

QUALITATIVE ANALYSES IN THE PROGRAM AND AREA REVIEW SYNTHESIS STATEMENT

PRESENTED TO PRAC: FEBRUARY 7, 2024

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

Acknowledgements

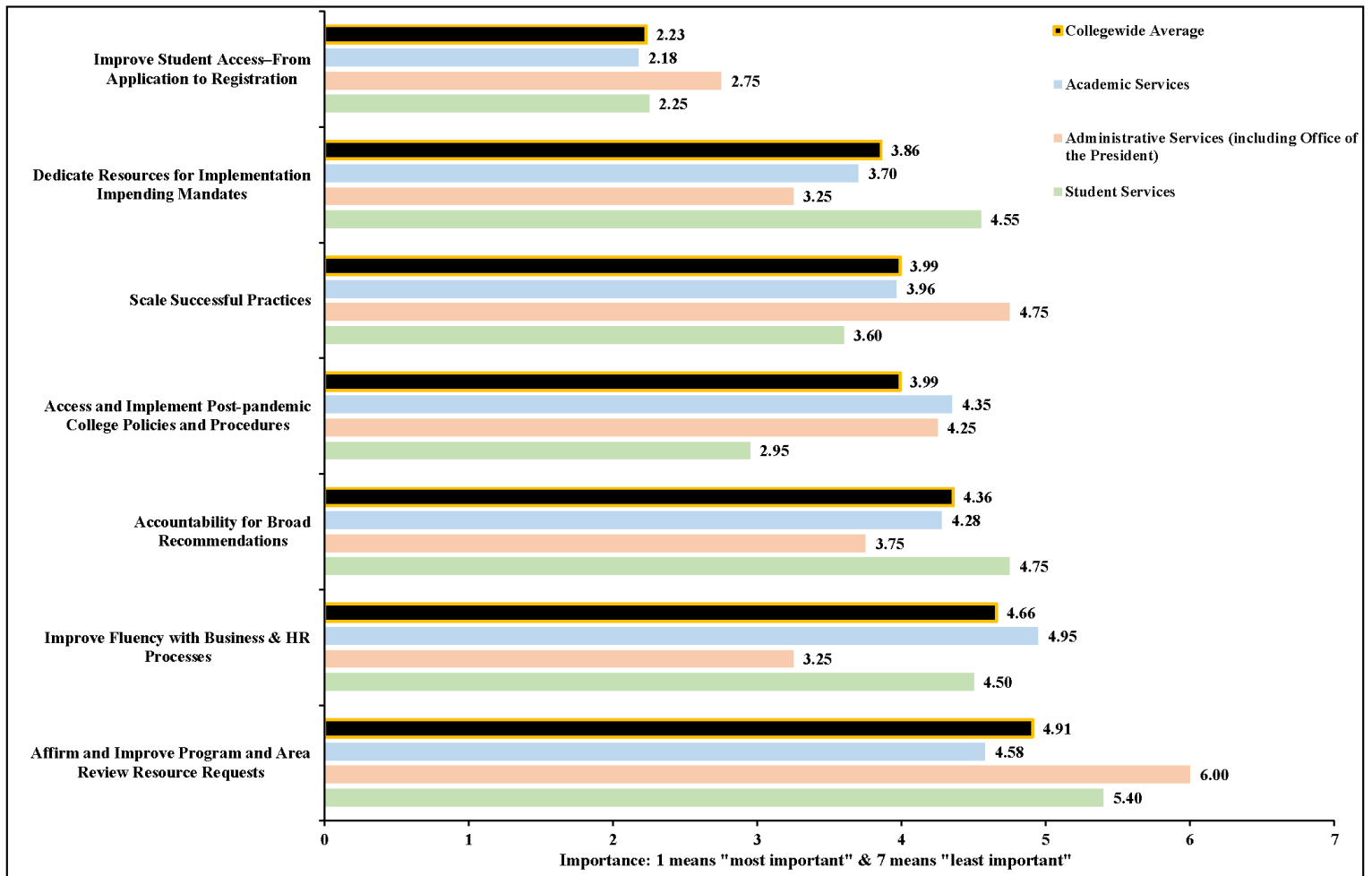
- Thank you to the PAR Committee for your in-depth analyses of 96 PAR responses!!
 - Tri-Chairs Brian Goo, Na Liu, and Simon Abramowitsch; Jim Baum, Aaron Deetz, Frances Fon, Cynthia Gordon da Cruz, Alice Hale, Alex Karan, Andrew Leung, Anamarie Navarro, Nancy Pinio, and Paul Pinza
- Thank you to the ORPIE student assistants, Andrea Labra Orozco, Jacob Deleon, and Abdulrahman Muthana for their assistance with the graphs.

Program and Area Reviews Submitted in Fall 2023

- Reminder: Fall 2023 is an "Update Year"
- Fall 2021 was a comprehensive PAR; Questions in Fall 2023 asked respondents to reflect on Fall 2021 and Fall 2022 responses and progress towards goals.
- **96** Program and Area Reviews were submitted.
 - 95% completion rate.
- **12** Deans' and VPs' Summaries.
 - 100% completion rate.
- **7** Qualitative questions were analyzed (presenting today).
- All goal/SLO/PLO/SAO related graphs are displayed in the PAR synthesis statement (not being presented today).

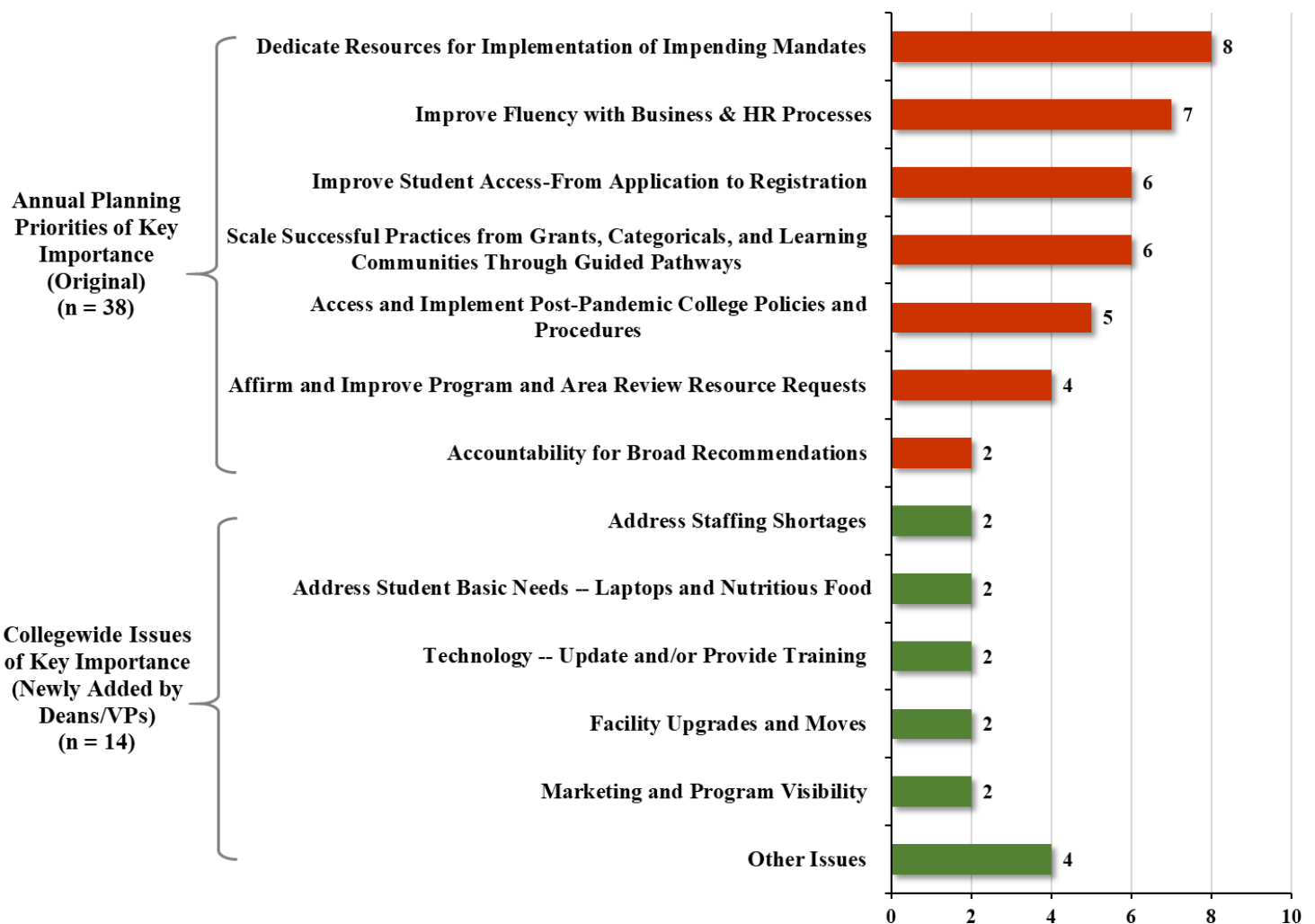
**AY 23-24 Annual
Planning Priorities and
Collegewide Issues**

Average Rankings of AY 23-24 PRAC Annual Planning Priorities by College and Area

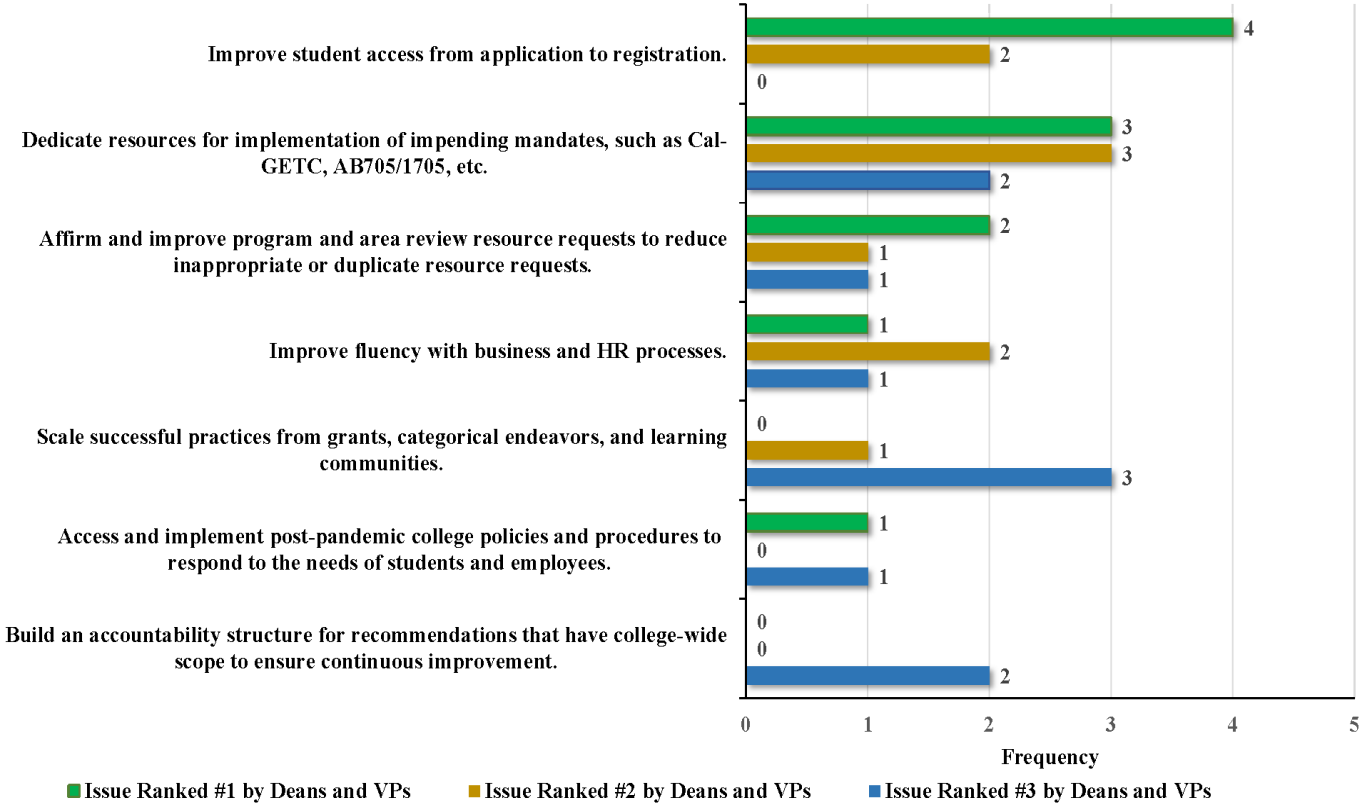


PAR Question: Programs in your division/area were asked to rank the seven recommendations PRAC put forward based on their analysis of the Fall 2022 Program and Area Review Synthesis Statement, mission critical priorities, and experiences of grant and categorical fund managers. Please review your “Summary Data Report” from Qualtrics (these reports aggregate all responses from programs in your division/area). **Based on their responses and your own experiences, in ranked order, what do you believe are the top 3-5 campus-wide issues that deserve immediate attention?**

VPs' and Deans' Assessments of PAR Annual Planning Priorities and Additional Collegewide Issues (12 Responses)

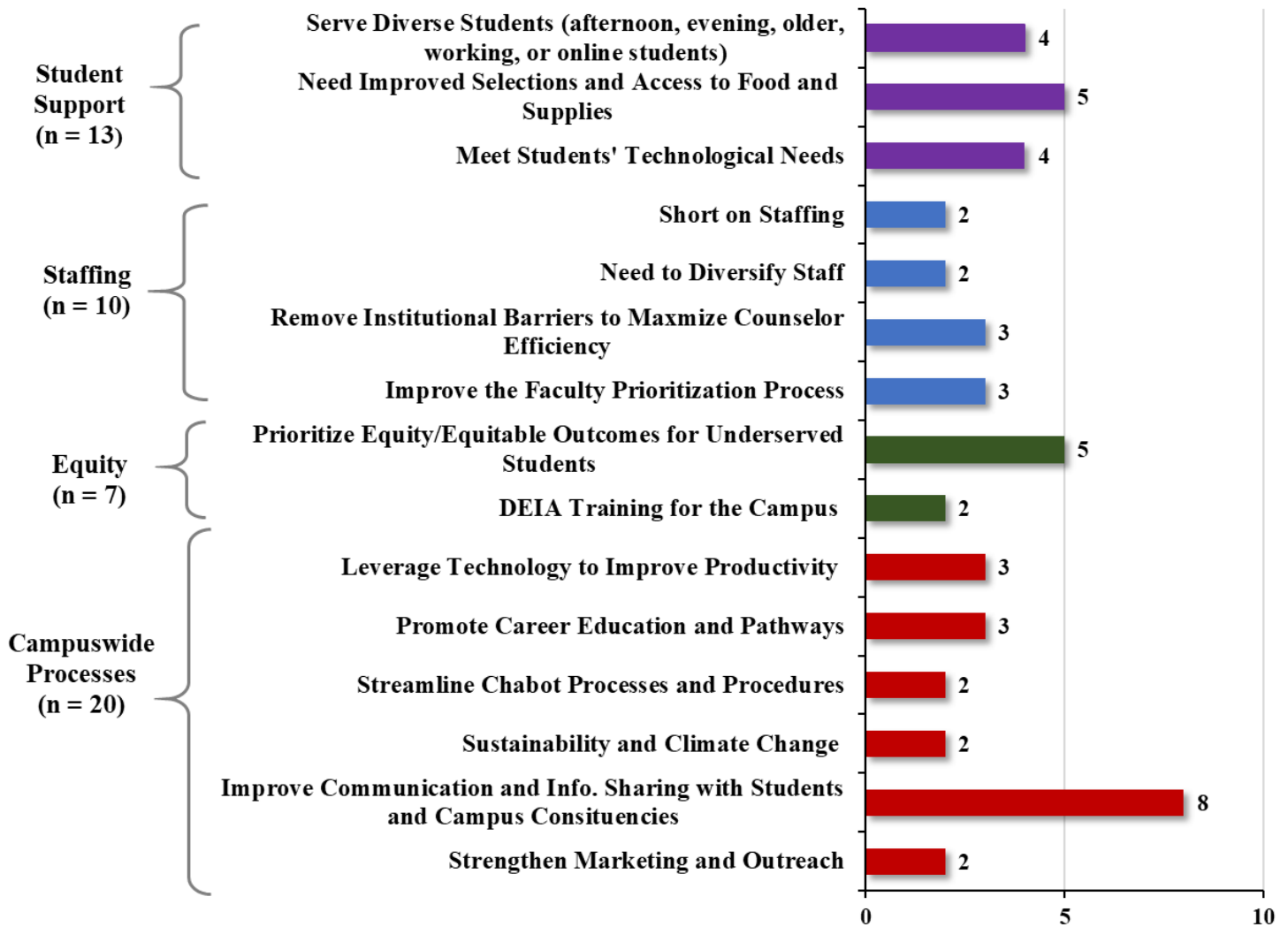


Frequency of Issues Being Ranked in Top Three by Deans and Vice Presidents



PAR Question: If you believe there is an important issue to address to carry out the college mission that is **NOT** seven recommendations PRAC put forward, please describe below (optional).

**Collegewide Issues
(40 Responses)**

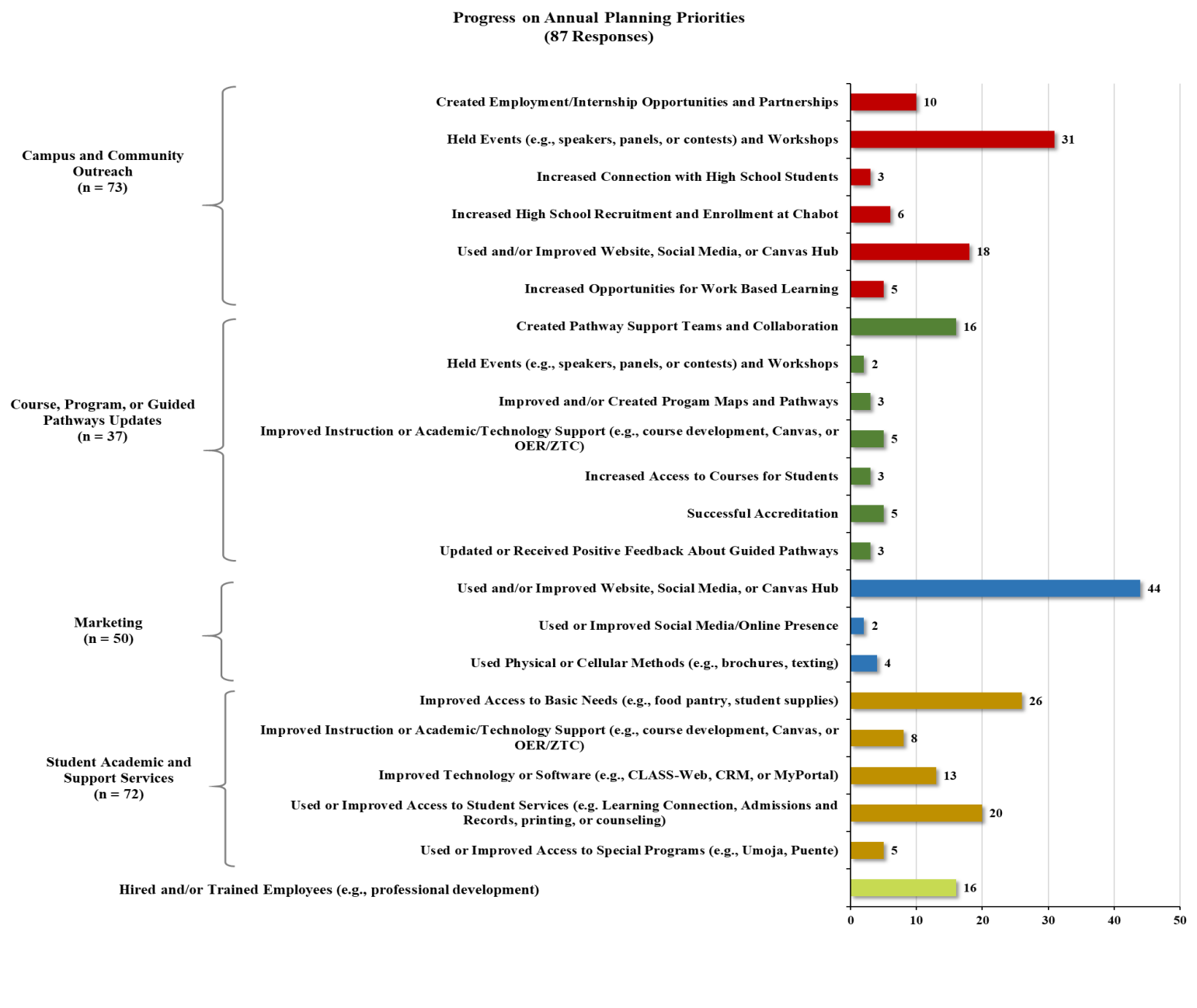


Policy Implications for Consideration:

- Ensure the application-to-registration process is seamless and efficient from students' perspectives.
- Conduct collaborative analyses to develop a comprehensive action and spending plan to implement impending mandates.
- Research how to scale successful practices from grants, categoricals, and learning communities.
- Work to affirm and improve the Program and Area Review Resource Request Process.
- Ensure time and space is institutionally structured for cross-campus collaborations, and platforms for information-sharing with students and campus constituencies are developed.
- Strengthen Chabot's focus on the college mission to "provide culturally responsive, revitalizing, and sustaining learning and support services, driven by a goal of equity."
- Investigate the multi-faceted causes of inadequate staffing and address solvable issues.
- Ensure that support for students' financial, technological, academic, and basic needs continues.

**Status of AY 22-23
Annual Planning
Priorities**

PAR Question: The Planning and Resource Allocation Committee (PRAC) establishes Annual Planning Priorities based on collegewide trends in PAR responses, experiences from grant and categorical fund managers, and issues raised in PRAC. In brief, the planning priorities for 2022-2023 were to: 1) Develop support networks to link students to Pathway Success Team members and services; 2) Expand Chabot's connection to the external community to expand students' access to basic needs support and work-based learning opportunities and careers; and 3) Improve student interfaces (e.g., marketing, website redesign, virtual ways for students to access services). **What progress did you see in any of these annual planning priorities?**

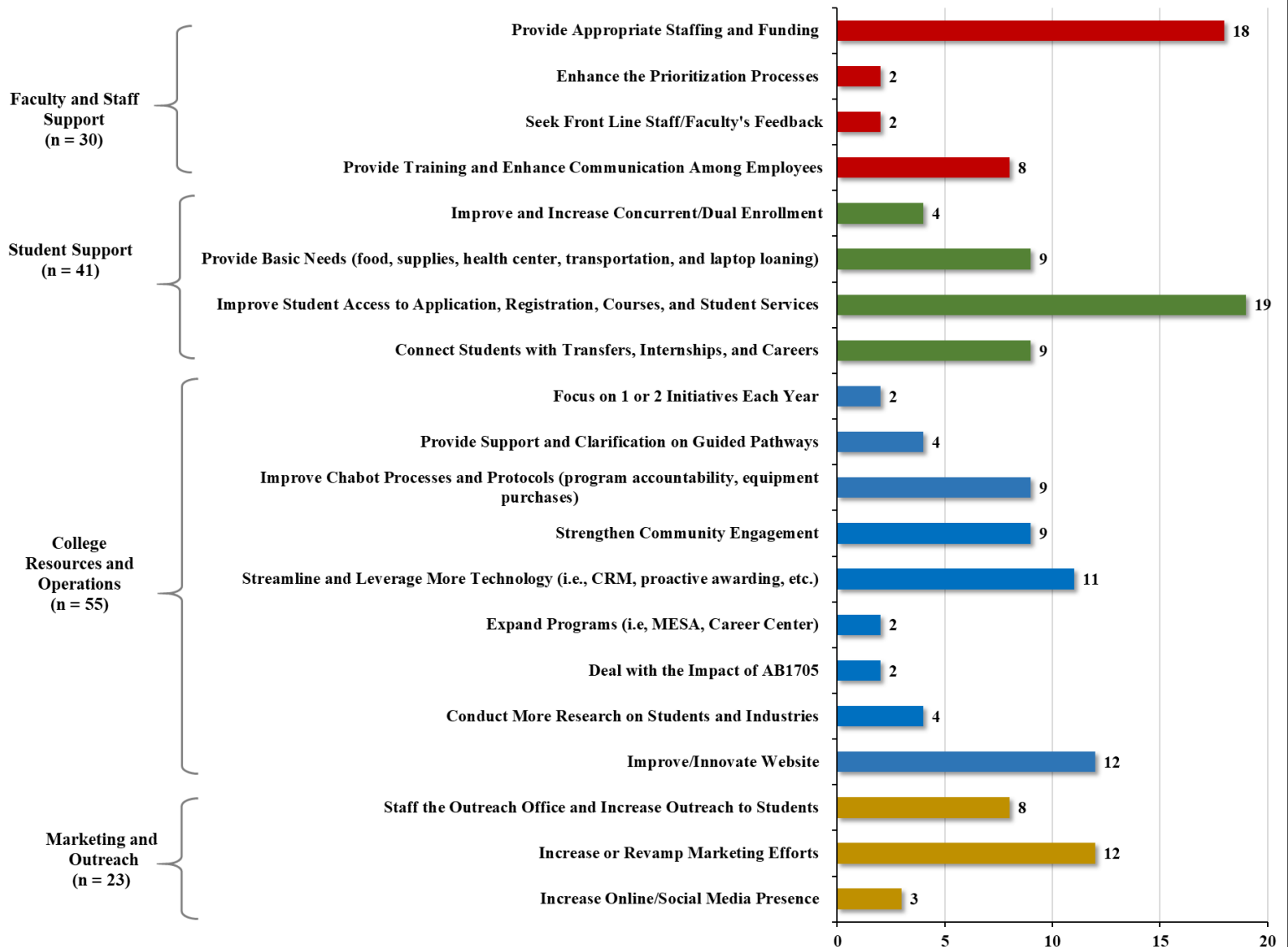


Policy Implications for Consideration:

- Ensure that support for students' financial, technological, academic, and basic needs continues.
- Provide continued institutional support for refining and leveraging digital platforms (e.g., for marketing, communications, etc.). Scale up digital platform usage for consistency collegewide.
- Continue to build a campuswide shared understanding of Guided Pathways as an opportunity for students to clarify their journey at Chabot and ensure institutional supports are present for continuity of Guided Pathways services.

PAR Question: If you could **advise** college decision makers how to make better or more efficient progress on any of these annual planning priorities, what would you say?

Advice on How to Make Better or More Efficient Progress on Annual Planning Priorities (82 Responses)



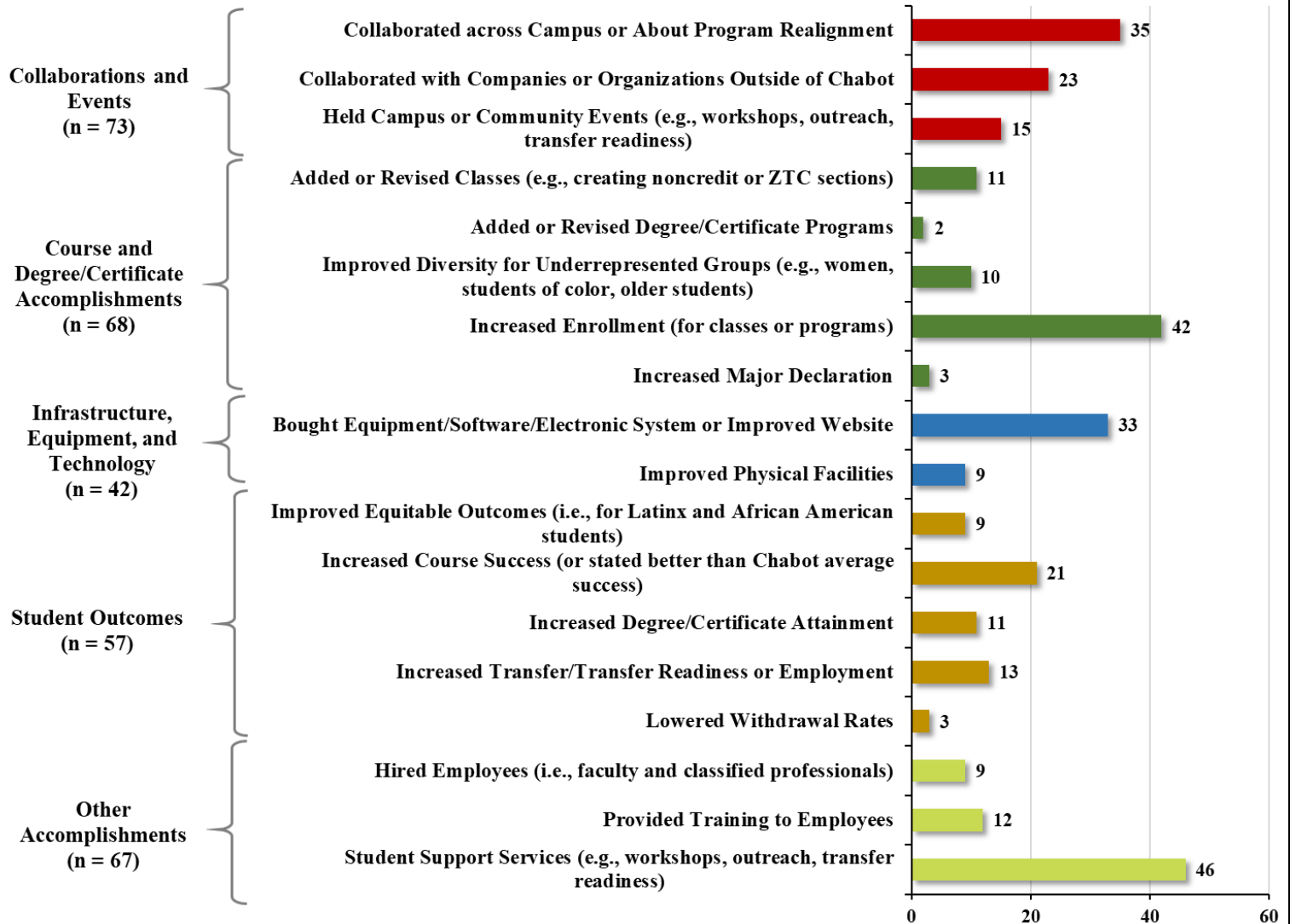
Policy Implications for Consideration:

- 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.
- Create a comprehensive marketing plan to communicate internally and externally.
- Analyze and implement more efficient processes and workflow for payroll, purchasing, human resources, and student services paperwork, utilizing technology where relevant.

Reflections on Meeting PAR Goals

PAR Question: So far, what is going well regarding completing your program's/area's goals? Please include reflections on **achievement** of outputs or outcomes.

Accomplishments (93 Responses)

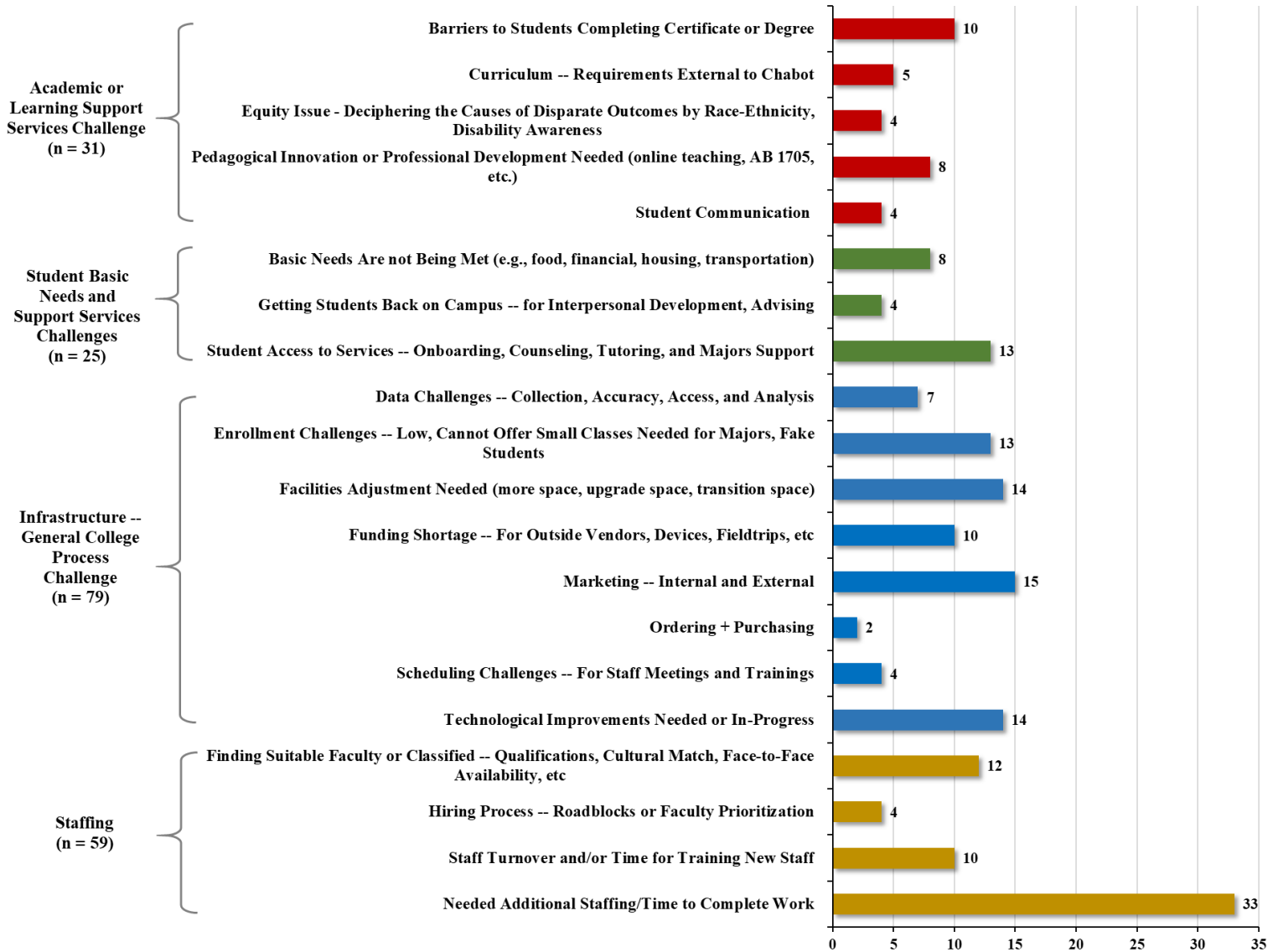


Policy Implications for Consideration:

- Provide continued institutional support for refining and leveraging digital platforms (e.g., for marketing, communications, etc.). Scale up digital platform usage for consistency collegewide.
- Create a comprehensive marketing plan to communicate internally and externally.
- Evaluate the efficiency of post-pandemic college processes and procedures.
- Strengthen Chabot's focus on the college mission to “provide culturally responsive, revitalizing, and sustaining learning and support services driven by a goal of equity.”

PAR Question: What are some challenges regarding completing your program's/area's goals? Please include reflections on **challenges** with producing outputs or outcomes so far.

Challenges Regarding Meeting PAR Goals (93 Responses)



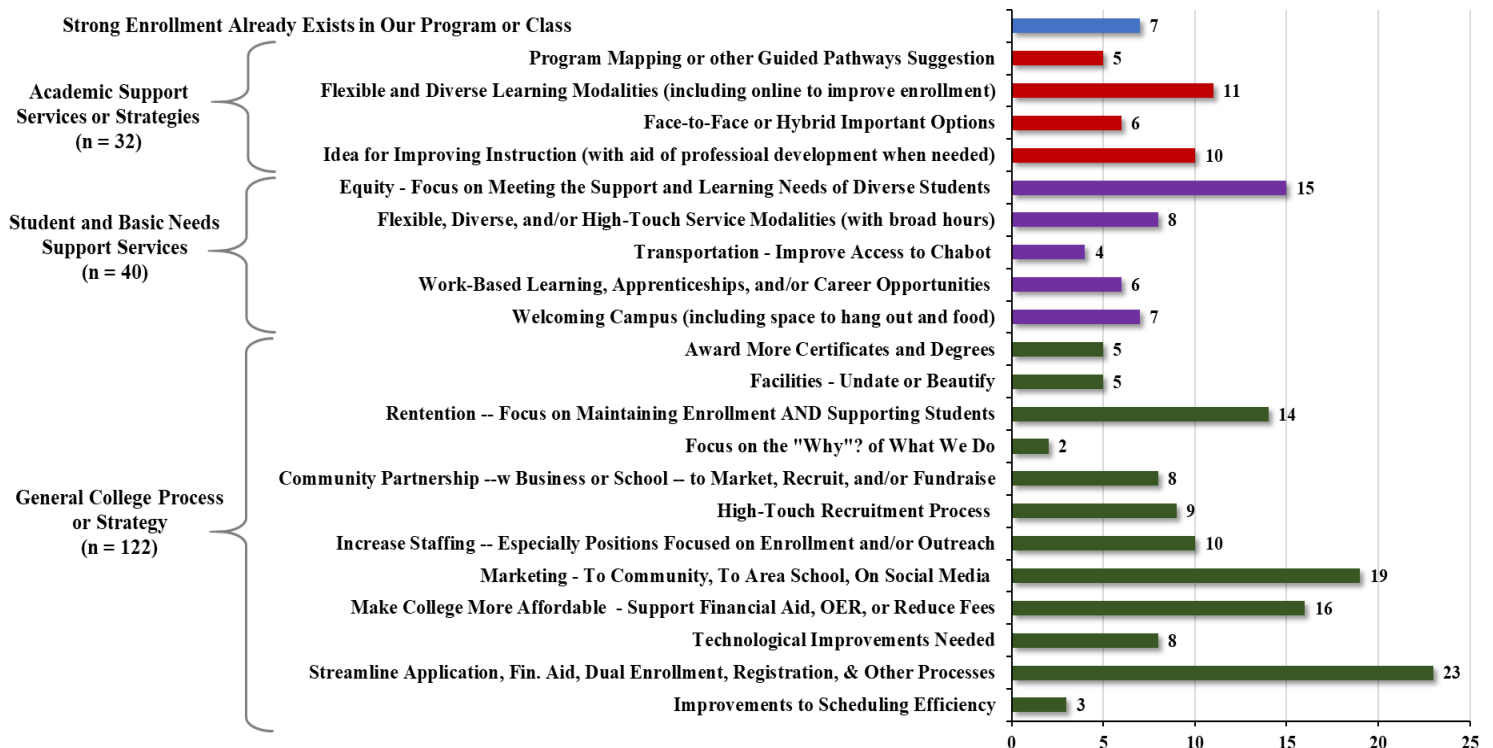
Policy Implications for Consideration:

- Investigate the multi-faceted causes of inadequate staffing and address solvable issues.
- Provide continued institutional support for refining and leveraging digital platforms (e.g., for marketing, communications, etc.). Scale up digital platform usage for consistency collegewide.
- Create a comprehensive marketing plan to communicate internally and externally.
- Analyze and implement more efficient processes and workflow for payroll, purchasing, human resources, and student services paperwork, utilizing technology where relevant.

Thoughts on How to Improve Chabot's Enrollment

PAR Question: Though slowly improving, Chabot's enrollment is far from reaching pre-COVID-pandemic levels. This impacts our funding. What are your **thoughts** on how we should respond? (e.g., ensuring smooth process for students from application to enrollment, mass retention campaign, mass marketing, planning for a smaller college, providing in-person/hybrid/hyflex course instruction and service delivery, other?)

Thoughts on How to Improve Enrollments
(73 Responses)



Policy Implications for Consideration:

- Ensure the application-to-registration process is seamless and efficient from students' perspectives.
- Ensure that support for students' financial, technological, academic, and basic needs continues.
- Strengthen Chabot's focus on the college mission to "provide culturally responsive, revitalizing, and sustaining learning and support services driven by a goal of equity."
- Analyze and implement diverse modalities in service and instructional delivery that meet the needs of all our students, particularly those from historically and currently marginalized groups.
- Create a comprehensive marketing plan to communicate internally and externally.

Summary: Four-Six Most Frequently Named Policy Implications for Consideration

Four-Six* Most Frequently Named Policy Implications for Consideration from Fall 2021, Fall 2022, & Fall 2023 PARs	Fall 2021 Top Four	Fall 2022 Top Four	Fall 2023 Top Six
Fall 2023 (& Fall 2022): Investigate the multi-faceted causes of inadequate staffing and address solvable issues. <i>Fall 2021: Work with the district to further investigate hiring obstacles and collaboratively create policy solutions.</i>	✓	✓	✓
Fall 2023: Create a comprehensive marketing plan to communicate internally and externally. <i>Fall 2022: Analyze and implement collegewide outreach and marketing strategies to address low enrollments.</i>		✓	✓
Fall 2023 (& Fall 2022): Ensure the application-to-registration process is seamless and efficient from students' perspectives.		✓	✓
Fall 2023: Ensure that support for students' financial, technological, academic, and basic needs continues.	**	**	✓
Fall 2023: Provide continued institutional support for refining and leveraging digital platforms (e.g., for marketing, communications, etc.). Scale up digital platform usage for consistency collegewide. <i>Fall 2022: Ensure technological systems and training are up to date and investigate systems for providing <u>students</u> with hardware and software access and technological support.</i> <i>Fall 2021: 1) Examine 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.</i>	✓	✓	✓
Fall 2023: Strengthen Chabot's focus on the college mission to "provide culturally responsive, revitalizing, and sustaining learning and support services, driven by a goal of equity."			✓
Fall 2023: Research how to scale successful practices from grants, categoricals, and learning communities. (**Not a top six recommendation in Fall 2023) Fall 2021: 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.	✓		**
Fall 2022: Ensure access to counseling. (Not a top four recommendation in Fall 2022) <i>Fall 2021: 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.</i>	✓	**	

*Based on the frequency with which policy implications arose in the data, in Falls 2021 and 2022, there were four top policy implications and in Fall 2023, there were six top policy implications.

**Named as a policy implication, however, it was not a "top four-six" policy implication in that year's PAR.

Fall 2023 top six policy implications are listed in bold. Prior year's PAR policy implications are listed in italics, if there is a more up-to-date version of the policy implication.

Summary: Additional Policy Implications for Consideration

Additional Policy Implications for Consideration from Fall 2021, Fall 2022, and Fall 2023 PARs	Fall 2021	Fall 2022	Fall 2023
<p>Fall 2023: Work to affirm and improve the Program and Area Review Resource Request Process.</p> <p><i>Fall 2022: Maximize usage of and planning for facilities.</i></p> <p><i>Fall 2021: Examine Chabot's processes and structures for allocating resources and space to ensure they work for as many programs/areas as possible.</i></p>	✓	✓	✓
<p>Fall 2023: Analyze and implement more efficient processes and workflow for payroll, purchasing, human resources, and student services paperwork, utilizing technology where relevant.</p> <p><i>Fall 2022: Analyze and implement more efficient processes and workflow for payroll, purchasing, human resources, and student services paperwork.</i></p>		✓	✓
<p>Fall 2023: Ensure time and space is institutionally structured for cross-campus collaborations, and platforms for information-sharing with students and campus constituencies are developed.</p> <p><i>Fall 2022: Continue to work in cross-area/disciplinary teams to address collegewide issues.</i></p>		✓	✓
<p>Fall 2023: Evaluate the efficiency of post-pandemic college processes and procedures.</p> <p><i>Fall 2022: The Fall 2022 PAR Synthesis Statement included six specific policy implications for consideration to this end (see p. 18).</i></p>		✓	✓
<p>Fall 2023: Analyze and implement diverse modalities in service and instructional delivery that meet the needs of all our students, particularly those from historically and currently marginalized groups.</p>			✓
<p>Fall 2023: Conduct collaborative analyses to develop a comprehensive action and spending plan to implement impending mandates.</p>			✓
<p>Fall 2023: Continue to build a campuswide shared understanding of Guided Pathways as an opportunity for students to clarify their journey at Chabot and ensure institutional supports are present for continuity of Guided Pathways services.</p>			✓

Summary: Additional Policy Implications for Consideration (Cont'd)

Additional Policy Implications for Consideration from Fall 2021, Fall 2022, and Fall 2023 PARs	Fall 2021	Fall 2022	Fall 2023
Fall 2021: Evaluate what funding, resources, or structural changes would be needed to ensure that Admissions and Records, Financial Aid, Counseling, and Tutoring provide their services efficiently and effectively to campus.	✓		
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.	✓		

ANY QUESTIONS?

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