GEORGE MASON UNIVERSITY COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

Education Leadership Program Course Syllabus

Course Number and Title

EDLE 616.602: Curriculum Development and Evaluation (3 credits) [Summer, 2012]

Instructor

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Mailing Address: Thompson Hall, Suite 1300,

Fairfax, VA 22030

Office Hours: Mondays, 1:30 to 3:30pm [Thompson Hall]; before & after class meeting.

times.

Office Location: EDLE Office, Thompson Hall, Suite 1300.

Program Vision: The Education Leadership Program is devoted to improving the quality of pre-K through 12 education through teaching, research and service. Candidates and practicing administrators engage in course work devoted to experiential learning, professional growth opportunities, and doctoral research that informs practice. We educate exceptional leaders who act with integrity as they work to improve schools.

Schedule Information

Class Location: Eagle Ridge MS Library

Class Days/Times: Mondays, Wednesdays, 4:30 to 7:30pm

May 2nd through June 18th.

Course Description: Examines relationship of written, taught, and tested curriculum; and identifies critical leadership decisions that can positively impact student achievement. Identifies components of effective curriculum guides, and constructs a Curriculum Design model for emerging leaders.

Textbooks:

English, Fenwick J. (2010). *Deciding What to Teach and Test:* Corwin Press. [3rd edition]

[The required text[s] is/are available in the GMU Bookstore in the Johnson Center]

Reference texts (optional use as resources.... purchase not required)

Jacobs, Hayes H. (2010) Curriculum 21: Essential Education for a Changing World Alexandria, VA: Association for Supervision and Curriculum Development (ASCD)

Virginia Standards of Learning

Relationships to Program Goals and Professional Organizations: The importance of strengthening and guiding instruction in educational settings is a leadership theme of academic and professional organizations alike. The purpose of the course is to strengthen the knowledge, skills and dispositions of EDLE candidates as instructional leaders and managers. The course provides models for (1) designing and managing curriculum; (2) relating to school board policy, professional development, and budget to effective instructional leadership; (3) constructing effective teacher-friendly curriculum guides; and (4) collecting and using demographic data to create a plan for improved student performance.

This course meets applicable competencies, standards, and guidelines set forth by the Virginia Department of Education (VA DOE), Interstate School Leaders Licensure Consortium (ISSLC), National Council for Accreditation of Teacher Education (NCATE), and Educational Leadership Constituent Council (ELCC), as shown below.

VA DOE Competetencies (a 1,3,4,5 and 6; c1; e1; f 4,5)

NCATE Guidelines (Strategic Leadership: 1.3, 1.6, 2.4; Instructional Leadership: 3.3, 3.4, 3.5, 3.6. 3.9; Organizational Leadership: 9.1)

ELCC Standards (1.2), (1.3), (1.4), (2.1), (2.2), (2.3), (6.3)

<u>Learner Outcomes:</u> Students who successfully complete the requirements for EDLE 616 will be able to:

- [i] demonstrate an in-depth knowledge of curriculum design, development and evaluation and connect all parts to ELCC standards in the design [and presentation] of a mini curriculum framework
- [ii] demonstrate the ability to analyze school demographic and assessment data and use the same to create a professional development plan [PDP] to improve student performance in <u>two</u> critical areas
- [iii] identify an emerging/controversial issue in curriculum development/evaluation and create a plan to serve as a guide for educators to fully understand it [the plan should connect best thinking/practices on the issue to 2 or 3 essential questions]
- [iv] investigate the components of a well-formed BOE policy on curriculum development/evaluation and apply that knowledge to *solve* a problem either at a specific grade level or content area.

Internship [EDLE 791]: For questions relating to the connections between the Internship and coursework, please talk with either [i] the Instructor, or [ii] your Internship Advisor.

Nature of Course Delivery: A variety of instructional methods are used to cover the subject matter and create a dynamic, interactive learning environment. These methods <u>may</u> include large and small group discussions, case studies, media, Internet assignments, lecture, guest practitioners, group presentations, interviews, collaborative learning and reflection. There is some out-of-class work expected. <u>The challenge is to become a community of learners.</u>

<u>Course Requirements:</u> You are expected to attend each class because discussion, presentations and hands-on activities are critical parts of the course. The completion of and reflection on assigned readings, **constructive participation** in discussions and group work as well as on-line communication with group members are routine expectations. Access to a computer and a GMU email account are essential because you will receive important information from the university only on your GMU account and only GMU email accounts may be used to communicate with the instructor. You must also have an account in **Taskstream**.

If missing a class is unavoidable, you are responsible for notifying the instructor (preferably in advance). It is your responsibility to check with class colleagues for notes and assignments and complete any missed assignments and readings, etc. before the start of the next class. All absences may affect your final grade because of

the heavy emphasis on class participation. All written assignments must be completed on a word processor (unless otherwise indicated) and turned in on or before the due date.

Assignments # 2 and #3 are program performance-based assessments and are to be submitted on Taskstream.

Late assignments will lower your grade on the project, and will not be accepted or given credit if received 48 hours late. Specific course requirements and assigned due dates <u>may</u> be altered as the instructor receives input from you and your classmates about your school calendars. To plan and complete group projects, you may need to meet with other group members at times other than during scheduled class sessions.

Evaluation and Grading:

Because EDLE 616 is a graduate level course, high quality work is expected in class and on all assignments. Assignments 1, 2, 3 and 4 are graded by a rubric. In this way, the rubric can both inform the completion of the assignments and serve as an instrument to assess your grade for the activity.

This course is designed to further develop and expand your managerial and ethical skills in the area of instructional leadership and management. You will be assessed on your ability to analyze situations from the broad perspective of a school administrator, and be expected to view the impact of the decisions from a systematic perspective and from the benefit to student learning.

The grading assessment scales and assigned percentages shown below are guidelines only. Your final grade for the semester will reflect the instructor's judgment of your classroom performance as you attempt to demonstrate leadership behaviors, perspectives and attitudes.

Students may rewrite an assignment [other than the final group project] for re-grading within one week of receipt. The original assignment should be clipped/stapled to the rewrite.

Grading Scale:

Participation in class, contribution to group learning	10 points
Assignment #1	15 points
Assignment #2	20 points
Assignment #3	40 points
Assignment #4	15 points

TOTAL: 100 points

A+=100 points A=95-99 points A-=90-94 points B+=87-89 points B=83 -86 points B-=80 -82 points

C=75 -79 points F=74 points or below

College of Education and Human Development Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See http://academicintegrity.gmu.edu/honorcode/].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See http://ods.gmu.edu/].
- Students must follow the university policy for Responsible Use of Computing [See http://universitypolicy.gmu.edu/1301gen.html].
- Regarding electronic devices (such as laptops, cell phones, etc.), please be respectful of your peers and your instructor and do not engage in activities that are unrelated to class. Such disruptions show a lack of professionalism and may affect your participation grade.
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

Campus Resources

• The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See http://caps.gmu.edu/].

The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See http://writingcenter.gmu.edu/]. Graduate School of Education, please visit our website [See http://gse.gmu.edu/].

• Core Values Commitment: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles

For additional information on the College of Education and Human Development

Assignment #1

Identify critical school board policy for curriculum development and evaluation [Individual Assignment]

Purpose:

As educators, it is important that we have a clear understanding of the educational policies developed by our school boards, and our responsibility as educational leaders to implement them. This assignment will challenge your ability to investigate a particular policy adopted by a chosen school board and examine its impact on student learning and achievement.

Assignment:

Prepare at minimum a 3 -5 page, double spaced document that investigates one chosen school board policy and analyze its components in relation to the needs of a [i] specific grade level or [ii] content area. Candidates will conduct interviews with administrators and/or stakeholders in order to gain detailed knowledge of the policy and its impact at the local school level.

School Board Policy Grading Rubric

ELCC Standards	Criteria	Exceeds Expectations	Meets Expectations	Approaching Expectations	Below Expectations	Score
Standards		4	3	2	1	
Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies. [ELCC: 6.3]	Clearly identifies a selected curricular area Includes a statement that relates to area of study	Proposed curricular area is identified and adequately and clearly described. Statement is clear with adequate reference to the needs of the student learners.	Proposed curricular area is identified AND adequately described Statement is clear with adequate reference to learners	Proposed curricular area is identified or described, but not both Statement is vague or rambling with some reference to student learning	Proposed curricular area is not identified or described.	
[weighting 20%]						

[weighting 40%]	Connections made from School Board Policy to grade level and/or content area	Connections from School Board Policy to grade level and/or content area are clearly and concisely explained	Connections from School Board Policy to grade level and/or content area listed	Connections from School Board Policy to grade level and/or content area hinted at	No connections made	
[weighting 35%]	Candidates will conduct interviews with [a] Administration or [b] School Board members regarding selected policy	Impact of School Board Policy clearly and concisely presented from multiple interviews [a and b]	Impact of School Board Policy presented from either [a] or [b]	Impact of School Board Policy discussed in general terms		
[weighting 5%]	Spelling, grammar, mechanics	The project is error free and clearly and professionally presented	The project has no spelling errors and no more than two mechanical errors.	The project has some spelling grammar, and/or mechanical errors.	The project has multiple errors in spelling, and/or mechanics	Total Score

Assignment #2: Demographic Analysis of Assessment Data (Study of Demographic Information and Assessment Data for Improved Student Performance—Individual Assignment) **REQUIRED PERFORMANCE** [Taskstream]

Purpose:

The purpose of this assignment is to demonstrate the ability to analyze demographic information and test data (Standards of Learning or other test results) **as it relates to curriculum and/or instructional improvement.** Each candidate will obtain above mentioned information from their schools, and analyze strengths/weaknesses of existing Action Plans with a view to *helping teachers improve student performance in two curriculum areas*. Candidates should also include analysis of relevant [recent] research-based strategies as a part of the effort to lead school improvement. (An individual learning activity completed during and outside of class).

Assignment:

Prepare, at minimum, a Mini-CASE STUDY [5 to 7 pages, including graphics] utilizing the analysis of actual demographic information and test data from your school, and, after examining existing site-based Action Plans, analyze the *strengths and weaknesses in the Action* Plan with a view to helping teachers/staff members improve student performance in the <u>two targeted</u> curriculum areas.

Plan of Action

- 1. Locate the most recent AYP data for your school
- 2. Identify demographic information for your school as it relates to AYP data for NCLB sub-groups
- 3. Analyze the data in two academic areas. Include a brief description of your findings and conclusions regarding curriculum/instruction deficit areas.
- 4. Examine and analyze existing site-based "action plans" [focusing on strengths and weaknesses] that target the two curriculum areas you selected for improving student achievement.
- 5. Locate current research-based strategies [recent] that would help [i] target the identified deficit areas, and [ii] strengthen [and improve] the delivery of curriculum/instruction to improve future student performance in those areas.
- 6. Describe [finally] how site-based leadership should involve school staff in the change process.

Analysis of Assessment Data Grading Rubric

ELCC Standards	Criteria	Exceeds Expectations	Meets expectations	Approaching Expectations	Below Expectations	Score
		4	3	2	1	
Candidates understand and can anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies. [ELCC: 6.3]	Analyzes and describes the cultural diversity in a school community [in terms of race, ethnicity, gender, SES, ELL learners, SPED learners]—looks at changes over the last three years [minimally]	Cultural diversity in the school and its community is describes and analyzed (race, ethnicity, gender, age, socio- economic status, English language learners, and special education).	Cultural diversity in the school is described and analyzed in 5 of the 7 categories stated.	Cultural diversity is described and analyzed in 3 of the 7 categories stated.	Either analyzed or describes the cultural diversity of the school, but not both	
Candidates understand and can collect and use data to identify school goals, assess organizational effectiveness, and create & implement plans to achieve school goals. [ELCC: 1.2] [weighting 20%]	Assesses the effects of demographic distribution on school culture under review.	Describes and analyzes at least 3 effects where school populations impact student achievement.	Describes and analyzes 1 or 2 effects where school populations impact student achievement.	Describes and/or analyzes 1 effect where school population impacts student achievement.	No effects are documented.	
Candidates	Uses appropriate	Appropriate	Appropriate	Uses	Research	
understand	research strategies to	research	research	demographic	strategies	
and can	promote an	strategies to	strategies to	information	and/or	
develop and	environment for	promote an	promote an	and	demographic	
supervise the instructional	improved student achievement. Connects	environment	environment	assessment	information	
and	strategies to [a] targeted	for improved student	for improved student	data when applying best	and assessment	
anu .	strategies to [a] targeted	stuuciit	student	apprying best	assessificiti	

leadership	needs of school	achievement	achievement	practices to	data are not	
capacity of school staff. [ELCC: 2.3] [weighting 20%]	learners, and [ii] identified gaps in curriculum/instructional practices	are both described and suggested. Strategies reflect the students learning needs that are analyzed from the school's demographic information and assessment data in 2 academic areas. Includes a rationale for using each strategy.	are described. Strategies reflect the students learning needs that are analyzed from the school's demographic information and assessment data in 2 academic areas.	ensure student learning in 2 academic areas. Only one research strategy is used or suggested.	used.	
Candidates understand and can evaluate school progress and revise school plans supported by school stakeholders. ELCC: 1.4]	Works collaboratively with teachers and school personnel to analyze existing site-based Action Plans with a view to designing and implementing well-planned professional development programs that focus on 2 targeted curriculum areas [and are based on adult learning needs]	Plan is based on the demographic information and test data collected at the school. Plan shows evidence of appropriate adult learning strategies, a commitment to life-long learning, and the ability to plan collaboratively with teachers to improve 2 targeted curriculum areas.	Plan is based on the demographic information and test data collected at the school. Plan shows evidence of appropriate adult learning strategies and a commitment to life-long learning. 1 targeted area for curriculum improvement is included.	Plan is based on the demographic information and test data collected at the school. Plan includes appropriate adult learning strategies or shows evidence of collaboration. OR reflects a commitment to life-long learning, but not all three elements are present.	Plan is not based on the school's demographic information and test data and/or does not include appropriate learning strategies for adults, a collaborative development process, and a commitment to life-long learning.	

	Spelling,	The project is	The project	The project	The project	Total
	Grammar, mechanics	error free and	has no	has some	has multiple	Score
		is clearly and professionally	spelling errors and no	spelling , grammar	errors in spelling	
		presented	more than 2	and/or	and/or	
[weighting			mechanical	mechanical	mechanics	
5%]			errors	errors		

Assignment #3 : Design of Curriculum Framework [Curriculum Framework Design Project] ***REQUIRED PERFORMANCE*** [Taskstream]

PURPOSE:

The purpose of this assignment is to demonstrate knowledge of program design in curriculum as evidenced in the creation of a model for emerging leaders in the field.

ASSIGNMENT:

In small groups explore and research existing leadership programs, then <u>individually</u> design and construct a Curriculum Guide Framework for aspiring educational leaders. The document is not to exceed 20 pages [25 slides if using PowerPoint], including references that are written in APA style. Components to be included in the curriculum framework are listed in the directions below.

DIRECTIONS:

[a] In small groups.....

• Conduct Internet searches of other leadership programs across the nation (and world).

- Interview both seasoned and new administrators about what they believe beginning administrators needed for educational leaders.
- Check the web sites of educational organizations, the State Departments of Education, accrediting agencies to discover the requirements and suggested content and activities for leading-edge programs.
- Collect information and ideas about leadership development from other sources selected by your group.

[b] **Individually.....**

- Be creative in your ideas about the different teaching methods that could help aspiring leaders learn, how they will be assessed, activities for learning, and locations where leadership development could occur.
- Synthesize those data that your group collects from various sources and make content and format decisions for your [individual] curriculum document. Select the essential knowledge, skills, and dispositions that you believe should be included in a curriculum framework for aspiring leaders. Then, construct a matrix to validate and support what you consider "the right curriculum." Select one of the items on your matrix and use a modified "backward design" mini lesson plan to teach the item to aspiring leaders [Assignment #4]

Your curriculum framework –curriculum map, course offerings & brief descriptions-should include the following components:

- 1. a philosophy and/or vision for the aspiring leaders' program
- 2. a validation matrix with at least 4 to 6 sources (include ISLLC, NCATE, ELCC, VA DOE components)
- 3. a list of the critical knowledge, skills, and dispositions needed by aspiring leaders
- 4. a list of essential questions to guide the content of your curriculum framework.
- 5. a reference page to document the sources [minimum of 6] used when collecting data and constructing the framework.

Grading Rubric Design of Curriculum Framework (Mini Curriculum Project)

ELCC	Criteria	Exceeds	Meets	Approaching	Below	Score
Standards		Expectations	Expectations	Expectations	Expectations	
		4	3	2	1	
Candidates	Describes [i] a	Proposed	Proposed	Proposed	None of the	
understand and	curriculum	Curriculum	Curriculum	Curriculum	Criteria is	
can create and	design model	Design Model	Design model	Design model	included in the	
evaluate a	which includes:	includes all of	includes 5 of the	includes 3 of the	Curriculum	
comprehensive,	philosophy/vision	the following	7 components	7 components	Design model.	
rigorous and	statement;	components: [a]	listed in the	listed in the	-	
coherent	essential	philosophy/vison	Criteria	Criteria—		

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Assignment #4

Professional Development for Curriculum Change

Identify, Create [and deliver] a Professional Development Session for a Selected Curriculum Issue from Assignment #3 or a current controversial curriculum issue

(Group Project –IN CLASS)

Purpose:

As educational leaders, we are frequently faced with instructional issues directly related to the written/taught curriculum, and the challenge of presenting them to colleagues in the schoolhouse. The purpose of this assignment is to demonstrate the ability to deliver a PD session to class colleagues based on a **new** course[or new course idea] either [i] identified in Assignment 3, or [ii] a current controversial curriculum issue, utilizing the tenets of the *taught curriculum* & 'backward design' [UBD].

Assignment:

You [singular or plural] will identify a current/future curriculum issue and create a PD plan that serves as a guide for educators [can be an issue identified in Assignment #3]. Candidates may use a variety of information gathering methods including interviews with peers, administrators and/or central office personnel; you may also wish to obtain information from the text as well as curriculum guides. Prepare a 10 to 15 minute PD presentation that is designed to assist educators in their understanding of the curriculum issue, and which utilizes the format of the Taught Curriculum & 'backward design' [UBD].

Professional Development Plan Grading Rubric

ELCC	Criteria	Exceeds	Meets	Approaching	Below	Score
Standards		Expectations	Expectations	Expectations	Expectations	
		4	3	2	1	
Candidates	Clearly	Proposed	Proposed	Proposed	Proposed	
understand and	identifies a	curricular area is	curricular area is	curricular area is	curricular area is	
can anticipate	curricular	identified and	identified AND	identified or	not identified or	
and assess	issue/area that	adequately and	adequately	described, but	described.	
emerging	includes a	clearly	described	not both		
trends and	rationale that	described.				

initiatives in order to adapt school-based leadership strategies. [ELCC: 6.3] [Weighting 40%]	connects to Assignment 3A Exemplifies the 'taught' curriculum format, including [i] assessing prior knowledge [ii] essential; Q & understandings [iii] modeling main concept [iv] differentiation where appropriate [v] assessing for understanding	All elements of the 'taught' curriculum are in evidence	Some elements of the 'taught' curriculum are in evidence [3 out of 5]	One or two elements [only] of the 'taught' curriculum are in evidence	No elements are in evidence	
[Weighting 40%]	Includes a professional development plan[UBD] that is includes a rationale, materials, instructional methods and a guide for ongoing assessment	Appropriate [1] instructional methods, [2] experiences, [3] activities, and [4] assessments are included and clearly stated. Suggestions show reflective thought.	Appropriate instructional methods, experiences, activities, and assessments are included and clearly stated [one of each]	Appropriate instructional methods, experiences activities, or assessments are included [but not all listed]	Appropriate instructional methods, experiences, activities and/or assessments are not included.	
[Weighting 10%]	Includes suggestions for using technology to enrich curriculum and instruction.	Adequate and appropriate suggestions for using technology to enrich curriculum and instruction practices are included in the lesson design, along with citations for finding resources.	Adequate and appropriate suggestions for using technology to enrich curriculum and instructional practices are included in the lesson design.	Some technology use is included in the lesson design, but its use may not be appropriate.	Technology use is not included in the lesson design.	
[Weighting 10%]	Spelling, grammar, mechanics	The project is error free and clearly and professionally presented	The project has no spelling errors and no more than two mechanical errors.	The project has some spelling grammar, and/or mechanical errors.	The project has multiple errors in spelling, and/or mechanics	Total Score

Tentative Class Schedule**

Date	Topic	Essential Questions	Readings	Assignment Due Dates
Session 1 [May 2]	[i] Introductions Course Overview & [ii] Course in 'Miniature' [iii]Learning from EDLE 618 [iv] The World of Howard Zinn	 What is the definition of Curriculum? What is/should be the purpose of Curriculum? 	Accessing prior knowledge	
Session 2 [May 7]	[i]Myths about Curriculum; [ii]Historical influences on Curriculum [iii] Assignment #1 –Q/A	1. What is the history of curriculum development? 2. What curriculum lessons have we learned from history?	Web-based activity Read Fenwick English, Chapter 1	
Session 3 [May 9]	[i] Ideologies of Curriculum [ii]Curriculum/Pacing 'Guides' [iii] Looking at Assignment #2	1. What are the main philosophies/ ideologies of Curriculum? 2. What does/should a Curriculum Guide look like? [Mr. Rago's or Mr. Keating's classroom]	Curriculum Philosophies' Inventory Read Fenwick English, Chapter 2 Read Julie Healy essay	
Session 4 [May 14]: 'E' Class	[i]Sociology of Curriculum—Simulation [ii] The Politics of Curriculum [Simulation] introduced [iii] Assignment #2- Q/A	1. What social issues affect curriculum development? 2. What does curriculum development look like as a result?	Handouts from Instructor [Case Studies] Read David Berliner, 'Fixing the Schools Isn't Everything' [Taskstream]	Assignment #1 due
Session 5	[i] The relationship	1. What is the	Kristen Williams'	

[May 16]	between Assessment & The Tested Curriculum	tested curriculum?	P/P [P/P in Taskstream]	
	[ii]NCLB: What changes might re-authorization have wrought on behalf of children? [ii] Assignment #2 continued: Q/A	2. How does NCLB connect the dots between the two?	Alfie Kohn reading [Taskstream]	
Session 6 [May 21]	[i] Introduction to UBD & the Written Curriculum [ii] Generic vs Specific Curriculum [iii] Packaged Curriculumfor what, for whom?		Handouts [Taskstream] PowerPoint on Taskstream	
Session 7 [May 23]	[i] UBD [2] [ii] Introduction to Curriculum Mapping [1]		Handouts from Instructor & DVD [UBD] Reading from Heidi Jacobs [H]	Assignment #2 due on Taskstream
<i>May 28</i>	MEMORIAL DAY			
Session 8 [May 30]: 'E' Class	Class Workshop/Consolidation Class What We Have Learned Thus Far Our 'Essential Questions' for part 2			
Session 9 [June 4]	[i] The Taught Curriculum [ii] Curriculum Mapping [cont.] [iii] Aligning the Curriculum [part 1]		Read Fenwick English, Chapter 3 DVD [Heidi Jacobs]	
Session 10 [June 6]	[i] Aligning the Curriculum [part 2] [ii]Mini Conference Poster Session		Read Fenwick English, Chapter 4	Assignment #3 due on Taskstream
Session 11	Workshop Class— Assignment #4 introduced		Readings to be assigned	

[June 11]			
Session	Class Workshop:		
12	Groupwork on		
[June 13]	Assignment #4		
Session	Group Presentations		Assignment
13 [June	[Assignment #4]		<u>#4 due in</u>
18]			Class
	Course Wrap-Up		

^{**}Syllabi created in a learner vacuum are by nature, imperfect**

^{***} A make-up session will be scheduled, if needed, to replace any session that is cancelled due to weather conditions. ****