CAL Staff Position Descriptions

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Dorry Kenyon
Updated 10/11/2017

Job Title: Vice President, and Director, CAL/WIDA Collaborative Activities
Division: Language Assessment
Supervisor: President, Center for Applied Linguistics

Job summary

- Coordinate with the WIDA Central Office on major project activities and long range planning
- Respond to questions and requests for information from the WIDA Central Office
- Present on major project activities at CAL to the WIDA Board and Executive Committee, as well as to the project's Technical Advisory Committee (TAC), as requested
- Ensure that all of CAL's policies and procedures are being followed on the project
- Resource the project's content objectives with CAL's research activities and content and operational resources
- Seek to enhance the project's content objectives through the integration of language testing research into project activities
- Provide direction to the work of the project's Directors
- Work with the project's Directors to ensure all that staff have the resources and training to do their work
- Supervise the project's Directors and foster their professional growth
- Provide content expertise to project staff in areas of specialty (psychometrics, language testing)
- Oversee the implementation of quality control procedures
- Develop and/or review project budgets
- Monitor project expenses
- Review or ensure final review of all major deliverables

Position filled by: Dorry M. Kenyon (January 2002 – present)

Qualifications
- **Education:**
  - University of Maryland, College Park, MD
    Ph.D., Measurement, Applied Statistics, and Evaluation, 1995
  - American University in Cairo, Cairo, Egypt
    MA, Teaching English as a Foreign Language, 1984
  - Albert-Ludwigs-Universität, Freiburg, Germany
    Grosses Sprachzeugnis (Highest Certificate in German as a Foreign Language), 1981
  - Gordon-Conwell Theological Seminary, South Hamilton, MA
    MTS, Theology (*Magna Cum Laude),* 1980

- o Bowdoin College, Brunswick, ME
  BA, German and Economics (*Summa Cum Laude, Phi Beta Kappa*), 1978

- **Relevant Prior Experience:**
  - o Vice President for Programs, Center for Applied Linguistics, Washington, DC, 2011-2014
  - o Director, Language Testing Division, Center for Applied Linguistics, Washington, DC, 1995 – 2011
  - o Adjunct Faculty, Dept. of Linguistics, Georgetown University, Washington, DC, Summers 1996-1998 (taught course in Language Testing)
  - o Associate Director, Division of Foreign Language Education and Testing, Center for Applied Linguistics, Washington, DC, 1992-1995
  - o Test Development Specialist, Center for Applied Linguistics, Washington, DC, 1987-1992
  - o Instructor, ESL, George Mason University, Fairfax, VA, 1985-1987
  - o Various ESL, EFL and German Teaching Positions in Switzerland, Germany, Egypt and the USA, 1980-1985

Short Bio

Dorry M. Kenyon (PhD, Measurement, Applied Statistics and Evaluation, University of Maryland; MA, Teaching English as a Foreign Language, American University in Cairo) is Vice President, Director of Assessment at the Center for Applied Linguistics and Director of the CAL/WIDA Collaborative Activities.

Since joining CAL in 1987, he has directed a variety of projects related to the assessment of the English language and foreign language skills of language learners spanning the ages of pre-school to adult. He has also served as CAL's chief psychometrician and the leader of CAL's Quantitative Research Team.

During his tenure at CAL, Dr. Kenyon has gained considerable experience in all aspects of designing, developing, validating, and operationalizing language tests, particularly assessments of oral proficiency, through many large projects at the state and national level. Major projects at CAL, in addition to directing CAL's work on ACCESS for ELLs® since its inception in 2002 and related WIDA assessment activity work at CAL, include directing the development of a computer-assisted oral assessment for adult English language learners (*BEST Plus*), used nationally for the National Reporting System (adult ed federal accountability program); directing the development and operationalization of the CAL English Proficiency Test (CAL EPT) for Teachers and the CAL EPT for Students (for use in public education programs outside of the US); and directing the development of the Framework for the Foreign Language National Assessment of Educational Progress (NAEP).

Dr. Kenyon has also served on several national boards and recently was a member of the Steering Committee for the Revision of the NAEP Writing Framework. He is currently serving as the Chair of the Defense Language Testing Advisory Panel (DELTAP). Active in research on language testing, Dr. Kenyon is particularly interested in the application of new technology to language assessment problems. Prior to joining CAL, he taught German and English as a Foreign/Second Language for seven years in the United States and abroad.

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Elsa Fraser

Job Title: Director of Operations, Language Assessment
Division: Language Assessment Division
Supervisor: Dorry Kenyon, Vice President, Director of Assessment, and
Director, CAL/WIDA Collaborative Activities

Direct the diverse operations of a large-scale language assessment program, including all projects under the CAL/WIDA Partnership Activities, working with the directors and team managers to coordinate the budgets, timelines and deliverables of several projects and teams. Assume CAL-wide leadership responsibilities.

Primary Responsibilities:

Budget Planning and Management

- Lead project directors and managers in the development of budgets, scope formulation and resources allocation
- Draft budgets and scope narratives, oversee their submission, and manage negotiations for new and annually renewable contracts.
- Coordinate and monitor budget across the division, preparing routine financial reporting and track budget expenses and revenues for all projects
- Review and approve expenditures to ensure each project's execution within budget
- Work on new development initiatives that increase the program's scope of work and revenue

Project Design and Management of Resources
- Lead project directors and managers in the creation and execution project work plans
- Set priorities and develop short and long term task assignments for project teams by managing staff and resources to meet deliverables and deadlines
- Streamline processes and resources across the division to improve efficiency and ensure information flows among all teams
- Lead strategic forward planning and initiate action to ensure that needs are met for each project

Quality Assurance and Compliance
- Ensure project adherence and compliance with established Quality Control procedures and standards
- Organize material and implementation of internal and external Quality Control reviews.

- Ensure that project team leaders incorporate Quality Control procedures in all phases of project implementation and update security compliance protocol as necessary
- Serve as designated Test Security Manager for CAL/WIDA Partnership Activities

Administration and Policy Implementation
- Develop and implement management procedures and methodologies to achieve each project's and the program's goals
- Work with different levels of internal management and staff to ensure a streamlined workflow for each project and the application of policies, procedures and methods
- Ensure that standard procedures are followed when third parties are hired and that necessary administrative, legal and test security formalities are completed
- Take leadership role in improving operational processes both within the department and in the rest of the organization as member of CAL's Leadership Team.

Coordination, Liaison and Communication
- Coordinate weekly project manager's meetings and weekly partners meetings and disseminate follow-up action items from meetings to ensure deliverables are met
- Coordinate efforts with the project teams and team leaders, partners and clients to ensure adherence to timelines
- Coordinate meetings with partners and clients.
- Serve as a resource to others in the resolution of project scheduling or staff resourcing issues
- Facilitate coordination with IT, Finance and HR to maximize the output and communication flow

Capacity building, training and staff management
- Provide tools, mentorship and guidance to project managers on how to leverage development and business resources
- Oversee development of staff capacity to use tools and develop budgets and monitor projects
- Develop skills in managers on how to work with a business development plan for product ideas

Qualifications

- **Relevant Prior Experience:**
  o Senior Program Manager, Lionbridge, Washington DC 2012-2015
  o Operations & Program Manager, Lionbridge, Washington DC 2010-2012
  o Operations Manager, Lionbridge, Washington DC 2008-2010

- **Education:**
  o Université Charles de Gaulles, Lille 3
    BA, Spanish and Latin American Studies, 2000

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Shu Jing Yen
Updated 9/27/2017
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Job Title: Director, Psychometrics and Quantitative Research Program
Division: Language Assessment
Supervisor: Dorry Kenyon, Vice President, Director of Assessment, and Director, CAL/WIDA Collaborative Activities

Basic function: Direct, lead, and conduct psychometric and statistical analyses on data from a variety of language assessments and other instruments. Conduct research on psychometric issues related to language testing. Provide quantitative and research methodology guidance to other researchers at CAL.

Primary responsibilities:
Psychometrics

- Direct the work of the (PQR) team, working with the PQR manager to assure all work flows smoothly with appropriate staff assignments and resourcing
- Design and conduct psychometric analyses for ACCESS for ELLs [®] and other WIDA Consortium-related projects
- Plan, conduct, and document psychometric and statistical analyses
- Investigate, evaluate, and implement new approaches to conducting psychometric analyses
- Contribute to written reports and technical documentation, such as the Annual Technical Report on WIDA ACCESS for ELLs[®]
- Provide Psychometric consultation to CAL's internal assessment and testing projects (Best Plus/Best Literacy, Mexico Tests)
- Assist CAL projects with psychometric issues as requested
- Conduct special projects for the WIDA Consortium as requested

Psychometric and Quantitative Research Program Area Activities:

- Contribute to high-level discussions pertaining to CAL/WIDA partnership activities
- Serve as liaison to Psychometricians within the CAL/WIDA collaborative activities
- Represent the Psychometrics and Quantitative Research Team (PQR) at the Directors' Meeting for the CAL/WIDA partnership activities
- Provide guidance to professional researchers on quantitative analytical approaches upon request
- Contribute to other language development projects upon request

Administration:

- Serve as supervisor of CAL Psychometricians and PQR Team Manager: Daniel Lee and Keira Ballantyne

CAL-wide Activities:

- Provide guidance to professional researchers on proposal design, research methodology, and quantitative analytical approaches upon request
- Participate in writing quantitative-oriented portion of proposals as requested

External to CAL:
- Maintain contacts with individuals with specific quantitative expertise outside the organization who may be called on as needed for specific tasks
- Serve as CAL's representative in WIDA Research Community Network

Qualifications

- **Education:**
  - Ph.D., Measurement and Statistics, *University of Maryland,* College Park*, MD, 1996*
  - M.A., Measurement and Statistics, *University of Maryland,* College Park*, MD, 1987*

- **Relevant Prior Experience:**
  - Institute of Education Sciences, Washington DC, 2009-2010
  - CTB/McGraw-Hill, Monterey, CA, Research Scientist, Psychometric Research, 2002–2009
  - Maryland State Department of Education, Baltimore, Maryland, Assessment Specialist, 1996–2002
  - University of Maryland, College Park, Maryland, Lecturer, Measurement and Statistics, 1994–1996

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Keira Ballantyne
Updated 5/7/2017

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Job Title: Manager, Psychometrics and Quantitative Research
Division: Language Assessment Division (LAD), Psychometrics and Quantitative Research
Supervisor: Shu Jing Yen, Director, Psychometrics and Quantitative Research Program

Basic function: Work as a member of multi-disciplinary research team to support operational language assessment programs. Organize and coordinate the day-to-day work associated with complex, large-scale projects and ensure that project outcomes and deliverables meet quality standards. Serve as administrative liaison between the Director of Psychometrics and Quantitative Research and project staff.

Primary responsibilities:

- Manage resources and staff to fulfill the psychometric and quantitative research needs of LAD's assessment projects.
- Manage budgeting, scheduling, planning, monitoring, and executing the project activities.
- Manage the preparation of deliverables and ensure approval from stakeholders.
- Enforce project management policies and procedures.
- Review deliverables and ensure final formatting, edits and sign offs of written WIDA ACCESS documentations and reports.
- Manage the production of WIDA ACCESS Annual Technical Report, coordinate the activities, and contribute to drafting the report as needed.
- Support quality control procedures related to WIDA ACCESS psychometrics and quantitative research work.
- Collaborate with other LAD's partnerships managers on LAD's related work.
- Supervise quantitative researchers on CAL's Psychometric and Quantitative Research team.

Qualifications

- **Education:**
    - University of Hawai'i at Mānoa, Honolulu, HI
      PhD, Linguistics, 2005
    - University of Western Australia, Perth, Australia
      BA (Hons), Linguistics/Anthropology, 1997

- **Relevant Prior Experience:**
    - Research Scientist, Center for Equity and Excellence in Education, The George Washington University, Washington, DC, 2013-2015

- o Acting Director, National Clearinghouse for English Language Acquisition, The George Washington University, Washington, DC, 2013
- o Associate Director for Professional Development, National Clearinghouse for English Language Acquisition, The George Washington University, Washington, DC, 2008-2012
- o Senior Research Associate, National Clearinghouse for English Language Acquisition, The George Washington University, Washington, DC, 2007-2008
- o Instructor & Curriculum Developer, Vocational ESL, Montgomery College, MD, 2006

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Mohammed Louguit
Updated 05/15/2017

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Job Title: Research Associate
Division: Language Assessment Division (Psychometrics & Quantitative Research)
Supervisor: Keira Ballantyne, Manager Psychometrics/Research

Basic Function: Research Associate provides data analyses and quantitative expertise based on requests from staff members of the CAL/WIDA Partnership Activities and CAL. As a member of the Psychometrics and Quantitative Research Team (PQR), the Research Associate carries out analysis plans for project or studies guidelines for project prepared by professional staff member to outline research procedures to be followed. Specific duties include working with the Quantitative Team Lead on producing tables for the Annual Technical Report, producing scoring tables as required for the WIDA Paper assessment, and serving as the team's WIDA Writing specialist in collaboration with psychometricians.

Primary Responsibilities:
- Working in coordination with others on assigned analytical activities by the Psychometrics and Quantitative Research Team.
- Conducting analysis, producing tables, and creating procedures for the WIDA Annual Technical Reports.
- Working with psychometricians on the WIDA Writing assessment
- Assuring data integrity of incoming datasets from field collection.
- Conducting item analysis on new and revised assessment instruments.
- Writing documentation for databases and data analysis procedures.
- Training interns, research assistants and new employees on established quantitative procedures.
- Participating in professional development activities.
- Coordinating and overseeing the use and need of software for statistical and item analyses, such as SPSS, WINSTEPS, and FACETS.
- Helping CAL staff with the Arabic issues such as translation and surveys.
- Performing other duties as assigned by supervisor.

Qualifications

- **Education:**
    - Boston College, Chestnut Hill, MA
    - Ph. D. Educational Research: Evaluation and Measurement, 1985
        - Boston College, Chestnut Hill, MA
    - M.A. Educational Research: Evaluation and Measurement, 1981

- **Relevant Prior Experience:**

- o Director of Research: Social Sciences Studies Department, Abu Dhabi, United Arab Emirates. 9/01/1996 – 4/20/2000
- o Director of Research: Massachusetts Rehabilitation Commission: Statewide Head Injury Program, Traumatic Brain Injury Transition Project. Boston, MA 9/01/1993 – 3/29/1996
- o Research Associate: Health & Addictions Research, Inc. Boston, MA 1/01/1992 – 8/31/1993
- o Senior Research Analyst: Boston Public Schools, Boston Massachusetts 1/01/1988- 06/01/1990

Job Title: Psychometrician, Psychometrics and Quantitative Research Program
Division: Language Assessment
Supervisor: Shu Jing Yen, Director of Psychometrics and Quantitative Research

Basic function:
Work as a member of multi-disciplinary research team to support operational language assessment programs. Conduct psychometric and statistical analyses on data from a variety of language assessments and other instruments. Conduct research related to language testing. Provide quantitative and research methodology guidance to other researchers at CAL.

Primary responsibilities:

Psychometrics
- Design and conduct psychometric analyses for CAL's ESL tests such as BEST, BEST Plus, and CAL English Proficiency Tests.
- Plan, conduct, and document item and test analysis, equating, and other psychometric activities as well as support standard setting projects.
- Establish and support quality control procedures related to quantitative analyses, from data cleaning to final reports, to ensure the reliability and integrity of results.
- Produce written reports and technical documentation.
- Provide feedback to test developers on the performance of items.
- Plan data collection methods for specific projects.
- Investigate and evaluate new approaches to conducting psychometric analyses.
- Conduct special studies for CAL's ESL tests as requested.
- Conduct psychometric analyses for WIDA ACCESS project as requested.

Research
- Conduct original research on psychometric issues related to language testing.
- Seek professional development opportunities, such as attending conferences and workshops.

Development
- Contribution to CAL's Development effort by providing methodological expertise in the proposal development process.
- Pursue opportunities for small-scale grants on CAL's behalf.

Other Responsibilities as Assigned

Qualifications

- **Education:**
  - University of Maryland, College Park, MD
    Ph.D., Educational Measurement and Evaluation, ABD
  - Teachers College Columbia University, New York, NY
    M.S., Applied Statistics, 2016
  - Pace University, New York, NY
    M.S., Adolescent Education, 2010

- **Relevant Prior Experience:**
  - Psychometrics Intern, Center for Applied Linguistics, Washington, DC, 2015-2017
  - Research Assistant, Maryland Assessment Research Center, College Park, MD, 2013-2015
  - Psychometrics Intern, Korea Institute for Curriculum Evaluation, Seoul, South Korea, Summer 2014
  - Introductory Statistics Instructor, University of Maryland, College Park, MD, Spring 2015

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Yu-Chia Wu
Updated 3/24/2016

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Job Title: Quantitative Research Assistant
Division: Language Assessment
Supervisor: Keira Ballantyne, Manager Psychometrics/Research

Basic Function: Quantitative Research Assistant works closely with members of Psychometrics/Quantitative Research team to support a broad range of research activities related to psychometric and research projects within CAL. Research will include language testing and applied linguistics projects.

Primary Responsibilities:

- Assist project teams in the preparation of data for analysis and reporting (e.g., collecting, entering, scoring, transforming, recoding, validating, cleaning, merging, restructuring of data), taking appropriate steps to ensure quality

- Conduct data analysis using statistical software such as SPSS.

- Assist project teams in preparing technical reports

- Assist project teams in preparing presentation materials

Specific Responsibilities:

- Conduct analyses and provide support for research projects such as Bridge Studies

Qualifications

Education:
  - Vanderbilt University, Nashville, TN
    M.Ed, International Education Policy and Management, 2015
  - National Chung Hsing University, Taichung, Taiwan
    B.A., Foreign Languages and Literatures, 2012

Relevant Prior Experience:
  - Graduate Research Assistant, Peabody Research Institute, Nashville, TN, 2014-2015
  - Summer Intern, Metropolitan Social Services, Nashville, TN, 2014
  - Graduate Research Assistant, Dept. of Teaching and Learning, Vanderbilt Univ., Nashville, TN, 2014
  - Administrative Assistant, National Chung Hsing Univ., Taichung, Taiwan, 2012-2013

For Xin Yu
Updated 8/10/2018

Job Title: Quantitative Team Lead
Division: Language Assessment
Supervisor: Keira Ballantyne, Manager, Psychometrics and Quantitative Research

Basic Function:
Quantitative Research Assistant works closely with members of Psychometrics/Research team to support a broad range of research activities related to psychometric and research projects. Research includes language testing and applied linguistics projects.

Primary Responsibilities:

- Lead project teams in the preparation of data for analysis and reporting, including acting as the liaison with the client on data delivery, preparing data file layouts, collecting, entering, scoring, transforming, receiving, validating, cleaning, merging, restructuring of data) while taking appropriate steps to ensure quality.
- Serve as PQR data specialist. Duties include serving as primary data point of contact with clients, managing master datasets and/or databases ensuring master datasets are created, saved and stored appropriately, and identifying, drafting, and updating procedures for producing and analyzing datasets.
- Serve as task lead on the WIDA Annual Technical Reports. Duties to include orienting team members to processes and procedures for producing tables, supporting the PQR Manager in managing staff assignments, serving as point person for documenting ATR QC, and supporting senior PQR staff in client liaison.
- With the support of the Director of Psychometrics and Quantitative research, serve as task lead on other complex projects with multiple staff members, as assigned, such as WIDA Listening and Reading field test or pre-equating analysis.
- With the support of the Director of Psychometrics and Quantitative Research, draft and revise analysis plans.
- Conduct data analysis using statistical software such as SPSS, R and Winsteps.
- Serve as the PQR RA on the CAL EPT assessment.
- Assist project teams in conducting analyses for special projects that may be presented for conferences or publication.
- Supervise PQR interns.
- Other duties as assigned by supervisor.

Qualifications

Education:
- o Syracuse University, Syracuse, NY
  MA, Linguistic Studies, 2013
- o University of Science and Technology Beijing, Beijing, China
  MA, Linguistics and Applied Linguistics, 2010
- o University of Science and Technology Beijing, Beijing, China
  BA, English, 2008

Relevant Prior Experience:
- o Certificate of Completion of Intermediate Excel and Word 2013 Course, Softek Services, Inc., Washington, DC, 2014
- o Certificate of Completion the Course *Practical Rasch Measurement-Core Topics*, The Institute for Statistics Education, Washington, DC, 2014
- o ESL Instructor, P.E.A.C.E., Inc. Head Start/Early Head Start, Syracuse, NY, 2013
- o Graduate Teaching Assistant, Depts. of Languages, Literatures and Linguistics, Syracuse University, NY, 2011-2013
- o Quantitative Researcher, Depts. of Languages, Literatures and Linguistics, Syracuse University, NY, 2013
- o University Teaching Certificate, Syracuse University, NY, 2013
- o TESOL Certificate, English/Foreign Language Teaching, NY, 2012
- o Language Data Researcher, 3iMobile, Syracuse, NY, 2012
- o Test Development Assistant, Foreign Language Teaching and Research Institute, Beijing, China, 2010-2011

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Tristan Kirkman
Updated 10/11/2017

Job Title: Quantitative Research Assistant
Division: Language Assessment
Supervisor: Keira Ballantyne, Manager Psychometrics/Research

Basic Function: Quantitative Research Assistant works closely with members of Psychometrics/Quantitative Research team to support a broad range of research activities related to psychometric and research projects within CAL. Research will include language testing and applied linguistics projects.

Primary Responsibilities:
- Assist project teams in the preparation of data for analysis and reporting (e.g., collecting, entering, scoring, transforming, recoding, validating, cleaning, merging, restructuring of data), taking appropriate steps to ensure quality
- Conduct data analysis using statistical software such as SPSS.
- Assist project teams in preparing technical reports
- Assist project teams in preparing presentation materials

Specific Responsibilities:
- Conduct analyses and provide support for research projects such as Bridge Studies

Qualifications

- **Education:**
  - James Madison University, Harrisonburg, VA
    MA, Psychological Sciences, 2014
  - James Madison University, Harrisonburg, VA
    BS, Psychology, 2012

- **Relevant Prior Experience:**
  - Research Associate, Responsive Management, Harrisonburg, VA, 2015-2016
  - Research Assistant, James Madison University, Harrisonburg, VA, 2013-2015

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Linyue Zhou

Job Title: Quantitative Research Assistant
Division: Language Assessment
Supervisor: Keira Ballantyne, Manager Psychometrics/Research

Basic Function:
Provides assistance and support in research and project activities related to the ACCESS for ELLs English language proficiency assessment and other English language proficiency assessments. Assist senior researchers in the preparation of analyses and tables and figures to include in written reports. Work includes the analysis of assessment data for internal and external applications, and the preparation of technical reports.

Primary Responsibilities:
- Prepare and clean data.
- Prepare technical reports.
- Descriptive statistical analysis in Excel and SPSS.
- Check analysis in Excel and SPSS.
- Handle large data files, using appropriate procedures
- Support analysis for the preparation of technical reports
- Other duties as assigned.

Qualifications:

- **Education:**
  - Johns Hopkins University, Washington, DC

    MA, Information Systems, 2016

  - Rensselaer Polytechnic Institute, Troy, NY

    BA, Business Management – Accounting, 2014

  - The Ohio State University, Columbus, OH, 2012

- **Relevant Prior Experience:**
  - Data Analyst, HQX Tech Inc., Shenzhen, China, 05/2016-04/2017
  - Database Researcher, Lally School of Management, Troy, New York, 03/2015-05/2016
  - Data Analyst, South China Technology, Shenzhen, China, 05/2014-09/2014

Job Title: Test Production Team Manager
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function:
Supervise and coordinate the work of a graphic design/production team that produces graphic-intense paper and computer-based language assessments for K-12.

Primary Responsibilities:
- Coordinate the transition of a paper-based to an interactive, multimedia delivered test
- Ensure smooth communication and coordination between the production team and the test development and technology teams
- Maintain and update regular work schedules and production timelines as well as plan for special projects or work with related teams
- Conduct weekly production check-in meetings
- Ensure adherence to production timelines and coordination with test development
- Develop and monitor implementation of quality control procedures for graphics, layout, and design for test forms
- Oversee production work involving task distribution, graphics ordering, layout, coloring, revisions, and communication with artists
- Provide guidance and support to production staff and assist with the development of test layout and design
- Coordinate requests for work coming from different teams within a large project, streamline schedules and implementation
- Carry out research for pricing or costing issues related to the project as needed
- Negotiate with contractors on timelines, cost, personnel as needed
- Transmit final test deliverables in the correct and secured formats for print and computer delivery
- Maintain brand image and integrity across all projects
- Update style guides as necessary
- Stay abreast of trends, new techniques and resources in graphic design
- Oversee the production of flyers, brochures, manuals, and other test and project related materials as needed
- Other responsibilities as assigned

Qualifications:
- **Education**
  - Art Institute of Pittsburgh, Pittsburgh, PA, BA, Visual Communications

- **Relevant Prior Experience**
  - 2013-2014, Senior Manager, Local Operations, Gannett Social Commerce
  - 2011-2013, Regional Operations Manager, Gannett Social Commerce
  - 2007-2011, Ad Operations Design Team Manager, Gannett
  - 2001-2007, Lead Interactive Designer, Online Ad Operations, Gannett
  - 1998-2001, Graphic Designer, The Arizona Republic

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Rafael Michelena
Updated 09/18/2015

Job Title: Graphic Design Specialist
Division: Language Assessment
Supervisor: Dale Ingram, Test Production Team Manager

Basic Function and Responsibilities:

- Animation developer and consultation.
- Develop web-based test items through InDesign, HTML(5), and CSS.
- Produce images (Raster and Vector)
- Marketing duties as assigned
- Creates, edits and manipulates flash interactive components, animations and concepts.
- Creates an array of 3D models
- Aids in minor programming tasks
- Development of multimedia component library
- Web design (Alternate web master), development and maintenance (http://onpar.us/ and http://www.cal.org/)
- Interactive Tutorial development
- Aids in the inception, implementation and dissemination of (design) standards.
- Illustrator
- Contributing member of the Technology Task Force

Qualifications

- **Education:**
    - HarvardX, Introduction to computer science, 2016- current
    - Georgia Tech U.S.A, Information and Communication Technology Accessibility, 2016- current
    - FullbridgeX, Analytical Problem Solving and Design Thinking, 2016
    - Hong Kong Polytechnic University, Hong Kong, Knowledge Management and Big Data in Business, 2016
    - Universidad Carlos III de Madrid, Spain, The Software Architect Code: Building the Digital World, 2016
    - CatalystX, Inclusive Leadership Training: Maximizing Work-Life for Your Success, 2015
    - CatalystX, Inclusive Leadership Training: Becoming a Successful Leader, 2015
    - Montgomery College, Maryland, U.S.A. 3D Animation Certificate, 2004
    - Montgomery College, Maryland, U.S.A. 2D Animation Certificate, 2004
    - Montgomery College, Maryland, U.S.A. Associate in Arts, 2004

- o Centro de Diseño Digital de Caracas. CCS, Venezuela, Master in Web-design, 2003
- o Universidad Central de Venezuela, Pure Arts, 2003
- o Montgomery College, Maryland, U.S.A. Illustrator, 2002
- o PEG institute- Geneva, Switzerland, French Studies 1999

- **Relevant Prior Experience:**
  - o Multimedia developer for the Center for Applied Linguistics, Washington DC, 2008-Current
  - o Web developer for Transparency Health group, Potomac MD, 2011
  - o Web and interactive promotions designer for e-centives, Bethesda MD, 2008
  - o Research department Multimedia Developer and Blog administrator for RLTV, Columbia MD, 2007-2008
  - o Development of websites: innovative-tiles.com and Remotestore.com, Bethesda MD 2004
  - o Collaboration with Daniela Troconis Graphic design, Freelance illustrator, CCS Venezuela, 2003
  - o Collaboration in several projects as freelance, 2003 M.R.E. (Ministry of Foreign Affairs of Venezuela), 2003
  - o Stop motion film development, "Dos Tipos Originales" Animation Studio, 2003
  - o Translator, Rosemount school Washington D.C. 2001
  - o Web master, marketing coordinator, Rockville MD, Stock Lizard,1999
  - o Montgomery College Bookstore (illustration contributor to their periodicals), Maryland U.S.A. 1999-2000

Job Title: Graphic Design Specialist
Division: Language Assessment
Supervisor: Dale Ingram, Test Production Team Manager

Primary Responsibilities:

- Develop the layout and production design of ACCESS 2.0 digital test forms according to test blueprints
- Apply appropriate paragraph style, character style, object style to different parts of test forms
- Keep updated library of test layout templates for digital and print test forms
- Create in house graphics (graphs, charts, diagrams, infographics)
- Make in house graphic revisions and text revisions as necessary
- Make layout revision of digital and print test forms
- Determine size and arrangement of illustrative material and select font style and size
- Color illustrations as needed by the project for print and digital test forms
- Update test forms by linking revised /colored graphics
- Update the style guide resource as necessary
- With all editorial and production support, provide accurate and effective presentation of information, quick compilation and production of information, and processes that ensure quality control and cost constraint
- Assist with preparation (including printing and shipping) of materials for project meetings and field tests
- Assist with the production of flyers, brochures, manuals, and other test and project related materials as needed
- Provide technical expertise to special projects staff on various issues
- Plan and conduct trainings for new WIDA staff members
- Meet all deadlines while working on multiple test forms simultaneously
- Keep abreast of trends in the arenas of digital technology, interactive, and modern design practices.
- Other project wide duties as assigned

Position filled by: Basra Abdillahi-Chire (January, 2006 – present)

Qualifications

- **Education:**
    - Classes in Photoshop, Illustrator, InDesign, Flash, Dreamweaver, and HTML5, Prince Georges Community College, Largo, Maryland
    - Member of Washington DC, InDesign User Group
    - Certificate, Computer Applications, TESST College of Technology, Beltsville, Maryland
    - B.A., French Literatures, Lafayette College, Lyon, France

- **Relevant Prior Experience:**
    - Program Assistant at the World Bank 1998-2003
    - French High School Teacher in Djibouti, Republic of Djibouti

Job Title: Production Artist
Division: Language Assessment
Supervisor: Dale Ingram, Test Production Team Manager

Basic Function:
The Production Artist will create digital creative assets and some illustrations for use in test items for delivery via HTML5 and Web-based technologies and for print media, process images from outside illustrators for use in test items, and be involved in the assembly of tests as they are being produced. In addition, the Production Artist will ensure quality control procedures are met by performing review of their own work and the work of their peers.

Primary Responsibilities:
- Develop creative graphic assets using Adobe Illustrator and Photoshop

- Create and edit illustrations for use in language assessments

- Layout and edit storyboards for test items following a set template and specs

- Make revisions to black and white illustrations as necessary

- Make revisions to in-house graphics (graphs, charts, diagrams, infographics) as necessary

- Create, test, and debug test items and graphic assets in HTML 5 and CSS3

- Process images using Adobe Illustrator CS6 for use in test items

- Prepare black and white images and convert to vector graphics for colorization

- Color vector graphics in Adobe Illustrator CS6 for use in test items

- Successfully meet multiple deadlines

- Self-review work to ensure quality and accuracy

- Coordinate with language testing specialists to ensure quality control procedures are

  followed

- Strong work ethic with positive attitude

Qualifications:

- **Education**
  - Minsk State Art College, Minsk, Belarus, Bachelor of Fine Arts

- **Relevant Prior Experience**
  - 2005-2015, Lead Production Artist, Success for All Foundation, Baltimore, MD
  - 2000-2005, Production Artist/Illustrator, Monotype Composition, Baltimore, MD
  - 1998-2001, Freelance Graphic Designer
  - 1995-1998, Graphic Designer, Visu-Com, Inc., Baltimore, MD

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Adam Neubauer
Updated 10/12/2017

Job Title: Production Artist
Division: Language Assessment
Supervisor: Dale Ingram, Test Production Team Manager

Basic Function:
The Production Artist will create digital creative assets and some illustrations for use in test items for delivery via HTML5 and Web-based technologies and for print media, process images from outside illustrators for use in test items, and be involved in the assembly of tests as they are being produced. In addition, the Production Artist will ensure quality control procedures are met by performing review of their own work and the work of their peers.

Primary Responsibilities:
- Develop creative graphic assets using Adobe Illustrator and Photoshop

- Create and edit illustrations for use in language assessments

- Layout and edit storyboards for test items following a set template and specs

- Make revisions to black and white illustrations as necessary

- Make revisions to in-house graphics (graphs, charts, diagrams, infographics) as necessary

- Create, test, and debug test items and graphic assets in HTML 5 and CSS3

- Process images using Adobe Illustrator CS6 for use in test items

- Prepare black and white images and convert to vector graphics for colorization

- Color vector graphics in Adobe Illustrator CS6 for use in test items

- Successfully meet multiple deadlines

- Self-review work to ensure quality and accuracy

- Coordinate with language testing specialists to ensure quality control procedures are

  followed

- Strong work ethic with positive attitude

Qualifications:
- **Education**
  - The Art Institute of Washington, Arlington VA, Associates Degree, Graphic Design
  - Westwood College, Arlington VA Bachelor of Fine Arts, Visual Communications

- **Relevant Prior Experience**
  - 2012-2015, The Creative Group, Washington, DC
  - 2006-2012, Adidas, Washington, DC

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Elizabeth Pavlova
Updated 03/24/2015

Job Title: Digital Assets Coordinator
Division: Language Assessment
Supervisor: Dale Ingram, Test Production Team Manager

Basic Function: Point of connection between CAL and outside Illustrators from whom we contact illustrations for ACCESS 2.0. Manages multiple deadlines, handles outgoing orders to Illustrators, traffics the incoming artwork as it is completed, and keeps track of billing for multiple illustrators, making sure that they are paid on time and accurately. Works effectively on many other projects coordinating field tests and troubleshooting as needed. During times in need, perform tasks assigned by the Senior Designer, such as edits, revisions and coloring of illustrations for ACCESS 2.0 and other projects.

Primary Responsibilities:
- Track the deliverables through the Wida Access Online Item writer and serve as a liaison with externally contracted agencies; making sure that strategy and execution are provided in on-going content from various projects;
- Assist with requests of POs, processing invoices and art conceptualization of a wide variety of projects
- through the partnership with WIDA.
- Effectively works directly with the Senior Designer processing images for multiple projects computer-based tests.
- Coordinates preparation (including packaging files) of materials for project meetings and field tests for K-12 grades; Editing, QA checker and workflow coordinator for all digital projects.

Qualifications
- **Education:**
  - Universidad APEC, Sto. Dgo, Dominican Republic
    BA, Advertising, 2008

- **Relevant Prior Experience:**
  - Production Assistant/Program Coordinator, Center for Applied Linguistics, Washington, DC, 2009-2013
  - Production Assistant Manager, Tasty Concepts Agency Headquarters, Washington, DC, 2008

- Department of Press and Communication Intern, Organization of the American States, Washington, DC, 2007
- Design, Print and Ship Associate, Silver Spring, MD, 2007
- Catechist, Our Lady Queen of the Americas, Washington, DC, 2007-2010
- ESOL Instructor, Universidad APEC, Sto. Dgo, Dominican Republic, 2006-2007

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Jennifer Norton
Last updated 5/25/2017

Job Title: Director for Test Development
Division: Language Assessment
Supervisor: Dorry Kenyon, Vice President, and Director, CAL/WIDA Collaborative Activities

Basic Function: Direct test development, production, and technology activities for sponsored assessment projects (Online ACCESS for ELLs 2.0, Paper ACCESS for ELLs, Alternate ACCESS, NYSESLAT) and lend senior-level professional expertise to venture assessment activities at CAL, including new assessment products and services initiatives. Expand CAL's sponsored projects and venture product and services as they relate to CAL's strategic goals

Primary Responsibilities:

1. Direct multi-faceted test development processes of CAL/WIDA Partnership K – 12 ELP assessment activities: Oversee delivery of the camera-ready copy of print-based and computer-delivered ACCESS for ELLs 2.0, WIDA Screener, and Alternate ACCESS for ELLs tests to funder and partners; monitor implementation of test development quality control procedures; lead special projects that contribute to the introduction of innovation and the continual refinement of the test; ensure efficiency and cost-effectiveness of test development procedures; coordinate regularly with funder and partners (WIDA Consortium and DRC); provide formal presentations to state-level stakeholders.

2. Direct the work of the test development team manager and content managers (ACCESS for ELLs 2.0, NYSESLAT): Oversee the recruitment and training of language testing specialists; ensure that finalized test items have gone through all quality control procedures and are ready for hand-off; monitor assessment and standard relationship by approving refreshment plan; oversee recruitment and training of item writers and item reviewers; oversee planning and coordination of reviews, meetings, and other activities with funder and external partners; oversee the review of the test administrations training materials as necessary.

3. Direct the work of the tech team and production team managers: Oversee the development of and adherence to media and QTI technical specifications; develop and monitor adherence to quality control systems and procedures; ensure delivery of screen-by-screen blueprints and other ancillary technical documents to technology vendor.

4. Coordinate and collaborate internally and externally on strategic new business opportunities: Collaborate across CAL in order to leverage needed resources effectively (e.g., testing specialists, psychometricians or qualitative researchers); document best practices that increase CAL's test development capabilities for clients; explore potential new test development opportunities; write proposals for new projects; contribute to strategic planning and generate new business in preK-12 ELL Assessment.

5. Other Responsibilities as Assigned

Qualifications
- **Education:**
  - The George Washington University, Washington, DC
    EdD, Curriculum and Instruction, 2013
  - Harvard University, Cambridge, MA
    EdM, International Education Policy, 2005
  - Georgetown University, Washington, DC
    BSLA, French and Linguistics, 1998
- **Relevant Prior Experience:**
  - Adult ESL Teacher, Language ETC, Washington, DC, 2007
  - Museum Teacher, National Building Museum, Washington, DC, 2005
  - Second Grade Teacher, Truesdell Elementary Public School, Washington, DC, 2001 – 2004
  - Literacy Tutor, Washington Literacy Council, Washington, DC, 2002 – 2004
  - Writing Coach, DC Scores (After School Writing/Soccer Program) Washington, DC, 2003 – 2004
  - Curriculum Writer, District of Columbia Public Schools, Washington, DC, 2003
  - Peace Corps Volunteer, Senegal, West Africa, 1999 – 2001

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Justin Kelly
Last updated 10/12/2017

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Job Title: Test Development Manager
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function: Supervise activities of the ACCESS for ELLs test development team, and coordinate activities across the test development, production, technology, operations, and psychometrics research teams.

Primary Responsibilities:

1. Supervise test development staff in the development of ACCESS test materials: Manage the test development process, including timelines, workflow, and all day-to-day test-development activities; ensure that all quality control procedures are adhered to; maintain item and test specifications, as well as style guide; update quality control procedures, test, item specifications and style guides as needed; maintain comprehensive list of bias and sensitivity concerns; review, edit, proof, and prepare test forms and ancillary materials; maintain test item database and update annually; organize and run independent answer key verification; mentor test-development staff in test development, research, and professional development activities; and fulfill administrative responsibilities related to hiring, performance reviews, and administrative reports.

2. Coordinate across ACCESS functional teams: Coordinate with the production, technology, operations, and psychometrics research teams to ensure that test development timelines and processes are mutually agreeable and are adhered to; coordinate with the Director for Test Development, the Senior Language Testing Specialist, and Speaking Assessment Research and Development Coordinator on special projects involving the test development team; coordinate with Test and Training material coordinator to ensure material is updated as needed; and coordinate with the Operations Director to authorize consultant work and process consultant payments.

3. Coordinate with stakeholders and consultants: Prepare for, coordinate, and lead reviews of test items and ancillary materials by funder, external reviewers, and stakeholders; prepare for, coordinate, and lead piloting and field testing activities, in conjunction with funder; coordinate activities involving external consultants, including item writing and review, audio recording, professional proofing, and fact checking.

4. IRB activities: Serve on the CAL IRB, reviewing IRB applications and contributing to the refinement of CAL IRB procedures and protocols; and coordinate the timely submission of IRB applications relevant to ACCESS test development.

5. Other Responsibilities as Assigned

Qualifications

- **Education:**
  - o Georgetown University, Ph.D., Linguistics, 2013
  - o Georgetown University, M.S., Linguistics, 2006
  - o University of Maryland, Baltimore County, B.S., Applied Linguistics and Spanish, 2000

- **Relevant Prior Experience:**
  - o Test Development Manager, SALSA/PODER, Center for Applied Linguistics, 2013-2014
  - o Test Developer and Project Manager, Second Language Testing, Inc., 2005-2013
    - ▪ Projects managed or worked on include:

      National Assessment of Educational Progress (NAEP)
      Pearson Test of English Academic
      Pearson Test of English General
      Defense Language Proficiency Test 5th Edition (DLPT5) – Multiple Choice and Constructed Response
      Defense Language Proficiency Test 5th Edition (DLPT5) – Very Low Range (VLR)
      United States Foreign Service Institute (FSI) Reading Proficiency Test
      Federal Bureau of Investigation (FBI) Listening Summary Translation Exam
      United States Federal Court Interpreter Certification Exam (FCICE)
      Defense Language Aptitude Battery (DLAB)
      Pre-DLAB

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Michele Kawood
Updated *4/13/2017*

Job Title: Senior Language Testing Specialist
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function: To lead the development and delivery of WIDA paper-based assessments and assigned WIDA online assessments, including ACCESS for ELLs 2.0, WIDA Screener, and Sample Items for the Public.

Primary Responsibilities:
Manage the production, review, and delivery of Paper ACCESS for ELLs 2.0, WIDA Screener Paper, Kindergarten ACCESS for ELLs, Alternate ACCESS for ELLs, and Sample Items for the Public (online interactive & paper-based)
- Manage the writing, selection, revising, and reviewing of test items based on item specifications, test maps, and blueprints, including issues of language appropriateness, content correctness, and fairness
- Lead client meetings during which stakeholders review the content and grade-appropriateness of test items
- Ensure stakeholder feedback on test items and forms is resolved
- Coordinate the production of operational test forms, sample items, and ancillary materials, working with technical staff to meet specifications
- Communicate and coordinate with WIDA staff (e.g., project managers, directors) on project timelines and addressing client needs
- Provide weekly written updates to Director of Test Development and Managers of Test Development and Production to coordinate efforts across teams and partner organizations
- Review and sign off on operational test forms and released sample items before publishing
- Ensure quality control procedures outlined for ACCESS for ELLs are followed

Manage the development, review, and delivery of Online ACCESS for ELLs 2.0 Listening test items
Item Development
- Guide development of item specifications for item writers and signoff on revisions
- Maintain and update item writer information
- Create and implement timelines and development plans for test item writing
- Coordinate the recruitment and contracting of consultant item writers and reviewers
- Steer the creation of item writing training materials to prepare item writers for consultancy
- Ensure CAL staff provide content, administrative, and technical support for item writers and reviewers
Item Review

- Provide feedback and approval on language use, content correctness, and grade-level appropriateness for test item text and graphics using test item specifications
- Train item writers and reviewers (e.g., standards experts, bias/sensitivity & content reviewers)
- Take committee-reviewed items and make appropriate edits

Field Test
- Collaborate with ACCESS 2.0 project managers and technical specialists to define and address special considerations for assessing students in grades 1, 2–3, and 4–5 on a computer platform (all domains)
- Conduct research, such as cognitive lab interviews, in support of test development
- Coordinate, conduct, and signoff on quality check of field test QTI packages
- Organize and run independent answer key verification

Operational Test and Database Management
- Review, edit, proof, and prepare test forms and ancillary materials
- Ensure accuracy of online item writer database and test map
- Maintain test item database and update annually
- Conduct research, such as cognitive lab interviews, in support of test development

Produce short- and long-term project plans and timelines for test item refreshment of ACCESS for ELLs 2.0

Communicate and collaborate within and across teams, serving as a resource to CAL projects on young learners (PreK–5), test development, teacher training, e-learning, or innovative assessment

Other responsibilities as assigned

Qualifications

Education:
- o Post-master's, for-credit course work in history, content-area reading pedagogy, and early childhood education
- o University of Pennsylvania, Philadelphia, PA
  M.S. in Education, Teaching, Learning, and Curriculum, 2007
- o Bucknell University, Lewisburg, PA
  B.S. in Education, summa cum laude, Elementary Education/French, 2003
- o Université François Rabelais, Tours, France, 2002
  Earned the DELF I and II: Diplôme d'études en Langue Française, given by the Ministère de l'éducation nationale français to international candidates certifying proficiency in French

Relevant Prior Experience:
- o Virginia Post-graduate Professional License, Elementary Education PreK–6, French PreK–12, active 2003–present

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for **Tanya Bitterman**
Last updated 5/25/17

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Job Title: Lead Writing Language Testing Specialist (WIDA ACCESS)
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function: Manage Writing test development for ACCESS for ELLs 2.0®; contribute to planning, development, and implementation of scoring and rater training materials for ACCESS 2.0 Writing; develop and maintain test development databases.

Primary Responsibilities:

1. Manage the development of Writing test items and Writing test directions:
- Lead the development and refreshment of item specifications for ACCESS 2.0 Writing;
- Collaborate with researchers to develop plans, provide the test development perspective, and communicate decisions to the test development team;
- Review, provide feedback on, and sign off on Writing test items in the development process, taking into consideration alignment of the items to the specifications (MPIs, key use, connection to content standards);
- Coordinate with test development managers and other project teams on topics related to Writing test items.
- Lead internal and external reviews of Writing items and monitor test revision process;
- Provide training and research-based resources related to the development of Writing assessment materials to team members;
- Participate in the creation and maintenance of test maps, test blueprints, and other organizational tools.

2. Coordinate and plan data-collection and analysis activities for Writing test materials:
- Coordinate, plan, and implement data-collection and data analysis activities related to the development of Writing test items, including:
  - Bias/sensitivity and content reviews, standards expert reviews, WIDA reviews, item tryouts, cognitive labs, and field testing.

3. Participate in rater training and scoring activities:
- Participate in research and development work for training materials related to the Writing test, including scales, rubrics, and other rater training materials.
- Participate in the selection and review of anchor papers, score justifications, training papers, qualifying and calibration sets;
- Synthesize information from the scoring of the Writing test for use by test developers in subsequent rounds of development.

4. Develop and maintain test development databases

- Develop, refine, and maintain Microsoft Access databases to support test item development, including a Folder List and a Consultants Database;
- Coordinate between test developers and IT to maintain and refine the ACCESS test item database.

5. Other responsibilities as assigned.

Qualifications

- **Education:**
    - Teachers College, Columbia University, New York, NY
      MA, Teaching English to Speakers of Other Languages, 2010
    - College of Arts and Sciences, Cornell University, Ithaca, NY
      BA, Linguistics, 2005

- **Relevant Prior Experience:**
    - ESL/ICT Teacher, Grade 3, P.S. 89 Elmhurst, Queens, NY, 2012-2013
    - ESL/Classroom Teacher, Grade 2, P.S. 89 Elmhurst, Queens, NY, 2011-2012
    - ESL Teacher, Grades 3-4, P.S. 89 Elmhurst, Queens, NY, 2010-2011
    - Cooking Teacher, Grades K-8, Jubilee Enrichment Programs, New York, NY, 2010
    - Student Teacher, Grade 9 Sheltered Social Studies, Manhattan International High School, New York, NY, 2010
    - Student Teacher, Grade 4, P.S. 01 Alfred E Smith School, New York, NY, 2009
    - Student Observer, Grades 9-12 ESL, Martin Luther King High School, New York, NY, 2009
    - Student Observer, Grades K-2 ESL, P.S. 069 The New Vision School, Bronx, NY, 2008

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Caitlin Gdowski
Updated 09/27/17

Job Title: Language Testing Specialist, Grades 6-12
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function
Primary Responsibilities:
- Evaluate, review, revise, write and provide feedback on test materials and documents
- Review and revise items for accuracy and appropriateness
- Communicate and collaborate within and across teams throughout the test development process and procedures
- Adhere to quality control procedures for print and computer-delivered items
- Prepare and maintain files and records (summary reports, electronic notes, spreadsheets, running records, etc.)
- Write and revise test item specifications
- Assist with internal and external reviews
- Incorporate item feedback from Standard experts and Content reviewers at multiple stages of development
- Write and refine graphics descriptions to support student comprehension in test items
- Evaluate and track changes to graphics for content accuracy and grade-level appropriateness
- Coordinate item development tasks of external consultants to ensure timely delivery of test items
- Maintain test item database
- Organize and execute answer key checks
- Conduct reviews of test items for bias, sensitivity, content and grade-level appropriateness with external consultants
- Prepare materials for review by external consultants
- Contribute to development of materials to support stakeholders
- Correspond with external consultants (item writers, reviews, standards experts, etc.)
- Suggest revisions and provide justifications for changes based on best practices and appropriateness for test population

Other Responsibilities:
- Assist in the revision of Test Practice materials for operational and field tests
- Collaborate with the development of TAMs
- Participate in ongoing research activities as necessary and relevant for test development
- Contribute to other projects within the LAD
- Attend and present at relevant conferences
- Contribute to recruitment and training of new Item Writers

Qualifications

- **Education:**
  - University of Warwick, Coventry, UK
    MA, English Language Teaching (with a specialization in Language Testing and Assessment) awarded with Distinction, 2014
  - University of Michigan, Ann Arbor, MI
    BA, Linguistics/Psychology (minor in Polish language and culture), 2009

- **Relevant Prior Experience:**
  - Freelance Item Writer/Reviewer, Rosetta Stone, Arlington, VA, 2016
  - Freelance Item Writer, Michigan State University, East Lansing Michigan, 2016
  - Freelance Item Writer/Reviewer/Copy Editor, SLTI, Rockville, MD, 2014-2015
  - Freelance Item Writer/Test Form Reviewer, CaMLA, Ann Arbor, MI, 2013
  - English Teacher (Grades: 8, 11), School #7, Naryn City, Kyrgyzstan, 2012-2013
  - English Teacher (Grades: 6, 8), Oi Tersken School, At-Bashy, Kyrgyzstan, 2011-2012
  - Peace Corps Volunteer, Kyrgyzstan, 2011-2013
  - English Tutor, Ann Arbor, MI, 2008-2011
  - Research Assistant, University of Michigan English Language Institute, Ann Arbor, MI, 2007-2011

Job Title: Language Testing Specialist, K-5
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function:
Develop test items for a large-scale English language assessment for K-12 English language learners (ELLs), with a focus on test development for ELLs in elementary school and transitioning from paper to computer-based testing.

Primary Responsibilities:
- Evaluate, review and write test materials and documents for grades K-12, including providing feedback to team members on test item development
- Review and revise items for accuracy and appropriateness
- Write and refine graphics descriptions to support student comprehension of test items
- Evaluate and track changes to graphics for content accuracy and grade-level appropriateness
- Coordinate item development tasks of external consultants to ensure timely delivery of test items
- Incorporate item feedback from Standard experts and Content reviewers at multiple stages of development
- Try out new items with students in order to evaluate item effectiveness; use teacher and student feedback to make revisions
- Communicate and collaborate within and across teams throughout the test development process
- Adhere to quality control procedures for print and computer-delivered items
- Prepare and maintain files and records (summary reports, electronic notes, spreadsheets, etc.)
- Write and revise test item specifications
- Assist with internal and external reviews
- Maintain test item database
- Organize and execute answer key checks

Qualifications

- **Education:**
    - Georgetown University, Washington DC
      MA, Linguistics with a concentration in Language and Communication, 2012
    - University of California, Santa Barbara, CA
      BA, Linguistics with a sociocultural emphasis, 2008

- **Relevant Prior Experience:**
  - (School-based) Substitute teacher, Arlington Public Schools, Arlington, VA, 2012-2015
  - Professional Oral Communications Tutor, English for Heritage Language Speakers Program, Georgetown University, Washington, DC 2011-2012
  - Conference Assistant, Georgetown University Round Table in Languages and Linguistics, Washington, DC, 2011
  - Substitute Teacher, Panama Buena Vista Union School District and Standard School District, Bakersfield, CA, 2008-2010

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Kristine Nugent
Updated 4/25/17

Job Title: Language Testing Specialist, Grades 6-12
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function
Primary Responsibilities:
- Evaluate, review and write test materials and documents, including providing feedback to team members on test item development
- Review and revise items for accuracy and appropriateness;
- Communicate and collaborate within and across teams throughout the test development process
- Adhere to quality control procedures for computer-delivered items
- Prepare and maintain files and records (summary reports, electronic notes, spreadsheets, etc.)
- Write and revise test item specifications
- Assist with internal and external reviews
- Incorporate item feedback from Standard experts and Content reviewers at multiple stages of development
- Write and refine graphics descriptions to support student comprehension in test items
- Evaluate and track changes to graphics for content accuracy and grade-level appropriateness
- Coordinate item development tasks of external consultants to ensure timely delivery of test items
- Maintain test item database
- Organize and execute answer key checks
- Prepare materials for review by external consultants
- Contribute to development of materials to support stakeholders
- Correspond with external consultants (item writers, reviews, standards experts, etc.)
- Suggest revisions and provide justifications for changes based on best practices and appropriateness for test population
- Other duties as assigned

Qualifications

- **Education:**
    - Georgetown University, Washington, DC
      M.S. Applied Linguistics, 2013
    - University of Notre Dame, Notre Dame, IN
      B.A. Romance Languages and Literatures, 2009

- **Relevant Prior Experience:**
    - Assessment Specialist, Educational Testing Service, Princeton, NJ, 2014-2016
    - English Language Fellow (teaching at the college and high school levels, teacher training), U.S. Department of State, Luhansk, Ukraine, 2013-2014
    - Outside Item Writer, Educational Testing Service (remote work), 2013-2014
    - OPIc Rater (test of oral proficiency), Language Testing International (remote work), 2013-2014
    - Instructor of English, Department of Modern Foreign Languages of Ukrainian Catholic University, Lviv, Ukraine, 2009-2011
    - Instructor of language arts enrichment classes for middle school ESL students, The AP Academy, Lansdale, PA, 2009

POSITION DESCRIPTION
For Mina Niu
Updated 6/16/17

Job Title: Language Testing Specialist, Grades K-5
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function
Primary Responsibilities:
- Evaluate, review and write test materials and documents, including providing feedback to team members on test item development
- Review and revise items for accuracy and appropriateness;
- Communicate and collaborate within and across teams throughout the test development process
- Adhere to quality control procedures for computer-delivered items
- Prepare and maintain files and records (summary reports, electronic notes, spreadsheets, etc.)
- Write and revise test item specifications
- Assist with internal and external reviews
- Incorporate item feedback from Standard experts and Content reviewers at multiple stages of development
- Write and refine graphics descriptions to support student comprehension in test items
- Evaluate and track changes to graphics for content accuracy and grade-level appropriateness
- Coordinate item development tasks of external consultants to ensure timely delivery of test items
- Maintain test item database
- Organize and execute answer key checks
- Prepare materials for review by external consultants
- Contribute to development of materials to support stakeholders
- Correspond with external consultants (item writers, reviews, standards experts, etc.)
- Suggest revisions and provide justifications for changes based on best practices and appropriateness for test population
- Other duties as assigned

Qualifications

- **Education**
  - Georgetown University, Washington, DC,
    MS, Applied Linguistics, 2017
  - The Hong Kong Polytechnic University, Hong Kong,
    BA, Bilingual Studies, 2015

- **Relevant Prior Experience**
  - Research Affiliate, The Assessment and Evaluation Language Research Center, Washington, DC, 2015-2017
  - Chinese Drill Instructor, Georgetown University, Washington, DC, 2015-2017
  - Volunteer, Reading and Writing Tutor, YWCA, Washington, DC, 2017

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CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Samantha Musser
Updated 10/21/16

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Job Title: Technical Specialist Speaking
Division: Language Assessment
Supervisor: Meg Montee, Research Associate for Performance-Based Assessment

Basic Function:
Support and coordinate research about and development of computer-assisted speaking assessments and related scoring materials as part of a large-scale English language proficiency assessment program for K-12 English language learners (ELLs) based on the WIDA English Language Development Standards

Primary Responsibilities:
- Develop performance-based test materials, including test tasks and test specifications, and coordinate key documentation about the Speaking Test (e.g., domain framework)

- Incorporate item feedback from Standard experts and Content reviewers at multiple stages of development
- Develop research materials, including protocols, checklists, and written analyses of findings

- Coordinate the development, review, and submission of Speaking rater training and scoring materials under the guidance of the Performance-based Assessment Research Associate

- Write, edit, and review literature reviews, research reports, and internal and external project memos

- Review test materials for alignment to the Key Uses Provide input on development of writing scoring materials

- Present information about the Speaking Test to internal and external audiences

- Coordinate project activities related to recruitment and logistics for cognitive labs, field tests, workshops, and focus groups

- Other duties as assigned

Qualifications

- **Education:**
    - Georgetown University, Washington, DC - MA, Linguistics, 2014
    - University of Michigan, Ann Arbor, MI - BA, English, 2011

- **Relevant Prior Experience:**
    - Intern, Center for Applied Linguistics, Washington, DC, June – August 2013

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Claire Gellner
Updated 4/20/17

Job Title: Test Development Assistant
Division: Language Assessment
Supervisor: Justin Kelly, Test Development Manager

Basic Function:
Assist with tasks required to complete test development in support of transitioning from paper-based to computer-based test.

Primary Responsibilities:
- Assist with test development quality control
- Review and check drafts of storyboards and specification sheets
- Review and check drafts of items for adherence to specification sheets and QC checklists
- Prepare written protocols and checklists
- Proof and copyedit materials according to style guide
- Research and fact check test item content
- Assist in item writing workshops/courses/activities, field testing, CAL tryouts and field tryouts, cognitive labs, external reviews, e.g., bias and content, and key checks
- Other responsibilities/duties as assigned

Qualifications

- **Education:**
    - University of Maryland, College Park, MD
    - BA, Linguistics, 2014
    - BA, Arabic, 2015

- **Relevant Prior Experience:**
    - Introductory Linguistics Undergraduate Teaching Assistant, Spring 2014

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Ian Bradley
Updated 9/26/18

Job Title: Research Assistant, Language Assessment
Division: Language Assessment
Supervisor: Tanya Bitterman, Lead Writing Language Testing Specialist

Basic Function:
Assist with tasks related to language assessment development, including test development; test rating; research; writing, proofreading, and editing; reviewing and compiling data.

Primary Responsibilities:
- Assist with test development quality control procedures
- Assist with the development of test maps and blueprints
- Assist with facilitation and coordination of audio recording sessions
- Conduct fact-checking and document sources
- Coordinate key verification sessions
- Assist with proofing and copyediting
- Assist with item writing activities, external reviews, pilot testing, and field testing
- Assist with the preparation of rater training materials
- Assist with writing and editing technical reports
- Assist with other administrative duties as needed

Qualifications
- **Education:**
  - St. Mary's College of Maryland, St. Mary's City, MD

    BA with honors, Anthropology, 2017

- **Relevant Prior Experience:**
  - Student Researcher, National Science Foundation Research Experience for Undergraduates: Building Digital Tools to Support Endangered Languages and Preserve Environmental Knowledge
    Swarthmore, PA and Crownpoint, NM, 2016

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Meg Montee
Updated 10/30/17

Job Title: Research Associate for Performance-Based Assessment
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function: Lead research on and development of computer-assisted performance-based assessments and scoring materials as part of a large-scale English language proficiency assessment program for K-12 English language learners (ELLs) based on the WIDA English Language Development Standards

Primary Responsibilities:
- Lead research and development work for standards-based speaking assessments and related materials, including scales, rubrics, and rater training materials

- Provide training and research –based resources about developing performance-based assessment materials to team members

- Review and sign off on test content for ACCESS 2.0

- Represent the speaking assessment development work to the larger test development team

- Develop project timelines and coordinate with other teams within the large-scale assessment program

- Lead collection and analysis of test data during pilot and field tests

- Lead internal and external reviews of performance-based assessments and monitor test revision process

- Plan, conduct, and document research related to performance-based assessments

- Write reports and present research findings as part of the ACCESS 2.0 Assessment Use Argument

- Supervise one full-time CAL staff

- Plan and organize internal and external team meetings

- Represent CAL to external audience, including presentations at key conferences

Qualifications:

Education: Master's degree in related field and five to seven years of related experience

Experience: Successful candidate will have experience coordinating work on the development of speaking assessments or on an operational speaking test program, working with ELLs and a commitment to improving education, particularly for ELLs. Teaching experience in the areas of linguistics, language acquisition, assessment, literacy and/or content area instruction is desirable. Experience developing computer assisted speaking tests preferred. Experience in designing and delivering speaking rater training desired. Familiarity with ACCESS for ELLs® preferred.

Other Qualifications: The preferred candidate will be a self-motivated self-starter with the ability to work independently as well as cooperatively in a fast-paced team environment. Excellent skills in the following areas are highly desirable: organization, planning, and time management; oral and interpersonal communication; writing, editing, and proofreading; and knowledge of Microsoft Office software.

Position filled by: Megan Montee (July 2012-present)

Qualifications
- **Education**
  - 2017   Ph.D., Applied Linguistics, Georgia State University
  - 2006   M.A.T., English as a Second Language, Georgetown University
  - 2004   B.A., English Literature and Cultural Studies, University of Oklahoma

- **Relevant Prior Experience**

  - Independent Language Testing Consultant, Atlanta, GA, 2009-2012
  - ESL Testing Coordinator, Georgia State University, Department of Applied Linguistics & ESL, Atlanta, GA, 2009-2011
  - Graduate Teaching Assistant, Georgia State University, Department of Applied Linguistics & ESL, Atlanta, GA, 2011
  - Research Assistant, Center for Applied Linguistics, Washington, DC, 2005-2009
  - Lecturer, George Washington University, Graduate School of Education and Human Development, Washington, DC, 2009
  - Intern, Center for Applied Linguistics, Washington, DC, 2004-2005

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Jing Wei
Last updated 3/28/2017

Job Title: Senior Research Associate
Division: Language Assessment
Supervisor: Dorry Kenyon, Vice President, and Director, CAL/WIDA Collaborative Activities

DESCRIPTION OF DUTIES:

Basic Function:
Provide expert-level leadership, guidance and assistance to assigned project and subprojects related to World Languages and performance-based language assessment. This function includes serving as the Principle Investigator/Director for projects in World Languages and leading initiatives related to the assessment of writing in CAL's language assessment work, particularly in support of WIDA assessments.

PRIMARY RESPONSIBILITIES:

For World Languages:

- Lead projects in World Languages, including
    - signing off on deliverables;
    - developing and managing timelines;
    - overseeing budgets;
    - and providing expertise on research design, language education, and language assessment.

For writing assessment:

- Lead writing assessment research and development, including
    - providing scientific and technical skills in conceptualizing, designing, conducting and managing research on assessment and task design, development and field testing;
    - functioning as an expert on scoring and rater training by conducting scientific studies on the design and validation of writing scoring rubrics, overseeing and managing the development of rater training materials;
    - and representing CAL in dissemination activities through the publication of research papers, technical reports, and the presentation of papers at language testing and language education conferences.

QUALIFICATIONS:

- **Education:**
    - New York University, New York, NY
      Ph.D., TESOL, 2015
    - University of Maryland at College Park, College Park, MD
      Master Certificate, Educational measurement and statistics, 2010
    - University of Cambridge, Cambridge, UK
      Master of Philosophy, Research in second language education, 2006
    - Shanghai International Studies University, Shanghai, China
      BA, English language and literature, 2003

- **Relevant Prior Experience:**
    - PI, Peace Corps TEFL Certification Validation, Center for Applied Linguistics, Washington, DC, 2017-2022
    - PI on Center for Applied Linguistics Subcontract, STARTALK Program Evaluation, Center for Applied Linguistics, Washington, DC, 2016-present
    - Research Assistant on TOEFL iBT writing validation project, New York University, New York, NY, 2012-2015
    - Adjunct Professor on language testing course, New York, NY, 2013
    - Summer Intern, ELL Research and Development Division, Educational Testing Service, Princeton, NJ, 2011
    - Instructor and Teaching Assistant on language testing course, University of Maryland at College Park, College Park, MD, 2009-2010

Job Title: Test and Training Resources Coordinator
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function: Organizes and participates in test development and test development support and research activities for adult English language assessments. Works as part of a larger team that develops assessment and training products for a large multi-state consortium dedicated to the instruction and assessment of ELLs.

Primary Responsibilities:

CAL Venture Assessments Test Development
- Develops and manages development of test items and materials, including leading item writing workshops and item reviews, to ensure on-time completion (BEST Literacy)
- Reviews requirements for submission to OCTAE, organizes test development and research activities accordingly, and works with team to produce written submission (BEST Literacy, BEST Plus)
- Develops test tasks and items, as assigned (BEST Plus, CAL EPT)
- Assists with scoring materials development, scoring, and adjudication (BEST Plus, CAL EPT)

 ACCESS 2.0 Operational Test Administration Materials Preparation
- Leads the production of online and paper Test Administrator Manual and other training materials for WIDA Assessments
- Coordinates review and development of content between WIDA and internal teams at CAL

ACCESS 2.0 Test Development, Scoring, & Research Support
- Develops listening, reading, speaking, and writing folders for FT for assigned grade level, and reviews and edits throughout all stages of development
- Participates in cog labs, tryouts, reviews, and mock administrations of FT materials
- Participates in adjudication of writing and speaking FT and OP responses
- Participates in selection and review of Speaking & Writing anchors, explanations, and training samples

Project Coordination
- Assists with preparation of materials for annual Quality Control reviews
- Assists with test security protocol and test security orientation of new staff

- Assists with project documentation, schedule and planning preparation of project timelines in MS project
- Assists Vice President of Assessment with administrative, management, and coordination tasks as needed

Qualifications

- **Education:**
    - University of the District of Columbia, Washington, DC,
      MPA, Concentration in Nonprofit Management, 2017
    - Middlebury Institute of International Studies at Monterey, Monterey, CA,
      MA, TESOL, 2010
    - University of Iowa, Iowa City, IA
      BA, German and Comparative Literature, 2007

- **Relevant Prior Experience:**
    - Volunteer Teacher Trainer & Adult English Instructor, Washington English Center, Washington, DC, 2013-2015
    - Program Director, Washington English Center, Washington, DC, 2011-2013
    - Adult English Instructor/Tutoring Coordinator, Literacy*AmeriCorps/Washington English Center, Washington, DC, 2010-2011
    - Editorial Assistant, Assessment Department, National Geographic Learning, Monterey, CA, 2009-2010
    - Enrollment Assistant, Language Teaching Programs, Middlebury Institute of International Studies at Monterey, Monterey, CA, 2008-2009
    - First Grade Reading Tutor, Monterey County Reads, Monterey, CA, 2008-2009
    - English Instructor/Counselor, LEOlingo Sprachcamps für Kinder, Neumarkt i.d.Oberpf., Germany, 2007

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Mary Spanarkel

Position: Research Assistant
Division: Language Assessment
Supervisor: Project Manager, World Languages & Operations Director

Assist with tasks related to language assessments including: test development; test rating; research for tests of English proficiency; writing, proofreading and editing technical reports; reviewing and compiling data.

Primary Responsibilities:

1. Assist with development of item writing and review procedures and processes.
2. Coordinate recruiting and hiring of consultants to serve as item writers and item reviewers.
3. Contribute to development and delivery of item writer and reviewer training.
4. Maintain correspondence with item writers and reviewers to answer questions and enforce deadlines.
5. Track work completed by item writers and reviewers, and perform quality control checks.
6. Participate in item reviewing and revision and provide assignments to other members of the project team as needed.
7. Assist with the recruitment of field test sites, field test administrators and scorers.
8. Assist with field test coordination.
9. Assist with the compilation of scorer training materials.
10. Assist with scoring and organization of scoring.
11. Create meeting agendas and take and disseminate meeting notes.
12. Assist in writing and editing technical reports.
13. Responsible for cleaning data, creating data tables, coding open-ended survey responses, updating the text of reports following a pre-existing format, and proofreading reports.
14. Assist with other administrative duties as needed.

Employment Standards:
1. Bachelor's degree (BA/BS) in a relevant field and four (4) years of related experience; or Master's degree (MA/MS) in a relevant field with at least two (2) years of related experience.
2. Experience working with test development and item writing and/or English language teaching.

Qualifications

- **Education:**
    - American University, Washington, DC
      MA, TESOL, 2015
    - Rowan University, Glassboro, NJ
      BA, History and Subject Matter Education, 2011

- **Relevant Prior Experience:**
    - Teacher Training Consultant, Washington English Center, Washington, DC, 2017-present
    - Director of Curriculum and Instruction, Washington English Center, Washington, DC, 2015-2017
    - Graduate Assistant, American University TESOL Program Office, Washington, DC, 2013-2015
    - Instructional Associate, Montgomery College, Takoma Park, MD, 2013-2014
    - Fulbright English Teaching Assistant, Balikesir University, Balikesir, Turkey, 2011-2012

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
For Todd Rudolph
Updated 03/25/2015

Job Title: Technology Lead
Division: Language Assessment
Supervisor: Jennifer Norton, Director for Test Development

Basic Function: Lead the programming work, as part of a larger production team, for the creation of a family of computerized language proficiency assessments for K-12

Primary Responsibilities:
Coordinate the technology aspects of the transition from paper-based assessment to an interactive, multimedia, computer-delivered assessment.

- Oversee all programming of test and item functionality for operational assessments, including design, code review, implementation, testing, and debugging
- Plan, design, develop, and implement standardized templates to streamline item development
- Ensure compliance with industry standards
- Adhere to project timelines and coordinate with internal teams
- Guide the work of other programmers
- Follow rigorous quality control procedures
- Update coding style guide
- Review deliverables and ensure sign offs on functionality
- Maintain consistency and integrity across a high volume of project work
- Stay abreast of trends related to computerized assessment and become familiar with new techniques and available resources

Specific Responsibilities:
- Implement ACCESS 2.0 item folders using a mixture of HTML, QTI, CSS, and JavaScript.
- Supervise and oversee work of staff programmers.
- Perform final QC checks on all item folders.

Qualifications

Education:
- o Washington University, St. Louis, MO
  BS, Computer Science, 2001

Relevant Prior Experience:

- o Software/Systems Engineer, Computer Sciences Corporation, Lexington Park, MD, 2008-2013
- o Computer Programmer, J.F. Taylor, Inc., Lexington Park, MD, 2006-2008
- o Client Service Representative: Development and Technical Support, Mediamark Research, Inc., Chicago, IL, 2001-2006

CENTER FOR APPLIED LINGUISTICS
POSITION DESCRIPTION
for Linda Huang
Last updated 09/25/2017

Job Title: Applications Developer/Programmer Computer-Based Testing
Division: Language Assessment
Supervisor: Todd Rudolph, Technology Lead

Basic Function: Develop interactive, computer-based test items and provide technology support for computerized assessments for ELLs.

Primary Responsibilities:

1. Develop standardized APIP standard Packaging Model and templates for interactive test item types using object-oriented structures
2. Create and implement scoring algorithms for computer based items based on rubrics

3. Build testing and debugging strategies for item code

4. Document program code

5. Provide input to item design as required to facilitate programming

6. Interface with online test providers and database developers

7. Develop integrated tools for online testing

   Stay up-to-date with the current software for web/database/ computerized assessment development

8. Other responsibilities as assigned

Position filled by: Linda Huang (May 2011 – present)

Qualifications

- **Education**
  - MS, Internet technology; Postgraduate Diploma in Education and Training (Victoria University)
  - Certification of Computing (Computeach College)
  - BS, Electronic Engineering (Guangzhou University)

- **Other Achievements:**

- o APIP Training (WestEd)
  - o JavaScript for Web Designers, ASP.NET courses (Lynda.com)
  - o Web Design SVG rollovers with CSS courses (Lynda.com)

- **Relevant Prior Experience:**
  - o Develop interactive, computer-based test items and provide technology support for computerized assessments for ELLs.
  - o Develop tools to facilitate test development, creating and integrating QTI with HTML, provide suggestions and solutions for test development and production for ACCESS and ASSETS for ELLs.
  - o Provide Flash design, development and support to ONPAR project on ONPAR Items and traditional items.