

Syllabus

Instructor information

Instructor: Dr. Yi Leaf Zhang

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Office: Trimble Hall 103D Office Hours: By appointment

Course Developer: Dr. Rhonda McClellan

Course Description: EDAD 5305—Curriculum Design, Implementation, and Evaluation An examination of theory and research in curriculum development, implementation, and evaluation. Emphasis on current trends in the content areas.

Course Objectives:

This course will provide students:

The purpose of the course will be for students to understand the roles and responsibilities of campus leaders who assist in the development and supervision of curriculum and instruction. Specifically, students will explore district, campus, and classroom perspectives regarding curriculum design and evaluation, comprehend how to supervise the implementation of curriculum in the classroom through research-based approaches, and be able to anticipate their own roles and responsibilities as they pertain to curriculum development and supervision.

Student Learning Outcomes:

By the end of the course, students should be able

- To synthesize the district, campus, and classroom perspectives regarding the recommended, written, taught, and tested curriculum
- To propose various strategies for supervising the taught and tested curriculum.
- To identify particular strategies for helping teachers target relevance and variation in the written and taught curriculum.

<u>National Standards</u>: National Policy Board for Educational Administration (2011). *Educational leadership program recognition standard: Building level.* Washington, DC: Author.

ELCC Standard 1.0: A building-level education leader applies knowledge that promotes the success of every student by collaboratively facilitating the development, articulation, implementation, and stewardship of a shared school vision of learning through the collection and use of data to identify school goals, assess organizational effectiveness, and implement school plans to achieve school goals; promotion of continual and sustainable school improvement; and evaluation of school progress and revision of school plans supported by school-based stakeholders.

ELCC Standard 2.0: A building-level education leader applies knowledge that promotes the success of every student by sustaining a school culture and instructional

program conducive to student learning through collaboration, trust, and a personalized learning environment with high expectations for students; creating and evaluating a comprehensive, rigorous and coherent curricular and instructional school program; developing and supervising the instructional and leadership capacity of school staff; and promoting the most effective and appropriate technologies to support teaching and learning within a school environment.

ELCC Standard 3.0: A building-level education leader applies knowledge that promotes the success of every student by ensuring the management of the school organization, operation, and resources through monitoring and evaluating the school management and operational systems; efficiently using human, fiscal, and technological resources in a school environment; promoting and protecting the welfare and safety of school students and staff; developing school capacity for distributed leadership; and ensuring that teacher and organizational time is focused to support high-quality instruction and student learning.

ELCC Standard 4.0: A building-level education leader applies knowledge that promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources on behalf of the school by collecting and analyzing information pertinent to improvement of the school's educational environment; promoting an understanding, appreciation, and use of the diverse cultural, social, and intellectual resources within the school community; building and sustaining positive school relationships with families and caregivers; and cultivating productive school relationships with community partners.

ELCC Standard 5.0: A building-level education leader applies knowledge that promotes the success of every student by acting with integrity, fairness, and in an ethical manner to ensure a school system of accountability for every student's academic and social success by modeling school principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school; safeguarding the values of democracy, equity, and diversity within the school; evaluating the potential moral and legal consequences of decision making in the school; and promoting social justice within the school to ensure that individual student needs inform all aspects of schooling.

ELCC Standard 6.0: A building-level education leader applies knowledge that promotes the success of every student by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context through advocating for school students, families, and caregivers; acting to influence local, district, state, and national decisions affecting student learning in a school environment; and anticipating and assessing emerging trends and initiatives in order to adapt school-based leadership strategies.

Targeted State TExES Standards and Competencies Domain II—Instructional Leadership

Competency: Facilitate the design and implementation of curricula and strategic plans that enhance teaching and learning; ensure alignment of curriculum, instruction, resources, and assessment; and promote the use of varied assessments to measure

student performance.

Competency: The principal knows how to advocate, nurture, and sustain an instructional program and a campus culture that are conducive to student learning and staff professional growth.

Required Books:

Tomlinson, C. A., & McTighe, J. (2006). Integrating differentiated instruction and understanding by design: Connecting content and kids. Alexadria, VA: Association for Supervision and Curriculum Development. ISBN 978-1-3166-0284-2

Wiggins, G. P., & McTighe, J. (2005). Understanding by design (2nd edition). Alexandria, VA: Association for Supervision and Curriculum Development. ISBN 978-1-4166- 0284-2

Required Articles: (available within course)

Downey. (2004). Understanding the rationale underlying the walk-through and reflective practice approach. Retrieved from: www.sagepub.com/up,-data/6560_downey_ch_1_.pdf April 2, 2013.

Jones, K. A., Vermette, P. J., & Jones, J. L. (2009). An integration of "backwards planning" unit design with the "two-step" lesson planning framework. Education, 130 (2), 357-360.

Robinson, C. (2009, April). Using ASQ's Body of Knowledge to answer common questions. Journal for Quality and Participation, 25-27.

Using the classroom walk-through as an instructional leadership strategy (2007). The Center for Comprehensive School Reform and Improvement: Newsletter.

Required Data Management System: Tk20

You will be using Tk20, a comprehensive data management system, and you must purchase it. The College of Education has adopted Tk20 to provide us with powerful tools to manage our growth and streamline our processes to enable us to meet your needs more efficiently and effectively. The set of Tk20 tools that is required as a course text is called Tk20 HigherEd.

We understand that textbooks and materials can be expensive, and we strive to not create an unnecessary financial burden when we select textbooks for courses. **Tk20 is a purchase that you will use throughout your program, but you purchase it once.** The following listing provides key details about the use of Tk20 in your program of study.

- Tk20 will be the place where you submit key performance artifacts and build your academic performance portfolio.
- Tk20 also serves as the centralized location for submitting program forms and field placement documents.
- Tk20 will help ensure continuous quality of programs and preparation, which will result in a better experience for you and increase the value of the degrees and certifications you complete here.

- For designated key assessment assignments, you must submit your work in both Tk20 and in Blackboard to receive credit.
- It is best to purchase Tk20 during the initial weeks of your first course so that you have access to Tk20 for submitting work on time.
- You will not be penalized for any Tk20 technical problems that cannot be avoided, but you must have access to TK20 so that you can submit work once any technical delays are addressed.

On-line tutorials and training materials have been organized to orient you to the Tk20 system, and information is provided to address questions you have and how to purchase Tk20: <u>https://www.uta.edu/coed/academics/tk20/index.php</u>.

Overview of Modules

| Module | Description |
|---|---|
| Module 1 | This module will target: |
| (Jan 22- Jan 31) | The types of curriculum |
| The Big Picture | Systems thinking |
| Types of Curriculum, Systems Thinking, and Recommended Curriculum | Recommended Curriculum |
| | District leaders' perspectives regarding curriculum |
| | Lessons from Understanding by Design |
| | Reading: Wiggins & McTighe (2005). Understanding by |
| | <i>design</i> (2 nd edition). Alexandria, VA: Association for Supervision and Curriculum Development. |
| | Assignment: Students will read, watch videos, and reflect upon the lessons gained from these materials and perspectives. Submit draft content material that might be used in your final paper due during module 5 of the course. |
| | Post Discussion Thread response and reply to at least two other students' postings. Try to post by Jan 27 so others will have plenty of time to read and respond by Jan 31. |
| Module 2 | This module will target: |
| (Feb 1- Feb 9) | Written curriculum |
| The campus perspective, written curriculum, and thinking at high cognitive levels | Campus Leader's/principal's perspective |
| | Rigorous Curriculum/instruction |
| | Lessons from Body of Knowledge |
| | Reading: Robinson, C. (2009, April). Using ASQ's Body of Knowledge to answer common questions. <i>Journal for Quality and Participation</i> , 25-27. |

| | Assignment: Students will read, watch videos, and reflect upon the lessons gained from these materials and perspectives. Submit draft content material that might be used in your final paper due during module 5 of the course. Post Discussion Thread and reply to at least two other students' postings. Try to post by Feb 6 so others will have plenty of time to read and respond by Feb 9. |
|--|---|
| Module 3 | This module will target: |
| (Feb 10 – Feb 18) | Taught and Tested curriculum |
| The classroom perspective, relevant | Teacher's perspective about curriculum and instruction |
| and varied curriculum/instruction | Relevant/varied Curriculum/instruction |
| | Lessons from Differentiated instruction and Understanding by Design |
| | Reading: Tomlinson, C. A., & McTighe, J. (2006). <i>Integrating content and kids.</i> Alexadria, VA: Association for Supervision and Curriculum Development. ISBN 978-1-3166-0284-2 |
| | Assignment: Students will read, watch videos, and reflect upon the lessons gained from these materials and perspectives. Submit draft content material that might be used in your final paper due during module 5 of the course. |
| | Post Discussion Thread and reply to at least two other students' postings. Try to post by Feb 15 so others will have plenty of time to read and respond by Feb 18. |
| Module 4 | This module will target: |
| (Feb 19 – Feb 28) | Written, Taught and Tested curriculum |
| The supervisor's perspective, strategies for teaching rigorous, relevant, and varied curriculum | Supervisor's perspective about guiding the use of curriculum and performance of teaching |
| | Supervising Rigorous/Relevant/Varied Curriculum/instruction |
| | Lessons from "Backwards planning" |
| | Readings: Jones, K. A., Vermette, P. J., & Jones, J. L. (2009). An integration of "backwards planning" unit design with the "two-step" lesson planning framework. <i>Education, 130</i> (2), 357-360. |
| | Downey. (2004). Understanding the rationale underlying the walk- through and reflective practice approach. Retrieved from: www.sagepub.com/updata/6560_downey_ch_1pdf |

| | April 2, |
|--------------------------------|--|
| | 2013. |
| | Using the classroom walk-through as an instructional leadership strategy (2007). The Center for Comprehensive School Reform and Improvement: Newsletter. |
| | Assignment: Students will read, watch videos, and reflect upon the lessons gained from these materials and perspectives. Submit draft content material that might be used in your final paper due during module 5 of the course. |
| | Post Discussion Thread and reply to at least two other students' postings. Try to post by Feb 24 noon so others will have plenty of time to read and respond by Feb 28. |
| Module 5 (March 1- March 9) | In a 5-10 page paper, answer the following prompt (should be thesis): |
| Final Paper or Project | As the campus leader responsible for the planning, use, and supervision of curriculum and instruction, I, based upon the assignments in this course, would address the full range of responsibilities I would have and would be able to offer teachers a multitude of strategies to ensure that the curricula is challenging, relevant, taught, and tested. |

Assignments and Grade Calculation:

| Title | Percentages |
|------------------|-------------|
| Assignments | 20% |
| Discussions | 40% |
| Final Assignment | 40% |
| Total Percentage | 100% |

Grading Rubrics:

Module Assignments Rubric:

Possible Points

| Submitted on time | |
|---|--|
| Contained information pertaining to module content for potential use in final paper | |
| Total points | |

Discussions Rubric:

| Post and responses submitted on time | |
|---|--|
| Discussions are well thought out and address prompts. | |
| Total points | |

Final Paper Grading Rubric:

| Introduction: | 4 |
|--|----|
| Paper addresses the thesis provided above. | |
| Development: | 4 |
| Student provides a minimum of 3 different perspectives regarding the roles/responsibilities of curriculum supervisors. | |
| Student provides a minimum of 3 different perspectives regarding specific strategies regarding the implementation and supervision of curricula. | 5 |
| Student demonstrates comprehension of systems thinking and applies it to his or her recognition of responsibilities. | 4 |
| Student demonstrates usefulness of a minimum of 3 readings when considering the planning, use, and supervision of curriculum. The student does so by referring to specific lessons/strategies gained from the readings | 5 |
| Student demonstrates usefulness of videos by providing a minimum of 3 lessons/strategies gained by at least 3 different videos. | 5 |
| Summary: Student provides a synthesis of information, strategies, and perspectives from the readings, PowerPoint, and videos that demonstrate the student's comprehension of how to plan, implement, and supervise a challenging, relevant, taught, and tested curriculum. | 5 |
| Student demonstrates the ability to write on a graduate level. Paper maintains focus on thesis, provides developing paragraphs that demonstrate mastery of course content, and writes in a cohesive and fluid manner. Grammar and spelling follow standard English usage. | |
| Student demonstrates the use of APA 6th edition format, citations, and references. | |
| Total Points | 40 |

Scale for final course grades:

- 90 to 100 percent A
- 80 to 89 percent B
- 70 to 79 percent C
- 60 to 69 percent D
- 0 to 59 percent F

Course Policies:

Class Attendance and Assignments. As this course is online it is expected that all students will access the learning modules as required and complete assignments, discussions, and reflections as directed in the module. Assignments are to be completed and submitted by the posted deadline.

Drop Policy. If you choose to withdraw from the course for any reason, you must follow University procedures. It is your responsibility to execute these procedures correctly and within the deadlines.

Student Expectations. This course is designed to engage students in active learning toward enhancing the knowledge and skills of science, math and pedagogy as would be expected for graduate level expertise. Full participation in course modules, assignments, discussions, reflections and inquiry investigations is expected and required.

Blackboard. The classroom management system, Blackboard, will be an important medium used to structure and facilitate learning in this course. Blackboard serves as a common space where class information, learning materials, and assignments can be shared between the instructor and students. For most class assignments, students will be asked to post their work to Blackboard in a format that is accessible to their classmates, as peer-to-peer learning will be an important aspect of this graduate course. If you have any technical difficulties or questions regarding Blackboard, help is available 24/7 by contacting <u>cdesupport@uta.edu</u>.

Written Communication and Assignment Submission. All written assignments must conform to the style and reference formats specified in the Publications Manual of the APA and must be word processed or typed. Assignments will be graded on content as well as on the technical quality of the writing and presentation. All written assignments should be carefully proofread for spelling, grammar, and syntax. Assignments containing multiple errors may be returned, ungraded, for revision and resubmission at a lower grade. It is expected that all written work will conform to accepted graduate level standards.

All written assignments need to be presented as attachments through the Blackboard system and NOT as attachments through an email. When submitted, they need to be saved in an MS Word document format (either .doc or .docx).

All of the assignments are graduate papers. Please follow APA style (6th edition) for

formatting, citing, and reference guidelines.

Drop Policy. Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wweb.uta.edu/aao/fao/).

Disability Accommodations. UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

The Office for Students with Disabilities, (OSD) <u>www.uta.edu/disability</u> or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at <u>www.uta.edu/disability</u>.

Counseling and Psychological Services, (CAPS) <u>www.uta.edu/caps/</u> or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy. The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit <u>uta.edu/eos</u>.

Title IX Policy. The University of Texas at Arlington ("University") is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit* www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.

Academic Integrity. Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University. Additional information is available at https://www.uta.edu/conduct/.

Electronic Communication. UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

Campus Carry. Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <u>http://www.uta.edu/news/info/campus-carry/</u>

Student Feedback Survey. At the end of each term, students enrolled in face-to-face and online classes categorized as "lecture," "seminar," or "laboratory" are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback via the SFS database is aggregated with that of other students enrolled in the course. Students' anonymity will be protected to the extent that the law allows. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <u>http://www.uta.edu/sfs</u>.

Final Review Week. For semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required

field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures. Should we experience an emergency event that requires us to evacuate the building, students should exit the room and move toward the nearest exit, which is located at the end of the hall way. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals.

Student Support Services. UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/universitycollege/resources/ index.php.

The IDEAS Center. (2nd Floor of Central Library) offers **free** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. To schedule an appointment with a peer tutor or mentor email IDEAS@uta.edu or call (817) 272-6593.

The English Writing Center (411LIBR). The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, workshops, and specialized services for graduate students are also available. Please see <u>www.uta.edu/owl</u> for detailed information on all our programs and services.

The Library's 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library's hours of operation. <u>http://library.uta.edu/academic-plaza</u>

Librarian to Contact: Andy Herzog, Amherzog@uta.edu, 817-272-7517

Professional Dispositions Statement. Each student/candidate in the College of Education of UT Arlington will be evaluated on Professional Dispositions by faculty and staff. These dispositions have been identified as essential for a highly-qualified

professional. Instructors and program directors will work with students/candidates rated as "unacceptable" in one or more stated criteria. The student/candidate will have an opportunity to develop a plan to remediate any digressions.

The University of Texas at Arlington College of Education Professional Dispositions is located at

https://www.uta.edu/coed/_downloads/COEd_PROFESSIONAL_DISPOSITIONS_2016. pdf.

The Code of Ethics and Standard Practices for Texas Educators is located at <u>https://texreg.sos.state.tx.us/public/readtac\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_g=1&p_tac=&ti=19&pt=7&ch=247&rl=2</u>

University of Texas at Arlington College of Education Conceptual Framework. The conceptual framework of the UT-Arlington College of Education was developed collaboratively and has evolved over time. Following the identification of a set of core values held by all involved in the preparation of candidates enrolled in the College, members of the university, PK-12 districts and area business and foundation communities worked together to develop a shared vision for education.

All activities in the College are guided by the belief that we are Partners for the Future, committed to fostering critical, creative thinkers prepared to engage meaningfully in a dynamic society. This belief is characterized and distinguished by three core values: Professionalism, Knowledge, and Leadership. Research, Diversity, and Technology are themes woven throughout each core value. The College mission, core values and themes serve as the coherent thread running through all professional programs, guiding the systematic design and delivery of clinical/field experiences, course curricula, assessments, and evaluation. The Conceptual Model consists of six interrelated and interacting components, which are viewed as essential contexts for the shaping of informed, skilled, and responsible partners.

- The first core value, Professionalism, represents the assumption that candidates develop an expertise and specialized knowledge of their field. A high quality of work, standard of professional ethics and behaviors, as well as work morale and motivation are all necessary factors of a developed interest and desire to do a job well.
- The second core value, Knowledge, represents candidate theoretical or practical understanding of a subject. In today's world, candidate knowledge includes not only academic content mastery, but also skills such as critical thinking, communication, technology literacy, and collaboration, each required for success in college, life, and career.
- The third core value, Leadership, represents candidate ability to organize, assist, and support others in the achievement of a common task. Candidates develop and refine their leadership skills within the context of their interactions with curricula, faculty, and other professionals.

The next three components of the model, Research, Diversity, and Technology, represent themes woven into the core values:

- Research encompasses the investigation of ideas and theories with the purpose of discovering, interpreting, and developing new systems, methods, and support for knowledge, behaviors, and attitudes.
- Diversity is an indispensable component of academic excellence. A commitment to diversity means a dedication to the inclusion, welcome, and support of individuals from all groups, encompassing the various characteristics of persons in our community such as race, ethnicity, national origin, gender, age, socioeconomic background, religion, sexual orientation, and disability.
- Technology is emphasized throughout all programs and is used to support and improve student learning.

All components lead to the achievement of one goal – the development of informed and responsible Partners for the Future – who are committed to fostering analytical, innovative thinkers prepared to engage meaningfully in a dynamic society.