

San José-Evergreen Community College District 2018-2025 Strategic Priorities



Opportunity
Equity
Social Justice



SAN JOSÉ · EVERGREEN
Community College District

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Message from the Chancellor

San José-Evergreen Community College District's (SJECCD) 2018-2025 Strategic Priorities describe our emphasis on institutional excellence and continuous improvement over the next seven years. These priorities are in line with our mission, vision, and values of opportunity, equity, and social justice. They allow us to build upon the foundation we have established with our Board of Trustees' Ends Policies of student success and community impact, and will provide the path by which we strive to accomplish the goals set forth in the Board's Global Ends Statement, which indicates that the District "exists to ensure all students, especially those with educational and/or socioeconomic challenges, will have the skills and capabilities to be successful in the next stage of their life."

We had a very inclusive and participative process to develop the strategic priorities, including workshops with our Board of Trustees, leadership, and participatory governance teams. We also conducted additional outreach to faculty, staff, students, alumni, and business and community partners.

Our vision for the strategic priorities is in line with the statewide Vision for Success, as outlined by the State Chancellor's Office; and our overarching goal is to achieve equitable outcomes for all students, particularly those from traditionally underserved populations.

Our strategic priorities – established collaboratively with our stakeholders – are ambitious and focused:

- Improving **Student Success** through a culture of evidence
- Being responsive to the **Workforce and Economic Development** needs of the Silicon Valley region
- Using systems that promote **Organizational Effectiveness and Sustainability**
- Investing in secure information and instructional **Technology** solutions that enhance learning and working environments
- Engaging in effective **Communication** with internal and external audiences
- Promoting a **Total Work Environment** that contributes to the success and development of students and employees.

With these strategic priorities, we have accepted the challenge of continuing to improve the service we provide to our community while bringing greater innovation to achieving our mission and vision. Each strategic priority is reinforced by supporting objectives and key performance indicators that provide the framework for us to continuously monitor and measure our progress.

Our 2018-2025 Strategic Priorities build upon a foundation of accomplishments, including:

- Launched the San José Promise, making college more accessible and affordable, while creating a college-going culture throughout the City of San José
- Achieved passage of Measure X, the District's \$748 million bond
- Implemented the STEM Core and Statway programs to improve student success in mathematics

- Reaffirmed accreditation for both colleges from the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges
- Expanded collaboration and community engagement through strategic partnerships with education, government, and industry partners
- Partnered with NextFlex to enhance access to advanced manufacturing curriculum through the FlexFactor program
- Launched SparkPoint San José to address economic disparity in our region.

As a result of these accomplishments, we are better prepared to address the systemic challenges facing our colleges and community colleges across the state as we strive to achieve equitable outcomes for all students in our District.

These priorities are the framework for the strategic direction of Evergreen Valley College, San José City College, and the Community College Center for Economic Mobility. By working collaboratively in pursuit of our values of opportunity, equity, and social justice, SJECCD serves as the equity engine to diversify the workforce of Silicon Valley.

The 2018-2025 Strategic Priorities illustrate where we are today, where we aim to be in the future, and the objectives that will further advance success of our students and partners in this journey.

Dr. Deborah Budd, Chancellor

Mission, Vision, and Values



The San José–Evergreen Community College District exists to ensure all students, especially those with educational and/or socioeconomic challenges, will have the skills and capabilities to be successful in the next stage of their life. Student success is at the heart of our mission, vision, and values.



Mission

As a leading educational institution, the mission of SJECCD is to meet the diverse educational and workforce needs of our community by empowering our students to become agents of socio-economic change.



Vision

SJECCD is the premier post-secondary education institution in our region for advancing opportunity, equity, and social justice through educational excellence.



Values

Our District's core values are opportunity, equity, and social justice. Each one of these values is incorporated into our strategic priorities and is a part of the foundational commitments we make to our communities.

The Board of Trustees aspires to achieve excellence in fulfilling its governance role of the District. In that role, the Board developed a Global Ends Statement and two Ends Policies to ensure the District achieves its visionary objectives and also to charge the Chancellor with identifying and developing the means to achieve those ends.

SJECED BOARD OF TRUSTEES' GLOBAL ENDS STATEMENT

San José-Evergreen Community College District exists to ensure all students, especially those with educational and/or socioeconomic challenges, will have the skills and capabilities to be successful in the next stage of their life, sufficient to justify the use of available resources.

SJECED BOARD OF TRUSTEES' ENDS POLICIES

Student Success

The San José-Evergreen Community College District will improve student success through enhanced educational services and programs and strengthened community engagement. Included in student success:

- **Transferability:** All students, especially underprepared students, will achieve academic success sufficient to transfer to a four-year post-secondary institution.
- **College Readiness:** Students will develop the language skills to succeed in college, the ability to analyze, synthesize, and evaluate information, and will be able to effectively communicate with others and successfully work collaboratively in culturally diverse settings.
- **College Experience:** Enrichment opportunities will exist to enhance the learning environment and support student success.
- **Degree and Certificate Completion:** Students will complete degrees and certificates to enter the workforce.

Community Impact

As a leader in the Silicon Valley, the San José-Evergreen Community College District will be an active partner with civic and other community leaders to create a strong economy and foster social-economic equity and social justice. Included in community impact:

- **Career Development:** Students will acquire skills sufficient to get, keep and progress in jobs with local employers, particularly in high wage/high growth areas, for all students, especially for under-prepared students, older displaced students, and young people at the start of their careers.
- **Community, Business, Industry, and Trades Partnerships/Collaborations:** The District will collaborate with business, industry, and the trades for high employment in quality jobs through job placement, internships, mentorships, and philanthropic development.

2018-2025 SJECCD Strategic Priorities



STRATEGIC PRIORITY 1: **STUDENT SUCCESS**

The San José-Evergreen Community College District will improve student success through a culture of evidence by providing structured educational pathways and continuous support services that align with their educational and career goals and promote responsible global citizenship and civic engagement.



STRATEGIC PRIORITY 2: **WORKFORCE & ECONOMIC DEVELOPMENT**

The San José-Evergreen Community College District will support economic mobility of our diverse community by responding to the workforce needs of the Silicon Valley region.



STRATEGIC PRIORITY 3: **ORGANIZATIONAL EFFECTIVENESS & SUSTAINABILITY**

The San José-Evergreen Community College District will develop and utilize systems that promote institutional effectiveness, fiscal sustainability, and accountability.



STRATEGIC PRIORITY 4: **TECHNOLOGY**

The San José-Evergreen Community College District will invest in secure information technology solutions and instructional technology that enhance the learning and working environment and support guided pathways, institutional effectiveness, and student success.



STRATEGIC PRIORITY 5: **COMMUNICATION**

The San José-Evergreen Community College District will engage in effective communication with internal and external audiences to improve stakeholder satisfaction.



STRATEGIC PRIORITY 6: **TOTAL WORK ENVIRONMENT**

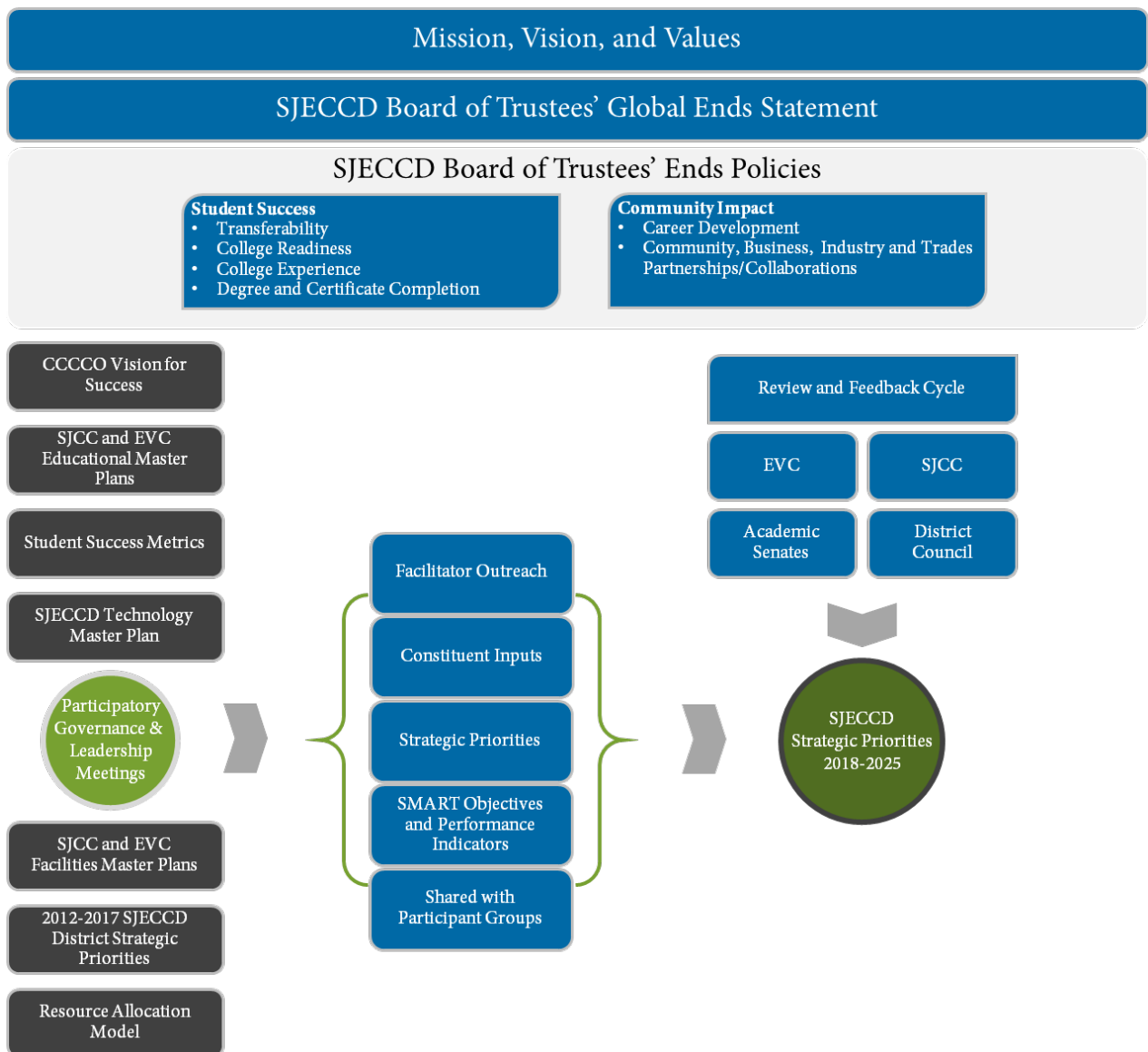
The San José-Evergreen Community College District will promote a total work environment that contributes to the success and development of its students and employees.

Strategic Prioritization Process

FAR-REACHING AND INCLUSIVE

San José–Evergreen Community College District’s strategic prioritization process has been far-reaching and inclusive: Far-reaching in that it drives, and is informed by, the many other District planning and prioritization efforts underway throughout the year; inclusive in that it brings in the voices and perspectives of the many internal and external stakeholders. The graphic below illustrates the plans and groups that are integrated and associated with this overall prioritization process.

Overview of Integrated Strategic Prioritization Process



Key Trends and Challenges

CALIFORNIA COMMUNITY COLLEGES: STRENGTHS AND CHALLENGES

Community colleges are a vital part of the state's education profile – 60% of California's undergraduate students attend community colleges, making the state heavily reliant on the community college system. One in five American community college students attend a California community college, making our state system a vital source of training and education for the nation's future workforce.

In its recently produced report¹, the California Community Colleges Chancellor's Office (CCCCO) profiled the state's 114 community colleges to identify strengths they can leverage and challenges they face. Strengths to build upon include:

- The size and reach of the community college system
- A history of student population diversity that closely corresponds, if not exceeds, its local communities
- A history of affordable and accessible higher education
- A foundation of academic achievement that enables students who transfer to California State University/University of California system-affiliated schools to graduate at rates commensurate with their four-year freshmen counterparts
- A platform of sustained reform by community colleges in the areas of student success, transfer, and career technical education, also referred to as career education.

The challenges for community colleges to address to facilitate the success of students include:

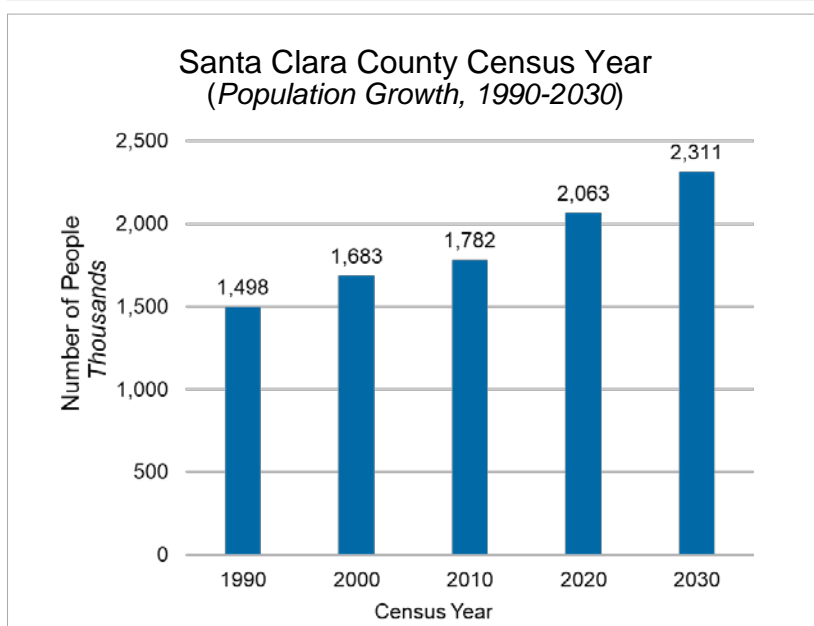
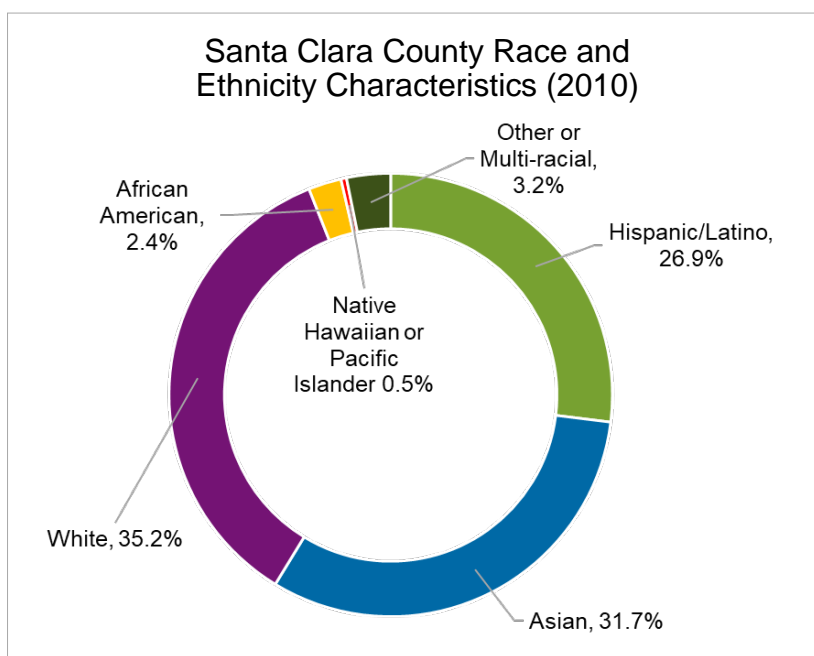
- About half of the students who enter a community college complete a degree or certificate, or transfer to a four-year university. Researchers project that California's public higher education system is not producing nearly enough educated graduates to meet future workforce needs
- CCC students who do reach a desired educational goal such as a degree or transfer take a long time to do so, often accumulating many excess course credits along the way
- Older and working CCC students lack the services and financial aid to meet their needs, and as a result, are often left behind in the system
- CCCs are more expensive than they appear, both to students and to taxpayers – because of slow time to completion and a lack of financial aid to cover students' living expenses
- Serious and stubborn gaps persist across the CCCs, and high-need regions of the state are not served equitably.

SJECED has considered these challenges when developing the strategic priorities.

COUNTY PROFILE

San José-Evergreen Community College District is located in Santa Clara County, the fifth-largest county in the state of California. It is a growing and highly diverse county, with much of the growth fueled by the high tech sector. The county population is projected to increase each census year from the 2010 level of 1,781,642. By the year 2030, the population is projected to be 2,310,800.² This is shown in the chart “Santa Clara Population Growth, by Census Year.” As of 2015, Santa Clara County had the highest median household income of any county in California at \$102,191.³

Santa Clara County is culturally and ethnically diverse. As of 2010, Whites comprise 35% of the population, Asians are 32%, Hispanic/Latinos (from all races) are 27%, and Black/African Americans are 2.4% of the population. In addition, approximately 36% of the Santa Clara County population was born outside of the United States.



Santa Clara County is the largest county in the San Francisco Bay Area, in terms of population and employment. In 2015, employment grew in all sectors. The table below shows some of the County's fastest-growing occupations, along with the 2016 median annual income for those occupations. SJECCD has academic programs in several of these occupational areas.

Santa Clara County's Fastest Growing Occupations

Occupation	2016 Median Annual Income	Percent Growth, 2014-2024
Operations Research Analysts	\$115,571	41.5%
Software Developers, Applications	\$143,277	36.4%
Web Developers	\$105,193	36.4%
Electricians	\$73,750	35.3%
Computer Systems Analysts	\$114,323	32.6%
Plumbers, Pipefitters, and Steamfitters	\$61,512	31.6%
Cooks, Restaurant	\$27,411	27.9%
Painters, Construction and Maintenance	\$54,672	26.9%
Computer and Information Systems Managers	\$182,760	26.7%
Market Research Analysts and Marketing Specialists	\$115,372	24.3%
Carpenters	\$59,744	24.1%
Medical Assistants	\$43,308	23.6%
Combined Food Preparation and Serving Workers	\$23,005	23.4%
Nursing Assistants	\$30,837	22.5%
First-Line Supervisors of Food Preparation and Serving Workers	\$34,314	22.4%
Computer User Support Specialists	\$77,132	22.3%
Registered Nurses	\$132,361	21.8%
Computer Network Architects	\$146,006	21.7%

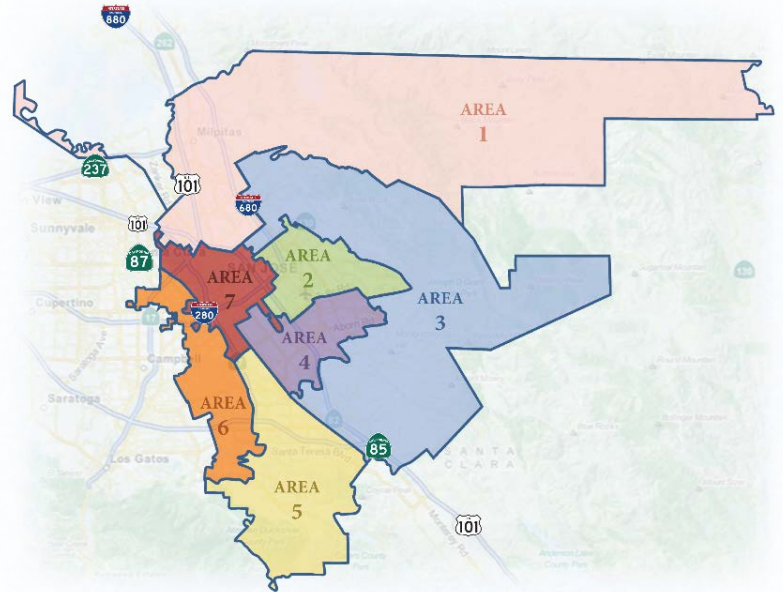
Source: California Employment Development Department, Projections of Growth by Industry and Occupation, 2016

The county profile shows a very strong economy and diverse ethnicity which is projected to continue. SJECCD must continue to provide economically relevant career and technical programs, and maintain its strength as a feeder to four-year and above degree granting institutions.

About San José-Evergreen Community College District

DISTRICT PROFILE

The San José-Evergreen Community College District (SJECCD) is located in northeastern Santa Clara County, where it encompasses more than 300 square miles, including most of the city of San José and all of the city of Milpitas. The District is comprised of Evergreen Valley College (EVC), established in 1975; San José City College (SJCC), was the first community college in Santa Clara County, established in 1921; the Community College Center for Economic Mobility, formerly known as the Workforce Institute, established in 1988; and the San José-Evergreen Community College Extension at Milpitas, established in 2016. San José-Evergreen Community College District currently serves over 26,000 students annually.



Evergreen Valley College and San José City College are comprehensive community colleges that offer transformational opportunities for students from our richly diverse communities. Through this, students achieve their educational goals and positively affect their lives and their communities. These institutions individually execute their college-specific plans. The Community College Center for Economic Mobility works to make the complex ecology of opportunity fit together like pieces of a puzzle. “When all the pieces fit, we make real the promise of higher education for a better life, economy, and democracy.”⁴

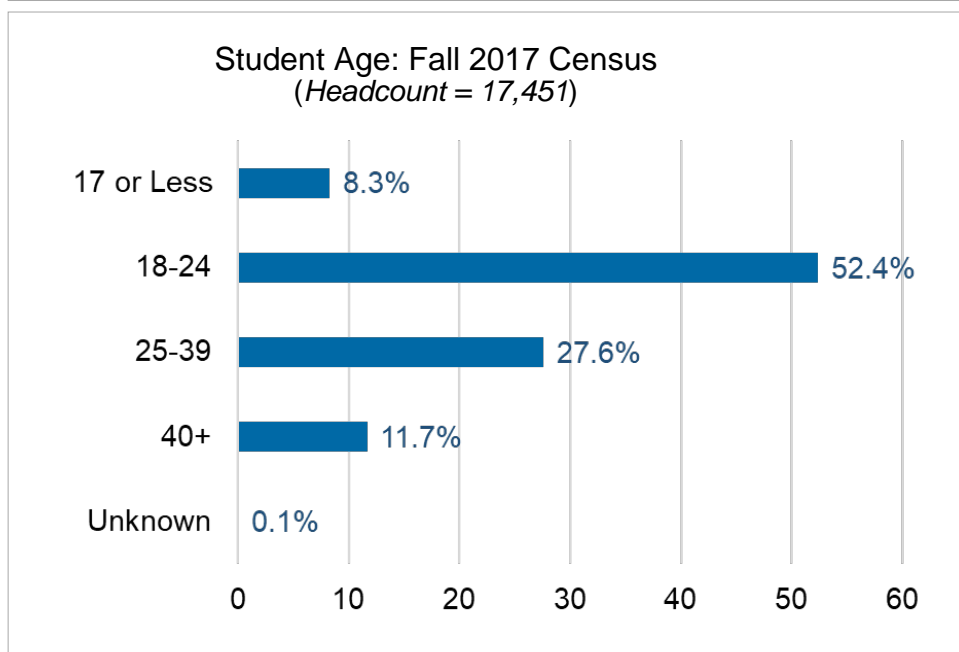
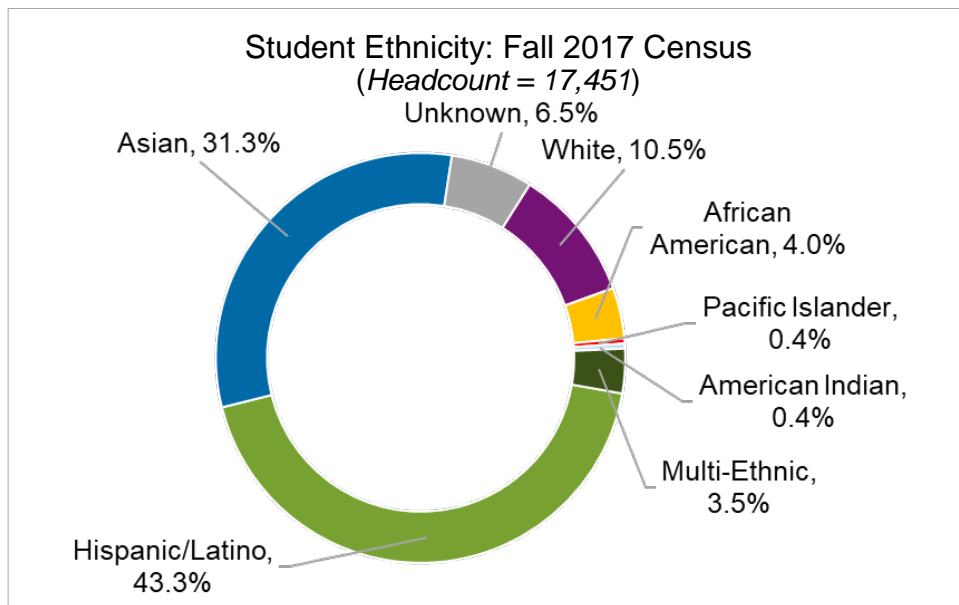
In recent years, SJECCD has revitalized the infrastructure of both Colleges, District Office, and the San José-Evergreen Community College Extension in Milpitas. With these capital investments, students now enjoy additional 21st century collaboration environments and instructional spaces, including:

- In 2016, Evergreen Valley College celebrated the grand opening of its new Automotive Technology Building, MS3 (Math, Science, and Social Science) Building, Fitness Center, Veterans Freedom Center, and Central Green, which improves social interaction and connectivity throughout campus.
- San José City College’s facilities include the state of the art Technology Center, Cesar Chavez Library and Learning Resource Center, Student Services Building, Science Building, Applied Science Center, Cosmetology Building, Carmen Castellano Fine Arts Building, and the Multidisciplinary Building.
- In 2016, SJECCD achieved passage of Measure X, the District’s \$748 million bond.

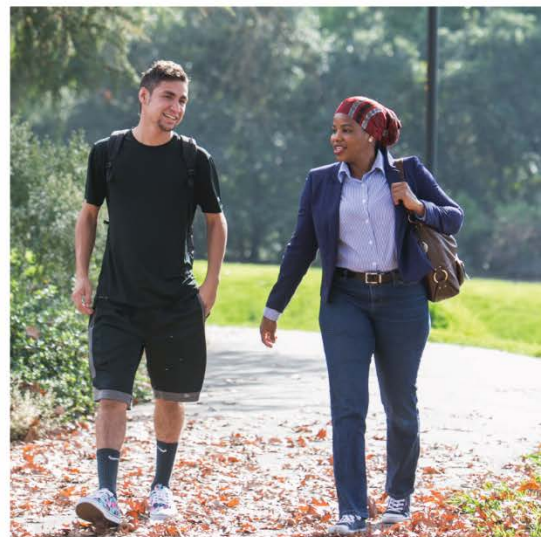
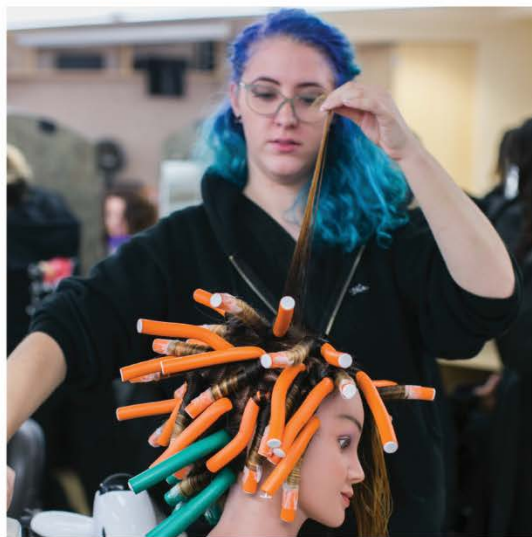
STUDENT OVERVIEW

SJECCD serves a student population that represents the diversity of the community, a key influence in making the individual colleges dynamic and distinctive institutions of higher education.

- More than 43% of students identify as Hispanic or Latino, approximately 31% identify as Asian, almost 10% as White, and 4% as African American
- More than 55% of the student population identifies as female
- More than 52% of the student population are between the ages of 18 and 24, while approximately 28% fall into the age range of 25-39 years, and almost 12% are 40 or older. More than 8% are 17 years old or younger, signifying a robust dual enrollment program.

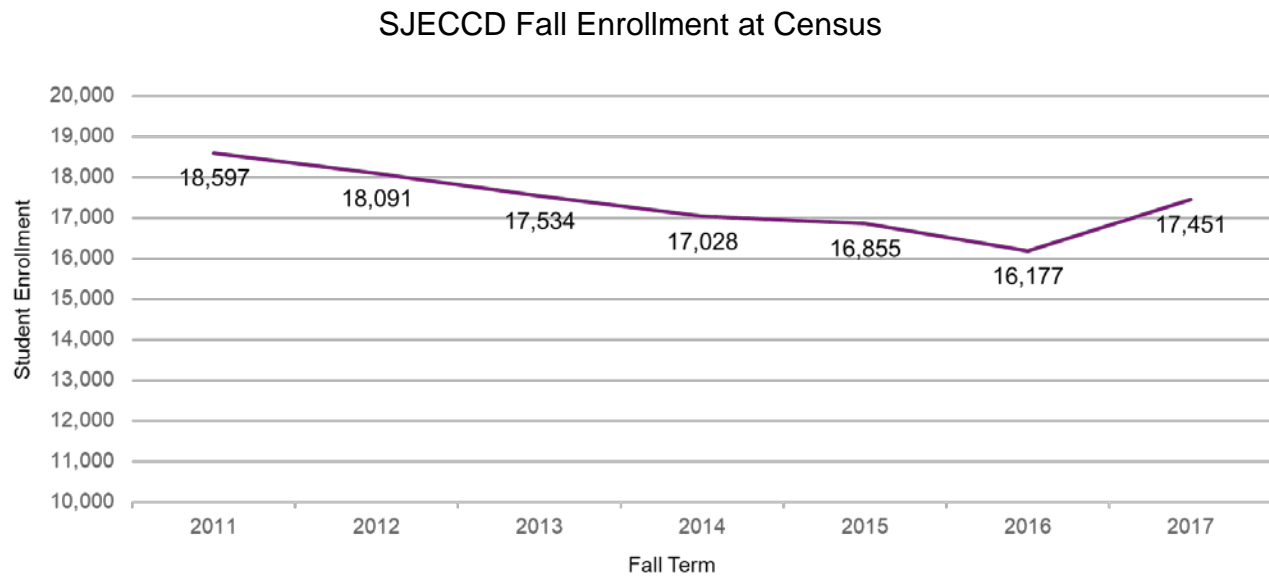


Student Enrollment and Achievement

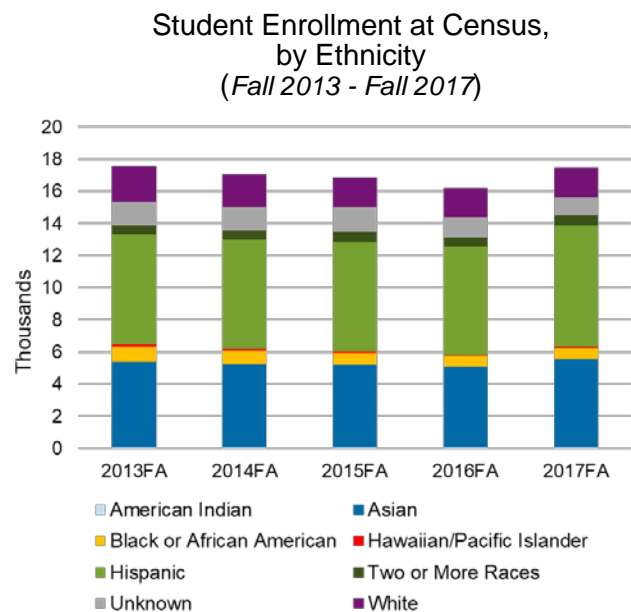
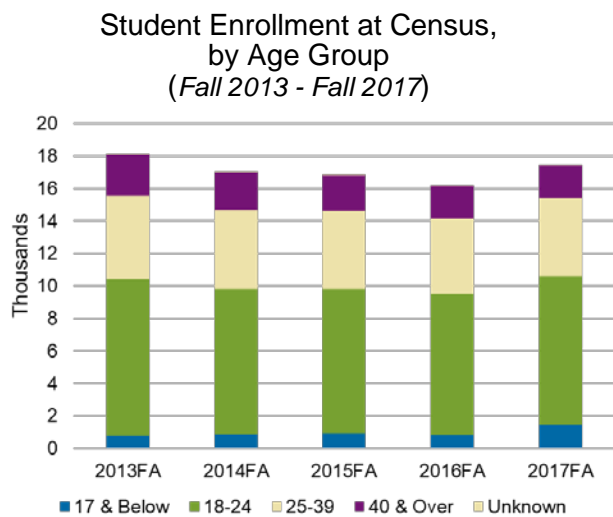


STUDENT ENROLLMENT

In fall 2017, the District saw its first enrollment increase since 2009. The 2011-2017 enrollment trend is shown in the following chart.⁵



The diversity of our student population, in terms of age and ethnicity, has held steady.



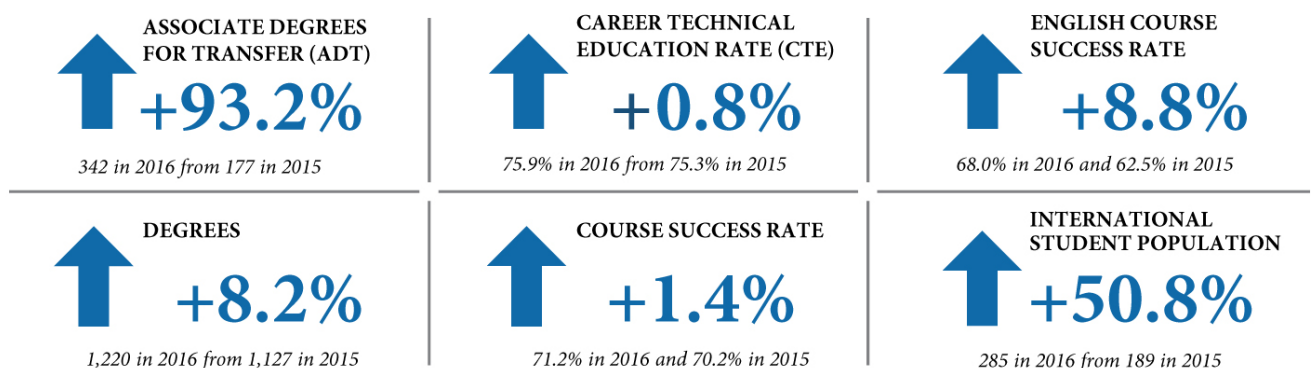
STUDENT SUCCESS AT SJECCD⁶

Student Success is the heart of our mission and for our students it means more than just obtaining a degree, transfer, certificate, or career advancement. It also means the achievement of the individual student's self-established educational goals to maximize the skills necessary to lead a successful life. Student Success is not merely an outcome, but it is also a process and a journey that encompasses multiple levels of achievement and the attainment of milestones such as the abilities to:

- Analyze and synthesize information
- Communicate effectively with others
- Achieve proficiency in subjects including science, mathematics, computer/technical skills, world languages, history, geography, and global awareness
- Collaboratively work in culturally diverse settings
- Become leaders who see projects through to completion
- Be responsible decision makers who are self-motivated
- Be active civic participants; and
- Become ethical individuals who are committed to their families, communities, and others.

Student Success is everyone's responsibility – the entire SJECCD community is accountable for modeling behaviors that support and embrace our core values of opportunity, equity, and social justice.

In 2016, SJECCD had a number of student success achievements to celebrate. ⁷



OTHER SUCCESSES INCLUDE:

- Launched the San José Promise, making college more accessible and affordable, while creating a college-going culture throughout the City of San José
- Achieved passage of Measure X, the District's \$748 million bond
- Opened new state-of-the-art facilities for instruction, collaboration, student services, and Career Technical Education, also referred to as Career Education
- Increased our fall 2017 enrollment by 7.9%, over the previous year⁸
- Expanded the role of the newly branded Community College Center for Economic Mobility
- Reaffirmed accreditation for both colleges from the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges
- Achieved a 93% increase in the number of Associate Degrees for Transfer awarded
- Updated all Board Policies and Administrative Procedures
- Achieved strong improvements in Career Technical Education degrees conferred and course success rate
- Expanded collaboration and community engagement through strategic partnerships with education, government, and industry partners
- Launched SparkPoint San José to address economic disparity in our region
- Worked with the National Center for Inquiry and Improvement to implement Guided Pathways
- In partnership with NextFlex, enhanced access to advanced manufacturing curriculum through the FlexFactor program.

District Priorities, Objectives, and Indicators

These strategic priorities become actionable by developing the specific objectives that will help bring them to fruition. Each objective is associated with one or more Key Performance Indicators (KPIs). The KPI represents the specific area being monitored to demonstrate progress on the objective. The Key Performance Indicators will be reviewed annually.





STRATEGIC PRIORITY 1: STUDENT SUCCESS

The San José–Evergreen Community College District will improve student success through a culture of evidence by providing structured educational pathways and continuous support services that align with their educational and career goals and promote responsible global citizenship and civic engagement.

OBJECTIVE 1

Increase the number of students earning a certificate, degree, or transfer to a four-year institution.

KPI

Increase in the completion rate for all student populations, including for unprepared and ethnically diverse groups, using the Chancellor’s Office Student Success Scorecard as the measure.

OBJECTIVE 2

Expand the development of pathways and support services leading to educational goal completion and civic engagement.

KPI

Improvement in first-year momentum points for first-time students, including for disaggregated student groups, as reported by the Chancellors’ Office Guided Pathways metrics.

OBJECTIVE 3

Increasing outreach and enrollment into Career Technical Education (CTE) courses and programs.

KPI

Increase in the number of CTE course enrollments and completion of CTE certificates, degrees, and transfers as indicated by the Strong Workforce program metrics in the Chancellor’s Office Launchboard.

OBJECTIVE 4

Increase the proportion of high school students enrolling at the colleges in the District.

KPI

Increase in the proportion of local high school students enrolling at the colleges in the district.



STRATEGIC PRIORITY 2: WORKFORCE & ECONOMIC DEVELOPMENT

The San José-Evergreen Community College District will support economic mobility in our diverse community by responding to the workforce needs of the Silicon Valley region.

OBJECTIVE 1

Design, implement, and deliver clear state of the market education pathways from high schools to post-secondary that expand student employability and meet the needs of regional employers including the use of non-credit, dual enrollment, and transfer.

KPI

Increase in the employment rate of CTE completers and the incomes of CTE skills builders as reported by the Chancellor's Office Launchboard metrics.

OBJECTIVE 2

Ensure that all programs provided by CTE are responsive to industry demands and competencies, and prepare graduates for high wage/sustainable career path.

KPI

Increase in the percent of students in career and technical programs successfully passing licensing exams after program completion (i.e. nursing boards, or met paramedic national registry).

OBJECTIVE 3

Create a comprehensive Workforce Development Strategic Plan that supports economic mobility in our diverse community by responding to the workforce needs of the Silicon Valley region.

KPI

Completion of a comprehensive Workforce Development Strategic Plan that includes metrics to document the increase of student economic mobility because of credential attainment.

OBJECTIVE 4

Establish a baseline of workforce experiences of all CTE programs under the conceptual framework of experiential learning (apprenticeship, internships, externships, etc.).

KPI

Increase in number and type of workplace opportunities for students in workforce programs.



STRATEGIC PRIORITY 3: ORGANIZATIONAL EFFECTIVENESS & SUSTAINABILITY

The San José-Evergreen Community College District will develop and utilize systems that promote institutional effectiveness, fiscal sustainability, and accountability.

OBJECTIVE 1

Optimize District Resources through sound fiscal management.

KPI

Maintain District credit rating standards of AA for Standard and Poor's Global Ratings Agency and Aa1 for Moody's Investor Services and maintain an unmodified opinion letter for all financial audits.

Implementation of Resource Allocation Model.

OBJECTIVE 2

Develop, manage, and maintain the physical plant and facilities effectively and consistent with the Facilities Master Plans.

KPI

Assessment of the required maintenance needs for the physical plant and facilities to support and enhance student success.

Utilization of available institutional resources earmarked to maintain the physical plant and facilities.

Project completion time, budget performance, and consistency with approved plans.

OBJECTIVE 3

Enhance resource development to support institutional goals.

KPI

Increase in Foundation funding for student scholarships and grant opportunities to support student success.



STRATEGIC PRIORITY 4: TECHNOLOGY

The San José–Evergreen Community College District will invest in secure information technology solutions and instructional technology that enhance the learning and working environment and support guided pathways, institutional effectiveness, and student success.

OBJECTIVE 1 Provide regular updates of technology to ensure the quality and capacity to support operations, programs, services and the mission.	KPI Level of user satisfaction with the overall quality and capacity of technology to support student success and operations.
OBJECTIVE 2 Implement continuous improvements of standardized business processes involving technology to improve institutional operations.	KPI Increase in user satisfaction with improved business processes.
OBJECTIVE 3 Ensure institutional support of technology planning and standardized project management including portfolio management, project intake and project prioritization.	KPI Increase in user satisfaction with improved business processes for technology planning, prioritization and project management.
OBJECTIVE 4 Support institutional data management and data governance for data-informed decision-making.	KPI Increase in user satisfaction with institutional data management, data governance and data-informed decision making.
OBJECTIVE 5 Develop and continuously improve internal and external web resources and mobile applications to support operations, programs, services and the mission.	KPI Increase in user satisfaction with web resources to support operations, programs and services.



STRATEGIC PRIORITY 5: COMMUNICATION

The San José-Evergreen Community College District will engage in effective communication with internal and external audiences to improve stakeholder satisfaction.

OBJECTIVE 1 Develop and implement a District strategic communications plan.	KPI Establishment of plan that includes measures to increase marketing reach to priority audiences.
OBJECTIVE 2 Enhance website structure to support institutional effectiveness and student success through guided pathways.	KPI Establishment of measurement tool to evaluate and improve website effectiveness and usability.
OBJECTIVE 3 Identify and prioritize key stakeholder groups and determine most effective messaging for these groups.	KPI Assessment of messaging effectiveness to key stakeholder groups.
OBJECTIVE 4 Evaluate and enhance ongoing communication with all internal audiences.	KPI Increase in employee satisfaction with District communications.



STRATEGIC PRIORITY 6: TOTAL WORK ENVIRONMENT

The San José-Evergreen Community College District will promote a total work environment that contributes to the success and development of its students and employees.

OBJECTIVE 1

Increase the diversity of faculty, staff and students, and expand the capacity of institutional cultural proficiency.

KPI

Increase in the diversity of faculty and staff as reported annually for three-year increments.

OBJECTIVE 2

Increase the professional development resources allocated to faculty and staff with a focus to improve student success.

KPI

Increase in employee and student satisfaction with staff development opportunities and student development activities.

OBJECTIVE 3

Provide faculty, staff and students with the facilities, equipment, tools and resources needed for effective work and learning.

KPI

Increase in faculty, staff and student satisfaction with facilities, equipment, and resources.

OBJECTIVE 4

Continuous improvement of a safe learning and working environment for students, faculty, and staff.

KPI

The number of incidents of criminal offenses on the college campuses as reported under the requirement of the Clery Act.

Integration with College Specific Plans

This 2018-2025 Strategic Priorities for San José-Evergreen Community College District provides a framework for each of the colleges to develop their individual strategic plans. Evergreen Valley College and San José City College will engage their constituents in a process that develops college-specific objectives, KPIs, and activities to meet the district Strategic Priorities.



A Collaborative, Cohesive Effort

This 2018-2025 Strategic Priorities are the collective effort of the SJECCD community and stakeholders.

FACILITATORS

The facilitators convened the working groups that explored the individual strategic priorities, coordinated input from all participants, and confirmed the objectives and KPIs associated with their assigned strategic priority. Our facilitators were:

Student Success	Alice van Ommeren, Ed.D Executive Director of Institutional Effectiveness and Student Success
Workforce & Economic Development	William Watson, Ed.D Executive Director of Strategic Partnerships and Workforce Innovation
Organizational Effectiveness & Sustainability	Doug Smith Vice Chancellor of Administrative Services
Technology	Ben Seaberry, Ed.D Vice Chancellor of Information Technology and Institutional Effectiveness
Communication	Ryan Brown Marketing and Public Information Officer
Total Work Environment	Kim Garcia Vice Chancellor of Human Resources

BOARD OF TRUSTEES

The San José-Evergreen Community College District is governed by a seven-member board of trustees and two student trustees. These trustees represent a population of more than 918,000.

- Mr. Rudy Nasol
- Mr. Scott Hung Pham
- Mr. Craig Mann
- Ms. Huong H. Nguyen
- Ms. Wendy Ho
- Dr. Jeffrey Lease, Board Vice President
- Ms. Mayra Cruz, Board President
- N'Vante Santos, EVC Student Trustee
- Joseph Heady, SJCC Student Trustee

IN APPRECIATION

We express appreciation to all participants in the development of the 2018-2025 SJECCD Strategic Priorities.

Sean Abel	Celia Cruz-Johnson	Deanna Herrera	Joy Pace
Andrea Alexander	Hazel De Ausen	Susan Hines	Teresa Paiz
Stacy Alvarez	Maniphone Dickerson	Sam Ho	Karen Pullen
Norma Ambriz-Galaviz	Sandra Dinh	Raniya Johnson	Hasan Rahim
Joe Andrade	Jorge Escobar	Merryl Kravitz	Nasreen Rahim
Lynette Apen	Peter Fitzsimmons	Takeo Kubo	Yesenia Ramirez
Maria Avalos	Paul Fong	Heather Lancaster	Lucas Randall
Adriana Ayala	Laura Garcia	Lyun Lazik	Christopher Ratto
Eliazer Ayala-Austin	Kim Garcia	Julinda LeDee	Ingrid Rottman
Keith Aytch	Penny Garibay	Rosalie Ledesma	Edina Rutland
Jack Baker	Victor Garza	Alejandro Lopez	Corinne Salazar
Blake Balajadia	Daniel Garza	Joyce Lui	Ben Seaberry
Melody Barta	Ambica Gill	Irianna Luna	Doug Smith
Michael Berke	Mark Gonzales	Clem Lundie	Adela Swinson
Byron Breland	Fabio Gonzalez	Carlos Marques	Alma Tanon
Lisa Brillon	Sandra Gonzalez	Lorena Mata	Janice Toyoshima
Robert Brown	Steven Graham	Lauren McKee	Lena Tran
Ryan Brown	Gerald Grudzen	David Micetich	Elizabeth Tyrell
Sherri Brusseau	Robert Gutierrez	Arleene Miranda	Alice Van Ommeren
Deborah Budd	Rachel Hagan	Roland Montemayor	Joseph Vigliecca
Adrienne Burns	Barbara Hanfling	Micheal Mooney	Faustino Villa
Mirella Burton	Lamel Harris	Eric Narveson	Ruth Villasenor
Eugenio Cannoy	Dan Hawkins	Mark Newton	Julie Vo
Jesus Covarrubias	Michael Hernandez	Elaine Ortiz-Kristich	Kishan Vujjeni
Philip Crawford	Antoinette Herrera	Anthony Oum	William Watson
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