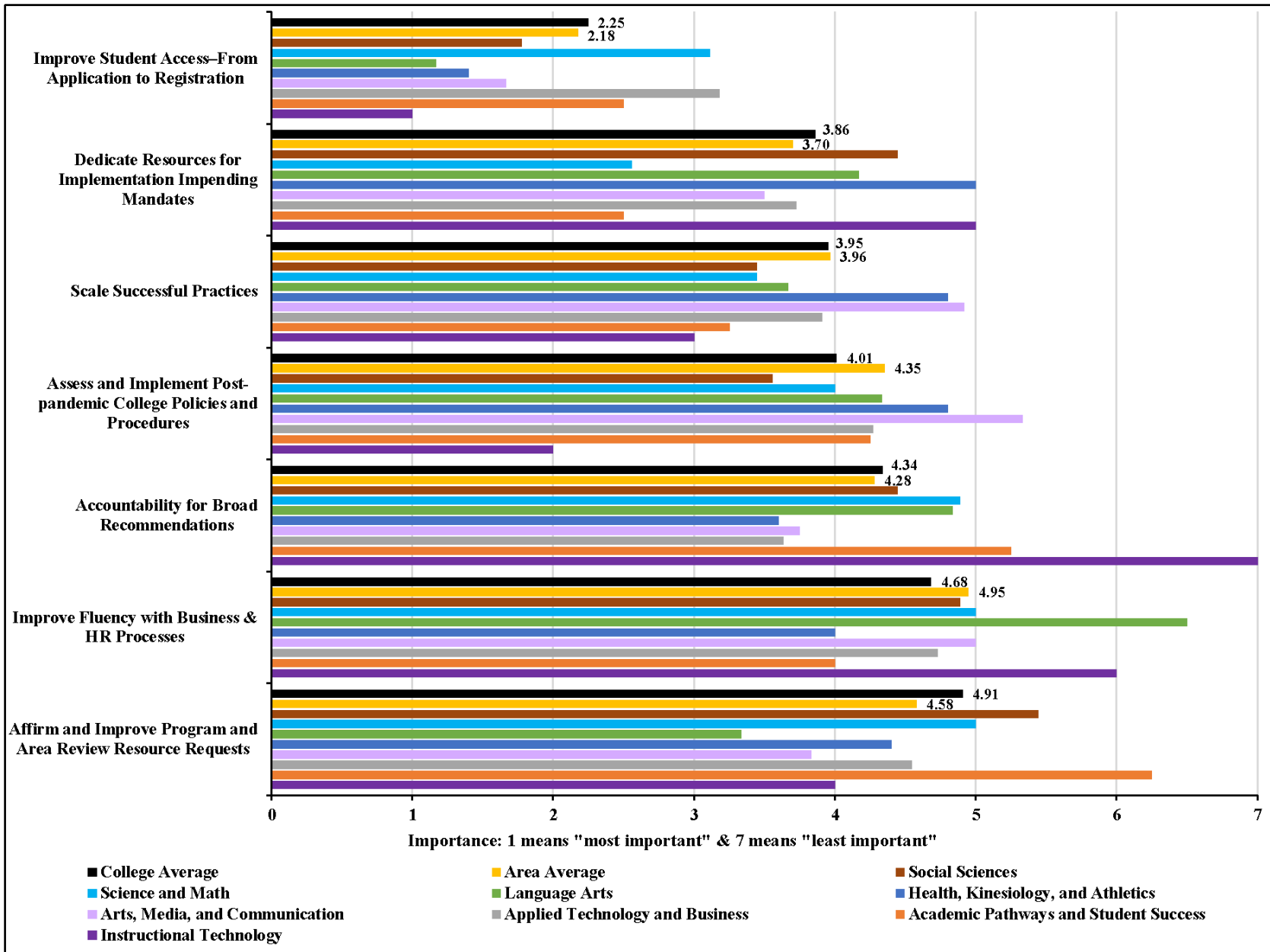


VP Academic Services PAR Summary Report

Part I: Priority Areas to Address Ranked by Programs within Your Area



Detailed Priority Area Information

- **Improve Student Access—From Application to Registration**
 - Ensure processes from application to onboarding and registration are seamless and efficient from students' perspectives.
- **Improve Fluency with Business & HR Processes**
 - Develop a Chabot-based training program on district hiring processes that ensures appropriate classified professionals, faculty coordinators and all administrators know how to successfully complete and expedite steps (adjusting training to various groups of personnel, from request to announce (RTA) to onboarding). Work with LPC and District to hold Roundtable Forums to review and streamline our business processes (including hiring, purchasing, budget, outside contracts, payroll, etc.)
- **Assess and Implement Post-pandemic College Policies and Procedures**
 - Assess and implement campus policies, structures, facilities, and technology that respond to the needs of students, classified professionals, faculty, and administrators in our Covid-19 endemic world. Build a vibrant, equitable campus climate by committing resources to programs, services, and facilities that address students' basic needs (e.g., food, transportation costs, books, housing/rental assistance, hardware and software access, and technological support).
- **Dedicate Resources for Implementation Impending Mandates**
 - Allocate resources to respond to the challenge of implementing new and existing federal and state unfunded mandates: e.g., Cal-GETC, AB 1111 (common course numbering), AB 705, AB 1705, Financial Aid, etc.
- **Scale Successful Practices**
 - Scale successful practices from grants and categorical endeavors and learning communities through the implementation of Guided Pathways Student Success Teams to reach larger numbers of students.
- **Affirm and Improve Program and Area Review Resource Requests**
 - With the implementation of base budgeting for instructional equipment and lottery funds, both the number and amount of items requested in PAR have been decreasing. However, PRAC continues to receive a large number/amount of requests for which the decision on allocation should be made at the budget manager level. PRAC, in consultation with PAR, will attempt to address causes for inappropriate or duplicate resource requests.
- **Accountability for Broad Recommendations**
 - Build an accountability structure for recommendations that have college-wide scope to ensure continuous improvement.

Part II: Summary of Deans Summary PARs*

*Summary of Individual Programs not within a division included in Part III

Academic Deans PAR Summaries Included in this Report

7 Responses

Name of Your Area/Division:

Arts, Media & Communication

Language Arts

Social Sciences

Academic Pathways and Student Success

Applied Technology and Business

Health, Kinesiology, and Athletics Division

Science and Mathematics Division

Academic Services Deans' Analyses of #1 Priority Collegewide/Infrastructure Issues to Address

7 Responses

Name of Your Area/Division:	Issue # 1
Arts, Media & Communication	Implement post-pandemic college policies and procedures to respond to the needs of students and employees
Language Arts	Programs were unanimous in their top-ranked priority: Improve student access from application to registration. ESL has invested heavily in hands-on support for new students with CCC-Apply and through the assessment, placement, and class enrollment processes. Other programs concur that more support is needed to help students navigate these bureaucratic systems, either through direct, person-to-person guidance and/or through improved interfaces.
Social Sciences	(1) Affirm and Improve Program and Area Review Resource Requests
Academic Pathways and Student Success	- Dedicate resources for implementation of impending mandates, such as Cal-GETC, AB705/1705
Applied Technology and Business	Improvement of fluency with business and human resource processes
Health, Kinesiology, and Athletics Division	Dedicated resources for implementation of impending mandates (I.e. Cal-GETC, AB705/1705 etc.). Specifically, what resources and strategies for enrollment are available to ensure KINE, PEAC, HLTH are attractive disciplines for students.
Science and Mathematics Division	AB1705 support – professional development, allowing for pre-transfer courses for credit, release time for faculty to work on how to support students.

Academic Services Deans' Analyses of #2 Priority Collegewide/Infrastructure Issues to Address

7 Responses

Name of Your Area/Division:	Issue # 2
Arts, Media & Communication	Improve business and HR processes
Language Arts	The next two priorities address how our college invests in self-improvement. We would like to see an emphasis on scaling successful practices from grants, categorical endeavors, and learning communities. There are many effective strategies and structures that are in place right now that are working on a small scale. Rather than seeking another innovation, we believe the college would do well to support expansion of these proven practices.
Social Sciences	(2) Improve fluency with business and HR processes
Academic Pathways and Student Success	- Improve student access from application to registration
Applied Technology and Business	Improve and affirm program and area review resources
Health, Kinesiology, and Athletics Division	Access and implement post-pandemic college policies and procedures to respond to the needs of students/employees.
Science and Mathematics Division	Student onboarding – improve web content, access to web content, and marketing.

Academic Services Deans' Analyses of #3 Priority Collegewide/Infrastructure Issues to Address

7 Responses

Name of Your Area/Division:	Issue # 3
Arts, Media & Communication	Scale successful practices from grants, categorical endeavors, and learning communities
Language Arts	Similarly, when individual programs submit requests for additional resources in order to improve, the college needs a clearer, more transparent process for addressing those requests. It is unclear what roles the various shared governance committees play in weighing the requests, and the original requestors are not informed of the status of these requests in a timely or consistent manner. As a result, programs that earnestly want to enhance their program feel stymied in those efforts.
Social Sciences	(3) Dedicate Resources for Implementation Impending Mandates
Academic Pathways and Student Success	- Scale successful practices from grants, categorical endeavors, and learning communities
Applied Technology and Business	Access and implement college procedures responding to student needs
Health, Kinesiology, and Athletics Division	Scale successful practices from grants, categorical endeavors, and learning communities.
Science and Mathematics Division	Scale successful student supports – Learning communities, SSTs, embedded tutors.

Academic Services Deans' Analyses of #4 Priority Collegewide/Infrastructure Issues to Address

7 Responses

Name of Your Area/Division:	Issue # 4 (optional)
Arts, Media & Communication	N/A
Language Arts	Finally, while the college has made strides in addressing students' basic needs (particularly via the Food Pantry and OER), hundreds more student laptops are needed to adequately support students, especially as Internet sources are increasingly used to reduce student textbook cost, online courses remain a popular modality for students, and Canvas becomes a near-universal content management system for all instruction.
Social Sciences	(4) Build an Accountability Structure for Recommendations for college-wide improvements
Academic Pathways and Student Success	- Improve fluency with business and HR processes
Applied Technology and Business	N/A
Health, Kinesiology, and Athletics Division	Although not part of the 2023 seven (7) recommendations put forward from PRAC, "Staffing Issues: Work with the district to further investigate hiring obstacles and collaboratively create policy solutions" continues to be the greatest obstacle for the HKA division (fall 2022 PAR submission ranking number 1).
Science and Mathematics Division	Improve student access to nutritional food on campus, especially at night.

Academic Services Deans' Analyses of #5 Priority Collegewide/Infrastructure Issues to Address

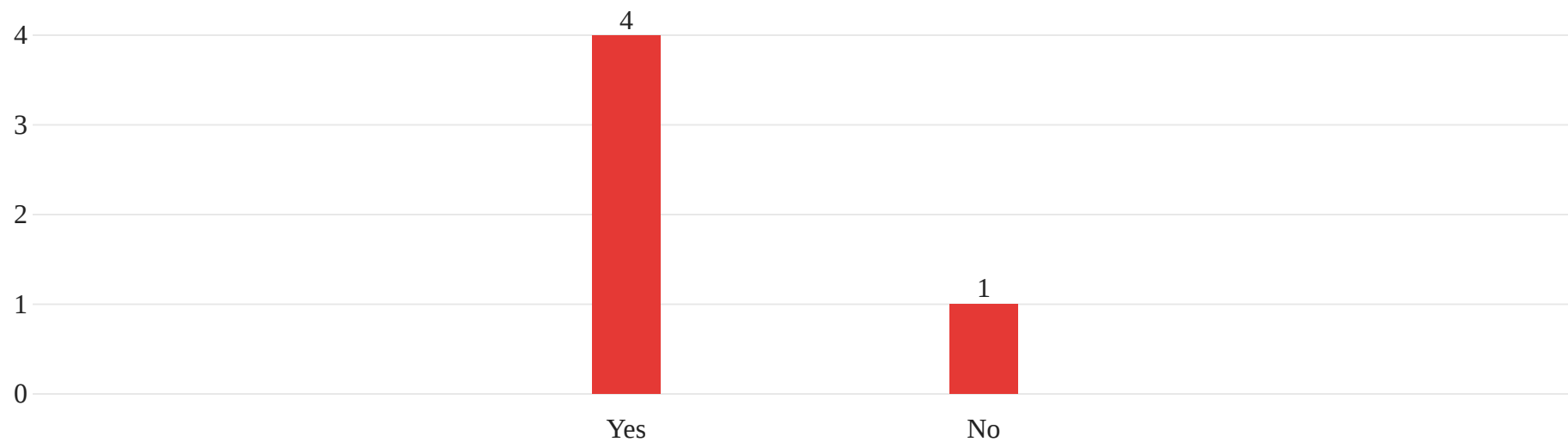
7 Responses

Name of Your Area/Division:	Issue # 5 (optional)
Arts, Media & Communication	N/A
Language Arts	N/A
Social Sciences	(5) Access and Implementation of post-pandemic college policies and procedures.
Academic Pathways and Student Success	N/A
Applied Technology and Business	N/A
Health, Kinesiology, and Athletics Division	N/A
Science and Mathematics Division	Improve B & N bookstore portal.

Service Area Outcomes

Are SAO Assessments in your division/area up to date?

5 Responses

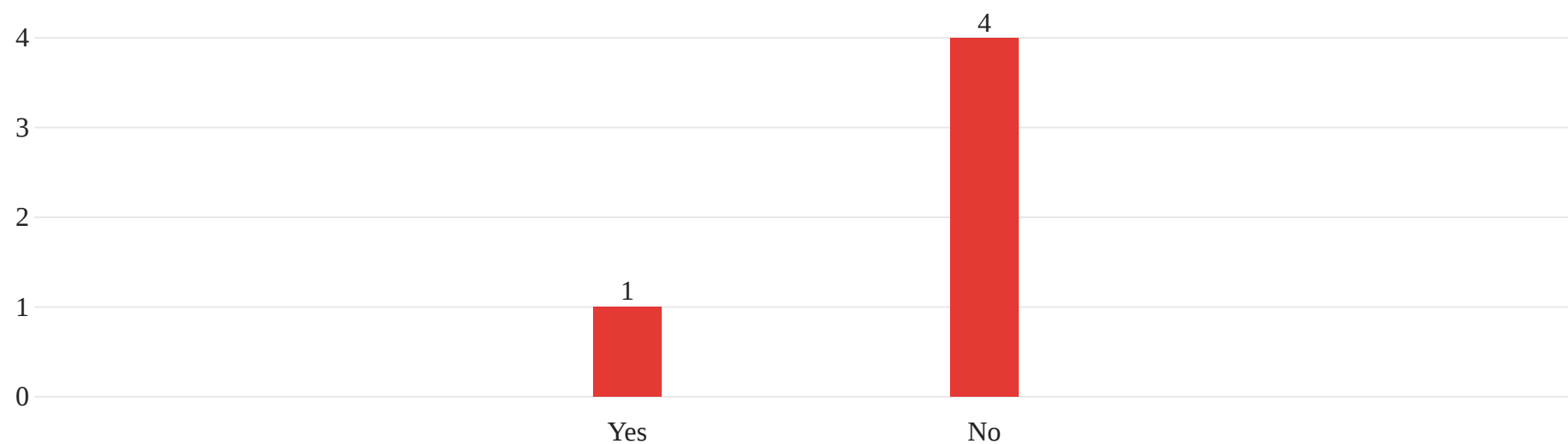


7 Responses

Name of Your Area/Division:	If not, by when do you believe you can support the service areas in your division/area with filling out the SAO 2023 Assessment Updates Survey in Qualtrics?
Arts, Media & Communication	N/A
Language Arts	N/A
Social Sciences	The ECD Lab School experienced a transition in leadership in 2022. The outgoing Director, Mimi Munoz listed the SAO prior to the transition. I can support the new ECD Lab School Director, Carmen Maria Ortiz with understanding the SAO assessment process.
Academic Pathways and Student Success	N/A
Applied Technology and Business	N/A
Health, Kinesiology, and Athletics Division	N/A
Science and Mathematics Division	N/A

Are SLO Assessments in your division/area up to date?

5 Responses



7 Responses

Name of Your Area/Division:	If not, by when do you anticipate being able to support faculty in your division/area with completing this process? (Or for VPs, how will you support the Deans to get this task completed?) Do you have concerns you would like to share?
Arts, Media & Communication	Many SLO's are due to be assessed this semester and plans are in place.
Language Arts	We will be up to date with SLOs by the end of this semester. A total of 3 courses will need SLO updates. Several courses that were identified for SLO assessment are no longer active courses, and we have worked with the Curriculum Committee to deactivate them.
Social Sciences	N/A
Academic Pathways and Student Success	N/A

ATEC will complete remaining assessments by the end of the Fall 23 semester; Fire will complete all assessments by the end of Spring 24 and PLGL will complete by Spring 2024 as well, all other departments are complete.

The ADMJ department seeks to develop and implement curriculum for the new “Modern Policing” Degree and Degree pathway, and plan to include

CSU articulation and transferability of the new degree to select CSU and out of state accredited universities. The number of LE certificates has increased along with the LatinX and older student population.

ATEC program has continued with a strong Non-credit program as well as the Mercedes

Benz partnership, placing many students in dealerships. The most recent relationship with Volkswagen was highly sought after and is now a reality.

BUS has increased the on-campus offerings for Fall 23 bringing enrollment head count to a pre-pandemic level.

CAS continues to seek ways to strengthen the program in spite of not having a full-time faculty. The conversation of combining this program with Computer Science is on-going to help leverage the he needs of our students.

ESYS courses are full and also lack a full-time faculty, however we were able to hire a lab technician to support current faculty and students. We were not able to retain the lab technician who resigned and are posting to the position hopefully before spring 24.

ENT is working to develop new curriculum as well as hire more adjunct faculty to support the increased request of dual enrollment courses from our partners.

FIRE program is continuing to grow with the recent opening of the new Hayward Fire Training Center. The transition is still in place as opening of the facility was delayed.

INDT continues to improve hybrid offerings with student feedback and better utilization of publisher resources for student success.

MTT continues to expand the non-credit courses and has seen significant increases in course enrollment more than previous years.

PLGL has seen success in course offerings, job placement, and the increase of African American students in the program.

REST continues to have strong online offerings meeting the student needs of the modality for the program.

WELD has met all goals with increases in all areas including retention, persistence, and diversity of students in the program.

End of 2023-2024 Academic Year.

Health, Kinesiology, and Athletics Division

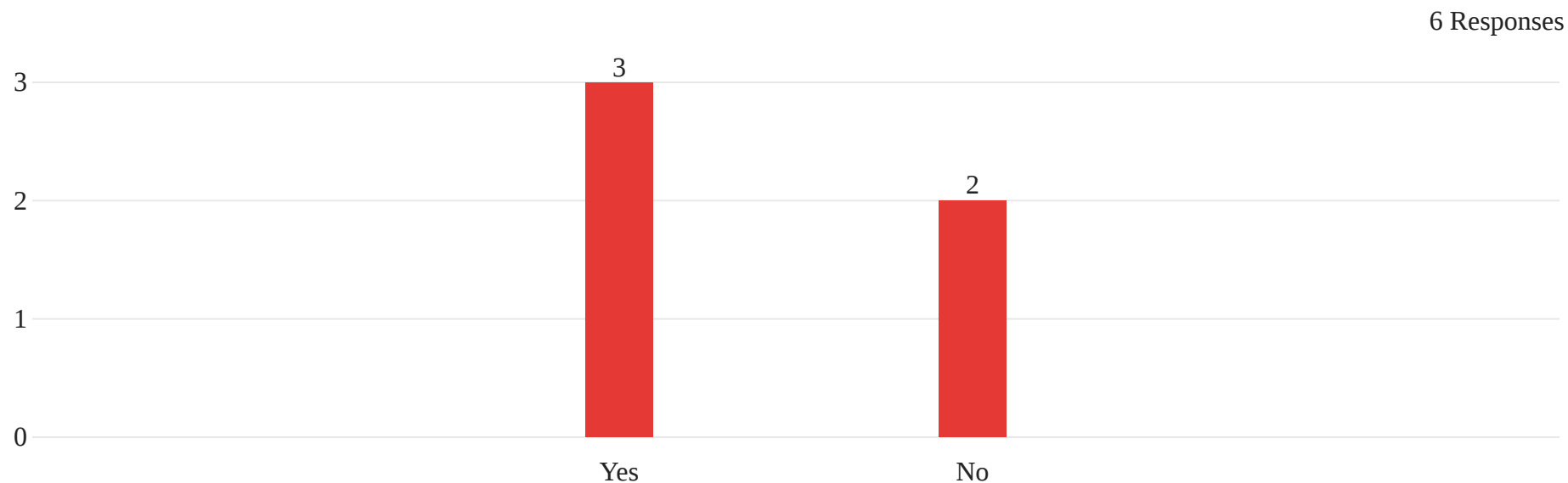
Of a total 852 courses, 99% have been assessed, with 1% action required (10.25.22).

Emergency Medical Services is currently working on EMS 4. Health and Nutrition is currently working on HLTH 8 (anticipated completion date fall 2023).

Science and Mathematics Division

Spring 2024

Are PLO Assessments in your division/area up to date?



7 Responses

Name of Your Area/Division: If not, by when do you anticipate being able to support faculty in your division/area with completing this process? (Or for VPs, how will you support the Deans to get this task completed?) Do you have concerns you would like to share?

Arts, Media & Communication

N/A

Language Arts

Our newest programs are in non-credit ESL. I'm not sure if PLOs are required for non-credit Certificates of Proficiency/Completion.

Social Sciences

N/A

Academic Pathways and Student Success	N/A
Applied Technology and Business	Fire will have the assessments completed by the end of Spring 24 and MTT will complete assessments by the end of Fall 23. All other departments are complete
Health, Kinesiology, and Athletics Division	N/A
Science and Mathematics Division	<p>PLOs need to be developed for ENSC and GEOS. Anticipated date of development is Fall 2024. Assessment will occur afterwards.</p> <p>Physics is continuing discern if its AST is appropriate and/or beneficial for students.</p>

Trends in the Accomplishments from Programs within Divisions

7 Responses

Name of Your
Area/Division:

What trends in their accomplishments stand out regarding completing your division'/area's goals?

Arts, Media &
Communication

Significant accomplishments include the following:

1. NASAD accreditation site visit affirmed the quality of the program and high kaliber of the work students produce in Art, Photography, Interior Design, Graphic Design, Film and Animation and Art History
2. Successful social media and targeted ad campaigns
3. Progress towards supporting students in their pathways (program meetings, letters to students, canvas sites...)

Language Arts

Enrollments have increased in World Languages (15%), Sign Language (50%), and ESL (60%) in the last year, and through the implementation of AB 705, far more students are being placed directly into English 1 in their first year. We have also seen small gains in success rates over the last year and a half. World Languages has also successfully implemented ZTC across their entire Spanish degree program, and French is quickly following suit.

Social Sciences

The division has stronger mechanisms in place to monitor SLO/PLO/SAO assessments. These efforts have been reinforced through accreditation and supported by the OAS committee.

One of the key goals has been to enhance distance education support through efforts of the COOL Committee and the Instructional Technology Committee. To strengthen student engagement and learning, various discipline areas created Canvas Hubs: Economics, Geography, ECD, Political Science, Sociology. This platform allows for discipline specific content and support to be communicated with declared majors. Examples of communication include internship/externship opportunities, scholarships, work-based learning, speaker series, etc.

Academic Pathways and Student Success

There were several positive trends and accomplishments evident across different programs, most notably the increase in the number of students enrolled and engaged in the various programs. There has also been an increase in success rates in our dual enrollment courses and in our RISE courses. The programs in the APSS division also had an increase in participation in the orientations as well as success in campus training for program participants and student employees. Lastly, many programs also shared that they continue to see a demand for dual modalities services including in person and online which has contributed to the increase in participation. Overall, these achievements demonstrate a commitment to improving student outcomes, increasing participation, and adapting strategies to better meet the needs of students in various programs and areas. Ongoing efforts indicate a dedication to continuous improvement and responsiveness to changing circumstances.

Applied Technology and Business

There were significant staffing challenges and some still exist, however we were able to add two lab technicians, replace the administrative assistant for public safety, hire a FIRE TECH faculty, and CE Outreach Specialist. These are significant achievements to align the needs of the department and improve the various as we achieve College goals, division goals and fulfill the Ed master plan for our area. There is still a need to replace one of the lab technicians and add a faculty member to ADMJ or PLGL to support the one faculty coordinating both areas and the Sheriff's Academy. We continue to add to our part-time faculty pool to meet dual enrollment needs, while focusing on culturally relevant pedagogy and continuing to increase our growth of a diverse student population, as well as non-traditional students in many of our programs. The recruitment and retention of more diverse students in our programs is a goal sought after in each department and appears to be gaining growth, however we are still utilizing more strategies to increase our numbers.

The HKA disciplines have made remarkable strides in achieving their goals. General trends in accomplishment include, but not limited to: access to facilities mirroring industry workplace, high success rates for cohort-based programs, and meeting accreditation standards.

1. Dental Hygiene Simulation Lab: This facility has proven incredibly beneficial for hands-on learning. The four stations mirroring clinical settings provide a safe environment for students to learn instrumentation skills before practicing on patients. As a result, students enter clinical settings with enhanced confidence and preparedness.
2. Emergency Medical Services (EMS): The creation of an EMS PE class and the extension of hours in the EMT course demonstrate proactive steps in preparing students for employment. Aligning the course with county EMS standards ensures students are well-versed in the necessary skills and equipment.
3. Health and Nutrition Courses: Consistent enrollments, especially during the pandemic, reflect the relevance and popularity of these courses. Success rates, particularly in face-to-face formats, exceed the college average. Understanding preferences for asynchronous or in-person platforms helps tailor course delivery to student needs, as seen in the preference for either fully online asynchronous or in-person formats.
4. Nutrition & Dietetics and Public Health Sciences: Substantial increases in declared majors for both fields indicate growing interest and recognition among students. The steady enrollment and graduation rates in Public Health Sciences signify sustained interest and potential for growth.
5. Medical Assisting: While a modest increase in male enrollments occurred, the introduction of an evening and weekend cohort addresses accessibility concerns for students with work or childcare commitments during the week.
6. Nursing: The consistently high NCLEX pass rates even during the pandemic and the successful transition of graduates into employment reflect the program's quality and efficacy in preparing nursing professionals.

Overall, these accomplishments demonstrate adaptability, responsiveness to student needs, and a commitment to maintaining high standards across various programs within the institution.

Science and Mathematics
Division

We have seen some hiring for faculty and lab technicians, for which both have been extremely helpful. We were able to purchase some much needed equipment. As we reengage with students coming out of COVID, we have adopted more OER, begun work with student success teams, and began work on equity based teaching practices through a FIG and participation in PARTI. We have also partnered with industries to provide students with internships and jobs, as well as research and project opportunities.

Trends in the Challenges from Programs within Divisions

7 Responses

Name of Your
Area/Division:

What trends regarding challenges stand out?

Arts, Media &
Communication

Continued funding for the marketing and social media pilots and lack of full-time faculty are hindering the division considerably. We have a labor-intensive program with no full-time faculty and two larger programs with only one (who used to have two).

Language Arts

Multiple programs cite concerns around staffing adequacy, and also consistency among faculty instruction. English faculty strive to build a stronger community and more consistent pedagogy across full-time and part-time adjunct faculty, while ESL's faculty struggles to keep pace with the rapid increases in their enrollment. Of the other languages in our program, Sign Language is the only one taught by both full-time and adjunct faculty, yet it is also the only language (outside of ESL) without an AA degree or Certificate of Achievement program.

Our division also seeks to expand its support system for students, with the WRAC tutoring center, World Languages, and the library all requesting additional technology to meet the growing needs of our learners.

Social Sciences

The Social Science Division has had a number of full-time faculty positions over the past several years that have not been replaced: (1) Jane Wolford – History; (2) Rick Monz – History; (3) Ken Williams – Economics; (4) Mireille Giovanola – Anthropology; (5) Sara Parker – Political Science. Despite this, the division continues to maintain high productivity levels and expanded class offerings. In order to accommodate growth, the division has had to resort to large lecture offerings. In the case of Economics, we have been without a full-time faculty member for going on 3 faculty prioritization cycles.

Moreover, four out of our ten disciplines have only one full-time faculty member (Economics, Ethnic Studies, Geography, Political Science). The demands on a single full-time faculty member to work on scheduling, program review, evaluations, curriculum and assessment, student outreach and support, and innovative programming limit the ability to spend the requisite time and energy into expanding the disciplines while also trying to maintain a high-touch approach for historically high cap division courses. However, this is not sustainable.

Academic Pathways and
Student Success

The challenges and trends identified that present as barriers to the completion of program goals include personnel capacity, infrastructure development, counselor support and technology. Several areas noted that the onboarding process for both dual enrollment and traditional students continues to be a challenge. The areas continue to refine and provide clarity around the processes but technology remains an area to be leveraged to improve. There was also the need for continued professional development to increase cultural competence with curriculum, pedagogy and practice. Several areas also shared that there was a need for counselor support and the need to hire more counselors. Additionally, with the increase in using the dual modalities to serve students, personnel capacity continues to be an issue. Overall, these challenges highlight the complexity of achieving program goals, involving issues such as resource allocation, training, integration of services, and adapting to evolving circumstances.

Applied Technology and
Business

Strengthen K-12 partnerships at the high school level with aligned programs converting the students into Chabot students upon high school graduation in the CAS program as well as other trade programs in our area. The outreach specialist will support the areas in communicating this information going forward to our partners.

Several consistent themes emerge across these departmental challenges.

1. Resource Limitations: Multiple departments face challenges due to limited resources, whether financial constraints hindering the development of facilities like the Chabot Student Health Center in Dental Hygiene, or the lack of resources allocated for marketing, guidance, and recruitment efforts in Emergency Medical Services, Medical Assisting, and Kinesiology & Athletics. The Nursing Retention grant has seen an estimated fifteen percent (15%) decrease in available funding due to attrition.

2. Adaptation to Changes: Changes in academic requirements, transfer models, or industry standards impact Health and Nutrition (Master's degree requirement for Registered Dietitian Nutritionist credentials), Emergency Medical Services (establishing certificate and AS degree for program success metrics), and Nursing in accordance to the Board of Registered Nurses faculty minimum requirement. Adapting to changes poses HR challenges in hiring, planning, and program development.

3. Communication and Outreach: Challenges with identifying, following up, and communicating with students within the respective disciplines are evident in Health and Nutrition and Nursing. There's a need for improved systems to track and engage with students who declare majors, change majors, or leave college. Lack of available funding for Guided Pathways Health and Wellness areas poses challenges to recruitment and retention.

4. Visibility and Marketing: The HKA Division is missing out on an opportunity to increase its visibility within the service area. Inadequate marketing efforts highlight the need for improved promotional strategies and dedicated resources for recruitment and outreach.

5. Personnel Challenges: Nursing and Emergency Medical Services encounter faculty-related challenges, including attrition rates, unexpected resignations, and shortages in faculty. These issues can significantly impact program delivery and student intake.

Addressing these consistent themes across departments might involve strategies like securing additional funding, implementing better tracking systems, adapting curricula to meet evolving standards, enhancing marketing efforts, and focusing on retention strategies amidst personnel challenges.

Science and Mathematics
Division

Our two biggest challenges continue to be staffing – both faculty and classified – and release time. We do not have enough folks to complete the work asked of us, and then that work falls onto people who are already pushed to their limits. Overtime isn't what is needed. We don't have the time to work 'over' as we are already over. We need release time to complete the tasks asked of us and avoid burnout.

We continue to need support for AB1705, an observation platform, a testing center, and more outreach and marketing. In addition, ongoing facilities upgrades have created disruptions in some of our teaching programs.

Summary of Divisions' Greatest Accomplishments since the last Fall 2022 PAR

7 Responses

Name of Your Area/Division:	Please provide a summary of your division's/area's key contributions/ major achievements since the Fall 2022 Update Year PAR. (300 words)
Arts, Media & Communication	<ol style="list-style-type: none"> 1. NASAD accreditation 2. Guided Pathways - the campus central system used our letters as the template for the college 3. Marketing and outreach: k-12 students on campus, MURT campaign, social media
Language Arts	<p>Non-credit courses have enabled more students to enroll at Chabot to learn English. ESL's non-credit sequence has tripled in enrollment in less than two years, and English 215 has successfully launched as a targeted, concurrent support for more students placing directly into English 1.</p> <p>Our division has also been a consistent campus leader in OER/ZTC, with our library playing a crucial role in providing ebooks and other no-cost resources for faculty and students in all areas of the campus. Our Spanish AA degree recently achieved full ZTC status for the entire sequence of courses.</p> <p>Our language courses have also made important inroads into our feeder districts, with dual enrollment classes added in Sign Language and an ESL class hosted at the Hayward Unified "Hub" that currently has entire families enrolled and an ever-growing waitlist.</p> <p>Finally, English faculty led the college's first year-long professional development cohort in anti-racist teaching, with a dozen instructors across various subjects completing the Practical Anti-Racist Teaching Institute (PARTI). The work has continued with a new cohort this year.</p>

The division has focused on strengthening enrollments and maintaining high productivity levels. Overall, across 10 disciplines, we have seen increases based in IR data up through the Sp24 semester. For example, Anthropology has increased course enrollments by 6%, and declared majors by 12%. This includes adding an additional section of ANTH 13L in Sp24. Additionally, course success rates has been trending up. For example, Ethnic Studies increased from 70% in F22 to 80% in Sp23. Moreover, much of the success rates were for historically marginalized, disproportionately impacted student groups.

Additionally, there have been important achievement in several areas including the ECD/Lab School area. The securing of the California Apprenticeship Initiative (CAI) Grant has paved the way for work-based learning for agency partners at the YMCA and Kidango. Also, the recent securing of a \$2M four-year federal CCAMPIS grant for the Lab School will support the expansion of an infant/toddler program to support student parents with infant/toddlers.

Social Sciences

Social Science annual sponsored events including the Ethnic Studies Summit, Social Science Open House, Earth Week, ECD Welcome Events, and more recently, the Sacramento Legislative Summit have been critical to supporting this outreach and retention efforts as well as civic engagement and work-based learning opportunities for students.

The division has maintained many of the important practices from the SCFF Majors Outreach Project. For example, several of the disciplines regularly continue to use Discipline Canvas Hubs to inform students of internships, externships, employment, training, etc. Targeting majors with direct, just-in-time correspondence facilitates the type of connection to help students complete.

Finally, the division has been in the forefront of offering OER/ZTC courses. Currently, Sociology has created a pathway for the college's first ZTC Degree. Additional disciplines intently pursuing ZTC offerings include: Anthropology, Political Science, Ethnic

Academic Pathways and Student Success

The divisions key contributions and major achievements include the increase in services for special admit students, including dual enrollment, non-credit and justice impacted students that greatly contribute to the SCFF. The increase of enrollment reflects the success of targeted efforts to attract and support DI student. The growth is also indicative of our divisions' responsiveness to the evolving needs of students and our ability to create inclusive and inviting spaces. Another achievement is the increase in success rates for dual enrollment, RISE and FYE students. Through strategic and comprehensive support, there has been a positive trend in student outcomes. Our division has also spearheaded the implementation of program maps and Student Success Teams that will provide a clear and structured pathway for students, facilitating planning and building connecting points for students with faculty, classified professionals and administrators. The SST provide an integrated approach to supporting students with cross functional teams for support navigating the college and a path to timely completion.

Applied Technology and Business

Applied Technology and Business has seen significant increase in enrollments this academic year compared to Fall 22. The addition of several sections to increase student demand in many departments, however there were no class cancellations this semester demonstrating the enrollment increase. The first time in three years advanced manufacturing day returned to campus with over 350 students as well as the business awards and entrepreneurship pitch conference. The recent hiring of the CE outreach specialist should support the need to promote our programs.

In Dental Hygiene, the newly implemented SIM Classroom has revolutionized student learning. Providing hands-on experiences with advanced manikins, it has significantly enhanced both first and second-year students' preparedness for clinical care. The room's versatility as a smart classroom amplifies its functionality, yet challenges remain in unmet goals requiring interdisciplinary collaboration and substantial funding commitment for developing new spaces or buildings.

Emergency Medical Services has relocated to the Hayward Fire Tech facility. This move has fostered collaboration, with early discussions on curriculum development in paramedicine.

Health, Kinesiology, and
Athletics Division

In Health and Nutrition, strides have been made toward making courses Zero Textbook Cost (ZTC), positively impacting student success by providing free course materials.

Kinesiology & Athletics – 6.16 (cc) Approval of Award of Contract with Robert A. Bothman Construction for Design-Build Pre-Construction Services, Athletic Stadium, Football and Track Project at Chabot.

Medical Assisting has successfully initiated a second cohort, albeit with ongoing adjustments and challenges in enrollment and success rates due to COVID impact. Marketing strategies targeting male students are in the pipeline for improvement.

Nursing stands out with consistently high NCLEX pass rates and successful graduate transitions despite the pandemic. Acquisition of the Nursing Educational Investment Fund (NEIF) Grant awarded 2023-2025.

Science and Mathematics
Division

We were able to hire two new full-time faculty and a lab tech. MESA has created a STEM/MESA Pathway Canvas course, continues to do outreach like STEM Family night, and works with guided pathways and the STEM Center to provide support for our students. We have put on Mayan Heritage nights in the Planetarium, the Hayward Airport Open House Day for public outreach and marketing, a partial solar eclipse viewing, and planetarium shows for Ochoa Middle School. Our faculty continue to focus on how best to serve our students in a post-COVID environment, be that through more in-person classes, support courses and workshops, or work-based learning opportunities.

Summary of Divisions' Greatest Challenges since the last Fall 2022 PAR

7 Responses

Name of Your Area/Division: Please provide a summary of your division's/area's greatest challenges since the last comprehensive PAR cycle. (300 words)

Arts, Media & Communication

Staffing (lack of full-time faculty)

This is the third or fourth consecutive Fall with a new Dean in this division – a pattern I hope to break next year. 😞 It is also the first time in three years that we've seen students on campus in significant numbers. The inconsistent leadership and the lack of students on campus created a wealth of challenges over the past few years.

Language Arts

Now that these challenges are resolving, we are identifying populations that remain disconnected from the supports we have, even if they are learning on-campus. Evening and part-time students, in particular, struggle to connect with academic and basic-needs resources at Chabot. As a division that touches every new student, we feel a keen responsibility to make sure every Gladiator can take advantage of the expanding network of support that our college continues to build.

Our pedagogy needs to be just as supportive of all learners, across all of their diverse backgrounds, circumstances, and learning styles. This cannot be a lottery that students may win or lose depending on who the instructor happens to be; however, aligning practices across both full-time and part-time instructors is a great challenge. While many full-time faculty are involved with a variety of established learning communities, we hope to partner several more instructors – full-time and part-time – with a similar cohort of Math and Counseling partners with supported professional development and collaboration time to learn and leverage best practices and build an effective pipeline of support (academic and otherwise) to our first-year students who struggle when they experience college-level study for the first time.

Social Sciences	<p>The Social Science Division has had a number of full-time faculty positions over the past several years that have not been replaced: (1) Jane Wolford – History; (2) Rick Monz – History; (3) Ken Williams – Economics; (4) Mireille Giovanola – Anthropology; (5) Sara Parker – Political Science. Despite this, the division continues to maintain high productivity levels and expanded class offerings. In order to accommodate growth, the division has had to resort to large lecture offerings. However, this is not sustainable. In the case of Economics, we have been without a full-time faculty member for going on 3 faculty prioritization cycles. Moreover, four out of our ten disciplines have only one full-time faculty member (Economics, Ethnic Studies, Geography, Political Science). The demands on a single full-time faculty member to work on scheduling, program review, evaluations, curriculum and assessment, student outreach and support, and innovative programming limit the ability to spend the requisite time and energy into expanding the disciplines while also trying to maintain a high-touch approach for historically high cap division courses.</p>
Academic Pathways and Student Success	<p>Since the Fall 2022, the divisions greatest challenges have been the need to expand personnel to respond to the student needs, increase in engagement and the dual modality in serving students. Additionally, the area has also been challenged with the slow implementation of technology like CRM advise and advise and the student portal, which are key to the successful implementation of the Student Success teams.</p>
Applied Technology and Business	<p>The greatest challenges we face in Applied Technology and Business include the need to secure a faculty member to support ADMJ/PLGL which currently has one full time faculty member supporting both programs. The additional need to increase adjunct faculty to meet the dual enrollment needs of our K12 partners while meeting the needs of potential students to the college. Maintaining classified staff in key positions is an important factor of the success in the division and how students are supported.</p>

The following disciplines continues to face challenges in funding, staffing, and adapting to changing circumstances which require concerted efforts from multiple levels for resolution.

Emergency Medical Services - Ongoing uncertainties of hiring hinder strategic planning and curriculum development.

Nursing – High attrition rates, unexpected faculty resignations, and regional faculty shortages remain significant challenges impacting program continuity.

Health, Kinesiology, and Athletics Division

Health & Kinesiology – the impact of Cal-GETC and removal of Area E – Lifelong Learning will greatly impact KINE, HLTH, PEAC, HEAG, enrollment and course offerings.

Athletics – Unexpected faculty resignations from full-time coaching positions and need of women coaches. The need to re-consider the role, responsibilities, and impact of Head Coaches within Athletics.

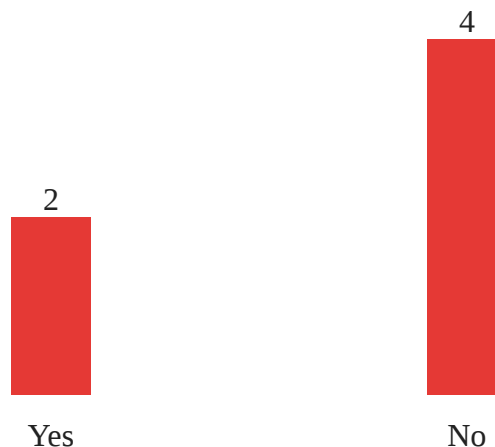
HKA Division – the need to refresh the website to include faculty, student/faculty/staff testimonial, and high success rates is greatly needed. The ability to modernize communication will meet students and hiring candidates where they are at, welcoming them into our service areas before setting foot on campus.

Science and Mathematics Division

The greatest challenge to our Division is a lack of staffing. We need more lab techs and faculty, full stop.

Have all program maps been updated in your division/area?

6 Responses



7 Responses

Name of Your Area/Division:

If not, by when do you believe you can support the programs in your division/area in completing their maps?

Arts, Media & Communication

We are waiting for a full-time faculty member on sabbatical (the only full-time member in the division) to return to update the Art History map.

Language Arts

N/A

Social Sciences

All disciplines have engaged in updating their program maps. There are a few disciplines that need to be verified.

Academic Pathways and Student Success

N/A

Applied Technology and Business	Most program maps are complete in ATB. The faculty are working with Heather to complete profile information and ensure students are able to connect with Student Success Team members with questions regarding program maps. The information pertaining to student programs and pathways is complete as the contact information is in process for many of the programs.
Health, Kinesiology, and Athletics Division	End of 2023-2024 academic year. The HKA Division would like to invite Heather Oshiro to a monthly HKA Division meeting.
Science and Mathematics Division	N/A

7 Responses

Name of
Your
Area/Division:

So far, what is going well regarding completing your office's goals? Please include reflections on achievement of outputs or outcomes.

Arts,
Media &
Communication

The division is well-organized and collaborative. We have five classified professionals not including the PAC staff with whom we collaborate regularly. We meet as a team twice monthly with individual check-ins as needed throughout the week. We have met our goal of supporting program meetings for all sub-pathways and piloting Financial Aid support and upgrading out labs.

In AY 2021-22, 763 first-year students completed English 1, 380 attempted but did not complete the course, and 592 students never enrolled. (Completion rate = 44%)

We await the update from Institutional Research with unduplicated counts of students completing English 1 in AY 2022-23; however, it's noteworthy that the course's Fall success rate improved to 58% -- five points higher than the previous Fall. Moreover, the achievement gaps in English 1 success shrank noticeably: Black students performed just seven percentage points below Whites and nine points below Asians in Fall '22. A year earlier, those gaps were 23 and 26 points, respectively. Similarly, Latinx students performed thirteen points below Whites and fifteen below Asians last Fall, an improvement from the respective gaps of 18 and 21 points a year earlier. Based on these statistics, we expect that the unduplicated count of students completing English 1 in the first year did increase, and that the completion rate will be closer to 50%.

Language
Arts

The Class of 2021 completed 26 AA degrees in English and another 30 AA degrees and state-approved certificates in French, Japanese, and Spanish combined. 10 AA degrees were also awarded under Liberal Arts –Language and Communication emphasis. While the totals across all these programs decreased for the Class of 2022 and we await the final totals for 2023, we are actively engaging with students while they complete their degrees, holding “major meet-and-greet” events to help our 224 current, declared majors stay informed and on-track. We also plan to publicly celebrate students who successfully complete a level in our ESL program at the end of the Fall semester. We anticipate submitting a Sign Language Certificate of Achievement program by the end of AY 2023-24.

Social
Sciences

The division office has gone through a tremendous amount of turnover over the years. The last Sr. Administrative Assistant worked with over 7 different Deans during her tenure. As a result, we are making a commitment to documents processes, protocols, and procedures in the office to assist with clarity and consistency for division members. Additionally, the creation of a Social Science Canvas Hub during the pandemic has been an effective tool for not only communicating outward to division members, but also housing important documents for member to retrieve resources (modules).

Academic Pathways and Student Success	<p>Outcomes in my area include increased of some staff in high need areas, including building out the infrastructure for our early college programs. We hired an Educational Project Manager, which partially replaced the unfilled retirement position of the CTE Manager that was collapsed in 2020. We also hired an Early College Pathways Program and will be bringing on an outreach specialist for the division. These three positions are also supported by the HPN grant and other braiding funding including the California Adult Education Program, Strong Workforce Program, and contract classes funding. With the new K-16 grant, we are hoping to hire 2 dual enrollment specialist and a .5 A&R dual enrollment specialist. Additionally, the division has successfully spearheaded the development and implementation of 5 out of the 8 pathways SSTs. We are still discussing how FYE will fit into the SSTs and the Learning and Career Pathways; however, FYE has begun integrating the program maps for student course selection. Although some changes has been made, we hope that by early Spring, we will have updated our website in time for heavy fall recruitment.</p>
Applied Technology and Business	<p>The recruitment and retention of more diverse students is increasing in the program and adds value to the President's goal as it pertains to DEI. The new Fire training center was completed this year and the programs graduated the first cohort at the facility. Recruitment of more diverse faculty has been a discussion and we were able to hire diverse PT faculty and classified professionals this year.</p>

Reflections from Goals.

Health,
Kinesiolo
gy, and
Athletics
Division

Goal 1 – Continue strategies of intentional training and workshops for DI groups within Athletics. The Nursing Educational Investment Fund (NEIF) Grant is a huge step forward in building patient trust through diversifying the Chabot Nursing Pipeline and implementing holistic admissions review process.

Goal 2 – On-going collaboration with the Dean of Special Programs to identify best practices for improving academic support (tutoring, holding financial aid workshops, training sessions).

Goal 3 – Consider creating an Emergency Medical Services Degree, Paramedicine Certificate in collaboration with the Applied Technology & Business Division, and identifying on-going apprenticeships opportunities with Allied Health agencies such as the Health Professions Pathways Program (HPPP).

Science
and
Mathemat
ics
Division

More faculty have taken advantage of professional development opportunities like PARTI for equity work. We can continue to encourage this work.

7 Responses

Name of Your Area/Division:	What are some challenges regarding completing your office's goals? Please include reflections on challenges with producing outputs or outcomes so far.
Arts, Media & Communication	Lack of full-time faculty in pivotal areas hinders the progress of the division and office.
Language Arts	<p>Although English and ESL are seeing growing numbers of students continuing to the second level of courses, all other languages struggle to keep forty percent of their students in a persisting cohort. We hope that, with a wider understanding of the Guided Pathway initiative, our faculty can engage in more Student Success Teams that can help more students continue their language studies.</p> <p>Similarly, the division would benefit from dedicated personnel and a regular strategy for consistent touchpoints with students to guide and encourage them toward declaring a major in the language arts and persisting in the completion of their certificate, degree, and/or transfer. An Outreach Coordinator and/or student assistants can greatly enhance the way we reach out to new students considering their major and reach in to currently declared students to provide timely guidance and support. (Again, with counselors dedicated to each Guided Pathway, this may be a resource we can learn to leverage more effectively.)</p>
Social Sciences	The division has limited reassignment time for the 10 discipline areas. There is only an ECD Coordinator (3 CAH), and an ECD Lab School Coordinator (1.5 CAH). Thus, the Dean/office handles all of the scheduling in consultation with the full-time faculty members. One hour of division time each month is not enough to cover all of the business, updates, and provide technical support, have discussions on important topics such as artificial intelligence, enrollment management, professional development, etc.

Academic Pathways and Student Success	Some of the challenges in complete the goals of the division are the slow process to hire personnel, even with funding identified. The Pathways Technology Coordinator, a position as part of the HSI STEM grant, is an key position in supporting the Student Success Teams. We have been unable to hire for this position; however the job description was approved by the board in November of 2023. Additionally, another challenge in completing our goals has been funding to be able to sustain and scale SST efforts, including the expansion of FYE. The GP teams have created great momentum in increasing support for the SSTs and as we prepare for full implementation, it is critical that we identify funding for the institutionalization of the positions. We are hoping to incorporate this work as part of new HSI grant.
Applied Technology and Business	There are challenges with the Fire training center with available space on site as some classes are still being held at Chabot. There is a plan to eventually acquire more space at the site and build out for future use. The viable candidate pool to ensure a diverse workforce and the process of hiring is challenging as we are losing potential candidates to higher paying positions elsewhere.
Challenges from Goals.	
Health, Kinesiology, and Athletics Division	<p>Goal 1 – Addressing the on-going Nursing faculty shortage due to lower competitive salaries versus industry salary minimums, shortened work week schedules, ability to claim overtime pay, and inflexible class-working schedules.</p> <p>Goal 2 – Establishing specific cohort support without first identifying a budget.</p> <p>Goal 3 – Identifying faculty for curriculum development, establishing marketing efforts to build student engagement.</p>

Science and
Mathematics
Division

I will do my best to learn as much as I can about placing classes on the schedule that allows for students to follow their GP and complete their program within 3 years. This will definitely be an area of growth for this office as I am new to this position.

We need to find more students willing to be embedded tutors, whether those be Chabot students, alums, or CSUEB students. We also need to work with faculty who may not be sure of how to request an ET, how an ET can help in the classroom, or how to train with an ET.

How Deans Office Funding Requests Support Division Goals

7 Responses

Name of Your
Area/Division:

How do these requests support the goals in your division/area?

Arts, Media &
Communication

The work builds equitable programs for students to support success and retention.

Language Arts

An Outreach Specialist for Language Arts would deliver a targeted, coordinated campaign that would align messaging across our division and help more students learn about our degree and certificate programs (as well as our elective courses) and persist in achieving them.

A dedicated Instructional Assistant in the WRAC Center can also provide crucial intervention to students who are struggling, particularly in English 1 or early ESL, and pro-actively connect them to the tutoring and support they need in a timely manner. Moreover, this IA can form connections and relationships with students and faculty to support a learning community atmosphere across all courses and programs.

The library needs more laptops available for student check-out because they are a basic need for academic success. As OER/ZTC becomes more prevalent, many instructors and students will rely on online texts, which then presumes that students have the technology to regularly access those texts. Therefore, a laptop is quickly becoming a basic need for every student. We must dramatically expand our students' access to this fundamental tool for learning.

Social Sciences

Smart boards in building 500 would allow for greater student engagement. The boards would also support greater efficiencies in capturing screenviews of content.

Academic Pathways and Student Success	In order to scale up the SSTs, we will need classified personnel, as Student Retention Specialist, to provide comprehensive support for students and provide coordination support for faculty, counselors, classified professionals, administrators and peer guides supporting the pathways. These positions will allow for the full implementation of teams, using the learning community model, to provide targeted support for students based on their pathway.
Applied Technology and Business	N/A
Health, Kinesiology, and Athletics Division	The request for a robust marketing-video campaign aligns with all three (3) Goals set forth by the HKA Division in support of student enrollment and attracting faculty/staff to be part of the Chabot College community.
Science and Mathematics Division	N/A

Part III: VP Academic Services Summary of Individual Programs Not Within a Division*

**Summary of Deans PARs included in Part II*

1 Responses

Name of Program, Discipline, Area or Service	Name(s) of the person/people who contributed to review:	Which PAR Template (word template) did you fill out?
Instructional Technology	Christy Davis Roza, Wendy Poling, Blessing Morris	Student/Admin Services/Office of the President

Reflections on Annual Priority Progress in Academic Year 2022-23

1 Responses

Name of Program,
Discipline, Area
or Service

What progress did you see in any of these annual planning priorities?

Instructional
Technology

As a Tri-Chair of TCC I did hear regular reports regarding Guided Pathways and the implementation of the CRM series of software into the My Portal that replaced Class Web for students.

1 Responses

Name of Program,
Discipline, Area
or Service

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?

Instructional
Technology

Perhaps regular and specific communication about the current tools available that are/can be used towards achieving these planning priorities. At times, I believe there are groups that work at cross purposes by putting effort toward a solution when one might already be in place (or almost in place).

1 Responses

Name of Program,
Discipline, Area
or Service

Question: If you believe there is an important issue to address to carry out the college mission that is NOT mentioned in the previous list, please describe below (optional).

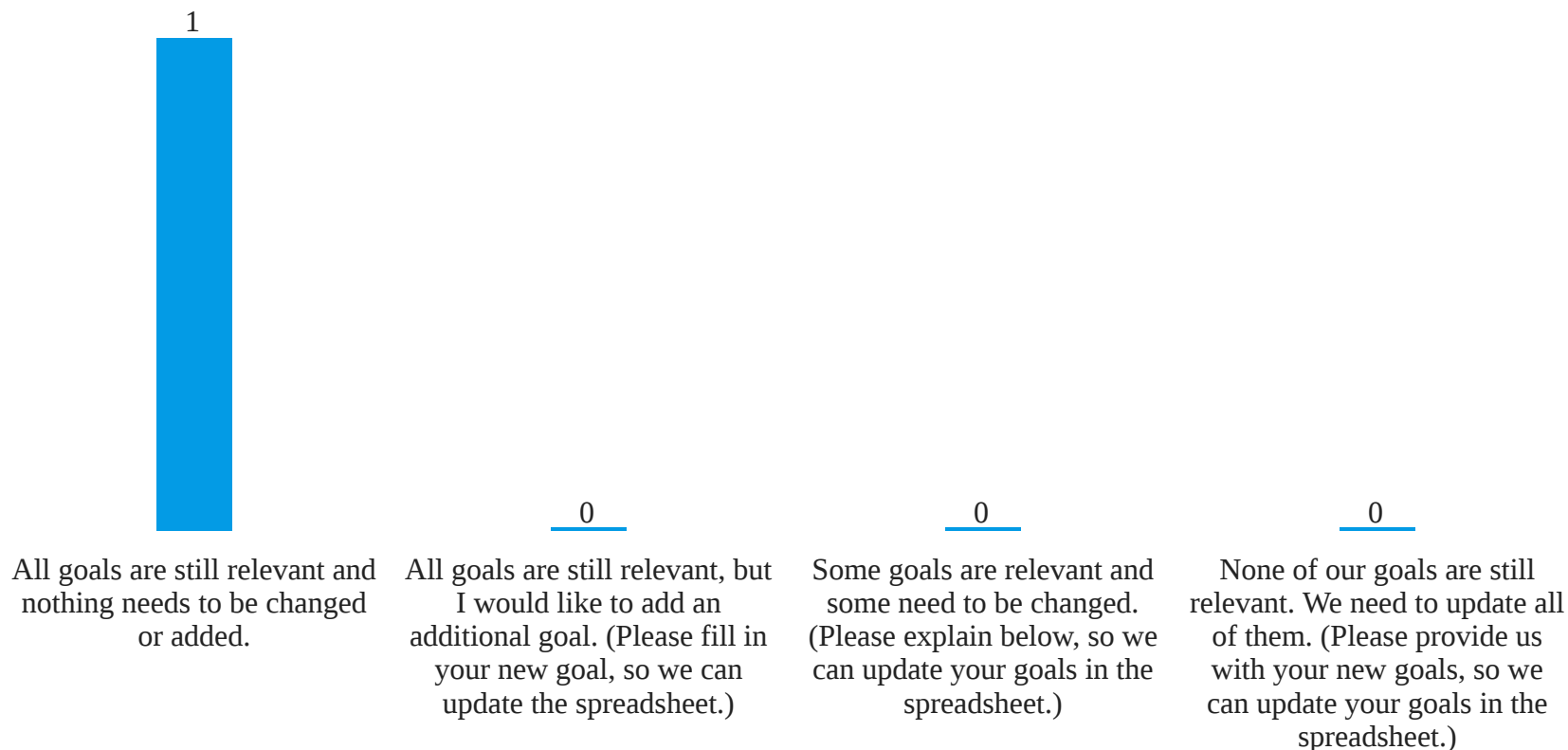
Instructional
Technology

Improve communication while closing the loop on initiatives that come up through the various shared governance bodies

Reflections on Goals

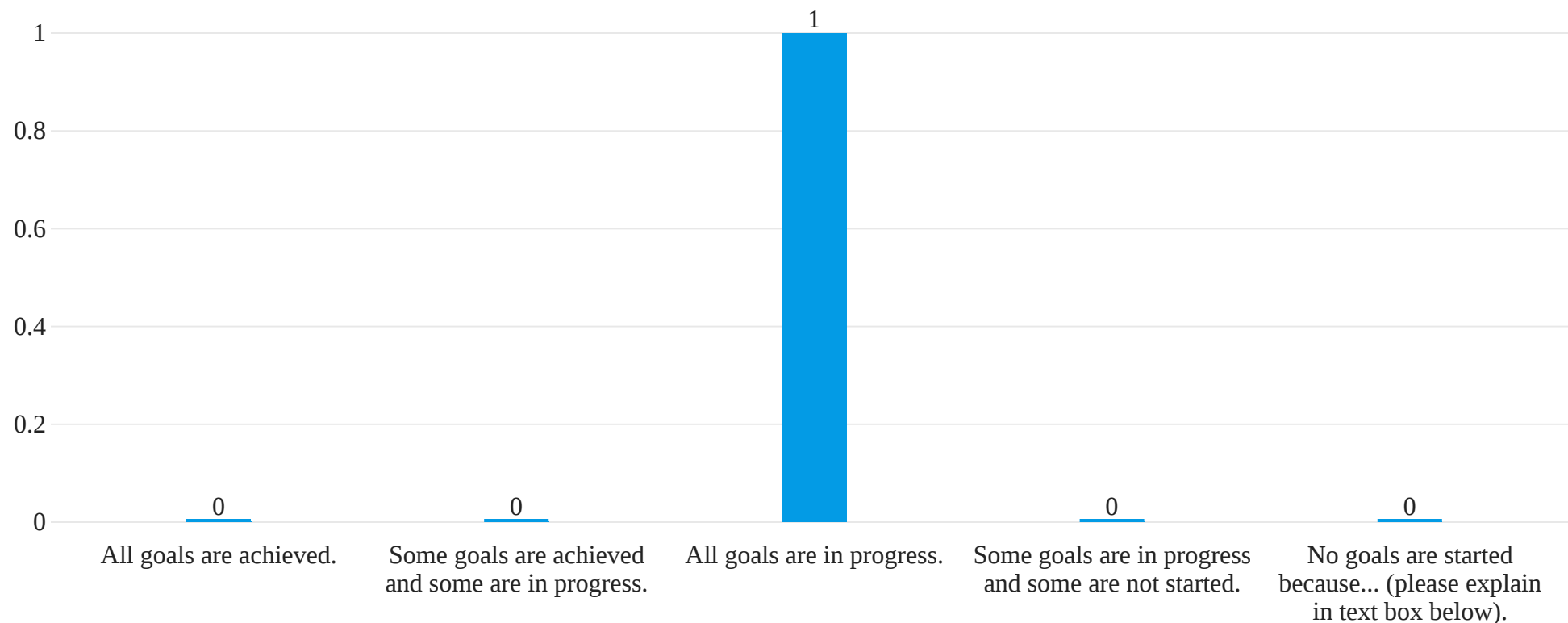
Keeping in mind, you only have one year left in this PAR cycle to accomplish these goals, please take a look at your goals to determine:

1 Responses



What are the statuses of your program's/area's goals right now?

1 Responses



1 Responses

Name of Program,
Discipline, Area
or Service

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

Instructional
Technology

Our Principal Objective is to provide support to the campus community.

We continue to offer Workshops, Drop In Sessions, One on One Training and Flex Day Seminars surrounding topics on Canvas, Overall Online Teaching Pedagogy and How to use Technology in “ALL” Classrooms regardless of the modality

We create digital resources such as those in the Tools for Teaching Box, Tidbit Tuesday emails with Just in Time suggestions and Video Tutorials for anytime viewing.

As new issues arise we stretch to meet those needs, for example: embracing OER in the classroom and providing technical assistance when using OER, taking on the Book Store transition from campus based to virtually based and co-hosting the new campus wide work group regarding AI in the classroom.

1 Responses

Name of Program,
Discipline, Area
or Service

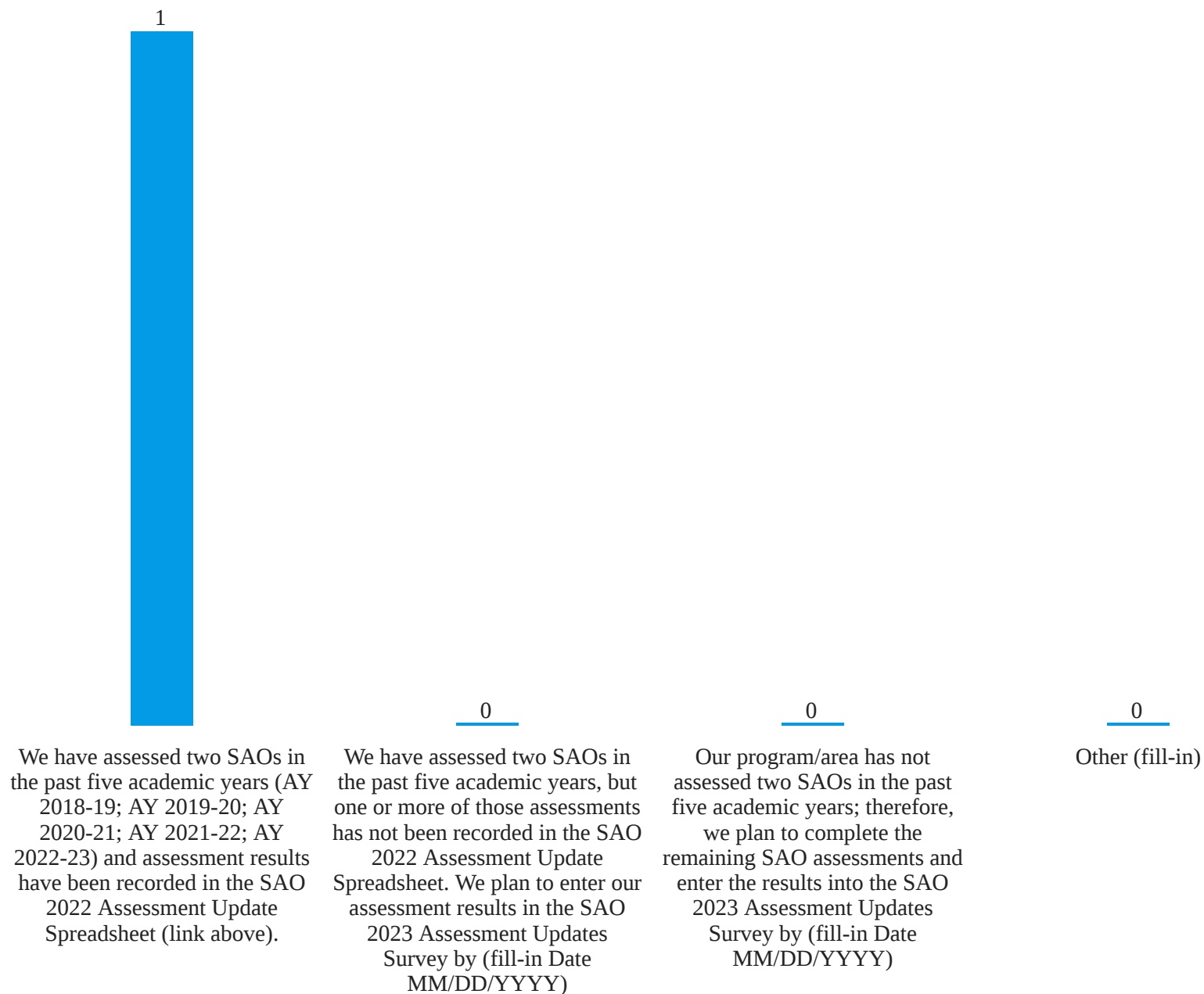
Question: What are some challenges regarding completing your program's/area's goals? Please include reflections on challenges with producing outputs or outcomes so far.

Instructional
Technology

One of our challenges continues to be engaging faculty who are primarily working offsite. We continue to offer training and support in online modalities synchronously and asynchronously while expanding on-site support for those faculty, staff and students who have returned to campus.

Please check the statement that best describes your program's/area's SAO assessments.

1 Responses



Rationales for Resource Requests

1 Responses

Name of
Program,
Discipline,
Area or
Service

Which of your PAR goals, plans for improving student learning, and/or plans for reaching SAOs will need augmented or new resources?

Instructional
Technology

As the technology evolves and the needs of faculty to support students changes; we are finding additional equipment /software is required. Additional equipment/software such as Cameras/Sound Systems for students participating remotely in HyFlex or Hybrid. Lightboards for improved student engagement in person and over Zoom. Camtasia and Canva to edit recorded lectures and build accessible graphics for use in Canvas. And finally, an appropriate space for training on the new equipment and software that will be in classrooms/within Canvas

Response to Enrollment (Optional Question)

1 Responses

Name of Program,
Discipline, Area
or Service

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?)

Instructional
Technology

N/A

One Thing To Tell President Cooks (Optional Question)

1 Responses

Name of Program, Discipline, Area or Service	Question: As you know, President Cooks assumed the role of Chabot's 10th College President on August 1, 2023. If your program/area could tell President Cooks one thing he needs to know about your program/area, what would it be?
--	---

Instructional
Technology

N/A