



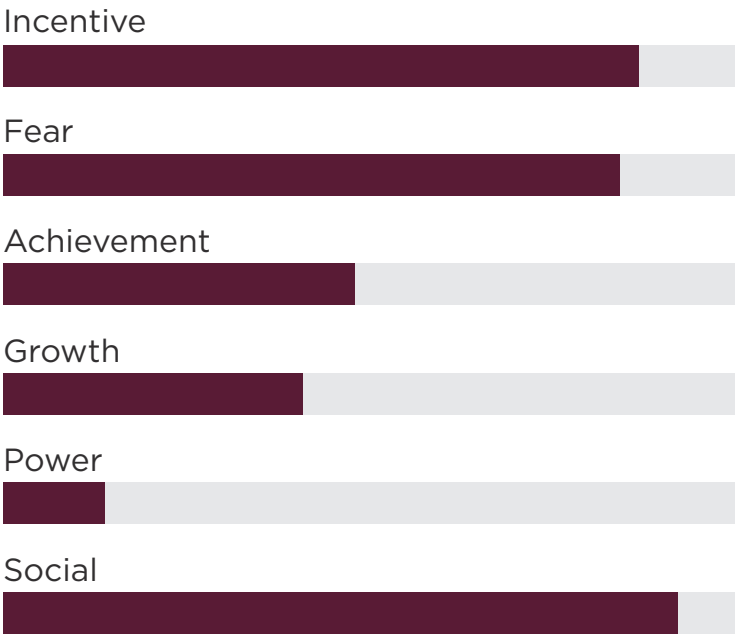
“We are all so busy during testing season. I don’t have time for endless clicking or to wait on hold with customer service.”

Age: 32
Family: Married, 2 young children
Education: Masters Degree
Work: School Testing Coordinator
Years in Current Role: 1
Location: Ann Harbor, Michigan
Community Type: Suburban
School Level: Elementary
Student Enrollment: 432
Free & Reduced Lunch: 25%

Bio

Sally Salazar taught kindergarten, but she stopped and stayed home with her two children until they were old enough for public school. She went back to college to become a school counselor, and being a school testing coordinator is part of her new counselor role. She aims to please but is soft-spoken about difficulties she experiences with her tasks and since she only does this part of the year, she struggles with time-balance.

Motivations



Goals

- Develop her career so that she can contribute to her family financially now that her children are in elementary school.
- Complete her tasks in a timely matter so that she can spend time with her family.

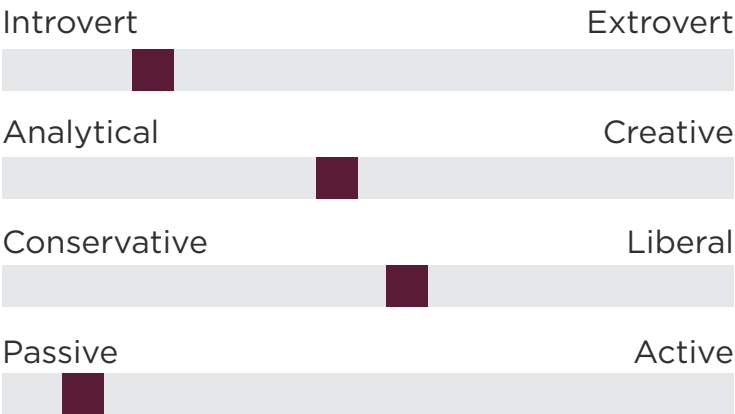
Tasks

- Confirm Personal Needs Profiles with teachers/special education teachers and enroll students in the correct test.
- Assign students to the correct testing group, schedule labs and provide testing credentials to proctors.

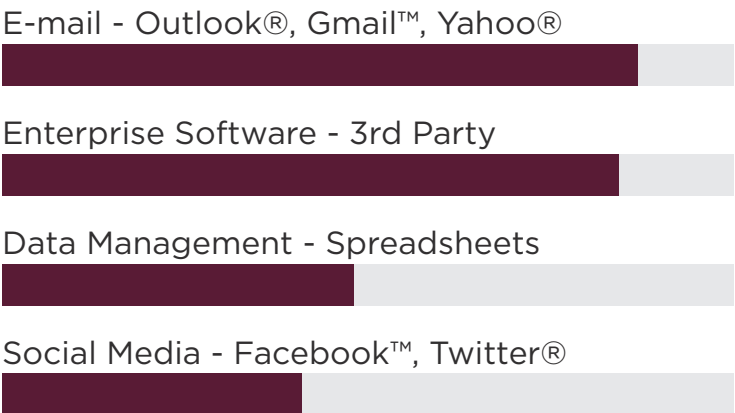
Frustrations

- She often needs customer service support, but when she calls the support line, she doesn’t get the answers she needs.
- She often makes mistakes and needs a way to undo her errors.
- She has a hard time coordinating a testing schedule based on proctor, computer lab and technology availability.

Personality



Technical Proficiency



Weekly Schedule



Christine Wittman

Passionate Advocate | Elementary Principal

SCHOOL: PRI



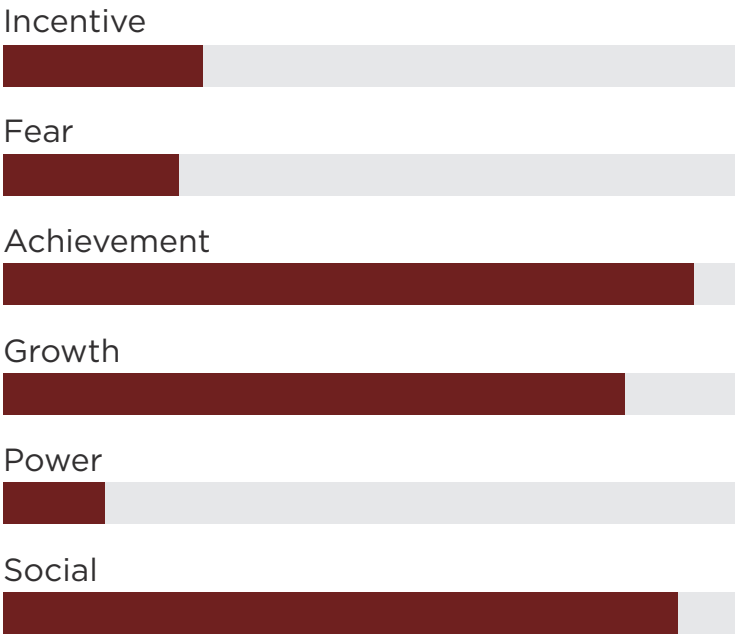
“It’s hard to face statistics and prove that your work has made an impact, but when you think about the kids it reminds you why you keep fighting.”

Age: 39
Family: Married, 9-year-old daughter
Education: Masters Degree in Education
Work: School Principal
Years in Current Role: 3
Location: Albany, New York
Community Type: Urban
School Level: Elementary
Student Enrollment: 700
Free & Reduced Lunch: 72%

Bio

Christine entered education because she wanted her daughter, as well as all students, to know what it is like to have someone who has high expectations of them and who is going to be their champion. She knows there are many factors that go into meeting federal assessment performance requirements, but she is willing to put in the time and effort to make the biggest impact possible.

Motivations



Goals

- Push her team of teachers to continue to fight for the students, even when the odds seem insurmountable.
- Inspire her students to achieve their best.
- Demonstrate progress to district officials.

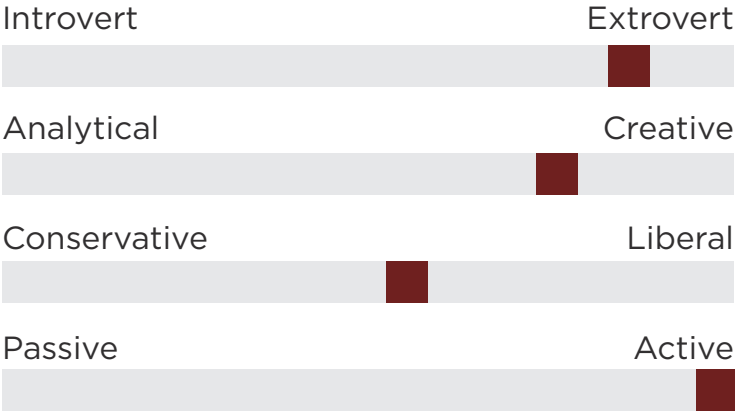
Tasks

- Access and analyze assessment reports to provide teachers with actionable initiatives.
- Be on call during testing in case the school testing coordinator needs help.

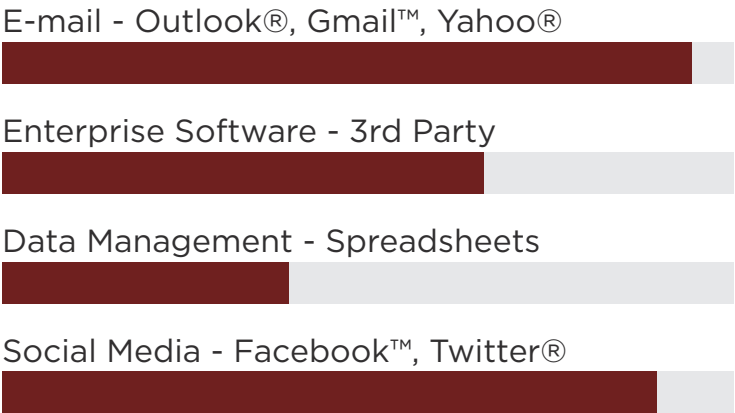
Frustrations

- Prefers to have snapshots of student performance, so that she doesn’t have to wait until the end of the year to create educational initiatives.
- She’s so busy putting out fires, she doesn’t have time to dig deep into reports. Give her the data she needs, and give it to her fast.

Personality



Technical Proficiency



Weekly Schedule



Maria Nelson

Thoughtful Millennial | Elementary School Teacher

SCHOOL: TEA



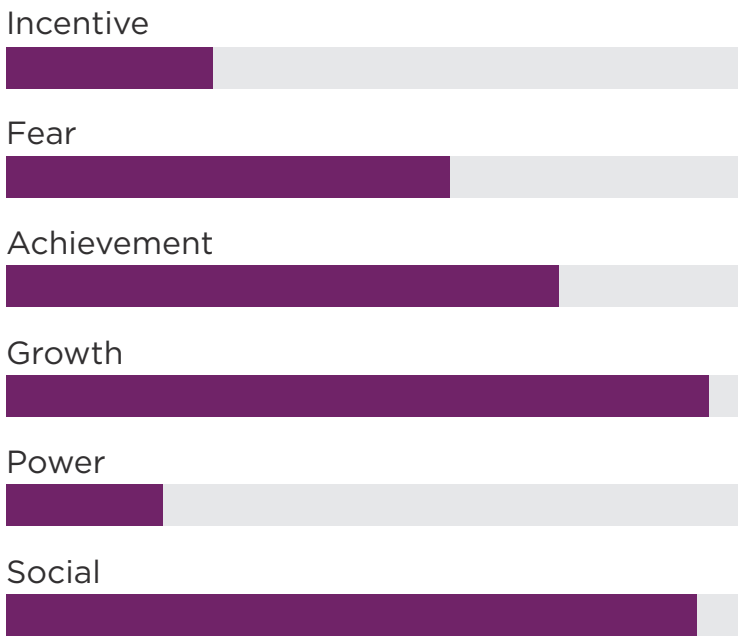
“Learning should be fun and relevant.
If technology can help me achieve
those goals, then I will use it.”

Age: 25
Family: Single
Education: Masters in Education
Work: School Teacher
Years in Current Role: 2
Location: Lakewood, Colorado
Community Type: Suburban
School Level: Elementary School
Student Enrollment: 300
Free & Reduced Lunch: 35%

Bio

Maria Nelson grew up using the internet. Although she embraces technology, her real focus is to make her classroom an inclusive place of learning for all of her students. Her younger sister has struggled with learning disabilities in school, and Maria is personally invested in helping her students with physical, cognitive, behavioral and emotional difficulties succeed. Her anti-thesis is *teaching to the test*.

Motivations



Goals

- Instill in her students a love for learning.
- Support learning for all students, regardless of limitations.

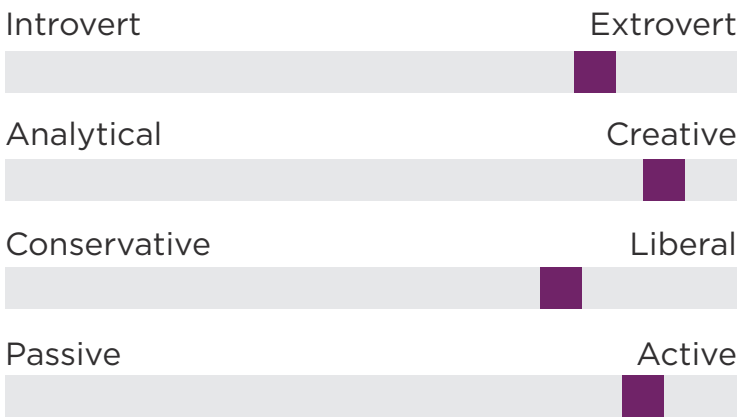
Tasks

- Conduct formative assessments so she can continue documenting student growth without having to rely as much on the summative assessment.
- Collaborate with special-education and para-professional teachers to help all children succeed.

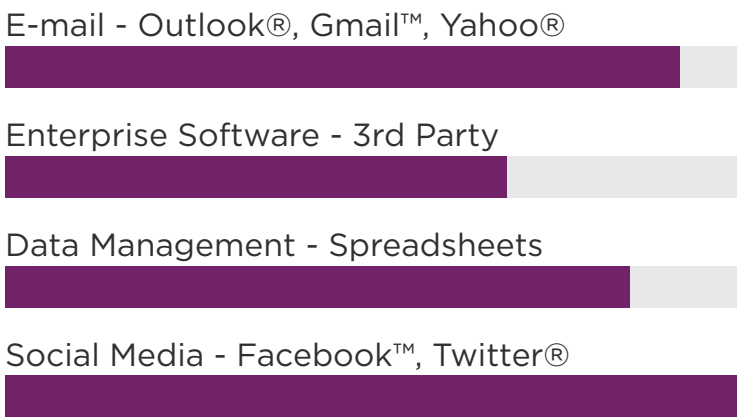
Frustrations

- Having to curb her lessons that promote inclusivity and discovery to spend time *teaching to the test*.
- Witnessing students with disabilities cry because the software wasn't designed in a way that enables them to contribute along with their classmates.

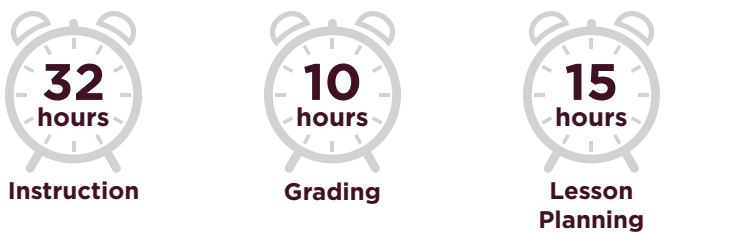
Personality



Technical Proficiency



Weekly Schedule



Katherine Young

Hardworking Traditionalist | High School Teacher

SCHOOL: TEA



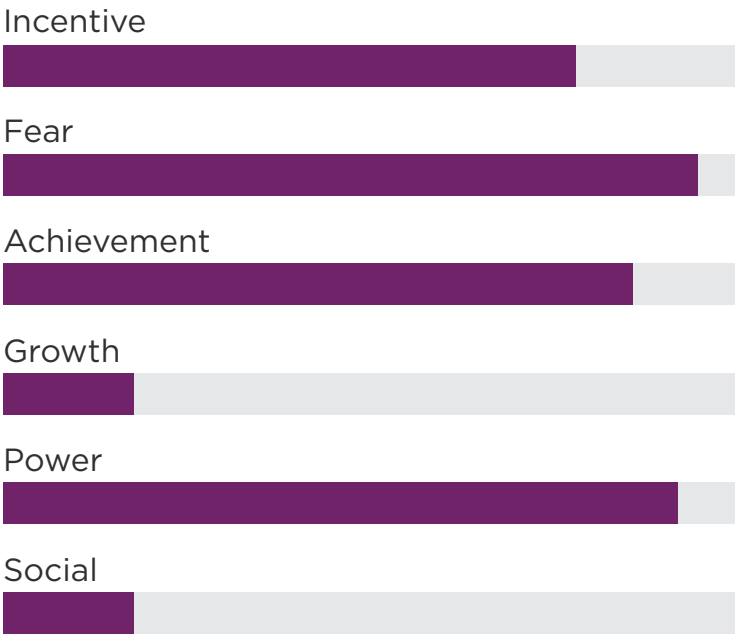
“My students work hard, because I expect nothing less.”

Age: 60
Family: Married, no children
Education: Bachelors Degree
Work: School Teacher
Years in Current Role: 35
Location: Gillette, Wyoming
Community Type: Rural
School Level: High School
Student Enrollment: 1,400
Free & Reduced Lunch: 55%
Accessibility: Short-term memory loss

Bio

Katherine Young is a third-generation teacher. She has been teaching for so long that she taught the parents of some of her current students. She runs a tight ship in her classroom. She sees most educational initiatives as trends that will soon fade. Even though her district hasn’t enforced a strict performance-based teacher evaluation system, she is starting to feel the heat to align to state standards. She has recently developed short-term memory loss.

Motivations



Goals

- Meet her principal’s expectations of aligning her curriculum to new standards.
- Incorporate technology skills into her curriculum, so that students (many of whom do not have computers at home), adapt well while taking assessments.

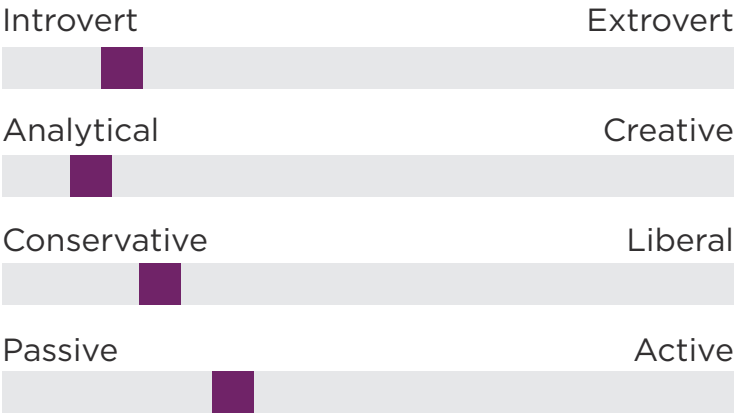
Tasks

- Utilize pre-constructed learning modules to enhance her teaching.
- Utilize benchmark tests to prove the impact she has on learning throughout the year.

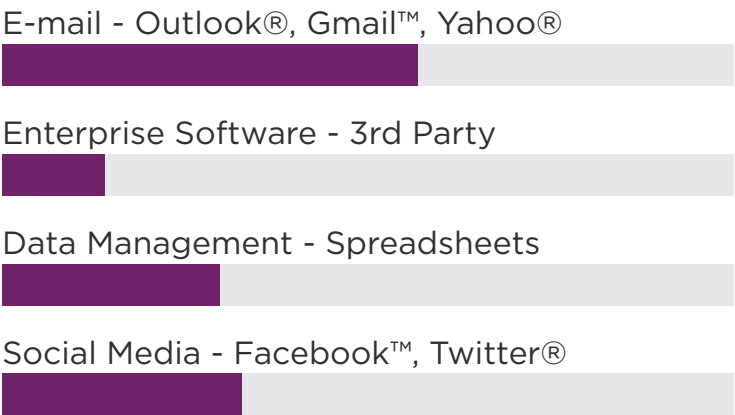
Frustrations

- Having to shift her curriculum for new trends and policies.
- Having to manage multiple log-in credentials across all of the software she is expected to use within her school.
- Tasks that are split between multiple screens that cause her to lose context of what she had done and still needs to do.

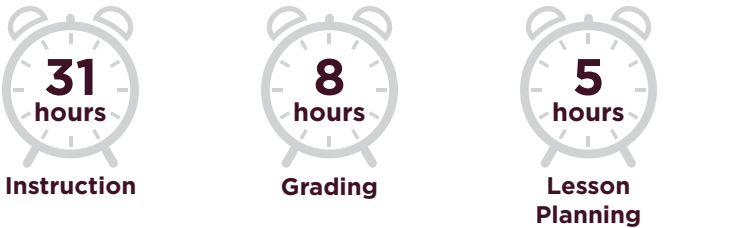
Personality



Technical Proficiency



Weekly Schedule



Gabriel Rodriguez

Equal Opportunity Technologist | Middle School Teacher

SCHOOL: TEA



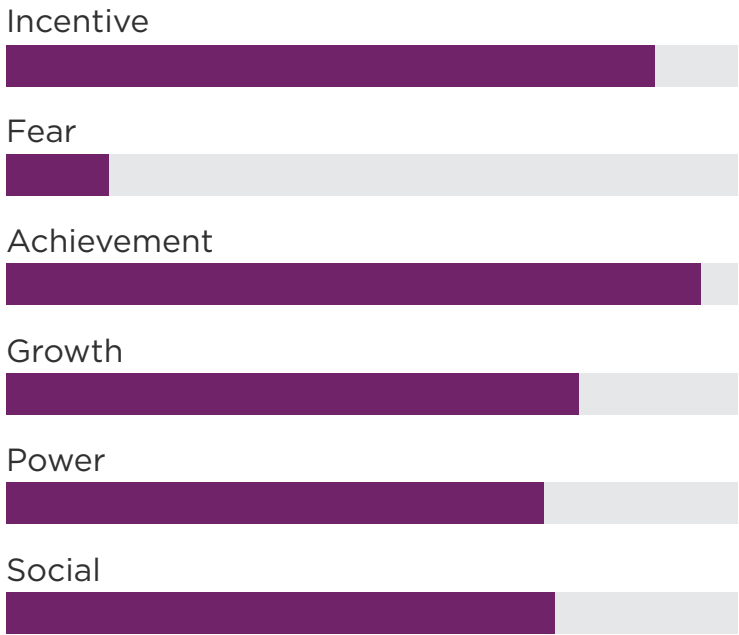
“Unless systems are developed that truly have student learning in mind there will be inaccurate assessment results.”

Age: 39
Family: Single
Education: Masters Degree
Work: School Teacher
Years in Current Role: 7
Location: Orlando, Florida
Community Type: Urban
School Level: Middle School
Student Enrollment: 1,200
Free & Reduced Lunch: 84%

Bio

Gabriel Rodriguez is a second generation Cuban-American. He is bilingual and a large population of his students are English Language Learners. He is passionate about giving every student an equal opportunity to learn. He embraces technology and is eager to employ innovations in his classroom. There is a large proportion of migrant families in his district, so some students come and go throughout the school year.

Motivations



Goals

- Use technology to individualize education that meets the needs of his students.
- Involve parents to create consistency between home and school.
- Assess students who join mid-term in order to place them in the appropriate group.

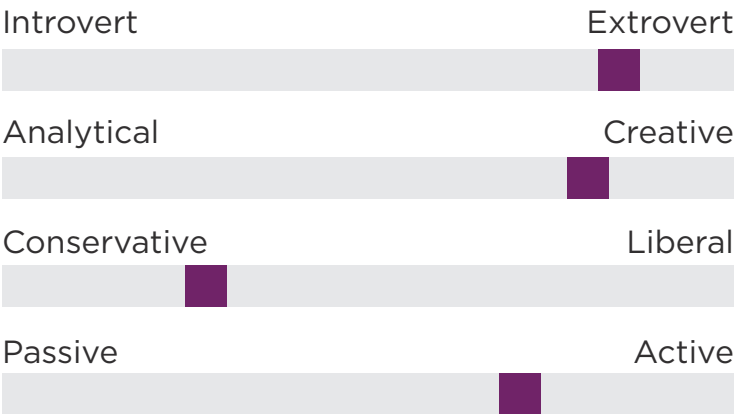
Tasks

- Group students based on formative results to tailor instruction to their needs.
- Research new apps and learning activities that might be helpful.
- Send out announcements to parents.

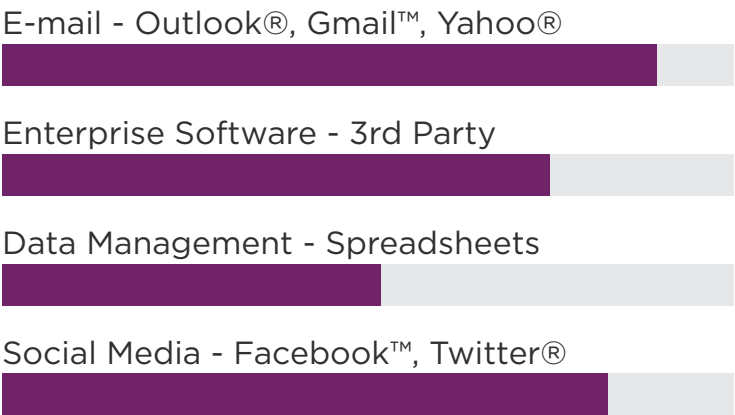
Frustrations

- When Spanish language tools aren't available to his students or parents.
- Assessments that dispirit his students, who are struggling with language acquisition.

Personality



Technical Proficiency



Weekly Schedule





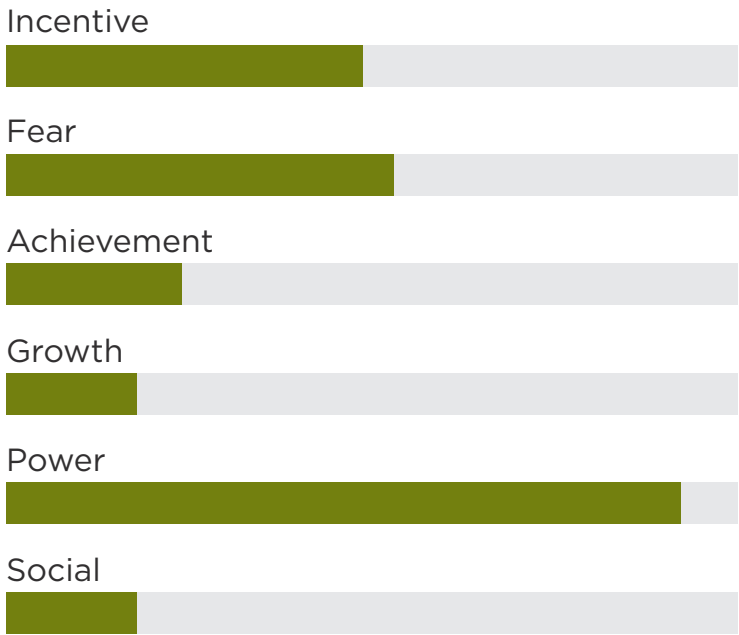
Bio

Sandy Owens has worked as a K-12 school administrative assistant for more than 30 years. She has her own system of organization, marked by the piles of files on her desk. She has had to use a computer for nearly 20 years, but she doesn’t adopt new technologies quickly. Her district just switched testing software systems. She is frustrated (and vocal) at having to adjust to a new system (again). Her vision is declining and she uses a screen magnifier.

“The shift to online testing and management has been more hassle than benefit. I don’t trust software to behave like I would expect it to.”

Age: 58
Family: Married, 2 grown children
Education: Bachelors Degree
Work: District Testing Coordinator
Years in Current Role: 7
Location: Alma, Arkansas
Community Type: Rural
Schools in District: 4
Student Enrollment: 1,000
Free & Reduced Lunch: 46%
Accessibility: Low vision

Motivations



Goals

- Ensure the security of testing materials.
- Uphold all district, state, and federal policies and procedures.
- Manage student data and test enrollments.

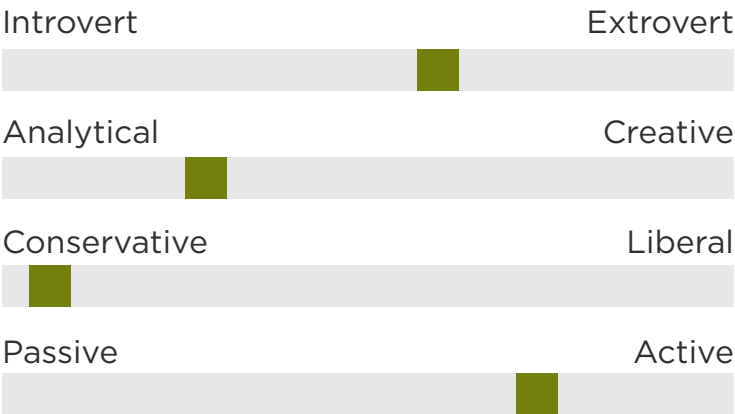
Tasks

- Train school testing coordinators on the software and security policies.
- Investigate all test improprieties, irregularities, and breaches reported by test proctors.
- Maintain an accurate database of performance data across test administrations.

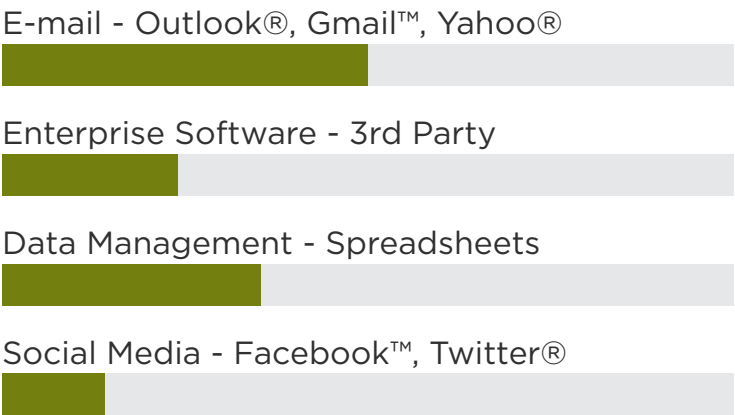
Frustrations

- Keeping track of the district’s student-data formats and converting those into the formats the software system requires.
- When buttons and actions aren’t close to the information it relates to, she has a hard time finding it with her screen magnifier.

Personality



Technical Proficiency



Weekly Schedule



Joanne Carter

Equitable Administrator | State Assessment Director

STATE: DIR



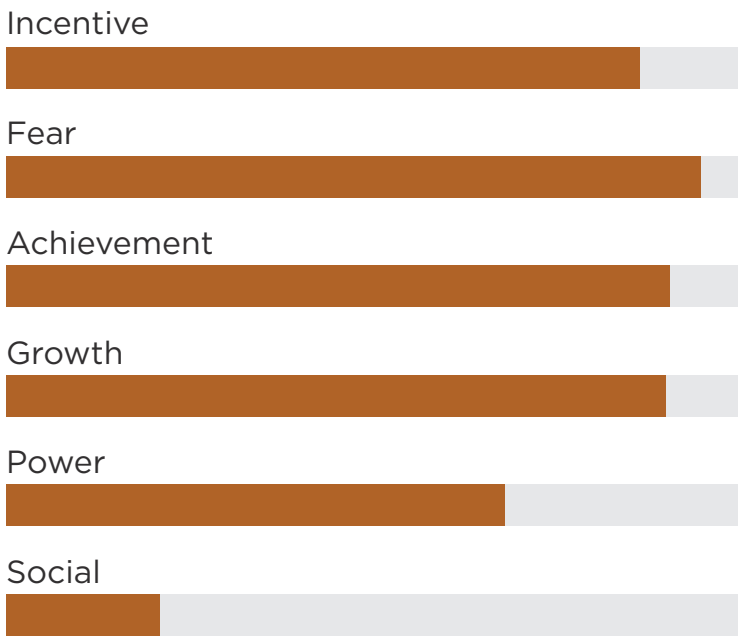
“Our goal is to provide an assessment that is unintrusive, useful and reliable, and keeps us out of the media spotlight.”

Age: 48
Family: Married, 2 grown children
Education: Masters Degree
Work: Director of Assessment
Years in Current Role: 5
Location: Salt Lake City, Utah
Community Type: Urban
Districts in State: 41
Schools in State: 1,052
Students in State: 600,000

Bio

Joanne Carter is a believer in the power of public education. She worked her way up the education ladder, serving as a teacher, principal and district administrator. Although she has experienced the life of a classroom teacher and school principal, she is removed from those positions and tends to make decisions based on cost and student performance data.

Motivations



Goals

- Choose a state assessment vendor who will deliver a valid, reliable assessment program with a reasonable price-tag.
- Create incremental improvements without taking huge risks that rock the boat or bring negative media attention to her role or office.

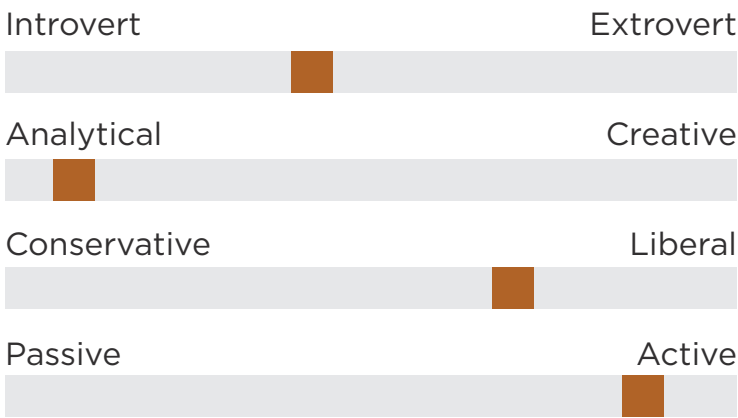
Tasks

- Work with the vendor to configure the system and implement policies.
- Set testing windows for interim and summative assessments.

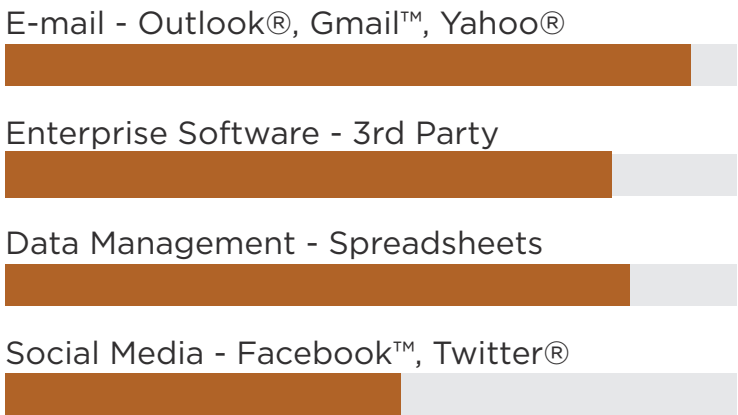
Frustrations

- When vendors promise the world to land the contract but deliver faulty software.
- Inability to configure and customize assessment software.
- When districts are unhappy and vocal.

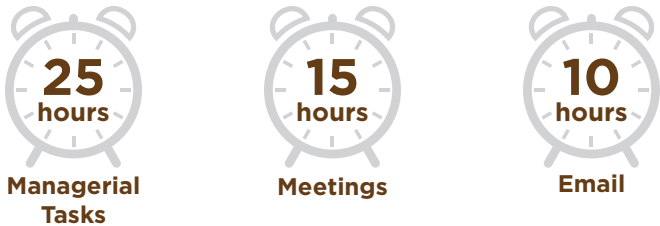
Personality



Technical Proficiency



Weekly Schedule



Jeremy Schmidt

Savvy Handler | On-boarding Professional

VENDOR: ONB



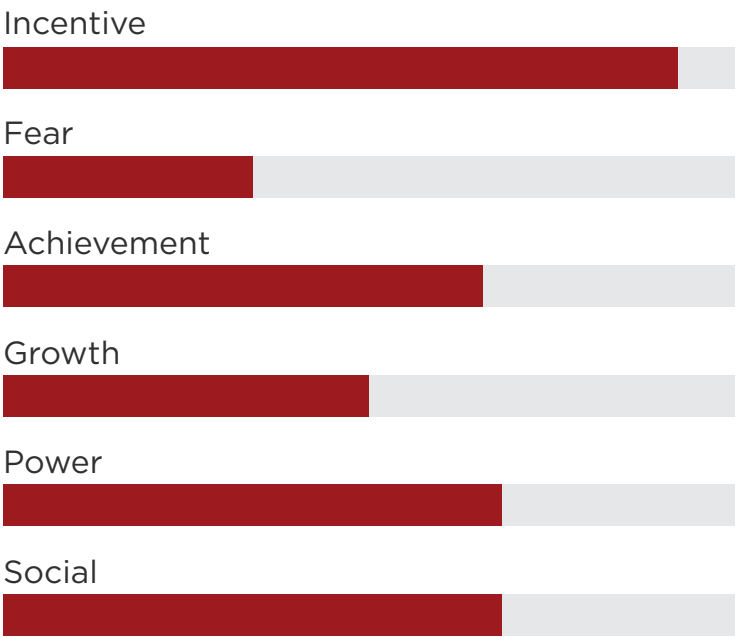
“The system is configurable, but not infinitely configurable.”

Age: 55
Family: Divorced, 4 grown children
Education: Bachelors Degree
Role: On-boarding Professional
Years in Current Role: 2
Location: Princeton, New Jersey

Bio

Jeremy Schmidt has worked in the software industry for more than 10 years. He has held a number of different roles, including developer, business analyst and business development. He knows how to adjust his language and approach for his audience. He has the business goals in mind and knows hot-button issues to avoid when discussing implementation with clients.

Motivations



Goals

- Ensure that the system meets the client's requirements, while avoiding customization.
- Help the client configure the system so that there are few interventions needed.

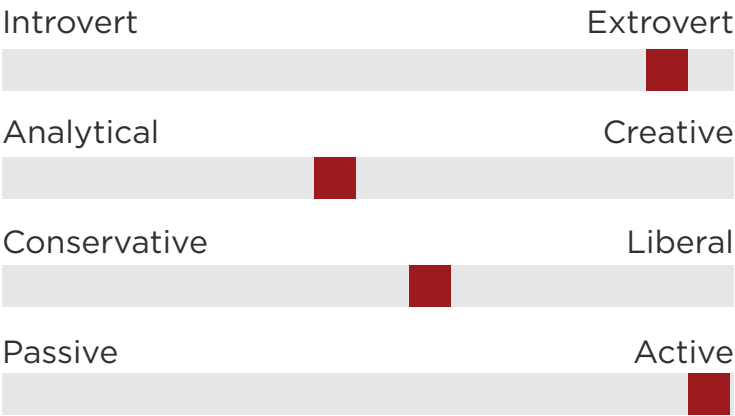
Tasks

- Use administrative tools to set hierarchy, roles, and permissions.
- Inform state officials of available options, and record those in the onboarding tool.

Frustrations

- When clients have been made promises that he cannot deliver.

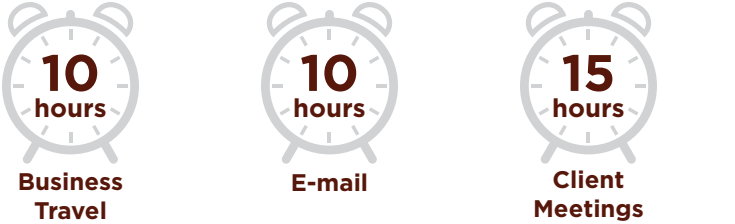
Personality



Technical Proficiency



Weekly Schedule



Charles Fresno

Support Guru | Customer Support Representative

VENDOR: CSR



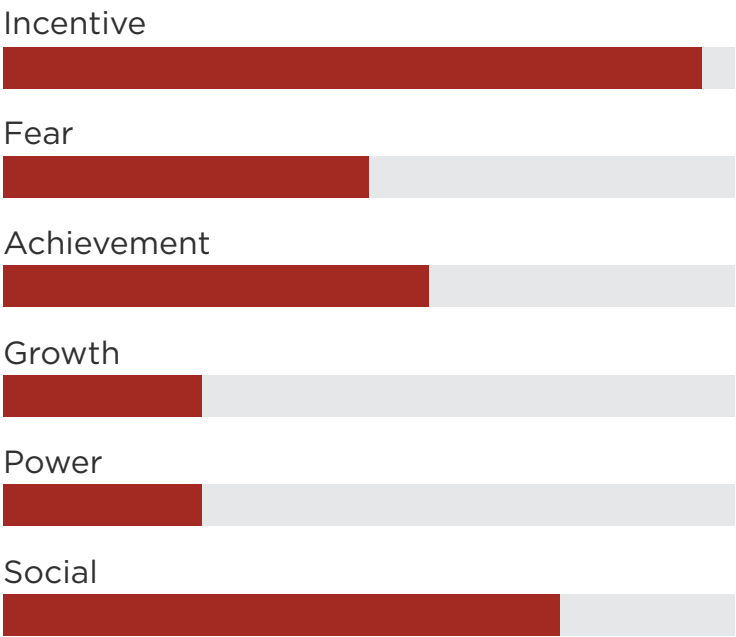
“I try my best to help the people who call in, but there is only so much I can do or say.”

Age: 25
Family: Single
Education: Some Undergraduate studies
Role: Customer Support Representative
Years in Current Role: 1
Location: Princeton, New Jersey
Community Type: Urban
Accessibility: Blind

Bio

Charles was born legally blind, and during his K-12 education he was taught how to use assistive technology to build career skills. He enjoys working in customer service, because his ability to read people’s voices and quickly maneuver software with keyboard controls is an asset to him in this field. He has memorized a lot of the software user guides to help when answering calls, and he uses a screen reader and braille tablet to gather all of the information he needs.

Motivations



Goals

- Answer support requests as they come in and do his best to problem solve the issue.
- Minimize time spent on support calls.

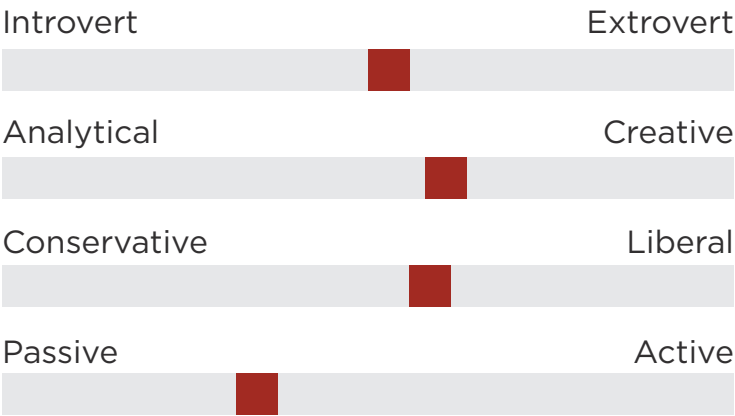
Tasks

- Search documentation for information that relates to issues brought up on the call.
- Document what the issue is, and how and when it was resolved.
- Refer customers to Tier 3 support when it is an issue that he cannot resolve on his own.

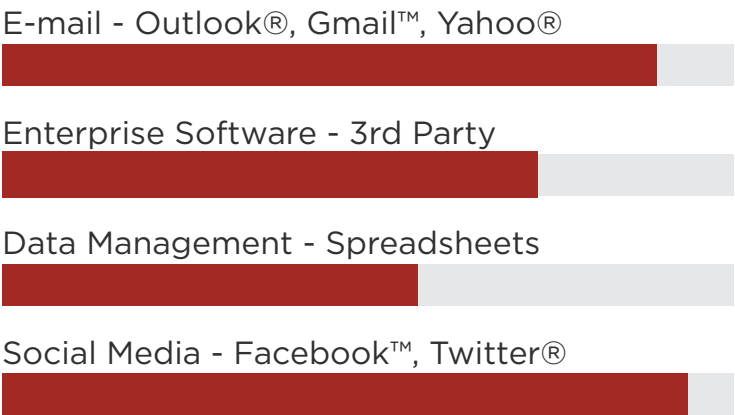
Frustrations

- The inability to go into the system and fix an issue that the user is having. He says that often times he knows what to do, but he doesn’t have the ability to do it.
- He says that the documentation of the system is so difficult to navigate and understand, that it’s no wonder he gets so many support calls.
- When the tab order jumps around all over the screen.

Personality



Technical Proficiency



Weekly Schedule

