

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

Presentation to Foothill College Classified Senate  
February 26, 2026



**FOOTHILL-DE ANZA**  
COMMUNITY COLLEGE DISTRICT

# FHDA Vision



# 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



**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**



# 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 we better demonstrate that employee well-being is a primary factor in districtwide decisions?

\*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:** How can we improve messaging around our mission/vision?

\*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:** Since traditional advancement may be limited, what 'horizontal' growth (new skills, project leadership, or mentorship) could leaders invest in?

\*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.
- **Reflection:** How can we improve the dissemination of information about decision-making processes to improve transparency and 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:** How can we more intentionally create community to improve belonging?

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



# 6. Intentional Employee Experience

## 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:** What efforts have led to greater retention districtwide that we can implement more broadly?

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



# Pair Share



# Share your thoughts to a reflection question...

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?



# Intentional Ongoing Work



# 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!**

