**Unit Strategic Plan**

**2021- 2023**

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):**

Each year, the Testing and Assessment Office successfully administers thousands of assessments 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**Funds in the amount of $25,000 will be needed to purchase administrative units for the ACCUPLACER placement tests mandated by ACCS. Funds in the amount of $45,000 will be needed to replace computers in the Shelby Campus Testing Center.
3. **Staffing**

Currently, the Jefferson Campus is staffed by two full-time employees and one 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.

1. **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.
2. **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. Students seeking admission to career programs such as Registered Nursing, Radiologic Technology, and Physical Therapy Assistant are required to take an admission test prior to being admitted to the program. This represents a significant volume of testing.
3. **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.

1. **Equipment**Computers at the Shelby Campus are due for replacement during 2021-2022 year.

**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 for course placement. Each institution must fund all associated costs with the administration of the ACCUPLACER examination. The average cost per student to administer the examination is $7.50 and it estimated that approximately $25,000 per year is necessary to fund placement testing.

**2019-2020 Accomplishments:**

Administered 1,071 ACCUPLACER examinations during the period of 2019-2020. These numbers were significantly lower due to the advent of the COVID-19 pandemic. However, the staff of the Testing and Assessment Office was able to pivot from in-person delivery of examinations to a remote version of the examination during the Safer at Home phase of quarantine.

**2020-2021 Accomplishments:**

Administered 1,623 ACCUPLACER examinations during the period of 2020-2021. The delivery method of placement examinations remained as remote testing due to protocols in place to limit capacity inside College facilities and the need for individuals to maintain social distancing.

Considerations for Development of Unit Strategic Plans:

1. What can be done to improve the operation of the unit?

The Testing and Assessment Center will continue to work with College officials and testing companies to improve the services offered by the Center. The Center will conform to operational guidelines outlined by testing companies.

1. What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit? Jefferson State students and community members will have access to a testing facility that meets operational standards of the test sponsoring organizations.
2. What equipment/resources are needed to accomplish the unit’s goals and objectives? Personnel, computers, materials, and facilities are needed to accomplish the unit’s goals.
3. Are there any goals or objectives that were not completed from previous years that should be included in the new plan? Due to the advent of the worldwide COVID-19 pandemic, the National College Testing Association (NCTA) Conference was canceled. It would be advantageous to send staff to the next available conference.
4. Can the performance of the unit be addressed by professional development? Yes, professional development is essential to stay abreast of the protocols for test delivery.

**Unit Goals for 2021-2022**

**Goal 1:** (Outcome) The Testing and Assessment Office will administer the ACCUPLACER placement test o 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 at all campuses will be scheduled to meet the needs of students and that the Testing Center will work with individuals to meet assessment needs.

Objectives-Testing will be available either remotely by appointment or on a walk-in basis at Jefferson and Shelby Campuses 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 $20,000 is needed to achieve this objective. These funds will be used to purchase required administrative units to deliver the ACCUPLACER exam. The College Board is the sole source for purchasing administrative units.

**Goal 2:** (Outcome) The Testing and Assessment Office will send a representative to the annual conference of the National College Testing Association (NCTA).

Objectives: Information will be obtained about the dates and location of the annual NCTA conference.

Method of Assessment: A member of the Testing and Assessment staff will register for and attend the annual NCTA conference.

Additional funding requests: Funding in the amount of $2,000 will adequately cover registration for the conference, transportation, expenses, lodging, and meals for one staff member.

**Unit Goals for 2022-2023**

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