

## Introduction to College Services Review at Doña Ana Community College

College Services Review at Doña Ana Community College (DACC) is a self-review process for units that support DACC's Mission and are not a part of Academic Program Review. The purpose of the process is for units to identify their strengths and weaknesses, how they contribute to the DACC's guiding documents (Mission, Things That Matter, Strategic Plan, and Student Success Vision), and develop a plan for continuous improvement. The review process uses a variety of data collection methods to elicit feedback from service users such as students, faculty, staff, and community partners as well as metrics specific to the units involved.

The College Services Review (CSR) process is a self-evaluation tool for service departments. It is not intended as a rating scale for service delivery, and not to be used as part of any individual's annual review. It can serve as a springboard for discussions among departments about ways in which cooperative activities might enhance the overall delivery of services to the college community. Many of the units involved also participate in the Student Success Assessment. Assessment is focused on understanding and improving outcomes, such as Student Learning Outcomes or Programmatic Outcomes. The CSR process is focused on the overall operational effectiveness of the unit.

A rotating schedule will allow units to conduct an internal review annually with a committee review every five years. The College Services Review Committee (CSRC), comprised of staff and faculty from service delivery units, will provide feedback on units' reviews and improvement plans. The AVP for Institutional Effectiveness, the Institutional Analysis Staff, and the ATD Data Strategy Team members will be available to help craft data collection methods and interpret results as needed.

After reviewing their results, units will submit a brief report about their findings to the CSRC, using the report template included in this document. The CSRC will document completion of each report, offer units the opportunity to discuss their findings, and facilitate collaboration among units to enhance service delivery. See the Appendix for a list of service delivery units, the review schedule, and details about CSRC membership and responsibilities.

### DACC Mission

DACC is a responsive and accessible learning-centered community college that provides educational opportunities for a diverse community of learners in support of academic interests, workforce development, and economic growth.

### DACC Things That Matter

- Priority 1. ACCESS Increase the number of people in the communities we serve who access DACC services and resources.
- Priority 2. THRIVE Increase the number of students who access and use college and community resources that support student success.
- Priority 3. BENEFIT Increase the number of students who complete their educational goals.
- Priority 4. EXCEL Implement practices across the college that allow us to produce results effectively and efficiently.

### DACC Student Success Vision Statement

DACC will actively support students to be agents of their own learning in an inclusive, culturally responsive, and equitable environment. Students will explore, establish, navigate through, and achieve their personal, academic, and professional goals to enrich their lives, the lives of their families, and their communities.

## College Services Review Annual Update Process Overview

The annual update process is designed to give staff and administrators the opportunity to review, analyze, and discuss unit goals and data as a means of examining unit health and planning for continuous improvement. However, in comparison to the committee review, it is meant to be a briefer, less strenuous exercise. At the same time, annual updates should be seen and used as building blocks for the committee review process. Each annual update should contribute to the unit being in a solid position for the committee review at the end of the five-year cycle. To that end, the annual update includes two phases: (1) unit administrators and staff work with their respective Vice President (VP) and Associate Vice President (AVP) to establish short- and long-term goals, determine metrics to measure progress on those goals, and develop a report; and (2) the unit's Vice President reviews the report and talks with unit administrators and staff about their unit's plans for improvement based on their report.

## College Services Review Annual Update Timeline and Steps

- August/September – All units set goals and determine metrics in consultation with their respective VP and AVP
- November-January – Units meet with their respective AVP to discuss goal progress and metrics
- May 1 – Units submit an annual report for review by their respective AVP and VP
- May-July – Units meet with their VP and AVP to discuss reports and next steps

## College Services Review Committee Review Process Overview

The committee review process is designed to give staff and administrators the opportunity to develop a targeted data collection plan, discuss the meaning and significance of those data, and use that information to identify strengths and weaknesses and to plan for continuous improvement. To do that, the committee review process includes three phases: (1) unit administrators and staff work with their respective Associate Vice President (AVP) to design a data collection plan that will help the unit identify strengths and weaknesses by gathering feedback from service users and collecting information about the effectiveness of services provided; (2) the College Services Review Committee reviews, responds to, and talks with unit administrators and staff about their report and writes a response; and (3) the unit's Vice President reviews and talks with unit administrators and staff about their report, the committee's response, and opportunities for improvement.

## College Services Review Committee Review Timeline and Steps

- August/September – All units set goals and determine metrics in consultation with their respective AVP
- September 15 – AVPIE sends notification to units who will complete the Committee Review process during the current Academic Year
- October 31 – Units participating in the Committee Review process submit a data collection plan via Teams
- November-March – Data collection and analysis
- April 1 – Units submit a report via Teams to review Committee for feedback
- April 31 – First draft of Committee Feedback reports completed
- April/May – Committee consultation meetings with each unit
- May 31 – Final report from the Committee due
- June/July – Units meet with their respective AVP and VP to solidify and implement improvement plan

## Roles and Responsibilities

### Role of all AVPs

- Each AVP will recruit committee members from their respective areas
- Assist units with goal setting and planning for data collection
- Ensure that each unit in their area meets the College Services Review deadlines
- Meet with units to plan for continuous improvement
- Update Standard Operating Procedures as needed

### Role of the AVP Institutional Effectiveness

- Notify College Services units when they are scheduled for Committee Review
- Onboard the Committee Services Review Committee
- Coordinate data support for College Services units
- Maintain the College Services Review Teams and SharePoint sites
- Maintain the Standard Operating Procedures document

### Role of the College Services Review Committee

The purpose of the College Services Review Committee is to

- Promote continuous improvement
- Increase knowledge and understanding of College Services units college-wide
- Educate College Services units to use data to make decisions
- Create opportunities for collaboration across College Services units

### Committee Membership

- The committee will include two representatives from Academic Affairs and Business & Finance, one representative from Strategic Initiatives & Relationships, and 4 representatives from Student Services.
- During the 2023-2024 academic year, half of the committee will serve only a one-year term. All other committee members will serve two-year staggered terms.
- The chair role will rotate as follows:
  - 2023-2024 Student Services
  - 2024-2025 Academic Affairs
  - 2025-2026 Business & Finance
  - 2026-2027 Strategic Initiatives & Relationships
  - 2027-2028 Student Services

### Committee Responsibilities

- Review all reports for units participating in the Committee Review process to ensure their completion
- Facilitate conversations about ideas for improving service delivery
- Identify opportunities for collaboration among units to enhance service delivery
- Provide written feedback using the standard form for each unit participating in Committee Review

### Role of the Committee Chair

- Assign teams for each review
- Keep the review teams on schedule to meet the deadlines outlined above
- Schedule consultation meetings with each unit involved in the Committee Review process
- Ensure that final reports are uploaded to the Teams site by the deadline

## CSRC Committee Members

### 2023-2024 Academic Year

2023-2024	Gwen Dobbs (AA)
2023-2025	Denise Lilley (AA)
2023-2024	Tina Lujan (BF)
2023-2025	McKenna Garcia (BF)
2023-2025	Development Officer TBD (SIR)
2023-2024	Amy Myers (Chair 2023/24) (SS)
2023-2024	Mari Lozoya (SS)
2023-2025	Brenda Hernandez (SS)
2023-2025	Veronica Jara (SS)

### 2024-2025 Academic Year

2023-2025	Denise Lilley (AA) (Chair 2024/25)
2024-2026	Academic Affairs
2023-2025	McKenna Garcia (BF)
2024-2026	Business & Finance
2023-2025	Development Officer TBD (SIR)
2023-2025	Brenda Hernandez (SS)
2023-2025	Veronica Jara (SS)
2024-2026	Student Services
2024-2026	Student Services

### 2025-2026 Academic Year

2024-2026	Academic Affairs
2025-2027	Academic Affairs
2024-2026	Business & Finance (Chair 2025/26)
2025-2027	Business & Finance
2025-2027	Strategic Initiatives & Relationships
2024-2026	Student Services
2024-2026	Student Services
2025-2027	Student Services
2025-2027	Student Services

### 2026-2027 Academic Year

2025-2027	Academic Affairs
2026-2028	Academic Affairs
2025-2027	Business & Finance
2026-2028	Business & Finance
2025-2027	Strategic Initiatives & Relationships (Chair 2026/27)
2025-2027	Student Services
2025-2027	Student Services
2026-2028	Student Services
2026-2028	Student Services

### 2027-2028 Academic Year

2026-2028	Academic Affairs
2027-2028/9	Academic Affairs
2026-2028	Business & Finance
2027-2028/9	Business & Finance
2027-2028/9	Strategic Initiatives & Relationships
2026-2028	Student Services (Chair 2027/28)
2026-2028	Student Services
2027-2028/9	Student Services
2027-2028/9	Student Services

## College Services Units

<b>Division</b>	<b>Unit</b>	<b>Director/Chair</b>
<i>Academic Affairs, VP</i>	<i>VPAA Office</i>	<i>Gerald Giraud/TBD</i>
Academic Affairs	Library	Gwen Dobbs
Academic Affairs	Online Education & Organizational Learning	TBD
Academic Affairs	VPAA/AVPAA Administrative Support	Denise Lilley
Academic Affairs	Adult Education	Tricia Brainard
Academic Affairs	Career Readiness	Mary Ulrich
Academic Affairs	Community Ed/Customized Training	Mary Ulrich
Academic Affairs	Small Business Development Center	Jo Ann Garay
<i>Business &amp; Finance VP</i>	<i>VPBF Office</i>	<i>Kelly Brooks/Chris Odionu</i>
Business & Finance	Business Office	Debbie Peele
Business & Finance	Information Technology	Chris Odionu
Business & Finance	Facilities & Security	Michael Luchau
Business & Finance	Personnel & Payroll	Kel Jaeger
<i>Strategic Initiatives &amp; Relationships VP</i>	<i>VPSIR Office</i>	<i>Kristi Martin/Jennifer Hodges</i>
Strategic Initiatives & Relationships	Accreditation	Jennifer Hodges
Strategic Initiatives & Relationships	Communications Office	Denise La France
Strategic Initiatives & Relationships	Development & Alumni Relations	TBD
Strategic Initiatives & Relationships	Fundraising/Events	TBD
Strategic Initiatives & Relationships	Grants	Lorraine O'Donnell
Strategic Initiatives & Relationships	Institutional Analysis	Jennifer Hodges
Strategic Initiatives & Relationships	Marketing & Publications	Ian Zellmer
Strategic Initiatives & Relationships	Website	Merrick Allen
<i>Student Services VP</i>	<i>VPSS Office</i>	<i>Ike Ledesma/Jesse Haas</i>
Student Services	Academic Advising	Brad Mazdra
Student Services	Academic Readiness Center (ARC)	Jesse Haas
Student Services	Admissions (Orientation, Testing, Veteran RC)	Gerri Martinez
Student Services	Avanza	Gina Reyes
Student Services	ENLACE	Delma Tafoya
Student Services	Financial Aid	Michelle Lopez
Student Services	Information Center	Vicki Haggard
Student Services	Student Accessibility Services	Jesse Haas
Student Services	(South County) Chaparral, Gadsden, Sunland Park	Adrian Luna
Student Services	(SGA) Student Government Association	Jesse Haas
Student Services	(VLIT) Learning Technology	Emanuel Medina

## College Services Review Schedule

2023/24	2024/25	2025/26
Small Business Development Center (AA) Adult Education (AA) Business Office (BF) Marketing & Publications (SIR) Academic Advising (SS) Academic Readiness Center (SS)	Library (AA) Information Technology (BF) Institutional Analysis (SIR) Website (SIR) Admissions (SS) Avanza (SS)	Career Readiness (AA) VPAA/AVPAA Administrative Support (AA) Development & Alumni Relations (SIR) Accreditation (SIR) VLIT (SS) Financial Aid (SS)
2026/27	2027/28	
Online Ed & Organizational Learning (AA) Personnel & Payroll (BF) Communications Office (SIR) Fundraising/Events (SIR) Information Center (SS) Student Government Association (SS)	Community Education/Customized Training (AA) Facilities & Security (BF) Grants (SIR) ENLACE (SS) South County Centers (SS) Student Accessibility Services (SS)	

## Template for the College Services Review Annual Update

The template below is provided to make reporting as easy as possible, and to standardize the CSR report format across departments. Word-counts for each section are given as suggestions. This report should be submitted in Teams by May 1 of each year unless the unit is participating the Committee Review Process.

**Unit Name:**

**Submitted by:**

**Unit Mission:**

**Unit Goals:**

**Annual Metrics:**

### **Progress on Metrics and Emerging Trends**

Review any metrics, key performance indicators, assessments, measures, or benchmarks used to evaluate your program's progress toward your goals this year. Comment on your progress and discuss: circumstances that supported your progress, emerging trends that will impact future progress, and any barriers your unit faced this year and how you worked through those barriers. Share what you want to brag about or celebrate from the last year.

### **Planning for the Future**

How will you apply what you've learned about the strengths and needs of your unit through this process to make improvements next year? Articulate priorities your unit will address in the coming year.

## Template for the College Services Review Committee Review Process Report

The template below is provided to make reporting as easy as possible, and to standardize the CSR report format across departments. Word-counts for each section are given as suggestions. This report should be submitted in Teams by April 1 if participating in the Committee Review Process.

**Unit Name:**

**Submitted by:**

**Unit Mission:**

**Unit Goals:**

**Annual Metrics:**

**Introduction:**

Provide a brief introduction to your program (400 word maximum). Some members of your audience will be not be familiar with your program, so be sure to set the context for the remainder of your report.

**Resources:**

Describe your current resources including number of full-time and part-time staff and any vacant positions, budget, space/facilities, and any additional resources (such as technology tools or unit specific equipment). Evaluate how your resources help your unit fulfill its mission. Explain how additional resources, if available, would help your unit more completely fulfill its mission.

**Collaboration:**

In what ways does your department collaborate with other units? How is your department impacted by other units? What opportunities for collaboration would you like to explore but are not currently engaged in?

**Contributions to the Things that Matter and DACC’s Strategic Plan:**

In what ways does your unit contribute to each of the Things that Matter Priorities and the DACC Strategic Plan Goals? (Your unit is not expected to have contributions for every item.)

Priorities and Goals	Examples of Unit Contributions
Priority 1. ACCESS Increase the number of people in the communities we serve who access DACC services and resources.	
Priority 2. THRIVE Increase the number of students who access and use college and community resources that support student success.	
Priority 3. BENEFIT Increase the number of students who complete their educational goals.	
Priority 4. EXCEL Implement practices across the college that allow us to produce results effectively and efficiently.	
Goal 1. Enhance Student Success and Social Mobility	
Goal 2. Research and Creative Activity	
Goal 3. Amplify Services to Our Communities	



Goal 4. Build a Robust University System	
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**Briefly describe your unit's Data Collection Plan and Results:**

**Briefly describe any recent Assessment Plans and Results (as applicable):**

**Analysis:**

Based on your data collection and assessment, what are your unit's strengths and weaknesses? In what ways are your services meeting the needs of the students, faculty, staff, and/or community partners you serve? What are some areas for improvement? What do you want to brag about or celebrate from recent years? What has been your biggest challenge in recent years and what has your unit done to address that challenge? What are emerging trends or issues that will affect your unit and the services you provide?

**Next Steps/Improvement Plan:**

Based on the strengths and needs your program has identified as a result of this process, articulate priorities your program will address in the coming year. What did you learn from your data collection? How will you use what you learned to shape your department's operations in the next year? Will you make any changes to your metrics for next year? How will you know if you've improved?

## Template for the College Services Review Data Collection Plan

The template below is provided to make reporting as easy as possible, and to standardize the CSR report format across departments. Word-counts for each section are given as suggestions. This report should be submitted in Teams by October 31 if participating in the Committee Review Process.

**Unit Name:**

**Submitted by:**

**Unit Mission:**

**Unit Goals:**

**Annual Metrics:**

**Who are your primary service users (i.e., students, faculty, staff, administrators, and/or community members)?**

**How will you (or do you) solicit input or feedback from your service users about the services you provide (e.g., survey developed for the College Services Review, survey currently utilized for feedback, focus groups, interviews, etc.)?**

**In addition to input from service users, what other data, evidence, artifacts, and/or indicators will you collect to examine your unit's strengths and weaknesses?**

**How will you analyze your results? What are your targets and/or success criteria?**

**Will you need assistance from the AVP for Institutional Effectiveness and/or DACC Institutional Analysis for this data collection? If yes, describe the assistance needed.**

## College Services Review Committee Feedback Form

**Instructions:** The College Services Review Committee will complete this form and upload an initial draft to the College Services Review Teams site by April 31 and a final draft (after discussion with the unit) by May 31.

**Review Team Members:**

**Unit Reviewed:**

### Checklist

Services Review Report included:

- |                                         |                              |                             |
|-----------------------------------------|------------------------------|-----------------------------|
| 1. A brief introduction to the program  | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| 2. Data collection results and analysis | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| 3. Answers to all discussion prompts    | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| 4. An explanation of next steps         | <input type="checkbox"/> yes | <input type="checkbox"/> no |

### Commentary

Based on the unit's report, what are their key strengths and weaknesses? What opportunities exist for collaboration with other units? What else would you like to learn about the unit that they did not include in their report? What recommendations do you have for future metrics and next steps for continuous improvement?

## Sample College Services Review Notification Email

To: [Head of unit(s) up for review]  
Cc: [DACC VP(s) and AVP(s) of units up for review]  
From: [AVP for Institutional Effectiveness]  
Subj: College Services Review, FY [date]

The DACC College Services Review Committee (CSRC) is planning the next cycle of review for units that provide support services to the college, a process that each unit will complete every five years. This self-review process is an opportunity to identify departmental strengths and challenges, and is part of DACC's ongoing commitment to continuous improvement.

The following units are scheduled to be reviewed during this cycle: [unit names]

Attached is the *DACC College Services Review Standard Operating Procedure (SOP)*, which explains the review process, and includes background information. The timeline below outlines the steps in the review process. More detailed information is provided in the SOP. Report templates are available in the College Services Review teams site. Work with your Associate Vice President to develop your Data Collection Plan. Please feel free to contact me for information regarding the review process.

- August/September – Set goals and determine metrics in consultation with your VP and AVP
- October 31 – Submit your data collection plan via Teams
- November-March – Data collection and analysis
- April 1 – Submit your report via Teams for review by the Committee
- April 31 – First draft of Committee Feedback reports completed
- April/May – Committee consultation meetings with each unit
- May 31 – Final report from the Committee due
- June/July – Meet with your AVP and VP to solidify and implement improvement plan