

# Contents

---

|                                                                   |    |
|-------------------------------------------------------------------|----|
| Executive Summary.....                                            | 4  |
| Purpose.....                                                      | 6  |
| About the Office of Institution Research and Assessment.....      | 6  |
| IRA’s Mission.....                                                | 6  |
| Description of Exam Services Unit.....                            | 6  |
| Current Staffing of Exam Services Unit.....                       | 7  |
| Current Test Administration Facilities.....                       | 7  |
| Current Test Administration Services.....                         | 7  |
| Revenue- Generating Test Administration.....                      | 8  |
| University Accommodated Classroom Exam Testing.....               | 9  |
| University Placement Assessment.....                              | 9  |
| Classroom Exam Processing and Other Data Processing Services..... | 9  |
| Why a New University Test Center is needed.....                   | 10 |
| Test Center Location.....                                         | 10 |
| Increased Number of Workstations.....                             | 11 |
| Increased and Better Allocated Space.....                         | 13 |
| Expansion of Testing Services.....                                | 15 |
| Current Status of Testing Services.....                           | 15 |
| Institutional Testing.....                                        | 15 |
| Opportunities for Growth.....                                     | 15 |
| Revenue-Generating Testing.....                                   | 16 |
| Opportunities for Growth.....                                     | 16 |
| Industry & Market Analysis.....                                   | 18 |
| The Market.....                                                   | 18 |
| Market Trends.....                                                | 19 |
| Customer Analysis.....                                            | 20 |
| Competition Analysis.....                                         | 20 |
| Competition Description.....                                      | 21 |
| IRA’s Test Center Niche.....                                      | 21 |
| Internal Factors.....                                             | 21 |

|                                                                                    |    |
|------------------------------------------------------------------------------------|----|
| External Factors.....                                                              | 22 |
| Competitive Advantage.....                                                         | 22 |
| Marketing Strategy.....                                                            | 23 |
| Target Market Strategy.....                                                        | 23 |
| Strategy.....                                                                      | 23 |
| Goals & Measurements.....                                                          | 23 |
| Development.....                                                                   | 29 |
| Current Status.....                                                                | 29 |
| Development Plans.....                                                             | 29 |
| Development Timeline.....                                                          | 29 |
| Development Risks.....                                                             | 29 |
| Operations.....                                                                    | 30 |
| Operations Strategy.....                                                           | 30 |
| Management.....                                                                    | 30 |
| Company Organization.....                                                          | 30 |
| Management Team.....                                                               | 30 |
| Summary of Financials.....                                                         | 31 |
| Financial Assumptions.....                                                         | 31 |
| Financial Forecasts.....                                                           | 31 |
| Exit Strategies.....                                                               | 32 |
| Investment Requirements.....                                                       | 32 |
| Valuation of Business.....                                                         | 32 |
| Appendix A- List of Current exam Given by Exam Services.....                       | 33 |
| Appendix B- Profit and Loss Statement.....                                         | 42 |
| Appendix C- 4 Year Gross Revenue Trend.....                                        | 43 |
| Appendix D- exam Services Testing Survey.....                                      | 44 |
| Appendix E- Carnell 715 Test Center Layout.....                                    | 45 |
| Appendix F- List of Test Centers Residing within 25 Miles of Temple University.... | 46 |
| Appendix G- feature of an Expanded testing Facilities.....                         | 49 |