

# FY 2022-23 Diversity Report

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As of June 30, 2023



FOUNDATION *for* CALIFORNIA  
COMMUNITY COLLEGES

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## **I. Overview**

The Foundation for California Community Colleges (FoundationCCC) believes community colleges – and the people and communities they reach and serve – have the power to be the building blocks of a better future. This vision can only be achieved if individuals of all backgrounds have affordable, equitable access to education.

As the nonprofit auxiliary partner to the largest and most diverse system of higher education in the nation, the California Community Colleges, FoundationCCC is committed to breaking down barriers to achieve equity in and through education. As such, it's imperative that our own workforce reflect this same diversity to ensure understanding and representation of our communities' unique needs in our work. We are committed to diversity, equity, inclusion, and accessibility, and fostering a culture of belonging in our workforce. We firmly believe these are key ingredients to the future success of not only our organization, but students, colleges, and communities.

The Workforce Diversity Report provides four years of data which illustrates where our organization currently stands in regards to racial/ethnic, gender, and age diversity and how we have evolved over time. Each year, this report is updated and analyzed to identify trends and areas where we can continue to improve.

## **II. Statewide Benchmark Comparisons**

In 2020, FoundationCCC transitioned to a remote work environment due to COVID-19. In recognition of identified efficiencies, we have since fully embraced a “remote-first” philosophy, and recruit and hire talent across California in fully remote positions, where virtual work is possible. Our remote hiring strategy is focused on the State of California due to our mission to support the California Community Colleges, the role state taxpayer dollars play in funding public education, and our state retirement plan access.

Benchmark comparisons for this report acknowledge the statewide reach of our programs and services, and our virtual workforce, and include the most recent available data for the following: the State of California, California community colleges’ aggregate student population and aggregate college president population, and the California Community Colleges Chancellor’s Office. We also continue to track the geographic diversity of our workforce.



### III. Recent Actions

While DEI has long been a priority for FoundationCCC, we have taken an even more focused approach over the last several years. Working closely in alignment with the goals identified in the 2020 Chancellor's Office's "Call to Action," we have identified several areas which help focus our efforts to foster greater inclusivity and belonging:

- **Incorporation of DEI at every step of the employee life cycle**, including recruitment and onboarding, to ensure an experience that is representative of our culture and inclusive of our diverse staff population.
- **Commitment to positive organizational culture through greater employee engagement**, including employee-led committees and Shared Interest Groups, and by leveraging our Shared Leadership approach to diffuse accountability across the organization. This helps reaffirm the idea that each individual has an important role to play in creating an inclusive environment of belonging.
- **Professional Development support with DEI as a main theme** to ensure employees at all levels of the organization have opportunities to learn and grow, and are rewarded for their diverse lived experiences and expertise.

Specific actions taken this year to foster DEI and employee engagement include:

- **Socialization of Updated Employee Policies and Procedures:** In 2022, FoundationCCC's Legal and Human Resources team began a project to review key employee policies and procedures for cultural proficiency and update them in alignment with FoundationCCC's diversity statement. These policies and procedures have since been codified and implemented, and socialized with all employees. Key groups, including the DEI Employee Employee Advisory Committee and our Management Team, were provided with early previews to help ensure understanding, buy-in, and accountability.
- **Launch of Shared Interest Groups:** Driven by the DEI Employee Advisory Committee, the organization launched employee-led Shared Interest Groups to provide greater opportunity for deeper connection between individuals that share common interests, issues, backgrounds, characteristics, or pursuits. These groups are meant to foster an environment that recognizes, values, and respects the differences we all bring to the workplace. Currently, there are over a dozen Shared Interest Groups that have been established, such as "Queer Community," "Comunidad" (for Latinx employees), "Community Access for Neurodivergent, Disabled, and Impaired Diversity (CANDID)," and more.
- **New DEI Learning Track as part of Refreshed Professional Development Framework:** In alignment with FoundationCCC's organizational focus on growth and development, our Strategic Integrations and Human Resources teams conducted a project to refresh the organization's professional development framework. This framework includes a DEI Learning Track in acknowledgement and celebration of the diverse lived experiences and leadership stories represented across our organization. Through this track, FoundationCCC employees are provided with an opportunity to engage in self-reflection and dialogue with others around topics tied to cultural competence.

- **Supporting LGBTQ+ Team Members:** Throughout the year, and predominantly in honor of Pride Month in June, FoundationCCC's Human Resources team and DEI Employee Advisory Committee partnered on efforts to foster a more inclusive environment for LGBTQ+ employees. As an example, a training on pronouns was offered to all staff to normalize the inclusion, and further instructions were provided for self identification of gender in areas including email signatures, Zoom environments, and on Workday, our Enterprise Resource Planning system.
- **Implementation of a New Employee Opinion Survey Tool:** FoundationCCC invested in a new survey technology tool that provides more in-depth analysis and industry benchmarking for annual employee opinion survey results. This tool provides organizational leadership greater visibility into and ability to support engagement among staff, including our efforts to continue fostering a work environment of belonging and inclusion.

## IV. Data Highlights

### Call Center Expansion

FoundationCCC's Community Impact Call Center provides case management and customer service to connect millions of community members with critical public resources. This year, the Community Impact Call Center grew to 488 agents to support our partnerships with the California Department of Social Services (CDSS) Golden State Grant Program, the CDSS Pandemic EBT Program, and the California Air Resources Board Diesel Program.

Workers are hired remotely to serve in both part- and full-time capacities available at competitive pay rates, providing more Californians access to well-paying work experience to help increase their economic mobility. Recruitment to fill these roles is intentionally focused on reaching students through California Community Colleges job boards and networks, offering flexible work and skill-building opportunities to students.

At the close of the 2022-2023 fiscal year (June 30, 2023), **the Community Impact Call Center represented 50% of FoundationCCC's overall workforce.** Data highlights directly related to the Call Center and/or how it impacts overall organizational data include:

- The Call Center drove an increase in overall racial/ethnic diversity for FoundationCCC, including in new hires and the management team, where 89% of Call Center employees in both categories identified as racially or ethnically diverse.
- A majority of the Call Center jobs are considered entry level positions, which is reflected in 82% of agents being in their 30s or under. This skews FoundationCCC's overall workforce age younger, and offers a pipeline into greater experience, including management opportunities within the department.

- The Call Center turnover rate is 26%, which is higher than FoundationCCC's turnover rate excluding Call Center at 18%, but well below the national call center turnover rate of 38%.

### **Organization-Wide**

The following series of graphs provide transparency into FoundationCCC's organization-wide workforce. Key highlights include:

- FoundationCCC grew by 157 new team members and reached 982 staff members in the year captured for this report. The 982 number does not reflect the total headcount as of June 30, 2023 (end of fiscal year), rather the aggregate number reached over the course of 2022-2023. This number is used as our "n" to capture a full overview and fluctuation related to retention and turnover.
- Over 70% of FoundationCCC staff identify as racially and ethnically diverse. Specifically, we have seen a positive increase in diversity in the following areas:
  - 78% of new hires identify as racially/ethnically diverse, up 7% from the previous year.
  - 57% of our managers identify as racially/ethnically diverse, up 5% from the previous year. Most notably, 27% of the management group is Hispanic or Latinx, while 14% of the management group is Asian, both which saw an increase from the previous year.
- This racial and ethnic breakdown of FoundationCCC staff closely mirrors California Community Colleges student data and representation. This is especially crucial as we aim to ensure our staff are reflective and have deep understanding of the communities we serve.

- 68% of all total promotions were awarded to racially/ethnically diverse staff, which shows an intentional focus on this group's growth and development. Without Call Center data incorporated, the number of promotions awarded to racially/ethnically diverse staff is still a majority, at 60%.
- 69% of FoundationCCC leadership roles are held by women, which includes representation in departments or industries in which females are historically underrepresented, including technology.
- The organization-wide turnover rate dropped by 5% to total 22% overall, which is lower than both the non-profit industry and overall U.S. averages. Excluding the Community Impact Call Center, the turnover rate drops to 18%.
- We continued to expand regionally, with more than 37% of our workforce now residing in Southern California and 44% in Northern California. FoundationCCC's presence in the Central Valley expanded to 18% of our workforce, and continues to grow to mirror the presence of the California Community Colleges.

## V. Opportunities for Continuous Improvement

The data captured in fiscal year 2022-2023 displays opportunities for continued improvement. We have identified the following multi-year areas of focus to help guide our DEI work:

- **Hiring and Onboarding:** FoundationCCC is continuously working to improve bias-free recruitment practices by providing guiding principles and sensitivity training to hiring managers and interviewers. Additionally, a focus for Human Resources in this next year is to enhance our onboarding program to ensure it feels comprehensive, welcoming, and inclusive for new employees.
- **Retention:** A focus for FoundationCCC is to continue to decrease turnover rates overall. Additionally, we want to prioritize reduction of turnover of racially diverse talent, as data shows that these individuals are currently leaving at a slightly higher rate than staff who identify as white.
- **Career Mobility:** Data shows we have a diverse pipeline of newer, younger staff, especially when the Call Center is taken into consideration. FoundationCCC is continuing to focus on developing tools and resources related to career development, including by developing a management professional development training track, to ensure strong, diverse talent is able to identify and take advantage of more leadership opportunities.

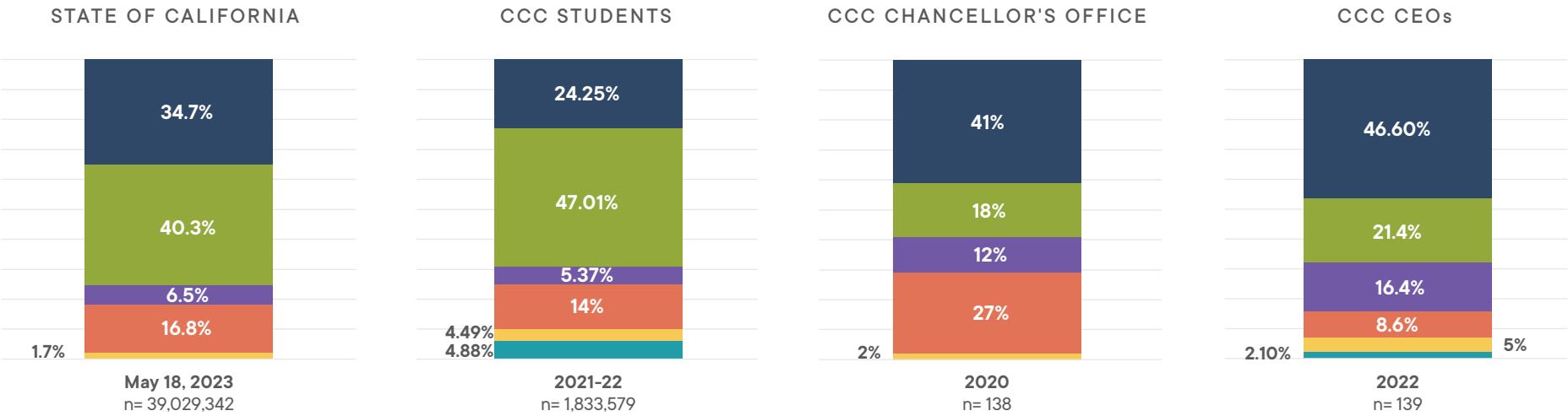
- **Professional Development:** To also influence career mobility, FoundationCCC is working to implement a new organization-wide professional development framework with specific learning tracks that help employees maintain personal and professional growth in alignment with FoundationCCC goals and core values, especially our culture of shared leadership.
- **Accessibility:** Physical and digital accessibility will remain a key priority for FoundationCCC, for its staff, in external-facing communications and technology efforts, and through our programs and services. As we continue to refine workforce diversity efforts, we are exploring ways to capture data around accessibility and disability to ensure we're proactively supporting this group and upholding a consistently inclusive work environment, whether in-person or remote.





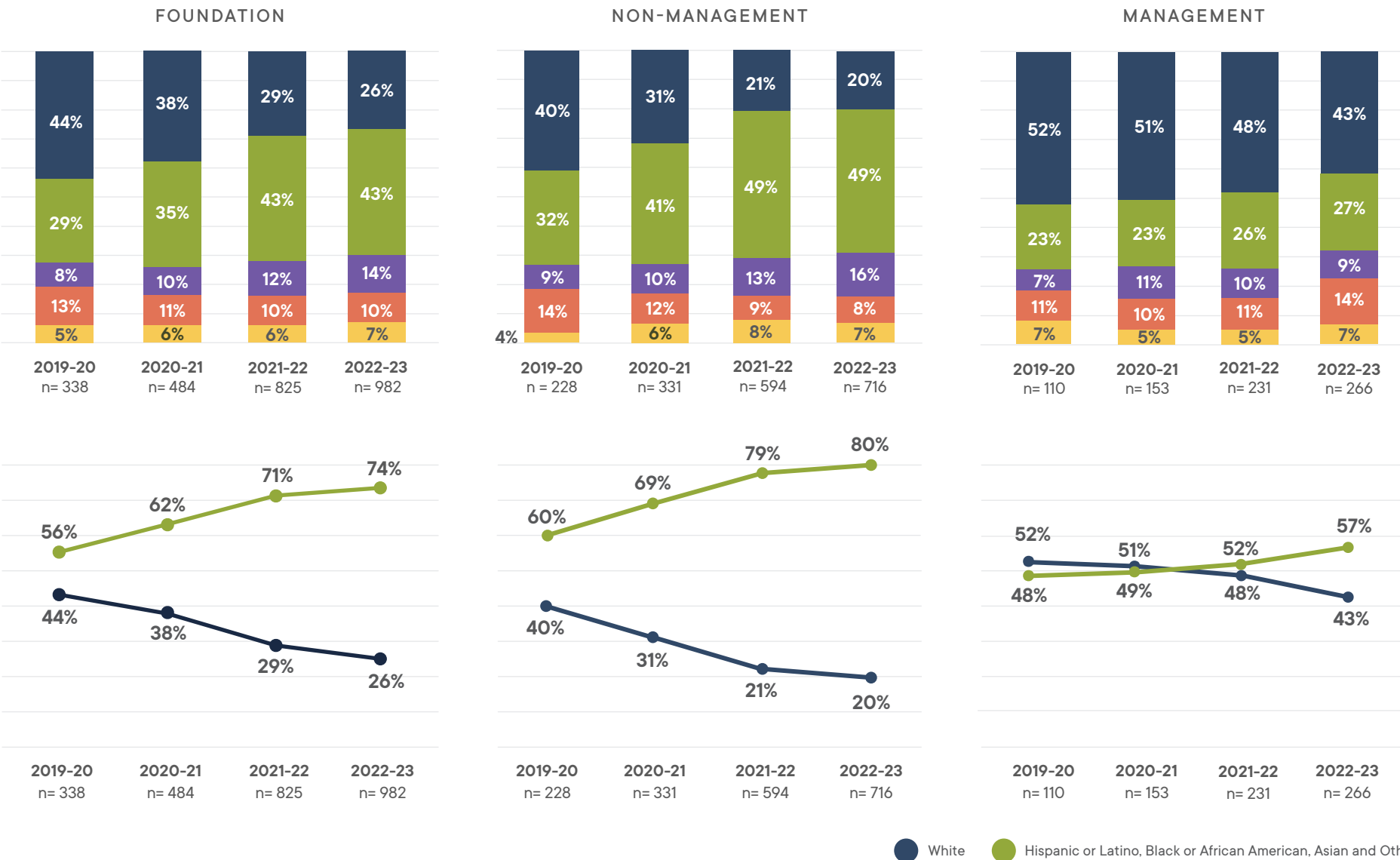
Population by Race and Ethnicity:  
State of California and California Community Colleges (CCC)

- White
- Hispanic or Latinx
- Black or African American
- Asian
- Other
- Unknown



4 Year Trend by Ethnicity:  
Foundation for California Community Colleges

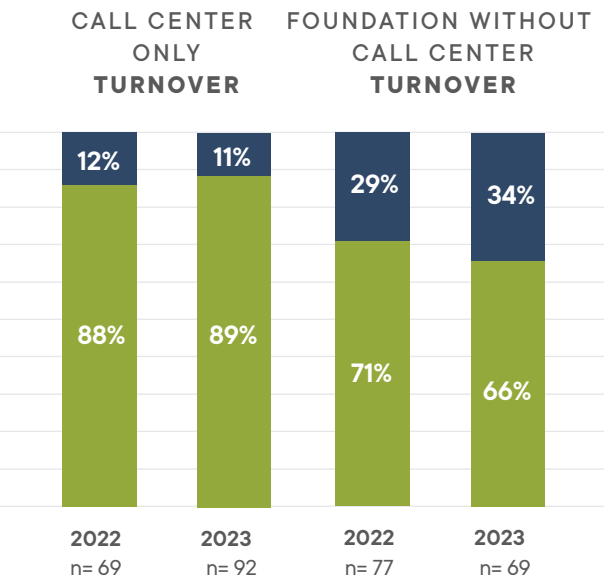
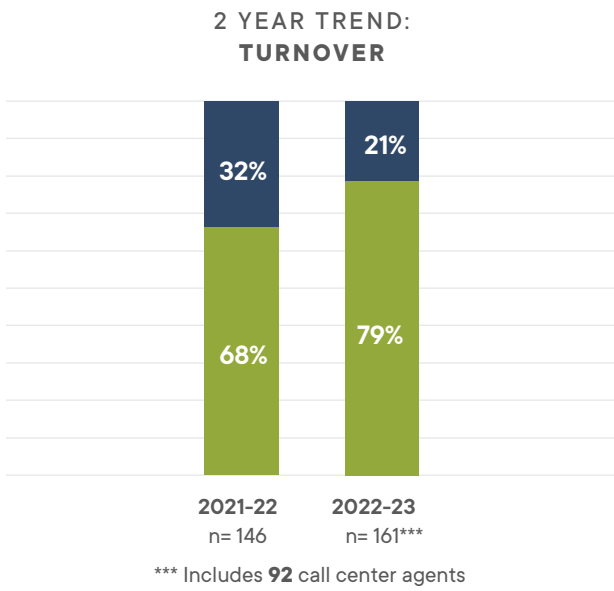
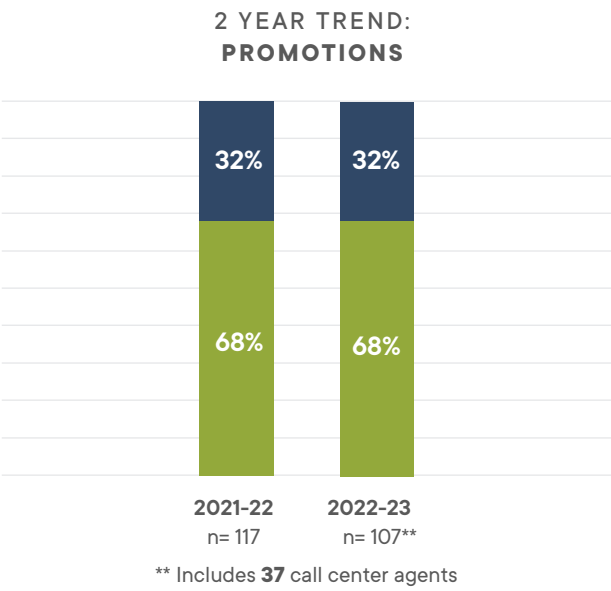
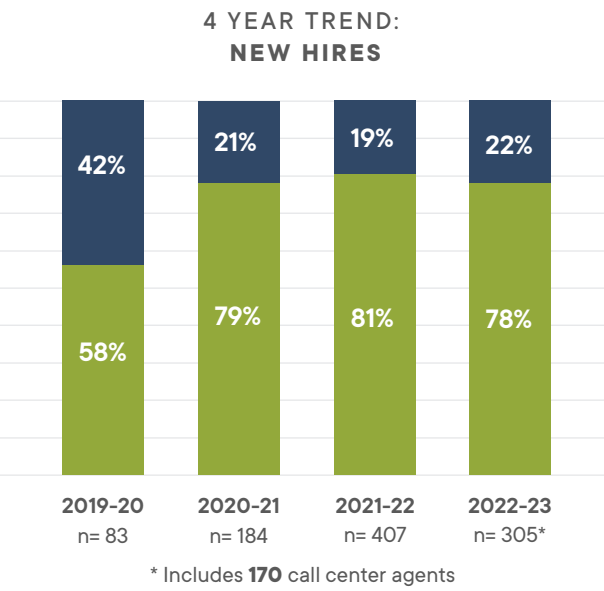
- White
- Hispanic or Latinx
- Black or African American
- Asian
- Other



# New Hires, Promotions, Turnover, and Geography:

## Foundation for California Community Colleges

White Hispanic or Latinx, Black or African American, Asian and Other



### Turnover Rate Comparison:

22%

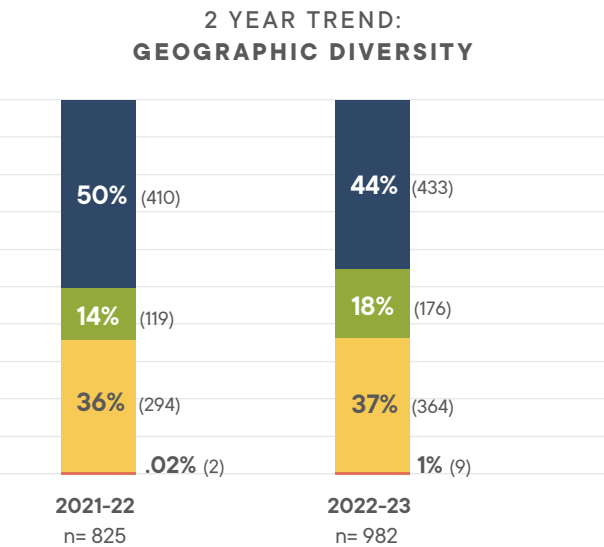
FoundationCCC  
Turnover Rate FY 22-23

30%

Non-Profit Industry  
Turnover Rate 2021

48%

U.S. Turnover  
Rate 2023



### 2 Year Trend: Call Center Bilingual Status

40%

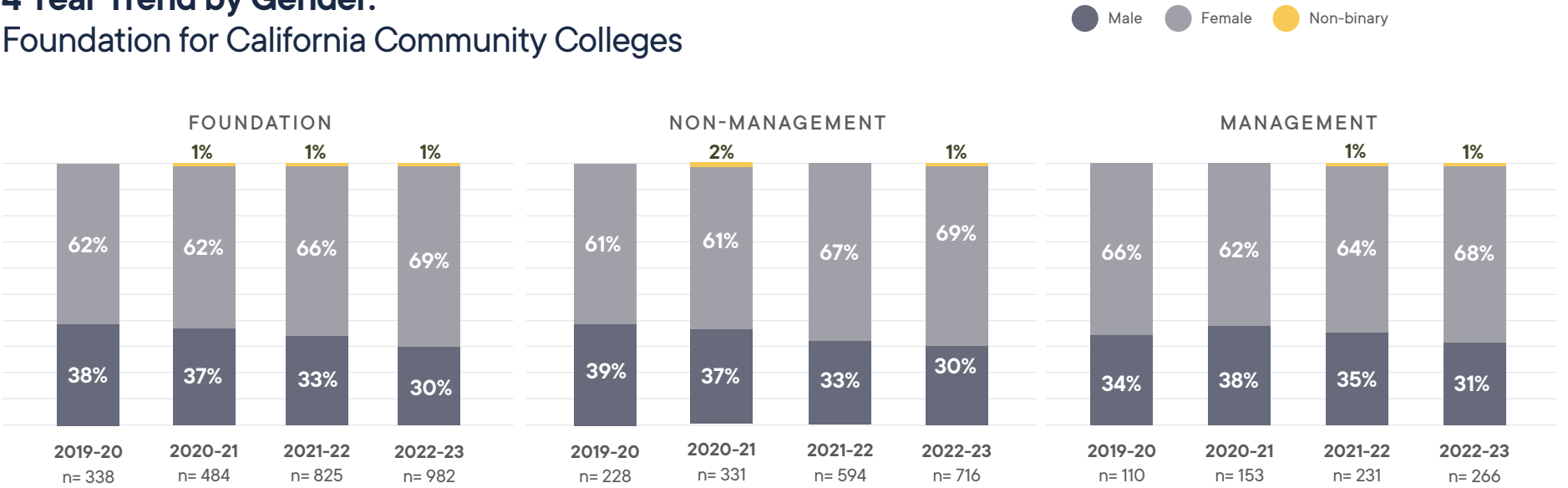
Bilingual  
2022

35%

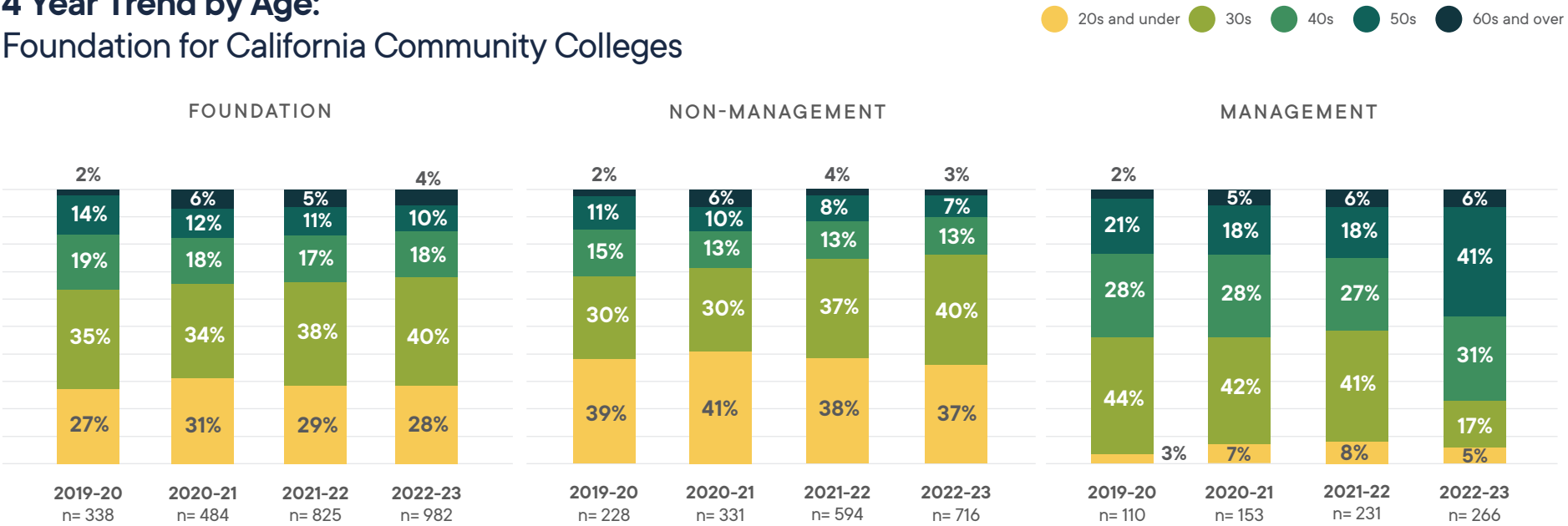
Bilingual  
2023

FoundationCCC primarily operates in a remote-first environment, with the ability to recruit and hire talent all across California. This allows the organization to retain staff in communities where our colleges and students reside, and with unique knowledge of regional needs.

4 Year Trend by Gender:  
Foundation for California Community Colleges



4 Year Trend by Age:  
Foundation for California Community Colleges



## VI. Appendix - About the Data

This report utilizes definitions of racial/ethnic categories used by Federal offices for the purposes of EEO reporting. Racial/ethnic categories presented in this report include:

- **White:** A person having origins in any of the peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican Puerto Rican, South or Central American, or other Spanish culture origin, regardless of race.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Asian:** A person having origins in the Far East, Southeast Asia, or Indian Subcontinent (Cambodia, China, India, Japan, Korea, Philippines, Vietnam, etc.).
- **Other:** A person identifying as American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or two or more races. These categories have been combined for the purposes of clear data presentation.

Sources used to inform the report:

- State of California - [California general population data collected from the United States Census Bureau](#)
- California Community College Students - [Statewide Community Colleges student data collected from the California Community Colleges Chancellor's Office](#)
- Chancellor's Office - obtained from page 39 of the following document: <https://www.calhr.ca.gov/Documents/ocr-census-of-employees-2020.pdf>
- California Community Colleges CEOs - [Community College League of California "2022 CEO Diversity Report"](#)
- Foundation CCC - Data is generated from employee entered responses captured in the resident human resource information system, Workday, and represents all staff employed during the measurement period (July 1 - June 30 for each year). The data in this year's report includes Call Center staff, though excludes Career Catalyst student assistants.
- Turnover Metrics - [Nonprofit Industry Average comparison rates were provided by the Society for Human Resources Management](#); the national overall average comparison is provided by the U.S. Bureau of Labor Statistics.
- Call Center Turnover Metrics - Comparison metrics related to national call center turnover were found in the [2022 NICE WEM Global Survey](#).