

Campus Climate Survey, Spring 2025: Insights to Action - Utilizing the Forbes Employer of Choice Model

Presentation to Chancellor's Advisory Council
February 20, 2026



FOOTHILL-DE ANZA
COMMUNITY COLLEGE DISTRICT

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, 32% Classified Professionals, 25% Full-Time Faculty, 8% Part-Time Faculty, 49% Non-Instructional 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**



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



When viewing the model and survey results together, think about...

- What problem are we trying to solve?
- What are key themes that emerge that we can now prioritize?
- What role can you play in these efforts?



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.



Purpose-Driven Culture

Strategy

- **Aligning Mission with Employee Needs:** Clearly defining and communicating company 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 employees 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.



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 employees 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.



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.



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 employees 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.



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...

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

