Spring, 2015

WEBER STATE
UNIVERSITY

Testing Center

Program Review
Spring, 2015

Table of Contents

Dr. Ralph Marsden became the Director of Testing and Psychological Counseling in the late 1950's as part of WSU Academic Affairs. Wayne Flitton was working at the center as he was preparing to graduate in 1968. Dr. Marsden asked Wayne to stay on and continue working with them as a counselor in the office after graduation. At that time, GED®, aptitude, personality, and IQ were the only type of tests being given in the center.

In the late 1970s, when Dr. Marsden was preparing to step down as director, Wayne wrote a proposal to separate Psychological Counseling and Testing. It was at this time that the Testing Center became an entity of its own. About the same time, a couple of professors on campus instituted a pilot program to administer academic tests in the Testing Center. This was the beginning of academic testing at Weber State College, and Wayne was the Director of Testing until his retirement. By

Wayne Flitton

the time he retired in 2000, Weber State College had gained university status. Since that time, Prasanna Reddy has been the Director of Testing in addition to Tutoring and Supplemental Instruction Programs.
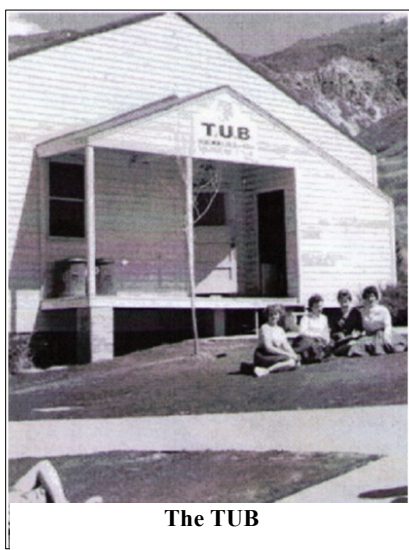
The TUB

During the early years, The Testing Center was housed in the Temporary Union Building (TUB) which was a barrack-type building. The Testing Center moved to different sites before settling in the basement of the Stewart Library for several years. The main Testing Center has been in the Student Service Building since 1995. Beginning in 1981, other satellite testing centers were opened in the Science and Social Science Learning Centers. Eventually, a testing center was also placed at the WSU Davis campus in Layton. Other satellite centers soon followed in Kaysville, Morgan, Pleasant View, and Roy.

The Davis Testing Center originally opened in 1996 when the Davis Campus was located on Antelope Drive. It was moved to the Gordon Avenue location in June 1997 before being moved to its present location when the newly constructed Davis Campus opened in September 2003. Leslie Loeffel has served as Director of the Davis Learning Center which includes the testing center. A separate center for the Developmental Math Program (Hub) was added in 2012. In 2013, the testing center moved to a new building that provided a larger room and more resources to accommodate the growth in number of tests being administered at Davis Campus.

The Kaysville Testing Center was housed at Davis High School during the school years 2007-2008 and 2008-2009 and was available for *Chi*Tester only (see page four for more information about ChiTester. It is currently closed due to low usage and scheduling constraints.

WSU's West Center in Roy opened its doors in 2001. Two computers placed in the lobby were used for *Chi*Tester and manned by continuing education personnel until the building was remodeled in 2005, and a testing center was designed and built to accommodate students attending classes at the West Center. A separate testing center for Math Hub students was also added to this center in 2013. Both the Davis Campus and West Center Testing Centers operate under the auspices of the Davis Learning Center.

Becky Sneddon, Jeanne Sanchez, Clayton Oyler, Marie Kotter, Carl Porter, Cheryl Harralson

The North Testing Center was located in Pleasant View for a short time, but poor network quality interfered with *Chi*Tester and resulted in low usage. The center, therefore, was closed.

Morgan Testing Center has been operating since approximately 2003 administering both *Chi*Tester exams and ACCUPLACER. The number of tests being administered there doubled in the last three years making it necessary for a part time employee to be hired for that center.

Tammy Critchlow, Leslie Loeffel, Prasanna Reddy, Hyrum Allen

The success of the Testing Center can be attributed to the administrators, directors and coordinators over the years. WSU testing is part of Academic Support Centers and Programs currently in the Division of Student Affairs. Originally everything in the Testing Center was done manually, including signing in and scoring. This was not always the most secure way of verifying students had actually taken a test.   With the increased use of personal computers in the early 1990s, the Testing Center started logging students into Student

Laurie Huntington, Brenda Cheever

Admissions and Registration System (STAARS).   Shortly after, the Testing Center started using a program

from Brigham Young University (BYU) called the System Computer Assisted Online University Testing (SCOUT). This program would not only log students into computer to verify they had taken an exam, but also print an answer form with their personal information, class, instructor and test. Once the students had completed their exams, the testing personnel would scan their answer forms. Further, the program had the capability of giving students their results immediately at the instructor's request. In 2005, the Testing Center started using Digital Desk which was similar to SCOUT.

the **Tracey Smith**

**Karen Stock, LeeAnn Mortensen,
Marilyn Cragun, Claire Nye**

With the technical knowledge of Eric Jacobsen and a team of programmers here at WSU, Computer Based Testing (CBT) was introduced to the Testing Center. Originally eight Web Tester computers were placed in the Social Science Testing Center. Due to the popularity of CBT, the Lampros Testing Center was added to the testing centers on campus in 2004. In 2012, this center was dedicated to the Developmental Math Program and since then serves as the testing center for Hub on the Ogden Campus. Students have access to more than 250 computers at nine different WSU testing centers to take exams.

**Terry Wright
Lampros Testing Center**

All interactions with *Chi*Tester, whether it is students taking exams, instructors submitting exams, instructors accessing exam results, or managers enrolling new instructors, occur online. *Chi*Tester is also being used at university campuses throughout the U.S. and New Zealand by private commercial test delivery companies and by human resources divisions in major corporations for employee training and assessment.

*Chi*Tester is owned and distributed by Chi Squared Software, Inc. Complete, current information about *Chi*Tester can be found at http://chitester.weber.edu. This is the active site at Weber State University where hundreds of instructors test thousands of students every semester. Temporary access for potential licensees is available on a selective basis.

In the spring of 2009, Testing Center personnel approached *Chi*Tester developers to see if they could write a program for pencil/paper testing. They took the challenge and by summer had a prototype for pilot testing. By Fall Semester of 2009, Paper Chi took the place of Digital Desk as it merges grade sheets, online access to exam results, and streamlines the whole testing process.

The Testing Center offers a variety of standardized tests for the purpose of placement into appropriate courses, admission to academic programs, assistance in choosing a career or major, and assistance with college or personal adjustment. Tests are also administered for various academic departments on campus and for WSU Independent Study courses.

Natural Science Testing Center

Services offered by the Testing Center include a wide variety of exams ranging from placement exams to college

entrance exams and course-based tests. Currently, WSU Testing Center administers over 370,000 tests per year interacting with more students than the majority of other departments on campus.

Weber State University is one of the most active e-learning institutions in the nation, and the Testing Center has substantially supported the achievement of this status.

Summary
The popularity of the WSU Testing Center is proven by the fact that several new locations have been established, and the number of tests administered has increased significantly. The Testing Center provides faculty members more time for classroom learning and gives students the ability to schedule exams at their convenience. The Testing Center also serves the community by offering access to GED exams, certification exams, and national admissions tests.

Current Mission Statement

(applicable during Program Review period)

The Testing Center serves students, faculty, staff, and community members by administering exams in a safe, secure, and supportive environment while remaining in compliance with National College Testing Association (NCTA) and Weber State University (WSU) standards.

Goals

- Effective training for all personnel in Testing Center concerning the Testing Center Policies and Procedures Manual.
- Continuous assessment of proctors, services, facilities, policies, and procedures.
- Collaborative dialogue with internal and external entities to effectively conduct and improve testing methods.
- Diligent exploration of technological innovations that improve test administration.
- Thoughtful formulation and pursuit of learning outcomes for Testing Center personnel.

Revised Mission Statement
(for implementation July 1, 2015)

In support of Weber State University's mission statement and core themes, the Testing Center seeks to maintain a learning environment which supports academic success as well as academic integrity. The Testing Center serves students, faculty, staff, and community members by administering exams in an appropriate, secure environment which allows test takers to perform at their best. The Testing Center is committed to providing outstanding customer service with well-trained staff who are friendly, courteous, informative, and consistent. The Testing Center upholds the professional testing standards established by the National College Testing Association (NCTA).

Goals

- Collaborative dialogue with internal and external entities regarding ways to effectively conduct and improve testing methods.
- Diligent exploration and adoption of technological innovations that improve test administration.
- Thoughtful formulation and pursuit of learning outcomes for Testing Center staff.
- Effective training for all Testing Center staff.
- Continuous assessment of staff, services, facilities, policies, and procedures.

Mission Statement Relation to Division and University Mission Statement

The Testing Center supports Weber State University's mission by providing "excellent educational experiences for students" and contributing to the university's reputation as "an educational . . . leader for the region." The testing center's high standards, the breadth of exams given, and the variety of people served, including those from the community, are all factors which make the Testing Center an important contributor to the university's mission.

The Testing Center also supports the mission of Student Affairs, which includes this statement: "the Division of Student Affairs promotes student learning, well-being and success through comprehensive services and programs." The Testing Center promotes student learning and success through maintenance of a carefully-controlled environment conducive to testing. The

Testing Center also supports the Student Affairs' mission by offering comprehensive services to meet the needs of students and faculty.

Contribution to University Core Themes
The university's core themes are access, learning, and community. The Testing Center aids in access to higher education by offering exams such as the ACT, SAT, and WSU placement exams. The Testing Center contributes to student learning not only through its primary purpose of administering tests but also through providing training and experience to student employees. One of the most significant ways the Testing Center contributes to student learning is by freeing up classroom time for faculty teaching and student learning. Finally, the Testing Center serves the community by offering exams such as the GED, BEMS exams, National Police Officer Selection Test, and various professional certification exams.

Core Programs and Services

Core Purpose of Each Program and Service
The Testing Center provides a wide range of services to students, faculty, staff and community members. Their primary function is to administer exams in a manner that encourages student learning and respect for all. Integrity and security must be maintained for all tests in compliance with National College Testing Association (NCTA) and Weber State University. With the exception of ACCUPLACER, all tests are done with no profit. We buy ACCUPLACER units for $1.85. Students then pay $10 per test.

ACCUPLACER
ACCUPLACER is the placement test that consists of Math, Reading Comprehension and Sentence Skills. ACCUPLACER math scores are good for placement in a college level math course only. English ACCUPLACER is valid for English placement. ACCUPLACER is given at the Union Testing Center, Davis Testing Center, and West Testing Center.

American College Testing (ACT)
The ACT is administered on six national test dates each year. Participating colleges may use the residual testing program for their enrolled or admitted students. This test is designed to assess students' general educational development and their ability to complete college level work. The multiple choice test covers four skills: English, Mathematics, Reading and Science. The test emphasizes reasoning, analysis, problem solving, and the integration of learning skills that college students are expected to perform.
The National ACT registration is online and the test is given in the Social Science Building on scheduled testing dates. The Administrative Specialist in the Student Services Testing Center coordinates the tests for ACT.

American College Testing (ACT) Residual
The ACT Residual test is the same as the National ACT. It is only offered to potential students of Weber State University. The test score reports cannot be sent to any other college or university. The Residual test is given at the Student Services Testing Center. The Residual ACT is given on the first Wednesday of each month. Registration and payment is conducted online.

Bureau of Emergency Medical Services (BEMS)
The Bureau of Emergency Medical Services, part of the Utah Department of Health, requires exams be taken for EMT and Paramedic certification. Computer-based exams are given for initial certification, recertification, and reciprocity certification. The Davis Campus Testing Center administers the exam.

Castle Worldwide
Castle Worldwide provides testing and training design, development, and delivery services for certification and licensure organizations, corporations, educational institutions, government agencies, and trade and professional associations. Castle Worldwide tests are offered at the Science Learning Testing Center.

***Chi*Tester Computer Based Testing**

*Chi*Tester is a system of test management which allows for delivery via computer. Test questions can be up loaded from a file and input directly to *Chi*Tester or a word processor. Instructors set up accounts where they can manage their exams.   Tests are scored by the computer immediately. Students may see their results instantly, depending on the wishes of the instructor, or after conclusion of the test.

*Chi*Tester Paper Chi
Procedures for administering paper tests at all Testing Center locations are:
1. Printed tests are brought in advance with the adequate number of tests to be administered. The instructor fills out the Testing Information Sheet with detailed information for test input. Tests delivered between 8:00 am and 11:00 am will be available by 2:00 pm. Tests delivered between 11:00 am and 2:00 pm will be available by 4:00 pm. Tests delivered after 2:00 pm will not be available until the following day.
2. The students are tracked by their "W" numbers in the Paper Chi system. The system associates tests and the course with the students' "W" numbers. All students are required to know their" W" number before they can test.   Also, each student is required to have a current picture ID (government-issued or student ID). If students do not have such identification, they are not allowed to test. There are no exceptions.
3. The Testing Center no longer prints reports. Instructor reports and student reports are processed through the university portals. Instructors set up accounts where they can manage and archive their exams.
4.

Collegiate Learning Assessment (CLA)
CLA charts the knowledge of freshmen and compares it to the knowledge of seniors at an institution. Coordinated through Institutional Research, the exam is part of a WSU mandate. The assessment is given each Fall and Spring Semester. The CLA exam is about 90 minutes in length. The students either take the Performance Task test or the Analytic Writing Task test. The test is taken on the computer and the program randomly distributes the exams to students so that there is an equal distribution of tasks between the Performance Task and the Analytic Writing Task. CLA is administered at the Student Services and Davis Campus Testing Centers.

College Level Examination Program (CLEP)
CLEP exams are administered at universities nationwide to give college credit to those whose scores meet the requirement. The 34 exams allow people who have acquired knowledge outside the usual educational settings to show that they have learned college-level material so they can bypass introductory college courses and focus on advanced course work. CLEP exams are scheduled and administered at the Student Services Testing Center.

Comira
Comira is a full service testing company for licensure, certification, assessment and educational testing programs. Testing for FAA certification, among others, is given through Comira. Comira is given at the Student Service Testing Center.

Disability Assistance in Testing
Various accommodations are provided to students with disabilities. Services include provision of a reader or an assistant to record responses for tests, provision of tests on recorded media, in

braille or in large print, and magnified screens for testing. Many special accommodations are provided by the office of Services for Students with Disabilities. This office coordinates all testing with the faculty and Testing Centers to accommodate the special needs of these students. Then, there office conducts the tests. Test administration is done at the Disabilities Service Center. All testing centers meet ADA requirements and have room for wheelchairs and may magnify screens for those with vision impairment.

Dantes Subject Standardized Test (DSST)
DSST exams are available to anyone who is seeking college credit outside the traditional classroom, including college students, adult learners, high school students and military personnel. DSST offers several lower and upper level course tests which can be used to gain college credit in lieu of coursework and accelerate degree completion. Students are encouraged to visit with an academic advisor to make sure the DSST test(s) they wish to take will fulfill requirements at their colleges or within their respective programs of study. Candidates schedule their tests with personnel at the Social Sciences and Davis Testing Centers. Payment is through the weber.edu/estore application.

ESL/LEAP Placement Test
The ESL/LEAP placement test is offered by the ESL/LEAP department at Weber State University to assess the English skills of prospective ESL students. Students taking this exam may already be students of Weber State University, or they may simply be prospective students. The exam is made up of three separate timed sections - listening, reading, and composition. The test is designed to measure a student's current proficiency level of the English language for placement within the ESL program.

General Education Development (GED) Test
GED is a national high school equivalency exam. A Utah High School Completion Diploma is awarded upon successful completion of the GED test. The GED is a computer-based exam offered through Pearson VUE. Registration and payment for the GED is done online by the candidate a minimum of 24 hours in advance. In order to take the GED, a candidate must first set up an account with GED at ged.com. Once the account has been set up, a candidate may schedule the GED exam, which is comprised of four separate tests; Mathematics, Language Arts, Social Studies, and Science. Only the administration of the test itself is done at Weber State University. Obtaining test scores, transcripts, and diplomas is done afterward by the candidates through their ged.com accounts. A valid government issued photo ID is required in order to test. GED testing is done at the Social Sciences Testing Center.

Hub Services
There are three math Hub Testing Centers that service the Developmental Math Department. Through the MathLab software offered by Pearson, the Hub Testing Centers provide a secure testing location for all of the department's tests and many of their quizzes. The Hub Testing Centers on the Ogden Campus, Davis Campus, and West Center are the exclusive testing locations for Developmental Math tests.

Kryterion Tests

Kryterion is a national company that gives online certification exams for an assortment of companies and municipalities. Online secured testing technology delivers tests in a variety of formats and manages test taker data. All the tests are scheduled through Kryterion Network which is accessed through the internet. Appointments are made through Kryterion only and WSU proctors must be certified by Kryterion. The exam is given only at the Student Services Testing Center.

The Law School Admission Test (LSAT)
LSAT is a half-day, standardized test administered four times a year at designated testing centers throughout the world. American Bar Association approved law schools require applicants to take the LSAT as part of their admission process. The LSAT is designed to measure skills considered essential for success in law school. Students register through LSAT's website. The LSAT is given in the Wattis Business Building.

Math Mastery Exam
The Math Mastery Exam was developed by the Developmental Math Department and is delivered through Pearson Vue. This exam includes content which will enable students to place into Math 0950, Math 0990, Math 1010, or courses which have Math 1010 as prerequisite. It will not fulfill the Quantitative Literacy requirement. Any student who wants to challenge his or her placement into a developmental math course can take the Math Mastery Exam. The exam is administered at the Union and Davis Testing Centers.

Medical College Admission Test (MCAT)
The Medical College Admission Test® (MCAT®) is a standardized, multiple-choice examination designed to assess the examinee's problem solving, critical thinking, and knowledge of science concepts and principles prerequisite prior to the study of medicine. Scores are reported in Physical Sciences, Verbal Reasoning, and Biological Sciences. Most U.S. medical schools and many Canadian schools require applicants to submit MCAT exam scores. Many schools do not accept MCAT exam scores that are more than three years old. The MCAT is offered at the Student Service Testing Center.

The Miller Analogies Test (MAT)
MAT is a graduate school selection test of analytical ability that requires the solution of problems stated as analogies. The MAT consists of 120 partial analogies to be completed within 60 minutes. The test measures the ability to recognize relationships between ideas, fluency in the English language, and general knowledge of the humanities, natural sciences, mathematics, and social sciences. All MAT exams are scheduled in advance by the candidate using the weber.edu/estore application. The MAT is offered at the Student Service Testing Center.

National Police Officer Selection Test (NPOST)
The NPOST is used by Weber State University Police Academy and other police officer training programs nationwide as a selection criterion into their programs of study. Many law enforcement agencies require the successful completion of the NPOST by prospective employees prior to hire. The test is made up of four separately timed test sections. The test is administered at the Davis Center and Student Service Testing Center. The Student Services Testing Center

allows examinees to test without an appointment on Wednesdays and 2:00 pm and 6:00 pm. The Davis Center offers the test on a walk-in basis.

Off Campus Tests
Tests from other universities are given at the Student Services and Davis Campus Testing Center. A fee of $20 per test is charged. Each university approves WSU as a center by completing a proctor verification form. The exam is then either mailed or e-mailed by the institution to WSU Testing. Specific instructions are included. Both computer and paper-based exams are offered. We make about $4000 a year off these tests.

Pearson VUE
Pearson VUE is a worldwide testing company which manages and delivers various types of tests for hundreds of clients. Weber State University is an authorized Pearson VUE testing center and administers tests to examinees on their behalf. Candidates register and pay for their tests online and may choose Weber State University as their test site. The vast majority of Pearson VUE tests administered at Weber State University are GED exams. All Pearson VUE testing at Weber State University is done in the Social Sciences Testing Center.

Performance Assessment Network (PAN) Tests
PAN is a provider of talent measurement solutions helping companies and organizations of all sizes hire, develop and retain the right talent. PAN tests are intended to measure a candidate's aptitude and talent within a specific career. Candidates register and pay for assessments online and the exams are delivered at the Student Services Testing Center.

Praxis
The Praxis Series tests are comprised of the Praxis I Pre-Professional Skills test which is designed to measure basic skills in reading, writing, and mathematics. The Praxis II Subject Assessments measure knowledge of specific subjects that K-12 educators will teach. Praxis is a computer based test. All registration is completed online. The Praxis is offered at the Student Service Testing Center.

Scholastic Aptitude Test (SAT)
SAT I and SAT II are admission and placement exams administered by the College Board, a national nonprofit association. SAT I tests areas of academic skills, aptitude, writing and reading skills. The test is administered four times a year. The College Board helps contribute to the success of students preparing for higher education.
SAT II is sometimes required or recommended for placement purposes or admission into specific programs. All registration is online and the scheduled tests are given in Social Science Building. The Administrative Specialist at the Student Services Testing Center co-ordinates both SAT I and SAT II test.

Test of English as a Foreign Language (TOEFL)
TOEFL is a standardized test of English language proficiency for non-native English language speakers wishing to enroll in U.S. universities. The test is accepted by many English-speaking academic and professional institutions. TOEFL is not required for admission to Weber State

University but is accepted. TOEFL testing is offered at the discretion of the Student Services Testing Center Coordinator during times when the test is available for delivery.

Western Governors University (WGU)
Western Governors University is a non-profit virtual college founded by the governors of 19 western states. WGU has no required courses. Instead, students prove their understanding with assignments and exams. Multiple locations provide testing for WGU students. The Social Science and Davis Campus Testing Centers provide a proctored testing environment for WGU tests. Exams are scheduled via email by a representative of WGU on students' behalf with the Social Sciences Testing Center Coordinator or Davis Testing Assistant. Students are charged $20 per test.

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Program Policies and Outreach

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Testing Center Policies for Students
Testing Centers are meant to be controlled environments. Department policies are essential for preserving the integrity of the university. All policies are adapted from national standards for college testing in accordance with the National College Testing Association., university policies, and Faculty Testing Advisory Committee review.

Advertisement of Services
All the services listed above are advertised on WSU"s testing website. Hours of operation, policies, procedures, and test center locations are listed and kept updated. This information is located at weber.edu/testing. Aside from communication with departments, this is our primary form of advertisement. Bulletins to faculty are presented through email by the *Chi*Tester team because of their access to all faculty, including adjuncts. We also participate with orientation, campus tours, and are part of a filmed segment shown to new faculty.

Outreach to Students and the Community
Weber State University offers many national tests as a service to students and the community. GED, Praxis, Postal exams and FBI exams are just a few that are offered as well as ACT and SAT college entrance exams. National or company based exams from Prometric or PAN are offered to members of the community regardless of whether the examinees are associated with WSU. We recruit these exams through national conferences and word of mouth from other centers.
ACCUPLACER and Math Mastery exams are placement tests that can be sent to different locations for students to take. Students requesting their test be sent to a different location must live more than 50 miles from any WSU testing center. Tests have been sent to other states and different countries throughout the world.

Collaboration with Departments Outside of the Division
Collaboration is essential for the Testing Center. We host two committees, the Online Testing Steering Committee (OTSC) that meets every month and the Faculty Testing Advisory Committee (FTAC) that meets every semester. OTSC is a forum for the development of new or improved technology. "The FTAC is a panel of faculty which reviews and confers with the Testing Center about policies and faculty relations. Focus groups of students, faculty members, and staff are conducted to aid in the development of testing technology. We also are called upon to collaborate with every academic department on the WSU campus as well as with Admissions, Developmental Math, Student Success Center (advising), Shepherd Union, and Disability Services.

Improvement of Collaboration Efforts
There is always room for improvement. The more personal ties to these offices can be maintained, the better the communication is. We continue to cultivate these ties whenever possible by maintaining contact and communication of any change or need to offices that have a stake in WSU testing,

Core Changes in Programs over the Past Five Years
The following are test or facility changes that impact our test traffic or procedure.
- GED transition from Paper to CBT
- Praxis from paper to CBT
- ACCUPLACER primarily in Union Testing
- Lampros Testing moved to Union Testing
- Implementation of Ogden HUB at Lampros Hall
- Implementation of Math Mastery Exam
- Implementation of Pan, Castle Worldwide, TOEFL

Plans for Future Implementation of New Programs

As of April 2015, WSU took on MCAT testing, which requires that our centers be monitored by camera. Representatives have flown to our campus to aid and approve of the center. The first run through is scheduled for April 18, 2015. The test will be given 14 times a year.

Leadership and Staffing

The Testing Center organization chart demonstrates the reporting structure, with both the Davis and Ogden campuses reporting to the Executive Director of Academic Support Services and Programs. See the organizational chart at the end of this section for more details.

Decision Making within the Department
The Testing Center follows the reporting chain on the organization chart for all ultimate decisions. As per the Executive Director, testing policies are set by the Director of Testing. This is done in consultation with others in Testing and the Faculty Testing Advisory Committee, as well as his/her superiors. Ideas may originate from any member of the Testing team. The Director finalizes all decisions, down to the specific test center coordinators, then specialists or proctors. All salaried employees on the Ogden campus report to the Director of Testing, who reports to the Director of Learning Support. All Davis/West campus employees report to the Director the Davis Learning Center. Staff meetings or private meetings with those involved are meant to air concerns and discuss procedure and policy issues.

Communication of Decisions
It is the responsibility of the Director of Testing to communicate decisions that have an impact on procedure and services to every member of the staff in their area. This communication can be through e-mail, staff meetings, or in-person. The appropriate supervisors communicate with hourly staff. If the decision affects the Davis/West campus, it is discussed and communicated with them by telephone or e-mail. Although both campuses hold individual staff meetings and trainings, any issue that involves policy changes or policy debates include leadership of both campuses. Testing retreats occur in May or June each year. This would include discussion on methods of implementation as well as time frame of implementation.

Currently, policy and procedure decisions are conveyed on an as-needed basis from Ogden to Davis. A formal mechanism to ensure regular communication needs to be formalized on a monthly basis.

Staff & Responsibilities
The Testing Centers recruit for exempt and nonexempt staff using the standard WSU protocol established by Human Resources. Open positions appear in listings on the WSU employment website as well as in selected local newspapers, *The Standard Examiner, The Salt Lake Tribune,* and *The Herald Journal.* The hiring manager then puts together a search committee, which will include at least one member from outside of Testing, as well as one student employee. Using the Applicant Rating System, the committee selects candidates for interview based on the mandatory and preferred qualifications for that position. After the interviews of the top candidates, the committee returns to the rating system to select the appropriate hire. References are checked by members of the committee.

We generally get a healthy pool of applicants for hourly Testing positions by using the conventional WSU hiring system, where positions are advertised for at least three days. While all employees have to go through this process, many applicants have also come from recommendations of current employees, faculty, or staff. We have purposefully used WSU

ambassadors from the Recruiting office in order to keep a close relationship with that department. This helps Testing to be more closely linked with Orientation, campus tours, and Math Mastery/Accuplacer traffic issues. All hourly employees who interview are asked the same questions, which emphasize customer service, reliability, confidentiality, and the candidate's availability. Points are added for candidates meeting diversity stipulations.

The Testing Centers, and all Student Affairs departments, have been encouraged to hire students eligible for work study. However, encouraging students to complete the process of applying for and receiving work study has been a barrier. Stronger incentives need to be implemented at a division or university-wide level to make work study the rule rather than the exception. At this point, no decision has been made on how to address this. It is estimated that approximately 20% of all proctor candidates have been awarded work study.

To aid in the number of qualified hourly applicants, Davis has advertised through the state of Utah's Workforce Services. This approach has yielded some excellent candidates with more flexibility in their schedules than is sometimes found among students.

Recently, with the growth in WSU enrollment, hourly testing positions have been attracting numerous applicants. The Ogden campus received 120 applicants for an hourly position in the fall of 2014. However, that is much smaller if the job is posted in the middle of any given semester.

Job Responsibilities for Ogden campus staff

Employee and Title	*Primary Responsibilities and* **formal qualification**
Prasanna Reddy, Director of Learning Support.	Authority on decisions involving the department. Approval of budget as well as policy matters. **Master's degree required**.
Tracey Smith, Director of Testing	Direct Ogden campus testing, including hiring, training, and evaluating employees. Deal with issues of policy and procedure. Account for budget issues by center, as well as statistics for the centers. Oversee technology needs, as they relate to testing. Oversee major tests like Praxis, GED and Accuplacer. Lead the Faculty Testing Advisory Committee and the Online Testing Steering Committee. **Bachelor's degree required, Master's degree preferred.**
Alex Brown, Coordinator of Student Services Testing Center.	Supervise staff, the counter, technology, and manage exams at the Student Services Center, including Prometric , MCAT, PAN, MAT, CLEP, Kryterion, Comira, and CLA. Assure compliance with TouchNet standards. Work on training and evaluation of Testing employees. Primary source for development of revenue exams. Deal with website changes and

	additions. **Bachelor's degree or equivalent required.**
Matthew Hinojosa, Coordinator of Social Science Learning Center	Supervise and develop staff at the Social Sciences Testing Center. Uphold policies and procedure of the department. Manage the GED/Pearson Vue exams, as well as Western Governor's University and DSST tests. Primary contact with faculty in Social Sciences. Train staff for certification on Pearson Vue. **Bachelor's degree or equivalent required. Approval by the State of Utah Office of Education Required.**
Jeanne Dunford, Coordinator of Science Learning Center	Supervise and train staff and create schedule at the Science Learning and Testing Center. Manage Castle Worldwide exams and oversee certification of staff. Uphold policies and procedures of the department. Primary contact with faculty in the sciences. **Bachelor's degree or equivalent required.**
Terry Wright, Placement Testing Assistant, Shepherd Union Testing Center.	Supervise staff at the Shepherd Union Testing Center. Expert on the Math Mastery and Accuplacer system, including reports, administration of the exams, distance exams, and transition of the scores to Banner. Aid in training and evaluation of staff.
Anthony Lambert, Ogden HUB Testing Center Assistant	Supervise hourly staff at the counter of the HUB. Deal with faculty and Developmental Math administrative team. Manage traffic of test takers. Also track, present, and develop training for the department.
Marilyn Cragun, Receptionist/Clerk	Interface with faculty who deliver or pick up tests. Enter paper exams into Paper Chi system. Administer national tests such as MAT, Prometric. Kryterion, and CLEP. Customer service att he counter.
Claire Nye, Administrative Specialist II	Oversee the payments/billing to and from the department. Enter and/or fix payroll errors for staff. P-Card reconciler, budget, TouchNet, phone bill for department. Manage outside tests for other institutions. Oversee Saturday exams such as ACT, SAT, and LSAT.
Bret Bowler, Testing Assistant II	Supervise staff on nights and Saturdays at the Student Services Testing Center, as well as checking on all Ogden campus centers. Aid in technology issues. Evaluate staff. Administer ACT as back up for Alex on all Student

	Services exams, including CLEP, Prometric, and PAN. **Bachelor's degree preferred, Associate's degree or equivalent required.**
Hourly Proctor Leads	Hourly staff who are elevated to supervising other hourly staff when appropriate, particularly evenings or weekends. Other duties required when asked by a salaried staff member or when circumstances call for a decision by a more senior or capable associate. These staff members may assign responsibilities, ensure that closing is secure, deal directly with faculty, and have advanced knowledge of systems and procedure. Role model for hourly staff.
Hourly Testing staff	Hourly testing staff aid in the proctoring of tests, service at the counter, handling of national exam requests, answering the telephone, security, and any other task requested by their supervisor.

Job Responsibilities for Davis Campus staff

Employee and Title	*Primary Responsibilities and **formal qualification***
Leslie Loeffel, Director, Davis Learning Center	Authority on decisions involving the department. **Master's degree required**.
Laurie Huntington, Testing Specialist	Oversee Davis and West Testing Centers as well as the Davis and West Hubs, including hiring, training, and evaluating hourly employees. Coordinate with Ogden on issues of policy and procedure. Represent the department to internal and external audiences. Produce reports. **Bachelor's degree required, Master's degree preferred.**
Brenda Cheever, Testing Assistant	Enter, administer, and track tests at Davis Testing Center. Manage non-WSU exams including Western Governors, POST, DSST, BEMS, and proctored tests from other institutions. Assist with oversight of the Davis Hub. Provide customer service for faculty, students, and community members. Participate in hiring training, and evaluating hourly staff. Process payroll and reconcile financial transactions.
Hourly Proctor Leads	Hourly staff who are elevated to supervising other hourly staff, particularly evenings or weekends. These staff members assign

	responsibilities, ensure that closing is secure, deal directly with faculty, and have advanced knowledge of systems and procedure. Role model for hourly staff.
Hourly Testing staff	Proctor tests, provide service at the counter, answer the telephone, and complete any other task requested by their supervisor. Uphold policies and procedures of the department.

Qualifications
Formal mandatory degree qualifications are listed in the table above. New hires are also expected to support Division values which will be stated in job descriptions and explained at hire.
The search committee will officially create a list of preferred requirements for each position, such as customer service or supervisory experience. Resumes are carefully reviewed for all candidates, but particularly professional and classified.

Training and Professional Development
New hires of professional and classified staff attend orientation sessions hosted by WSU Human Resources and by the Student Affairs division. They are familiarized with their specific job duties and introduced to other staff members by their direct supervisors. A Sexual Harassment workshop is mandatory. They also attend a Student Affairs luncheon.

All new hourly employees are trained in Unit One of the training package before they serve behind the counter. This unit includes all policies and expectation of staff, as well as FERPA training. A test administered over Chi Tester follows. A score of 80% must be achieved and the test may be retaken immediately to achieve this. Three more units are administered to the staff over the coming weeks. Unit five is for supervisors, whether salaried or hourly staff. Each unit administered to hourly employees is tracked to monitor a proctor's progress. On-the-job training is also given by their direct supervisor. The units are also online, but we have found that face-to-face training guided by a salaried employee is far more effective.

Below are the primary items covered in training units:
Unit One: Testing Center policies, employee rules and conduct, cheating procedure, FERPA.
Unit Two: Review of policy, calculator policy, Irregularity Reports which document any incident, checking in students, staff conduct.
Unit Three: Purpose and particular tests of each center, emergency procedures, entering tests into Chi Tester.
Unit Four: Troubleshooting *Chi*Tester, policies of *Chi*Testing, scenarios for testing issues.
Unit Five: Supervisor Training, troubleshooting manual.

Other Training Details
An orientation meeting on policy, procedure, and customer service occurs at the beginning of every school year for both hourly and contract employees. A testing retreat for Ogden and Davis staff is held in May or June of every year, during which staff is trained and discusses testing issues. In addition, staff has many opportunities to participate in professional development activities. Testing employees are expected to participate in division meetings where the core

values and core competencies are communicated. A number of employees attend the yearly Student Affairs Academy training in May. All professional and some classified staff (depending on availability) are expected to serve on Student Affairs committees and/or task forces. Staff is encouraged to take relevant Office of Workplace Learning courses such as Purple Pride (customer service) and FERPA training. Employees are also encouraged to take advantage of the Wellness program at WSU. In rotation and depending on resources, testing personnel attend the annual National College Testing Association Conference or a biannual Intermountain Testing Association Conference.

Aside from the annual orientation meeting, hourly staff is offered periodic training on an as-needed basis. For example, an introduction to new Chi features by a Chi-Tester support staffer was given at each campus. Often, face-to-face training sessions on the Ogden campus must be presented twice or more to accommodate different schedules for hourly staff.

Evaluation
Professional and Classified staff is evaluated formally every April as part of the university wide PREP system. Each employee meets with his/her supervisor to discuss their performance and set goals. These evaluations are easily referenced on the employee portal. Supervisor observations are also part of a less formal method which is ongoing and at any time.

Student hourly workers are evaluated formally once in the middle of each semester on the Ogden campus. They sit down with one of their supervisors for a discussion and feedback, which also includes mentor sessions from Strength Quest's Coaching Guide. These coaching discussions delve into employees using their personal strengths on the job and using the workplace for their professional development. Similarly at the Davis Campus, a supervisor formally observes and rates hourly staff, then meets privately to discuss their strengths and weaknesses twice a year.

For employees who work at more than one testing center, the supervisor assigned to evaluate that employee uses feedback from coordinators from the other centers. This evaluation is on paper, signed by the associate, and placed in their employee file. The evaluation categories are promptness, willingness to learn, team work, knowledge of the job, proctoring ability, and customer service/professionalism. Supervisor observations also figure into a less formal evaluation. We also employ additional coaching and mentoring components for each evaluation, using Gallup University's Four Keys Coaching Guide, which asks questions like "What about your work motivates you the most?" and "What do you find most satisfying about your work?" PREP allows for the supervisor to create a timeline for change based on his/her own judgment. There is room for feedback from the employee. Progress on PREP goals and areas of concern are reviewed periodically though out the year during one-on-one meetings between supervisor and employee.

We also maintain an open door policy in Testing. Any employee is welcome to discuss an issue at any time without fear of retaliation. We observe and encourage the chain of reporting for such conversations, but any employee is welcome to speak to the Director Learning Support or Director of Davis Learning Center if they feel it is appropriate.

Hourly student employees have time for feedback and goal setting on their semester evaluation. The open door policy extends to this group of employees as well. Communication is encouraged at all levels of the department.

Departmental Recognition
Testing does not currently sponsor a rewards or recognition program. Praise and feedback for positive work performance does result from formal evaluation. It also results in informal feedback for professional, classified, and hourly employees.

Salaried and hourly staff may be recognized for Student Affairs Division awards, which are given twice a year. These include both individual and team awards. Furthermore, employees demonstrating excellent customer service to "mystery shoppers" are recognized by the Office of Workplace Learning. The Davis Campus staff also are eligible for Employee Recognition Awards specific to WSU Davis.

Although Testing Center employees have been chosen for several of these awards over the years, their good work should be more regularly recognized. Therefore, an internal recognition program would be desirable. Co-workers within the division may also give each other "chits," which are acknowledgements of appreciation.

Staffing Needs
Davis Campus has witnessed high growth in Testing largely because of two university majors that have moved to that campus, higher number of courses taught there, and demographic changes that show more WSU students live in Davis County compared to Weber County. This has brought forth the need to consider another salaried employee to deal with not only Davis Campus Testing, but the West Center Testing as well.

Another issue is the prominent use of part time salaried staff who work either ¾ time or have ten or eleven month contracts. Having salaried staff at the counter is more beneficial than the unpredictability and temporary nature of hourly staff because of accountability and reliability factors. It would be helpful to have as many salaried staff as possible be full time. This is especially important as it becomes more difficult to find morning staff from hourly student workers or community members.

Additional Leadership and Staffing Suggestions
Testing continues to deal with challenges in communication and consistency. Hiring and developing the right staff also is imperative to Testing.
- Establish monthly coordination meetings between Ogden and Davis personnel to discuss current concerns as well as possible policies and procedural changes. Currently the two campuses only meet when there are policy meetings, Online Testing Steering Committee, Faculty Testing Advisory Committee, or some particular question arises. It is not a ritualized meeting which might help communication.
- Evaluate the hiring of student hourly workers in comparison to non-students. In some instances, it can be desirable to hire non-students, even though Human Resources encourages the employment of students first. Anecdotally, hiring from off campus has

22

produced sporadic results in the past for the Ogden Campus. Davis Campus has experienced more success in hiring and retaining non-students.

- Consider a Testing Center staff recognition program; one that does not make others feel slighted or excluded.

Carl Porter
Executive Director Academic Support Centers & Programs

Prasanna Reddy
Director of Learning Support

Leslie Loeffel
Director Davis Learning Center

Tracey Smith
Director of Testing

Matthew Hinojosa
Coordinator Social Science Testing Center

Jeanne Dunford
Coordinator Science LearningTesting

Alex Brown
Coordinator of Student Services Testing

Terry Wright
Placement Testing Assistant, Union

Anthony Lambert
HUB Testing Specialist

Bret Bowler
Testing Assistant

Marilyn Cragun
Receptionist

Claire Nye
Administrative Specialist

Laurie Huntington
Testing Specialist Davis and West Testing Centers

Brenda Cheever
Testing Assistant Davis Testing Center

Proctors
Proctors
Proctors
Proctors
Proctors
Proctors
Proctors
Proctors

Weber State University Testing Center Organization Chart

Financial Resources/Budget

The accounts below represent all accounts that fund testing services within our department.

Account #213001: This is an E & G (Educational and General) account. State funds are allocated for salaries and benefits to pay some of the full-time staff members. In addition, this budget covers a large portion of the wages and benefits for hourly personnel, some current expense and travel money.

Account #316410: This is a revenue account and the income is generated by tests such as POST, GED®, ACT Residuals, Dantes, MAT, Kryterion, CLEP, etc. The revenue is used to cover the salaries and benefits of full-time and hourly staff. Current expenses, capital outlay, travel, and overhead paid to the Division of Student Affairs are covered by this budget as well.

Account #316411: This is a revenue account dedicated solely to ACCUPLACER. The revenue generated by this account is used to pay one staff member and the cost of the test units.

Account #316573: This account is dedicated solely to covering the expenses of the testing centers located in the Ogden Math Hub.

Account #316039: This account was established in 2014 to cover the expenses of the testing centers located in the Davis Campus and West Math Hubs.

Revenue and Expenses

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Funds generated from revenue activities (316410, 316411)	291,532	271,128	280,865	233,156**	167,179***
Funds from E & G (213001)	580,339	598,899	609,290	633,991	618,810
Ogden Math Hub (316573)	NA	NA	NA	NA	70,000
Davis and West Math Hubs (316039	NA	NA	NA	NA	47,324
Total Funding	871,871	870,027	890,155	867,147	903,313
Expenses – wages, benefits, current expenses, travel, capital outlay, and overhead	875,590*	904,708*	953,333*	964,679	935,993****

*A carryover from previous years helped cover the negative balance
**Loss of revenue was due to the changes in GED that resulted in fewer tests being administered
*** Math placement policy changes resulted in administration of fewer ACCUPLACER tests
****Change in placement policy required the purchase of fewer tests for following year. Math Hub testing at all the locations resulted in an increase in hourly wages.
Note: Negative balances in 2012/2013 and 2013/2014 were rescued by management

Total Funding & Expenses
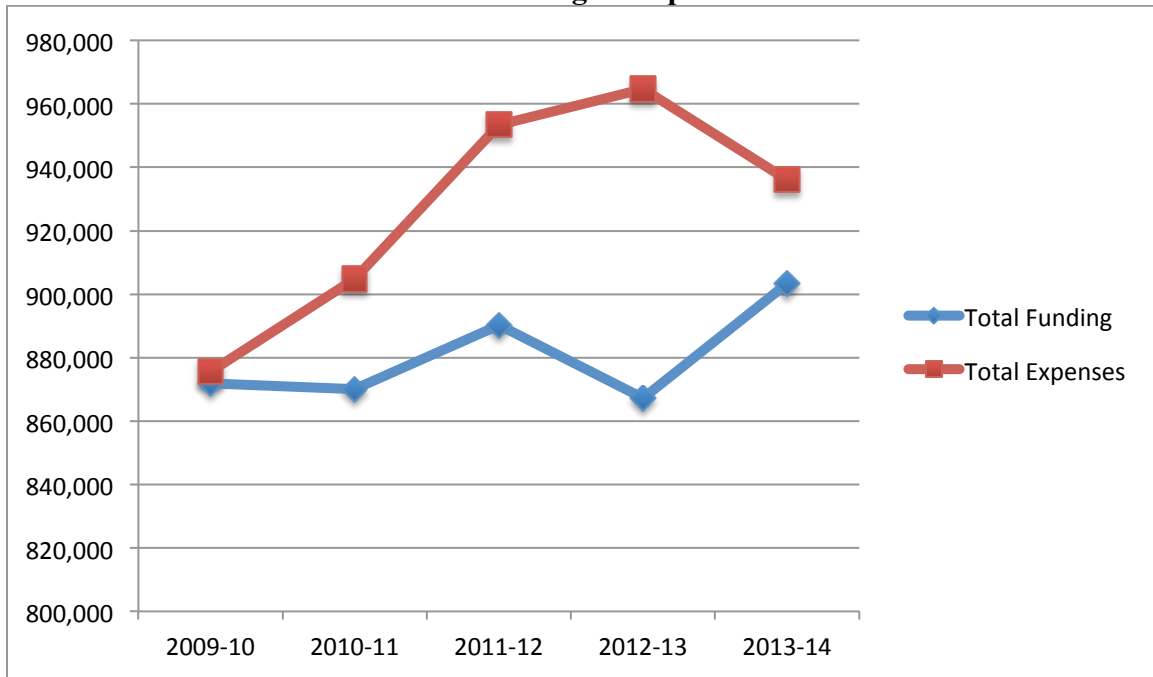
Number of Tests Administered and Cost Per Test

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Number of Tests Administered	222,483	242,237	247,906	386,906	372,301
Cost per Test with Overhead	3.93	3.73	3.59	2.49	2.51

The cost per test has fallen steadily over the years. This is due to economies of scale. The number of tests being administered has grown phenomenally till Spring Semester of 2014 when the Math placement policy changed. Students are now placed in Math classes based on a rubric of their high school GPA and their ACT score. This has resulted in a decrease of over 30% of ACCUPLACER tests that are administered.

Number of Tests Administered
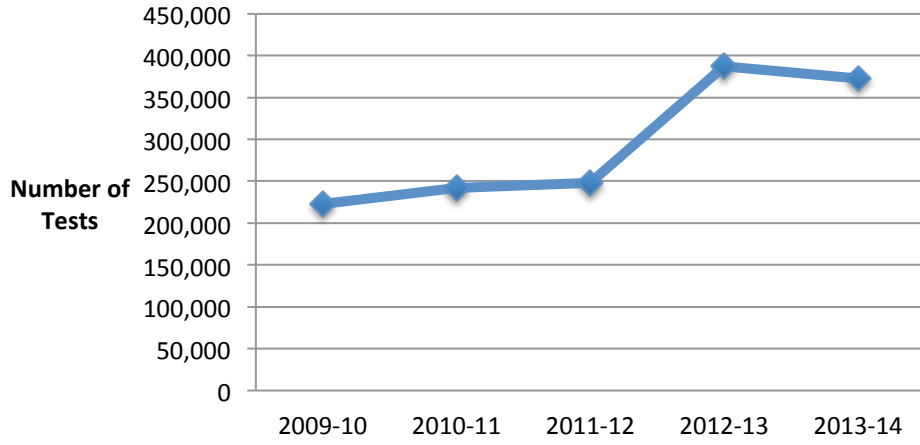
Test Counts by Center 2013-14

Cost Per Test

Cost Per Test

	2009-10	2010-11	2011-12	2012-13	2013-14
Cost	~3.95	~3.75	~3.6	~2.5	~2.5
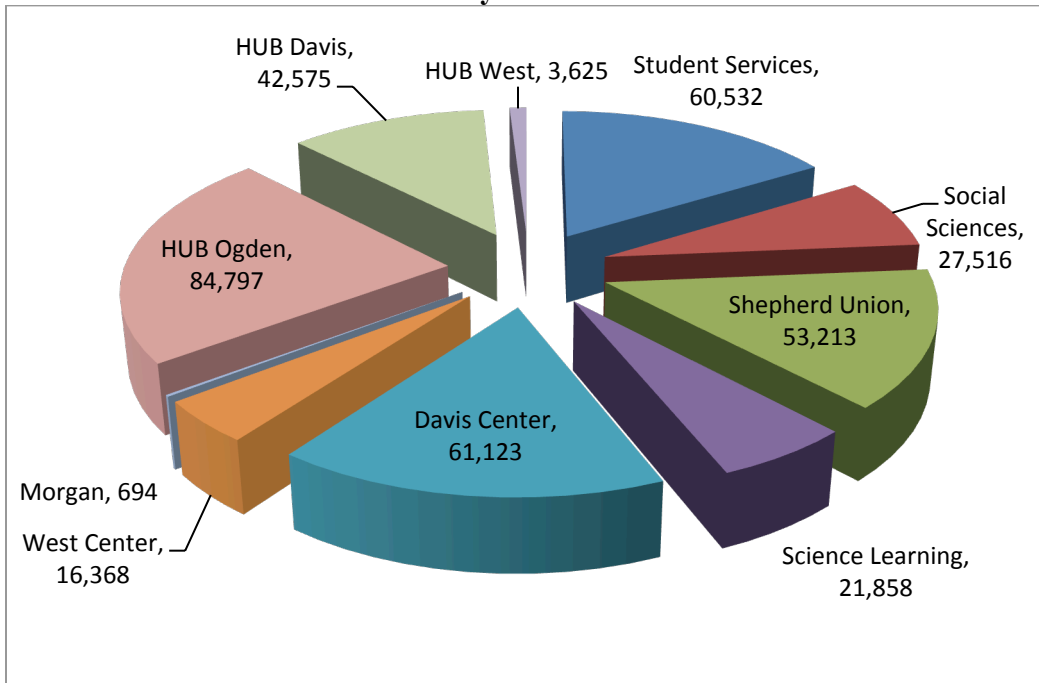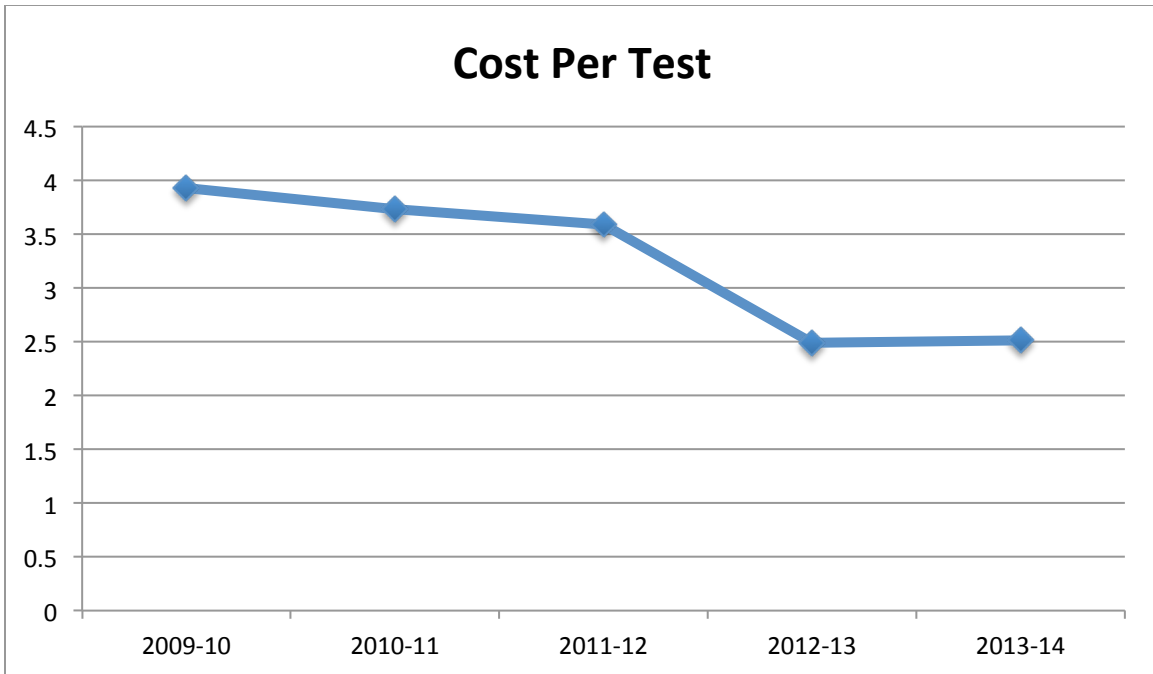
Funding Priorities within Department

Salaries for full time staff are determined by the Executive Director for Academic Support Centers and Programs. Hourly wages are based on minimum wages. These are priorities of the department. All other expenditures are decided on an as-need basis. Capital Outlay is used for procuring scanners and software that is necessary to replace broken or unusable systems. Decisions are made by the Coordinator, Directors, and the Executive Director.

Budget Changes within Department over the Past Five Years

Separate revenue accounts for ACCUPLACER and Math Hub testing were established in the last five years. This was done to capture information on the revenue and costs generated by ACCUPLACER tests and the costs associated with testing for the Developmental Math Program. The findings at this point are that revenue from the specific source of placement exams have dwindled to a fraction of where it was two years ago.

Actions to Improve Budget

A priority has been made to increase our revenue and to determine ways to cut our expenses when possible. Some of the actions taken are:

- Added contract exams, such as PAN and Prometric, which have meant added revenue and space taken up in our center at least two days a week.
- Increased the number of days available for contract test sessions for Prometric.
- Negotiated the administration of MCAT starting in April 2015, which gives added revenue and meets the needs of WSU students who aspire to medical school.
- Changed the opening time from 7:30 to 8:30.
- Explored the Utah Valley University model of charging students who choose to test on the last day a test is open. Amounts charged could be $3.00 or $4.00.
- Analyzed the phone usage report finding a way to cut the monthly bill. The result was the cutting of two phone lines and one FAX line.

- Pursued publicity through pamphlets and newspaper advertising to increase interest in CLEP and ACT Residual.
- Cut down on hourly staff as often as possible during spring break or off-semester times.

Facilities, Equipment, and Technology

<u>Student Services</u> – This center is located on the 2nd floor of the Student Services building and provides testing services for students and community members with two Chi and PaperChi accessible rooms available. In summer of 2011 the check-in area was renovated to increase efficiency and aesthetics of the center. Likewise, in the Fall 2014 additional data lines were added to the testing rooms increasing the number of total Chi stations to 70.

<u>Shepherd Union</u> – This center moved from the Lampros Hall to the 3rd floor of the Shepherd Union building. Relocating this center added a centralized Chi Testing center on the Ogden Campus and an additional 12 computer stations.

<u>Social Sciences</u> – This center is located on the first floor of the Social Science building, and it features Chi and Paper Chi Stations. In the summer of 2012 this center was renovated and added a wall partition required by Pearson Vue, the GED testing vendor.

<u>Science Learning and Testing</u> – This center is located on the 2nd floor of the Science Lab building and provides testing services for the physical and life sciences. In 2014 space was approved for this center to be moved to the new science building currently under construction and will be completed August 2016.

<u>Ogden Math Hub</u> – This center is located on the 1st floor of the Lampros Hall building and provides testing services to developmental math students for their quizzes and exams. The testing department began providing proctors for this center in the summer of 2012 at the request of the Developmental Math Program.

<u>Davis Testing</u> – This center is located on the 2nd floor of building D3 at the Davis Campus and provides Chi and PaperChi exams to WSU students in addition to testing for the community. This center was moved from a smaller location in Fall 2013 and now hosts the largest number of Chi computers of any center at WSU.

<u>Davis Math Hub</u> – This center is located on the 2nd floor of building D2 at the Davis Campus and provides testing services for developmental math students for their quizzes and exams. The testing department began providing proctors for this center in the summer of 2012 at the request of the Developmental Math Program.

<u>West Testing</u> – This center is located at the West Center in Roy and provides ACCUPLACER, Chi and PaperChi services for WSU students. This center was expanded and equipped with convertible computer and paper desks in June 2012.

<u>West Math Hub</u> – This center is located in the West Center in Roy and provides testing services for developmental math students. The testing department began providing proctors for this center in the fall of 2012 at the request of the Developmental Math Program.

<u>Morgan Testing</u> – This center is located in a portable building southeast of Morgan High School and provides Chi tester for WSU students living in that area. In the last several years the amount of available computers has tripled.

Accessibility
Weber State Testing Centers are in compliance with the ADA and seek to provide services for all WSU students, faculty, staff and community members. We maintain these priorities:
1. Accessible approach and entrance
2. Access to facilities and services
3. Access to offices for WSU staff and the student population
4. Access to restrooms

Safe Environment
The department endeavors to provide a safe and secure environment for staff, students and the faculty of WSU.
- All testing staff receive detailed training on the following emergency situations:
  - Fire drills
  - Earthquake preparations
  - Evacuations
  - Power outages
  - Other Emergencies
- Emergency telephone numbers are posted at all centers
- Weber State Emergency flipbook is available at all centers.
- 72 hour Emergency Kits are located at all centers

<div align="center">

Testing Center Equipment

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Computers and Laptops
Currently, WSU Testing center computers receive software and system updates from the Student Affairs Technology Specialist periodically throughout each semester. This includes:
- Operating System updating and licensure
- Computer preferences
- Chi Tester Imaging
- Java updates
- Additional laptops
- Computer hardware (monitors, towers, mice, keyboards, headsets, UPS power supply)
- Converting Chi testing computers, by center, to Virtual Machines (Davis 2013, Union 2014)

Scanners, Fax Machines, Copiers and Printers
All testing centers have scanners, fax machines, copiers and printers based on their needs and ability to provide specific services for WSU students, faculty and the community. The use of this equipment is monitored by managerial staff.

Projected Equipment Updates

Due to the advantages of surveillance equipment within several WSU testing centers funding and approval has been tentatively established for all WSU testing centers. This step forward allows testing staff to use advanced technology in proctoring, training and providing recorded material to the faculty of WSU. There is now an updated image for all Chi computers, allowing for an increase in ease of use and more secured testing stations. The Student Services west room, Davis Campus, and the Ogden Hub all now have security cameras, which have been vital in validating Testing Center claims about student incidences. Science Learning and Testing will have cameras installed in the new Tracy Hall Science Building. Stone Security has given us a cost estimate on putting cameras in the Student Services east room, Social Sciences, Shepherd Union, and the West Center. We are waiting for final approval to proceed with installation.

Technology

Administration System Support

Purpose – The purpose of administration system support is to provide administrative support for the testing software and tools used by the testing department

Testing Software
- Chi Tester :   Computer course work testing platform
- PaperChi :   Paper course work testing platform
- ACCUPLACER :   English and Math placement program
- CLEP: Server based College level Examination Program
- MAT: Internet based Miller Analogies testing site
- Kryterion: Internet based profession testing platform
- Comira: Professional testing platform
- PAN: Government based testing platform
- Pearson Vue: Education equivalency based testing (GED)
- My Math Lab: Developmental Math Examination Software
- MCAT: Medical College Admission testing software
- CLA: Online Collegiate Learning Assessment
- MFT: Online Majors Field testing
- Castle Worldwide: Certification and Licensure testing platform
- Western Governors: Internet based college level equivalency testing
- BEMS: Online testing for Bureau of Emergency Medical Services
- DSST: Online College Equivalency Testing

New Implementation – Testing staff and the testing technology specialist evaluate the technical aspects of all prospective software. Technical aspects are reviewed to ensure current computer hardware meets all system requirements. If approved, hardware and software are updated and tested as needed.

Administrative Software

- TouchNet - **TouchNet** is a campus accounting commerce system for colleges and universities worldwide. It is the heart of the U.Commerce system and is the bridge that connects campus merchants to the networks of electronic payment processors and campus ERP systems. The testing center uses TouchNet to keep track of payments made online as well as counter payments for a number of tests.
- Argos – Argos is a reporting tool used to keep track of student placement. The testing center uses Argos to verify how many times a placement test has been taken and where the student has placed based on their score.

Operating and Additional Computer Software
- Windows 7 Enterprise
- Microsoft Office 2010

ChiTester Support
- ChiTester Support team assists the testing centers with maintaining and managing Chi and Paper Chi, servers and programming. It includes research on a lost test, system slow-downs, and glitches.

Core Program Changes in the Last Five Years
- Math Mastery Exam added as a developmental math placement exam
- Chi and Paper Chi Enhancements and Modifications
    - Enhanced user-interface
    - Added options for exam development and search
    - Server upgrades allowing for increased usage
    - Increased security protocols

Weber State University Testing Center Equipment Inventory

	Student Services	Shepard Union	Social Sciences	Science Learning	Math Hub	Davis Testing	Davis Math Hub	We... Testi...
Chi Check-in	5	2	3	1	N/A	3	0	1
Paper Chi Check-in	3	N/A	3	1	N/A	3	0	1
Chi Testing Stations	55	41	25	12	N/A	70	0	18
Additional Laptops	15	1	2	0	1	1	0	1
Server (CLEP, PRAXIS, TOEFL)	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ACT Grading Station	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Paper Station	39	N/A	32	40	N/A	9	0	0
Overflow Paper Station	30	N/A	0	0	N/A	40	0	0
Overflow Chi Station	0	0	24		N/A	76	0	52
Telephones	6	2	2	2	1	2	0	1
My Math Lab HUB computers	N/A	N/A	N/A	N/A	48	N/A	39	N/A
Overflow Math Lab	N/A	N/A	N/A	N/A	36	N/A	30	N/A
Scantron Machine	2	N/A	1	1	N/A	1	0	1
Electronic Sign-in	1	0	0	0	0	0	0	0
Printers	5	2	3	1	0	2	0	1
Copier	1	0	1	0	0	0	0	0
Scanner/ Fax Machine	2	0	1	1	0	1	0	1
Typewriter	1	0	0	0	0	0	0	0
Administration Computers	5	1	1	1	1	1	0	0
TouchNet Station	1	1	0	0	N/A	1	0	1
Cameras	3	0	0	0	3	3	0	0

Ethical and Legal Responsibilities

Regulations Relating to Department Personnel, Data, Procedures, and Facilities
As a department, WSU Testing Centers comply with specific ethical standards based upon National College Testing Association (NCTA) Professional Standards and Guidelines, including mandates promoting ethical practices as outlined in the *Code of Fair Testing Practices in Education (2004, Washington, DC: Joint Committee on Testing Practices).* WSU joins NCTA in advancing professionalism, ethics, and quality in the administration of testing services and programs.

Upon hire, the Testing staff receives training on policies and procedures outlining employee conduct, responsibilities, and correct procedures. Due to the sensitive nature of testing data, compliance with the Family Educational Rights and Privacy Act (FERPA) regulations is a high priority. Testing Center staff receive FERPA training when hired and again at the beginning of each school year. All employees sign a confidentiality agreement to protect the privacy of any confidential data they access. An instructor signature form is required of all student employees each semester, verifying instructor awareness of the student's employment at the testing center, addressing any concerns, and avoiding any ethical conflicts. Access to secure areas of testing facilities is restricted to testing personnel. Specific procedures for cheating incidences are maintained including notification and documentation for the instructor, department head, and WSU Dean of Students.

Collection of testing fees is monitored and invoiced in a timely and professional manner. Testing Center funds transactions are PCI (Payment Card Industry) security compliant. All other payment is completed through TouchNet and reconciled daily observing three levels of separation internally. WSU Cashiers Office further reconciles daily transaction reports, and WSU auditors verify adherence to correct procedures on a periodic basis.

Adherence to WSU's Information Security Policy guides testing center information security regarding ethics and legal obligations. It guides acceptable use of office computers, mandating individual access credentials, and maintaining an auto lock feature after a specified time of non-use. Test security for computer–based testing (CBT), administered through *Chi*Tester, is maintained by the *Chi*Tester group. Paper tests are kept locked in secure testing rooms, cabinets, and storage facilities until the time of administration. Security protocol differs for each test type due to specific administration requirements, testing vehicle (i.e. paper or CBT), and test duration. Despite these variations, consistent security remains in force due to our internal protocols enforced in concert with the specifications received from the outside institution. Security of tests, student information, scoring and reporting results require continuous safeguarding, so the collaboration with Student Affairs technology is a priority to ensure the testing center remains compliant with WSU policies and testing security protocols.

Legal Responsibilities
National tests are contracted on a yearly basis. The initial contract negotiations, approval, and agreement processes follow rigorous legal standards often involving negotiations through

multiple management levels and review and approval by WSU Legal when necessary. Each contract is unique, demanding individual negotiation.

Ethical and Legal Changes
- TouchNet implementation at all funds transacting testing locations in fall of 2013. This was implemented to track the type of sales, as well as to keep accountability in cash handling.
- Student employee signature sheets to alert faculty that their student is a testing employee. This was implemented after the last program review in 2010.
- Individual login credentials for all testing office workstations. This is also to maintain accountability and to keep a record of who has accessed a system.

Attachments:
FERPA Signature Sheet
FERPA Discussion Form
Instructor Signature Sheet
Confidentiality Agreement
Incident Report

Assessment and Evaluation

Program and Educational Goals
- Educational and program goals in Testing have to do with creating access for all students, reasonable service for faculty within the framework of our standards and the running of our offices, and providing security for the integrity of the exams. Our goals also follow the staff development of our salaried and hourly staff, as well as goals for diversity in accordance with Student Affairs recommendations. We also attempt to create revenue when possible to aid our budget.
- Methods of Assessing Goal Achievement
  - Semi-annually, or more often if needed, the Testing Center staff meet with faculty representatives from every college and course department at Weber State University. The representatives at this meeting are referred to as the Faculty Testing Advisory Committee. This committee serves to help us openly discuss, evaluate, and adjust Testing Center policies based upon student and faculty needs. This committee validates policy, listens to faculty issues, and approves formal communication to the rest of the faculty.
  - Davis Learning Center, the umbrella under which the Davis Testing Center falls, offers a survey to its faculty once per year. This survey contains some questions about the quality of the service and facility of the Davis Testing Center.
    - Although a faculty survey is not currently in place at the Ogden Testing Centers, one is in development. During the most recent Faculty Testing Advisory Committee the faculty agreed to help the Testing Centers create a quality-of-service survey. The committee is assembling topics and questions that they believe will be most relevant for the survey.
  - Community service goals are met by a variety of tests and assessments offered through the WSU Testing Centers such as the GED, MAT, ACT, CLEP and numerous job assessments for businesses and federal departments such as USPS, TSA, and FBI. For more information on all of the tests, assessments, and services offered, see "Core Programs and Services." The department is also planning to be a part of a Student Affairs community service project in May 2015.
  - Testing produces an annual report of test counts which helps us assess the trends in online and paper tests, usage of each center, usage by academic departments, and the fluctuating flow of revenue tests. This report is generally released a couple of weeks after the end of the fiscal year . A meeting is then scheduled to analyze the trends.
- Findings Based on the Assessment Data
  - In the last five years, the Faculty-Testing Advisory Committee has helped us reach our goals. Examples of changes that have been brought about or approved through the Faculty-Testing Advisory Committee:
    - Improvements to the Chi Tester interface for ease of use.
    - Increased control for faculty to allow specific calculator models needed for their tests.
    - Policies review of all student and faculty rules and procedures.
    - Composition of website guide for faculty..

- ○ Our findings from the annual report determines the number of computer stations we need to maintain at any given center.
- ● Method of Goal Achievement
  - ○ The Testing Centers strive to keep our overall program goal in line with the goals of Student Affairs and Weber State University. Additional goals are set annually using the 6 column model. Which is the annual model used by the division of Student Affairs.
    - ■ Tracey Smith establishes the Ogden and Morgan centers' 6 column models. This is under the heading of "Testing" on Student Affairs records. These goals are often fleshed out first at the Testing retreat.
    - ■ Leslie Loeffel establishes the Davis and West centers' 6 column models as part of the Davis Learning Center.
  - ○ Every May or June, the Testing Center Staff and some invited hourly employees meet for a program retreat. The staff then identifies specific areas of improvement to focus on for the upcoming academic year. This retreat is beneficial because it regularly gathers Testing Center staff from all campuses.
  - ○ Goals pertaining to hourly employees are achieved through the Unit Trainings offered at the beginning of their employment. We also have the student employees set 3 personal goals to achieve in the workplace during their bi-annual evaluations, which occur in October and March.
  - ○ Program review once every five years as arranged through the Student Affairs division.

Cohort Information

We work with our student employees in an intentional way throughout the year. We track them as a cohort of students. Our evaluations of them are not only meant to communicate areas of praise or improvement, but to use coaching/mentoring methods through Gallup's Strengths Quest Coach Guide. This is to help them realize their potential within Testing, gain professional development, and to help retain the best employees. Ogden Campus and Davis Campus/West Center are figured separately because they have separate hiring, training, and supervision.

	Ogden Campus	*Davis campus/West Center*	*WSU Student Body*
Total Number	*43*	*23*	*26,193*
Retention Rate (one year employment)	68%	30%	58%
Nontraditional Students, married and/or over 25.	33%	34%	53%
Cumulative GPA	3.28	N/A	3.09
Average # Credit Hours	82	N/A	76

Within the Division, each department selects such a cohort to track in comparison to other students on campus to compare them in terms of their retention and other indicators of student success.

Tracking Student Examinee Information

All students sign a form upon coming to the Testing Centers for course testing or assessment. These forms are retained for Testing Center records. *Chi* Testing and Paper Ci systems electronically track student information. This information is available to faculty, department officials, some Testing staff, and the students themselves. This information includes tests taken, open tests available, duration of exam, and scores. The Testing Center uses all of this information to assist in scheduling decisions and tracking student and faculty needs.

Student Needs and Satisfaction
- Once a year, in February or March, each of the Testing Centers offer a confidential paper-and-pencil survey to students regarding their satisfaction with our customer service, accuracy, and test administration. Each center gives out the number of evaluations in accordance to their test counts. We have gone back to paper evaluations so that we can better target the smaller test centers, which the electronic surveys failed to do. The total number of students who evaluate the Testing Center ranges each year from 250 to 450.
- Information gathered includes:
  - Perceived professionalism of Testing Center employees
  - Student preference on in-class or Testing Center exams.
  - Frequency of cell phone or wristwatch reminders
  - Quality of testing environment
  - Overall customer service
  - A general comments section
- The Testing Center staff meets to discuss the results of the survey, and identify areas for growth and areas of success. One example is the need to acquire more quite keyboards. Another is the implementation of white noise machines to hide outside noises like the Testing telephone.

Usage Report

The following data represents the number of exams or assessments given per fiscal year.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Paper exams	68,501	65,191	60,948	60,629	52,670	48,791
Chi Tester	111,597	138,201	162,398	161,629	179,973	179,401
ACCUPLACER	10,337	13,247	14,559	14,582	14,485	8,164
CLEP	202	155	107	120	201	280
Off Campus	63	74	111	150	156	195
Hub	N/A	N/A	N/A	6,349	133,305	130,997
GED Online	N/A	N/A	N/A	N/A	1,764	1,679
Other Exams	7,726	5,615	4,114	4,447	4,352	2,794
Total	**198,426**	**222,483**	**242,237**	**247,906**	**386,906**	**372,301**

Ogden Campus

2012-13 Total	2013-14 Total	Percentage Change
261,026	**248,610**	**-5%**

Davis Campus/West Centers

2012-13	2013-14	Percentage Change
125,005	**123,691**	**-2%**

- Over the last five years, test totals have increased each year until 2013-14.
- There was a dramatic increase in tests with the addition of the Math Hubs in 2012-13.
- The decline in numbers of the 2013-14 year is largely attributed to new policies limiting the number of ACCUPLACER attempts given to a student. Furthermore, Weber State University enrollment was down 6%.
- Changes in policy and courses for Developmental Math also led to a leveling off and decline in the numbers at the HUB.

Program Review Summary

Managing the Testing Center is like performing a juggling act. We must deal with multiple demands. We have the important mission of being an aid to faculty, to help them assess their students in a way that reflects the goals of their departments and their accreditation. The Testing Center is also mandated to follow academic testing standards, which includes identification rules, spelled out instructions on what a student is allowed, accuracy in security, and consequences for a student violating the policies. On top of this, WSU Testing has to deal with use of space, technology, and the important issue of student traffic. All of this is done with positive customer service in mind. At times, these demands can conflict with each other. We strive for a balance that meets faculty needs, complies with academic test policy, and gets students in and out of the center. In addition, we have to deal with each other as colleagues, respecting each other's points of view and suggestions.

Testing locations on campus are in a state of transition, especially as the WSU Stewart Library renovation is scheduled to include a Testing Center which will replace the Shepherd Union Testing Center. Plans now indicate this will provide us with more *Chi*Tester space. In the fall of 2016, the Science Learning Testing Center will move to the new Tracy Science Building, which will have basically the same capacity in a location that will be heavily paper-based. Testing management will have to make decisions (with the Faculty Testing Advisory Committee) about usage of that site, since it is a low capacity center that will suddenly be at the center of campus and have more demand from big testing departments like Mathematics.

We continue to have challenges at WSU Testing. Surveillance cameras in Student Services, Davis Campus, and the Ogden Hub have been beyond valuable in validating the stances we have taken with students. These include cheating incidences, but also claims by students about their presence in a center. Faculty members have found footage to be conclusive in making their decisions. This capability needs to be available in all centers.

Planned Initiatives

Testing does plan to reassess the use of hourly staff with the budget in mind. At the same time, we must also meet our objectives as an academic testing center. We also plan to implement monthly meetings that include staff from Ogden as well as those under the umbrella of the Davis Learning Center.

Needs

Staffing continues to be an issue, especially for morning shifts. It is difficult to find enough hourly staff to work the counters from 8:30 to noon. We have managed to meet the need so far, but with fewer staff than would have been ideal. This makes the retention of salaried staff even more vital, since all but two work in the mornings. Hourly staff can be amazing employees, but they do not have the accountability or relative permanence of salaried staff. The salaried staff provide an important scaffolding, but we could not operate these centers without the hourly crew.

Furthermore, we have taken some harsh blows to our budget. University policy changes for math placement dramatically reduced our primary revenue source, ACCUPLACER. The replacement, Math Mastery Exam, will never make up for it. National changes with the GED exam reduced

our income by two thirds. Replacement revenue sources have been promising, but have yet to show stability. PAN added significantly to our revenue, but the source fizzled out when the U.S. Postal Service dropped it as a host of tests. Praxis (on Prometric) has become our biggest source of revenue. Other relatively new sources, TOEFL, Castle Worldwide, and BEMS have helped some money trickle in. Most promising for the future is MCAT, which is already on track to provide significant income in 2015.

Perhaps most daunting of all our challenges has been the addition of three Hub (Developmental Math) centers, one each on the Ogden campus, Davis Campus, and West Center. The volume of exams at these centers has been extremely high. It has made it necessary for us to work in close collaboration with the Developmental Math department, which has resulted in many confrontations. We have landed in a positive place with Developmental Math, but it has been a bumpy journey as we strive to help the department meet its goals, but within the framework of what an academic testing center is supposed to do.

The future of Testing looks to be in a constant state of flux. Our close ties to the Intermountain Regional Testing Association and the National College Testing Association help us to be aware of these transitions. WSU Testing Center plays a major role in both of these associations as we look to the immediate future of our department. MCAT promises to be a more stable revenue source. The Science Learning and Testing Center is set to move to the high tech new science building in the fall of 2016. The Stewart Library space will replace our biggest *Chi* center in the Union. The Davis Campus continues to experience expansion that will stretch its resources, especially in staffing. Technology is developing in ways that are very exciting. This will pose its own challenges as we evolve to embrace these changes.

Appendices

- Hourly Staff Training Checklist-Ogden Campus
- Employee Confidentiality Agreement
- FERPA Discussion
- Informing Instructors of Employment, Davis and Ogden Campus Forms
- Proctor Agreement Form

Name	FERPA	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5	Spring 2014	Summer 2014	Seminar Fall 2014
Alexis Coderre	1/9/15	x	x	x					
Amanda Castle	8/21/14	x	x	x					x
Amilya Norris		x	x				-	-	
Ashley Aldous	1/9/15	x	x						
Austin Roeda		x	x	o	x		72	94	x
Bret Bowler		x	x	x	x	x	-	95	x
Brad Hansen	1/16/15	x	x						
Brittany Bunnage		x	x	x	x	x	86	90	
Bryan Rodriguez	9/12/14	x	x	x					
CJ Killpack	8/21/14	x	x						x
Carter Wood		x	x	x	x	x	-	78	x
Chelsea Henrie		x	x	x	x		-	92	
Chris Colvin	8/21/14	x	x	x					x
Darrin McKellar	1/9/15	x	x	x					
Drew Peterson		x	x	x	x	x	76	93	x
Emma Mark	8/21/14	x	x	x					x
Gaven Sepulveda		x	x	x	x		-	70	x
Jared Tenney		x	x	x	x	x	96	90	x
Jaxon Hall	9/12/14	x	x						
Jeannette Smith		x	x	x	x	x	-	88	x
Jeremy Olsen		x	o	x	x		-	94	x
Jordan Hougaard	6/24/14	x	x	x	x	x	-	-	x
Justin Alder	1/9/15	x	x						
Kaylee Connors		x	x	x	x	x	86	91	x
Kevin Mills		x	x	x	x	?	-	-	
Kristi Blamirez		x	o	o	x	?	-	67	x
Lane Harvey		x	x						
Logan Hunt	8/21/14	x	x	x	x				x
Lukas Ballinger	1/9/15	x	x	x					
Mandi Hicks		x	x	x			-	-	x
McKenna Stephenson		x	x	x	x	x	-	-	
Michael Ballif		x							
Michael Rodgers		x	x	x			-	-	x
Mike Abeln		x	x						
Nate Brooks	8/21/14	x	x	x					x
Pieter Sawatzki		x	x	x	x	x	71	96	x
Rebeccah Rabe		x	x	x			-	-	x
Stephen Morphet	8/22/14	x	x	x					
Travis Paulson		x	x	x			-	86	x
Tyler Yeaman	8/21/14	x	x	x					x
Tyson Bryant	6/23/14	x	x	x			-	-	x
Vince Hanson		x	x	x	x	x	85	86	x

Employee Confidentiality Agreement

The Testing Center

In consideration of my employment and/or continued employment at Weber State University, I agree as follows:

1. For purposes of this Agreement, "confidential information" is defined as information disclosed to me, accessed by me, or otherwise known by me as a consequence of my employment, and not generally known outside the Testing Center. This includes, but is not limited to, passwords, manual tests, and exam keys, as well as the disclosure of the locations of confidential information.
2. During my employment and after the termination of my employment, I will hold the confidential information of the University in trust and confidence, and will not use or disclose it or any embodiment thereof, directly or indirectly, except as may be necessary in the performance of my duties for the University. I understand that unauthorized disclosure could be highly damaging to the University, its faculty, staff, students, donors, or others.
3. I will not remove materials containing confidential information from the Testing Center, unless authorized to do so by my supervisor. Any and all such materials are the property of the University. Upon termination of any assignment or as requested by my supervisor, I will return all such material and copies thereof to the Testing Center.
4. I agree to safeguard personally-identifiable data, the official records in the custody of the University, all passwords, all manual tests, and the means and conditions of custodial security. I agree to keep such information and means secure and strictly confidential at all times, whether on or off duty.
5. I understand that if I violate this Agreement, I may be subject to disciplinary action, legal action, or both.

IN WITNESS WHEREOF, and intending to be legally bound, I have executed this Agreement on this _____ day of _____, 201_.

EMPLOYEE SIGNATURE

WITNESS SIGNATURE

FERPA Discussion - NHT

Lead / Sup: Now that you've had a chance to review the information on FERPA,

- Can you tell me in your own words what FERPA is all about?

- How do you think FERPA applies to us at the Testing Center and Math HUB?

- Can you think of any situations that might come up, here at work, where FERPA guidelines will need to be applied?

In the past, we have had some FERPA related situations come up regarding.

- Parents calling to find out if their son/daughter is still testing
  If a student is attending college, they are considered an adult for FERPA reasons, even if they are chronologically still a minor. We cannot give this information out for both privacy and security reasons. We don't know who it is that called, and it could be someone wishing them harm.

- Spouses calling to see if their partner's POST scores have come back
  We are not allowed to divulge this information. We can't even tell them if the person took the test. If the spouse needs a copy of their score, then an in person visit with valid ID will be required.

- Accuplacer score results requested by someone other than the student.
  We require the student to come to the testing center in person, and present valid ID. If Enrollment Services is calling, request that they send an email from their work email to verify the validity of the request for our records.

    - Can you tell an instructor whether their student is still testing if they call?
      Yes. However, do not hesitate to ask for the course name/number or other information to verify that it is the instructor, if you are not sure.

Informing Instructors of Employment Sheet

I, _____, am a Weber State University Testing Center employee enrolled in your class. This semester I work at these centers

By signing this form, you are verifying that I have informed you of my employment at WSU Testing Centers. The WSU Testing Services endeavor to provide the upmost security for all exams. Therefore, as you desire, special arrangements (i.e. assigning specific testing procedures, dates, locations etc.) can be made. If you have any further questions or concerns please contact my supervisor.

Supervisors:

Tracey Smith, Ogden Campus (801) 626 – 7663, tsmith@weber.edu

Laurie Huntington, Davis and West Campus (801) 395 – 3584, lauriehuntington@weber.edu

Course Name	Instructor's Name	Signature	Date	Special Arrangement(s)

*If you have an online, class please email your instructor, print off and then attach it to this document

Employee Name (Print): _____   Date: _____

The purpose of this form is to advise instructors of student employees at the Testing
Center. If any exams for this course are placed at the Testing Center, this employee agrees
to comply with Testing Center policies pertaining to employee testing. Student employees
will complete exams given at the testing center, prior to working or being exposed to the

Course Name (Print)	Instructor Name (Print)	Instructor Signature	Date

Proctor Agreement Form

I agree to adhere to the Policies & Procedures set out for Testing Center personnel, including, but not limited to:

- Prioritize prevention of cheating
  - Follow ID guidelines
  - Enforce restrictions on notes, drinks, hats, sunglasses, cell phones, food & drink, and other personal items
  - Walk through the testing area every 10 minutes
  - Have a second person confirm suspected cheating
  - Do not use the word "cheating" if an infraction is observed
  - Restrict other activities on the computer, homework, reading etc. per guidelines for each work location.
- Maintain consistently high level of courtesy and professionalism
  - Promptly greet testers, in a genial and professional manner
  - Adhere to business appropriate topics of conversation
  - Refrain from showing satisfaction in denying service
  - Perform with courtesy, empathy, and integrity
  - In resolving issues, offer options, and reinforce what you CAN do
- Maintain security of information according to FERPA standards
- Uphold test confidentiality and security
- Inform your instructors that you work at the Testing Center during the first week of class, prior to any tests.

Printed Name: _____   Date: _____

Signature: _____