FY 2021-22 Diversity Report

As of June 30, 2022
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I. **Overview**

The Foundation for California Community Colleges (FoundationCCC) believes community colleges have the power to change lives, and that our California Community Colleges system specifically plays a critical role in breaking down barriers to achieve equity in and through education.

As the nonprofit auxiliary partner to the largest and most diverse system of higher education in the nation, it is imperative that FoundationCCC's own workforce reflects this diversity to ensure understanding and representation of our communities' unique needs in its work. We are committed to diversity, equity, inclusion, and fostering a culture of belonging in our workforce, and firmly believe these are key ingredients to the future success of our organization.

Below, **we have four years of workforce data** which illustrates where our organization currently stands in regards to racial/ethnic, gender, and age diversity, how we have evolved over time, and areas where we can continue to improve across the organization.
II. **Statewide Benchmark Comparisons**

FoundationCCC transitioned to a remote environment in 2020, in reaction to the COVID-19 pandemic and safety concerns related in an in-person office space. Since, we’ve fully committed to a “remote-first” philosophy and are able to recruit and hire talent across the state in fully remote positions, where virtual work is possible.

FoundationCCC has focused its remote hiring strategy within the State of California due to its mission to support the California Community Colleges, the role California state taxpayer dollars play in funding public education, and our access to California state retirement plans. Benchmark comparisons for this report acknowledge the statewide reach of our programs and services, and our virtual workforce, and include the following statewide comparators: 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’ve taken an even more focused approach over the last several years, working closely in alignment with the goals identified in the “Call to Action” launched by our partners at the Chancellor’s Office in 2020. Several areas of focus were identified as in alignment with this Call to Action and remain important:

- **Commitment to a positive organizational culture and engagement** by increased committee and advisory board work, and the exploration of launching Shared Interest Groups (also known as Employee Resource Groups) to improve belonging.
- **Enhanced data collection and analysis** through our newer Enterprise Resource Planning system, Workday, which makes this report possible, and through the exploration of a new employee survey tool to gather and better analyze data.
- **Increased professional development** support and opportunities for employees at every level of the organization, with DEI as a main theme.

Additionally, the formation of a Strategic Integrations team at FoundationCCC has provided new resources and capacity to support DEI and employee engagement, and track progress. Several changes made across the organization this year include:

- **DEI-centered review of all employee policies and procedures**: Legal and Human Resources teams led a project to analyze and update all employee policies and procedures in alignment with FoundationCCC’s diversity statement, which included a thorough stakeholder review process involving FoundationCCC’s DEI Employee Committee, the Shared Leadership Advisory Board, and more.
• **Added support for Foster Families:** Became a “Foster Care Friendly Workplace” by launching a new policy and paid “Foster Child Bonding Leave” benefits to assist employees who plan to become Resource Parents, also known as Foster Parents.

• **Diversification of interview panels:** Added panelists outside of the main hiring department to help provide additional perspective on candidates, and to help evaluate individuals based on experience, unique knowledge, diversity, equity, and inclusion, and the Foundation’s core values and alignment to our mission.

• **Cultivating inclusivity through advisory board and employee-led committees:** FoundationCCC employee committees planned organization-wide initiatives, activities, and educational training around key observances throughout the year to encourage collective learning and recognition of different cultures. They also expanded the Board Speaker Series to connect staff with FoundationCCC Board members and leaders, to help create an environment for learning around diverse backgrounds and experiences. The committees also launched an internal newsletter, “Foundation Connection,” to celebrate diversity, promote inclusivity, and build community throughout the organization.
IV. Data Highlights

Call Center Expansion

FoundationCCC’s Community Impact Call Center provides case management and customer service to millions of families and individuals across the state, helping to connect more community members with critical public resources. This year, the Community Impact Call Center grew to 388 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 were 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. Initial recruitment to fill the roles was intentionally focused on reaching students through community college job boards and networks, offering flexible work opportunities to students across the California Community Colleges.

The Community Impact Call Center represented 47% of FoundationCCC’s overall workforce as of June 30, 2022, which was 20% higher than the previous year. Data highlights directly related to Call Center expansion include:

- The Call Center drove an increase in overall racial/ethnic diversity for FoundationCCC, including across the management team, with 88% of Call Center managers identifying as racially or ethnically diverse.
- Hiring efforts for the Call Center also centered around bringing in bilingual agents to support a more diverse range of Californians; 40% of those hired are bilingual with languages represented including Spanish, Mandarin, German, Farsi, and Khmer.
- The Call Center expansion significantly impacted the organization’s new hire race/ethnicity metric and overall turnover metrics this year.
The expansion of our Call Center helped expand our younger workforce; historically, the Call Center has served as a starting point for new employees who wish to grow with FoundationCCC and offers a pipeline into greater experience, including management opportunities.

**Organization-Wide**

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

- Captured in this report, FoundationCCC employed 825 staff members in the 2021-22 fiscal year. We use this number as our “n” to capture the full overview and fluctuation related to retention and turnover.
- Over 70% of FoundationCCC staff identify as racially and ethnically diverse. In this last fiscal year:
  - 71% of new hires identified as racially/ethnically diverse.
  - 52% of our managers identified as racially/ethnically diverse, up 3% from FY2021.
    - 26% of the manager group is Hispanic or Latinx, a 3% increase from the previous year.
- Promotions for racially/ethnically diverse staff accounted for 68% of all total promotions, which was a 10% increase from the previous year.
- Over 66% of FoundationCCC leadership roles are held by women, a record high, which includes representation in departments or industries in which females are historically underrepresented, including technology.
• Our organization-wide turnover rate of 27% is slightly lower than both the non-profit industry and overall U.S. rates.
  o Worth acknowledging is that call center turnover rates tend to be higher, around 42%. Without taking into account the Community Impact Call Center turnover rate for 2022 (33%), FoundationCCC’s turnover rate sits at 23%.
• We continued to expand regionally, with more than 36% of our workforce now residing in Southern California, 14% in the Central Valley, and 50% in Northern California.
V. Opportunities for Continuous Improvement

We believe this data displays opportunities of focus and for continuous improvement. Actionable multi-year goals to promote ongoing efforts include:

- **Retention**: Continue to enhance recruitment, onboarding, orientation, training, and inclusion efforts; ensure focus on our core values and culture of shared leadership in the hiring and onboarding process; and nurture a culture of belonging across the organization, to decrease turnover of racially diverse talent.

- **Career Mobility**: Data shows we have a diverse pipeline of staff – to keep individuals growing and moving up, FoundationCCC can work on enhancing information-sharing related to career mobility, including through developing tools and resources designed to more clearly articulate key attributes for success and pathways to the next step in their position or identify more leadership opportunities.

- **Professional Development Framework**: To also influence career mobility, 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.

- **Interviewer Panel Diversification**: Continue to uphold interview panel diversification practices through the addition of a panelist outside of the hiring department to help provide outside perspective on experience, knowledge, inclusion, interactions, and the Foundation’s core values and alignment to our mission.
• Enhance data capturing and expand data-Based Decision Making: Continue to maximize Workday system capabilities to obtain greater insight into workforce data, including new hire candidate data and recruiting metrics to help identify opportunities for continuous improvement in hiring or retention practices. Explore possibilities to better capture more granular definitions of racial/ethnic categories beyond federal definitions through Workday, to ensure we’re recognizing all staff identities accurately. Additionally, implement a new survey tool for the employee opinion survey to ensure feedback received is meaningful, easy to analyze, and actionable.

• Employee Policy Focus Group Review and Implementation: Bring newly-modified policies and procedures documents to a focus group to review DEI-focused policy changes; incorporate their feedback into the policies, and socialize organization wide for awareness and to influence culture of inclusivity and belonging.
Population by Race and Ethnicity:
State of California and California Community Colleges (CCC)

**STATE OF CALIFORNIA**
- White: 35.2%
- Hispanic or Latinx: 40.2%
- Black or African American: 6.5%
- Asian: 15.9%
- Other: 2.2%
- Unknown: 4%

July 1, 2022
n= 39,029,342

**CCC STUDENTS**
- White: 23%
- Hispanic or Latinx: 46%
- Black or African American: 6%
- Asian: 15%
- Other: 4%
- Unknown: 6%

2019-20
n= 2,090,635

**CCC CHANCELLOR’S OFFICE**
- White: 41%
- Hispanic or Latinx: 18%
- Black or African American: 12%
- Asian: 27%
- Other: 2%
- Unknown: 2%

2020
n= 138

**CCC CEO’s**
- White: 46.60%
- Hispanic or Latinx: 21.4%
- Black or African American: 16.4%
- Asian: 8.6%
- Other: 5%
- Unknown: 2.10%

2022
n= 139

**4 Year Trend by Ethnicity:**
Foundation for California Community Colleges

**FOUNDATION**
- White: 49%
- Hispanic or Latinx: 44%
- Black or African American: 38%
- Asian: 29%
- Other: 29%

2018-19
n= 262

2019-20
n= 338

2020-21
n= 484

2021-22
n= 825

**NON-MANAGEMENT**
- White: 47%
- Hispanic or Latinx: 40%
- Black or African American: 31%
- Asian: 21%
- Other: 21%

2018-19
n= 174

2019-20
n= 228

2020-21
n= 331

2021-22
n= 594

**MANAGEMENT**
- White: 53%
- Hispanic or Latinx: 52%
- Black or African American: 51%
- Asian: 48%
- Other: 48%

2018-19
n= 88

2019-20
n= 110

2020-21
n= 153

2021-22
n= 231
New Hires, Promotions, Turnover, and Geography: Foundation for California Community Colleges

4 Year Trend: New Hires

- 2018-19: 66% White, 34% Hispanic or Latinx, Black or African American, Asian and Other
- 2019-20: 58% White, 42% Hispanic or Latinx, Black or African American, Asian and Other
- 2020-21: 21% White, 79% Hispanic or Latinx, Black or African American, Asian and Other
- 2021-22: 19% White, 81% Hispanic or Latinx, Black or African American, Asian and Other

* Includes 278 call center agents

2 Year Trend: Promotions

- 2020-21: 68% White, 32% Hispanic or Latinx, Black or African American, Asian and Other
- 2021-22: 58% White, 42% Hispanic or Latinx, Black or African American, Asian and Other

** Includes 44 call center agents

2 Year Trend: Turnover

- 2020-21: 20% White, 80% Hispanic or Latinx, Black or African American, Asian and Other
- 2021-22: 29% White, 71% Hispanic or Latinx, Black or African American, Asian and Other

*** Includes 69 call center agents

2 Year Trend: Geographic Diversity

- Northern CA: 55% (250) White, 45% (240) Hispanic or Latinx, Black or African American, Asian and Other
- Central CA: 14% (19) White, 86% (24) Hispanic or Latinx, Black or African American, Asian and Other
- Southern CA: 34% (153) White, 66% (294) Hispanic or Latinx, Black or African American, Asian and Other
- Statewide: 36% (294) White, 64% (294) Hispanic or Latinx, Black or African American, Asian and Other

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.

Turnover Rate Comparison:

- 2018-19: 27% FoundationCCC Turnover Rate FY 21-22
- 2019-20: 30% Non-Pro/uniFB01t Industry Turnover Rate 2021
- 2020-21: 47% U.S. Turnover Rate 2021

4 Year Trend by Gender:

- Foundation
  - 2018-19: 62% Male, 38% Female
  - 2019-20: 62% Male, 38% Female
  - 2020-21: 62% Male, 38% Female
  - 2021-22: 66% Male, 34% Female
- Non-Management
  - 2018-19: 59% Male, 41% Female
  - 2019-20: 61% Male, 39% Female
  - 2020-21: 61% Male, 39% Female
  - 2021-22: 67% Male, 33% Female
- Management
  - 2018-19: 68% Male, 32% Female
  - 2019-20: 66% Male, 34% Female
  - 2020-21: 62% Male, 38% Female
  - 2021-22: 64% Male, 36% Female

4 Year Trend by Age:

- Foundation
  - 2018-19: 16% 20s and under, 18% 30s, 32% 40s, 30% 50s, 6% 60s and over
  - 2019-20: 14% 20s and under, 19% 30s, 35% 40s, 34% 50s, 3% 60s and over
  - 2020-21: 14% 20s and under, 18% 30s, 34% 40s, 38% 50s, 2% 60s and over
  - 2021-22: 2% 20s and under, 5% 30s, 11% 40s, 10% 50s, 8% 60s and over
- Non-Management
  - 2018-19: 14% 20s and under, 13% 30s, 27% 40s, 10% 50s, 6% 60s and over
  - 2019-20: 11% 20s and under, 15% 30s, 30% 40s, 30% 50s, 3% 60s and over
  - 2020-21: 6% 20s and under, 13% 30s, 41% 40s, 38% 50s, 2% 60s and over
  - 2021-22: 2% 20s and under, 18% 30s, 44% 40s, 42% 50s, 6% 60s and over
- Management
  - 2018-19: 20% 20s and under, 18% 30s, 43% 40s, 18% 50s, 6% 60s and over
  - 2019-20: 21% 20s and under, 28% 30s, 44% 40s, 28% 50s, 2% 60s and over
  - 2020-21: 5% 20s and under, 28% 30s, 42% 40s, 18% 50s, 2% 60s and over
  - 2021-22: 6% 20s and under, 18% 30s, 44% 42% 41% 50s, 8% 60s and over

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.
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 Colleges Students - Statewide Community Colleges student data collected from the California Community Colleges Chancellor's Office
- 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 found provided by the U.S. Bureau of Labor Statistics.
- Call Center Turnover Metrics - Comparison metrics related to national call center turnover were founded in the 2022 NICE WEM Global Survey.