

Executive Summary – San José City College 2025–2028 Student Equity Plan

Student Equity Plan (2025-2028): Student groups experiencing disproportionate impact for whom goals have been set per metric

- Successful Enrollment: Asian, Black or African American, and White students
- Transfer-Level Math & English Completion: First-generation, Hispanic, and White students
- Persistence: First-generation, Male, and White students
- Completion: First-generation, Hispanic Male, and Male students
- Transfer: First Generation and Hispanic students

Student Equity Plan (2025-2028): Goals

DI Student Population	% of Students for Baseline Year	# of Students for Baseline Year	Goal 1: Eliminate Disproportionate Impact (DI)		Goal 2: Fully Close Equity Gap	
			% of Increase Needed to Eliminate DI	# of Students Needed to Eliminate DI	% of Increase Needed to Fully Close Equity Gap	# of Students Needed to Fully Close Equity Gap
Successful Enrollment - DI Student Populations						
Asian	11.2%	140	2%	26	4%	51
Black or African American	11%	70	1.5%	10	4%	26
White	6.7%	183	9.5%	260	11.5%	314
Completed Both Transfer-Level Math & English - DI Student Populations						
First Generation	7.7%	63	0.3%	3	2.3%	19
Hispanic	8.1%	84	0%	1	2.1%	22
White	6.1%	16	0.5%	2	3.4%	9
Persistence: First Primary Term to Secondary Term - DI Student Populations						
First Generation	54%	333	3%	19	6.9%	43
Male	54.4%	334	2.2%	14	6.1%	38
White	45%	67	6.3%	10	14.3%	22
Completion - DI Student Populations						
First Generation Male	7.9%	30	3.5%	14	6.1%	24
Hispanic Male	7.4%	33	4.7%	21	7.1%	32
Male	9.2%	79	4.6%	40	6.5%	56
Transferred to a Four-Year - DI Student Populations						
First Generation	17.7%	49	2.4%	7	7%	20
Hispanic	18.6%	50	0.6%	2	5.2%	15

Student Equity Plan (2025-2028): Initiatives

Successful Enrollment

- SJCC will enhance its onboarding infrastructure by expanding multilingual and culturally responsive support services that guide students from application through registration. This includes offering step-by-step enrollment assistance through dedicated personnel and virtual and in-person workshops tailored to meet the unique needs of Asian, Black, and White students, many of whom may face informational or cultural barriers that delay or prevent enrollment.
- SJCC will strengthen its partnership with local high schools and CBOs to conduct proactive outreach and pre-enrollment events. These include “ROAR Days,” on-site application drives, and parent engagement sessions that demystify the college process and increase early awareness of academic and financial aid opportunities. Special attention will be given to SJCC’s service-area high school districts with historically low college-going rates among Asian, Black, and White populations.
- SJCC will leverage technology and data analytics to identify students who applied but did not enroll and implement timely follow-up through phone banking and personalized communication. These re-engagement efforts will be prioritized for DI populations and coordinated across enrollment services, counseling, and outreach teams to ensure students receive the information and encouragement needed to complete their enrollment.

Completed Both Transfer-Level Math & English

- SJCC will continue to expand access to and refine its tutorial support models for both math and English to provide students discipline-specific academic support, reducing time to completion and improving outcomes for students. Special attention will be given to ensuring culturally responsive tutorial support that reflects the needs of first-generation, White, and Hispanic students.
- SJCC will implement case management practices for students enrolled in transfer-level math and English. These supports include early alert systems and follow-up from personnel who monitor progress and connect students to tutoring, mentoring, and wraparound services. This proactive and relationship-based approach helps address non-academic barriers that often disproportionately impact first-generation, White, and Hispanic students.
- SJCC will provide targeted professional development in consultation with math and English faculty that focus on equity-minded and anti-racist practices. Faculty will be offered training on how to foster inclusive learning environments and address implicit bias. By equipping faculty with tools to better support students disproportionately impacted, the College expects to close the equity gap for first-generation, Hispanic, and White students.

Persistence: First Primary Term to Secondary Term

- SJCC will expand its use of early alert and progress monitoring systems to identify students at risk of not persisting from term to term. Faculty and staff will be trained to flag academic or attendance concerns early, allowing personnel to conduct timely outreach and provide interventions such as tutoring referrals, or emergency aid. These systems will be especially focused on supporting DI students.
- SJCC will increase access to basic needs and wraparound services to remove non-academic barriers to persistence. This includes expanding mental health resources, food and housing assistance, emergency grants, and transportation support. SJCC will also strengthen

partnerships with community-based organizations to ensure students have access to holistic services both on and off campus.

- SJCC will enhance and expand structured cohort-based experiences such as first-year experience, summer bridge programs, and peer mentoring initiatives designed to increase student connection and sense of belonging. These efforts create intentional community-building opportunities and provide students with support networks that encourage persistence. The cohort model also allows faculty and staff to deliver consistent messaging around academic planning, goal-setting, and available resources.

Completion

- SJCC will continue to strengthen its guided pathways framework to ensure that all students, particularly those from DI groups, have access to clear, structured academic roadmaps. These program maps outline the courses needed for degree or certificate completion and are integrated into educational planning tools and counseling sessions. This approach helps reduce confusion, minimize excess units, and ensure that students stay on track toward timely completion.
- SJCC will expand access to credit for prior learning (CPL) opportunities and other acceleration strategies, such as competency-based education and industry certifications.. By recognizing and awarding credit for that experience, the college shortens students' time to completion, reduces financial burden, and validates diverse learning pathways.
- SJCC will explore completion-focused financial and academic supports, such as degree audit campaigns, auto-awarding of degrees and certificates, and targeted outreach to students who are near completion but have stopped out. Personnel will identify and re-engage these students through personalized communications and provide them with completion grants or re-entry counseling.

Transfer

- SJCC will expand its articulation efforts to strengthen transfer pathways, particularly through Associate Degree for Transfer (ADT) programs. This includes offering more courses aligned with CSU and UC transfer requirements, promoting degree maps that lead to ADTs, and ensuring students are aware of guaranteed transfer opportunities. Special outreach will be conducted to DI populations to ensure early alignment of academic goals with transfer pathways.
- SJCC will increase visibility and participation in transfer-focused engagement opportunities. This includes hosting regular transfer fairs, university rep visits, and culturally responsive events such as "Transfer Success Panels" featuring alumni from DI backgrounds who have successfully transitioned to four-year institutions.
- SJCC will implement a comprehensive communications campaign to raise awareness of transfer opportunities, timelines, and deadlines. Using a mix of email, text messaging, social media, and classroom announcements, the college will regularly share key information about transfer processes. These campaigns will be tailored to the needs of DI students by incorporating culturally relevant language and highlighting success stories from peers who have successfully transferred.

Student Equity Plan (2025-2028): Budgeted Resources

The plan leverages SEA program and other categorical & general funds to support staffing, professional development, expanded academic and student services, and basic needs support.

Student Equity Plan (2025-2028): College Contact

The official contact for further information is Dr. Rene Alvarez, Dean of Academic Success and Student Equity.
Rene.Alvarez@sjcc.edu 408-288-315

Funding Expenditures (2022–2025 Student Equity Plan)

Fiscal Year 2025

08/08/25		San Jose/Evergreen Community College District Annual Budget Report Ending 06/30/25 Options - All Statuses				Page: 1
Fiscal Year: 2025		FUND: 17 - Grants / Categoricals				
GL Account	YTD Encumbrances	MTD Actual	YTD Actual	Annual Budget	Available	% Avail
MAJOR.OBJECT: 51 - Academic Salaries	0.00	15,216.63	541,211.85	542,374.00	1,162.15	0.21
MAJOR.OBJECT: 52 - Classified Salarie	0.00	34,904.07	363,048.75	765,765.00	402,716.25	52.59
MAJOR.OBJECT: 53 - Employee Benefits	0.00	32,595.91	449,283.97	750,422.00	301,138.03	40.13
MAJOR.OBJECT: 55 - Other Operating Ex	0.00	662.00	662.00	333,935.93	333,273.93	99.80
MAJOR.OBJECT: 57 - Other Outgo	0.00	0.00	0.00	0.00	0.00	0.00
LOCATION: 11 - San Jose City College	0.00	83,378.61	1,354,206.57	2,392,496.93	1,038,290.36	43.40
MAJOR.OBJECT: 51 - Academic Salaries	0.00	4,411.60	30,522.76	49,213.19	18,690.43	37.98
MAJOR.OBJECT: 52 - Classified Salarie	0.00	28,065.26	437,012.77	410,685.21	26,327.56-	6.40-
MAJOR.OBJECT: 53 - Employee Benefits	0.00	6,598.08	215,972.74	168,791.03	47,181.71-	27.94-
MAJOR.OBJECT: 54 - Supplies and Mater	0.00	42,045.88	140,168.55	138,454.70	1,713.85-	1.23-
MAJOR.OBJECT: 55 - Other Operating Ex	1,558.59	10,010.33	129,211.41	151,517.03	20,747.03	13.69
MAJOR.OBJECT: 56 - Capital Outlay	0.00	69,228.79	74,161.19	74,348.05	186.86	0.25
MAJOR.OBJECT: 57 - Other Outgo	0.00	0.00	108,847.50	108,847.50	0.00	0.00
LOCATION: 15 - SJCC Prior Year C/O and	1,558.59	160,359.94	1,135,896.92	1,101,856.71	35,598.80-	3.22-
FUND: 17 - Grants / Categoricals		1,558.59	243,738.55	2,490,103.49	3,494,353.64	1,002,691.56 28.69

Fiscal Year 2024

08/08/25		San Jose/Evergreen Community College District Annual Budget Report Ending 06/30/24 Options - All Statuses				Page: 1
Fiscal Year: 2024		FUND: 17 - Grants / Categoricals				
GL Account	YTD Encumbrances	MTD Actual	YTD Actual	Annual Budget	Available	% Avail
MAJOR.OBJECT: 51 - Academic Salaries	0.00	62,955.19-	276,705.03	385,718.42	109,013.39	28.26
MAJOR.OBJECT: 52 - Classified Salarie	0.00	47,638.29	477,067.56	676,029.94	198,962.38	29.43
MAJOR.OBJECT: 53 - Employee Benefits	0.00	8,488.42	406,806.87	866,850.11	460,043.24	53.07
MAJOR.OBJECT: 54 - Supplies and Mater	0.00	19,460.61	22,007.01	72,111.32	50,104.31	69.48
MAJOR.OBJECT: 55 - Other Operating Ex	0.00	15,018.59	15,898.65	223,359.14	207,460.49	92.88
MAJOR.OBJECT: 56 - Capital Outlay	0.00	24,357.39	24,357.39	32,386.00	8,028.61	24.79
MAJOR.OBJECT: 57 - Other Outgo	0.00	3,893.50	67,798.06	136,042.00	68,243.94	50.16
LOCATION: 11 - San Jose City College	0.00	55,901.61	1,290,640.57	2,392,496.93	1,101,856.36	46.05
MAJOR.OBJECT: 51 - Academic Salaries	0.00	0.00	243,590.00	244,589.88	999.88	0.41
MAJOR.OBJECT: 52 - Classified Salarie	0.00	1,522.66-	207,422.37	190,348.76	17,073.61-	8.96-
MAJOR.OBJECT: 53 - Employee Benefits	0.00	5,406.73-	163,731.18	161,307.43	2,423.75-	1.49-
MAJOR.OBJECT: 54 - Supplies and Mater	0.00	12,558.57	73,259.95	75,965.16	2,705.21	3.56
MAJOR.OBJECT: 55 - Other Operating Ex	176.00	7,967.39	89,899.18	103,576.62	13,501.44	13.04
MAJOR.OBJECT: 56 - Capital Outlay	0.00	1,883.26	13,153.00	15,267.83	2,114.83	13.85
MAJOR.OBJECT: 57 - Other Outgo	0.00	0.00	0.00	0.00	0.00	0.00
LOCATION: 15 - SJCC Prior Year C/O and	176.00	15,479.83	791,055.68	791,055.68	176.00-	0.01-
FUND: 17 - Grants / Categoricals		176.00	71,381.44	2,081,696.25	3,183,552.61	1,101,680.36 34.61

Fiscal Year 2023

08/08/25		San Jose/Evergreen Community College District Annual Budget Report Ending 06/30/23 Options - All Statuses				Page: 1
Fiscal Year: 2023		FUND: 17 - Grants / Categoricals				
GL Account	YTD Encumbrances	MTD Actual	YTD Actual	Annual Budget	Available	% Avail
MAJOR.OBJECT: 51 - Academic Salaries	0.00	59,627.59-	438,571.96	518,314.61	79,742.65	15.38
MAJOR.OBJECT: 52 - Classified Salarie	0.00	44,374.44	428,172.22	520,894.32	92,722.10	17.80
MAJOR.OBJECT: 53 - Employee Benefits	0.00	10,673.04	484,782.39	660,684.92	175,902.53	26.62
MAJOR.OBJECT: 54 - Supplies and Mater	0.00	23.56	5,594.02	40,000.00	34,405.98	86.01
MAJOR.OBJECT: 55 - Other Operating Ex	0.00	121,301.89	194,775.66	602,687.58	407,911.92	67.68
MAJOR.OBJECT: 57 - Other Outgo	0.00	9,647.50	49,545.00	49,915.50	370.50	0.74
LOCATION: 11 - San Jose City College	0.00	126,392.84	1,601,441.25	2,392,496.93	791,055.68	33.06
MAJOR.OBJECT: 51 - Academic Salaries	0.00	7,378.69	64,744.79	62,422.55	2,322.24-	3.71-
MAJOR.OBJECT: 52 - Classified Salarie	0.00	4,028.37	203,922.35	205,886.90	1,964.55	0.95
MAJOR.OBJECT: 53 - Employee Benefits	0.00	2,128.40	145,151.16	147,673.27	2,522.11	1.71
MAJOR.OBJECT: 54 - Supplies and Mater	0.00	27,321.75	127,007.51	146,730.83	19,723.32	13.44
MAJOR.OBJECT: 55 - Other Operating Ex	0.00	68,545.69	244,207.42	230,423.44	13,783.98-	5.97-
MAJOR.OBJECT: 56 - Capital Outlay	0.00	4,464.66	10,511.32	10,520.32	9.00	0.09
MAJOR.OBJECT: 57 - Other Outgo	0.00	15,829.52	18,178.02	10,065.26	8,112.76-	80.59-
LOCATION: 15 - SJCC Prior Year C/O and	0.00	129,697.08	813,722.57	813,722.57	0.00	0.00
FUND: 17 - Grants / Categoricals		0.00	256,089.92	2,415,163.82	3,206,219.50	791,055.68 24.67

Assessment of 2022-2025 Student Equity Plan

San Jose City College (SJCC) data from the 2022–2025 Student Equity Plan reveals both significant gains and ongoing challenges in advancing student success. Positive trends include a substantial reduction in the enrollment gap for Asian students—from 13% in AY 2020–21 to just 1% in AY 2022–23—reflecting targeted outreach and improved access. Enrollment among Black/African American students, which showed a 2% gap in AY 2020–21, increased to 7% in AY 2022–23, placing them above the overall student population in successful enrollment. Filipino students, who had a 4% gap in AY 2020–21, increased to 5% in AY 2022–23 and also surpassed the overall student body. Enrollment among American Indian/Alaskan Native (AIAN) students rose from one student in AY 2020–21 to six in AY 2022–23.

In the Completion of Transfer-Level Math and English metric, Hispanic/Latino students maintained a 1% gap below the overall student population between AY 2020–21 and AY 2022–23. For the first time since tracking began in AY 2018–19, male Hispanic/Latino students surpassed their female counterparts by 1% in AY 2022–23. Persistence rates for Hispanic/Latino students and the general population have remained static at approximately 59% since AY 2019–20, fluctuating by $\pm 1\%$, indicating a need for stronger retention strategies. By contrast, AIAN students improved persistence by 5%, increasing from 55% in AY 2020–21 to 60% in AY 2023–24.

Transfer data showed a gap in reporting, as no information was available for AIAN students, underscoring the need for enhanced data tracking. Completion rates, however, demonstrated clear improvement: in AY 2017–18, the overall completion rate was 7.4%, with Hispanic/Latino and Asian students at a similar rate and Black/African American students 1% lower. By AY 2022–23, the overall completion rate rose to 13%, with Hispanic/Latino students at 13%, Asian students at 17%, and Black/African American students at 13%. Asian male completion rates grew by 6%, and Hispanic/Latino male completion rates increased by 3%.

These results illustrate meaningful progress in closing certain gaps—such as Asian student enrollment and AIAN persistence—while also highlighting persistent challenges in Hispanic/Latino retention, male Hispanic/Latino completion, and transfer data for AIAN students. Continued implementation of equity-focused interventions, as outlined in the 2025–2028 Student Equity Plan, will be critical to sustaining gains, addressing remaining disparities, and creating clear, equitable pathways to student success.