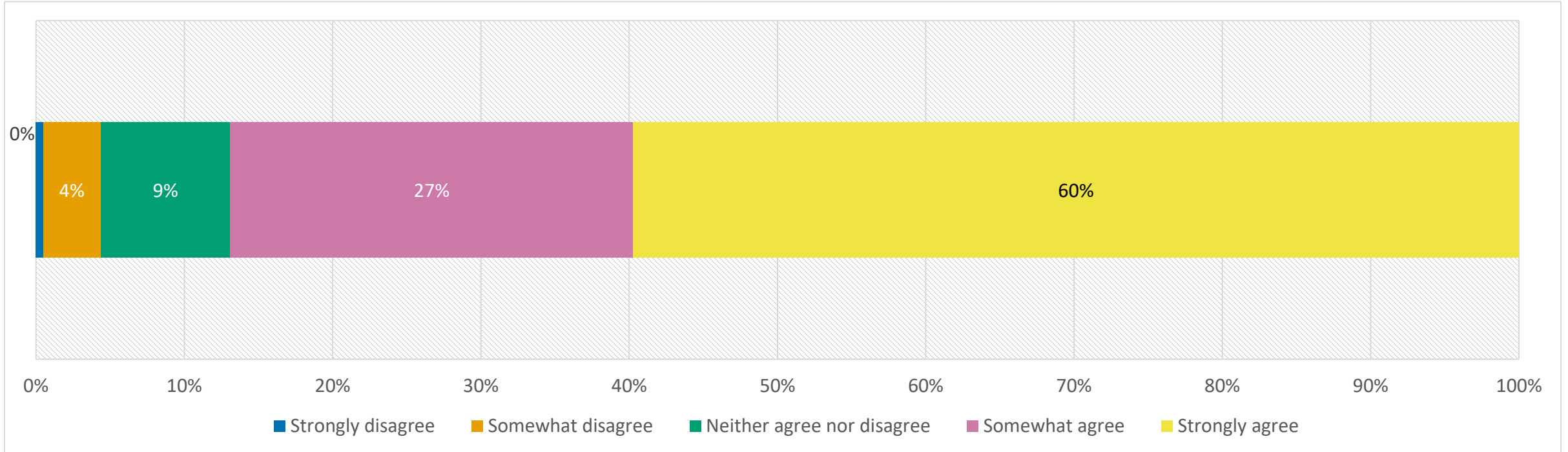
## Participants and Active Dates:

- All **BC Faculty, Staff, and Managers/Administrators** were invited to participate using the BC All listserv
  - An estimated 1,167 Employees received the survey (KCCD Fast Facts on 2023-24 BC Employees)
- The anonymous survey was released on 10/16/24 and closed on 11/25/24

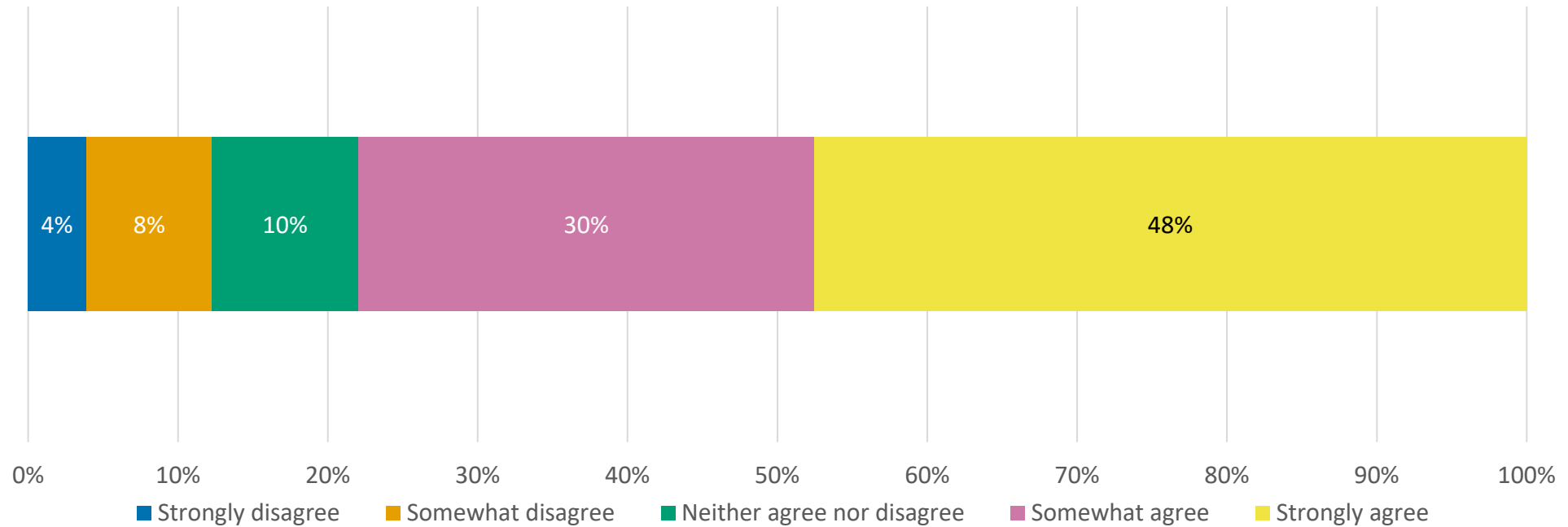
## Responses Received:

- **216** total responses were received
  - **216** responses were included in the survey results (18.5% Response Rate)

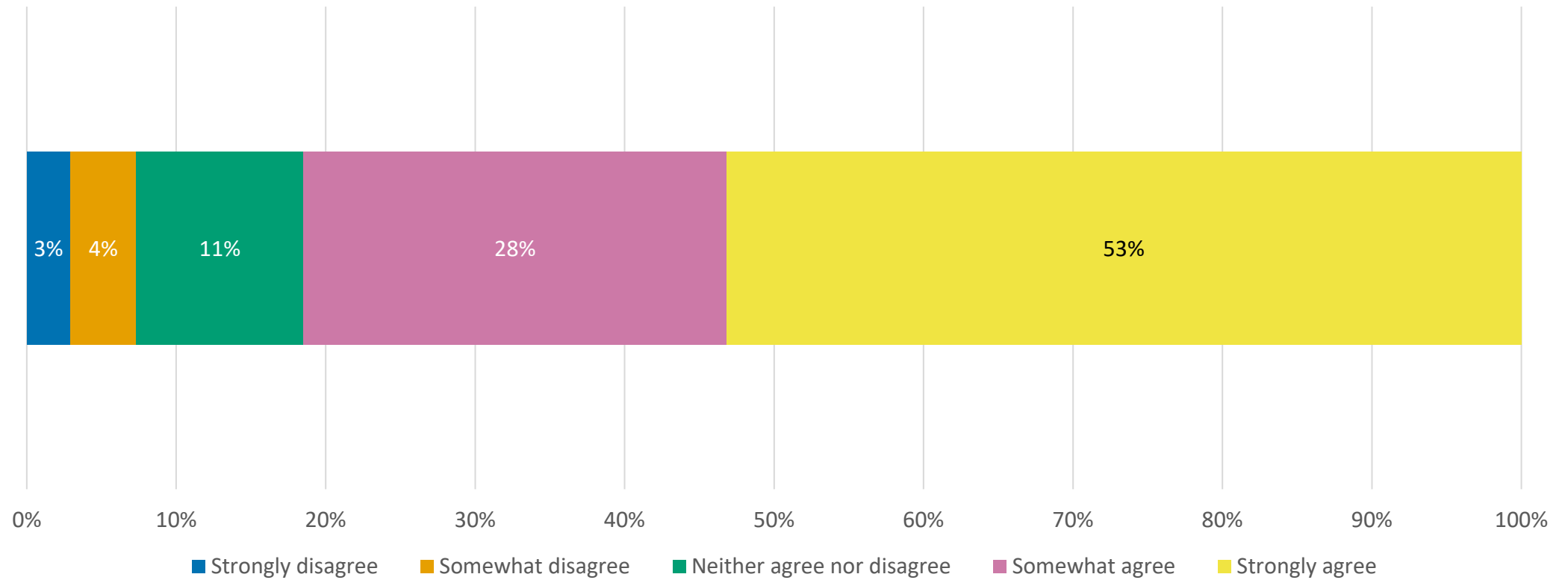
Bakersfield College has established a clearly defined mission. (Standards 1.1, 1.3)  
(n = 206)



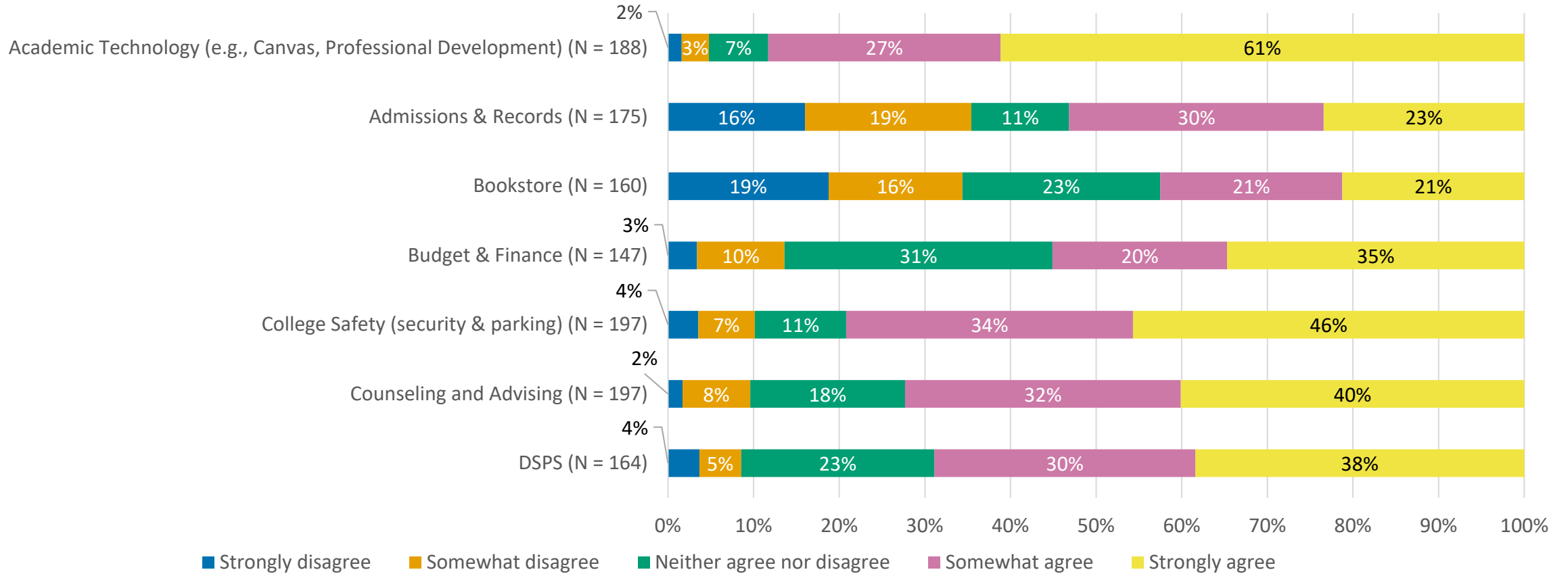
Our mission statement appropriately reflects BC's character, value, structure, and unique student demographics. (Standards 1.1, 1.3) (N=204)



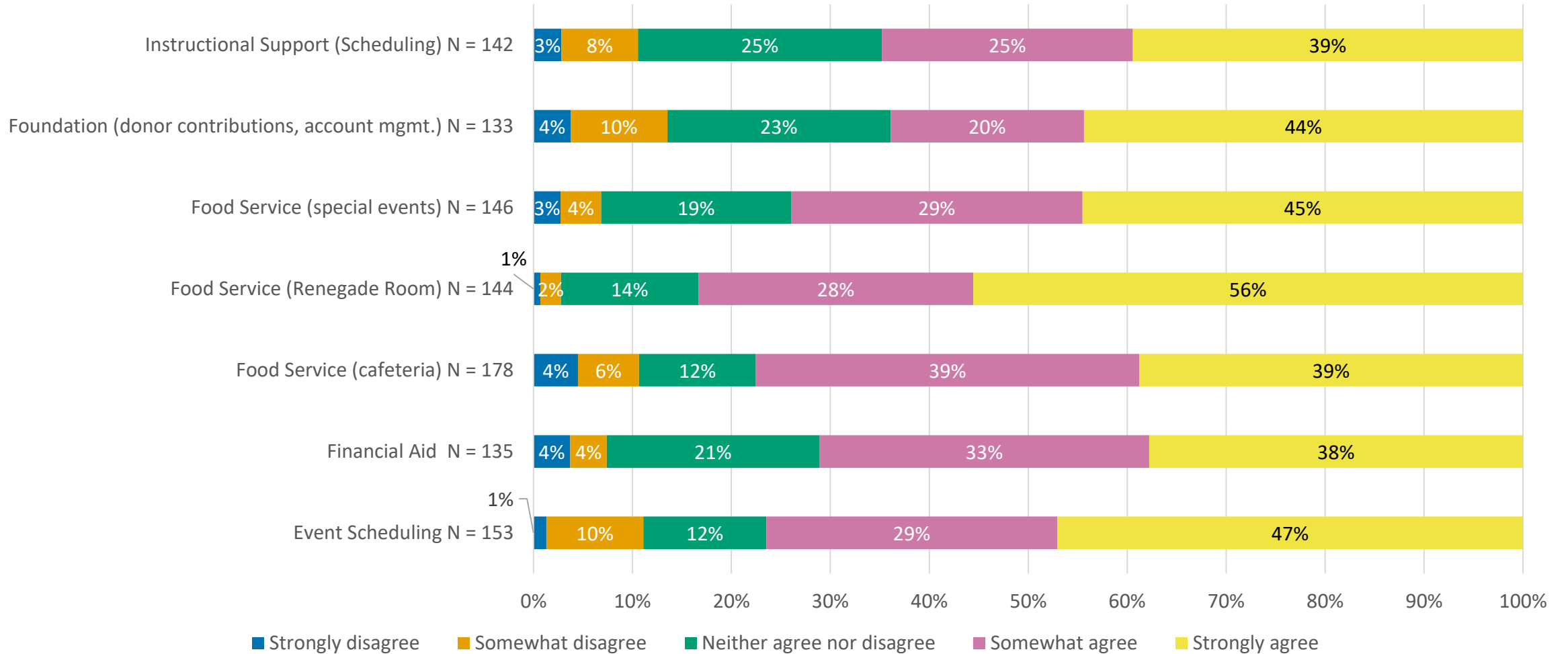
Our mission statement articulates BC's commitment to ensuring equitable educational opportunities and outcomes for all students. (Standards 1.1, 1.3) (N=205)



Indicate the extent to which you agree that the following Bakersfield College services and departments have collaborated with you effectively. If you do not have any basis to evaluate the service provided by an area, select "N/A" (not applicable).  
 (Standards 2.5, 2.6, 2.7, 2.9, 3.2, 3.8, 3.9)

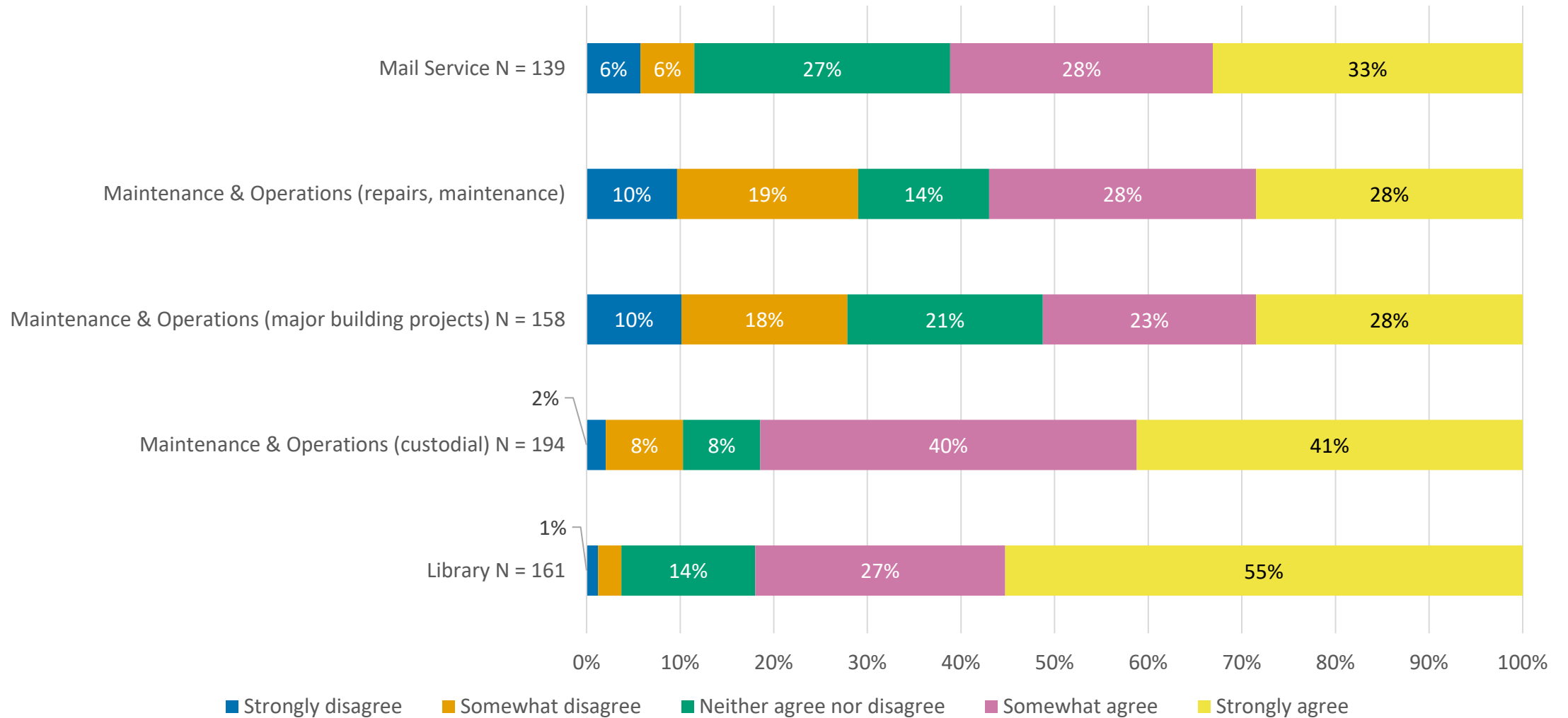


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 (Standards 2.5, 2.6, 2.7, 2.9, 3.2, 3.8, 3.9) Continued

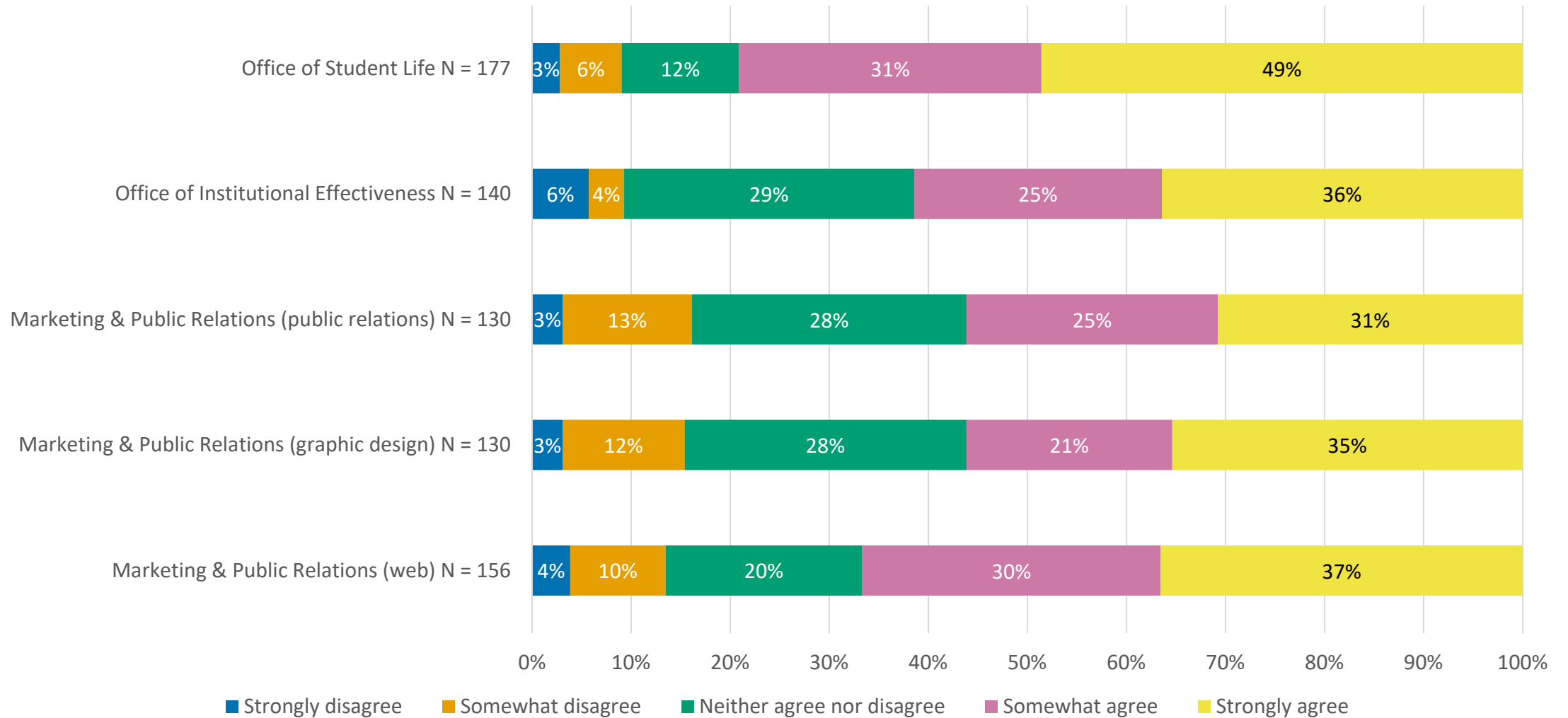




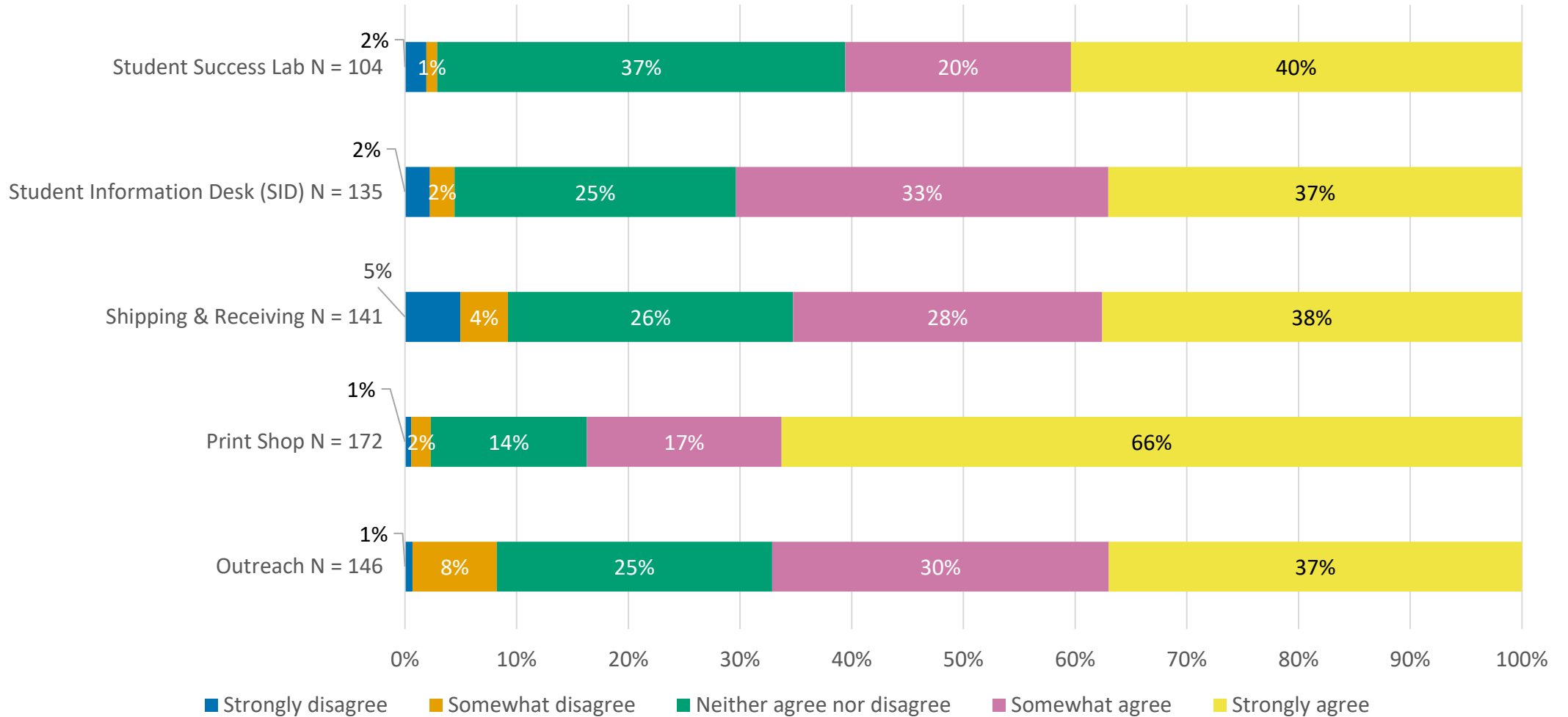
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 (Standards 2.5, 2.6, 2.7, 2.9, 3.2, 3.8, 3.9) Continued.



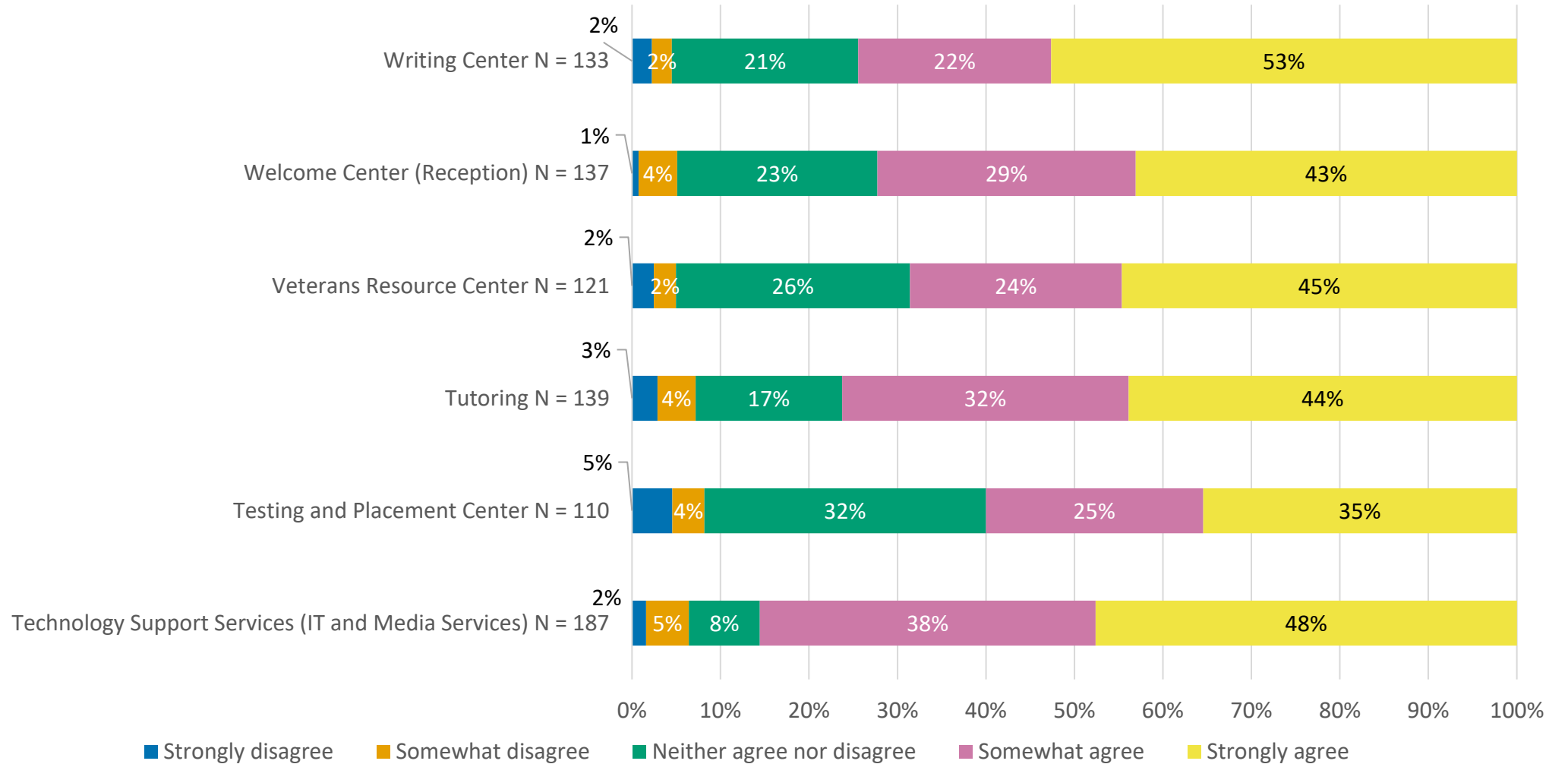
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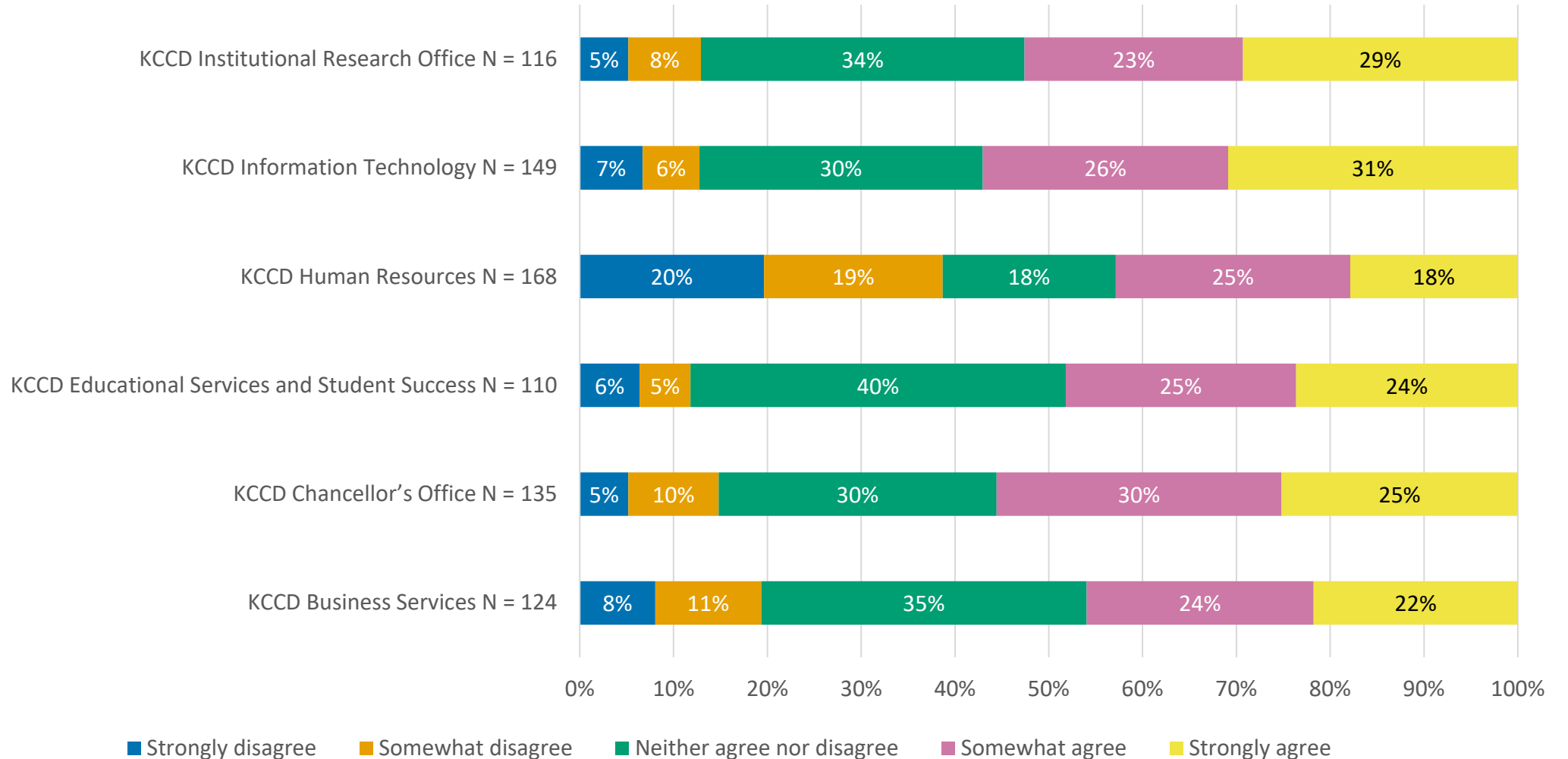
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 (Standards 2.5, 2.6, 2.7, 2.9, 3.2, 3.8, 3.9) Continued (2)



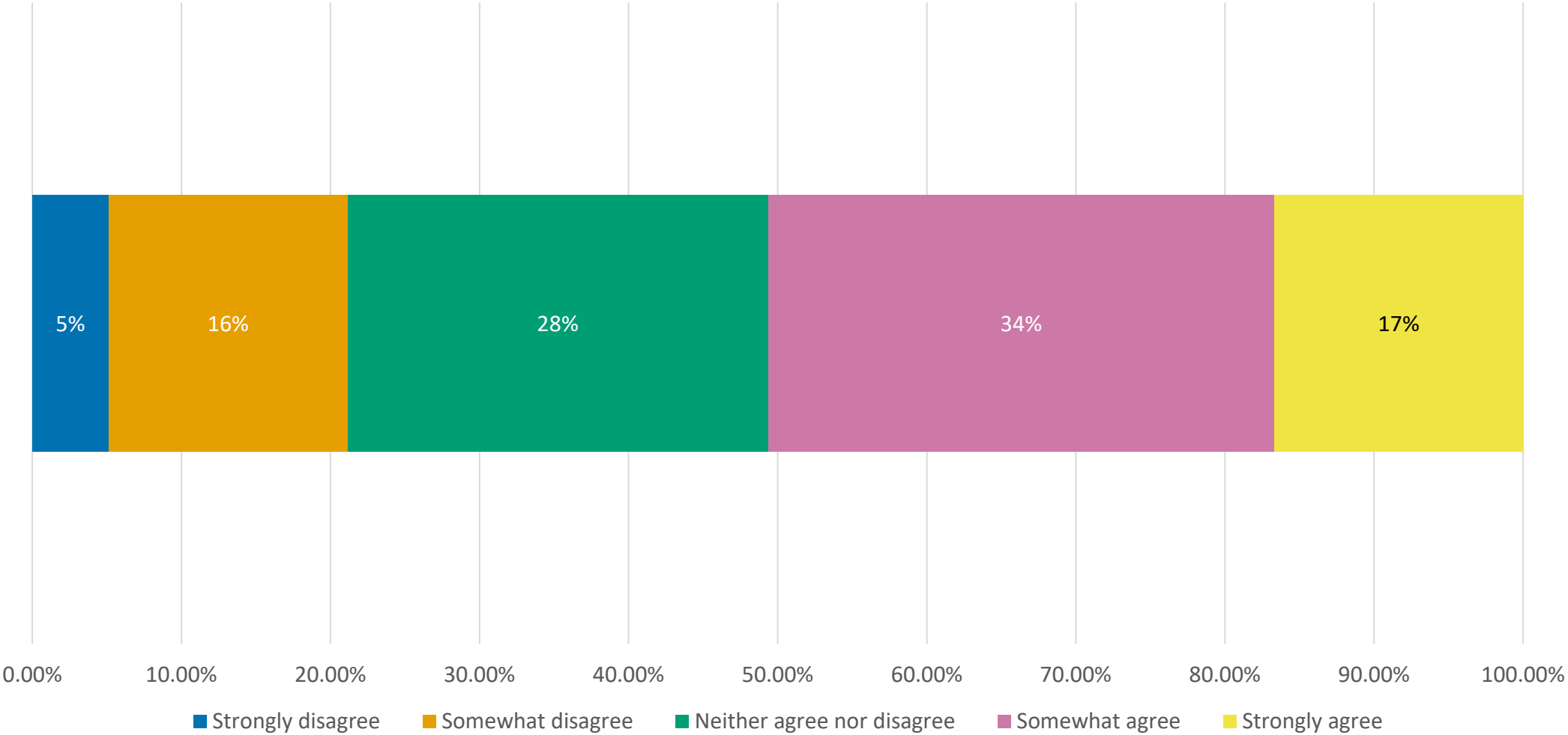
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 (Standards 2.5, 2.6, 2.7, 2.9, 3.2, 3.8, 3.9) Continued (3)



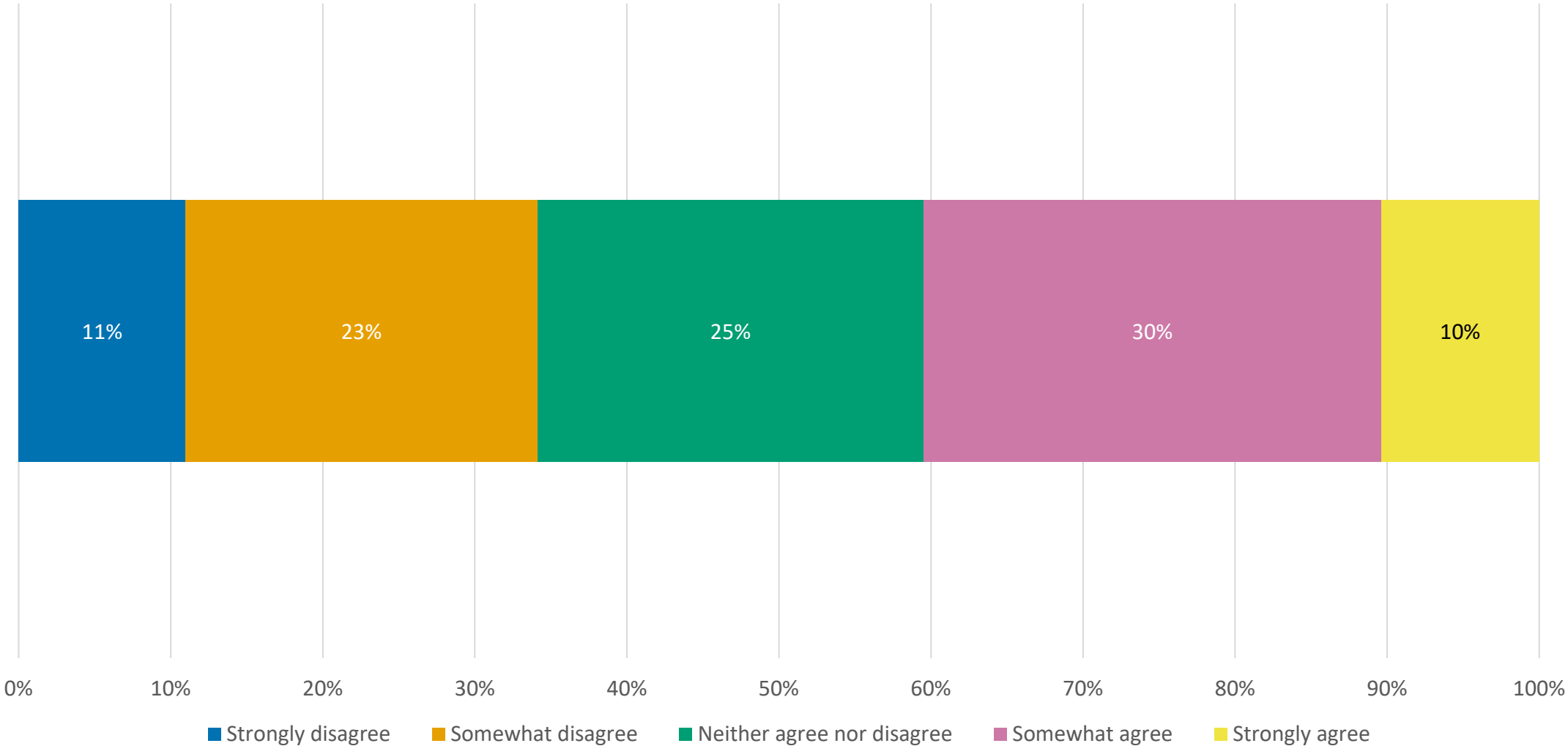
Indicate the extent to which you agree that the following KCCD offices and services (located in the downtown office building) are effectively supporting Bakersfield College in achieving its mission. If you do not have any basis to evaluate the service provided by an office, select "N/A" (not applicable). (Standards 2.2, 3.1, 3.6, 3.9, 4.4)



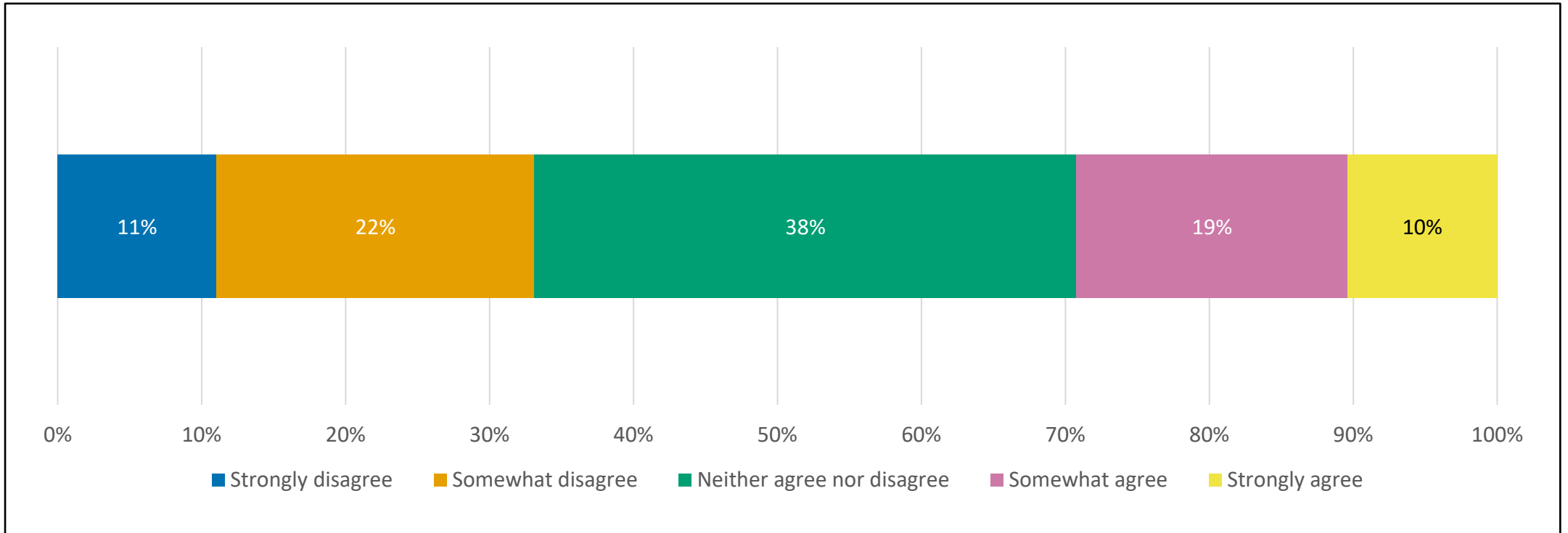
The KCCD Board of Trustees gives the Bakersfield College President full authority to implement board policies and ensure effective operations and fulfillment of the institutional mission. (Standards 4.4, 4.5) (N=156)



KCCD and Bakersfield College effectively communicate with each other.  
(Standards 1.5, 4.2) (N=173)

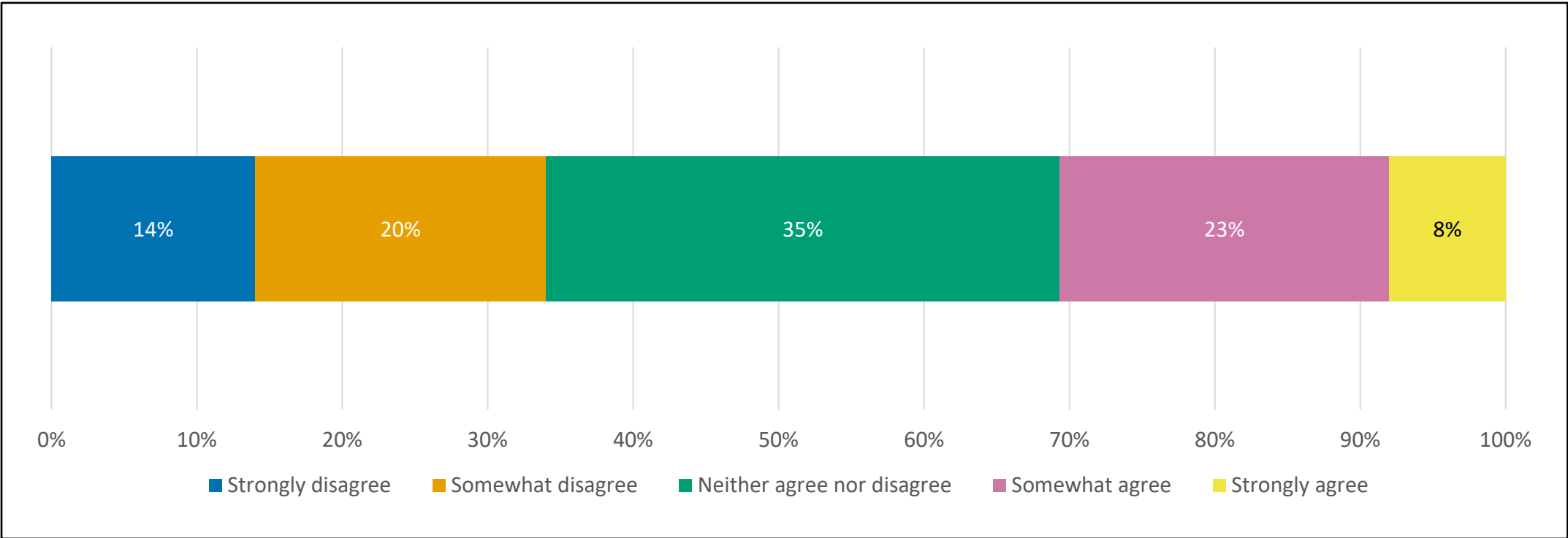


KCCD clearly delineates their own operational functions from those of Bakersfield College.  
(Standard 4.2) (N=154)

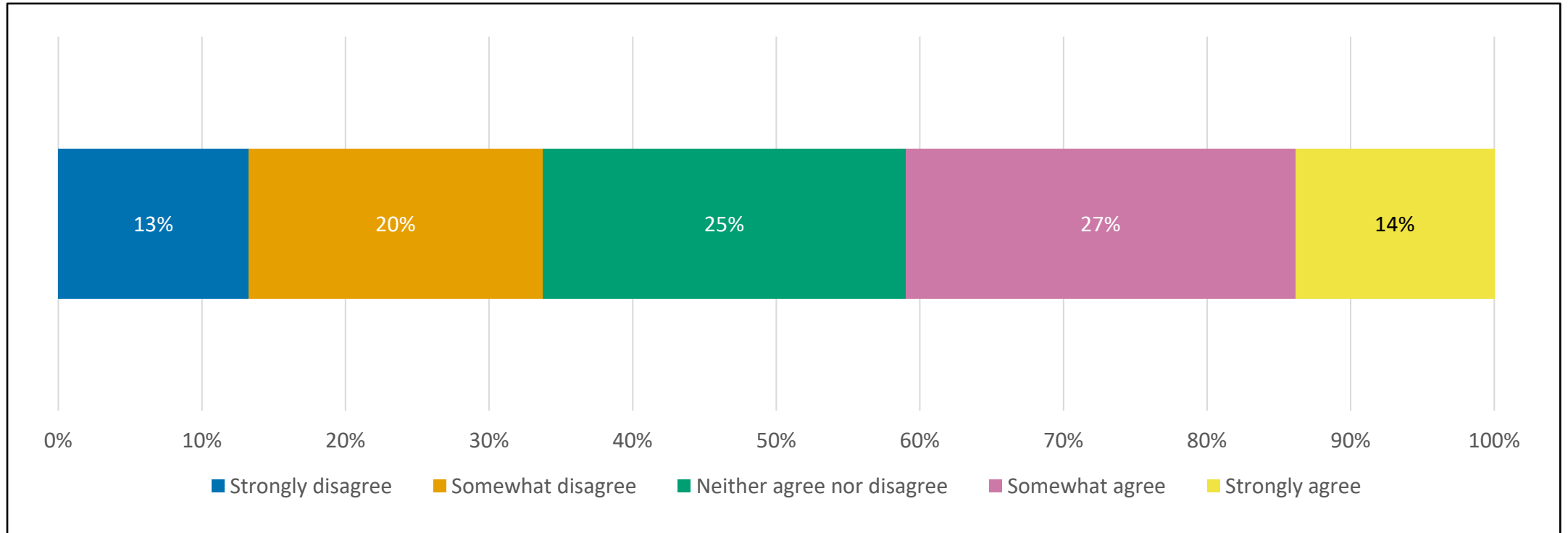




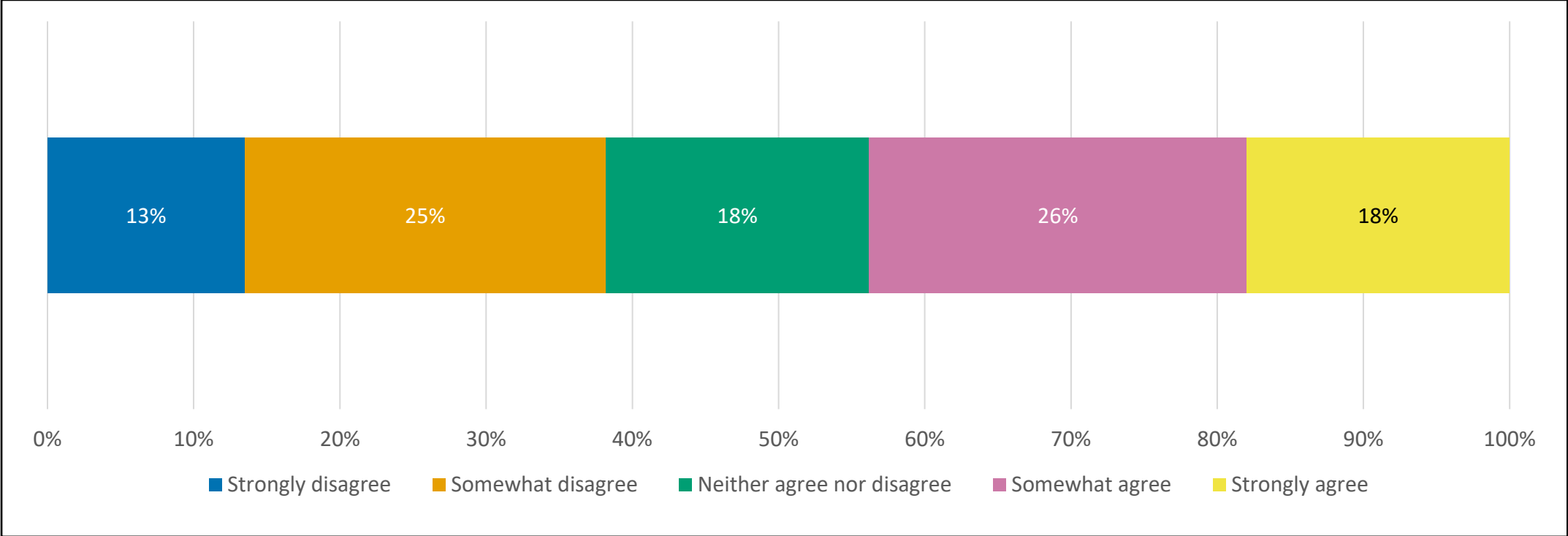
KCCD effectively controls its expenditures. (Standards 3.6, 3.7, 4.4) (N=150)



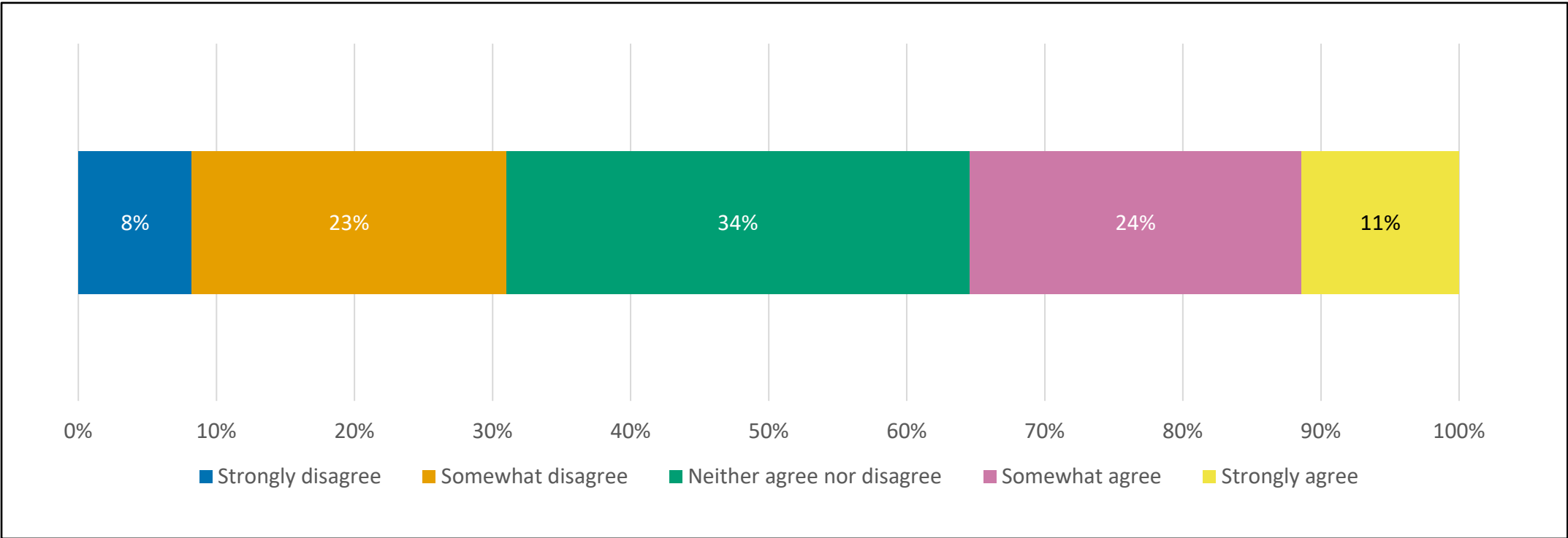
Bakersfield College's structure for decision-making provides opportunities for stakeholder participation and ensures the inclusion of relevant perspectives. (Standard 4.2) (N=166)



Bakersfield College's decision-making practices support a climate of collaboration and innovation that advances the mission and prioritizes equitable student outcomes. (Standard 4.3)(N=178)



The KCCD Board of Trustees functions effectively as a collective entity to promote Bakersfield College's values and mission and fulfill its fiduciary responsibilities. (Standard 4.6) (N=158)



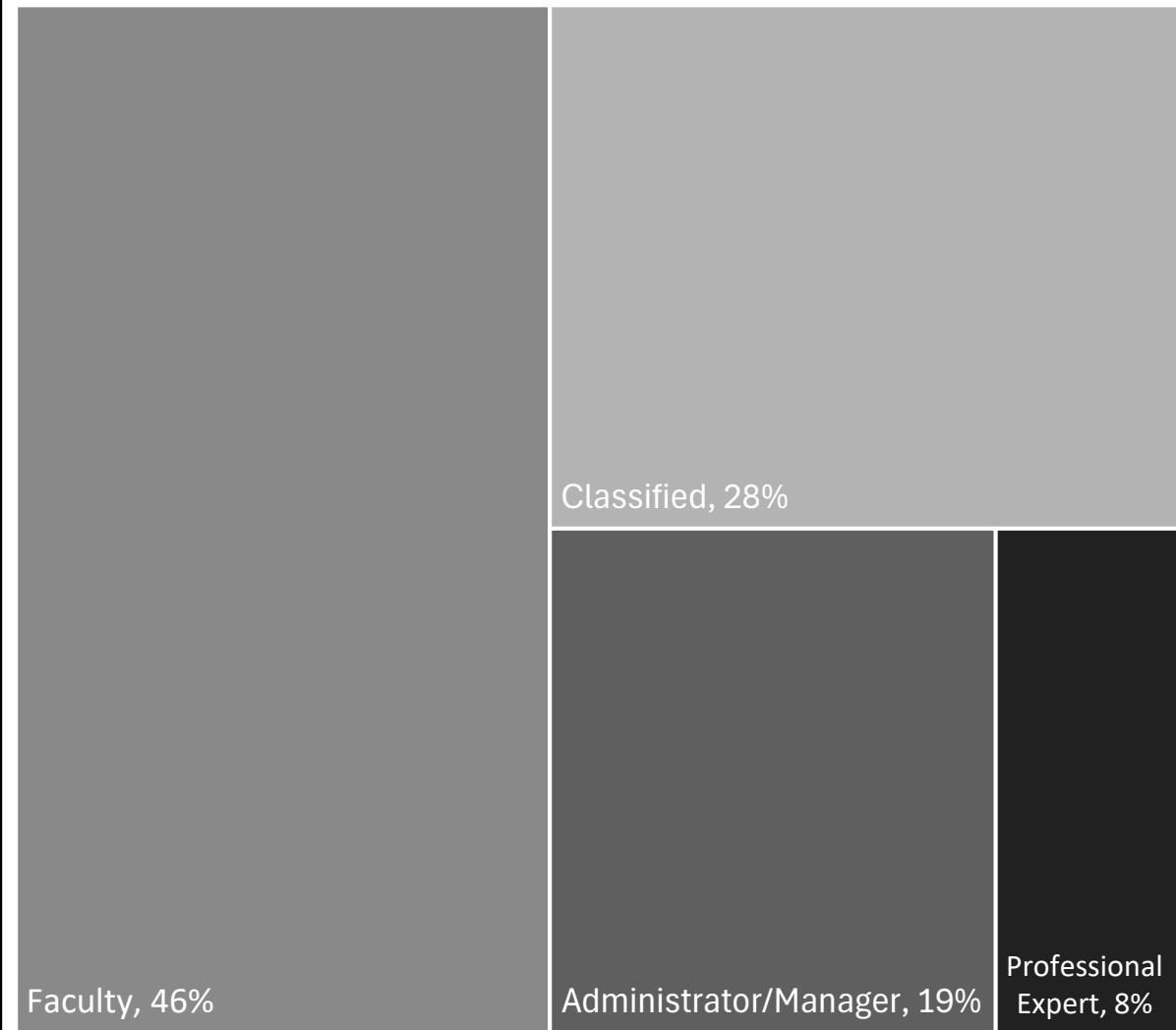
# Work Location and Role at BC

## Primary Work Location (N = 193)

- BC Delano College Center
- BC Main Campus
- BC Online
- BC Southwest Campus
- BC Weill Institute
- Other BC Location

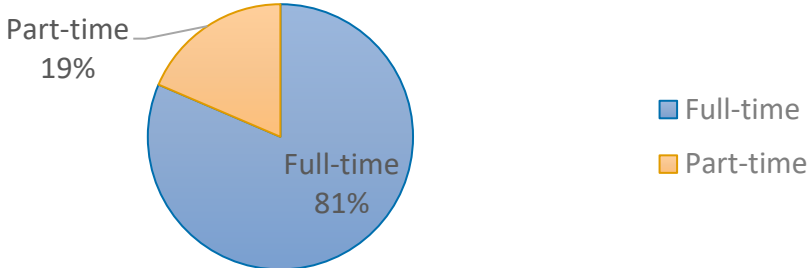


## Primary Role at BC (N = 192)

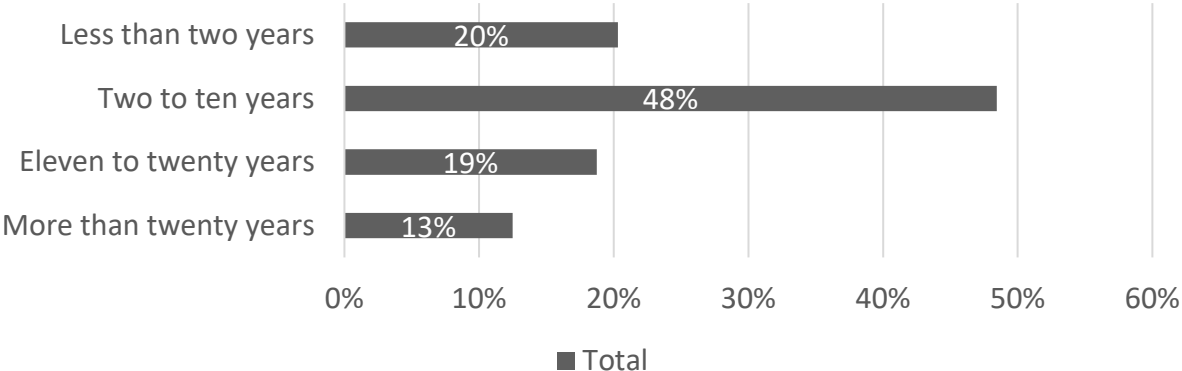


# Work Status and Years at BC

Are you employed part-time or full-time?  
(N = 194)



How long have you worked for Bakersfield College?  
(N = 192)



## Committee Participation at BC

Have you served on any of the following committees,  
currently or in the past?  
(N = 193)

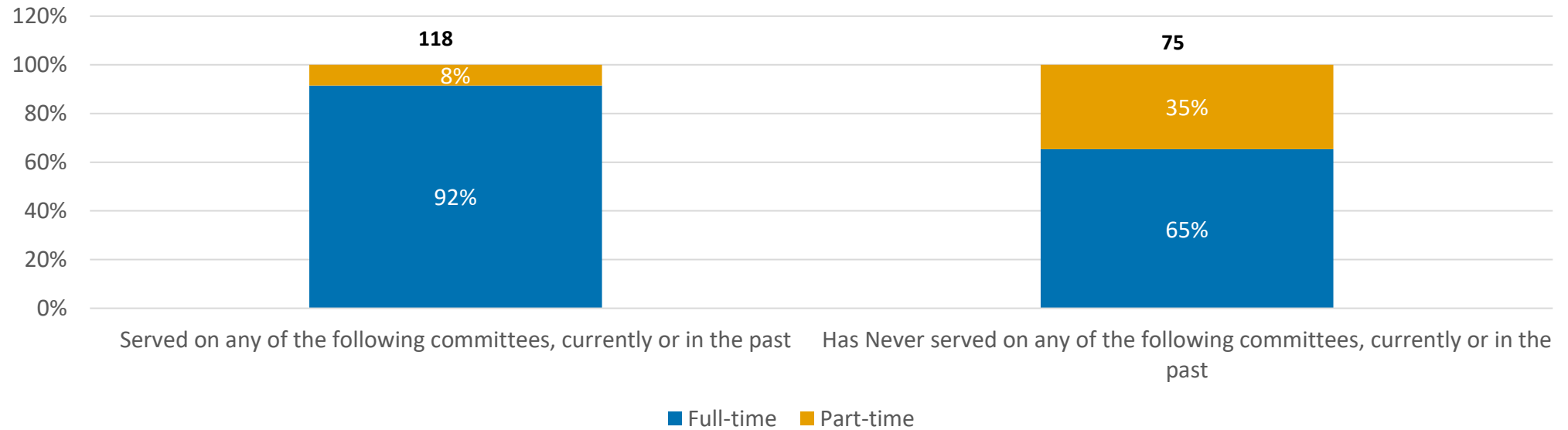


- Academic Senate
- Accreditation & Institutional Quality Committee (AIQ)
- Administrative Council
- Assessment Committee
- Budget Committee
- College Council
- Curriculum Committee
- Educational Administrators Council (EAC)

- Equal Opportunity & Diversity Advisory Council (EODAC)
- Facilities & Sustainability Committee
- Faculty Chairs/Directors Council (FCDC)
- Information Services & Instructional Technology (ISIT)
- Professional Development Committee
- Program Review Committee
- Safety Advisory Committee
- Student Affairs Leadership Team (SALT)

# Committee Participation by Work Status

Committee Participation by Work Status (N=193)



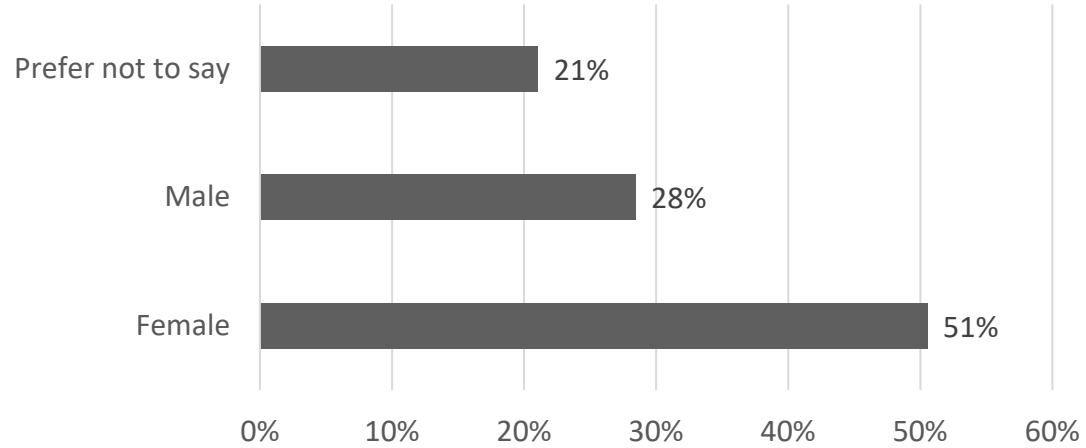
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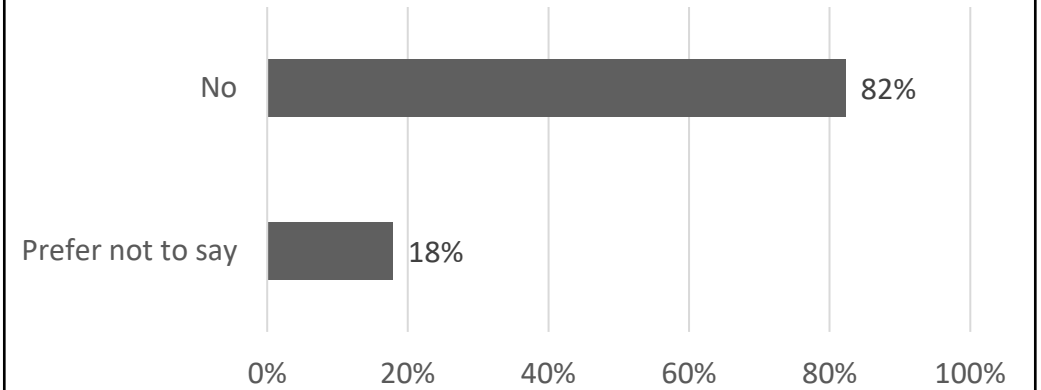


## Gender Information

What is your gender? (N = 190)

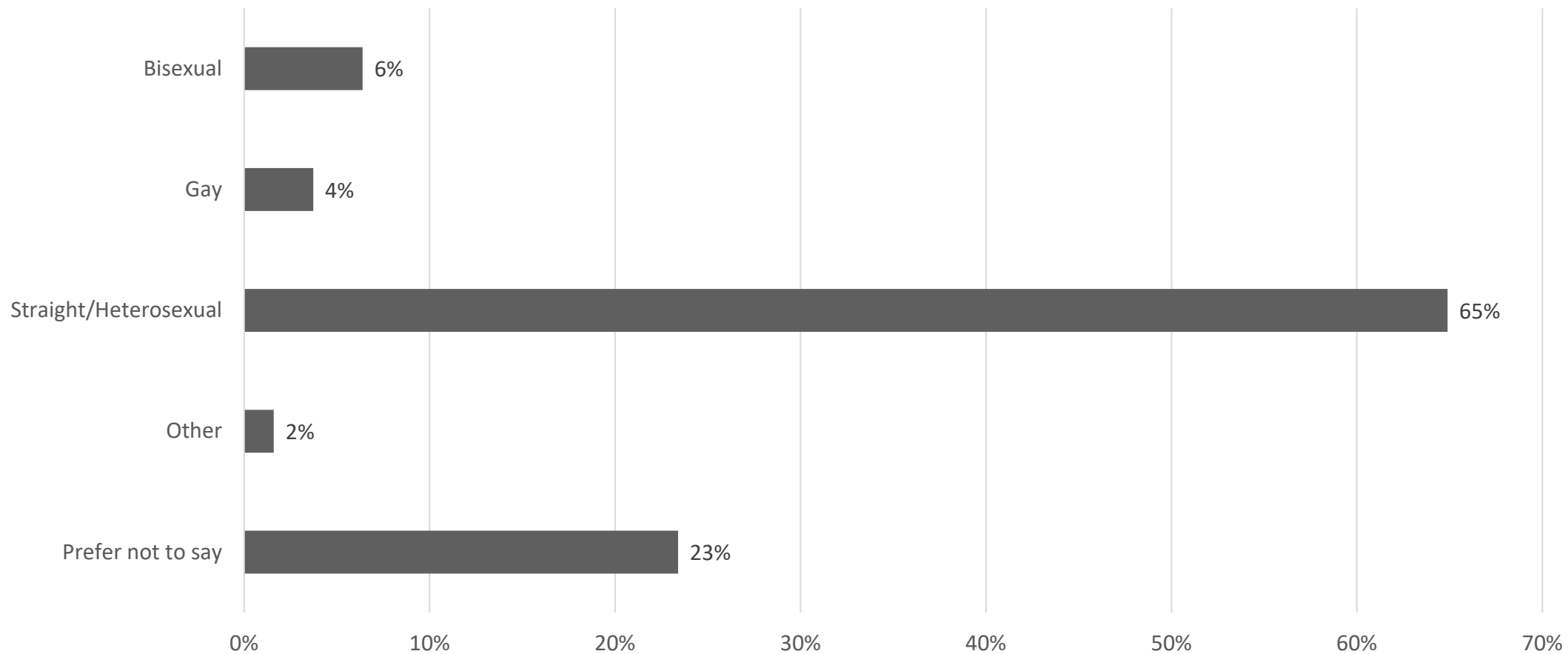


Do you consider yourself to be transgender? (N = 191)



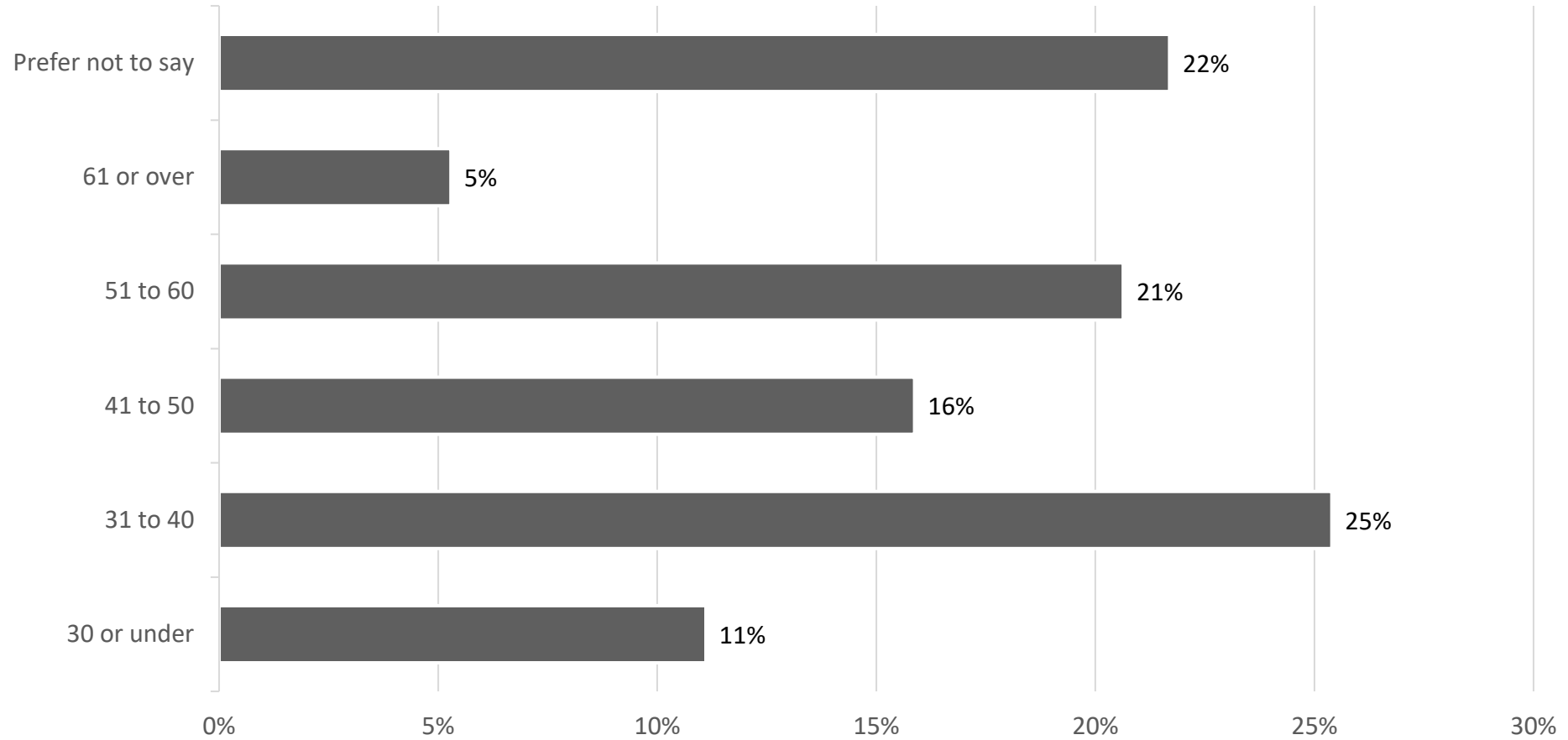
# Sexual Orientation

Do you consider yourself to be? (N = 188)



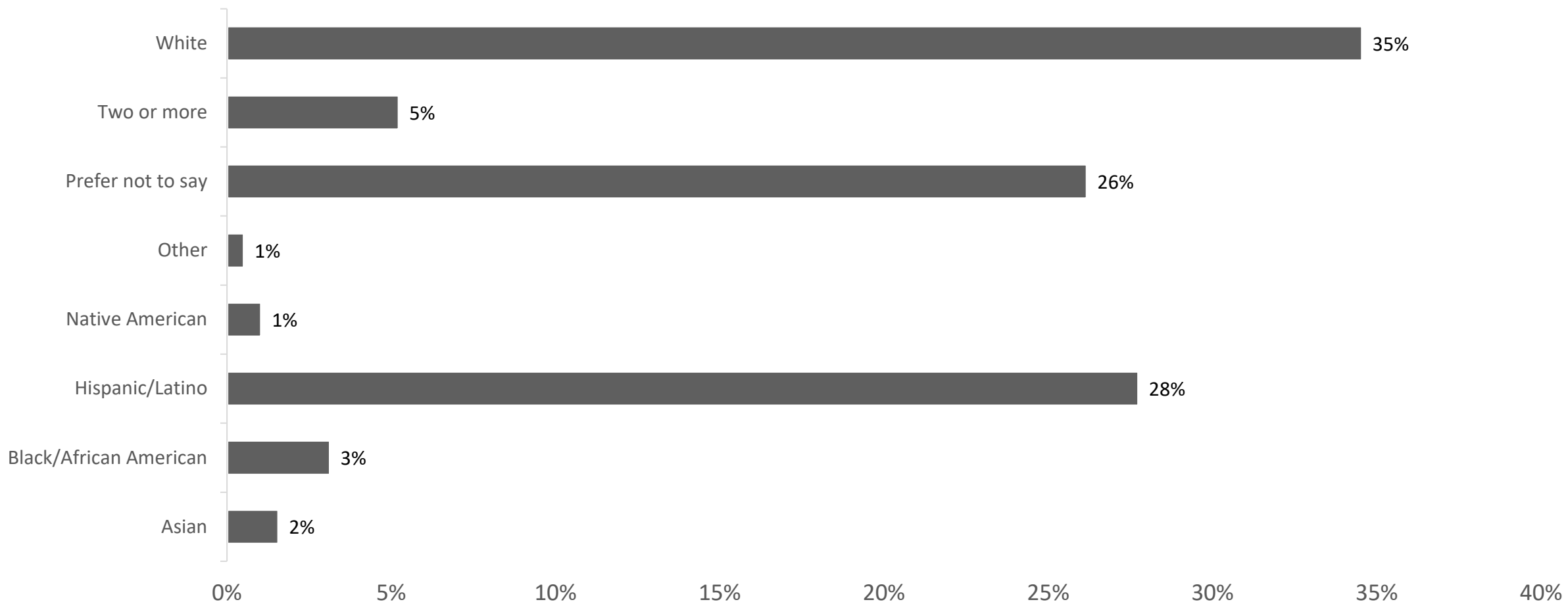
# Age Group

Indicate your Age Group (N = 189)



# Ethnic Identification

Indicate your ethnic identification (Check all that apply)  
(N = 196)



# BC and KCCD Services and Institutional Quality Survey

## Open Ended Responses:

Bakersfield College has established a clearly defined mission.

Comment box 1 - Comments that identify individuals by name or title will be redacted or excluded.

I wished Bakersfield College Offered more Bachelor's and Master's degrees on campus or online.

Unless we are actively pushing back against the CCCO's AB 1705 guidance, our mission is mere words.

The Mission focuses on Transfer, which does not serve the needs of most of our students. The old Mission included basic skills, which we can no longer legally teach (AB 705), much to the detriment of many of our students

Our mission statement articulates BC's commitment to ensuring equitable educational opportunities and outcomes for all students; HOWEVER, or actions and priorities DO NOT support that mission. The mission statement is fine, but it does not reflect what we actually do in practice.

Equity of outcomes does not reflect learning.

I have always been aware of how our College lives up to its Mission.

While our mission is wonderful, we do not often live it out when administration makes decisions that negatively impact our students.

BC needs to be more conscious of the population it serves as an HSI

The mission is fine. It is a tough one to meet. I do not think we are particularly rigorous, nor do we foster critical thinking or effective communication. The pressure has been, at times, to get pass rates up at all costs.

Bakersfield College should remove goal 3 and any indication of meeting the needs of our community. A large proportion of students in Kern County need access to remedial coursework. Many of my students struggle to read and write. Some of them have the mathematical background of a middle or elementary

school student. Based on our published goals and mission, we owe these students an opportunity to become college ready. Until then, we should not claim we meet the needs of our community.

Students could be identified in more detail.

There is no soap in the faculty break room in the Delano Campus. No soap dispenser was ever installed. Its flu and COVI season, we should be provided soap.

When searching for "Mission" on the BC website, the first 10 search results do not include BC's mission.

Although the statement mentions "equity" and serving "diverse" backgrounds, it does not elaborate on how the college addresses specific challenges faced by marginalized or underrepresented groups. Providing a brief mention of targeted support or initiatives could reinforce the commitment to equity.

BC's mission is unique in the community college space. I believe it really leverages the work that makes BC, BC.

BC needs to develop a college wide equity statement.

With changes in legislation, the loss of most of our Academic Development courses makes it a little bit more difficult to fulfill the equitable educational opportunities and outcomes for all students.

N/A

My preference is focus on access and support rather than equity. Access provides everyone the opportunity if they're willing to put in the effort. Equity only takes into account the result, not the journey.

So many of us are tired of a small percentage of strident faculty dominating policy who are not tolerant of others who hold different views on DEI.

We need to work on improving customer service to all students not just traditional students.

Our mission statement becomes baseless when staff and faculty aren't given the adequate resources to sustain successful student programs. There is no equity among college programs at BC.

The BC Mission Statement is very difficult to find on the BC Website. A search for "Mission" does not return any results for the BC Mission Statement

Include "personal development" or "personal enrichment"

I believe the students with disabilities department and AB540 departments lack staff and resources to support our student population

We continue to be in denial about our students' true reading, thinking, writing, and mathematical skills by withholding opportunities for students to succeed along with their better-prepared peers. Bring back basic education so that we can meet Kern County's unique needs. The Mission Statement is wonderful. Too bad we don't uphold its tenants.

Due to the college's slavish adherence to "Pathways", we no longer follow our mission statement and turn away students who don't want full semester class loads or want to take classes for personal enrichment (not to mention removing all remedial offerings that students desperately need).

## Indicate the extent to which you agree that the following Bakersfield College services and departments have collaborated with you effectively.

Comment box 2 - Please comment on the overall service of the department/unit. Comments that identify individuals by name or title will be redacted or excluded.

All the departments that I have had contact with were very knowledgeable and helpful

I think it would be helpful if maintenance and operations (custodial) would clean the whiteboards once a week or at least if we could have cleaner in our classrooms, that would be helpful.

Program manager is pedantic, emotional, and gossips in inappropriate settings. Cannot seem to understand professional work environment behavior and shows clear favoritism toward faculty, staff, and students while harshly criticizes those she does not personally like.

Shipping & Receiving no longer functions the way they used to. They don't "receive" items in Banner unless we request that they do so (often requiring repeated emails), our items sit in S&R for days without us knowing they are here, and they expect us to come pick up our items when they are not "able" to deliver them. The system has not worked correctly since \*\*\*\*\* retired.

Office of Student Life appears to focus primarily on the LGBTQ community and not the entire student body.

The Student Success Lab, Tutoring, and the Writing Center always provide me with up to date information and help for my students. Free and immediate help from these services are top notch.

Shipping & Receiving has started refusing to deliver packages to us or even to alert us in a timely manner when packages arrive. Our dept regularly receives large shipments that we do not have the ability to transport on our own (no golf cart, etc.), so this has been disappointing and confusing. My department is also disappointed that there is no Mail Service between campus sites--we have a large need for an intercampus mail service to allow mail and other items to be transported between Panorama and Delano, BCSW, etc.

All of the services and departments that I have marked above with "Strongly agree" have consistently done an exemplary job of assisting me in a timely and professional manner.

BC's tech team was very supportive during the first two weeks. They were prepared for level of computer, printer, and projector fails we see. I appreciate how fast they responded, it helped so much!

The usual suspects are great: print shop, academic tech, IT, Library. (To be fair, a lot of the others I do not work with enough to assess.)

Admissions and records has an incredibly unapproachable demeanor, largely due to their leadership. I would go as far as to say their leadership is verbally abusive towards staff.

BC Pantry should be open to employees only on Fridays. Otherwise line is always huge Mon-Thurs

The bulk of the student support services are very collaborative and equitable.

OIE is amazing! They always make time for data questions and potential research ideas. They have also helped me take data I had trouble interpreting and form an analysis that I could discuss as someone who is not a statistician. OEI rocks!

Admissions and Records takes an extremely long time to get back to everyone, including faculty and department chairs.

The cafeteria should at least offer one station to be open for night students and faculty, such as the Pizza station. It closes too early to serve the campus community during the week.

Depts and individuals who respect my position use my services effectively but egos and misinformation will lead many to do my kind of work on their own. My experience and knowledge is never respected enough to include in planning despite this being one of my primary job duties.



Academic Tech, Budget Office, Counseling, DSPS, IT, SID, M&O janitorial maintenance/cleanliness, and OIE are doing exceptional work and efforts center around the customer, being students, faculty, or staff. A few areas, such as Financial Aid and M&O repairs and maintenance have fallen off.

Tutoring Center is amazing!

There are several departments at Bakersfield College that DO NOT effectively serve our students or staff. A&R is often so cumbersome and technically challenging to navigate that students literally stop attending because of their ineffective services. I've also personally seen many students stop attending because our Financial Aid services do not seem to meet our students where they are. We are changing student lives and we should view the work we do in these integral spaces with that mindset. M&O is often late, unwilling to help, and does not participate in active maintenance of our campuses. For example, there are often unclean spaces, broken things around campus,

inadequate lighting, etc. All of these areas would probably benefit from changes in leadership or some major revamps.

The website is so difficult to navigate. All the places I want to reach require way more clicks than they should and frequently buttons are placed unintuitively. Search functionality is so bad, I usually Google specific BC pages I want so I can actually find them.

Academic tech and library services are the most effective services provided at BC. They respond promptly and provide services that are helpful to student success.

Tutoring Center at BCSW is always much easier to get into and has nicer people.

Veterans and Testing work mainly on their own without collaboration and little input.

The Marketing/Advertising is difficult because there is a lot of administrative red tape you have to go through to feature things on a website.

The Student Success Lab is always willing to share their space for events such as testing and other activities that need a number of computers.

I have worked with the Writing Center and have been very pleased with the support they offer. The Tutoring Center is always great to work with and I always recommend students. I haven't used the Testing Center recently. The Print Shop always has prompt service whether online or in person. The Custodial services could be better about cleaning lecture halls and whiteboards. It looks like no cleaning

is done in the GS building lecture halls at all. I find that the Bookstore is more of a "bling" store.....it no longer seems like a bookstore as we used to have.

Bookstore needs to be brought back to campus and available to students to purchase the day of need not weeks later.

Events management has been great at communicating information to the Marketing and Public Relations Department.

**Budget & Finance** There are frequent instances where our department or pathway discovers unspent funding we were unaware of. We are left in the dark about our department's financial standing—funds that should have been spent but were not, simply because we did not know they existed. There is a critical lack of transparency in how funds are managed and communicated. We need a clear system that informs us regularly of the funds that have been spent, those that remain, and which are time-sensitive and need to be utilized. If it is the dean's responsibility to communicate this, then this is a clear failure in leadership. We are repeatedly instructed to spend money, yet we are not given the information necessary to make informed decisions about available funds.

**Counseling & Advising** It is evident that we need more counselors and fewer advisors. The current imbalance, where we hire significantly more advisors than counselors, is problematic. Advisors should not be filling the role of counselors at a reduced rate, which seems to be happening. We are told that student success and graduation are priorities, yet the institution is unwilling to hire more counselors. This disparity places undue pressure on a small group of counselors, which will inevitably lead to burnout. Without adequate counseling support, we risk not meeting student needs while simultaneously failing to meet funding requirements tied to graduation rates.

**Food Service/Cafeteria** While food service staff are generally helpful and polite during the academic year, the behavior of some grill staff during the summer was unprofessional to the point that many individuals opted to go off-campus for meals. Additionally, communication regarding the coffee stand's hours of operation has been inconsistent. In the past, there was better transparency when the coffee stand was closed. This should be communicated clearly and in a timely manner.

**Foundation** It is exceedingly difficult to get responses from the Foundation office. While they may be understaffed or overwhelmed, this lack of communication is a significant issue. If they are indeed understaffed, this should be addressed by providing additional support to ensure better service.

**Library** The library staff continue to be exceptional—always helpful and responsive to faculty needs.

**M&O Custodial** There are frequent issues with the cleanliness and maintenance of campus facilities. Bathrooms often run out of essential supplies like toilet paper and seat covers. During the summer, I observed custodians walking around without actively engaging in their duties, while areas such as the fountains and bathrooms were left in poor condition. Additionally, tables in classrooms are rarely wiped down. I have witnessed this firsthand, as wiping down tables with cleaning cloths leaves them visibly dirty, with black residue coming off. There seems to be a lack of accountability and oversight for custodial staff, particularly in some buildings on campus.

**M&O (Major Building Projects)** The process of building and renovating spaces for departments is flawed, as it often occurs without proper consultation from those directly impacted. Even small details that would significantly improve student learning are frequently overlooked. This approach needs to be reassessed to better involve departments in the planning process.

**M&O (Repairs and Maintenance)** Submitting maintenance requests through the portal has proven ineffective. Claims are often ignored, denied, or delayed for years, even when issues clearly

pose safety risks. The lack of timely repairs is especially concerning, and I have stopped submitting requests altogether due to repeated failures to address even the most urgent problems. I do not believe these issues are a reflection of the frontline M&O workers, but rather a systemic problem with leadership and management.

**Office of Student Life** The way the Office of Student Life handles cases of academic dishonesty is deeply concerning. While much of this may be dictated by state regulations, the process as it currently stands is ineffective. Cheating remains a significant issue on campus, and the institution's response to it is insufficient.

**Print Shop** The Print Shop continues to be a reliable and efficient resource, providing excellent service and always responding promptly to requests.

**Shipping & Receiving** The Shipping and Receiving team is consistently helpful, friendly, and efficient, even though they are often overwhelmed by the volume of mail they handle.

**General Communication Issues** It is incredibly frustrating that so many individuals in positions of responsibility on campus do not respond to their emails in a timely manner. This is unprofessional and detrimental to the overall efficiency of the institution. Email communication is a basic requirement of any job, and the failure to address this is one of the most significant operational issues on campus. Additionally, the current reliance on email to send PDF documents is outdated and inefficient. The lack of a centralized portal to track and manage documents, particularly those requiring signatures, leads to lost or ignored paperwork. It is baffling that an institution like KCCD, which is supposed to prepare students for the future, still operates with such archaic systems. If employees in any other industry failed to respond to emails, it would result in job loss yet this remains an ongoing issue here.

I have a high opinion of the IT services provided at the BC campus, experiences getting IT support at the district office are a much different matter.

Library needs updated furniture and maintenance needs more staff to complete work order quicker and preventative maintenance.

I noticed, you didn't ask how to improve these services. How are we suppose to improve effectiveness in services if we don't address the challenges. If the departments above would be more proactive in their processes or work together more, it would improve efficiency and the effectiveness of their service. How do we know if a check was put in our foundation account if foundation never tells us. How do we know what will be charged for an event if public safety doesn't work collaboratively with events. Why do checks going to the foundation get cashed under a personal name, but no one will investigate the mail room? How am I to rank the office of student life high when I hear students and faculty can't get an email returned. How am I to rank Outreach when they have never come to our department meeting and we are left to do all of our own outreach.

A&R is difficult to work with, often make what should be easy very difficult. Catering is great to work with, but prices are outrageous. Especially since they have a monopoly with the requirement to use them. \$2.25 for an apple or \$2.00 for a small water? College Safety does their best but clearly need resources, and their response time is slow. The parking lots are overloaded and there is no accountability to parking permits. People park where they want and I never see tickets on violations. Their limo carts

are in obvious disrepair and are in serious need of maintenance and upkeep. Glad they got the new ones, but the old carts are almost a hazard themselves. Perhaps if they had the manpower to issue tickets they could afford the repairs. M&O custodial does good overall, but bathrooms are frequently out of stock for days. With MO repairs, again does good when it is easy, but there have been lights out for years and when they respond to the work order, they acknowledge it is the ballast that is bad and leave. YEARS. 5+ YEARS they have been out - sometimes they work, sometimes they flicker, sometimes they just don't. Work orders were put in, but eventually we gave up. Events is extremely slow to respond to requests.

The BC catering is excellent.

I have had students come to visit my classes from both the Tutoring and the Writing Center and they did a fantastic job.

There needs to be more staff coverage to help keep the demand of students especially the counseling department. We have great local talent from CSUB and they leave due to limited growth plans

difficult to get anything taken care of in a timely manner due to an all electronic system.

If we had actual "testing" and "placement," then students would be placed in classes conducive to their success and actual abilities, like in basic math and English.

M+O will never get high marks for their "Oh, oops!" excuses whenever there is a building project or repairs are needed. We're given last minute warnings, shifting dates, demands to clean out personal spaces in SHORT amounts of time, etc. And then the work is never actually done, or done right.

A&R is consistently excused from certain responsibilities under the justification that they are busy. This approach creates an inequity among departments, as all departments on campus face demanding workloads. Consequently, other departments are often required to assume functions that rightly belong to A&R, only to be penalized if issues arise. This is unjust, as these tasks were never intended to fall within their scope of responsibility. The Marketing and Public Relations office frequently delegates tasks to departments that should be managed through their own office. For instance, departments are often asked at the last minute to provide students for interviews. Additionally, when assistance is needed with press releases or coordinating news appearances, responses from Marketing and Public Relations are rarely received in a timely manner. On the occasions when a response is provided, it is often too late to be effective.

**Indicate the extent to which you agree that the following KCCD offices and services (located in the downtown office building) are effectively supporting Bakersfield College in achieving its mission.**

Comment box 3 - Please comment on the overall service of the office/unit. Comments that identify individuals by name or title will be redacted or excluded.

They were very helpful.

KCCD must push back against AB1705 guidance.

HR is not responsive in a timely manner. Also, I filled an Ethics complaint more than six months ago and nothing has been done about it. Most likely because the complaint included district staff.

I assume that Contracts falls under KCCD Business Services, thus the low score. Contracts should be handling ALL aspects of securing and processing ICAs. They should not be farming it out to BC secretaries. Contracts negotiations is not in our job description. The amount of work we are required to do, and the intricate process that we are required to learn, when for many of us, we only process one or two contracts a year--it is utterly ridiculous!!! There should be a "satellite" Contracts office on the main campus, and all ICAs should be centralized and handled by that office.

Human Resources is a mess. Our department lost an incredible candidate due to delays in onboarding new faculty. Our department is also dealing with personnel situations that have occurred due to HR incompetency.

The number to spam/phishing attempts received through campus email is too high.

HR is clearly understaffed. Hiring processes take far longer than they should and many mistakes are often made on HR's end when it comes to hiring.

HR processes tend to be slow and bogged down, not as timely as I would hope.

[Redacted]

Business services includes contracts I believe, and they are incredibly unclear in their instructions to people trying to get contracts completed.

KCCD IT and IR are models of customer service.

KCCD IT is often very slow to respond to help cases. On the whole, they do not seem to be at the forefront of modern technology. For example, we use several districtwide systems that do not communicate well with each other or that often do not make our work easier (i.e. Banner with its NUMEROUS integrations that often are clunky, do not work, or are very, very difficult to implement; Starfish at BC that just doesn't seem to meet our student needs in that it does not communicate with Banner effectively; lack of systemwide "intranet" or common space for employees to have their own digital space for all employees; etc.)

IR's connection to the RP Group erodes the faith in accurate data gathering and analysis.

Faculty should be equipped with laptops/ipads to be able to better teach and execute their jobs. Give greater flexibility when grading. We do alot of work off campus.

I'm never quite sure when hiring is done which offices handle the bulk of the work (at the college or more at the district office), but things seem slow to roll out (whether hiring student workers or obtaining our annual forms to sign). I find much of the Institutional research that is done is not well represented at meetings. The images are often too small to decipher the data and results being raised at meetings.

Business office needs more support

Leadership Concerns Finally, it has come to my attention that there appears to be a position within the Chancellor's office that serves no clear purpose other than fulfilling personal interests, with no tangible benefit to KCCD. This role was seemingly created to benefit one individual at the expense of the institution. It is essential that all positions be evaluated based on their contribution to the college's mission and goals.

It appears most BC faculty are not CCA dues paying members. Even as a dues paying member, the CCA will not let us know who is or isn't a CCA member. It appears that only a small percentage, not a majority, vote on employee contracts. The majority should have a say.

Process Mileage checks a little sooner?

In the past, dont know now but people wouldn't report anything to HR due to people finding out who said what.

hiring processes are impersonal and offputting

Grant oversight at the district office is disorganized. Drawdowns are frequently delayed, with the explanation being that departments failed to submit the required paperwork. However, in many cases, the departments did provide the necessary documents, but the office misplaced them. Additionally, Human Resources has not been particularly helpful, lacking an organized process to communicate critical updates. For example, staff were not properly informed that a substantial credit applied to their paychecks would be discontinued, leading to confusion and frustration.

The KCCD Board of Trustees gives the Bakersfield College President full authority to implement board policies and ensure effective operations and fulfillment of the institutional mission.

Comment box 4 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

The KCCD BOT controls everything! The college has no autonomy.

While this hasn't been true in the recent past, it appears to be true now. The previous KCCD Chancellor had a tendency to micromanage BC operations.

There is a large over looming presence felt that the President is often unfortunately caught with his hands tied by the Board of Trustees and their desires and agendas.

The new president has been more effective at ensuring that the board respects the boundaries of his role and responsibilities AKA keeps them in check

A certain past president/chancellor oversaw a shift from focusing on students to focusing on PR moments and income generation. The Board rubber stamped it, so there's not much credibility there.

Not sure what the approach to [redacted] presidency is after the toxic leadership of the previous.

Recent disruption in leadership from interim President to the fulltime President had some disturbing influence by the board. The appearance is that an african american president was not afforded the same grace extended the other "interim" president. The interim President was given a two year contract, but the board expedited the full time hire just months into the interim president's tenure.

Some of the trustees try to run BC like they are the President. They should not be interfering in college matters.

We need more clear separation between the two, the line is blurred and the district office has been overly involved in campus operations.

Some Trustees are still making side call and not following protocol

The BOT has been too influential and too influenced regarding personnel matters. Rather than ask questions, they've jumped to conclusions and made poor decisions.

Does it really matter? The board gave up on the college's mission a long time ago. It's all about grant money and PR opportunities now.

Excessive authority is granted to the president, to the extent that intervention is often overlooked in situations where it is necessary to address potential unrest and employee dissatisfaction on campus.

## KCCD and Bakersfield College effectively communicate with each other.

Comment box 5 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

Not on the same page ever.

Communication can always be better in any organization.

I believe that communication between the district and BC has improved during our new Chancellor's tenure so far, but there is still much room for improvement.

The communication between the district and Bakersfield College have seemed to improve a lot since the beginning of 2024.

Things have improved since the culture survey, but silos and ego-driven individuals continue to negatively affect communication in both directions.

This is a tricky question because we have a new chancellor. I believe the old chancellor still ran the campus as if she were still the president.

I guess it's better than it used to be, but to what end idk.

To early to tell but I think they do



Communication of some district areas, particularly HR, is really poor.

I believe that KCCD and BC are working on this right now, but tension exists. For example, the BC President often seems to state in his open forums that he is at odds with the District. Things like that need to be worked out better before communicating that kind of thing in public.

The President never got notification of the employees salary being cut

I don't think there is enough communication between the two teams and sometimes there is a difference in opinion of what should be prioritized. i think district initiatives should be initiated, if the colleges have agreed to it first.

Overall, I feel that communication could be improved. Processes and procedures are often not written down and are based on people's memory or understanding of a particular role. Since we have had a lot of people change positions or leave the college(s) and district newer employees might not be effective at communicating what is happening.

There seems to be improvement

The DO has taken on projects, signed MOUs, and spent funds, on behalf of the college, without the knowledge of the college. The DO continues to offer courses without the input of faculty.

KCCD district office feels, cold sterile and unwelcoming. Few faculty go there.

Emails arent enough to catch up. Websites are essential in being updated to ensure we are sharing correct information

Like anyone on the board cares about students' ACTUAL needs or faculty input before implementing major changes.

**KCCD clearly delineates their own operational functions from those of Bakersfield College.**

Comment box 6 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

KCCD delineates their own operations functions when it benefits them to do so. Otherwise, they exert control and insert themselves in our operational functions.

Thank you for returning Early College to BC.

The separation of function between the district and the college is improving. One specific improvement was giving the college clear authority over dual enrollment.

There are multiple people who have duties at both BC and district office with no clear delineation of duties or functions. Some have these district duties "unofficially" but are still expected to function as both a BC employee and a district one.

The district always has operations or agendas that aren't shared

The BC President began developing leaders immediately upon his arrival. The district felt it necessary to bypass the president and "develop" leaders on their own.

The previous leadership at both BC and KCCD showed very little delineation, but with the new change in leadership at both the college and district level, the delineation is beginning to happen.

Even though I am a faculty member, I really don't know what is going on at the district. However, I appreciate Chancellor [redacted] efforts to make things more transparent.

sometimes the roles blend which causes confusion and disagreements. The district should have its own responsibilities from the college, and if there is an initiative that is being established at the district level, it should occur when the college has agreed to it.

It seems that it isn't always clear what operations are handled by KCCD and what are handled by BC. It appears as though there is a lot of duplication of roles and efforts.

The DO has often operated as if it is a college itself (see above). It also acts as though the colleges work to support it rather than the other way around.

So much overlap, duplicated, unnecessary high paid administrative positions that waste money, that could be spent on students.

Change "their" to "its."

## KCCD effectively controls its expenditures.

Comment box 7 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

We spend a ridiculous amount of money on consultants, and on \*shiny, new\* initiatives that fizzle out after less than a year.

Why are we paying salaries for people that now work at the state? How have recent budget discrepancies come about? Why are the operational costs of the district so high when BC is asked to justify every small expenditure?

I have a hard time understanding how some district expenditures support the overall mission of supporting students.

I chose strongly disagree solely based upon expenditures incurred to support the district office, not expenditures at the colleges.

Top heavy distribution of funds. Good 'ol boy partnerships are still honored. I guess maybe they do control expenditures so they can afford themselves.

The unwise decision to persecute [redacted] cost the district [redacted], and the recent footage of board members saying, "What are we voting on again?" when considering a payment in the amount of over \$600 thousand, makes me wonder about whether costs are properly being considered by the board.

KCCD is very, very, very tight with its money. In some significant ways, this is good for our districtwide operations. But in some other ways, like employee longevity, employee satisfaction, etc., it is a huge hinderance. KCCD really needs to reevaluate how it compensates its employees. I'd rather see well compensated and valued employees over trying to reinvent the wheel every other year with new initiatives.

I know there are concerns about the financial stability economically in the future, but I feel too much money is put into reserves.

18 million lost in a petty cash fund - no public disclosure. Who pocketed the money?

It has been shared that there is a hiring freeze due to an approved (unfunded) hiring season which resulted an excessive deficit in funds.and shortages of funds campus wide

Can we have some time when there will not be construction and we can enjoy the properties?

There you go! "its"

## Bakersfield College's structure for decision-making provides opportunities for stakeholder participation and ensures the inclusion of relevant perspectives.

Comment box 8 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

More people need to take advantage of the opportunities. There are too many vacancies on committees.

Committees should be scheduled during single course blocks to maximize opportunities for faculty participation. Currently, many committees, including Academic Senate, set their meeting times so they cross 2 course blocks. This limits opportunities for faculty involvement. In addition, many committees no longer offer zoom. This harms the ability of faculty who teach at the Centers to engage in shared governance responsibilities.

Faculty and staff are rarely consulted about any changes, whether these are regarding operations, instruction, facilities, etc.

There is an overall culture in some areas of the college that good ideas flow from the top down. It would be a better culture to recognize a good idea regardless of the job title of the person who has it.

Certain areas have more influence and receive financial support and other areas struggle

BC has had a decision-making process on paper, but it was not followed. I do believe we are making a shift in a better direction there, though.

It depends on what the decision is. For some things, it seems that input is taken and valued and for others it seems input is actively ignored.

Often those that differ in opinion and voice their opinions in thoughtful and respectful ways are bullied or shunned for doing so.

There should be a transparent process for stakeholders to propose strategic directions for consideration. This is the most obvious way that stakeholders are left out of relevant conversations. There are other examples though. Top down decision making is a norm at BC and there seem to be many gaps in opportunities to discuss our areas with executives ahead of decisions being made that affect us.

Some executive decisions get made without anyone's input

I think BC has gone through a LOT of change recently and decision-making has been left to the wayside in many ways. For example, what are our current guiding documents that detail how we make decisions here? This used to be really, really well defined around 2014-2017. But recently, this has become ambiguous and almost swept under the rug.

Top-down decisions have been a cornerstone for a long time. That may or may not change with new leadership, but I appreciate the open forums given by the new President.

Technically the structure is there. However, due to years of mistrust, it's doubtful many will actually speak up.

Many conservative faculty tell me they feel victimized, that their views, values, efforts should be cancelled.

Perspectives are disregarded and administration does whatever it wants.

Classified tend to be included more than part time or student workers

Maybe for some stakeholders

## Bakersfield College's decision-making practices support a climate of collaboration and innovation that advances the mission and prioritizes equitable student outcomes.

Comment box 9 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

BC's stated values are NOT consistent with our actions, especially when it comes to equitable student outcomes.

Collaboration is limited by the scheduling and access to shared governance committee meetings.

BC won't function effectively until there are no longer toxic individuals in supervisory positions. These individuals have their own agenda and do not support the mission.

Decisions are made and they may or may not be communicated down the chain.

While we seem to be heading in a better direction here, the habits developed over years of top-down decision making will take time to change.

We do not prioritize equitable student outcomes. An [redacted] professor should not only have 2 courses to teach and get paid to run a student organization. This is not equitable. Everyone at BC would be more successful if we could hand pick our student cohorts and then limit the group number to be way smaller than normal classes. This is just wrong.

Often the students that come from different backgrounds (people of color, lower income, disabled, etc) voices are pushed out of the collective conscience and collaborations are few and far between with these important populations.

Collaborate not just with outside partners. Collaborate with BC areas before making decisions please. The people working in an area are the experts on that area. Don't we want that expert opinion to consider before making budget changes or other important decisions??

The practice of making ego-based decisions is still in full swing. Rather than listening to the professionals who have the knowledge and experience, admin would rather have their name and stamp all over the decisions.

Because of all the recent change, this collaborative climate has suffered. I think BC needs to be really, really intentional about involving people in the decision-making process even more. There are glimmers that this is happen, but the work needs to continue.

need brave institutional resistance to the Chancellor's AB 1705 implementation guidelines

Decision-making practices through committee are often ineffective and very inefficient. Less business decisions should be routed through committee. Many committee members are not qualified to make the decisions and would rather philosophize than actually commit to a decision.

the climate isn't that collaborative and innovative, not across major employee groups

See previous comment. Many are still unsure about speaking out.

My department never collaborates with other departments. Managers should be held accountable for this and internal partnerships should be highly encouraged.

Only a few people are involved in conversations.

They are only equitable for those students whose parents could afford a proper K-12 experience, but the majority of Kern County K-12 schools live at the bottom of the educational spectrum.

That one actually made me laugh out loud! Such pretty, but meaningless words.

**The KCCD Board of Trustees functions effectively as a collective entity to promote Bakersfield College's values and mission and fulfill its fiduciary responsibilities.**

Comment box 10 - If you have any comments on the above, please include them in the box below. Comments that identify individuals by name or title will be redacted or excluded.

Who is the next to be "culled?"

I have not been impressed with the Board. They don't talk to very many people, and I believe they have made some questionable decisions because of that. I believe in trusting people, but to never consult with the largest of their employee groups in any meaningful way doesn't seem wise.

BC spends so much money on programs that are not fiscally sustainable.

I would argue that in order to be a trustee, you have to be well versed in treating employees like they are expendable. You can't make classified whole in any way. Keep them underpaid and mistreated just enough to keep them complaining but not enough to constitute actions like grievances.

I do not want to be "culled."

The Trustees and past BC Presidents will waste millions of dollars to get rid of faculty whose points of view are inconvenient.

Needed and approved projects were cut last year. I was told it was due to previous spending that was not allocated or managed appropriately

It's a COMMUNITY COLLEGE, not a business. I know that mindset will never change, though.