

On July 29, 2016, the Department of Health Care Finance (DHCF) published the revised by-laws and procedures governing the District of Columbia Medical Care Advisory Committee (MCAC). On Tuesday, August 02, 2016, DHCF began seeking applicants for membership on the MCAC. We received a collection of excellent and competitive applications and, after thorough review and discussion, opted for a panel of members that reflects a diversity of backgrounds, interests, and experiences. DHCF is pleased to announce its new MCAC Membership, including ex-officio members, as follows:

MCAC Members

Jacqueline D. Bowens

District of Columbia Primary Care Association

No bio available

HyeSook Chung

DC Action for Children

HyeSook Chung has worked to improve the lives of children through direct service, program management, philanthropy and advocacy for the past 20 years. She has consulted for and advised numerous organizations including the Washington Area Women's Foundation and DC State Board of Education. In addition, Ms. Chung worked with the Head Start Quality Improvement Center and the Early Head Start Resource Center providing technical assistance and consultation to Early Head Start programs throughout the country. She serves on numerous advisory boards focused on social change and outcomes for children and families, including Annie E. Casey's KIDS COUNT National Steering Committee, DC's Department of Health Care Finance's Medical Care Advisory Committee, DATA KIND, The Smithsonian Institution's Anacostia Community Museum, Planet Word and the Regional Education Laboratory Mid-Atlantic Governing Board. She is a member of the Leadership Council for the Collaborative + The Classys. In addition to having expertise on issues that affect young children, she is a data and technology enthusiast whose innovative vision for data work has been highlighted at IMB Insight Data Conference, the list of Rockefeller Foundation's Top 100 Innovative NGO's, Unicef, The Classys and SXSW Education. She received a Master of Social Work from Boston University with a concentration in non-profit management. She is a proud mother of two DCPS students.

Karen Dale

AmeriHealth Caritas DC

Karen Dale is the Market President for AmeriHealth Caritas District of Columbia the largest Medicaid Managed Care plan in the District serving more than 100,000 members. Guided by the organization's mission and values as well as the strategies of innovation and collaboration, she is implementing population health approaches, leading policy changes and creating a more human-centered system of care. Her career spans 25 years and includes working in public health, a hospital system, a national human services organization and managed behavioral health.

Guy Durant

Guy Durant is a Medicaid beneficiary and a recent advocate for quality of care and services for beneficiaries. He previously worked as a contractor for over 14 years at Walter Reed Army Medical Center in Washington, DC and for a short period during the 2011 BRAC, Walter Reed National Military Medical Center in Bethesda. During those years, Mr. Durant helped manage Clinical Trials and Research Data with all aspects of technology. Primarily, he has focused on medical research and development and specialized in several niche I.T. sectors such as: Healthcare and Real Estate where automation and technology needs abound. Mr. Durant enjoys volunteering at his church and setting up the computer network and systems for the church. Recently, he helped upgrade the Church Phone System and added FIOS to the Church. In addition, Mr. Durant is a member of Alpha Phi Alpha Fraternity and other community organizations. He is an alum of Talladega College with a Bachelors in Physics and Math, and also has two Masters degrees from University of Maryland University College. Mr. Durant seeks to bring to the MCAC a social justice spirit of someone that has worked previously in Health Care I.T. and someone that now sees the outcomes and disparities of the system from the beneficiary point of view. He hopes to look closely at the benchmarks, data and goals of the MCAC to help in any way that can to improve efficiency and care for all beneficiaries.

Nnemdi Elias

United Medical Center

Nnemdi Kamanu Elias MD MPH is a physician who was worked domestically and internationally in diverse settings in both direct service delivery and public health programming in under-resourced populations. Currently she directs the Care Center and the Community Health and Engagement Office at United Medical Center. She received her MD from Yale University and MPH from the University of California in Berkeley.

Sharra E. Greer

Children's Law Center

Sharra joined Children's Law Center as its first policy director in 2008, shaping a program that takes lessons we learn from representing individual clients to advocate for city-wide changes that better serve the District's vulnerable children. She brings with her extensive policy experience. Previously, Sharra developed the policy department at Servicemembers Legal Defense Network, where she created and supervised that department, and supervised the group's successful legal services and impact litigation efforts. She also was a staff attorney with the National Veterans Legal Services Program, where she worked on cases before the Court of Appeals for Veterans Claims and represented plaintiffs' in two class action suits through NVLSP's Agent Orange Resource Center. Sharra began her legal services work while at Rutgers Law School, when she worked at Camden Regional Legal Services, and was an associate with the firm of Weissman & Mintz.

A. Seiji Hayashi

Unity Health Care, Inc.

Dr. Hayashi is Executive Vice President for Transformation and Innovation at Unity Health Care, Inc. Unity serves more than 100,000 medically underserved and vulnerable patients and families, and operates 25 health care sites including 11 sites at homeless shelters, 3 school-based health centers, and the DC jail. Prior to coming to Unity, Dr. Hayashi served as Chief Medical Officer for the Bureau of Primary Health Care at the Health Resources and Services Administration. He oversaw the clinical quality strategy for the federal Health Center Program that cares for 23 million people across the U.S. Additionally, Dr. Hayashi served as Senior Advisor for Special Populations working with health centers that care for the homeless, residents of public housing and migrant and seasonal agricultural workers. Dr. Hayashi teaches and conducts research as faculty at George Washington University and at Georgetown University, and is a board-certified family physician and Fellow of the American Academy of Family Physicians. He has spent almost 2 decades caring for patients at community health centers. Dr. Hayashi graduated with honors from Vassar College. He received his medical degree from the Albert Einstein College of Medicine and was inducted into the Alpha Omega Alpha medical honor society. After completing his Family and Community Medicine Residency Program at the University of California at San Francisco, he received his Master of Public Health degree from the Harvard School of Public Health while serving as a fellow for the Commonwealth Fund/Harvard University Fellowship in Minority Health Policy.

Suzanne Jackson

The George Washington Law School, Health Insurance Counseling Project

Suzanne H. Jackson teaches the Health Rights Law Clinic as a Professor of Clinical Law at George Washington Law School, in which law students help their clients secure access to health care through public programs and private health insurance. She also co-directs the Health Insurance Counseling Project, a public interest law firm within the Community Legal Clinics, which assists thousands of Medicare beneficiaries each year. After graduating from Harvard Law School, she received a fellowship from Georgetown Law Center's Women, Law and Public Policy program, working on health insurance and family caregiving issues at the Older Women's League. She clerked for the Honorable Gladys Kessler at the D.C. Superior Court, and then served as staff attorney and managing attorney at Ayuda, representing immigrant and refugee women in actions for protective orders against domestic violence. Professor Jackson has received awards for her work from the D.C. Superior Court's Hispanic Heritage Committee, from Ayuda, and from the D.C. Coalition against Domestic Violence. In 2004 she was elected chair of the D.C. Department of Health's Medical Care Advisory Committee, assisting the District's Medicaid program with policy and program issues. She also co-chaired a coalition that won passage of legislation allowing the city's Adult Protective Services division to assist vulnerable adults at risk of harm from self-neglect.

Jodi Kwarciany

DC Fiscal Policy Institute

Jodi Kwarciany is a policy analyst with the DC Fiscal Policy Institute, where she handles research, analysis and advocacy on health policy topics in the District of Columbia. She previously worked on a wide array of health policy topics, including health insurance marketplaces and Medicaid expansion, as a Research Associate with the Center on Budget and Policy Priorities in Washington, D.C. Before arriving in her adopted city, she zigzagged across the Midwest and interned with state legislators, lobbyists, and Optum Labs of UnitedHealth Group. Kwarciany received her Master's in Public Policy from the University of Minnesota and Bachelor of Arts in Political Science from the University of Wisconsin, Eau Claire.

Mark LeVota

DC Behavioral Health Association

Mark LeVota joined the DC Behavioral Health Association as its new executive director in May 2016. Mark comes to DCBHA from Catholic Charities of the Archdiocese of Washington, where he worked for nearly eleven years, including as the Director of Institutional Giving for the past eight years. Mark's fundraising and program development experience have included supporting operating activities and capital costs for behavioral health, physical health and legal clinical services, housing and homeless services, education and employment services, food and hunger relief services, services for people with developmental disabilities, and services meeting emergency basic needs. Mark earned his Master of Business Administration from the University of Virginia Darden School of Business, where he was a member of the first cohort for the MBA for Global Executives (GEMBA) format, studying general management with a focus on diversity and cross-cultural communications. Mark and his wife Janet Baran, a marine geophysicist and management analyst in the federal government, share a love of US National Parks.

Judith Levy

DC Coalition on Long Term Care

Judith Levy, MHSA, BSN, RN, is the Coordinator of the District of Columbia Coalition on Long Term Care. The Coalition includes advocates, consumers and providers addressing the major issues surrounding the availability of home and community based services to low income residents of the District and is former Chair of the Montgomery County Commission on Aging. Ms. Levy has also served as a consultant to the National Association of Home and Hospice Care on their home health aide certification program. Working with the DC Primary Care Association as program manager for an Area Health Education Center Office, Ms. Levy developed a model training program for community health workers in collaboration with The Center for Sustainable Health Outreach at the University of Southern Mississippi, and participated in expanding medical homes program activities aimed at improving the quality of services provided by the safety net clinic in the District of Columbia. Ms. Levy has also consulted on chronic care and long-term care initiatives including home care, assisted living, group homes for the IDD population, care management and home and community based programs for the aged and disabled. She has worked with the District of Columbia Board of Nursing to develop a medication assistant program and on initiatives including the Committee on Impaired Nurses and Nurses Disciplinary Action program. Ms. Levy is a graduate of the University of Michigan School of Public Health with a Masters in Health Services Administration. She has over thirty-five years of experience in health care service delivery and administration primarily in home and community based programs.

Erin M. Loubier

Whitman-Walker Health

Erin Loubier is Senior Director for Health and Legal Integration and Payment Innovation at Whitman-Walker Health (WWH), a federally qualified health center serving Washington, DC's diverse urban community and special focus on people living with HIV and the LGBT community. Erin focuses on the critical collaborations between traditional health care services and legal services to promote patient health and wellness by addressing the social and legal determinants of health. Erin is a member of WWH's leadership team and oversees Legal Services, Public Benefits and Insurance Navigation, health care payments and payment reform work. In her 18 year legal career at WWH, Erin has played a number of operational roles, including creating a patient navigation program focused on insurance eligibility and enrollment and assisting to design the "red carpet" program for immediate access to care for HIV-positive patients. Erin is active on advocacy and systemic reform efforts on health insurance, health reform implementation, access to health care, and service delivery focused on high quality care and improving health outcomes. Erin leads WWH's partnership with the DC Health Benefit Exchange as the lead trainer for the organizations awarded consumer assistance grants as Assisters/Navigators. Erin is the recipient of the DCPCA's 2013 Unsung Hero Award and the DC Bar Foundation's 2011 Jerrold Scout Prize.

Angela Renee Miller

Angela R. Miller is a native Washingtonian and has been living independently for 13 years after leaving two nursing homes. She is a member of the AFA, TPB, MFP, Direct Action, IONA, and was Vice President of ADAPT in Washington, DC. Ms. Miller was Wheelchair DC in 2009 and she enjoys writing stories and going to the cinema, especially to see romantic comedies. She has a great sense of humor and has a passion for fashion and she used to design clothing. Ms. Miller is looking forward to serving on the Medical Care Advisory Committee and sharing her knowledge and experiences.

Leona Redmond

Seniors Organized for Solutions NOW! (SOS-NOW!)

No bio available

Veronica Damesyn Sharpe

District of Columbia Health Care Association

Veronica Damesyn Sharpe has served as the President of the District of Columbia Health Care Association since 2003. Prior to serving as the President of DCHCA, Mrs. Damesyn-Sharpe has worked as a healthcare consultant, hospital executive and a nuclear medicine technologist. As a consultant Ms. Damesyn Sharpe provided consulting and executive management services to healthcare providers in various health care settings. Mrs. Damesyn Sharpe currently serves as a member of the Board of Directors of the Delmarva Foundation for Medical Care. She is also a member of the American Health Care Association Quality Committee. Mrs. Damesyn Sharpe received her undergraduate degree at the University of Maryland and has a Master's in Health Services Administration and a Master's Certificate in Long Term Care Management from the George Washington University.

Ex-Officio Members

DC Office on Aging

Laura Newland—Director; Designee—Brian Footer

Laura Newland is the Executive Director for the District of Columbia Office on Aging (DCOA). Prior to this position, she served as DCOA's Interim General Counsel and supported the agency on a broad range of legal and policy issues as part of the senior management team. Before coming to the agency, Laura served as Special Assistant for Community Living in the Office of the Deputy Mayor of Health and Human Services (DMHHS), where she worked primarily on interagency long-term care and real property tax issues in the District. Laura has worked at AARP Legal Counsel for the Elderly (LCE), where she directed the Real Property Tax Project. She spearheaded the community advocacy and litigation strategy that led to significant legislative reform in 2014 and the creation of the Real Property Tax Lien Ombudsman. Laura's professional roots are in advocacy. Before receiving her JD from Georgetown Law Center, she worked in a variety of nonprofit settings, spanning numerous issues including domestic violence, jail-based voting and registration, and consumer protection. The theme of her professional career has been identifying and removing barriers so people can more easily access available services and supports to help them live better lives.

Brian Footer's professional and educational experience have been focused on developing and evaluating government programs, and managing successful outreach efforts to community partners and constituent groups. Brian currently services as the Director of Policy, Planning and Evaluation at the D.C. Office on Aging (DCOA) where he works to improve and expand opportunities for older District residents to age in place. Before joining DCOA, Brian worked for New York City Council Speaker Christine C. Quinn as a Legislative Policy Analyst specializing in policy and legislative affairs effecting seniors and Veterans. Brian has worked on the federal, state and local levels of government throughout his career. Prior to moving to NYC, Brian lived in DC where he worked on Capitol Hill, at the Democratic Governors Association, and as a Trial

Clerk at the US Tax Court. Brian completed his Master's in Public Administration at New York University, and obtained his Bachelor of Arts in Political Science and Prelaw from Ohio University. Additionally, Brian was elected and currently serves as an Advisory Neighborhood Commissioner in the LeDroit Park and Shaw neighborhoods (ANC 1B01).

Department of Behavioral Health

Director—Tanya Royster; Designee—Jim Wotring

Dr. Royster is the Director of the District of Columbia Department of Behavioral Health, the single state authority for mental health and substance use disorders services. She is a clinician, administrator, teacher, researcher, innovator, legal consultant and media expert. As leader of the District's behavioral health services, Dr. Royster oversees a community based network of 75 private providers, directs 1400 employees, and manages a \$273 million annual budget. Before coming to DC in August 2015, she served in Illinois state government and worked in public sector, private sector and academic medical settings. She earned tenure at the University of Illinois at Chicago (UIC) and taught in the departments of medicine, nursing, social work and Honors college of UIC. Dr. Royster has a proven track record and long-standing interest in creating and sustaining healthy communities, delivering culturally competent high quality services, creating data driven, outcomes based system transformation and reducing health care disparities. The Annie E. Casey Foundation selected Dr. Royster as one of its 2010- 2011 Child and Family Fellows as recognition of her commitment and success in demonstrating outcomes helping low-income families succeed as parents, community members, and productive participants in the workforce and economy. Dr. Royster graduated from Case Western Reserve University School of Medicine and completed both her General Psychiatry and Child and Adolescent Psychiatry residencies at New York University/Bellevue Hospital Medical Center in New York City.

James Wotring, M.S.W, is the Senior Deputy Director of Behavioral Health for the District of Columbia in Washington DC. He is responsible directing and overseeing adult and children's mental health as well as substance use services. He is also responsible for system planning, policy development as well as financial planning and budget forecasting. Prior to serving in this position he was the Director of the National Technical Assistance Center for Children's Mental Health at Georgetown University. He supported 20 faculty and staff who worked with states and communities all across the country to improve mental health services for children and families. He consults nationally and internationally on systems of care, wraparound, financing, outcome management, change management, and implementation of evidence-based practices. Previously, he worked for the Michigan Department of Community Health as the Director of Programs for Children with a Serious Emotional Disturbance. He has worked in the child welfare, juvenile justice, and mental health systems including community mental health centers, residential

treatment centers, private outpatient clinics, and nonprofit agencies. Mr. Wotring has been active in national organizations supporting the development of systems of care for children's mental health and has presented at numerous national and international conferences. His publications are in the areas of outcome measurement and management, financing, and health reform.

Department of Disability Services

Director—Andrew Reese

Andrew Reese was appointed by Mayor Bowser as the Interim Director of the Department on Disability Services on April 22, 2016, and as Acting Director on September 6, 2016. Prior to this he served as the Deputy Director of the Department on Disability Services (DDS), Rehabilitation Services Administration (RSA) since December, 2012. RSA is the District agency responsible for vocational rehabilitation services (VR) in the District, responsible for helping people with disabilities obtain, retain, regain or advance in employment. Prior to being appointed as the Deputy Director for DDS, Mr. Reese served as the Deputy General Counsel for DDS. Mr. Reese worked with the DC Office of the Attorney General from 2003-4, in the Child Protection Section. He returned to the Office of the Attorney General in 2008, as the Deputy Attorney General for the Family Services Division. Mr. Reese is an attorney, admitted to the bar in DC and MD, and a licensed clinical social worker. He has worked in both the public and non-profit sectors, as well as serving ten years as a clinical instructor on the faculty of the University of MD at Baltimore, in the School of Social Work and the Law School. Mr. Reese began his social work career in 1984 working with refugee and immigrant families from Vietnam, Cambodia, Ethiopia and Central America. He is fluent in Spanish. He has extensive child welfare experience, working in foster care and child protection in MD and DC.

Department of Health

Director—LaQuandra S. Nesbitt

Dr. Nesbitt became the Director of DC's Department of Health in January 2015. Dr. Nesbitt leads Mayor Muriel Bowser's health and wellness initiative, FitDC, and serves key leadership roles in addressing critical public health issues such as the use of synthetic drugs, the impact of medical marijuana and decriminalization of marijuana possession on public health, as well as innovation in healthcare delivery and its impact on high cost, high need and other special populations. Prior to her role in DC, Dr. Nesbitt served as the Director of the Louisville Metro Department of Public Health and Wellness where she led initiatives focused on Affordable Care Act implementation, health equity, and violence prevention. She was appointed by Governor Beshear as a member of Kentucky's Early Childhood Advisory Council and now serves in a

similar capacity on DC's State Early Childhood Development Coordinating Council. Dr. Nesbitt serves nationally as a member of the Commonwealth Fund Health Care Delivery System Reform Program National Advisory Group. Dr. Nesbitt received her Bachelor of Science degree from the University of Michigan, her medical degree from Wayne State University, and a Master of Public Health from the Harvard School of Public Health. She completed an internship in family medicine at the University Hospitals of Cleveland/Case Western Reserve University and completed the remainder of her family medicine residency in the University of Maryland's Department of Family Medicine where she served as chief resident. Dr. Nesbitt completed her training with the Commonwealth Fund Harvard University Fellowship in Minority Health Policy.

Department of Health Care Finance

Director—Claudia Schlosberg

Claudia Schlosberg is the Senior Deputy and Interim State Medicaid Director for the Department of Health Care Finance (DHCF). In this position, she is responsible for policy and research; accountability and program integrity; program operations; health care delivery management and health reform for Medicaid, CHIP and the Alliance Health Care Programs. Previously, Claudia served as Director of the Health Care Policy and Research Administration for the District of Columbia Department of Health Care Finance (DHCF). Ms. Schlosberg has over 25 years of experience in health care policy and regulation. Ms. Schlosberg's prior public sector experience includes serving as the Director of the Office of Regulatory Affairs for the CLASS Program within the Administration on Aging and as Acting Director of Programs, Policy and Training for the Office for Civil Rights within the federal Department of Health and Human Services. She represented health care providers and non-profits through her consulting practice and as a partner and government affairs specialist at the law firm of Blank Rome in Washington, DC. She also has served as Director of Policy and Advocacy for the American Society of Consultant Pharmacists, Founding Director of Advocacy for the Elderly, a clinical legal program of Columbus School of Law at Catholic University of America and has twice been appointed to monitor federal consent decrees involving the provision of health care services to older adults and people with serious disabilities. Ms. Schlosberg is a 1981 graduate of Antioch School of Law and a member for of the DC Bar.

Department of Human Services

Director—Laura Zeilinger; Designee—Trey Long

Ms. Zeilinger is responsible for a 973-person agency that is charged with assisting low-income individuals and families to maximize their potential for economic security and self-sufficiency. Ms. Zeilinger is an attorney with a long-standing commitment to underserved populations. Most recently, she served as the Executive Director of the United States Interagency Council on Homelessness, where she was responsible for the implementation of Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, an effort that includes the coordination of Federal homelessness policies among 19 Federal departments and agencies, as well as partnerships with State and local communities, non-profits, and the private sector. She joined USICH in 2011, and prior to her appointment as Executive Director in 2014, she served as Deputy Director. Previously, Ms. Zeilinger served at the District of Columbia Department of Human Services (DHS) as Deputy Director for Program Operations. There, she led the creation of more than 1,000 units of permanent supportive housing as part of the Homeless No More Plan. She designed and implemented the District's Housing First Initiative, which connected 500 individuals and 80 families to housing stability in its first year alone. Prior to her work with DHS, Ms. Zeilinger served as the Mayor's liaison to DHS and the Office of Disability Rights. Ms. Zeilinger is an alumna of Sarah Lawrence College and a graduate of the Washington College of Law at American University. She lives in Washington, DC, with her husband and two children.

District of Columbia Public Schools

Director—John Davis; Designee—Heidi Schumacher

John Davis is the Interim Chancellor with the District of Columbia Public Schools as of October 1, 2016. Mr. Davis began his educational career as a teacher in Baltimore City, teaching middle school math and earning a Teacher of the Year Award in 1997. After six years there, he spent two years at the Laikipia Baraka School in Nanyuki, Kenya, as teacher and Head of School. The Baraka School took rising Baltimore seventh graders and taught them for two years in the bush of Kenya. Upon returning to the States, Mr. Davis continued teaching for two years before becoming principal of New Era Academy. A key component in Baltimore City's High School Transformation effort was the establishment of Innovation High Schools. New Era was one of the first two Innovation High Schools, and Mr. Davis saw their first graduating class in 2007. In June of the same year, he began working as Director of School Leadership Strategy on the Human Capital team of DCPS. He moved to the Instructional Superintendent role in August of 2008 before becoming Chief of Schools in July 2011. Mr. Davis earned a bachelor's degree in welding engineering from The Ohio State University and a master's degree in educational administration and supervision from Johns Hopkins University. He is the father of three children who attend DCPS.

Dr. Heidi Schumacher joined the District of Columbia Public Schools as the Deputy Chief of Student Wellness in April 2016. In this role, she oversees student health and wellness services, accommodations for students with medical needs, and Medicaid reimbursement. Prior to coming to DCPS, she was a Medical Officer at the Center for Medicare and Medicaid Innovation, where she led a multi-disciplinary team in the development and implementation of the Oncology Care Model, a national multi-payer pilot that aligns financial incentives for physician practices with high quality, coordinated care for cancer patients. Her federal policy experience has also included advocacy on behalf of children's health during the implementation of the Affordable Care Act and in support of reforms to the structure and funding of medical education. Dr. Schumacher is a graduate of Duke University and the University of Vermont College of Medicine. She completed her residency and chief residency in pediatrics at Children's National Health System, where she trained in health policy, community health, and government affairs. She completed the Albert Schweitzer Public Health Fellowship and has engaged in numerous research, community engagement, and educational initiatives related to social determinants of health and continuity of care in pediatrics. She is a Fellow of the American Academy of Pediatrics (AAP), serves as the co-chair of the School Health Committee of the DC chapter of the AAP, and is a regular collaborator with the AAP's Department of Federal Affairs.

Office of the State Superintendent of Education

Director—Hanseul Kang; Designee—Elizabeth Groginsky

Hanseul Kang became DC's state superintendent of education in March 2015. She previously served as chief of staff for the state of Tennessee's Department of Education. A seasoned leader and former high school teacher, she reorganized and restructured the department to reflect strategic priorities, and created a more streamlined budget process that allowed for improved personnel decision-making and better use of resources. Kang was part of the team that implemented policies and offered support to districts and schools that resulted in Tennessee becoming one of the fastest improving states in the nation in student achievement outcomes. Prior to joining Tennessee's education department, Kang worked for Teach For America, where she was a managing director of program for the organization's regional office in the District. She led a team of program directors supporting middle and high school teachers in schools across the District and Prince George's County. Kang holds a Bachelor's Degree in international politics from Georgetown University and a J.D. from Harvard Law School, and was a Jack Kent Cooke Foundation Graduate Scholar. She is a member of Chiefs for Change and serves on the Governing Board of the Partnership for Assessment of Readiness for College and Careers.