

Campus Climate Survey, Spring 2025: Insights to Action – Driven by the FHDA Vision and Foundational Practices

Board Study Session

March 2, 2026



FOOTHILL-DE ANZA
COMMUNITY COLLEGE DISTRICT

FHDA Vision and Foundational Practices



FHDA Vision

A vision for
Foothill-De Anza
Community
College District

- To work collaboratively toward unified goals – Todos Somos, Somos Uno (We are All, We are One)
- To become a nationally recognized Employer of Choice
- To be an innovative leader that is responsive to needs of the community
- To remain equity-minded and learner-focused to effectively equip students with the skills necessary to pursue their goals



FHDA Foundational Practices

- **Empowered Governance and Institutional Agility**
 - From governance as compliance to governance as a catalyst.
- **Strategic Finance and Talent Innovation**
 - Fuel the future with smart investments and inspired people.
- **Partnerships for Impact**
 - From partnerships of convenience to coalitions of consequences.
- **Sustainability and Resilience as Core Design Principles**
 - Adoption to disruption. Design for durability. Lead for the long-term.
- **Culture of Trust, Inclusion, and Courageous Engagement**
 - Well-being is not just a benefit. It is a shared responsibility for a thriving institution.



**Vision:
Employer of Choice -
Model and Strategies**



What is the Employer of Choice Model?

The Forbes employer of choice model is:

- A people-first model
- Allows the mission to drive the work
- Aligns values with employee feedback to foster employee engagement and retention
- Provides a framework to intentionally move towards being an employer of choice
- Provides signals that inform responsible stewardship and continuous improvement



Employer of Choice Model + Campus Climate Survey Results



Campus Climate Overview

- **Inaugural survey implementation, May 28 – June 17, 2025**
- **A quarter of all employees participated in the survey**
 - 258 complete responses (145 Foothill, 226 De Anza, 67 Central Services)
 - 54% of administrators participated, 49% Non-Instructional Faculty, 32% Classified Professionals, 25% Full-Time Faculty, 8% Part-Time Faculty
- **Most respondents work a hybrid schedule**
- **Long-term employees participated the most.**
 - While district employees are split equally in years of tenure (<10 years), 57% of respondents worked at FHDA 10+ years.
- **Positive climate ratings tend to decline as years of service increase**
- **The further the distance from their department, ratings decline**



1. Holistic Well-Being and Support

Strategy

- **Comprehensive Well-being Programs:** Mental health support, physical well-being and personalized benefits (e.g., fertility support, student load assistance)
- **Work-Life Integration:** Offering genuine flexibility, hybrid work, compressed workweeks, and sabbaticals

Climate Survey

- **Well-being:** About half of respondents feel FHDA prioritizes the well-being of employees.
- **Reflection:** How can Board policy, budget, and goals more visibly position employee well-being as foundational to student success and institutional sustainability?

*Very effective and somewhat effective responses.
Based on valid responses.



2. Purpose-Driven Culture

Strategy

- **Aligning Mission with Employee Needs:** Clearly defining and communicating values and a “North Star” mission and vision that inspires
- **Deepening Connection:** Connecting with the hearts and souls of employees by showing them how their work impacts the organization and students

Climate Survey

- **Chancellor’s Vision:** One-fifth of FHDA respondents were knowledgeable about the Chancellor’s Vision.
- **Reflection:** What role should the Board play in reinforcing a clear “North Star” ensuring alignment between strategy, messaging, and daily practice?

*How knowledgeable are you about the Chancellor's Vision and 4 pillars for the entire district. Very and somewhat responses. Based on valid responses.



3. Empowerment and Career Growth

Strategy

- **Active Career Development:** Provide clear career paths, mentorship and professional development
- **Radical Authenticity and Empowerment:** Employee voices directly shape decisions, encourage innovation and allow employees to take ownership

Climate Survey

- **Career Advancement:** One third of FHDA respondents feel there are opportunities for career advancement.
- **Reflection:** How can the Board support policies or resource strategies that expand professional growth and leadership pathways when traditional advancement is limited?

*Strongly agree and agree responses. Based on valid responses.



4. Transparent and Ethical Leadership

Strategy

- **Radical Transparency:** Communicate openly, even regarding challenges or negative news, to build trust
- **High Integrity:** Ensure fairness in pay, promoting equal opportunity, and acting on employee feedback (e.g., via stay interviews)

Climate Survey

- **Transparency:** Over half of respondents agree departmental leaders operate transparently, a third believe college leaders operate transparently, and a quarter believe district representatives operate transparently.
- **Reflection:** What governance practices or accountability structures should the Board strengthen to deepen institutional trust?

*Strongly agree and agree responses. Based on valid responses.



5. Recognition and Belonging

Strategy

- **Appreciation Culture:**
Celebrate both large and small wins through formal recognition and “heartfelt shoutouts”
- **Inclusivity and Community:**
Cultivate a diverse and inclusive environment where everyone feels they belong

Climate Survey

- **Sense of Belonging:** Over half of FHDA respondents feel a sense of belonging, with newer employees reporting a higher rate of belonging than more seasoned employees.
- **Reflection:** What policy-level signals could reinforce belonging and sustained engagement, especially among long-tenured employees?

*Strongly agree and agree responses. Based on valid responses.



6. Intentional Employee Experience and Retention

Strategy

- **Seamless Employee Journey:** Ensure a "red-carpet" experience from recruitment to onboarding and daily work
- **Leading with Empathy:** Foster a supportive environment where leaders are approachable and prioritize mental health.

Climate Survey

- **Employee Retention:** About half of respondents indicate FHDA is effective in implementing equitable employee retention efforts.
- **Reflection:** How can the Board ensure consistent, equitable retention strategies, and how should progress be measured over time?

*Very effective, somewhat effective responses. Based on valid responses.



Engagement with the colleges through governance

1. **Holistic Well-Being and Support:** How can we better demonstrate that employee well-being is a primary factor in districtwide decisions?
2. **Purpose-Driven Culture:** How can we improve messaging around our common mission?
3. **Empowerment and Career Growth:** Since traditional advancement may be limited, what 'horizontal' growth (new skills, project leadership, or mentorship) could leaders invest in?
4. **Transparent and Ethical Leadership:** How can we improve the dissemination of information about decision-making processes to improve transparency and trust?
5. **Recognition and Belonging:** How can we more intentionally create community to improve belonging?
6. **Intentional Employee Experience:** What efforts have led to greater retention districtwide that we can implement more broadly?



Board engagement at the policy level

1. **Holistic Well-Being:** How can Board policy, budget, and goals more visibly position employee well-being as foundational to student success and institutional sustainability?
2. **Purpose-Driven Culture:** What role should the Board play in reinforcing a clear “North Star” ensuring alignment between strategy, messaging, and daily practice?
3. **Empowerment and Career Growth:** How can the Board support policies or resource strategies that expand professional growth and leadership pathways when traditional advancement is limited?
4. **Transparent and Ethical Leadership:** What governance practices or accountability structures should the Board strengthen to deepen institutional trust?
5. **Recognition and Belonging:** What policy-level signals could reinforce belonging and sustained engagement, especially among long-tenured employees?
6. **Intentional Employee Experience and Retention:** How can the Board ensure consistent, equitable retention strategies, and how should progress be measured over time?



Intentional Ongoing Work



FHDA Foundational Practices and Employer of Choice Strategies

Foundational Practice

Empowered Governance and Institutional Agility

Strategic Finance and Talent Innovation

Sustainability and Resilience as Core Design Principles

Culture of Trust, Inclusion, and Courageous Engagement



Employer of Choice Strategy

Transparent and Ethical Leadership

Empowerment and Career Growth, Recognition and Belonging, Intentional Employee Experience

Transparent and Ethical Leadership

Holistic Well-Being and Support, Recognition and Belonging, Intentional Employee Experience



Intentional ongoing work

- Emphasis on availability of professional development
- Improvements to administrative evaluations with a greater focus on growing leaders
- Increasing transparency through multiple communication channels
- Somos Uno taskforce to address resource allocation model
- Empowering governance transparency through standardized agendas and notes



Next Steps

- Employee focus groups to be held in spring 2026
- “Pulse” survey to be administered in spring 2026 focused on the Employer of Choice Model
- Full Climate Survey administration will take place again in spring 2027



Thank you!

