



## **ASSETS Consortium Management Plan**

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**Revised July 31, 2014**

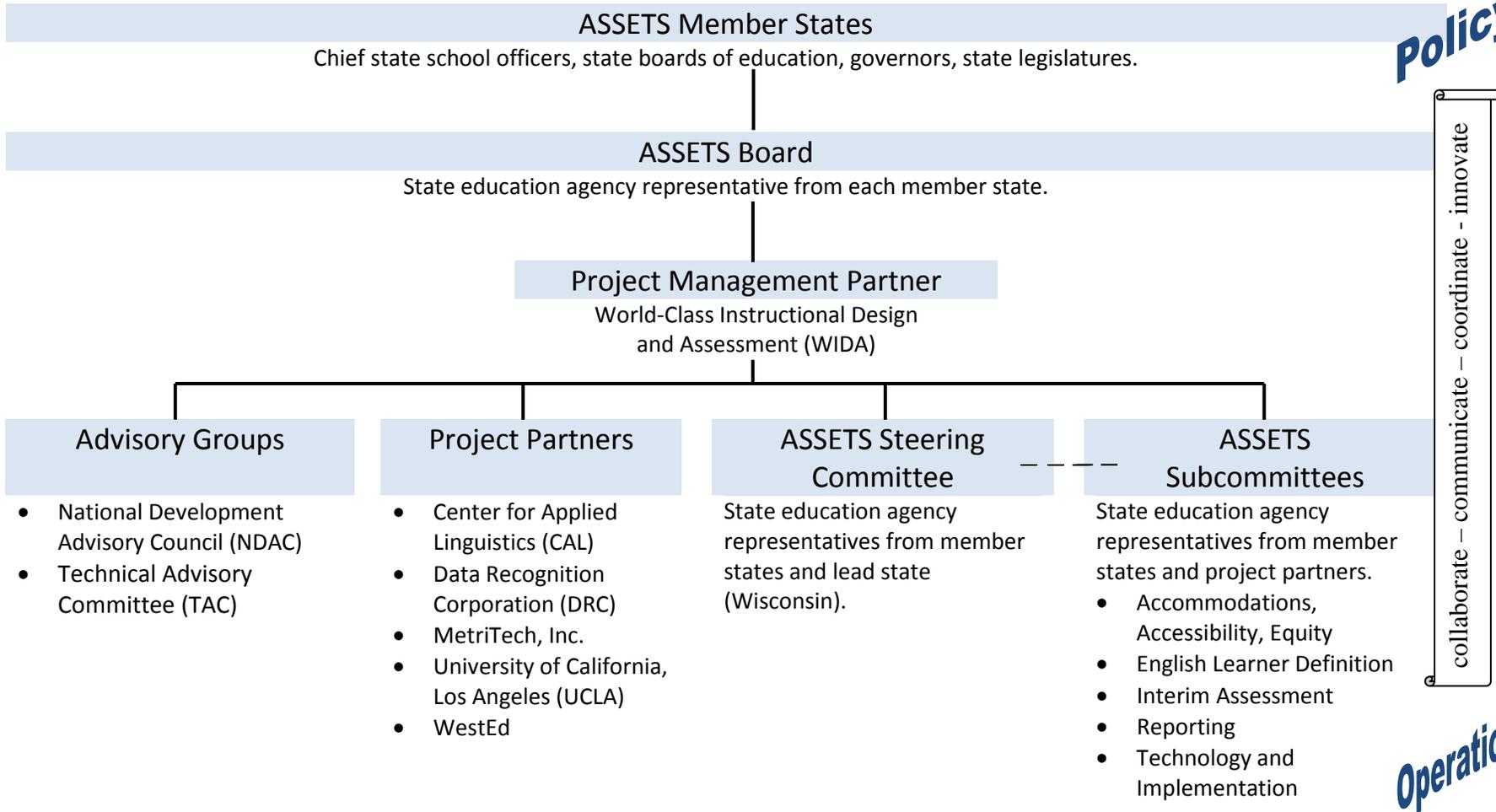
## Table of Contents

GOVERNANCE STRUCTURE.....	1
1.0 Introduction.....	2
1.1 Purpose of This Document.....	2
1.2 Definitions and Background Information .....	2
1.3 ASSETS Grant Participants .....	4
2.0 Governance .....	6
2.1 ASSETS Consortium .....	6
2.2 ASSETS Board .....	7
2.3 Steering Committee .....	8
2.4 Subcommittees.....	10
3.0 ASSETS Grant Transition Activities .....	12
3.1 Transition Timeline.....	12
3.2 Transition Activities.....	12
3.4 Post Grant Consortium Activity .....	13
4.0 Subcommittee Responsibilities.....	13
4.1 Purpose of this Section.....	13
4.2 Subcommittee Member Information.....	13
4.3 Subcommittee Structure and Governance.....	13
4.4 Subcommittee Activities.....	16
Appendix I .....	19
Subcommittee Approval Letter.....	19
Appendix II.....	20
Joining the ASSETS Consortium .....	20
Appendix III.....	21
Key Project Personnel.....	21

# Assessment Services Supporting ELs through Technology Systems (ASSETS) Consortium

## GOVERNANCE STRUCTURE

**Policy**



## **1.0 Introduction**

### **1.1 Purpose of This Document**

The purpose of this document is to describe the governance of the *Assessment Services Supporting English Learners through Technology Systems* (ASSETS) Consortium.

### **1.2 Definitions and Background Information**

*(The terms given in parentheses are used interchangeably throughout the remainder of this document.)*

#### ***1.2.1 ASSETS Grant (the Grant or the Project)***

In September 2011 the Wisconsin Department of Public Instruction (WDPI) was awarded a \$10.4M, four-year Enhanced Assessment Grant (EAG) from the United States Department of Education (USDE) to develop the next generation of English Language Proficiency (ELP) assessments. Under this Grant a Consortium of states and project partners, led by the World-Class Instructional Design and Assessment (WIDA) Consortium, will develop innovative and comprehensive assessment tools to help English Language Learners (ELLs) succeed in becoming college- and career-ready. The tools will build on the foundation of standards, assessment, professional development, and research already developed by WIDA.

The activities proposed in the ASSETS Grant are aimed at:

- establishing a Consortium that gives state education agencies (SEAs) a voice in design, implementation, governance, and policymaking;
- creating an online assessment system that includes a summative assessment, screener, interim assessments, and formative assessment resources;
- creating a technology-based training program for assessment scorers;
- creating professional development and outreach materials;
- evaluating the assessments and professional development; and
- planning for scaling up and sustaining the new assessment system.

#### ***1.2.2 ASSETS Consortium (the Consortium)***

The group of states that have signed memoranda of commitment with the WDPI and the project partners who are committed to the activities proposed in the ASSETS Grant. The ASSETS Consortium exists only for the life of the ASSETS Grant.

### ***1.2.3 ASSETS Consortium Coordinator (the Project Coordinator)***

Person housed at WDPI who is responsible for promoting state involvement and day-to-day administration of the ASSETS Grant.

### ***1.2.4 ASSETS Consortium Project Manager (the Project Manager)***

Person housed at the WIDA Consortium who is responsible for day-to-day project management of the ASSETS Grant.

### ***1.2.5 ACCESS for ELLs 2.0***

ACCESS for ELLs 2.0 will replace the paper-based version of ACCESS for ELLs with a computer-based, secure annual summative assessment of the developing social and academic English Language Proficiency of ELLs in Grades 1 through 12. Like ACCESS for ELLs, this assessment will allow educators, students, and families to monitor students' progress in acquiring academic English in the domains of speaking, listening, reading, and writing and will be aligned with WIDA's English Language Development (ELD) Standards.

### ***1.2.6 The New Assessments***

The new assessments and resources developed under the ASSETS Grant will include:

- an online summative assessment (ACCESS for ELLs 2.0),
- an online screener,
- online interim assessments, and
- formative assessment resources.

### ***1.2.7 World-Class Instructional Design and Assessment Consortium (WIDA)***

WIDA supports ELL education by providing resources related to standards and instruction, assessment, professional learning, and research. The WIDA Consortium was originally funded in 2003 through an EAG from USDE and is housed at the Wisconsin Center for Education Research (WCER) at the University of Wisconsin-Madison. At the conclusion of the ASSETS Grant, SEAs will be able to use the new assessments and resources developed under the grant by joining the WIDA Consortium. Most ASSETS Grant members are currently WIDA consortium members with plans to continue their participation in the WIDA consortium beyond the life of the ASSETS Grant.

## **1.3 ASSETS Grant Participants**

### ***1.3.1 Wisconsin Department of Public Instruction (WDPI)***

WDPI is the lead state and fiscal agent for the ASSETS Grant.

### ***1.3.2 World Class Instructional Design and Assessment Consortium (WIDA)***

WIDA is the ASSETS Grant management partner, leveraging its expertise in ELP assessment, research, and consortium management to develop a technology-based assessment system. WIDA has established relationships with numerous organizations dedicated to assessment and ELL research, and 35 states and territories currently use WIDA's standards and ELP assessment, ACCESS for ELLs

### ***1.3.3 Advisory Groups***

#### ***1.3.3.1 National Development Advisory Council (NDAC)***

A committee of leading researchers in the field of testing, language acquisition, and professional development selected by WIDA to provide guidance on test content development and related issues.

#### ***1.3.3.2 Technical Advisory Committee (TAC)***

A committee of leading experts in the field of language assessment selected by WIDA to provide guidance on psychometric issues related to assessment and assessment policies.

### ***1.3.4 ASSETS Member States (SEAs)***

Any state education agency (SEA) that signs a memorandum committing to the activities and guidelines of the ASSETS Grant is a member of the Consortium. Membership entitles states to participate in discussions and decisions impacting development and implementation of the new assessments. SEA representatives participate in an Annual Board Meeting (held in conjunction with the WIDA Consortium Annual Board Meeting), topical subcommittees, and a Steering Committee. Member SEAs' districts may also participate in pilot and field testing of the new assessments.

### **1.3.5 Project Partners & Roles**

#### *1.3.5.1 Center for Applied Linguistics (CAL)*

CAL collaborates with WIDA and project partners to develop the technology-based summative assessment, screener, and interim assessments. CAL develops test items and supports activities associated with operationalizing the new assessments.

#### *1.3.5.2 Data Recognition Corporation (DRC)*

DRC provides the online field testing technology platform in years 3 and 4 of the grant. DRC works with WIDA and project partners on coding necessary for computerized assessments, ensuring that the test items can be rendered in their platform and meet portability requirements.

#### *1.3.5.3 MetriTech, Inc.*

MetriTech collaborates with WIDA and project partners on specific field test activities. MetriTech provides student demographic data to DRC prior to field testing, in order to simplify the test set up process for administrators. MetriTech will score the speaking and writing assessments collected during field testing.

#### *1.3.5.4 University of California, Los Angeles (UCLA)*

UCLA collaborates with WIDA to develop Dynamic Language Learning Progressions (DLLPs) encompassing the language development of students, grades pre-K through 12, for key language functions needed for success in school. DLLPs will form the core of the formative assessment resources created by the Grant. In addition to ASSETS Grant activity, UCLA also works with the WIDA Teaching and Learning team to create professional development resources to help educators understand and utilize DLLPs.

#### *1.3.5.5 WestEd*

WestEd provides technical assistance to WIDA and test development project partners related to the online field test and interoperability issues.

## 2.0 Governance

### 2.1 ASSETS Consortium

#### *2.1.1 Purpose of the ASSETS Consortium*

The purpose of the ASSETS Consortium is to provide guidance to WIDA and project partners to accomplish the goals and activities described in the Grant narrative to create a new, technology-based ELP assessment system.

#### *2.1.2 Membership*

Membership in the Consortium is open to all SEAs.

#### *2.1.3 Membership Process*

- SEAs must sign a memorandum with WDPI committing to the activities of the Project and the conditions of the Grant in order to join the Consortium.
- SEAs may contact the Project Coordinator (WDPI) to request information or indicate an interest in joining the Consortium. See Appendix II for a diagram of the process for SEAs to join the Consortium.
- SEAs that join the Consortium after the Grant was awarded are required to pay an annual fee to cover expenses, as indicated in the memorandum.

#### *2.1.4 Exiting the Consortium*

SEAs may leave the Consortium by providing written notice to the Project Coordinator.

#### *2.1.5 Nonmembers*

Representatives from nonmember SEAs may attend the annual ASSETS Board Meeting at their own SEA's cost. Nonmember SEAs do **not** have a vote on Consortium topics but may participate in subcommittee meetings, conference calls, and other activities.

## **2.2 ASSETS Board**

### ***2.2.1 Purpose of the Board***

The ASSETS Board (the Board) is the governing body of the Consortium. Board members represent the interests of member states and provide operational and policy guidance and decision support.

### ***2.2.2 Membership***

All Consortium member SEAs are part of the ASSETS Board.

### ***2.2.3 Board Management***

WDPI, as the lead state and fiscal agent, represents the interests of Consortium member SEAs by providing necessary communications and participating with WIDA and project partners in agenda-setting and planning for Consortium activities.

### ***2.2.4 Meetings***

#### ***2.2.4.1 Annual Board Meeting***

- A Board Meeting is held each June.
- Member SEAs are expected to send one delegate to this meeting. Travel is reimbursed consistent with University of Wisconsin travel guidelines.
  - Member SEAs may send additional representatives at their own expense.
- The ASSETS Board meets jointly with the full WIDA Consortium Board to ensure a smooth transition to a sustainable system of assessments and to consider issues of broader interest.

#### ***2.2.4.2 Other Meetings***

Conference calls and webinars are held in conjunction with regularly scheduled WIDA All States SEA calls, and are held additionally as needed.

### ***2.2.5 Decision-Making Process***

Only ASSETS Consortium member states may vote on ASSETS Consortium-specific topics.

- Decisions are made by consensus. If consensus cannot be reached, efforts will be made to revisit discussion and work towards consensus.
  - If, after deliberations, consensus cannot be reached, then a 2/3 majority of the members present is required for a decision.
- A quorum is required for official votes.
  - Three-fourths of the member SEAs constitutes a quorum.
- Each member SEA has one vote.
- Votes can be cast in person or electronically.

### ***2.2.6 Term***

The Board will be dissolved upon completion of the ASSETS Grant.

## **2.3 Steering Committee**

### ***2.3.1 Purpose of the Steering Committee***

The Steering Committee provides guidance and direction as the first point of contact for decisions needed by the larger Consortium. The Steering Committee's main responsibilities are to:

- provide input and direction to WIDA and member states related to the design and implementation of the new online assessment system;
- vet policy and priority issues related to the implementation, research, and development of the new online assessment system;
- represent the interests and direction of states; and
- stay informed of the work of the subcommittees and provide direction as needed.

### ***2.3.2 Membership***

- Membership is open to all ASSETS Consortium member SEAs.
- The Steering Committee shall consist of a minimum of seven members, but no more than nine.

### ***2.3.3 Appointment Process***

Wisconsin, as the lead state and fiscal agent, appoints Steering Committee members in consultation with WIDA and member SEAs. Appointments are of individuals who represent their SEAs and are selected based on their ability to:

- demonstrate a strong commitment to the ASSETS Project vision;
- bring to the Steering Committee distinctive perspectives, backgrounds, skills and capacities needed to establish the policies that guide the Consortium;
- devote the time and energy required to meet the responsibilities of Steering Committee members, including active attendance and informed participation in meetings of the full Steering Committee;
- participate or engage in subcommittee discussion as appropriate, but not necessarily as an active chair in a subcommittee; and
- represent the diversity of regions and EL populations of the Consortium.

### ***2.3.4 Steering Committee Management***

Wisconsin, as the lead state and fiscal agent, supports the work of the Steering Committee by serving as a liaison with WIDA and project partners in agenda-setting and planning for Steering Committee activities.

### ***2.3.5 Meetings***

- On-site meetings are held at least annually. Reasonable costs for attendance are covered by the ASSETS Grant.
- Additional meetings may be held via distance technology as needed at the request of WDPI, Steering Committee members, WIDA, or project partners.

### ***2.3.6 Term***

- In order to provide consistent guidance, Steering Committee members are selected to serve for the full four years of the Grant, through September 2015.
- The Steering Committee will be dissolved upon completion of the ASSETS Grant.

### ***2.3.7 Resignation***

- A Steering Committee member may resign by notifying the ASSETS Project Coordinator.
- WDPI apprises the Board of any resignations or new appointments to the Steering Committee.

### ***2.3.8 Decision-Making Process***

- Decisions are made by consensus.
  - If consensus cannot be reached, efforts are made to revisit needed points of a discussion and work towards consensus.
- If, after deliberations, consensus cannot be reached, then a 2/3 majority of the members present is required for a decision.
- A quorum is required for official votes.
  - Members who participate via distance technology are considered present.
  - Three-fourths of the Steering Committee membership constitutes a quorum.
- Each Steering Committee member has one vote.
- Votes may be cast in person or electronically.

## **2.4 Subcommittees**

### ***2.4.1 Purpose of the Subcommittees***

Subcommittees are advisory to WIDA. They provide a means for SEAs to provide guidance on specific topics and promote communication and partnership between WIDA and SEAs.

### ***2.4.2 Membership***

- Membership is open to all ASSETS Consortium member SEAs.
- ASSETS member SEAs may have representation on more than one subcommittee.
- Non-member SEAs may have representation on subcommittees at the discretion of the Project Coordinator.

### ***2.4.3 Membership Approval Process***

- Submit a completed, signed letter of interest to the Project Coordinator. A letter of interest for potential subcommittee members is included in Appendix I.

- The completed letter of interest must include a supervisor's signed approval.
- The Project Coordinator, in consultation with the Steering Committee and project partners, approves applications for subcommittee membership within 10 working days of receipt.

#### ***2.4.4 Chair***

- Each subcommittee has a designated chair or co-chairs to call and facilitate meetings.
- Nominations for chairs may be submitted to the Steering Committee.
- The Steering Committee approves subcommittee chairs.
- The chairs serve for the term of the Grant or until they submit a resignation to WDPI.
- Only representatives of ASSETS member SEAs may chair subcommittees.

#### ***2.4.5 Formation***

WIDA may create or dissolve subcommittees on an as-needed basis, in consultation with WDPI and the Steering Committee.

#### ***2.4.6 Meetings***

- Subcommittee utilize web-based technology or conference calling to meet as necessary.
- Meetings may be scheduled as needed at the request of the subcommittee chair, Steering Committee, WDPI, or WIDA.
- Subcommittees may meet in person at the Annual Board Meeting. However, reimbursement by the ASSETS Grant is not available specifically for subcommittee members to attend the Board Meeting.
- SEA members not on a subcommittee may attend subcommittee meetings to stay informed of the subcommittee's work.

#### ***2.4.7 Term***

- SEA subcommittee representatives serve for the duration of the ASSETS Grant or until resignation from the subcommittee.
- Subcommittees may be dissolved or maintained under the WIDA Consortium after the completion of the ASSETS Grant, at WIDA's discretion.

### ***2.4.8 Resignation***

A subcommittee member may resign by notifying the ASSETS Project Coordinator.

### ***2.4.9 Decision-Making Process***

- Decisions are made by the consensus of subcommittee members. However, if consensus cannot be reached, then a simple majority is sufficient.
- Votes can be cast in person or electronically.

## **3.0 ASSETS Grant Transition Activities**

The ASSETS Consortium itself will only exist during the lifetime of the Grant, which is scheduled to end in September of 2015. As ASSETS Project deliverables move beyond field testing and into their operational phases, ASSETS work will gradually be shifted to the WIDA Consortium. Upon the end of the ASSETS Grant, all test development and Consortium activities will be conducted solely by WIDA. The exact nature of end-of-Grant transitioning will be determined in consultation with the Steering Committee and member states.

### **3.1 Transition Timeline**

Transitioning is underway as we move toward the second and final year of field testing and as deliverables move toward a finalized state. Deliverables will continue to migrate under the WIDA umbrella as they are finalized, with Grant-related decisions and subcommittee activity gradually drawing to a close as work is completed. It is expected that Grant Transitioning activities will occur throughout the latter half of 2014 and will be completed by September 2015.

### **3.2 Transition Activities**

Throughout the transition period, the following processes will likely occur:

#### ***3.2.1 ASSETS Materials Rebranded as WIDA Products***

As the management partner who will carry the Project deliverables forward, WIDA will house the assessments and research generated by the Grant. These materials will be subsumed under the WIDA umbrella and will no longer be referred to as ASSETS products.

#### ***3.2.2 ASSETS Board and Steering Committee Dissolution***

The ASSETS Board and Steering Committee are tied to the ASSETS Grant. Once the Grant ends, these will also end.

### ***3.2.3 ASSETS Subcommittees Dissolution or Restructure***

The ASSETS subcommittees are tied to the ASSETS Grant. Once the Grant ends, the subcommittees as they are currently structured will end. However, WIDA may opt to continue or restructure one or more subcommittees under the WIDA Consortium.

### ***3.2.4 Final Sign-off by USDE***

At the end of the Grant, a final grant monitoring document will be prepared and submitted to the US Department of Education. Upon approval, this will signify the end of the ASSETS Grant.

## **3.4 Post Grant Consortium Activity**

Once the USDE certifies that all Grant activities are complete, the ASSETS Consortium will be dissolved in its entirety. States that wish to use the new assessment system will need to become part of the WIDA Consortium.

## **4.0 Subcommittee Responsibilities**

### **4.1 Purpose of this Section**

The purpose of this section is to outline the structure, composition and responsibility of the ASSETS Project subcommittees.

### **4.2 Subcommittee Member Information**

A list of subcommittee chairs and members is included as Appendix III to this Consortium Management Plan.

### **4.3 Subcommittee Structure and Governance**

#### ***4.3.1 Subcommittee Chair***

##### ***4.3.1.1 Responsibilities***

It is the responsibility of the Subcommittee Chair to provide leadership to ensure that SEA member viewpoints are represented and to help guide the work of the subcommittee. In consultation with the Project Coordinator, the chair may:

- draft and distribute agendas for meetings;

- capture key discussions and decisions in meeting notes;
- report as needed to WIDA, WDPI, the Steering Committee, and the Board;
- capture issues requiring escalation to WIDA or WDPI leadership;
- call meetings as needed;
- secure guidance from the related subject matter expert; and
- review and revise committee activities annually.

#### *4.3.1.2 Eligibility*

Any subcommittee member from an ASSETS Consortium member SEA.

#### *4.3.1.3 Number of Chairs per Committee*

Subcommittees may have a single chair or co-chairs.

### **4.3.2 Subject Matter Liaison**

#### *4.3.2.1 Responsibilities*

The subject matter liaison acts as a resource and a content expert to assist subcommittees.

#### *4.3.2.2 Eligibility*

Any WIDA staff member, project partner, or other individual designated by WIDA and WDPI who has in-depth knowledge and experience related to the activities of the subcommittee.

#### *4.3.2.3 Number of Subject Matter Liaisons per Subcommittee*

Generally each subcommittee includes at least one subject matter liaison.

### **4.3.3 Subcommittee Member**

#### *4.3.3.1 Responsibilities*

- Actively participate in committee work and meetings.

- Review and provide timely feedback on materials brought to the subcommittee.

#### *4.3.3.2 Eligibility*

Any SEA representative from an ASSETS Consortium member state or non-member state. Participation must be approved by the Project Coordinator (see Appendix I).

#### *4.3.3.3 Number*

In general, subcommittees shall include eight to ten members.

#### ***4.3.4 Project Coordinator (WDPI)***

The Project Coordinator will:

- approve applications for subcommittee membership;
- maintain the subcommittee member contact list;
- in consultation with the subcommittee chair and the Project Manager or WIDA Project Director:
  - draft, review, and distribute agendas for meetings;
  - capture key discussions and decisions in meeting notes;
  - report as needed to WIDA, WDPI, the Steering Committee, and the Board;
  - capture issues requiring escalation to WIDA or WDPI leadership;
  - call meetings as needed;
  - secure guidance from the related subject matter expert; and
  - review and revise committee activities annually.

#### ***4.3.5 Project Manager (WIDA)***

The Project Manager will:

- arrange consultation with subject matter liaison(s) as needed;
- provide clear, timely direction and consultation from WIDA;
- provide WIDA WebEx and conference line, as needed;
- in consultation with the subcommittee chair, Project Coordinator, and WIDA Project Director:
  - draft and review agendas for meetings;

- report as needed to WIDA, WDPI, the Steering Committee, and the Board;
- capture issues requiring escalation to WIDA or WDPI leadership;
- call meetings as needed;
- secure guidance from the related subject matter expert; and
- review and revise committee activities annually.

## **4.4 Subcommittee Activities**

### ***4.4.1 Accommodations, Accessibility, and Equity Subcommittee***

This subcommittee works with project partners, stakeholders, and national experts to ensure development of accessible, universally-designed new assessments, and provision of appropriate accommodations for ELLs with disabilities. The committee may recommend for adoption a common set of policies to promote equitable student participation in the new assessments, including designing and developing accommodations and accommodations policies; maximizing universally-designed features on the computer-based assessments to ensure maximum accessibility; and promoting methods for standardizing the use of accommodations for ELLs with disabilities.

#### ***4.4.1.1 Anticipated Activities***

- Review current accommodations policies from ASSETS Consortium member SEAs and other multi-state assessment consortia, including PARCC and Smarter Balanced to ensure that the most effective practices are adopted for ASSETS
- Research computer-based assessment tools available for all students, including students with disabilities.
- Research accommodations for students with disabilities to use in online and paper testing environments.
- Develop recommendations for a set of accommodations policies that could be held in common by SEAs implementing the new assessments.
- Provide guidance on implementation issues for SEAs related to accommodations.
- Provide guidance related to professional development to ensure that educators will understand how and when to apply accommodations appropriately for ELLs with disabilities.

#### ***4.4.2 English Learner Definition Subcommittee***

This subcommittee reviews and provides guidance from the SEA perspective related to determining a common definition of an English Learner with respect to initial identification, classification, placement, and reclassification/exiting.

##### *4.4.2.1 Anticipated Activities*

- Research existing state policies related to identifying and classifying students as English Learners.
- Identify potential policy issues or barriers to implementing a common definition of English Learner.
- Suggest consensus language for a definition of English Learner .
- Engage in research and collaboration on a national level to support a common definition of English Learner.

#### ***4.4.3 Interim Assessment Subcommittee***

This subcommittee provides the SEA perspective on topics related to the new interim assessments.

##### *4.4.3.1 Anticipated Activities*

- Become familiar with key issues related to interim assessment of language proficiency.
- Review draft design plans and provide guidance related to the most useful design features of interim assessments.
- Assist in identifying key stakeholders that may be consulted during the development of the interim assessment tools.
- Work with project partners, Consortium members, and others to build collaboration and consensus.

#### ***4.4.4 Reporting Subcommittee***

This subcommittee works with project partners to review and provide guidance from the SEA perspective related to the reporting of test scores to meet the needs of all stakeholders.

##### *4.4.4.1 Anticipated Activities*

- Research exemplary or innovative reporting practices, such as individualized student reports and longitudinal (growth) reports.
- Provide guidance in the design of reports and ancillary materials.
- Provide guidance on professional development to ensure that users can easily access and appropriately use reports.
- Provide guidance related to data privacy laws, policies, and practices to ensure student privacy is protected.
- Provide guidance related to preliminary release of scores for the new assessments.
- Review and provide guidance on sample language to be included in WIDA MOUs related to the use of student data (in the education record release and data use agreement).

#### ***4.4.5 Technology and Implementation Subcommittee***

This subcommittee provides guidance and expertise from the SEA perspective on implementing and transitioning to the new technology-based assessments, reports, training tools, and readiness tools.

##### *4.4.5.1 Anticipated Activities*

- Provide guidance related to communications to assist with implementing online assessments.
- Provide recommendations for creating a technology readiness plan.
- Review and provide guidance related to the online technology requirements.
- Review and provide guidance on training plans for key technology staff.
- Provide recommendations for security requirements.

# Appendix I

## Subcommittee Approval Letter

Jesse Roberts  
Project Coordinator – ASSETS Consortium  
Office of Educational Accountability  
WI Department of Public Instruction  
125 S Webster St.  
PO Box 7841  
Madison, WI 53707-7841

Telephone: 608-266-8499  
Email: jesse.roberts@dpi.wi.gov

Dear Mr. Roberts,

Please accept this letter of interest for membership in the following subcommittee:

- Accommodations, Accessibility, and Equity
- English Learner Definition
- Interim Assessment
- Reporting
- Technology and Implementation
- Other: \_\_\_\_\_

I acknowledge and accept the responsibilities of a subcommittee member, and have obtained my supervisor's approval for participation. I will:

- actively participate in committee work and meetings;
- review and provide timely feedback on project reports, documents, and proposals;
- prepare reports and proposals for use by the Steering Committee, Board, and project partners;
- consult with stakeholders, subject matter experts, project partners, and others as needed;
- keep the Steering Committee apprised of progress and issues; and
- share results of subcommittee meetings with the Steering Committee and with member states as appropriate.

### Applicant Information

Name:

Title:

Email:

Telephone:

Signature:

Date:

### Supervisor Information

Name:

Title:

Email:

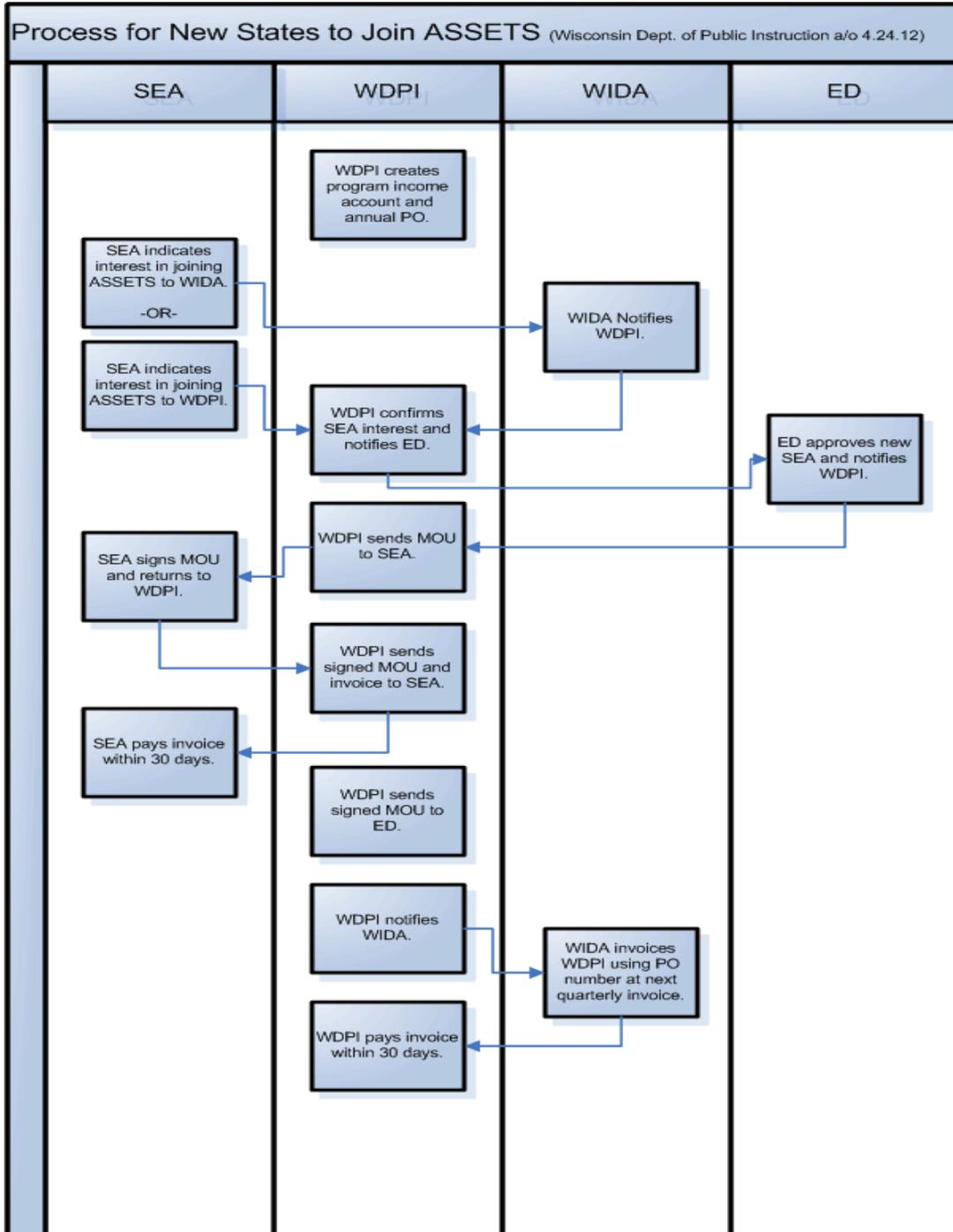
Telephone:

Signature:

Date:

## Appendix II

### Joining the ASSETS Consortium



## Appendix III

### Key Project Personnel

(February 10, 2015)

#### *WIDA Consortium*

**Timothy Boals, Ph.D.**, Principal Investigator/Executive Director  
**Elizabeth Cranley, Ph.D.**, Co-Principal Investigator/Associate Director  
**Carsten Wilmes, Ph.D.**, Project Director  
**Meredith Alt**, Project Manager for Test Development

#### *Wisconsin Department of Public Instruction (Fiscal Agent and Lead State)*

**Troy Couillard**, Project Director  
**Phil Olsen**, Assistant Project Director  
**Jesse Roberts**, Project Coordinator

#### MEMBER STATES

Alabama	Illinois	Mississippi	North Carolina	Tennessee
Alaska	Kentucky	Missouri	North Dakota	US Virgin Islands
Colorado	Maine	Montana	Oklahoma	Utah
Commonwealth of Northern Mariana Islands	Maryland	Nevada	Pennsylvania	Vermont
Delaware	Massachusetts	New Hampshire	Rhode Island	Virginia
District of Columbia	Michigan	New Jersey	South Carolina	Wisconsin
Idaho	Minnesota	New Mexico	South Dakota	Wyoming

#### STEERING COMMITTEE

Robert Fugate (VA)	Melissa McGavock (OK)	Barry Pedersen (IL)
Jonathan Gibson (NV)	Phil Olsen (WI)	Ilhye Yoon (MD)
James McCobb (VT)	Jennifer Paul (MI)	

#### SUBCOMMITTEES (Committee chairs are in bold)

##### ACCOMMODATIONS

Audrey Lesondak (WI)  
**Dan Wiener (MA)**  
Dely Roberts (AL)  
Drew Linkon (MO)  
Grace Gray (AK)  
Heather Villalobos-Pavia (CO)  
Jennifer Paul (MI)  
Robin Holbrook (WY)  
Susan Beard (AL)  
Terry Richard (DE)  
Yvonne Field (MT)

##### REPORTING

Jasmine Carey (CO)  
Jason Kolb (MI)  
Ji Zeng (MI)  
Michael Riles (CO)  
**Robert Fugate (VA)**  
Ursula Lentz (MN)

##### INTERIM ASSESSMENT

Angela Landrum (CO)  
**Dorry Kenyon (CAL)**  
Jennifer Malonson (MA)  
Kulwadee Axtell (NV)  
Nadja Trez (NC)  
Nichole Hall (ID)  
Shereen Tabrizi (MI)

##### TECHNOLOGY

Andrea Somoza-Norton (NH)  
Barry Pedersen (IL)  
Cheryl Alcaya (MN)  
Ivanna Thrower (NC)  
Jan Lanier (TN)  
**Jennifer Paul (MI)**  
Phil Olsen (WI)

##### EL DEFINITION

Christina Nava (ID)  
Crystal Fields (SC)  
Dan Auman (NC)  
Grace Gray (AK)  
James McCobb (VT)  
**Jonathan Gibson (NV)**  
Leigh Schleicher (MN)  
Maria Silva (MI)  
Michelle Williams (MI)  
Nadja Trez (NC)  
Raquel Sinai (NJ)  
Seon Eun (IL)  
Alexis Glick (MA)