



A.6 EVALUATION PROGRAM TO ASSESS THE EFFECTIVENESS OF THE SSP

SURVEYING CLIENT SATISFACTION OF STUDENT SERVICES: INSIGHTS FROM UNIVERSITY OF SOUTHERN MINDANAO

INTRODUCTION

The Office of Student Affairs (OSA) at the University of Southern Mindanao (USM) plays an integral role in promoting the overall development and well-being of its students. As a central administrative unit, the OSA is dedicated to creating a nurturing academic, social, and personal environment that empowers students to succeed both inside and outside the classroom. Through various student-centered services, the OSA supports students' academic growth, career development, physical and mental health, safety, and engagement in extracurricular activities. These services include academic advising, career counseling, student health services, safety and security initiatives, recreational activities, and more. By offering these services, the OSA not only addresses the immediate needs of students but also aims to enhance their university experience, preparing them for future challenges and leadership roles.

This survey aims to evaluate the effectiveness of these services through the analysis of students' perceptions based on survey data collected from the 2022-2023 and 2023-2024 academic years. In particular, the survey examines students' feedback on the university's information dissemination efforts, career and counseling services, slot reservation system, safety and security measures, and sports and recreational facilities. These areas are crucial to the overall student experience, as they contribute to students' academic success, emotional well-being, and sense of belonging within the university community. By analyzing trends in student ratings over two consecutive years, this survey seeks to identify patterns of improvement or areas needing attention, providing an evidence-based foundation for decision-making within the OSA.

The rationale behind this survey is rooted in the belief that continuous assessment and improvement of student services are essential for fostering a positive, inclusive, and supportive campus environment. By focusing on student satisfaction, this survey provides the OSA with a clearer understanding of how well its services are meeting student needs and where adjustments may be needed to enhance their effectiveness. For instance, improvements in areas like information dissemination, safety, and sports facilities, as identified in the survey, can directly contribute to better student engagement, academic performance, and overall well-being. Additionally, addressing feedback related to career counseling or the slot reservation system can have a significant impact on students' sense of preparedness for life after graduation. In sum, the findings of this survey will not only inform the OSA's ongoing efforts to improve its services but also align these services with the evolving needs of the university's diverse student body.

Ultimately, this survey underscores the importance of the Office of Student Affairs in shaping the holistic student experience at USM. As the university strives to support the academic, personal, and professional growth of its students, understanding their perceptions and continuously adapting services to meet their expectations remains paramount. By fostering an environment where students feel supported, heard, and

valued, the OSA plays a pivotal role in contributing to their success both during their time at USM and beyond.

METHODOLOGY

This survey utilized a descriptive-evaluative design to assess the satisfaction levels of alumni regarding the services provided by the Office of Student Affairs (OSA) at the University of Southern Mindanao (USM). The primary objective of the survey was to gather insights into the alumni's perceptions of various student services, including information dissemination, career and counseling services, slot reservation systems, safety and security, and sports and recreational facilities during their time at the university.

The survey was conducted using a Google Forms platform, which was established and administered by the OSA. The Google Forms survey was designed to capture both quantitative and qualitative data on alumni satisfaction, with specific questions targeting their experiences with the services provided during their enrollment at USM. The survey was distributed to alumni who graduated within the inclusive years of 2022-2023 and 2023-2024, ensuring a diverse representation of recent graduates.

The respondents were selected through purposive sampling, a non-random technique that was used to identify individuals who had direct experience with the services provided by the OSA during their time at the university. This sampling method allowed the survey to focus on alumni who were familiar with and had utilized these services, ensuring that the data collected would accurately reflect their experiences and perceptions.

A total of 2,759 respondents participated in the 2022-2023 academic year survey, while 2,711 respondents contributed to the 2023-2024 survey. These respondents represent a cross-section of alumni, providing a broad perspective on the effectiveness and impact of the services offered by the OSA.

Through this methodology, the survey aimed to provide a comprehensive overview of alumni satisfaction with USM's student services, offering valuable feedback to the Office of Student Affairs to guide future improvements. The descriptive survey design enabled the personnel of OSA to analyze trends and patterns in alumni perceptions over the two academic years, providing insights that are essential for enhancing the student experience at USM.

SURVEY RESULTS

Students' rating of the University information dissemination

The comparison between the 2022-2023 and 2023-2024 survey results shows a positive trend in students' perceptions of the University's information dissemination. While the total number of responses slightly decreased from 2,759 in 2022-2023 to 2,711 in 2023-2024, the overall sentiment improved. The percentage of students rating the dissemination as "very poor" decreased from 3.9% to 3%, and the "poor" ratings also saw a slight drop from 3.6% to 4.1%. This indicates a reduction in dissatisfaction.

Furthermore, the percentage of students who rated it as "average" dropped from 16.7% to 13.9%, reflecting fewer students seeing the information dissemination as merely adequate. The "good" ratings saw a slight decline from 36% to 34.7%, but the most significant improvement was in the "excellent" category, where the percentage of students who rated the information dissemination as exceptional rose from 39.8% to 44.3%. This indicates that more students felt the university's communication efforts were outstanding in 2023-2024. Overall, the data suggests that students' perceptions of the university's information dissemination have become more positive, with a noticeable increase in those considering it excellent and fewer rating it as poor or merely average.

Table 1. Students' rating of the University information dissemination, 2022-2023

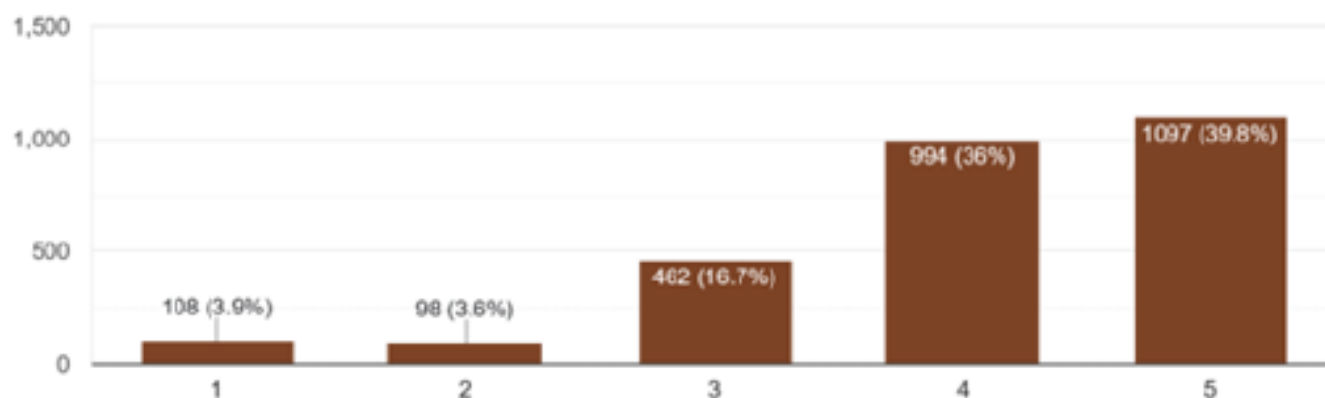
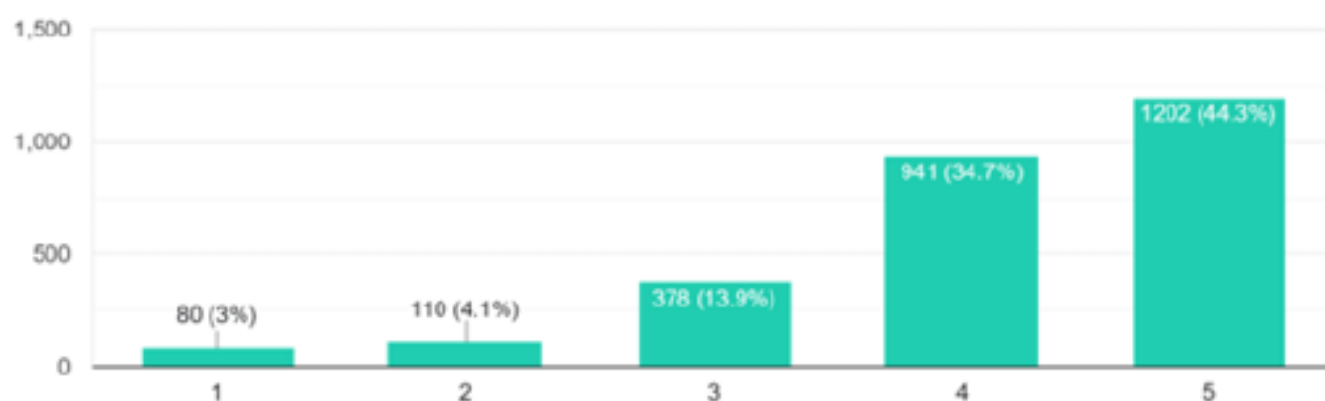


Table 2. Students' rating of the University information dissemination, 2023-2024



Students' rating of the career and counseling services of the University

The comparison of students' ratings for the Career and Counseling services of the University between 2022-2023 and 2023-2024 reveals a positive shift in perceptions. Although there was a slight decrease in overall responses from 2,759 to 2,711, the data shows an improvement in how students viewed the services. The percentage of students who rated the services as "very poor" decreased from 3.2% to 2.5%, and the "poor" ratings also declined from 4.1% to 3.2%, indicating a reduction in dissatisfaction. More significantly, the number of students who rated the services as "average" dropped from 23% to 17.3%, suggesting that fewer students felt the services were merely adequate. The most notable improvement was seen in the "excellent" ratings, which increased from 31.9% to 40%, reflecting a significant rise in student satisfaction.

Although the "good" ratings decreased slightly from 37.8% to 36.9%, the overall trend points to a more favorable view of the services, with a larger portion of students considering them outstanding. This shift indicates that the Career and Counseling services have made noticeable strides in improving students' experiences, as more students now rate them highly, and fewer rate them poorly.

Table 3. Students' rating of the career and counseling services of the University, 2022-2023

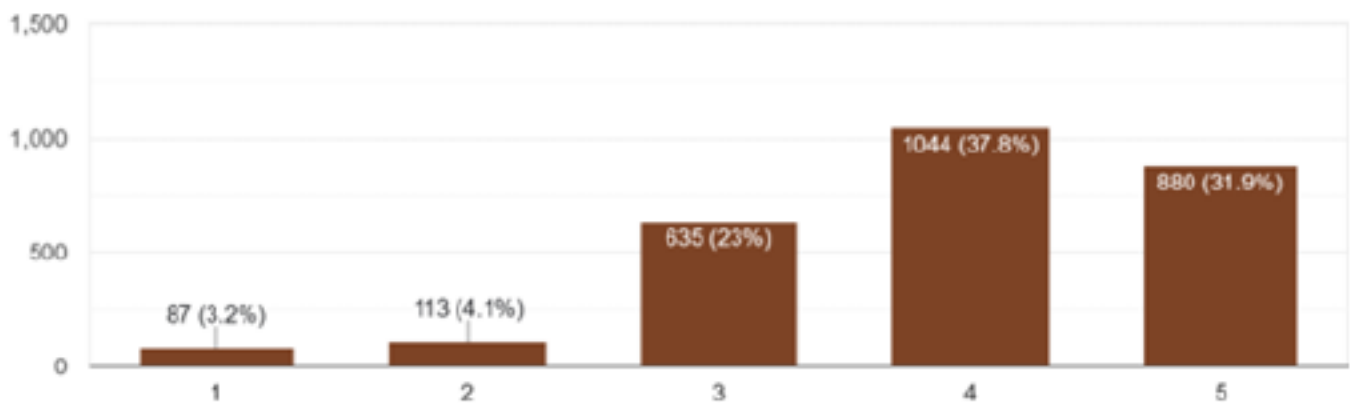
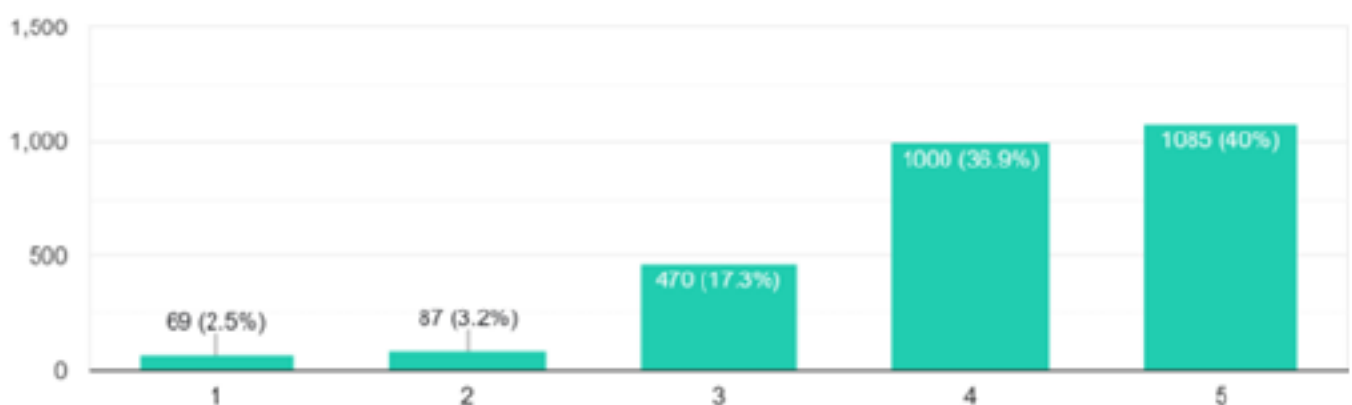


Table 4. Students' rating of the career and counseling services of the University, 2023-2024



Students' rating of the scholarship and financial assistance provided in the University

The comparison between the 2022-2023 and 2023-2024 survey results on the university's Scholarship and Financial Assistance services shows a positive shift in student satisfaction. Although there was a slight decrease in the total number of responses from 2,759 to 2,711, the trends in student ratings indicate an improvement in the perception of these services. In 2023-2024, the percentage of students rating the services as "very poor" dropped significantly from 5.4% in 2022-2023 to 2.5%. This reduction in dissatisfaction is a clear sign that fewer students found the services to be inadequate or unsatisfactory.

Similarly, the percentage of students rating the services as "poor" decreased from 5.9% to 3.2%, further highlighting the decline in negative feedback. These changes suggest that the university's efforts to improve the Scholarship and Financial Assistance programs may have contributed to reducing student dissatisfaction. Additionally, the

"average" rating dropped from 25.9% in 2022-2023 to 17.3% in 2023-2024, indicating a shift towards more favorable opinions. With fewer students rating the services as just adequate, it reflects a more positive outlook on the effectiveness and quality of the assistance provided.

On the more positive side, the "good" rating increased from 31.2% to 36.9%, showing that more students now perceive the services as being of good quality. The most notable improvement came in the "excellent" category, where the percentage of students rating the services as exceptional rose from 31.5% to 40%. This significant increase indicates that a larger portion of students are highly satisfied with the university's financial assistance and scholarship programs.

In summary, the data shows a clear trend of improving satisfaction with the Scholarship and Financial Assistance services between 2022-2023 and 2023-2024. Fewer students rated the services poorly, and a greater number found the services to be good or excellent. This shift suggests that the university has made strides in addressing student concerns and enhancing the quality of its financial support, resulting in a more favorable perception among students.

Table 5. Students' rating of the scholarship and financial assistance provided in the University, 2022-2023

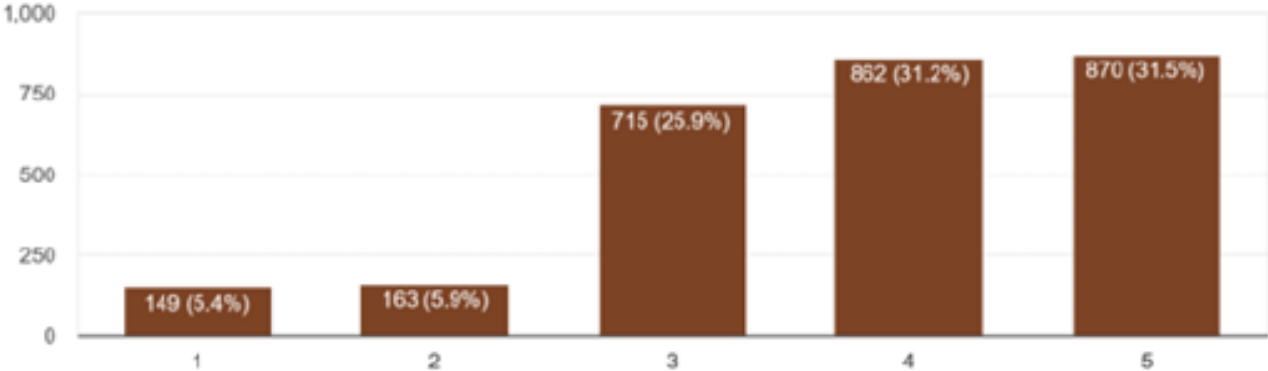
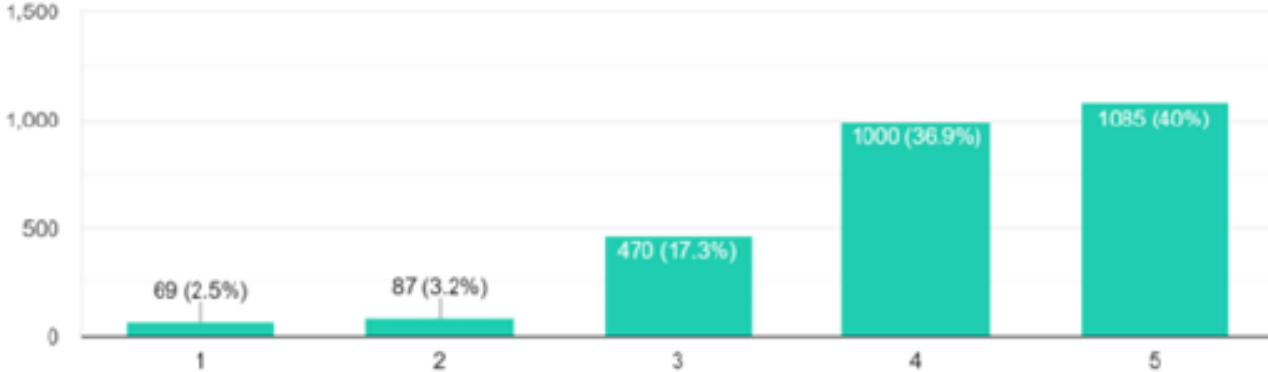


Table 6. Students' rating of the scholarship and financial assistance provided in the University, 2023-2024



Students' rating of the medical services of the University hospital

The comparison between the 2022-2023 and 2023-2024 survey results for the University Hospital's medical services reveals a generally positive shift in student satisfaction. Although the total number of responses slightly decreased from 2,759 in 2022-2023 to 2,670 in 2023-2024, the overall ratings indicate improvements. There was a slight reduction in the number of students rating the services as "very poor" (3.2% to 3.1%) and "poor" (6.2% to 5.1%), suggesting a decrease in dissatisfaction. Additionally, the percentage of students rating the services as "average" decreased from 25.9% to 23.4%, reflecting fewer students seeing the medical services as merely adequate. While the "good" category saw a small drop from 37.4% to 36.7%, the most notable change was in the "excellent" category, where the percentage of students rating the services as exceptional increased from 27.3% to 31.7%. This improvement indicates that more students are now highly satisfied with the services provided by the University Hospital, marking a significant positive trend in how students perceive the quality of medical care. Overall, while the "good" ratings slightly decreased, the reduction in dissatisfaction and the increase in "excellent" ratings show a favorable shift towards better healthcare services on campus.

Table 7. Students' rating of the medical services of the University hospital, 2022-2023

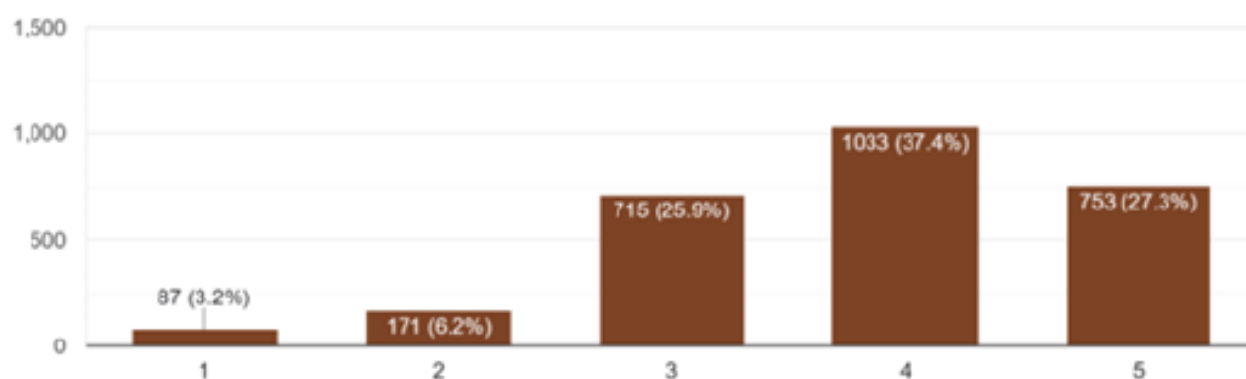
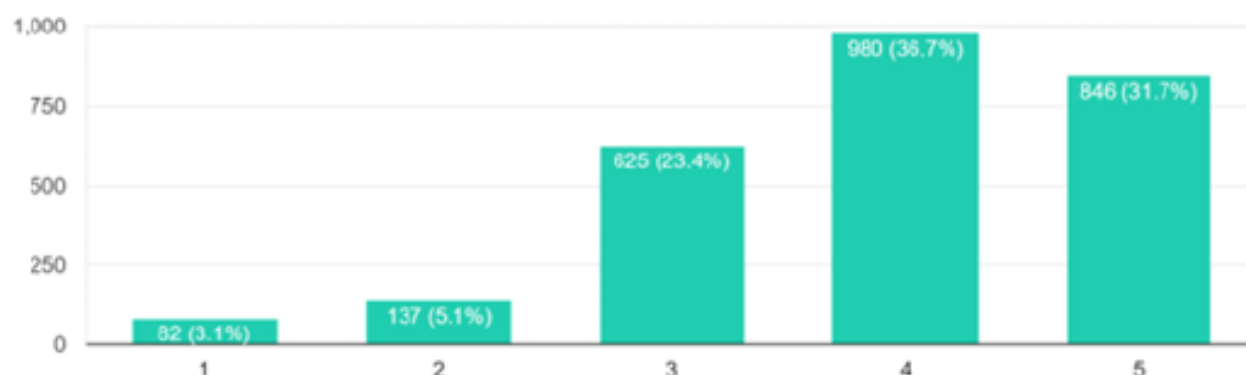


Table 8. Students' rating of the medical services of the University hospital, 2023-2024



Students' rating of the services received from the Student Publication (The Mindanao Tech)

The comparison between the 2022-2023 and 2023-2024 survey results for the Student Publication (The Mindanao Tech) services shows a noticeable shift towards less

favorable perceptions. While the total number of responses slightly decreased from 2,759 to 2,711, the distribution of ratings reveals key trends. The percentage of students rating the services as "very poor" increased from 3.2% to 3.7%, and the "poor" ratings rose from 5.4% to 8%, indicating a slight uptick in dissatisfaction. Moreover, the "average" rating grew from 25.4% to 29%, suggesting that more students now consider the services as simply adequate.

On the more positive side, the "good" ratings decreased from 35.9% to 32.2%, signaling a slight decline in the number of students who were pleased with the services. The "excellent" category also saw a drop, from 30.1% in 2022-2023 to 27.2% in 2023-2024, which indicates fewer students felt the services were exceptional. Overall, while the publication still garnered a considerable number of positive ratings, the increase in "average", "poor", and "very poor" responses suggests that the services provided may not have met student expectations as strongly in 2023-2024. This decline in satisfaction points to areas where the publication could focus on improving its offerings to regain student satisfaction and engagement.

Table 9. Students' rating of the services received from the Student Publication (The Mindanao Tech), 2022-2023

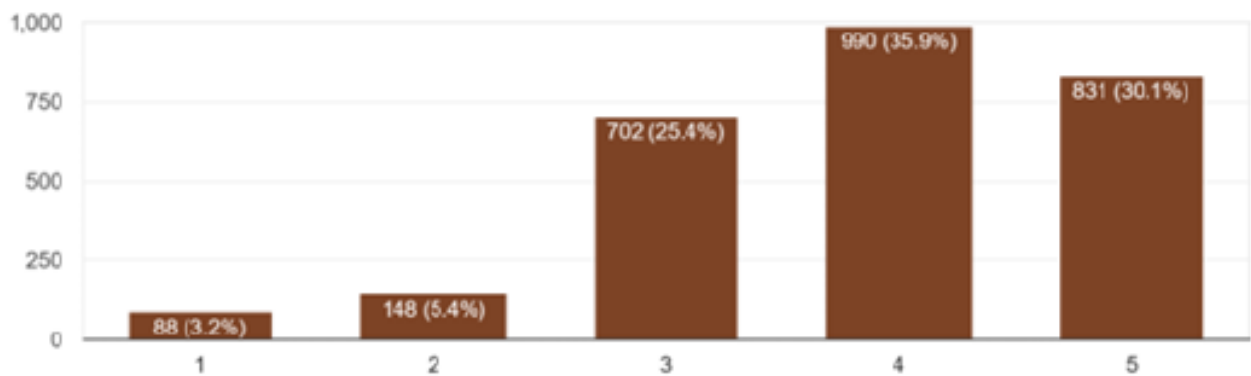
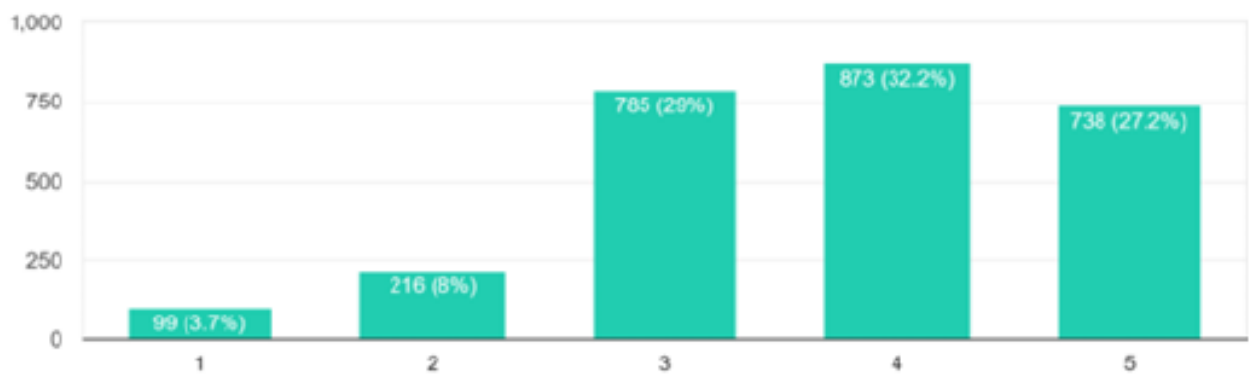


Table 10. Students' rating of the services received from the Student Publication (The Mindanao Tech), 2023-2024



Students' rating of their experience in taking the USM Entrance examination

The comparison between the 2022-2023 and 2023-2024 survey results for students' experiences in taking the USM Entrance Examination reveals a positive shift in satisfaction levels. The total number of responses slightly decreased from 2,759 to 2,711, but the ratings indicate improvements. The percentage of students who rated their experience as "very poor" decreased from 2.2% in 2022-2023 to 1.8% in 2023-2024, and the "poor" ratings also declined from 3.3% to 2.8%, suggesting that fewer students were dissatisfied with the exam experience in the more recent year. Additionally, the "average" ratings remained relatively steady, with a small drop from 17.9% to 17.7%, reflecting that most students still found the exam experience acceptable, though not extraordinary.

The most notable changes occurred in the positive ratings, with the percentage of students rating their experience as "good" remaining stable at 41.8% in 2022-2023 and slightly dropping to 41.2% in 2023-2024, while the percentage of students rating it as "excellent" increased from 34.9% to 36.5%. This increase in "excellent" ratings is a clear indicator of improved satisfaction with the entrance exam process. Overall, the shift from more negative ratings to more positive ones suggests that students' experiences with the USM Entrance Examination have improved, with a notable rise in those who viewed the experience as exceptional.

Table 11. Students' rating of their experience in taking the USM Entrance examination, 2022-2023

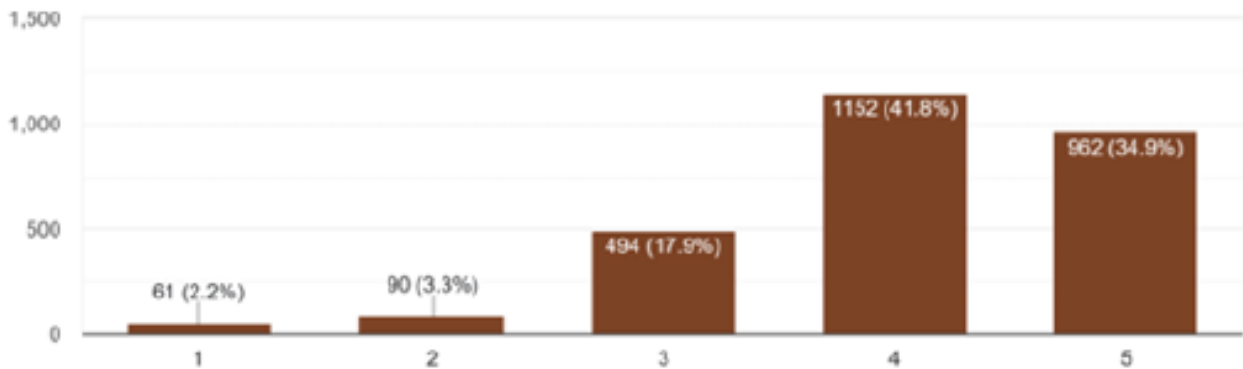
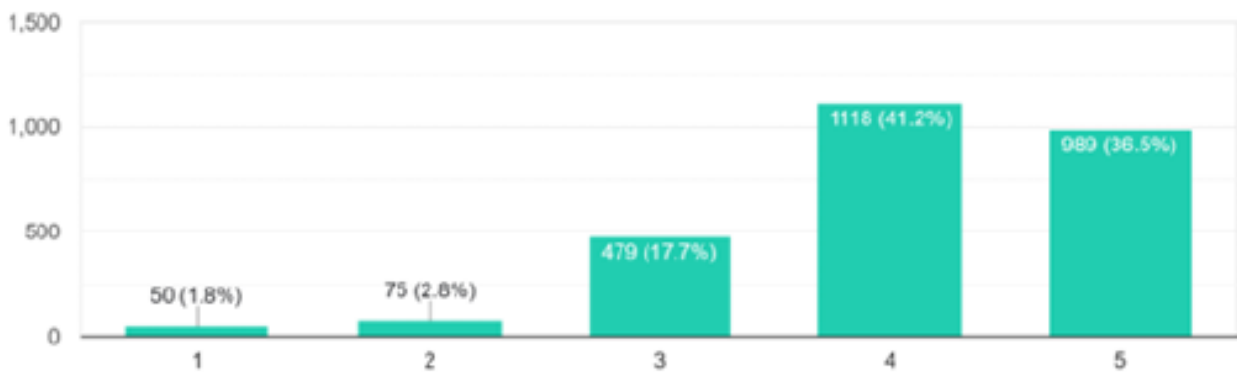


Table 12. Students' rating of their experience in taking the USM Entrance examination, 2023-2024



Students' rating of their experience in the USM slot reservation

The comparison between the 2022-2023 and 2023-2024 survey results for students' experiences with the USM Slot Reservation system shows a generally positive trend, with slight shifts in ratings reflecting improvements in satisfaction. The total number of responses decreased slightly from 2,759 to 2,711, but the overall distribution of ratings reveals positive changes. The percentage of students who rated their experience as "very poor" remained stable, with a small increase from 3.1% to 3.2%, while the "poor" ratings increased slightly from 6.5% to 7.4%, indicating a small rise in dissatisfaction. On the other hand, the "average" ratings decreased from 27.1% to 24.8%, suggesting that fewer students found the experience to be merely acceptable, which is a sign of improvement in the system's effectiveness.

Although the "good" ratings saw a slight decrease from 36.9% to 34.7%, the most significant change was in the "excellent" category, where the percentage of students rating their experience as exceptional rose from 26.3% to 29.9%. This increase indicates that a greater portion of students were highly satisfied with the reservation process in 2023-2024 compared to the previous year. Overall, these shifts suggest that while there are still areas for improvement, students had a more positive experience with the USM Slot Reservation system in 2023-2024, as reflected by the increase in "excellent" ratings and the decrease in "average" ratings.

Table 13. Students' rating of their experience in the USM slot reservation, 2022-2023

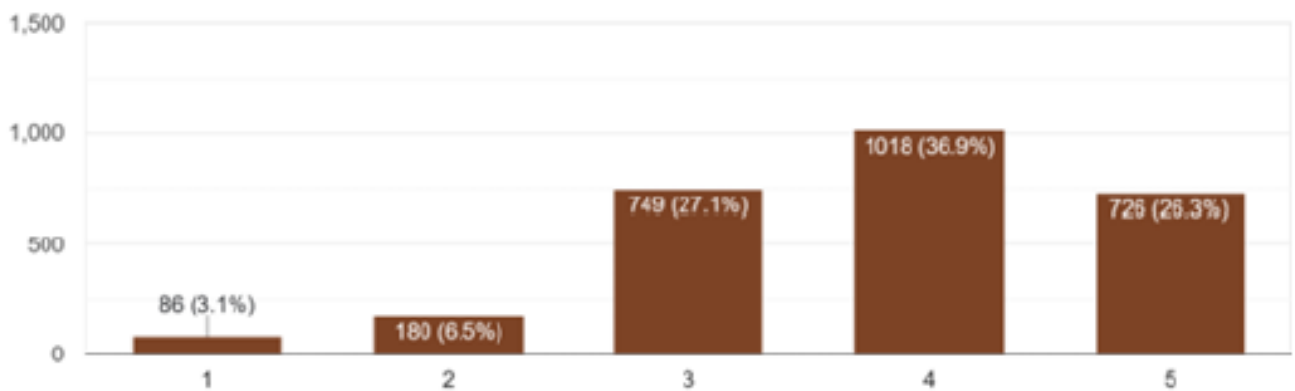


Table 14. Students' rating of their experience in the USM slot reservation, 2023-2024



Students' rating of the safety and security services provided in the university

The comparison between the 2022-2023 and 2023-2024 survey results for the safety and security services of the university reveals a clear improvement in student satisfaction. Despite a slight decrease in total responses from 2,759 to 2,711, the ratings indicate more positive feedback in 2023-2024. The percentage of students rating the services as "very poor" decreased from 2.6% in 2022-2023 to 2% in 2023-2024, and the "poor" ratings also dropped from 2.4% to 2.8%. This decrease in dissatisfaction suggests that fewer students were unhappy with the safety and security services.

Furthermore, the percentage of students who rated the services as "average" dropped from 14.8% to 11.4%, indicating that fewer students viewed the services as merely adequate. This shift towards more positive ratings suggests that the improvements made to the safety and security services have had a noticeable impact. While the "good" ratings decreased slightly from 35.9% to 33.3%, the most significant change was seen in the "excellent" category, where the percentage of students who rated the services as exceptional increased from 44.3% to 50.6%. This dramatic rise in "excellent" ratings reflects a significant improvement in student satisfaction and indicates that more students are now highly satisfied with the safety and security measures on campus.

Overall, the data shows that the university has made substantial progress in enhancing its safety and security services, as evidenced by the reduction in negative ratings and the increase in positive feedback. The improvement in the "excellent" category is particularly notable, suggesting that students now feel more secure and are more appreciative of the services provided. This upward trend highlights the university's successful efforts to address student concerns and improve campus safety.

Table 15. Students' rating of the safety and security services provided in the university, 2022-2023

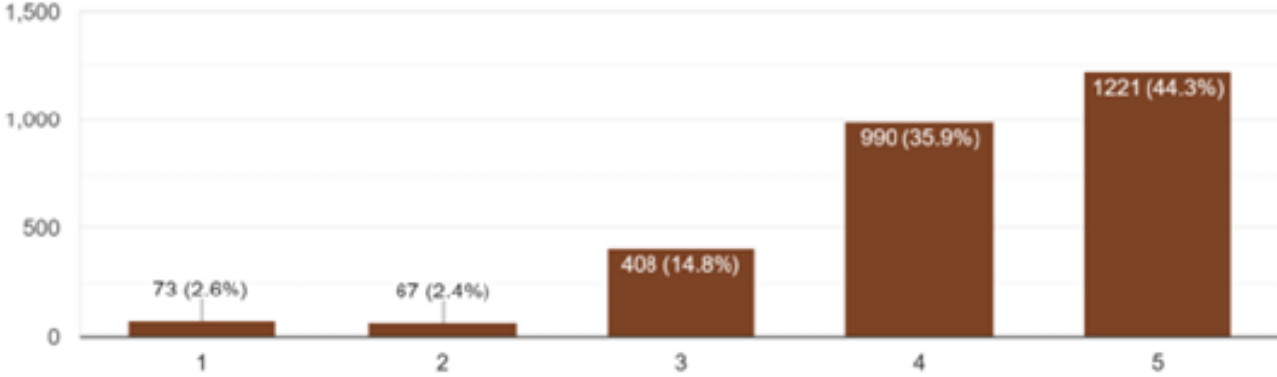
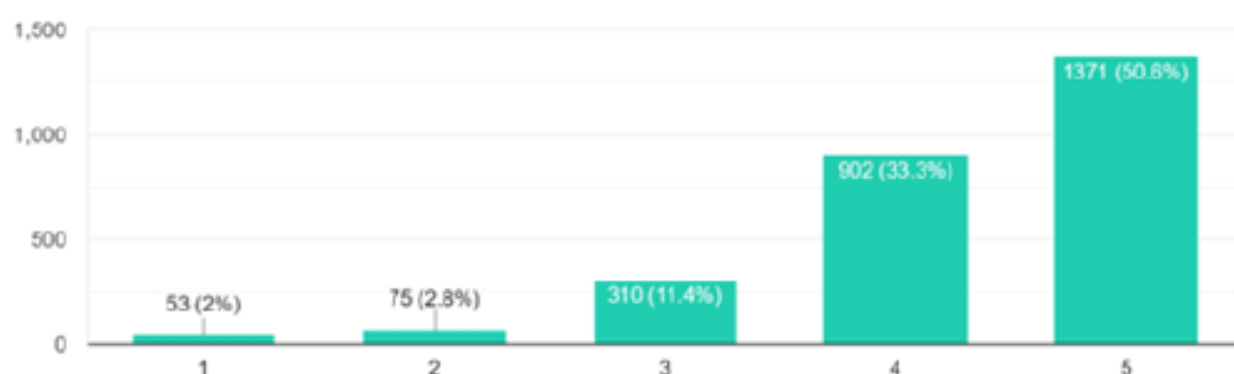


Table 16. Students' rating of the safety and security services provided in the university, 2023-2024



Students' rating of the sports and recreational facilities available in the university

The comparison between the 2022-2023 and 2023-2024 ratings of the university's sports and recreational facilities shows a positive shift in student satisfaction. The total number of responses slightly decreased from 2,758 to 2,711, but the distribution of ratings reveals an overall improvement in perceptions. The percentage of students rating the facilities as "very poor" dropped from 2.9% in 2022-2023 to 2.1% in 2023-2024, and the "poor" ratings also decreased from 4.7% to 4.6%, indicating a reduction in dissatisfaction. This shift suggests that students were more pleased with the sports and recreational facilities in 2023-2024.

Moreover, the percentage of students rating the facilities as "average" decreased from 28.3% to 24.9%, suggesting that fewer students found the facilities merely acceptable. This shift indicates an improvement in the perceived quality of the facilities. While the "good" ratings decreased slightly from 36.6% to 34%, the most notable change occurred in the "excellent" category, where the percentage of students rating the facilities as exceptional rose from 27.6% to 34.4%, indicating a significant increase in satisfaction.

Overall, the data reflects a general improvement in students' experiences with the university's sports and recreational facilities. The reduction in negative ratings, combined with the increase in "excellent" ratings, suggests that the facilities have become more highly regarded and that the university has successfully enhanced the quality of its sports and recreational offerings.

Table 17. Students' rating of the sports and recreational facilities available in the university, 2022-2023

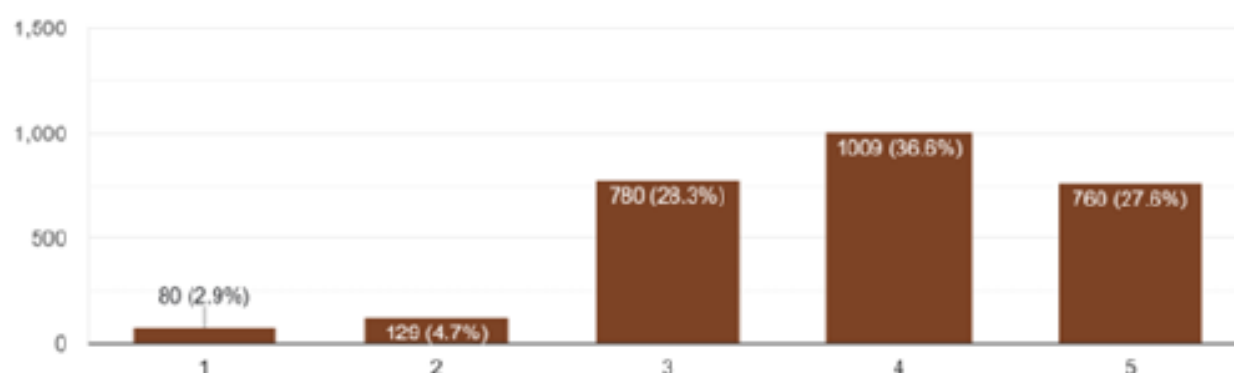
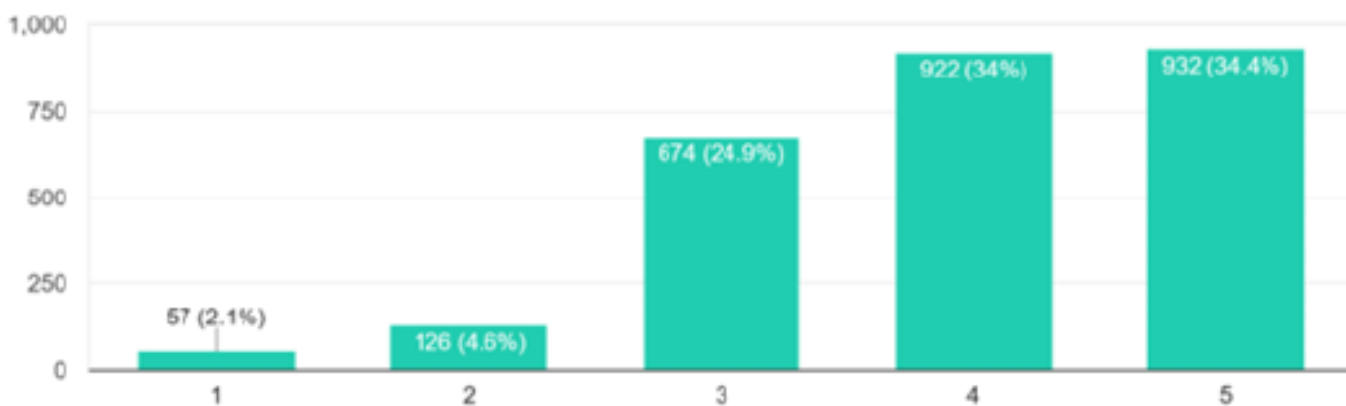


Table 18. Students' rating of the sports and recreational facilities available in the university, 2023-2024



CONCLUSION

The analysis of student satisfaction across various services provided by the University of Southern Mindanao (USM) demonstrates significant improvements in several key areas between the academic years 2022-2023 and 2023-2024. The overall positive shift in student perceptions reflects the university's successful efforts in enhancing its offerings, especially in the areas of information dissemination, career and counseling services, safety and security, and sports and recreational facilities. Notably, the increases in "excellent" ratings, particularly in areas like information dissemination, safety, and the quality of facilities, suggest that the university has effectively responded to student needs and concerns.

While some areas such as the Student Publication services and slot reservation system showed a slight decline in satisfaction, the overall trend reveals that improvements in critical services have led to a greater sense of satisfaction and engagement among students. The noticeable reduction in negative ratings—such as "very poor" and "poor"—across various categories further confirms this positive development. This upward trend in satisfaction suggests that the university's strategic initiatives to improve student services are yielding results.

Ultimately, these findings provide valuable insights into how the Office of Student Affairs can further refine its services to meet the evolving needs of the student body. The results highlight the importance of continuous assessment, enabling the university to maintain and build upon its improvements while addressing areas requiring attention. As USM moves forward, focusing on enhancing the student experience remains crucial to fostering a supportive and engaging campus environment.

M 
Digitally signed by
Donque Maria Leida
ANDONQUE, EdD
OSA Director



UNIVERSITY OF SOUTHERN MINDANAO
Kabacan, Cotabato
Philippines

MINUTES OF MEETING

OFFICE OF STUDENT AFFAIRS

Name of Office

OSA Building Conference Room

Venue

FIRST REGULAR MEETING WITH THE OSA DEPARTMENT HEADS

Attendance:

Present:

1. Katheleen Mae B. Alucilja
2. Ma. Angelika T. Balungay
3. Shandra C. Gonsang
4. Rowell P. Nitafan
5. Sarrah Jane C. Guerrero
6. Kristine Anne R. Candidier – Secretary
7. Maria Leida M. Donque – OSA Director

Date: January 28, 2026

Time Started: 01:00 pm

Time ended: 05:00 pm

Agenda

1. Day and time of duty to the OSA
2. ISO Accreditation
3. SUC Leveling
4. Department Performance Review
5. Calendar of Activities 2025 (Review and evaluation)
6. Calendar of Activities 2026
7. OSA Current Activities / Programs and Targets for 2026
8. Fb page updating and posting
9. OSA Priority Projects for 2026
10. Others



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Philippines

MINUTES OF MEETING

Summary of Agreements

The OSA Director called the meeting to order at exactly 01:00 pm. The first regular meeting for the year started with a prayer led by Ms. Sarrah Jane Guerrero. The agenda was then read, and no additional items were included.

The OSA director acknowledged the contributions of everyone in the realization of the University Compassionate Zone (C-Zone) and their effort in delivering student services for 2025 efficiently. The director reported the status of scholarship liquidations, and in relation to this, the University received a Certificate of Recognition from CHEDRO 12. Secondly, the director encouraged the department heads to participate in the National forum, training, and seminars at least once a year. All expenses will be charged to the OSA fund, subject to fund availability. In addition, the department heads were reminded of their weekly 6-hour duty to perform their OSA functions. They need to submit their allocated time and day to Kristine Anne R. Candidier as soon as possible so that a summary can be posted for the client's information and awareness.

The ISO accreditation preparation was the 1st item that was discussed. The department heads were reminded to update their kits. A department's portfolio must be created and include the following documents:

- DPCR 2025 Target and Accomplishment, Narrative Report 2025 with MOV's, Evaluated Risk and Opportunities 2025, DPCR 2026 Target, Risks and Opportunities 2026. It was reported during the meeting that the two enrolled OSA processes were recently revised. However, there is a need to review and revise the PARFALT procedure under the Student Development Services Department. Finally, the department heads were asked to observe the 7 S in their offices.

The third item was the SUC levelling application. The expected programs, projects, and activities for each department were highlighted.

DISD

- Policy on PWDs (PDW day, Enrollment, Library, CR, Stairs) c/o Sarrah
- Policy for Pregnant Students (c/o Sarrah)
- IP Day/Month – activities and programs – (c/o Sarrah and USMIPA Adviser)
- Lists of IP Enrollees, % of Graduation (UICTO and ARO)
- Records of Marginalized and disadvantaged students and the percentage of graduation (UICTO and ARO)



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MINUTES OF MEETING

- Affirmative Action Policy – revision from 2% to 5%, (c/o Leida)
- Food coupon recipients and other students with special needs who are
Receiving regular support, List of completion/graduation (C/o Ruben)

SFAD

- Increase of medical support and burial assistance (Basis of increase is % of utilization for 3 consecutive academic years) – 10,000, prepare a proposal
- Fire victims' financial support 5,000, prepare a proposal
- List of Scholars, % of graduation/completion
- Make a monitoring system to ensure efficient liquidation of scholarship grants

SPRD

- Policy on Drug Initiatives
- Student Manual (SM) Revision
- Official Uniform to be included in the SM (PE, School Uniform, Type B uniform)
- Vision, Mission, Goal
- Accreditation of USM Hospital for Drug Testing

SDSD

- Policy/Guidelines Green and Green Initiative
- LEAP/CapBuild (Advisers) – Leida
- Partnership, benchmarking
- GAWAD PARANGAL GUIDELINES (for enhancement)

CCD

- Regular Wellness activities
- Request for Psychiatrist (Number of cases for 3 years, basis for the proposal)
- Suicide Prevention Protocol/Psychological First Aid

The promotion of OSA activities, projects, and programs was strategized. Ms. Sarrah suggested asking for a time slot at DXVL to discuss all of these and name it "OSA TALKS." Additionally, newsletters and brochures can be created and released. Posters and video clips for online viewing platforms and posting on the LED wall at the UMS main gate. Finally, it was suggested that the college must create or revive its media



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MINUTES OF MEETING

accounts and release its own paper.

The performance and accomplishments of each department were presented and reviewed. The heads' DPCRs were received and approved after inquiries and clarifications were answered. In addition, the department heads were asked to submit a Word file narrative report, not a PDF, so that it would be easy to insert or enhance the report contents, if necessary.

This was followed by the review of the 2025 OSA Calendar of Activities. The Students' Activity evaluation result was presented and analyzed. Such a result was considered when the activities that need to be dropped, sustained, and enhanced were identified.

New initiatives were included in the 2026 Calendar of Activities. To name a few, PWD Day, Anti-Hazing Week Celebration, and Training for organization advisers. It was agreed that additional activities can be added to the calendar after the required documents, such as an approved activity proposal and budget allocation, are presented.

The 7th item was about the existing OSA activities and programs for students' welfare. It was agreed that a proposal to institutionalize such activities and programs must be presented to the admin council and to the Board of Regents for approval to ensure its sustainability. The responsible department head will prepare the proposal and appropriate attachments.

It was also emphasized during the first regular meeting that each department must take part in updating and posting its activities on the OSA FB page.

Finally, the OSA priority projects for 2026 were delivered. Ms. Sarrah suggested having a pickleball court for employees and students at the back of the OSA main building. On the other hand, the OSA director reiterated her desire to have a conference hall in the building. But to realize this, office restructuring must be done, which requires reasonable financial resources. There was no finality on this matter.

After discussing all the approved agenda. Engr. Kathleen Mae Alucilja moved that the meeting be adjourned. It was properly seconded.

The meeting formally ended at 5:00 pm with a closing prayer led by Mr. Rowell Nitafan.



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Kabacan, Cotabato
Philippines

MINUTES OF MEETING

Pictures taken during the first regular meeting for the calendar year 2026.



A posed after the successful conduct of the first regular meeting for the calendar year 2026



Prepared by:

Candidier Kristine
Anne Ramos

KRISTINE ANNE R. CANDIDIER
OSA Staff

Attested by:

Digitally
signed by
MARIA LEIDA
M. DONQUE

MARIA LEIDA M. DONQUE, EdD
OSA Director