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Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
25 Hall Street
Concord, N.H. 03301

March 21, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the New Hampshire Department of Education to enter into a contract with the National Center for the Improvement of Educational Assessment (Center for Assessment) Dover, NH (VC#158509) in an amount not to exceed \$183,500 to provide technical expertise, model simulation, data analysis, and psychometric support relative to the development of a large-scale state accountability system for the Department and the State Accountability Task Force with an option to renew for two (2) additional one-year terms, effective upon Governor and Council approval through June 30, 2026. 100% Education Trust Funds.

Funds to support this contract are available in Fiscal Years 2025 are anticipated to be available in Fiscal Year 2026, upon the availability and continued appropriation of funds in the future operating budget with the authority to adjust budget line items within the price limitation and encumbrances between fiscal years through the Budget Office if needed and justified.

06-56-56-560040-30430000 EDUCATION TRUST FUND

Fiscal Year	Class/Account	Class Title	Total Amount
2025	612-500942	State Testing	\$73,400
2026	612-500942	State Testing	\$110,100
Total			\$183,500

EXPLANATION

2024 SB 378 requires the establishment of a task force to develop and review the performance-based accountability system (PBAS) that will serve to demonstrate that a school is providing the opportunity for an adequate education as defined in RSA 193-E:2-a. The New Hampshire Department of Education (NHED) is required to administer and facilitate this taskforce.

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The taskforce has the following responsibilities:

- Define the performance-based accountability system to be used by schools that will ensure that the opportunity for an adequate education as defined in RSA 193-E:2-a is provided,
- Identify performance criteria and measurements,
- Establish performance goals and the relative weights assigned to those goals,
- Ensure that PBAS performance criteria are aligned with academic standards and with the scope and sequence of skill and knowledge development at various learning levels,
- Develop a process of continuous review and improvement to the PBAS,
- Review and make recommendations of the applicability and application of the PBAS for chartered public schools established pursuant to RSA 194-B and alternative schools and,
- Advise the NHED on the initial and ongoing implementation of PBAS, including developing deadlines and data collection and reporting methodologies

The NHED is requesting a contract with the Center for Assessment to provide logistical support for the operations of the Performance-Based Accountability System (PBAS) Task Force, authorized under RSA 193-E:3-c VI.

The Center for Assessment was selected through a competitive Request for Proposals (RFP) process in which proposals were rigorously evaluated against criteria such as experience, capacity, and alignment with Task Force needs. The Center's proposal received high marks, demonstrating their ability to provide strong technical assistance, policy expertise, comprehensive data analysis and evaluation and their proven track record in managing complex, multi-stakeholder projects. The selection committee awarded the Center the contract for technical expertise due to their demonstrated strength in providing specialized knowledge and support crucial for the state accountability task force. Despite bidding on both components, negotiations resulted in a lower price for this contract as they were only awarded one portion of the project, reflecting a fair adjustment in scope and cost. The published RFP gave the state authority to award two contracts, with separate responsibilities. The second vendor, RMC, is represented in a separate contract. Their selection ensures the State Accountability Task Force will have the technical and analytical support necessary to achieve its goals effectively and efficiently, while also ensuring the state is able to meet all public reporting and meeting logistics necessary to ensure the statutorily required work is completed within the required timeline set by the legislature. (See Attachment A.)

The Center for Assessment has an extensive background and track record in supporting New Hampshire's educational system, making it the ideal partner for the state's redesign of its large-scale accountability system, which will replace the Performance Based Accountability System (PBAS). Since 2002, the Center has played a key role in every accountability system design for the New Hampshire Department of Education (NHED), with professionals from the Center leading the design, implementation, and evaluation of various state assessment systems.

Notably, the Center was the lead technical partner for New Hampshire's Performance Assessment of Competency-Based Education (PACE), demonstrating its deep understanding of both the state's unique educational landscape and the complexities of accountability system design. The Center's longstanding commitment to New Hampshire, coupled with its local expertise—shared by professionals who all live in the state and have direct experience with its schools—ensures that it is exceptionally well-positioned to

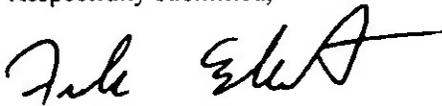
Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council

provide the needed technical assistance, data analysis, model simulation, and psychometric support for this important work.

Beyond its extensive work with New Hampshire, the Center for Assessment brings decades of experience working with more than 45 states and over 50 entities, including states, districts, and non-governmental organizations. This broad experience, especially since 2015, has involved supporting states in redesigning or refining their assessment and accountability systems. Through its expertise in facilitating diverse stakeholder task forces, the Center has a demonstrated ability to guide complex, multi-stakeholder decision-making processes in a way that ensures state systems are aligned with both local needs and national best practices. This wealth of experience and local knowledge makes the Center for Assessment a trusted, capable partner in advancing New Hampshire's accountability system in line with the state's educational priorities.

The Center for Assessment's role shall include the analysis of current and available data, the current performance-based accountability system, data modeling and analysis of accountability systems proposed by the Task Force, and expert review and synthesis of state and national trends relative to large-scale accountability systems. The data analysis, modeling, and psychometric support provided by the Center will allow the Task Force to propose multiple models of accountability for NH schools to determine comparability, with the goal of building the most appropriate model for measuring performance and transparency.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Frank Edelblut". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Frank Edelblut
Commissioner of Education

Attachment A
Bid Scoring Summary Sheet
The National Center for the Improvement of Educational Assessment, Inc.

Proposed Price		\$220,000.00	\$55,802.42	\$127,918.00
<u>Criteria for Evaluation and Scoring</u>	Potential Points	National Center for Improvement of Educational Assessments	RMC Research Corporation	Jacqueline P. Kelleher
Familiarity with the New Hampshire educational landscape, including the relevant laws and key stakeholders The vendor's proposal reflects familiarity with New Hampshire's educational landscape, including the laws and regulations related to assessment, accountability and data reporting and key stakeholders.	20	19	16	5
Technical expertise in assessment and accountability systems The vendor's proposal displays technical expertise in matters relating to large scale assessments and accountability systems.	20	19	NA*	5
Experience and familiarity with forming and facilitating large state-wide task forces and groups The vendor's proposal displays previous experience in and familiarity with assisting State Education Agencies on matters relating to assessment and accountability. Further, the vendor has facilitated large state-wide task forces or policy advisory committees with a proven track record of success.	20	17	18	5
Background and expertise of the organization and key personnel Both the organization and key personnel to be involved demonstrate adequate technical expertise and experience relating to assessment and accountability.	20	19	14	5
PRICE PROPOSAL MAXIMUM POINTS	20	16	18	10
Potential Points/Points Awarded		100/90	80/66	100/30

*RMC Research Corporation submitted a bid for just the logistics scope of services, which was allowable under the terms of the RFP. Their proposed cost does not include the technical assistance portion of the RFP.

Name of Reviewers	Title
Nathaniel Greene	Bureau Administrator for Assessment and Accountability
Kyu Ryung Hwang	Accountability Administrator
Kristen Crawford	Assessment Administrator
Rob Malay	Superintendent, SAU 29
Christine Landwehrle	Superintendent, SAU 82

Review Process

Scoring review occurred on November 1, 2024. The final score for each vendor was awarded upon the consensus of the review team. The RFP was structured to allow for vendors to bid on either Logistics OR Technical Assistance. RMC won the bid for logistics, the National Center for the Improvement of Educational Assessment won for Technical Assistance. Separate contracts will be submitted for this RFP.

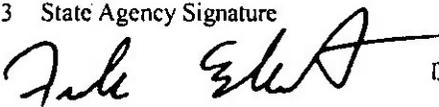
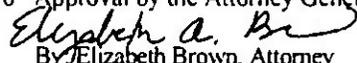
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

I. IDENTIFICATION.

1.1 State Agency Name New Hampshire Department of Education (NHED)		1.2 State Agency Address 25 Hall Street Concord, NH 03301	
1.3 Contractor Name The National Center for the Improvement of Educational Assessment, Inc.		1.4 Contractor Address 31 Mount Vernon Street, Dover, NH 03820	
1.5 Contractor Phone Number 603-516-7900	1.6 Account Unit and Class See Exhibit C	1.7 Completion Date June 30, 2026	1.8 Price Limitation \$183,500
1.9 Contracting Officer for State Agency Dr. Nathaniel Greene		1.10 State Agency Telephone Number 603-573-6556	
1.11 Contractor Signature <i>Scott Marion</i>		1.12 Name and Title of Contractor Signatory Scott Marion, Executive Director	
1.13 State Agency Signature 		1.14 Name and Title of State Agency Signatory Frank Edelblut, Commissioner of Education	
1.15 Approval by the N.H. Department of Administration, Division of Personnel <i>(if applicable)</i> By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) <i>(if applicable)</i>  By: Elizabeth Brown, Attorney On: 03/25/25			
1.17 Approval by the Governor and Executive Council <i>(if applicable)</i> G&C Item number: _____ G&C Meeting Date: _____			

2. SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed.

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance

hereof, and shall be the only and the complete compensation to the Contractor for the Services.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any Property which has been received from the State, or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

11. **CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. **INDEMNIFICATION.** The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. **WAIVER OF BREACH.** A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

17. **NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

19. CHOICE OF LAW AND FORUM.

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

20. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

21. **THIRD PARTIES.** This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

22. **HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

23. **SPECIAL PROVISIONS.** Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

24. **FURTHER ASSURANCES.** The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

25. **SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

26. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

EXHIBIT A
Special Provisions

Additional Exhibit D: Data Protection

Subject to Governor and Council approval, authorize the Department of Education to exercise a renewal option on this contract for up to two (2) fiscal years, subject to the contractor's acceptable performance of the terms therein and available funding.

Renewal 1, July 1, 2026, to June 30, 2027

Renewal 2, July 1, 2027, to June 30, 2028

The terms outlined in the P-37 General Provisions are modified as set forth below:

A.1 Provision 9, Termination, Section 9.2 is deleted and replaced with the following:

9.2 In the event of the termination pursuant to subparagraph 9.1, the contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. The State will pay for cost of all Services and Deliverables for which Acceptance has been given by the State, provided through the date of termination but will not be liable for any costs for incomplete Services or winding down the Contract activities. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

9.3 Upon termination of the Contract, the State, in addition to any other rights provided in the Contract, may require Contractor to deliver to the State any property, including without limitation, Software and Written Deliverables, for such part of the Contract as has been terminated. After receipt of a notice of termination, and except as otherwise directed by the State, Contractor shall:

- a. Stop work under the Contract on the date, and to the extent specified, in the notice;
- b. Promptly, but in no event longer than ten (10) days after termination, terminate its orders and subcontracts related to the work which has been terminated, and settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the State to the extent required, which approval or ratification shall be final for the purpose of this Section;
- c. Take such action as the State directs, or as necessary to preserve and protect the property related to the Contract which is in the possession of Contractor and in which the State has an interest;
- d. Take no action to intentionally erase any State data until directed by the State;
- e. Transfer title to the State and deliver in the manner, at the times, and to the extent directed by the State, any property which is required to be furnished to the State and which has been accepted or requested by the State;
- f. Implement an orderly return of State data in a CSV or another mutually agreeable format at a time agreed to by the parties;
- g. Securely dispose/destroy of all requested data in all of its forms, such as disk, CD/DVD, backup tape and paper, when requested by the State. Data shall be permanently deleted and shall not be recoverable, according to National Institute

EXHIBIT A
Scope of Work
Continued

of Standards and Technology (NIST)-Special Publication (SP) 800-88 approved methods. Certificates of destruction shall be provided to the State; and

h. Provide written Certification to the State that Contractor has surrendered to the State all said property and after 180 days has erased all State data.

9.4 If the Contract has expired, or terminated prior to the Completion Date, for any reason, the Contractor shall provide, for a period up to ninety (90) days after the expiration or termination, all transition services requested by the State, at no additional cost, to allow for the expired or terminated portion of the Services to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Services to the State or its designees ("Transition Services").

9.5 This covenant in paragraph 9 shall survive the termination of this Contract.

A.2 Provision 10, Property Ownership/Disclosure, is updated with the following addition:

10.4 In performing its obligations under this Agreement, Contractor may gain access to Confidential Information. The Contractor shall not use the Confidential Information developed or obtained during the performance of, or acquired, or developed by reason of the Agreement, except as directly connected to and necessary for the performance of the Agreement. Contractor shall maintain the confidentiality of and protect from unauthorized use, disclosure, publication, and reproduction (collectively "release"), all Confidential Information.

10.4.1 In the event of the unauthorized release of Confidential Information, Contractor shall immediately notify the State's Chief Information Security Officer, and the State may immediately be entitled to pursue any remedy at law and in equity, including, but not limited to, injunctive relief.

10.5 Subject to applicable federal or State laws and regulations, Confidential Information shall not include information which:

shall have otherwise become publicly available other than as a result of disclosure by the receiving Party in breach hereof;

was disclosed to the receiving Party on a non-confidential basis from a source other than the disclosing Party, which the receiving Party believes is not prohibited from disclosing such information as a result of an obligation in favor of the disclosing Party;

is developed by the receiving Party independently of, or was known by the receiving Party prior to, any disclosure of such information made by the disclosing Party; or is disclosed with the written consent of the disclosing Party.

10.6 A receiving Party also may disclose the disclosing Party's Confidential Information to the extent required by law or an order of a court of competent jurisdiction. Any disclosure of the Confidential Information shall require the prior written approval of the State. Contractor shall immediately notify the State if any request, subpoena or other legal process is served upon Contractor regarding the Confidential Information, and Contractor shall cooperate with the State in any effort the State undertakes to contest the request, subpoena or other legal process, at no additional cost to the State.

EXHIBIT A
Scope of Work
Continued

10.7 Contractor Confidential Information. Contractor shall clearly identify in writing all information it claims to be confidential or proprietary upon providing such information to the State. For the purposes of complying with its legal obligations, the State is under no obligation to accept the Contractor's designation of material as confidential. Contractor acknowledges that the State is subject to State and federal laws governing disclosure of information including, but not limited to, RSA Chapter 91-A. In the event the State receives a request for the information identified by Contractor as confidential, the State shall notify Contractor and specify the date the State will be releasing the requested information. At the request of the State, Contractor shall cooperate and assist the State with the collection and review of Contractor's information, at no additional expense to the State. Any effort to prohibit or enjoin the release of the information shall be Contractor's sole responsibility and at Contractor's sole expense. If Contractor fails to obtain a court order enjoining the disclosure, the State shall release the information on the date specified in the State's notice to Contractor, without any liability to the State.

10.8 This covenant in paragraph 10 shall survive the termination of this Contract.

EXHIBIT B
Scope of Work

The National Center for Improvement of Educational Assessment (Center for Assessment) shall provide technical assistance to the New Hampshire Department of Education (NHED) in the administration and support of the State Accountability Task Force (the Task Force) charged with revising the state Performance Based Accountability System (PBAS) as required under SB378.

1. **Initial Project Implementation and Planning with the New Hampshire Department of Education and the logistic provider (\$5,000):** This deliverable covers the foundational work of initiating the project, including coordination with the New Hampshire Department of Education (NHED) and the logistic provider to ensure alignment on project goals, timelines, and expectations. During this phase, the National Center for the Improvement of Educational Assessment (Center for Assessment) will begin developing a comprehensive plan that includes an inventory of data sources, an understanding of key indicators, and potential applications within the State's new performance-based accountability system. The importance of grounding the project in New Hampshire's data systems, especially the statutory requirements outlined in RSA 193-E, will be emphasized during the planning process.
2. **Comprehensive Analysis of Existing Data and Indicators (\$10,000):** In this phase, the Center for Assessment will conduct a thorough review of the existing data and performance indicators required under RSA 193-C and RSA 193-E. This includes identifying relevant data sources already collected by the state and evaluating their potential use in the performance-based scoring system. The Center for Assessment's familiarity with New Hampshire's data systems allows for an efficient inventory of existing data elements, ensuring that any new data collection minimizes the burden on local education agencies. This analysis will support the Task Force's goal of building an efficient and effective accountability system that adheres to statutory requirements, including RSA 193-E3, which defines adequacy as central to the system.
3. **Task Force Meeting #1, including prep and summary (\$11,000):** The first Task Force meeting will focus on identifying the key goals of the new accountability system and clarifying the information needs for the performance-based scoring system. This meeting will be critical for framing the discussion on how performance data should be reported and to whom. The Center for Assessment will ensure that all participants understand the availability of existing data sources, risks of introducing new data collections, and how the framework will align with the goals articulated by the Task Force. The Center for Assessment will support the logistic provider in providing a post-meeting summary to document the outcomes and next steps.
4. **Produce draft sketch of framework for performance-based scoring system (\$7,500):** This deliverable includes the creation of a draft sketch for the performance-based scoring system, grounded in existing data and performance measures already required by state and federal laws. The Center for Assessment will work closely with NHED and the Task Force to develop a framework that balances the need for data-driven decision-making with the existing methods New Hampshire uses for school accountability. This will ensure that the scoring system remains aligned with the state's current approach while introducing the necessary flexibility for improvement.

EXHIBIT B
Scope of Work
Continued

5. **Task Force Meeting #2, including prep and summary (\$11,000):** In this second Task Force meeting, the primary focus will be on reviewing the available indicators and refining the draft framework for the performance-based scoring system. The Center for Assessment will help facilitate discussions to ensure that Task Force members fully understand the implications of using each indicator and how they can be integrated into the scoring system. The Center for Assessment will support the logistic provider in offering a post-meeting summary to document the outcomes and next steps.
6. **Quarterly progress report for Task Force (\$3,000):** The Center for Assessment will support the logistic provider by furnishing quarterly progress reports that track the Task Force's activities and decisions. These reports will summarize the status of the project, highlight any challenges or risks, and outline the next steps for the development of the accountability system. The progress reports will ensure that all stakeholders are aligned and provide a clear picture of how the project is evolving.
7. **Produce draft memo for Task Force (\$2,500):** A draft memo will be prepared to describe the revised framework for the accountability system, which will incorporate feedback from Task Force discussions. This memo will also highlight a more focused set of potential indicators, ensuring that the Task Force can make decisions based on a manageable and relevant set of data. The draft memo will provide clarity on the direction of the project and inform future deliberations.
8. **Task Force Meeting #3, including prep and summary (\$11,000):** The third Task Force meeting will provide a critical opportunity to offer technical expertise on model development. The Center for Assessment will consult with the Task Force and NHED on the design of the accountability system, helping to ensure that the models under consideration are feasible, effective, and align with New Hampshire's goals. The Center for Assessment will support the logistic provider in providing a post-meeting summary to document the outcomes and next steps.
9. **Model Development and Design (\$12,500):** In this phase, the Center for Assessment will develop and model various accountability designs, assessing how different indicators and data combinations impact the scoring system. The modeling will provide valuable insights into the practical and technical implications of different design choices, helping Task Force members make informed decisions based on real-world simulations. The models will also help identify potential trade-offs and challenges.
10. **Task Force Meeting #4, including prep and summary (\$10,000):** The fourth Task Force meeting will focus on reviewing the results of initial analyses, including discussions on aggregation methods and how educational adequacy for the purposes of accountability will be determined. The Center for Assessment will ensure that the Task Force has the necessary information to make informed decisions about how to combine data and evaluate schools based on the performance indicators. The Center for Assessment will support logistic provider in producing a post-meeting summary to document the outcomes and next steps.

EXHIBIT B
Scope of Work
Continued

11. **Additional Analyses and Model Refinement (\$10,000):** Based on feedback from NHED and the Task Force, the Center for Assessment will conduct further analyses to narrow down the number of potential models. This will involve refining the scoring system and developing initial reporting designs that align with the selected models. This phase ensures that the project remains focused on the most viable and effective solutions.
12. **Support NHED in Eliciting, Collating, and Analyzing Stakeholder Feedback (\$10,000):** The Center for Assessment will help gather and analyze feedback from a range of stakeholders, including educators, administrators, policymakers, and parents. This feedback will be integrated into the ongoing development of the scoring system, ensuring that the system reflects the needs and concerns of key stakeholders.
13. **Task Force Meeting #5, including prep and summary (\$10,000):** The fifth Task Force meeting will focus on reviewing the results of a second round of modeling, with recommendations on aggregation methods and reporting structures. This meeting will also initiate further discussions on how performance data should be communicated to various audiences. The Center for Assessment will ensure that the models and decisions reflect the input from stakeholders and are aligned with the project goals.
14. **Support NHED staff and personnel in creating a draft of the reporting system framework for presentation and discussion with the Task Force (\$12,500):** The Center for Assessment will support NHED staff in creating a draft reporting system framework. This draft will be presented to the Task Force for review and discussion, ensuring that the reporting system aligns with the performance-based scoring system and addresses the needs of all stakeholders.
15. **Presentation at October Statewide Assessment and Accountability Conference (\$7,500):** This task involves supporting NHED and Task Force members in preparing and presenting at the statewide assessment and accountability conference. This will provide an opportunity to gather additional feedback from a broader audience, further refining the accountability system based on input from across the state.
16. **Task Force Meeting #6, including prep and summary (\$10,000):** The sixth Task Force meeting will focus on refining the reporting system. The Center for Assessment will work with the Task Force to ensure that the reporting system is clear, effective, and meets the needs of all stakeholders. A detailed meeting summary will document decisions made and outline the next steps in the process.
17. **Draft the final Task Force report, including key recommendations (\$20,000):** In this phase, the Center for Assessment will draft the final report with the logistic provider and NHED including key recommendations for the Task Force. This report will reflect the insights gathered from Task Force discussions, modeling, and stakeholder feedback, and will present a clear rationale for the development and adoption of a new performance-based accountability system that will meet the

EXHIBIT B
Scope of Work
Continued

requirements of state accountability for the purpose of demonstrating the provisions of an adequate education. The logistic provider will be responsible for the final professional publication of the report.

18. **Final Task Force Meeting, including prep and summary, to present final report, key recommendations, and discuss legislation and policy requirements (\$10,000):** The final Task Force meeting will focus on presenting the final report and key recommendations. The Center for Assessment will ensure that all relevant information is shared, including recommendations for legislative and policy changes. The Center for Assessment will support the logistic provider, NHED staff, and the Task Force in the final adoption of the public report, which will be publicly distributed upon the approval of the Task Force and the NHED.

19. **Support NHED staff in crafting recommended legislative language, based on the final report and the Task Force recommendations (\$10,000):** In this final phase, the Center for Assessment will assist NHED staff in crafting legislative language that reflects the Task Force's recommendations. The language will be designed to ensure that the new accountability system aligns with state and federal requirements and can be implemented effectively. The legislative recommendations will be based upon the final, adopted report of the Task Force, and will be presented to the legislature by NHED staff as recommendations for a new performance-based accountability system.

EXHIBIT C
Method of Payment

Budget through June 30, 2026

	Project Deliverables	Cost
1	Initial Project Implementation and Planning with NHED and logistic provider	\$5,000
2	Comprehensive Analysis of Existing Data and Indicators	\$10,000
3	Task Force Meeting #1, including prep and summary	\$11,000
4	Produce draft sketch of framework for performance-based scoring system	\$7,500
5	Task Force Meeting #2, including prep and summary	\$11,000
6	Quarterly progress report for Task Force	\$3,000
7	Produce draft memo for Task Force	\$2,500
8	Task Force Meeting #3, including prep and summary	\$11,000
9	Model Development and design	\$12,500
10	Task Force Meeting #4, including prep and summary	\$10,000
11	Additional analyses and Model Refinement	\$10,000
12	Support NHED in Eliciting, Collating, and Analyzing Stakeholder Feedback	\$10,000
13	Task Force Meeting #5, including prep and summary	\$10,000
14	Support NHED staff and personnel in creating a draft of the reporting system framework for presentation and discussion with the Task Force	\$12,500
15	Presentation at October assessment and accountability conference	\$7,500
16	Task Force Meeting #6, including prep and summary	\$10,000
17	Draft the final Task Force report, including key recommendations	\$20,000
18	Final Task Force Meeting, including prep and summary, to present final report, key recommendations, and discuss legislation and policy requirements	\$10,000
19	Support NHED staff in crafting recommended legislative language, based on the final report and the Task Force recommendations.	\$10,000
	Total Cost for all Deliverables	\$183,500

Limitation on Price: Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, but in no case shall the total budget exceed \$183,500. To be binding on the state, such adjustments of budget line items, must be memorialized in writing, executed by the Contracting Officer and approved by the Commissioner.

Funding Source: Funds to support this contract are available in Fiscal Years 2025 are anticipated to be available in Fiscal Year 2026, upon the availability and continued appropriation of funds in the future operating budget with the authority to adjust budget line items within the price limitation and encumbrances between fiscal years through the Budget Office if needed and justified.

06-56-56-560040-30430000 EDUCATION TRUST FUND

Fiscal Year	Class/Account	Class Title	Total Amount
2025	612-500942	State Testing	\$73,400
2026	612-500942	State Testing	\$110,100
		Total	\$183,500

EXHIBIT C
Method of Payment
Continued

Method of Payment: Payment will be made upon the submittal of monthly invoices that are received by the 10th day of the following month and supported by a summary of activities/completed deliverables that have taken place in accordance with the terms of the contract, along with a detailed listing of expenses incurred. If otherwise correct and acceptable, payment will be made for 100% of the expenditures listed. A final invoice is due within 30 days of the end of this contract. Invoices and reports shall be electronically submitted to:

DEAR@doe.nh.gov

EXHIBIT D
Data Protection

Revised 2-2023

Data Protection

Protection of personal privacy and data shall be an integral part of the business activities of the Contractor to ensure there is no inappropriate or unauthorized use of State information at any time. To this end, the Contractor shall safeguard the confidentiality, integrity and availability of State information and comply with the following conditions:

1. The Contractor shall implement and maintain appropriate administrative, technical and organizational security measures to safeguard against unauthorized access, disclosure or theft of Personal Data and non-public information. Such security measures shall be in accordance with recognized industry practice and not less stringent than the measures the Contractor applies to its own Personal Data and non-public data of similar kind.
2. All data obtained by the Contractor in the performance of this contract and all Personal Data shall be encrypted at rest and in transit with controlled access. Unless otherwise stipulated, the Contractor is responsible for encryption of the Personal Data.
3. Unless otherwise stipulated, the Contractor shall encrypt all non-public data at rest and in transit. The State shall identify data it deems as non-public data to the Contractor. The level of protection and encryption for all non-public data shall be identified and made a part of this contract.
4. At no time shall any data or processes – that either belong to or are intended for the use of the State or its officers, agents or employees – be copied, disclosed or retained by the Contractor or any party related to the Contractor for subsequent use in any transaction that does not include the State.
5. The Contractor shall not use any information collected in connection with the service issued from this Contract for any purpose other than fulfilling the service.

Data Location

The Contractor shall provide its Services to the State and its end users solely from data centers within the Continental United States. All storage, processing and transmission of State data shall be restricted to information technology systems within the Continental United States. The Contractor shall not allow its personnel or sub-contractors to store State data on portable devices, including personal computers, except as specified and allowed by the contract, and then only on devices that are used and kept at its data centers within the Continental United States. The Contractor shall permit its personnel and Contractors to access State data remotely only to provide technical support and as specified or required by the contract.

Security Incident Or Data Breach

The Contractor shall inform the State of any security incident or Data Breach in accordance with NH RSA Chapter 359-C:20: Notice of Security Breach.

1. Incident Response: the Contractor may need to communicate with outside parties regarding a security incident, which may include contacting law enforcement, fielding media inquiries and

EXHIBIT D
Data Protection
Continued

seeking external expertise as mutually agreed upon, defined by law or contained in the Contract. Discussing security incidents with the State should be handled on an urgent as-needed basis, as part of the Contractor communication and mitigation processes as mutually agreed upon, defined by law or contained in the contract.

2. Security Incident Reporting Requirements: the Contractor shall report a security incident to the State identified contact immediately if it reasonably believes there has been a security incident.
3. Breach Reporting Requirements: If the Contractor has actual knowledge of a confirmed data breach that affects the security of any State content that is subject to applicable data breach notification law, the Contractor shall (1) promptly notify the appropriate State identified contact immediately, unless shorter time is required by applicable law, and (2) take commercially reasonable and consistent with industry best practices measures to address the data breach in a timely manner.

Breach Responsibilities

1. This section only applies when a Data Breach occurs with respect to State data within the possession or control of the Contractor and/or the third-party designee hosting the data as agreed upon by the Contractor and the State.
2. The Contractor, unless stipulated otherwise, shall immediately notify the appropriate State identified contact by telephone in accordance with the agreed upon security plan or security procedures if it reasonably believes there has been a security incident.
3. The Contractor, unless stipulated otherwise, shall promptly notify the appropriate State identified contact within 24 hours or sooner by telephone, unless shorter time is required by applicable law, if it confirms that there is, or reasonably believes that there has been a Data Breach the Contractor shall:
 - a. cooperate with the State as reasonably requested by the State to investigate and resolve the Data Breach;
 - b. promptly implement necessary remedial measures, if necessary; and
 - c. document responsive actions taken related to the Data Breach, including any post-incident review of events and actions taken to make changes in business practices in providing the services, if necessary.
4. Unless otherwise stipulated, if a Data Breach is a direct result of the Contractor's breach of its contract obligation or the third-party hosting company to encrypt Personal Data or otherwise prevent its release, the Contractor and/or the third-party hosting company shall bear the costs associated with:
 - a. the investigation and resolution of the Data Breach;
 - b. notifications to individuals, regulators or others required by State law;
 - c. a credit monitoring service required by State (or federal) law;
 - d. a website or a toll-free number and call center for affected individuals required by State law — all not to exceed the average per record per person cost calculated for Data Breaches in the United States (currently \$201 per record/person) in the most

EXHIBIT D
Data Protection
Continued

- recent Cost of Data Breach Study: Global Analysis published by the Ponemon Institute at the time of the Data Breach; and
- e. complete all corrective actions as reasonably determined by the Contractor based on root cause; all [(a) through (e)] subject to this Contract's limitation of liability.

CERTIFICATE OF ATTESTATION

Corporation

I, Stephen Pruitt, hereby certify that I am the duly appointed Secretary of
(Name of Clerk of Corporation)

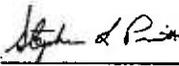
The National Center for the Improvement of Educational Assessment, Inc. I hereby certify that Scott Marion
(Corporation Name) (Name of Contract Signatory)

Executive Director is duly authorized to execute contracts on behalf of
(Title of Contract Signatory)

The National Center for the Improvement of Educational Assessment, Inc. and may bind the company thereby.
(Corporation Name)

I hereby certify that said authority has not been amended or repealed and remains in full force and effect as of the date of the contract to which this certificate is attached. This authority **remains valid for thirty (30) days**. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

DATED: 03/20/2025

ATTEST: 
(Signature of Clerk of Corporation)

Secretary of Board of Trustees
(Title of Clerk of Corporation)

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on August 12, 1998. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned; and the attached is a true copy of the list of documents on file in this office.

Business ID: 299403

Certificate Number: 0006661896



IN TESTIMONY WHEREOF.

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 8th day of April A.D. 2024.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State



NATICEN-01

LMCINTIRE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/15/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER AssuredPartners New England, Inc. (AP Home Office) One Financial Plaza Hartford, CT 06103	CONTACT NAME: Laurie McIntire, ACSR PHONE (A/C, No, Ext): (603) 399-6302 FAX (A/C, No): (603) 399-6302 E-MAIL ADDRESS: Laurie.McIntire@AssuredPartners.com																				
	<table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A : Hanover Ins. Co.</td> <td></td> <td>22292</td> </tr> <tr> <td>INSURER B : Citizens Ins. Co. of America</td> <td></td> <td>31534</td> </tr> <tr> <td>INSURER C : Twin City Fire Insurance</td> <td></td> <td>29459</td> </tr> <tr> <td>INSURER D :</td> <td></td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A : Hanover Ins. Co.		22292	INSURER B : Citizens Ins. Co. of America		31534	INSURER C : Twin City Fire Insurance		29459	INSURER D :			INSURER E :			INSURER F :	
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INSURER F :																					
INSURED The National Center For The Improvement of Educational Assessment Inc 31 Mount Vernon St Dover, NH 03820																					

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY	X		[REDACTED]	11/1/2024	11/1/2025	EACH OCCURRENCE \$ 2,000,000	
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$	
							MED EXP (Any one person) \$ 5,000	
							PERSONAL & ADV INJURY \$ 2,000,000	
GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:							GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000	
B	AUTOMOBILE LIABILITY	X		[REDACTED]	11/1/2024	11/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000	
	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY						<input type="checkbox"/> SCHEDULED AUTOS	BODILY INJURY (Per person) \$
	<input checked="" type="checkbox"/> HIRED AUTOS ONLY						<input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	BODILY INJURY (Per accident) \$
								PROPERTY DAMAGE (Per accident) \$
UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$							EACH OCCURRENCE \$ AGGREGATE \$	
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory In NH) <input type="checkbox"/> Y/N N/A If yes, describe under DESCRIPTION OF OPERATIONS below							PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$	
C	Professional Liab			[REDACTED]	3/20/2024	3/20/2025	Per Claim \$ 1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER The State of NH, Department of Education 25 Hall Street Concord, NH 03301	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
02/04/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	CONTACT NAME: Marsh Affinity PHONE (A/C, No, Ext): 800-743-8130 FAX (A/C, No): E-MAIL ADDRESS: ADPTotalSource@marsh.com
	INSURER(S) AFFORDING COVERAGE
	NAIC # INSURER A : New Hampshire Insurance Co. 23841 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :
INSURED ADP TotalSource FL XVII, Inc. 5800 Windward Parkway Alpharetta, GA 30005 Alternate Employer: NCIEA, Inc DBA The National Center for the Improvement of Educational Assessment, Inc. 31 Mount Vernon Street Dover, NH 03820	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N	N/A		07/01/2024	07/01/2025	PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for NCIEA, Inc DBA The National Center for the Improvement of Educational Assessment, Inc. paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. NCIEA, Inc. DBA The National Center for the Improvement of Educational Assessment, Inc. is an alternate employer under this policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

New Hampshire Department of Education
25 Hall Street
Concord, NH 03301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

No Phillips

Mission Statement:

The Center for Assessment accomplishes its mission by providing services directly to states in conjunction with states' large-scale assessment and accountability programs. The Center also works with organizations that work directly with states, or whose work impacts states. The Center also seeks to develop and disseminate broadly policies and practices that will improve educational assessment and accountability. The Center pursues the dissemination of the best practices through our annual conference; through extensive work with states' technical advisory committees; through work with organizations that do similar research, development, and dissemination; and through numerous publications and presentations at professional conferences.

Salary Sheet

<u>Key Personnel</u>	<u>Salary</u>	<u>Amount of the salary paid by the contract</u>
Scott Marion	\$320,160.00	\$54,180.00
Nathan Dadey	\$172,000.00	\$31,555.00



**THE NATIONAL CENTER FOR THE
IMPROVEMENT OF EDUCATIONAL
ASSESSMENT, INC.**

FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

REVIEWED BY THE BOARD OF TRUSTEES

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

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INDEPENDENT AUDITORS' REPORT

April 3, 2024

To the Board of Trustees
The National Center for the Improvement of Educational Assessment, Inc.
Dover, New Hampshire

Opinion

We have audited the accompanying financial statements of The National Center for the Improvement of Educational Assessment, Inc. (a nonprofit organization), which comprise the statements of financial position as of December 31, 2023 and 2022 and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The National Center for the Improvement of Educational Assessment, Inc. as of December 31, 2023 and 2022, and the changes in its net assets, functional expenses, and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of The National Center for the Improvement of Educational Assessment, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about The National Center for the Improvement of Educational Assessment, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.



*"Trusted Advisors for
over 60 years!"*

CERTIFIED PUBLIC ACCOUNTANTS

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Member:
American Institute of CPAs

Licensed in Maine, New Hampshire
and Massachusetts

In performing an audit in accordance with generally accepted auditing standards, we

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The National Center for the Improvement of Educational Assessment, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about The National Center for the Improvement of Educational Assessment, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Cummings, Lamont & McNamara, PLLC

*Certified Public Accountants
Stratham, New Hampshire*

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31,

ASSETS	<u>2023</u>	<u>2022</u>
CURRENT ASSETS		
Cash and cash equivalents	\$ 785,340	\$ 942,338
Accounts receivable	2,327,899	1,655,782
Unbilled receivables	336,194	289,166
Prepaid expenses	19,666	32,156
Employee receivable	-	504
Total Current Assets	<u>3,469,099</u>	<u>2,919,946</u>
PROPERTY AND EQUIPMENT		
Land and land improvements	563,889	506,051
Building	1,987,592	1,987,592
Furniture, fixtures and equipment	<u>367,212</u>	<u>356,307</u>
	2,918,693	2,849,950
Less accumulated depreciation	<u>(1,080,536)</u>	<u>(974,369)</u>
Total Property and Equipment, Net	<u>1,838,157</u>	<u>1,875,581</u>
OTHER ASSETS		
Investments	<u>3,103,885</u>	<u>2,985,720</u>
Total Other Assets	<u>3,103,885</u>	<u>2,985,720</u>
Total Assets	<u>\$ 8,411,141</u>	<u>\$ 7,781,247</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31,

	<u>2023</u>	<u>2022</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 59,820	\$ 79,988
Accrued retirement plan contribution	57,571	57,862
Accrued employee lease	281,591	289,928
Accrued vacation	213,421	250,275
Deposits for services	1,461,006	1,031,788
Total Current Liabilities	<u>2,073,409</u>	<u>1,709,841</u>
NET ASSETS		
Net assets without restriction	<u>6,337,732</u>	<u>6,071,406</u>
Total Net Assets	<u>6,337,732</u>	<u>6,071,406</u>
Total Liabilities and Net Assets	<u>\$ 8,411,141</u>	<u>\$ 7,781,247</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

YEARS ENDED DECEMBER 31,

	<u>2023</u>	<u>2022</u>
REVENUES AND SUPPORT		
Consulting	\$ 6,758,252	\$ 6,344,416
Interest income	9,737	8,478
Dividend income, net of investment fees	94,271	55,493
Realized and unrealized investment gains (losses)	<u>175,113</u>	<u>(436,834)</u>
Total Revenues and Support	<u>7,037,373</u>	<u>5,971,553</u>
EXPENSES		
Program services	6,102,283	5,957,462
General and administrative	<u>668,764</u>	<u>642,909</u>
Total Expenses	<u>6,771,047</u>	<u>6,600,371</u>
INCREASE (DECREASE) IN NET ASSETS WITHOUT RESTRICTIONS FROM OPERATING ACTIVITIES	266,326	(628,818)
NET ASSETS, BEGINNING OF YEAR	<u>6,071,406</u>	<u>6,700,224</u>
NET ASSETS, END OF YEAR	<u>\$ 6,337,732</u>	<u>\$ 6,071,406</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2023

	<u>Program Services</u>	<u>General and Administrative</u>	<u>Total</u>
Leased employees	\$ 3,887,361	\$ 369,754	\$ 4,257,115
Consulting fees	1,153,768	-	1,153,768
Travel and meals	419,263	-	419,263
Professional mission	317,521	-	317,521
Depreciation	-	106,167	106,167
Advertising	74,174	-	74,174
Dues and subscriptions	72,209	-	72,209
Contributions	50,388	-	50,388
Technical support	33,965	11,322	45,287
Board expenses	-	38,813	38,813
Maintenance and repairs	-	34,829	34,829
Insurance	-	34,329	34,329
Legal and accounting	-	31,980	31,980
Internship	27,573	-	27,573
Telephone	22,648	3,997	26,645
Licenses and fees	-	20,631	20,631
Supplies	13,740	2,425	16,165
Professional development	15,049	-	15,049
Utilities	-	12,384	12,384
Internet access	9,492	-	9,492
Printing and publications	2,446	-	2,446
Uncollectible receivables	1,920	-	1,920
Temporary help	-	1,190	1,190
Leased equipment	-	943	943
Postage	494	-	494
Conferences and meetings	272	-	272
Totals	<u>\$ 6,102,283</u>	<u>\$ 668,764</u>	<u>\$ 6,771,047</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2022

	<u>Program Services</u>	<u>General and Administrative</u>	<u>Total</u>
Leased employees	\$ 3,873,086	\$ 350,653	\$ 4,223,739
Consulting fees	903,722	-	903,722
Professional mission	439,169	-	439,169
Travel and meals	376,216	-	376,216
Depreciation	-	109,196	109,196
Contributions	67,524	-	67,524
Dues and subscriptions	65,636	-	65,636
Advertising	63,200	-	63,200
Internship	59,853	-	59,853
Maintenance and repairs	-	52,523	52,523
Technical support	26,936	9,819	36,755
Insurance	-	32,603	32,603
Supplies	27,377	4,831	32,208
Board expenses	-	30,149	30,149
Telephone	22,131	3,906	26,037
Legal and accounting	-	21,520	21,520
Professional development	15,456	-	15,456
License and fees	-	14,987	14,987
Rent and utilities	-	11,654	11,654
Internet access	9,040	-	9,040
Uncollectible receivables	4,813	-	4,813
Conferences and meetings	2,206	-	2,206
Leased equipment	-	1,068	1,068
Postage	761	-	761
Printing and publications	336	-	336
Totals	<u>\$ 5,957,462</u>	<u>\$ 642,909</u>	<u>\$ 6,600,371</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31,

	<u>2023</u>	<u>2022</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ 266,326	\$ (628,818)
Adjustments to reconcile change in net assets to net cash provided by (used in) in operating activities:		
Depreciation	106,167	109,196
Realized and unrealized investment (gains) losses	(175,113)	436,834
Uncollectible receivables	1,920	4,813
Changes in operating assets and liabilities:		
Accounts receivable	(674,037)	84,941
Unbilled receivables	(47,028)	(74,621)
Prepaid expenses	12,490	2,258
Employee receivable	504	(200)
Accounts payable	(20,168)	(7,290)
Accrued retirement plan contribution	(291)	8,005
Accrued employee lease	(8,337)	30,766
Accrued vacation	(36,854)	31,495
Deposits for services	429,218	69,746
Net cash provided by (used in) operating activities	<u>(145,203)</u>	<u>67,125</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of investments	(290,000)	(791,775)
Sale of investments	450,000	621,777
Dividends reinvested	(103,052)	(63,063)
Purchase of property and equipment	<u>(68,743)</u>	<u>(29,638)</u>
Net cash provided by (used in) investing activities	<u>(11,795)</u>	<u>(262,699)</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(156,998)	(195,574)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>942,338</u>	<u>1,137,912</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 785,340</u>	<u>\$ 942,338</u>

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31,

	<u>2023</u>	<u>2022</u>
SUPPLEMENTAL CASH FLOW DISCLOSURES:		
Income taxes paid	<u>\$ -</u>	<u>\$ -</u>
Interest expense paid	<u>\$ -</u>	<u>\$ -</u>

SCHEDULE OF NONCASH INVESTING AND FINANCING ACTIVITIES:

There were no noncash investing and financing activities for the years ended December 31, 2023 and 2022.

See Notes to Financial Statements

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 1 – Nature of the Organization

The National Center for the Improvement of Educational Assessment, Inc. (the Center) was incorporated as a non-profit corporation in the State of New Hampshire on August 11, 1998. The Center is exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(3).

The Center was organized to improve the educational achievements of students through improved practices in educational testing. The Center offers consulting services in many areas related to educational assessment and accountability programs.

Note 2 – Summary of Significant Accounting Policies

The financial statements of the Center have been prepared on the accrual basis. The significant accounting policies followed by the Center are described below to enhance the usefulness of the financial statements to the reader.

Basis of Presentation - The Center follows the provisions of FASB Accounting Standards Update (ASU) No. 2016-14, *Presentation of Financial Statements for Not-for-Profit Entities*. In accordance with these provisions, the Center is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified as follows:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed stipulations.

Net assets with donor restrictions - Net assets subject to donor-imposed stipulations that 1) may or will be met either by actions of the Center and/or the passage of time or 2) they be maintained permanently by the Center. There were no net assets with donor restrictions at December 31, 2023 and 2022.

Cash and Cash Equivalents - For purposes of the statement of cash flows, the Center considers time deposits and all highly liquid debt instruments with original maturities of three months or less to be cash equivalents. Restricted cash and cash equivalents are limited in use to payment of costs in connection with a specific project. Cash and short-term investments held in a bank money market account are reported as investments instead of cash because the Center holds those funds as a long-term investment. There were no cash equivalents at December 31, 2023 and 2022.

Revenue Recognition, accounts receivable, unbilled receivables and deposits for services - Revenues are recognized as they are earned based on time and related expenses incurred on various contracts. The timing of revenue recognition, billings and cash collections results in billed accounts receivable, unbilled receivables (contract assets), and deposits for services (contract liabilities) on the Statement of Financial Position. Amounts are billed as work progresses in accordance with agreed-upon contractual terms, either at periodic intervals (e.g., quarterly or monthly) or upon achievement of contractual milestones. Generally, billing occurs subsequent to revenue recognition, resulting in contract assets. However, the Center sometimes receives advances or deposits from educational entities before revenue is recognized, resulting in contract liabilities. These deposits are liquidated when revenue is recognized.

New Accounting Standards - On January 1, 2023 the Center adopted ASU 2016-13 *Financial Instruments – Credit Losses: Measurement of Credit Losses on Financial Instruments (ASC 326)*. This standard replaced the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss (CECL) methodology. CECL requires an estimate of credit losses for the remaining estimated life of the financial asset using historical experience, current conditions, and reasonable and supportable forecasts and generally applies to financial assets measured at amortized cost, including accounts receivable. The impact of the adoption was not considered material to the financial statements and primarily resulted in new/enhanced disclosures only. There was no allowance for credit loss at December 31, 2023 and 2022.

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 2 – Summary of Significant Accounting Policies (continued)

Accounts receivable and unbilled receivables - Accounts receivable and unbilled receivables consist of trade receivables due from contractual commitments with state departments of education and various other educational entities. The Center records uncollectible receivables using the direct write-off method. Generally accepted accounting principles require that the allowance method be used to recognize uncollectible receivables; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method. The Center considers receivables uncollectible after all efforts for collection have been exhausted. The credit loss expenses are reported as uncollectible receivables in the statements of activities to reflect receivables that the Center will be unable to collect. The uncollectible receivables expense was \$1,920 and \$4,813 for 2023 and 2022, respectively. It is the Center's policy not to accrue finance charges on past due accounts or to require collateral when extending credit.

Property and Equipment - Property and equipment are stated at cost. Donated items are stated at their fair market value at the date of the gift. Maintenance, repairs and other expenses that do not enhance the value or increase the basic useful lives of the assets are charged to current operations. It is the policy of the Center to capitalize property and equipment with a cost or value equal to or greater than \$5,000 and an estimated useful life of more than one year. Depreciation is provided for over the estimated useful lives of the individual assets using the straight line method and accelerated methods with periods ranging from 3 to 39 years. Depreciation expense amounted to \$106,167 in 2023 and \$109,196 in 2022.

Investments - The Center carries cash in money market, certificates of deposit and investments in marketable securities with readily determinable fair values and all investments in debt securities at their fair values in the statement of financial position. Interest, dividends, and realized and unrealized gains and losses are reported in the statement of activities as increases or decreases in net assets without restrictions, unless their use is restricted by donors.

Advertising - Advertising costs are charged to expense as incurred. Advertising expenses for 2023 and 2022 totaling \$74,174 and \$63,200 respectively, have been included in the accompanying statement of activities.

Use of Estimates - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Functional Allocation of Expenses - The costs of providing the Center's various programs and other activities have been summarized on a functional basis in the statements of activities. Directly identifiable expenses are charged to programs and supporting services. Administrative expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Center. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The financial statements of the Center report certain categories of expenses that are attributable to more than one program or supporting function. Therefore these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salaries and benefits and tech support, which are allocated on the basis of time and effort.

Income Taxes - The Center is exempt from federal income taxes under Internal Revenue Code Section 501(c)(3). The Center has also been classified as an entity that is not a private foundation within the meaning of Section 509(a). The federal and state of New Hampshire informational tax returns of the Center are subject to examination, generally for three years after they were filed.

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 3 – Concentrations of Credit Risk

The Center maintains cash, comprised of bank deposit accounts, a money market fund account, and investment balances which are insured by the Federal Deposit Insurance Corporation and the Securities Investor Protection Corporation. At times balances may exceed insured limits. Management has evaluated this risk and considers it to be a normal business risk.

The Center maintains its cash and securities with a high quality financial institution which the Center believes limits its cash and custodial risk. As of December 31, 2023, the Center has not experienced any losses in such accounts.

During 2023, the Center received approximately 10% of its total revenue from Hawaii Department of Education.

At December 31, 2023, approximately 28% of the accounts receivable was from Hawaii Department of Education.

At December 31, 2022, approximately 10% of the accounts receivable was from Utah State Office of Education.

At December 31, 2023, approximately 35% of unbilled receivables was from the Commonwealth of Kentucky.

At December 31, 2022, approximately 14% of unbilled receivables was from the Commonwealth of Kentucky.

Note 4 – Investments

The Board of Trustees voted in May 2017 to open an investment account. Investments are recorded at fair value. Fair value is based on quoted market prices, if available, or estimated using quoted market prices for similar securities. Investment revenues (expenses) totaled \$269,384 and \$(381,341) for 2023 and 2022 respectively. Cost and the approximate fair value of investments are summarized below as of December 31,

	<u>2023</u>		<u>2022</u>	
	<u>Cost</u>	<u>Market Value</u>	<u>Cost</u>	<u>Market Value</u>
Cash	\$ 40,551	\$ 40,551	\$ 264,359	\$ 264,359
Money market accounts	555,985	560,842	579,791	579,791
Equities and bonds	2,413,971	2,402,851	1,153,539	1,087,415
Fixed income	<u>100,141</u>	<u>99,641</u>	<u>1,213,821</u>	<u>1,054,155</u>
Total investments	<u>\$ 3,110,648</u>	<u>\$ 3,103,885</u>	<u>\$ 3,211,510</u>	<u>\$ 2,985,720</u>

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31:

	<u>2023</u>	<u>2022</u>
Dividend income	\$ 109,370	\$ 69,466
Investment fees	<u>(15,099)</u>	<u>(13,973)</u>
Total Dividend income, net of investment fees	94,271	55,493
Net realized and unrealized gains (losses) from investments	<u>175,113</u>	<u>(436,834)</u>
Total Investment Return (loss)	<u>\$ 269,384</u>	<u>\$ (381,341)</u>

The investments are held by an investment brokerage firm, which at times may exceed federally insured limits by the Securities Investor Protection Company. However, it is the opinion of management that the solvency of the referenced brokerage firm is not of particular concern and therefore does not believe the Center is exposed to significant risk as a result of the uninsured balance.

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 5 – Fair Values of Assets

The Center adopted Statement of Financial Accounting Standards, *Fair Value Measurements*, which provides a framework for measuring fair value under GAAP. This standard defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. This standard requires that valuation techniques maximize the use of observable inputs and minimize the use of unobservable inputs. This standard also established a fair value hierarchy, which prioritizes the valuation inputs into three broad levels.

There are three general valuation techniques that may be used to measure fair value, as described below:

- 1) Market approach - Uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sale transactions, market trades, or other resources;
- 2) Cost approach - Based on the amount that currently would be required to replace the service capacity of an asset (replacement cost); and
- 3) Income approach - Uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques, and option-pricing models). Net present value is an income approach in which a stream of expected cash flows is discounted at an appropriate market interest rate.

For the year ended December 31, 2023, the application of valuation techniques applied to similar assets and liabilities has been consistent. The following table sets forth by level, within the fair value hierarchy, the Center's investments at fair value at December 31, 2023.

<u>Description</u>	<u>Fair Values</u>	<u>Quoted Prices in Active Markets for Identical Assets (Level 1)</u>	<u>Significant Other Observable Inputs (Level 2)</u>	<u>Significant Unobservable Inputs (Level 3)</u>
Cash and cash equivalents	\$ 40,551	\$ 40,551	\$ -	\$ -
Money market accounts	560,842	560,842	-	-
Equities and bonds	2,402,851	2,402,851	-	-
Fixed income	<u>99,641</u>	<u>99,641</u>	-	-
Total	<u>\$ 3,103,885</u>	<u>\$ 3,103,885</u>	<u>\$ -</u>	<u>\$ -</u>

Fair value for the investments are determined by reference to quoted market prices and other relevant information generated by market transactions. There were no changes in the valuation techniques during the current year.

Note 6 – Line of Credit

The Center had a revolving line of credit with maximum credit of \$100,000. The interest rate is adjusted to the Wall Street Journal Prime Rate plus 1%. The interest rate for the line of credit was 9.50% at December 31, 2023 and 8.50% at December 31, 2022. There were no outstanding borrowings under the line of credit as of December 31, 2023 and 2022. In May 2023 the line of credit was extended to May 31, 2024

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 7 – Leased Employees

The Center leases employees through an agreement with an employee leasing company. The staff of the Center are employees of the leasing company to which the Center pays fees covering wages, payroll taxes, benefits and management fees.

The fees paid to the leasing company include funding of a 401(k) plan which covers all staff of the Center. Under the plan, the Center will contribute 9% of the employees' salary when the employees contribute 1% into their own 401(k) plan and an additional 2% at the end of the calendar year when the employees contribute 2%. To receive the additional 2% at year end, employees must have worked over 1,000 hours and be employed on the last day of the Plan year.

Employer contributions during the years ended December 31, 2023 and 2022 were \$336,129 and \$321,635, respectively.

Note 8 – Professional Mission

The mission of the Center is to promote the improvement of practices nationwide in educational assessment and accountability. This is accomplished by providing assistance with assessment and accountability issues to local schools, sponsoring lecture series, writing papers, and convening colloquia about emerging educational assessment and accountability issues. Management has determined that the Center has contributed 4,647 mission service hours in 2023 and 4,968 mission service hours in 2022 in order to perform these functions.

Note 9 – Contingent Liabilities

The Center enters into agreements with states and various institutions to perform services. The Center believes it has satisfied all requirements of those agreements, noncompliance with which would have a negative financial impact on the Center and could require potential cash repayments.

Note 10 – Contingencies

In September 2009 the Board of Trustees for the Center unanimously approved changes to the benefits available to retirees who meet certain criteria. Specifically, the Center will continue to provide health benefits for a retiree and/or spouse, if applicable, to any retiree that has reached the age of sixty and has been employed by the Center for eight of the last ten consecutive years. Upon reaching the age of 60 the Center will provide \$500 per month for a single employee or the surviving spouse of a former employee, or \$1,000 per month for a retired employee and spouse, to apply toward medical expenses, including premiums on health insurance. The Center will also establish a self-insurance fund for each retired employee. After paying for a medical expense the employee would submit a request for reimbursement to Group Dynamic, Inc. which would then distribute a check from the account to that retiree. Any unused funds shall be carried over into the next calendar year up to a limit of \$24,000. If this amount is not used within two years, the remaining unused funds will revert to the Center.

It was the Board's intention that the approval of this policy would not permanently commit the Center or the Board and that the policy would be reviewed at least every two years and adjustments made if the financial situation of the Center changes or if changes to state and/or federal laws affecting retiree and/or medical benefits are changed.

At December 31, 2023, the Center had six employees eligible for this benefit. The number of employees becoming eligible during the next five years is as follows:

2024	1
2025	1
2026	0
2027	0
2028	0

THE NATIONAL CENTER FOR THE IMPROVEMENT OF EDUCATIONAL ASSESSMENT, INC.

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2023 AND 2022

Note 10 – Contingencies (continued)

Because of the Board's current intent to provide post-retirement health benefits to its long-term employees, there is a reasonable possibility that a liability exists. However, due to the indeterminate nature of future eligibility and funding, an estimate of this liability cannot be calculated, therefore, no liability has been accrued for these benefits.

Note 11 – Liquidity

The Center has \$6,653,318 of financial assets available within one year of the statement of financial position date to meet cash needs for general operating expenditures, consisting of cash of \$785,340, accounts receivable of \$2,327,899, unbilled receivables of \$336,194 and investments of \$3,103,885. Additionally, the Center maintains a \$100,000 line of credit, of which \$100,000 remained available at December 31, 2023.

Note 12 – Subsequent Events

Subsequent events have been evaluated by management through April 3, 2024, which is the date the financial statements were available to be issued. There were no material subsequent events at April 3, 2024 that require disclosure in the financial statements.

Board of Trustees and Officers

Henry Braun
Chair
Term expires: 9/25


chair@nciea.org
Affiliation: Boston College

Carl Cohn
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Term expires: 9/25


vicechair@nciea.org
Affiliation: California Collaborative for Educational Excellence

Joel Degenars
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Affiliation: Wentworth Douglass Hospital

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Term expires 9/25


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Gerunda Hughes
Term expires: 9/26


gh-board@nciea.org
Affiliation: Howard University

Carina Wong
Term expires: 9/25


cw-board@nciea.org
Affiliation: Craft Strategy

Scott Marion
(President)
Term: perpetual


smarion@nciea.org

Effective 7/1/24-6/30/25



The National Center
for the Improvement of
Educational Assessment, Inc.

Vita
SCOTT F. MARION
Executive Director

Scott F. Marion is the Executive Director of the non-profit The National Center for the Improvement of Educational Assessment, Inc. Previously, he served as the Associate Director of the Center since 2006 and as a Senior Associate from 2003-2006. The mission of the Center is to help states and districts foster higher student achievement through improved practices in educational assessment and accountability. The Center does this by:

- Providing customized support to states and districts in designing, implementing, and improving fair, effective, and legally defensible assessment and accountability programs. The Center's staff provides the full range of support, including technical analyses, policy support, documentation and communication, and training from designing an accountability system to meet a legislative mandate through designing effective programs in support of low-performing schools.
- Coordinating Technical Advisory Committees that help ensure a state's evolving assessment and accountability programs receive the best on-going technical advice possible, focused on the specific issues and decision-making needs of the individual state or district.
- Developing and disseminating practical standards for assessment and accountability programs that include specific information about what states and districts should do *today* to have technically sound programs.

Dr. Marion is a national leader in conceptualizing and designing innovative and balanced assessment systems to support instructional and other critical uses. He has also led extensive work across the country to design and implement school accountability systems. Dr. Marion's current projects include designing—and supporting states in implementing—assessment and accountability initiatives, providing technically defensible policy guidance, and implementing high-quality, locally designed performance-based assessments.

Scott was recently elected to the National Academy of Education and is one of three measurement specialists on the National Assessment Governing Board, which oversees the National Assessment of Educational Progress. He coordinates and/or serves on 10 state or district technical advisory committees for assessment and accountability. He has served on multiple National Research Council committees, including those that provided guidance for next-generation science assessments, investigated the issues and challenges of incorporating value-added measures in educational accountability systems, and outlined best practices in state assessment systems.

Scott is a co-author of the validity chapter in *Educational Measurement* and is the co-chair of a National Academy of Education panel writing a volume on balanced systems of assessment. He has published dozens of articles in peer-reviewed journals and edited volumes, and he regularly presents his work at the national conferences of the American Educational Research Association, National Council on Measurement in Education, and the Council of Chief State School Officers. Additionally, Scott served his community for nine years as a member of the Rye, N.H. School Board.

Scott earned a Ph.D. from the University of Colorado Boulder with a concentration in measurement and evaluation and started his career as a field biologist prior to earning his Master of Science in Science and Environmental Education from the University of Maine.

The National Center for the Improvement of Educational Assessment, Inc.
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website www.nceia.org

Education

Ph.D. May 2004. University of Colorado, Boulder, CO. Research and evaluation methodology. Specialization--Educational Assessment. Dissertation Advisor: Lorrie Shepard. Dissertation title: *Psychometric Concerns When Measuring Advanced Knowledge*.

Master of Science. May 1992. University of Maine, Orono, Maine. Science and Environmental Education G.P.A. 4.0. Thesis Advisor: Theodore Coladarci. Thesis title: *Gender differences in science course-taking patterns among college undergraduates: Indicators of a hidden curriculum in science education?*

Bachelor of Science. May 1979. State University of New York, College of Environmental Science and Forestry, Syracuse, NY. September 1975-May 1979. Majored in zoology and forest biology, graduated cum laude (G.P.A. 3.1).

Professional History

National Center for the Improvement of Educational Assessment. Dover, NH.

Executive Director, 2015-present. Associate Director, 2006-2015, and Senior Associate from 2003-2006. In addition to supporting many of the Center's clients, Scott Marion partners with Associate Director Chris Domaleski to manage the operations of the Center and works closely with the Center Board of Directors to establish the long- and short-term strategic direction of the organization.

Wyoming Department of Education. Cheyenne, WY.

Director of Assessment and Accountability. November 1999-January 2003. Responsible for managing the state's K-12 testing program, Wyoming Comprehensive Assessment System, overseeing the state's Uniform Reporting System, and, generally, overseeing all assessment-related activities at the Wyoming Department of Education, including assessment issues related to district accreditation and student graduation requirements. Managed two budgets in excess of three million dollars per year, supervised three staff members, several external consultants, and a testing contractor.

Wyoming Department of Education. Cheyenne, WY.

Assessment Specialist. August 1997-October, 1999. Served as a consultant to the Department to help with the development and implementation of the Wyoming Comprehensive Assessment System. Duties included writing background research reports, planning design team meetings, drafting the assessment system technical reports, and writing and reviewing requests for proposals.

School of Education, University of Colorado at Boulder. Campus Box 249, Boulder, CO.

Research Assistant, August 1993-September 1994; August 1995-May, 1997. I worked as a research associate of a variety of assessment related research projects funded by the Center for Research on Student Standards and Testing (CRESST). Supervisor: Dr. Lorrie Shepard

Evaluation Internship, September 1994 - August 1995. As part of a two-person internship team, I served as a co-principal investigator for an evaluation of the National Science Foundation-funded Mathematicians and Education Reform (MER) Forum. This internship was supported by the American Educational Research Association's Grants Program and NSF. Supervisor: Dr. Ernest House.



The National Center
for the Improvement of
Educational Assessment, Inc.

Vita
NATHAN DADEY
Senior Associate

Nathan Dadey is interested in the design, scaling, and use of educational assessments, particularly assessments used for accountability purposes. He aims to produce methodological and applied work that contributes to improved understanding and use of assessment results in policy contexts.

In terms of methodological work, Nathan focuses on tackling issues in which typical educational measurement approaches fall short. One such area is the measurement of the Next Generation Science Standards (NGSS). For example, Nathan has supported multiple state departments of education (Delaware, Wisconsin, and Nebraska) in developing conceptualizations of their NGSS statewide systems of assessments, leading content specialists in the creation of three dimensional tasks, assisting multiple SCASS groups within the Council of Chief State School Officers and reviewing NGSS performance task quality and evaluation tools (with Achieve). A second area deals with the numerous challenges inherent in designing and implementing comprehensive systems of assessment. While working to tackling these kinds of challenges, Nathan has explored ways in which a set of “mini-interim” assessments can be scaled (with Curriculum Associates), written a policy brief addressing ESSA’s interim assessment provision and explored ways in which Bayesian networks can be used to summarize interim and summative assessment results.

In terms of applied work, Nathan focuses on issues that threaten the validity of assessment and accountability operational programs. These issues include the dimensionality of alternate assessment based on alternate achievement standards (on behalf of NCSC), the impact of interruptions on online assessment results (on behalf of the Smarter Balanced Assessment Consortia) as well as recommendations to address such impacts (on behalf of CCSSO), the representation of English Language Proficiency within state accountability systems (on behalf of the Latino Policy Forum), and the comparability of assessment scores across multiple digital devices (on behalf of the TILSA SCASS).

Nathan received a Ph.D. from the University of Colorado Boulder with a concentration in research and evaluation methodology.

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Education

2015 **Ph.D., *Research and Evaluation Methodology***, University of Colorado Boulder, School of Education.

Dissertation: Getting More out of the National Assessment of Educational Progress: Investigating Dimensionality at the State-Level

Committee: Derek C. Briggs (Chair), Greg Camilli, Andrew Maul, Michael Stallings, and Lorrie Shepard

2008 **B.S., *Psychology (Quantitative Skills Specialization)***, The Pennsylvania State University.

Research Experience

2015- Present **Senior Associate ('17-Present) & Postdoctoral Fellow ('16-'17)**, *The National Center for the Improvement of Educational Progress, Inc.* Notable projects include:

- Conceptualization, Development and Implementation of Louisiana's Every Student Succeeds Act Compliant Innovative Assessment Demonstration Authority Pilot Assessments ('18-Present, with Scott Marion and Michelle Boyer)
- Supporting Alabama Regional Science Specialist in Developing Three Dimensional Science Assessment Expertise (Project lead, '18-Present, with Leslie Keng, Mary Norris and Scott Marion)
- Jointly Scaling a General Assessment with On Demand Assessments of Individual Standards (Project lead, '17-'18, with Leslie Keng and Scott Marion)
- Comparability study of the SAT and ACT to End-of-Course Assessments (Project lead, '17-'18, with Chris Domaleski and Joseph Martineau)
- Design and Scaling of Multiple of Systems of Interim Assessments (Project lead, '15-'17, with Brian Gong)
- Examination of Dimensionality for the National Center and State Collaborative Assessments ('16-'17)
- Design of a Next Generation Science Standards aligned Assessment System ('16-'17, with Brian Gong and Scott Marion)
- Score Comparability Across Computerized Assessment Delivery Devices ('15-'17, with Charles DePascale and Susan Lyons)
- Quantification of the Impact of Online Interruptions during the Spring 2015 Smarter Balanced Assessment Administration ('15-'16, with Joseph Martineau)

2011 **Summer Intern**, *The National Center for the Improvement of Educational Progress, Inc.*

- Development of initial interpretive arguments, based on the argument based approach to validity, for the use of scores produced by various growth models in a pay-for-performance context (with Brian Gong)

2008-2015 **Research Assistant**, *School of Education, University of Colorado at Boulder*. Long term projects include:

- The Connected Learning Research Network Survey ('12-'15, with William Penuel).
- Multilevel Evaluation Procedure for Examining State and School Educational Contexts with the National Assessment of Educational Progress ('12-'13, with Gregory Camilli)
- Multidimensional Vertical Scaling and Growth Modeling ('10-'12, with Derek C. Briggs)
- Multilevel Modeling of Mathematics Achievement in Early Childhood Longitudinal Study ('09-'11, with Finbarr C. Sloane)
- Meta-analysis of Vertical Scaling Practices ('08-'09, with Derek C. Briggs)