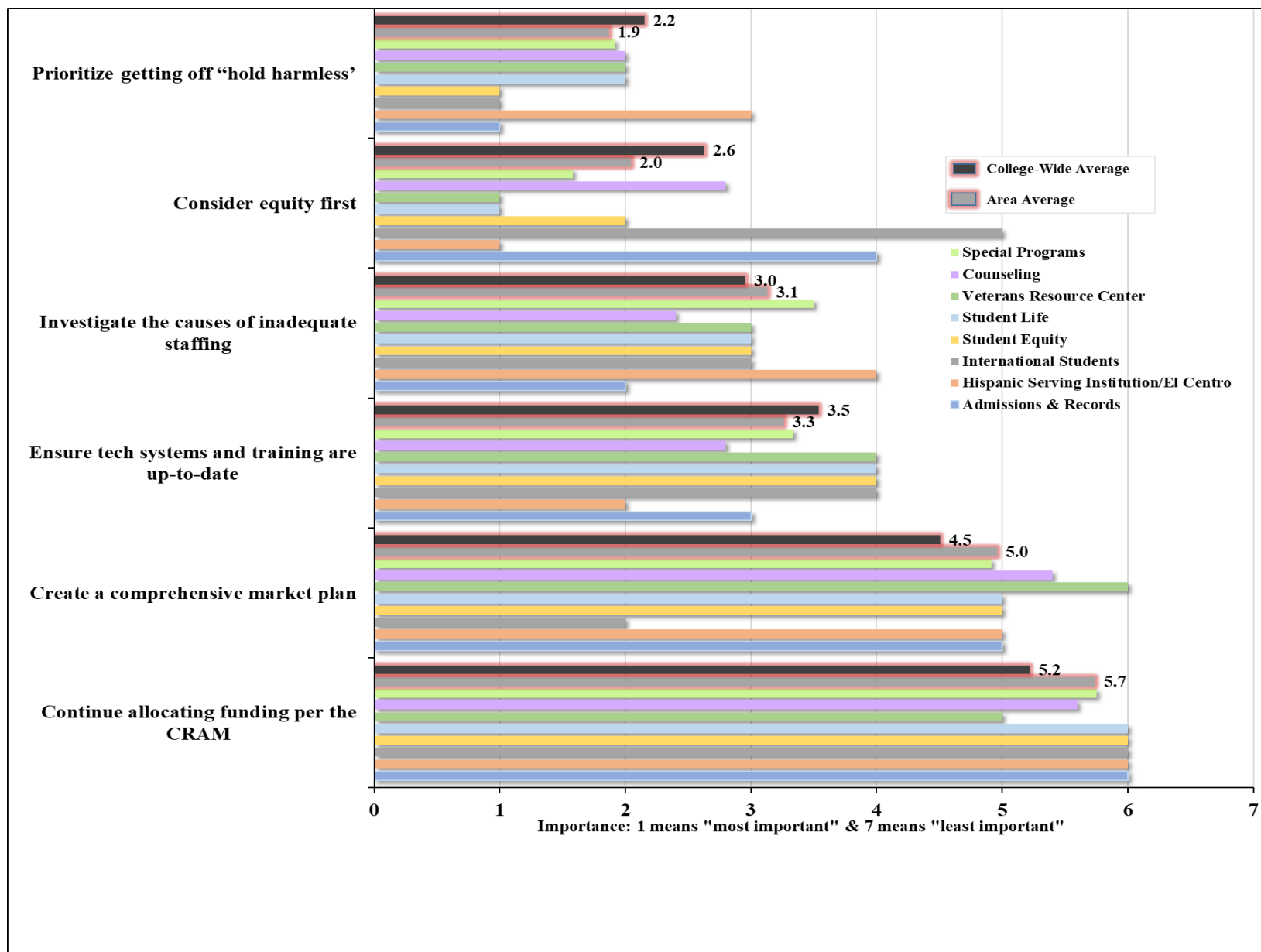


Fall 2025: VP Student Services PAR Summary Data Report

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



Detailed AY 2025-26 Annual Planning Priorities:

3

___ Consider equity first.

___ Prioritize getting off “hold harmless” for financial health and focus on strategies for ensuring long-term stable funding for the college and district. Be informed and agile on federal actions. Address college deficit.

___ Create a comprehensive marketing plan to communicate internally and externally, and develop clear processes for campus constituents to receive marketing support.

___ Investigate the multi-faceted causes of inadequate staffing, consider the impact that being understaffed has on the college community, and address solvable issues.

___ Ensure technological systems and training are up to date and investigate systems for providing students and employees with hardware/software access and technological support.

___ Continue allocating funding per the CRAM.

Part II: Summary of Deans Summary PARs*

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

Background Information

2 Responses

Name of Your Area/Division:	Your Name:
General Counseling	Sadie Ashraf
Special Programs	Patricia G. Molina

Campus-Wide Issues

Programs in your division/area were asked to rank the six recommendations PRAC put forward for AY 25-26. Please review your “[Division/VP 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?

2 Responses

Name of Your Area/Division	Issue # 1	Issue # 2	Issue # 3	Issue # 4 (optional)	Issue # 5 (optional)

General Counseling	Severe Staffing Shortages Across Student Services (Classified + Counselors + Coordinators): Why this ranks #1: Understaffing is directly limiting student access, slowing progress toward equity goals, undermining morale, and creating procedural bottlenecks in nearly every student-facing area.	Technology Limitations and Insufficient Training (CRM Advise, SARS, Data Systems), Why this ranks #2: Technology is central to student communication, scheduling, onboarding, and equity-focused outreach. When systems don't work or staff aren't trained, efficiency and service quality decline campus-wide.	Need for Coordinated Outreach, Onboarding, and Student Success Team Support. Onboarding and early college momentum are key drivers of student retention and equity. Without coordination and staffing, efforts become inconsistent and students fall through the cracks.	Equity Gaps—Not Just for Students, but Among Employees. The college's mission cannot move forward while major internal inequities persist. These issues directly affect student experience and organizational health.	N/A
Special Programs	Staffing and Hiring Restrictions: Nearly every program (Guardian Scholars, DSPS, EOPS, Movement, Puente) cited staff shortages and hiring freezes as a barrier to sustaining equity-focused services—even when categorical funding exists. This limits onboarding, training, and student support capacity.	Technology Access and Training: Programs consistently noted the need for systematic, campuswide training on key systems (Banner, SARS, Ocelot, CRM Advise). Lack of shared knowledge reduces efficiency and service consistency across departments.	Communication and Marketing Coordination: Multiple programs (CalWORKS, Fresh Success, Puente, TRIO) reported unclear or inconsistent communication channels for students and staff. Collegewide marketing efforts are not reaching intended audiences, leading to under-attended events and duplication of effort.	N/A	N/A

Reflections on Achievement and Challenges

Programs in your division were asked the following question, “So far, what is **going well** regarding completing your program's/area's goals?”

Please refer to your [Division and VP Summary Data Report](#). **What trends do you notice?**

2 Responses

Name of Your Area/Division:	Responses
General Counseling	<p data-bbox="390 516 1087 545">1.Strong Progress in Program Implementation & Service Delivery</p> <p data-bbox="390 574 1465 604">Several programs report meaningful progress in implementing their core goals or expanding services:</p> <ul style="list-style-type: none"> <li data-bbox="390 649 1904 678">* General Counseling made progress integrating Guided Pathways, improving SEP completion efforts, and aligning practices across pathways. <li data-bbox="390 724 1835 792">* Career & Transfer Center successfully delivered a high volume of UCB CCTS classroom visits and is preparing for increased reach in Spring. <li data-bbox="390 837 1835 867">* New Student Support Center completed a major structural transition (from Assessment Center) and now provides onboarding support. <li data-bbox="390 912 1713 941">* Psychology Counseling updated courses, aligned with HCAI competencies, and initiated work on new certificates/degrees. <li data-bbox="390 987 1814 1016">* Welcome Center reports successful onboarding and training of new Peer Guides and stronger collaborations with other departments. <p data-bbox="390 1045 537 1075">Overall trend:</p> <p data-bbox="390 1088 1904 1156">➔ Programs are achieving or progressing toward operational and student-facing goals, especially around onboarding, instructional alignment, and transfer-related support.</p> <p data-bbox="390 1201 873 1230">2. Increased Cross-Department Collaboration</p> <p data-bbox="390 1243 1087 1273">Many areas highlight better collaboration with other departments:</p> <ul style="list-style-type: none"> <li data-bbox="390 1302 1239 1331">* CTC coordinated UCB classroom visits across multiple learning communities. <li data-bbox="390 1341 1797 1399">* General Counseling strengthened collaboration with instructional faculty and pathway teams, especially STEM and Art and Design Pathway. <li data-bbox="390 1409 1507 1438">* New Student Support Center built strong links with ESL, A&R, Financial Aid, and CRM Advise efforts. <li data-bbox="390 1448 1709 1477">* Welcome Center reports new collaborations with A&R, Financial Aid, ESL, Canvas Support, and In-Reach/Gladiator Hub.

Overall trend:

➔ Collaboration is expanding, especially around outreach, onboarding, and transfer services.

3. Strategic Use of Data and Targeted Outreach

Most notably from General Counseling, but echoed in other areas:

Increased use of CRM Advise for outreach (Probation II, no SEP, near completion). Targeted outreach (SEP Day, call campaigns, emails).

Using structured data to guide service prioritization and resource allocation.

Overall trend:

➔ Data-informed outreach efforts are becoming central to meeting program goals.

4. Successful Pilot Programs and Process Improvements Some programs highlight new processes or pilots that are yielding positive results: Counseling's SEP Day pilot shows strong participation, particularly first-generation students. Welcome Center's improved service workflows and customer service training for Peer Guides. New Student Support Center running consistent FSPS workshops and onboarding processes. Overall trend: ➔ ➔ New processes and pilots are functioning well and are poised for expansion.

5. Successful Pilot Programs and Process Improvements

Some programs highlight new processes or pilots that are yielding positive results: Counseling's SEP Day pilot shows strong participation, particularly first-generation students. Welcome Center's improved service workflows and customer service training for Peer Guides. New Student Support Center running consistent FSPS workshops and onboarding processes.

Overall trend: ➔ ➔ New processes and pilots are functioning well and are poised for expansion. Expanded student services and successful implementation of new structures Guided Pathways, transfer outreach, onboarding processes, and curriculum alignment are all moving forward.

Improved collaboration across the division and campus Many programs are working more closely with instructional faculty, student services, and external partners.

Stronger internal training and staff/peer development Programs are investing in consistent training and onboarding to improve equality of service.

Increased use of data and intentional outreach More programs are leveraging CRM Advise, call campaigns, workshops, and targeted communications to reach students effectively.

Positive momentum despite staffing challenges Even with major staffing shortages, programs are still finding ways to accomplish goals, expand services, and innovate.

Special Programs	<p>-Improved Student Engagement and Persistence: Movement and Nesians Unite achieved SEPC completion rates above 84%, with persistence and graduation rates exceeding non-program peers.</p> <p>-Program Growth and Recovery: DSPS headcount has rebounded strongly post-COVID (15% annual growth). EOPS exceeded enrollment targets and improved priority registration participation.</p> <p>-Cross-Program Collaboration: Umoja expanded dual-enrollment partnerships across HUSD schools; Fresh Success leveraged federal reimbursements through partnerships with EOPS, RISE, and Veterans Services.</p> <p>-Equity Program Launches: The Pride Center and Nesians Unite successfully initiated foundational structures and set measurable goals. Guardian Scholars achieved 100% SEP completion and strengthened local outreach.</p>
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Programs in your division were asked the following question, “What are some challenges regarding completing your program's/area's goals?”

Please refer to your [Division and VP Summary Data Report](#). **What trends do you notice?**

2 Responses

Name of Your Area/Division:	Responses
General Counseling	<ol style="list-style-type: none"> 1. Severe staffing shortages (classified + faculty + clinicians) This impacts every single program. 2. Technology issues slowing progress CRM Advise, SARS, and data tracking deficiencies were reported repeatedly. 3. Overcapacity and unsustainable workload Staff are stretched thin due to student demand + coordination roles + staffing gaps. 4. Funding constraints Limits ability to hire, backfill, or expand services. 5. Collaboration complexities Campus-wide initiatives (Pathways, Onboarding, Apprenticeships) require coordination that current staffing cannot support due to limited capacity and resources.

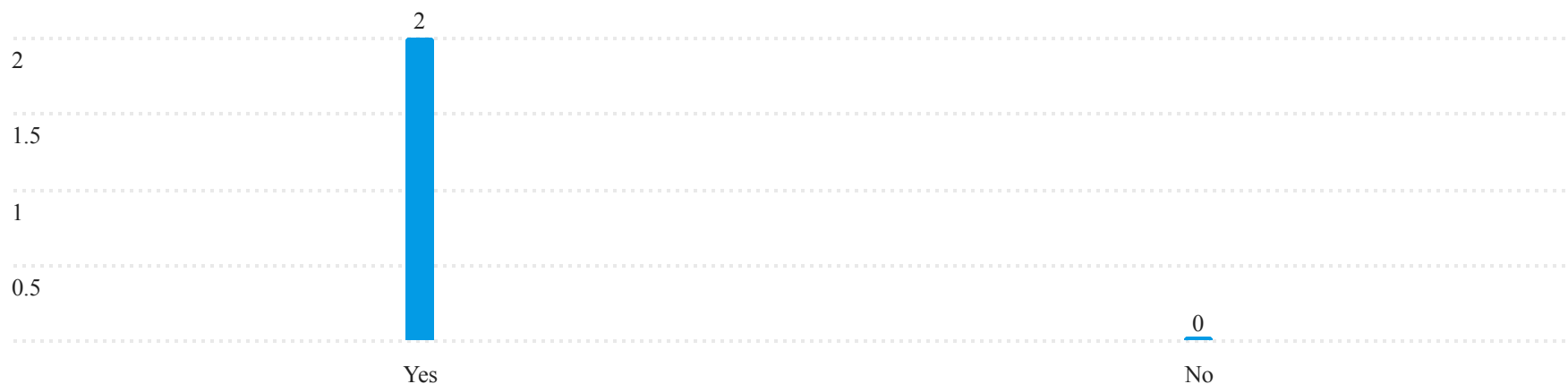
Special Programs

- Staffing Shortages: Most programs operate with limited or overextended personnel. Hiring freezes prevent even fully funded positions from being filled, undermining service continuity and staff retention.
- Student Barriers and System Complexity: Programs serving multilingual, foster, or low-income students cited persistent bureaucratic hurdles (e.g., FAFSA disqualifications, unclear CalWORKS eligibility).
- Technology Fragmentation: Limited access to data tools and inconsistent training leave staff unprepared for platform transitions (e.g., CRM Advise rollout).
- Funding Constraints: Several categorical and federal programs (TRIO, Fresh Success) cannot expand or innovate due to capped budgets and lack of institutional co-investment.
- Communication Gaps: Confusion around the compressed calendar and campus initiatives underscores the need for centralized, timely information sharing.

Service Area Outcomes

Are there any programs/services/areas with service area outcomes in your division/area?

2 Responses



Have all service areas within your division/area assessed at least two SAOs in the past five years?

2 Responses



If not, by when do you believe you can support the service areas in completing the SAO assessments? (Note: new service areas that recently created SAOs would not need to assess this PAR cycle; please note in your response if that applies to any service areas in your division.)

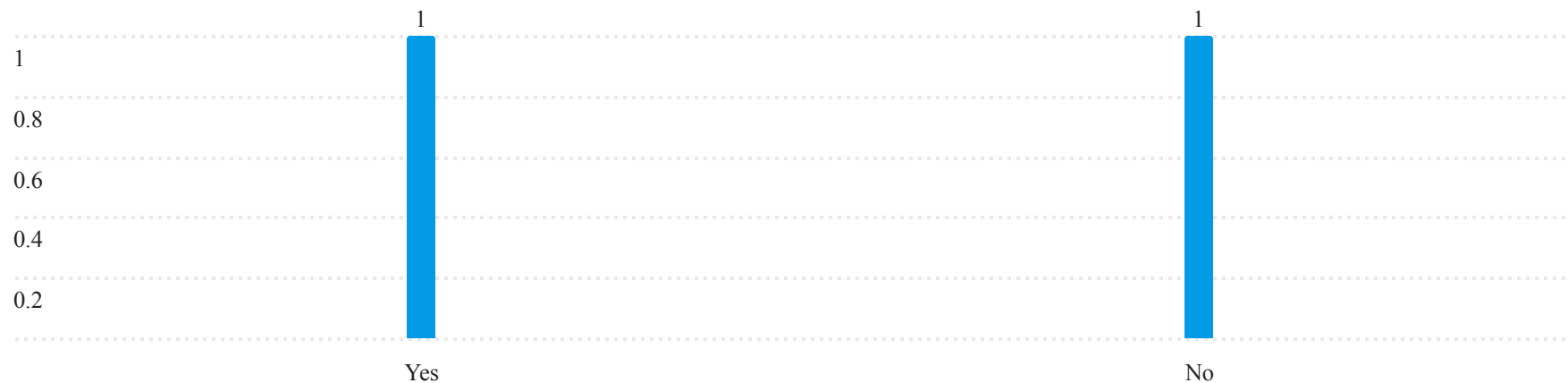
2 Responses

Name of Your Area/Division:	Responses
General Counseling	N/A
Special Programs	Pride Center is a new program developing Movement is collecting data.

Learning Outcomes Assessment Results

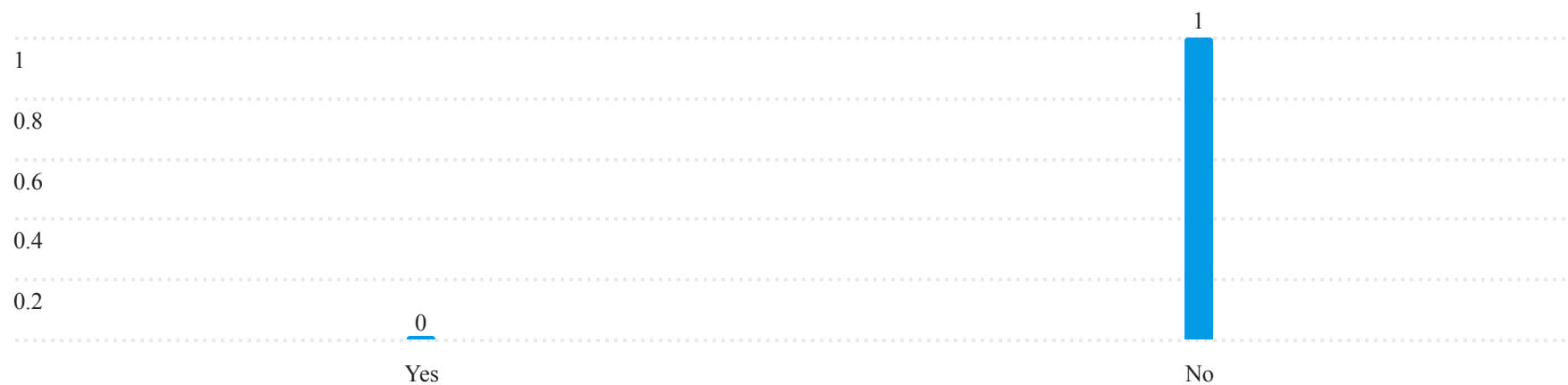
Are there any programs/services/areas with student learning outcomes (SLOs) in your division/area?

2 Responses



If yes, is assessment for all SLOs in your division/area up to date?

1 Responses



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?

2 Responses

Name of Your Area/Division:	Responses
General Counseling	Currently in progress and we aim to complete Spring 2026. Dara Greene is the PSCN Coordinator who is supporting tracking of completion and John Salangsang attend OAC and provides faculty reminders and updates. I'm tracking progress and reminding in division meetings. PSCN 3 and 13 that were out of compliance have been submitted. We have submitted this Fall 2025 for PSCN 1, 2, 3, 4, 8, 10, 11, 12, 13, and 15. We still need to submit (spring 2026) for: PSCN 5, 18 and 20.
Special Programs	N/A

Is assessment for all PLOs in your division/area up to date?

1 Responses



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?

2 Responses

Name of Your Area/Division:	Responses
General Counseling	N/A
Special Programs	N/A

Status of Program Goals for Deans' Offices from Prior Comprehensive PAR Cycle

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

2 Responses

Name of Your Area/Division:	Responses

General Counseling	<p>Overall, General Counseling has made steady progress in strengthening Guided Pathways implementation, improving access to counseling services, and increasing SEP completion. We have successfully expanded pathway-aligned practices, particularly within the STEM Pathway, where the STEM Center and HSI STEM grant support have enabled stronger collaboration, pathway-specific trainings, FSPS workshops, and SOAR Day activities. Student Success Teams are becoming more structured with clearer communication and expectations, helping us move toward more equitable and holistic pathway-based support.</p> <p>Significant improvements have also been made in streamlining scheduling and student intake processes.</p> <p>Enhancing ESARS functionality—including text reminders—and strengthening coordination between counselors, classified professionals, and the Dean has supported more efficient and data-informed distribution of counseling resources. Ongoing integration of platforms such as CRM Advise and MyPortal is beginning to support targeted communications and pathway-specific outreach.</p> <p>Staffing progress has helped stabilize onboarding and first-semester planning efforts. The hiring of two part-time counselors for SOAR coordination has allowed full-time counselors to devote more time to direct student services. Despite ongoing vacancies, the division continues to prioritize classified staffing and advocate for positions that support outreach, onboarding, and retention.</p> <p>Finally, notable progress has been made toward increasing SEPA and SEPC completion. Counselors are conducting intentional, data-driven outreach to students on Academic Probation II, those close to completion, and those without SEPs. New initiatives—such as SEP Day, which saw high participation among first-generation and disproportionately impacted students—demonstrate the impact of equity-minded outreach. Pathway leads are also using proactive follow up for strategic communication and encourage SEP appointments across all pathways.</p>
Special Programs	<p>Programs are showing strong gains in persistence, SEP completion, and collaboration. Puente and Umoja exceeded success rates in English transfer courses compared to non-program peers. DSPS, Guardian Scholars, and Movement achieved measurable increases in student completion and engagement. Collaborating with General Counseling, providing 2 SEP days and serviced over 800 students during the both days.</p>

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

2 Responses

Name of Your
Area/Division:

Responses

Limited Staffing and High Workload Across Counseling and Classified Roles:

Staffing shortages remain the most significant barrier to progress. General Counseling is currently operating with multiple vacancies—including a CA II and unfilled full-time counselor roles. With only six full-time classified professionals supporting five centers (Counseling, Career & Transfer, Welcome Center, New Student Support Center, and CARES), existing staff are working beyond capacity. These shortages make it difficult to expand services, support pathway coordination, sustain onboarding efforts, and meet the demands of disproportionately impacted students. The lack of backfill for pathway leads further limits the ability to build consistent structures across all pathways.

Technology Limitations and Delayed Implementation of New Tools:

Although tools like CRM Advise, MyPortal, and ESARS hold great promise, challenges persist. CRM Advise is not fully functional—communication features are not activated, data discrepancies are common, and additional targeted training is needed. ESARS limitations make it difficult for students to book accurate appointments, and the lack of seamless integration with texting and screening workflows creates inefficiencies. These technology barriers slow progress toward improving the scheduling and intake experience and hinder our ability to produce consistent, data-driven outreach.

Expanding Guided Pathways and SST Structures With Limited Capacity:

General Counseling

While progress has been strong in the STEM Pathway, scaling the Guided Pathways framework and Student Success Team structures across all pathways has been coming along slowly. Without dedicated funding or release time for pathway coordination, counselors must balance extensive campus roles—including probation, online orientation, articulation, international, PSCN coordination, and others—while also trying to design and implement consistent pathway-based systems. The competing priorities make it difficult to achieve the consistency and depth of support envisioned by Guided Pathways.

Counseling Capacity Constraints Impact SEP Completion Efforts:

to direct student services, limiting the available time for SEP appointments. Although targeted outreach campaigns have increased SEP completion, meeting the full demand—particularly for new students, continuing students, and students on academic/progress probation—remains difficult. Limited staffing also affects our ability to sustain equity-focused outreach strategies such as SEP Days, call campaigns, and pathway-specific initiatives.

Institutional Challenges Affecting Progress Across Areas:

Campus-wide issues such as understaffing in Financial Aid, Admissions & Records, and other student service areas indirectly affect counseling operations and onboarding workflows. Additionally, the ongoing need for clearer, campus wide technology alignment and improved communication between district and college systems further slows progress toward implementing the streamlined processes needed to fully meet program goals.

Special Programs Staffing, funding, and technology remain limiting factors. Guardian Scholars and EOPS cite bottlenecks in hiring and financial aid processes. Fresh Success and TRIO face structural funding and reporting barriers that impede scalability.

Reminder: If your own division's/VP's office needs to request resources, please remember to enter them into Fall 2025 Resource Request Submissions. How do these requests support the goals in your division/area?

2 Responses

Name of Your Area/Division:	Responses
	Overall, the resource requests strengthen the Counseling Division's core goals of improving access, equity, onboarding, retention, and holistic student support. Mental health requests—additional clinicians, training, wellness supplies, and more office space—directly enhance the division's capacity to provide integrated, culturally responsive services to disproportionately impacted students. General Counseling requests, including SOAR and CACC funding, laptops, updated equipment, support efficient onboarding, clearer student pathways, and expanded retention efforts.
General Counseling	Human resource requests for a Retention Specialist, Outreach Coordinator, Counselor Assistant II, and New Student Support Center Coordinator expand operational capacity, enabling stronger follow-up, outreach, and Guided Pathways implementation. Career and transfer-related requests, such as MBTI/Strong assessment licenses, technology tools, and key professional development, ensure students have access to relevant academic, career, and transfer resources while keeping staff current on statewide practices. Collectively, these requests enhance the division's ability to provide high-quality, student-centered services that support persistence, completion, and equitable outcomes across the college.
Special Programs	N/A

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

**Summary of Deans PARs included in Part II*

Name of Program/Area and Contributors

9 Responses

Program/Area Name	Name(s) of the person or people who contributed to this review:	Which PAR Template did you fill out?
Admissions & Records	Paulette Lino, Mary Ann Nadonza, Elaisha Tolentino, Afelda Aguilera, Cristina Baron, Linda Buelna, Jean Lee, Rozen Bondoc, Noell Adams, Liz Oteyza, Mario Orozco	Student Services/Administrative Services/Office of the President
Dream Center	Diana Rueda	Student Services/Administrative Services/Office of the President
Financial Aid	Philomena Franco	Student Services/Administrative Services/Office of the President
Hispanic Serving Institution/El Centro	Erica Sanchez	Student Services/Administrative Services/Office of the President
International Students	Sean Day, Paulette Lino	Student Services/Administrative Services/Office of the President
Real Estate	Jay Mumford	Academic Services
Student Equity	Saleem Gilmore and Stefanie Montouth	Student Services/Administrative Services/Office of the President
Student Life	Linda Emanuele, Brie Gardley, Vanessa Morales, Ariel Nelson, Arnold Paguio	Student Services/Administrative Services/Office of the President
Veterans Resource Center	Brie Gardley, Ariel Nelson, Arnold Paguio	Student Services/Administrative Services/Office of the President

Campus-Wide Issues

Reflections on Annual Priority Progress in Academic Year 2024-25

9 Responses						
Program/Area Name	Consider equity first.	Support and prioritize getting off “hold harmless” for the short- and long-term financial health of the college.	Presentation of marketing and communication plan by District and College with follow up year-end assessment (effectiveness) that shows how we will reach all our audiences and respond to critical needs.	Develop college ‘materials’ to support us in hiring, initiating management of budgets/funds and prioritize making professional development available, particularly training at the college in various “new” technologies.	IST should renew their focus on understanding how Chabot recommendations align with the district technology plan and interface with the college and district.	Senior Leadership and IST work with the district college technology services manager to support the district in matching needs with technology products and ensure we have training and support.
Admissions & Records	Substantial Progress	Some Progress	Minimal Progress	No Progress	No Progress	No Progress
Dream Center	Full Implementation	Full Implementation	I don’t know/ Too early to tell	I don’t know/ Too early to tell	I don’t know/ Too early to tell	I don’t know/ Too early to tell
Financial Aid	I don’t know/ Too early to tell	Full Implementation	Some Progress	Substantial Progress	Some Progress	Some Progress

Hispanic Serving Institution/EI Centro	Some Progress	Some Progress	Some Progress	Some Progress	Some Progress	I don't know/ Too early to tell
International Students	I don't know/ Too early to tell	Full Implementation	Substantial Progress	Some Progress	Some Progress	Substantial Progress
Real Estate	Some Progress	Some Progress	Substantial Progress	Minimal Progress	Substantial Progress	Some Progress
Student Equity	Minimal Progress	Substantial Progress	I don't know/ Too early to tell	I don't know/ Too early to tell	I don't know/ Too early to tell	I don't know/ Too early to tell
Student Life	Some Progress	Substantial Progress	Minimal Progress	Minimal Progress	I don't know/ Too early to tell	I don't know/ Too early to tell
Veterans Resource Center	Minimal Progress	Substantial Progress	Minimal Progress	Minimal Progress	I don't know/ Too early to tell	I don't know/ Too early to tell

9 Responses

Program/Are
a Name

Question: If you would like to comment further on the selections you made above, please elaborate on what you observed. Be sure to mention the specific planning priority number you are referring to at the beginning of your response.

Planning Priority #4 – The college’s new professional development request process has introduced barriers for Classified Professionals. Many classified professionals on our team find the process to be overly cumbersome, the submission timelines are difficult to meet, and the college-wide presentation component is not well aligned with the specialized nature of many classified roles.

Admissions & Records Planning Priority #6 – As with other Student Services departments, Admissions & Records’ ability to fulfill its mission is constrained by unmet technology needs. We need more direct partnership with District ITS to automate legacy workflows, enhance data integrity and accessibility, and strengthen communication and outreach to students. Given current staffing levels, District ITS does not consistently provide the level of support required across Student Services. We recommend a dedicated Senior Programmer Analyst dedicated to Chabot College and assigned exclusively to Student Services, to ensure timely implementations, ongoing maintenance, and responsive support.

Dream
Center N/A

Financial Aid N/A

Hispanic
Serving
Institution/EI
Centro N/A

International
Students n/a

Real Estate N/A

Student
Equity N/A

Student Life For technology questions, we are seeing new technology starting to become available but it is not clear if this is renewed focus or just finally getting around to changes that have been discussed for years.

Veterans
Resource
Center Questions 3 and 4 could not be answered clearly because they addressed too many items at once. Number 5 and 6 needed clarity on what IST’s role is for those who are not aware of their committee.

9 Responses

Program/Area Name	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? Be sure to mention the specific planning priority number you are referring to at the beginning of your response.
	Planning Priority #4 – Simplify the college’s professional development request process.
Admissions & Records	Planning Priority #6 – With its current staffing, District ITS is not able to provide our department (and Student Services more broadly) the level of support required. We would strongly benefit from having a dedicated Senior Programmer Analyst located at Chabot College and assigned exclusively to Student Services.
Dream Center	N/A
Financial Aid	N/A
Hispanic Serving Institution/EI Centro	N/A
International Students	n/a
Real Estate	N/A
Student Equity	N/A
Student Life	N/A
Veterans Resource Center	Question 3 the priority does not seem to focus on all groups as mentioned. All areas are not effectively being supported by marketing.

9 Responses

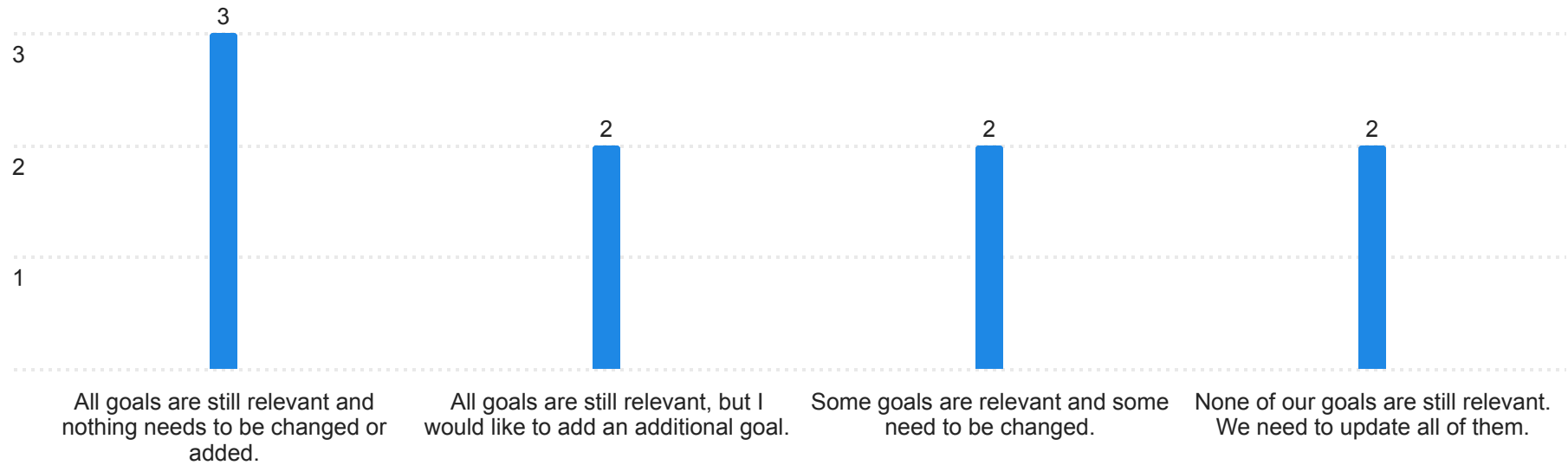
Program/Area Name	Question: If you believe there is an important issue to address to carry out the college mission that is NOT mentioned in the previous list, please describe below (optional).
Admissions & Records	N/A
Dream Center	N/A
Financial Aid	N/A
Hispanic Serving Institution/El Centro	N/A
International Students	n/a
Real Estate	N/A
Student Equity	N/A
Student Life	N/A
Veterans Resource Center	N/A

Reflections on Your Own Goals Established in Fall 2024 PAR

Relevance and Updates to Your Program Goals

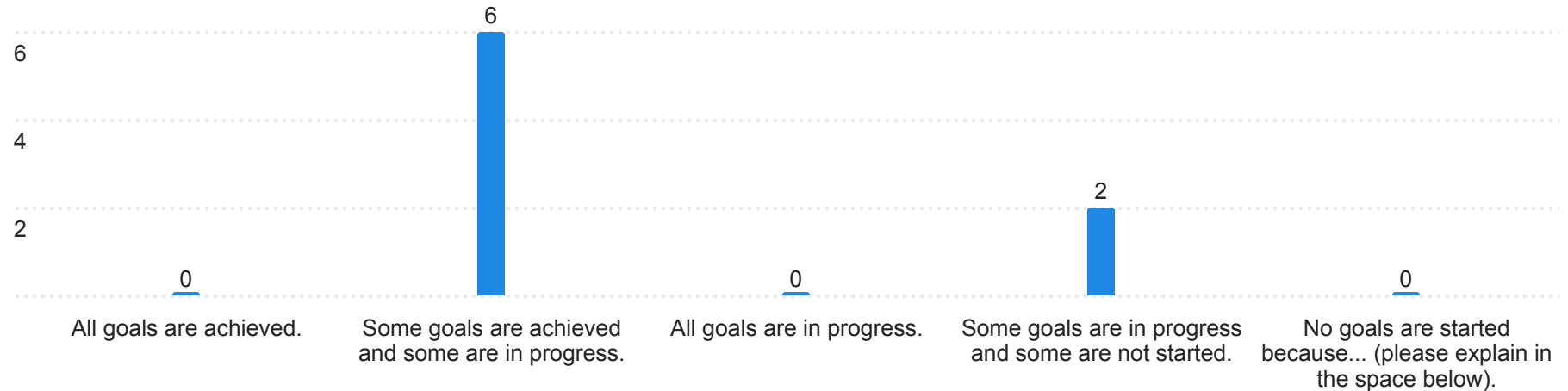
Keeping in mind that you have two years left in this PAR cycle to accomplish these goals, please take a look at your goals to determine:

9 Responses



What is the current status of the goals your program/area established in Fall 2024?

8 Responses



Reflections on Achievement and Challenges

9 Responses

Program/Area Name	Question: So far, what is going well regarding completing your program's/area's goals? Please include reflections on achievement of outputs or outcomes.
Admissions & Records	Goal #2 – We continue to make progress in combating fraud. In collaboration with ITS, ORPIE, Financial Aid, and faculty, our team has developed and implemented a multi-faceted approach that has strengthened our ability to identify fraudsters and verify legitimate applicants and enrollees.
Dream Center	Institutional-level supports that are helpful to the Dream Center in reaching the college mission are the partnerships developed and maintained with HSI programs (El Centro), Admissions & Records, Financial Aid, and Gladiator Hub. In unprecedented times Chabot and the district has shown its support by continuing to be a sanctuary campus. Dream Center conducted 2 UndocuAlly Trainings for the academic year and reached California schools all over the state. Dream Center also collaborated with Immigration attorneys to present Know Your Rights Workshops; we provide information and immigration policies to students, faculty, and community members.

Financial Aid	<p>Despite operating as a small but highly efficient team, the Financial Aid Office increased total aid disbursed by 20% over the previous academic year. This growth reflects improved outreach, earlier FAFSA completion initiatives, and faster verification processing. I was able to hire an Outreach Specialist.</p>
Hispanic Serving Institution/EI Centro	<p>For HSI STEM Students (about 70% of our pathway), we have reduced the percentage of students with no SEP by the end of their first year from 41% in 20-21 to only 9% in 24-25 AND increased the percentage of students with SEPC/Both from 31% in 20-21 to 62% in 24-25.</p> <p>We have increased Student Degree/Certificate Completion within 3 years from 23% (21-22 cohort) to 32% (22-23 cohort) when the full STEME Pathway launched.</p> <p>Additionally, we have increased transfer within 3 years for HSI-STEM (PT and FT) from 19% pre-grant (20-21 cohort) to 31% (21-22 first year of HSI STEM Grant).</p> <p>While we can still note some equity gaps in degree/transfer rates for HSI STEM vs. Non-HSI STEM, our HSI STEM students are showing substantial gains. I am hoping over the next two years once we see the full impact of the Pathway program as well as AB1705 Math initiatives, we may start to see these gaps closing.</p>
International Students	<p>International student enrollment number has increased by 42% from Fall 2024 to Fall 2025 at a time when most colleges in the U.S.A. have experienced a decrease in international student enrollment. We continue to attract new students from outside and inside the U.S.A. from recommendations from the community and former students due to our reputation for quality programs and services.</p> <p>Most of our international students (92%) have health insurance for the Fall 2025 term. This includes 93% of new International students and 91% of continuing students. This is due to directly contacting students without health insurance coverage and providing resources and tracking.</p> <p>CSU East Bay has agreed to offer housing to Chabot College students including International students. This is helpful in both service student housing needs and promoting our college to prospective students.</p>
Real Estate	<p>The increase in the number of students particularly first generation college students successfully achieving certificates in real estate has been going well.</p>

Student Equity	SEO was successful in developing a tracking system to account for student utilization of resources in the Gladiator Resource Hub. For the academic year, over 3,900 unduplicated students accessed the Hub with 810 students receiving some form of basic needs direct or emergency aid totaling \$214,313. While we were successful in launching a donation campaign for personal hygiene products (collecting over 150 pounds of supplies), we are continuing this campaign and adding other donation campaigns to increase donations as we face budget cuts locally and nationally.
Student Life	We are seeing overall increase in engagement as enrollment continues and we are seeing an increase in engagement and activity. Students, student organizations, and programs on campus are all contributing to the increase in co-curricular activity. Technology improvements such as online forms and CRM will give a significant boost to meeting our goals.
Veterans Resource Center	Outreach has increased, drawing more students and families. The benefits/onboarding process has improved with new protocols and procedures. Educational plans have improved, along with assisting students in completing financial aid applications. Additional resources such as funding and community partnerships have increased.

9 Responses

Program/Area Name	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.
Admissions & Records	<p>Goal #1 – A&R has been inundated with competing mission critical priorities (e.g., combating fraud, implementing winter session, increasing SCFF metrics, complying with new state and federal regulations) that stretch our staff/resources thin. Converting our forms to Adobe Sign will require the demands on our office to be reduced for a period in order for team members to receive training and develop the forms.</p> <p>Goal #2 – Fraudsters are relentless and their tactics are constantly adapting. It is challenging to keep up with their well-resourced, sophisticated attacks. Combating fraud is a district-wide issue that requires district-wide support especially technological support.</p>

Dream Center	Some students within the Dream Center do not qualify for AB 540, statewide and institutional wide barriers make college unaffordable for some marginalized communities, which conflict with the college mission and the Dream Center mission. Mental health is a challenge for undocumented students and the campus needs a specialized therapist for undocumented students suffering from mental health. Incoming years will be a challenge to our undocumented students and community, this Summer and Fall 2025 there were less students coming in for assistance than last academic year. If students want to drop out of classes due to emergencies, they should not be academically penalized.
Financial Aid	The office lost three experienced employees during the review period and has been unable to replace them due to the districtwide hiring freeze. The federal audit required significant time and focus from the team, diverting attention from routine operations and delaying some project timelines. Implementation of new Gainful Employment and Financial Value Transparency (GE/FVT) regulations created additional reporting and data alignment challenges. Consistency and communication across colleges remain difficult in areas such as system configuration, reporting, and shared procedural updates.
Hispanic Serving Institution/EI Centro	Contacting students in a reliable, sustainable way has been a challenge. Emailing is limited given SPAM filters.
International Students	<p>Our limited budget has not allowed us to advertise our program in international markets, or participate in overseas recruitment fairs. Our subscription to Study in the U.S.A. ended in March, 2024 and was not renewed. We do not use international agents unlike most of our surrounding schools.</p> <p>Cost of mandatory health insurance plan would likely increase the amount that most students pay for health insurance. Many international students already experience financial hardship so such a transition may make it more challenging for some students to afford to continue their studies.</p>
Real Estate	The number of students enrolling that are new to the program has been a challenge to grow and increase that number consistently throughout the school calendar including summer. The summer semester has been a particular challenge.
Student Equity	N/A
Student Life	Maintaining focus on goals and making changes in addition to the regular workload has proved challenging. This has been especially challenging during the leadership transition in student services that has required outside changes and major adjustments. Larger changes to college process and procedures have also required us to make adjustments and implement other changes that have limited our ability to work on department goals.

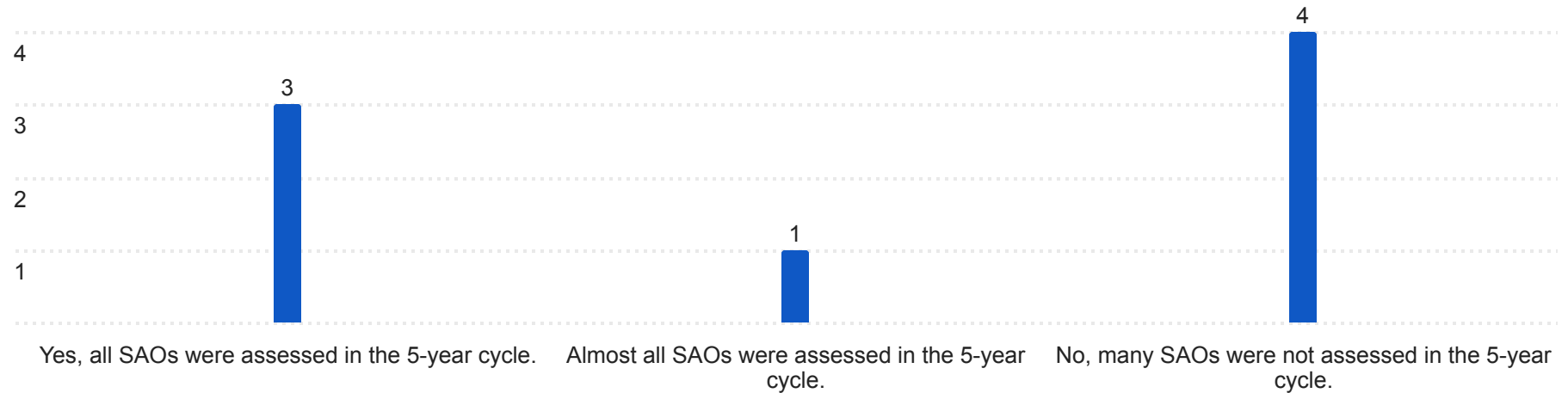
Veterans Resource
Center

There is a lack of marketing support; this impacts our ability to provide the community with materials about what our center provides. Technology obtaining day-to-day data could be improved. Or how to use the existing data to put together good information.

Service Area Outcomes (SAO)

Were all your Service Area Outcomes (SAOs) assessed in the 5-year cycle?

8 Responses



9 Responses

Program/ Area Name	If your program/area has not completed SAO assessments in the five-year assessment cycle, then please explain why.
Admissions & Records	N/A
Dream Center	N/A
Financial Aid	This is only my second year doing PAR.
Hispanic Serving Institution/EI Centro	A comprehensive PAR was not submitted last year. I have added goals to this year's PAR and have pulled data on these goals.
International Students	N/A
Real Estate	N/A
Student Equity	N/A
Student Life	The student life office has struggled to develop a plan and infrastructure for data collection. Data is available but we need a systematic way for collecting, analyzing, and reporting.
Veterans Resource Center	SAO's are out of date and still focused on COVID recovery. Need to update SAOs

Rationales for Resource Requests

9 Responses

Program/Area Name	Question: Which of your PAR goals, plans for improving student learning, and/or plans for reaching SAOs will need additional or new resources?
Admissions & Records	N/A

Dream Center	N/A
Financial Aid	To sustain service quality and compliance after the loss of three staff members, the Financial Aid Office requires authorization to refill key vacant positions (Financial Aid Advisors I and 2 Financial Aid Advisors II) Additional staffing is essential to maintain current service levels, meet federal processing deadlines, and support new regulatory reporting (GE/FVT).
Hispanic Serving Institution/El Centro	The HSI-STEM Title III grant currently funds key positions—including the HSI Director, HSI STEM Counselor, Outreach Specialist, and PT Administrative Assistant—through the 2025–26 academic year. As the grant concludes on September 30, 2026, we request that these roles be placed on the college’s radar for institutional funding in 2026–27 to ensure continuity of El Centro’s bilingual, equity-centered services and sustain the measurable gains in student onboarding, retention, and completion achieved under the grant.
International Students	Investment in advertising our College to international students, families and representatives is needed to attract and increase international student enrollment.
Real Estate	No new resources are needed at this time.
Student Equity	N/A
Student Life	not submitting any resource requests at this time
Veterans Resource Center	N/A

Optional: Campus-Wide Reflection on Current Issues

9 Responses

Program/Area Name Chabot College will implement the compressed calendar (e.g., 16-week semester, the timing of the new block schedule and/or college hour, etc.) beginning in Academic Year 2026–27. As we prepare for this transition, what insights or suggestions do you have to share with the campus community?

Admissions & Records	<p>Issues:</p> <ul style="list-style-type: none"> • Staffing & support services • Budget/Funding for OT • No college hour? When would student-engagement activities occur? <p>Benefits:</p> <ul style="list-style-type: none"> • Increase in enrollment/apportionment/funding
Dream Center	If college hours are no longer available how will we have successful student events in the near future?
Financial Aid	Peak periods for file review, disbursement, and compliance reporting will become more concentrated, increasing workload intensity. Given the current staffing shortage and the timing and the turnaround for disbursements will be difficult.
Hispanic Serving Institution/EI Centro	The transition to a 16-week calendar will require clear communication and coordination to ensure students remain connected to tutoring, counseling, and academic support services. While the new schedule is not significantly accelerated, EI Centro and HSI-STEM will help students adjust to new course patterns through outreach and collaboration with faculty and campus resources to maintain equitable access and academic success.
International Students	Benefits include that International students may be able to shorten their length of programs and save money on living expenses by taking courses in the Winter Intersession. These additional course offerings may help students complete their programs within the allowed period of their non immigrant visa status.
Real Estate	No new resources are needed at this time.
Student Equity	N/A
Student Life	Not clear how the compressed calendar will impact our area.
Veterans Resource Center	Shorter semesters will impact Veterans receiving housing benefits. Housing benefits are awarded for the exact days that students are attending classes and prorated for students not enrolled full-time. From a workload standpoint, the compressed calendar will create even more overlap between benefits processing cycles. Every student veteran also goes through a 2nd certification at the mid-term point that already overlaps with registration and certification for the next semester.