**Unit Strategic Plan**

**2017-2019**

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College’s Long Range Goals, and the College’s five year strategic plan. The Strategic Plans incorporate and reflect the operation of that unit at all campuses and instructional sites. Each unit’s budget needs to reflect the fiscal implications associated with the unit’s identified goals and objectives.

**Name of Program/Department:** Testing and Assessment Office

**Mission Statement (for the program or department):** The primary purpose of the Testing and Assessment Office is to provide comprehensive assessment services for educational, professional, and workforce development clients via both pencil-paper and computer-based testing instruments.

**Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):** Over the last two years, the Testing and Assessment Office has successfully administered thousands of assessments (data available from Institutional Effectiveness) to members of the student population and the community at large. The Testing and Assessment Office consistently receives positive feedback from students regarding the times and locations of services. Consistent, positive feedback is also regularly received from our corporate partners as a result of satisfaction surveys administered to gauge examinee testing experiences.

**Internal Conditions:**

1. **Technology**Many examinations are converting exclusively to a computer-based testing format. This will require the College to implement plans to have adequate computer hardware and space at each of its four locations to comply with minimum testing hardware specifications and facilities requirements. Many of the tests administered by this unit are considered “high-stakes” and require minimum staffing ratios for proctor observation in addition to video and audio surveillance and recording. The College needs to plan to adequately meet these personnel and infrastructure needs.
2. **Budget**Computer upgrades at the Jefferson Campus will be needed soon. The warranty on the existing machines expires in April 2018.
3. **Staffing**Currently, the Jefferson Campus is staffed by two full-time employees and two L-19 positions. The Shelby Campus is staffed by two full-time employees and one L-19 position. Staff travels between campuses to staff the Pell City and Clanton locations.
4. **Resources**As the student population continues to increase, the College will need to monitor this growth and the existing testing functions to ensure that student and community needs are adequately met and appropriately staffed.
5. **Enrollment**As enrollment continues to grow, the demand for testing services continues to grow. The vast majority of students enrolling at each campus location will need to be assessed for appropriate course placement.
6. **Facilities**The Testing and Assessment facilities at both the Jefferson and Shelby Campus locations are excellent. These locations offer testing environments that are conducive to test administration and have adequate computer hardware necessary to deliver assessments. The Clanton and Pell City locations also have adequate hardware to deliver the assessments that are administered at the respective locations. However, these locations utilize shared computer labs and do not have adequate infrastructure to accommodate high-stakes testing requirements.
7. **Equipment**Computer equipment at the Jefferson Campus will soon need to be replaced.

**External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):**ACCS has mandated that all system colleges utilize the ACCUPLACER test as the official assessment instrument. Each institution must fund all costs associated with ACCUPLACER administration. The average cost per student to administer this examination is $7.50 and it is estimated that approximately $20,000 per year is necessary to fund placement testing.

**2015-2016 Accomplishments:**In partnership with the Shelby County Commission, the 40 testing workstations at the Shelby Campus were replaced.  
  
At the Jefferson Campus, a second computer lab within the Testing and Assessment Office was outfitted with video and audio surveillance and recording systems. These systems are necessary for the expansion of high-stakes testing availability.

**2016-2017 Accomplishments:**The Testing and Assessment Office expanded testing opportunities available to members of the community by partnering with PAN, Inc. to become a testing site for high-stakes governmental agency exams including FBI Special Agent, DEA, TSA, and Border Patrol.

Via a partnership with ACCS and the Alabama Peace Officers Standards Training (APOST) Commission, the Testing and Assessment Office is administering the Basic Ability Test (BAT) to all individuals seeking to enter law enforcement.

Considerations for Development of Unit Strategic Plans:

1. What can be done to improve the operation of the unit?
2. What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit?
3. What equipment/resources are needed to accomplish the unit’s goals and objectives?
4. Are there any goals or objectives that were not completed from previous years that should be included in the new plan?
5. Can the performance of the unit be addressed by professional development?

**Unit Goals (plans for the unit for the next two years):**

1. **Outcome – Which program/unit outcome does this goal link to? How does it support that outcome? (Reference your outcomes document or your SLO’s)**
2. **Objectives – the activities through which the goal will be achieved. Each Unit Goal should have at least one objective.**
3. **Method of Assessment – how the unit will determine if the objective has been met.**
4. **Additional Funding Requests – provide an estimate of the cost of achieving the objective. Also, include a description of how these funds will be used to accomplish the objective.**

**Unit Goals for 2017-2018  
Goal 1:** (Outcome) The Testing and Assessment Office will administer the ACCUPLACER placement test to students to determine appropriate course placement. This goal is linked to Service Unit Outcomes 1 and 2 and supports those outcomes in that an adequate number of placement tests all campuses will be scheduled to meet the needs of students and that the Testing Center will work with individuals (students) to meet assessment needs.

Objectives – Testing will be available on a walk-in basis at the Jefferson and Shelby Campus locations Monday-Friday. Testing at the Pell City Campus will be available on a walk-in basis once each week, at a minimum. Testing at the Clanton Campus will be available on a walk-in basis once each two weeks, at a minimum.  
  
Method of Assessment – Review of the availability and scheduling of programs and services, review of internal service records, and review of enrollment data.

Additional Funding Requests – An estimated amount of $20,000 is needed to achieve this objective. These funds will be used to purchase required administrative units to deliver the ACCUPLACER Exams. The current cost per unit is $1.85. The College Board is the sole source for purchasing administrative units. A student requiring the full placement assessment (WritePlacer, reading, and math) will need a four administrative units at a total cost of $7.40.

**Goal 2:** (Outcome) The Testing and Assessment Office at the Jefferson Campus will replace 35 computers that are nearing the end of their warranty period. This goal is linked to Service Unit Outcome 2 in that computers in good working order that meet or exceed testing vendor specifications are required to meet assessment needs of individuals, businesses, and organizations.

Objectives – The College will replace 35 computers at the Jefferson Campus Testing and Assessment Office that are soon to have an expired warranty.

Method of Assessment – Successfully purchasing and installing 35 computers at the Jefferson Campus Testing and Assessment Center.

Additional Funding Requests – Funding in the amount of $75,000 is required for the purchase of computers.

**Unit Goals for 2018-2019   
  
Goal 1:** The Testing and Assessment Office will administer the ACCUPLACER placement test to students to determine appropriate course placement.

Outcome: This goal is linked to Service Unit Outcomes 1 and 2 and supports those outcomes in that an adequate number of placement tests all campuses will be scheduled to meet the needs of students and that the Testing Center will work with individuals (students) to meet assessment needs.

Objectives – Testing will be available on a walk-in basis at the Jefferson and Shelby Campus locations Monday-Friday. Testing at the Pell City Campus will be available on a walk-in basis once each week, at a minimum. Testing at the Clanton Campus will be available on a walk-in basis once each two weeks, at a minimum.  
  
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