# QUALITATIVE ANALYSES IN THE PROGRAM AND AREA REVIEW SYNTHESIS STATEMENT

**PRESENTED TO PRAC: FEBRUARY 1, 2023**

By: Program and Area Review Committee
Supported by the Office of Research, Planning and Institutional Effectiveness
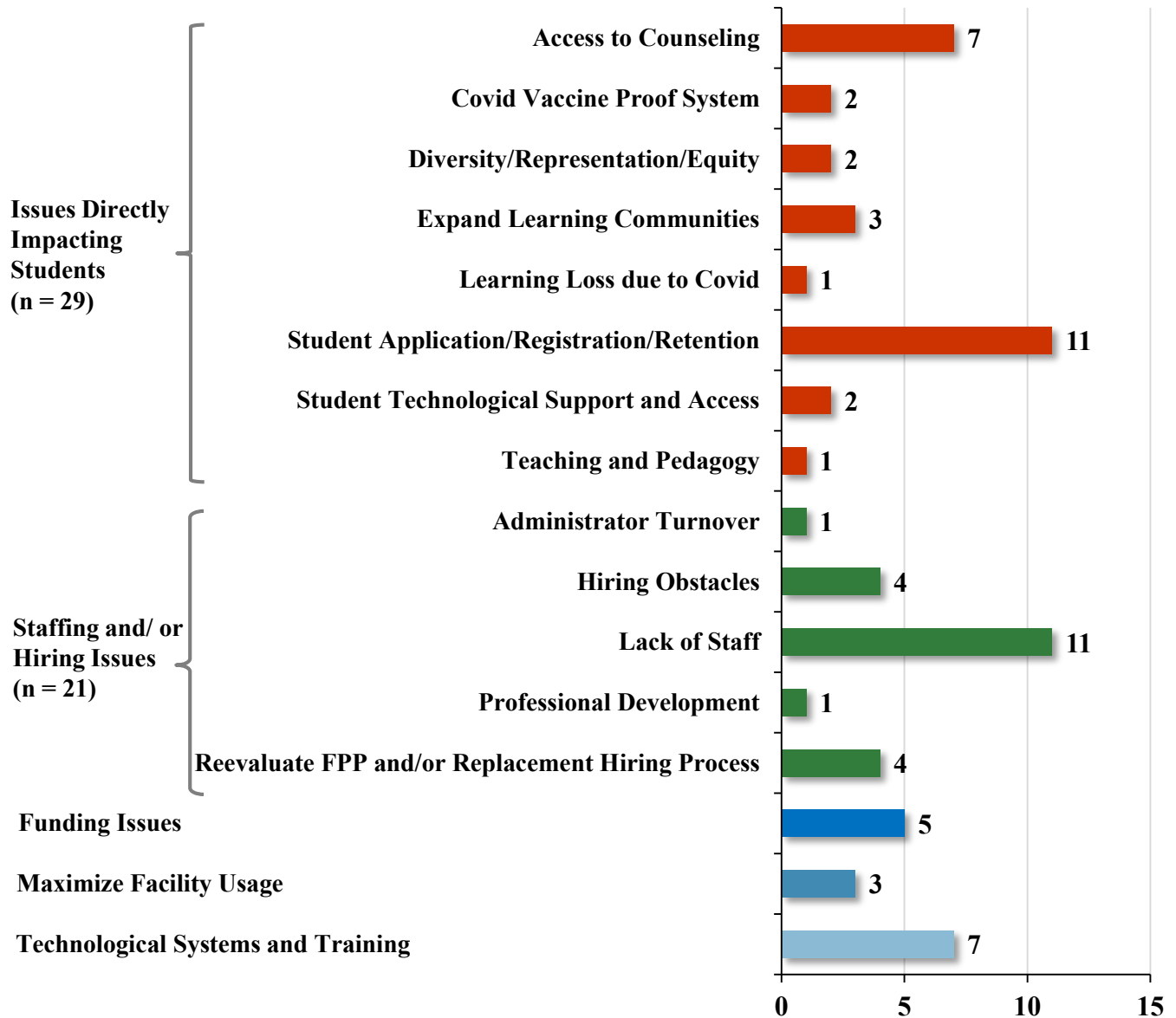
# **Acknowledgements**

- Thank you to the PAR Committee for your in-depth analyses of 106 PAR responses!!
  - Co-Chairs Cynthia Gordon da Cruz and Deonne Kunkel Wu; Simon Abramowitsch, Virginia Criswell, Alexandra (Zannie) Dallara, Frances Fon, Brian Goo, Alice Hale, Na Liu, Patricia Molina, Anamarie Navarro, Abigail Patton, Nancy Pinio, Christina Read, and Monique Williams.

- Thank you to Na Liu, Alex Karan and Brian Goo for Qualtrics support, qualitative research support, graph-making, and proofreading!

- Thank you to Svetlana Tkachenko, consultant, for developing the data visualizations that we use year after year.

# Program and Area Reviews Submitted in Fall 2022

- Reminder: Fall 2022 is an "Update Year"

- Fall 2021 was a comprehensive PAR; Questions in Fall 2022 asked respondents to reflect on Fall 2021 responses and progress towards goals.

- **106** Program and Area Reviews were submitted.
  - 95% completion rate.

- **12** Deans' and VPs' Summaries.
  - 100% completion rate.

- **5** Qualitative questions were analyzed (presenting today).

- Quantitative PAR questions are displayed in graphs in the PAR synthesis statement.

**PAR Question:** Based on the "Summary Data Report" and your own experiences, in ranked order, what do you believe are the top 3-5 infrastructure or college-wide issues that deserve immediate attention?



VPs' and Deans' Analyses of Collegewide / Infrastructure Issues
(12 Responses)

**Issues Directly Impacting Students (n = 29)**
- Access to Counseling — 7
- Covid Vaccine Proof System — 2
- Diversity/Representation/Equity — 2
- Expand Learning Communities — 3
- Learning Loss due to Covid — 1
- Student Application/Registration/Retention — 11
- Student Technological Support and Access — 2
- Teaching and Pedagogy — 1

**Staffing and/ or Hiring Issues (n = 21)**
- Administrator Turnover — 1
- Hiring Obstacles — 4
- Lack of Staff — 11
- Professional Development — 1
- Reevaluate FPP and/or Replacement Hiring Process — 4

- Funding Issues — 5
- Maximize Facility Usage — 3
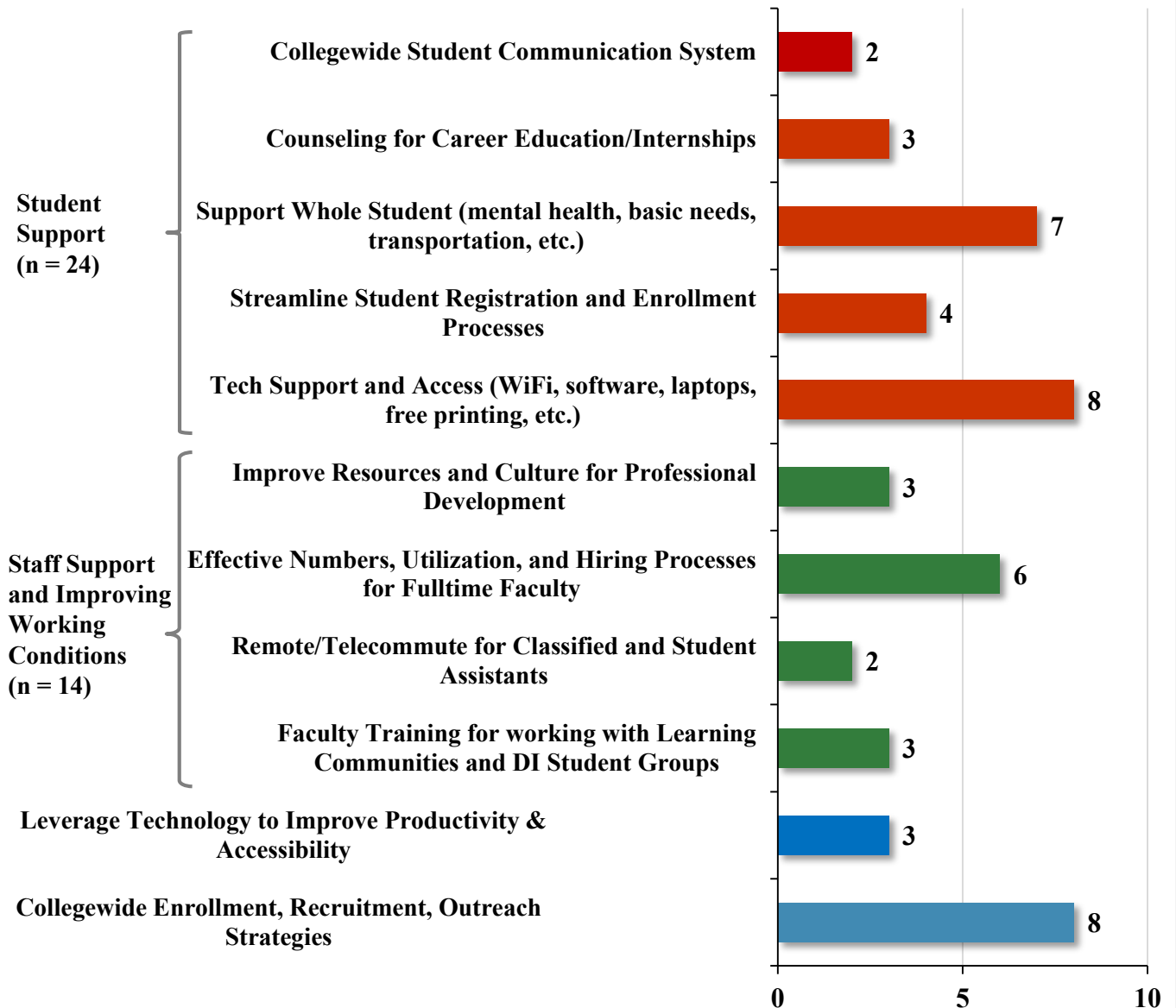- Technological Systems and Training — 7

*Note: The question was included in the Deans' and VPs' Summary PAR*

# Summary and Policy Implications for Consideration:

- Investigate the multi-faceted causes of **inadequate staffing** and address solvable issues.

- Ensure the **application-to-registration process** is seamless and efficient from students' perspectives.

- Ensure **technological systems and training** are up to date.

- Ensure **access to counseling**.

**PAR Question:** If you believe there is an important issue to address to carry out the college mission that is NOT mentioned in the list (student registration/application process, staffing issues, funding, technological systems, access to counseling, facilities, and learning communities), please describe.

## Collegewide / Infrastructure Issues
### (46 Responses)

**Student Support (n = 24)**
- Collegewide Student Communication System — 2
- Counseling for Career Education/Internships — 3
- Support Whole Student (mental health, basic needs, transportation, etc.) — 7
- Streamline Student Registration and Enrollment Processes — 4
- Tech Support and Access (WiFi, software, laptops, free printing, etc.) — 8

**Staff Support and Improving Working Conditions (n = 14)**
- Improve Resources and Culture for Professional Development — 3
- Effective Numbers, Utilization, and Hiring Processes for Fulltime Faculty — 6
- Remote/Telecommute for Classified and Student Assistants — 2
- Faculty Training for working with Learning Communities and DI Student Groups — 3

- Leverage Technology to Improve Productivity & Accessibility — 3
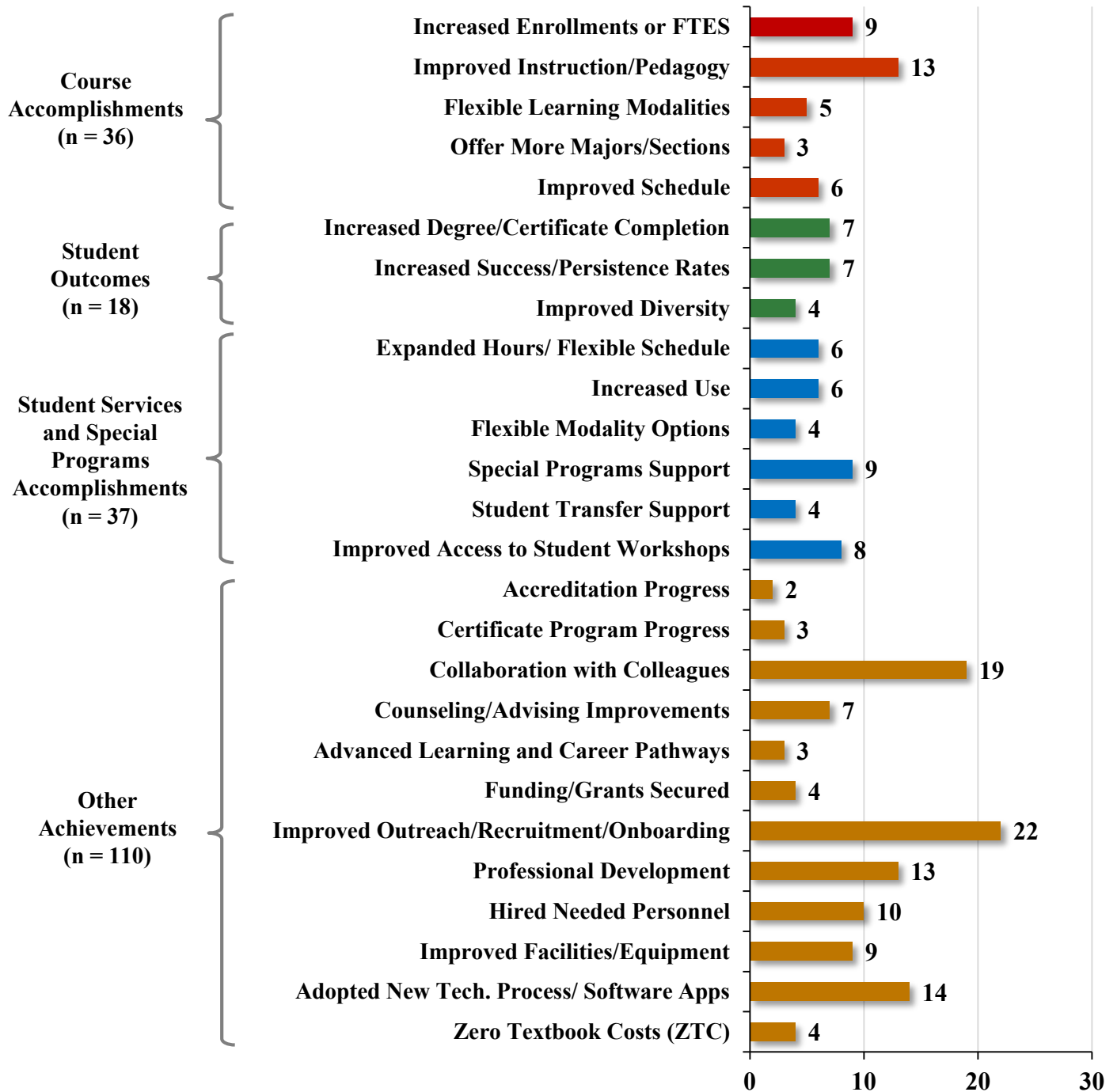- Collegewide Enrollment, Recruitment, Outreach Strategies — 8

*Note: Qn. included in Academic Services, Student Services, and Administrative Services PARs*

# Summary and Policy Implications for Consideration:

- Investigate systems for **providing students with hardware and software access and technological support**.

- Investigate the multi-faceted causes of **inadequate staffing** and address solvable issues.

- Ensure the **application-to-registration process** is seamless and efficient from students' perspectives.

- Analyze and implement **collegewide outreach and marketing strategies** to address low enrollments.

- Ensure that support for students' financial, technological, academic, and basic needs continues.

# PAR Question: So far, what is going well regarding completing your program's/ area's goals?

**Accomplishments (94 Responses)**

**Course Accomplishments (n = 36)**
- Increased Enrollments or FTES: 9
- Improved Instruction/Pedagogy: 13
- Flexible Learning Modalities: 5
- Offer More Majors/Sections: 3
- Improved Schedule: 6

**Student Outcomes (n = 18)**
- Increased Degree/Certificate Completion: 7
- Increased Success/Persistence Rates: 7
- Improved Diversity: 4

**Student Services and Special Programs Accomplishments (n = 37)**
- Expanded Hours/ Flexible Schedule: 6
- Increased Use: 6
- Flexible Modality Options: 4
- Special Programs Support: 9
- Student Transfer Support: 4
- Improved Access to Student Workshops: 8

**Other Achievements (n = 110)**
- Accreditation Progress: 2
- Certificate Program Progress: 3
- Collaboration with Colleagues: 19
- Counseling/Advising Improvements: 7
- Advanced Learning and Career Pathways: 3
- Funding/Grants Secured: 4
- Improved Outreach/Recruitment/Onboarding: 22
- Professional Development: 13
- Hired Needed Personnel: 10
- Improved Facilities/Equipment: 9
- Adopted New Tech. Process/ Software Apps: 14
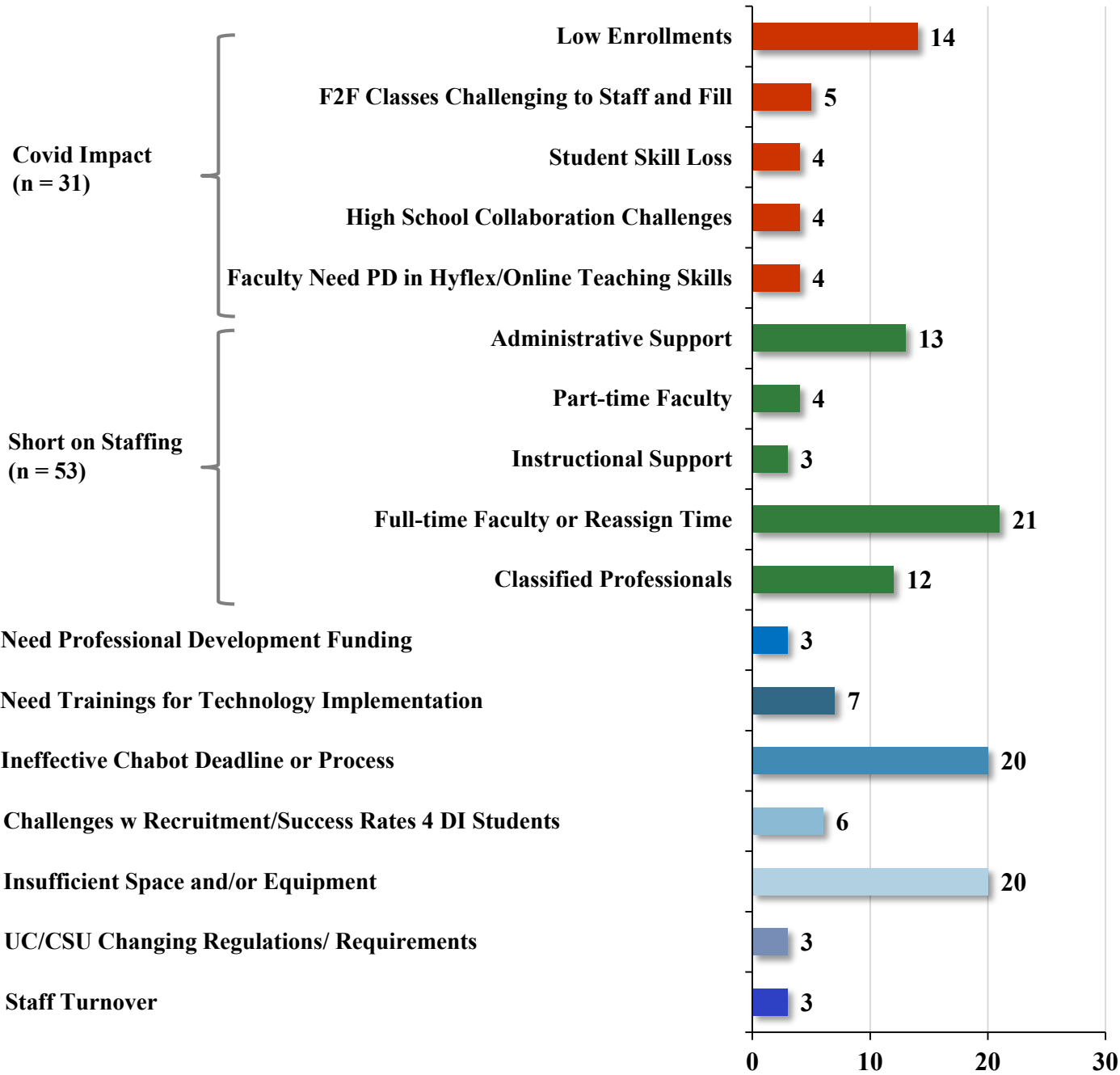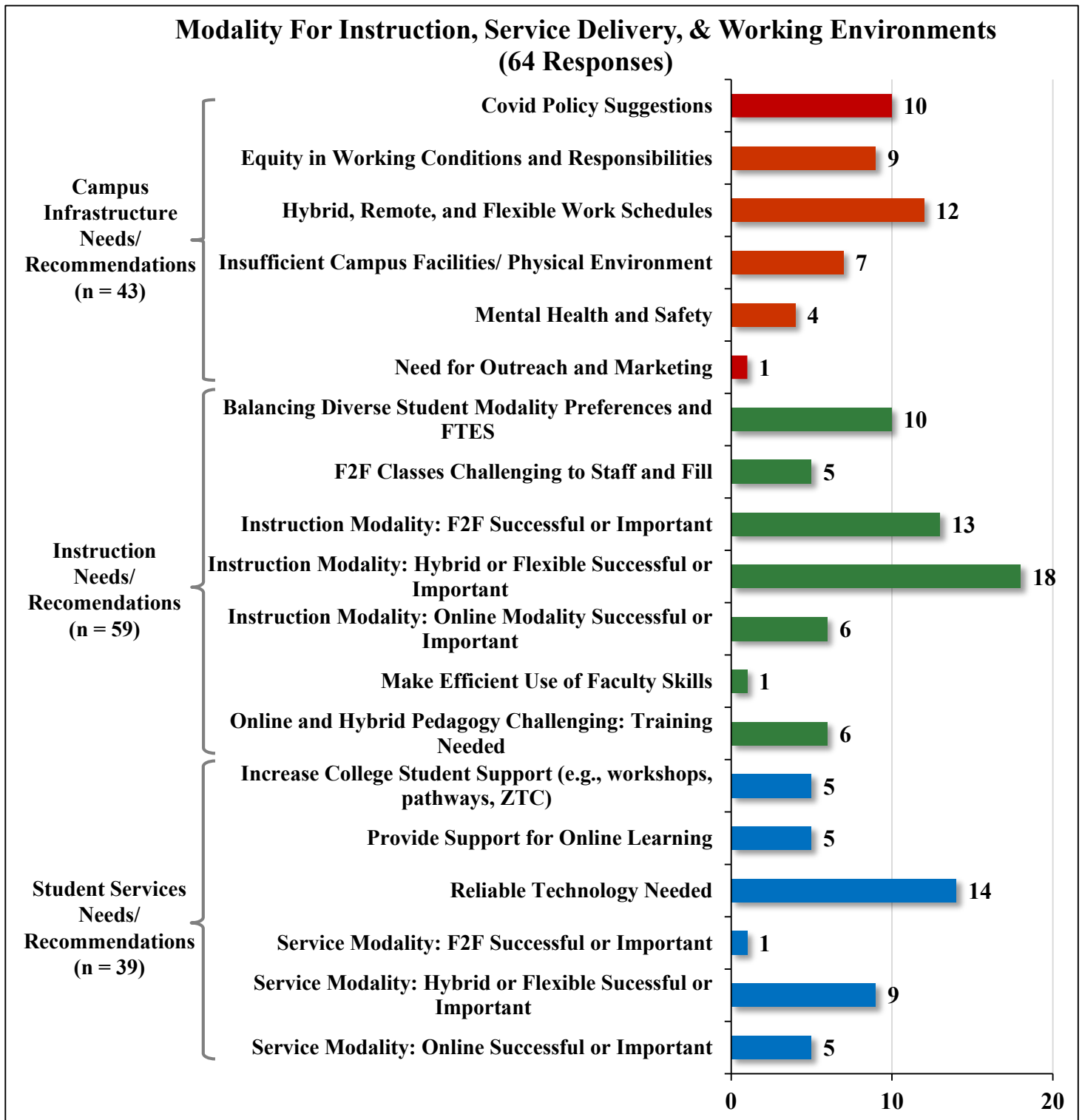- Zero Textbook Costs (ZTC): 4

*Note: Qn. included in Academic Services, Student Services, and Administrative Services PARs*

# Summary and Policy Implications for Consideration:

- Ensure the **application-to-registration process** is seamless and efficient from students' perspectives.

- Analyze and implement **collegewide outreach and marketing strategies** to address low enrollments.

- Continue to work in cross-area/disciplinary teams in order to address collegewide issues.

**PAR Question:** So far, what are some challenges regarding completing your program's/area's goals?

### Challenges Regarding Meeting PAR Goals (94 Responses)

**Covid Impact (n = 31)**
- Low Enrollments — 14
- F2F Classes Challenging to Staff and Fill — 5
- Student Skill Loss — 4
- High School Collaboration Challenges — 4
- Faculty Need PD in Hyflex/Online Teaching Skills — 4

**Short on Staffing (n = 53)**
- Administrative Support — 13
- Part-time Faculty — 4
- Instructional Support — 3
- Full-time Faculty or Reassign Time — 21
- Classified Professionals — 12

- Need Professional Development Funding — 3
- Need Trainings for Technology Implementation — 7
- Ineffective Chabot Deadline or Process — 20
- Challenges w Recruitment/Success Rates 4 DI Students — 6
- Insufficient Space and/or Equipment — 20
- UC/CSU Changing Regulations/ Requirements — 3
- Staff Turnover — 3

*Note: Qn. included in Academic Services, Student Services, and Administrative Services PARs*

# Summary and Policy Implications for Consideration:

- Investigate the multi-faceted causes of **inadequate staffing** and addressing solvable issues.

- Ensure the **application-to-registration process** is seamless and efficient from students' perspectives.

- Analyze and implementing **collegewide outreach and marketing strategies** to address low enrollments.

- Maximize usage of and planning for **facilities**.

- Analyze and implement **more efficient processes and workflow** for payroll, purchasing, human resources, and student services paperwork.

**PAR Question:** As Chabot evolves our operating procedures in response to the Covid-19-pandemic: what does your program/area believe is important to keep in mind regarding online vs. hybrid vs. face-to-face instruction, service delivery, and working environments?

**Modality For Instruction, Service Delivery, & Working Environments (64 Responses)**

**Campus Infrastructure Needs/ Recommendations (n = 43)**

| Category | Value |
|---|---|
| Covid Policy Suggestions | 10 |
| Equity in Working Conditions and Responsibilities | 9 |
| Hybrid, Remote, and Flexible Work Schedules | 12 |
| Insufficient Campus Facilities/ Physical Environment | 7 |
| Mental Health and Safety | 4 |
| Need for Outreach and Marketing | 1 |

**Instruction Needs/ Recomendations (n = 59)**

| Category | Value |
|---|---|
| Balancing Diverse Student Modality Preferences and FTES | 10 |
| F2F Classes Challenging to Staff and Fill | 5 |
| Instruction Modality: F2F Successful or Important | 13 |
| Instruction Modality: Hybrid or Flexible Successful or Important | 18 |
| Instruction Modality: Online Modality Successful or Important | 6 |
| Make Efficient Use of Faculty Skills | 1 |
| Online and Hybrid Pedagogy Challenging: Training Needed | 6 |

**Student Services Needs/ Recommendations (n = 39)**

| Category | Value |
|---|---|
| Increase College Student Support (e.g., workshops, pathways, ZTC) | 5 |
| Provide Support for Online Learning | 5 |
| Reliable Technology Needed | 14 |
| Service Modality: F2F Successful or Important | 1 |
| Service Modality: Hybrid or Flexible Sucessful or Important | 9 |
| Service Modality: Online Successful or Important | 5 |

Axis: 0, 10, 20

# Summary and Policy Implications for Consideration:

- Continue to gather and share information/**data** on the relationship between **course modality and student outcomes.**

- Continue to offer **classes in multiple modalities balancing college FTES with student learning needs**.

- Continue to support **professional development** related to these **teaching modalities**.

- Explore options for **implementing flexible work schedules** with emphases on addressing issues of equity across work categories, retaining high-quality employees, and meeting the college mission.

- Examine the way the college designs and uses its **facilities in light of changing needs related to Covid-19**.

- Support **student service's** ongoing efforts to strengthen their **online presence and technological capacity** to offer hybrid services.

# Summary: Four Most Frequently Named Policy Implications for Consideration

| Existing Policy Implications from Fall 2021 PAR | | Updated Policy Implications from Fall 2022 PAR |
|---|---|---|
| **Four Most Frequently Named Policy Implications Fall 2021:** | | **Four Most Frequently Named Policy Implications Fall 2022:** |
| | | Ensure the application-to-registration process is seamless and efficient from students' perspective. |
| Work with the district to further investigate hiring obstacles and collaboratively create policy solutions. | ❯ | Investigate the multi-faceted causes of inadequate staffing and address solvable issues. |
| | | Analyze and implement collegewide outreach and marketing strategies to address low enrollments. |
| IST Committee and/or applicable constituencies should consider: 1) Examining Chabot's processes and structures for implementing and orienting employees to system-wide technological change and 2) Consider a campus-wide survey on Chabot technology so that community members can contribute their ideas. | ❯ | Ensuring technological systems and training are up to date and investigate systems for providing **students** with hardware and software access and technological support. |
| Research how to expand learning communities (e.g., Umoja, Puente, CIN, MESA, FYE, Guided Pathways, etc.) and learning-community-type supports to wider groups of students. | | |
| Evaluate what funding, resources, or structural changes would be needed to ensure all students have access to the high-quality counseling services that Chabot provides. | | |

Note: Red highlights denote policy implications that are newly raised in the Fall 2022 PAR.

# Summary: Additional Policy Implications for Consideration

| Existing Policy Implications from Fall 2021 PAR | | Updated Policy Implications from Fall 2022 PAR |
|---|---|---|
| **Additional Policy Implications for Consideration Fall 2021:** | | **Other Additional Policy Implications for Consideration Fall 2022:** |
| Evaluate what funding, resources, or structural changes would be needed to ensure that Admissions and Records, Financial Aid, Counseling, and Tutoring are able to provide their services efficiently and effectively to campus. | > | Ensure access to counseling. |
| Ensure that support for students' financial, technological, academic, and basic needs continues. | > | Ensure that support for students' financial, technological, academic, and basic needs continues. |
| | | Analyze and implement more efficient processes and workflow for payroll, purchasing, human resources, and student services paperwork. |
| Examine Chabot's processes and structures for allocating resources and space to ensure they work for as many programs/areas as possible. | > | Maximize usage of and planning for facilities. |
| | | Continue to work in cross-area/disciplinary teams to address collegewide issues. |
| Invest in training on hiring and retaining employees from DI populations. | | |
| Deans/Managers should further investigate why PAR respondents wrote diversity in staffing was not applicable to their areas, as literature has illustrated the importance of representation of the student population. | | |

Note: Red highlights denote policy implications that are newly raised in the Fall 2022 PAR.

# Summary: Policy Implications Responding to Covid for Consideration

| Existing Policy Implications from Fall 2021 PAR | | Updated Policy Implications from Fall 2022 PAR |
|---|---|---|
| Question not asked in Fall 2021 PAR: | | Additional Policy Implications for Consideration Related to Covid-19 for Fall 2022: |
| | | Continue to gather and share information/data on the relationship between course modality and student outcomes. |
| | | Continue to offer classes in multiple modalities balancing college FTES with student learning needs. |
| | | Continue to support professional development related to these teaching modalities. |
| | | Explore options for implementing flexible work schedules with emphases on addressing issues of equity across work categories, retaining high-quality employees, and meeting the college mission. |
| | | Examine the way the college designs and uses its facilities in light of changing needs related to Covid-19. |
| | | Support student service's ongoing efforts to strengthen their online presence and technological capacity to offer hybrid services. |

Note: Red highlights denote policy implications that are newly raised in the Fall 2022 PAR.

# ANY QUESTIONS?

Program and Area Review Committee
Supported by the Office of Research,
Planning and Institutional Effectiveness