

College of Education and Human Development

Early Childhood Education Program 4400 University Drive, MS 4C2, Fairfax, Virginia 22030 Phone: 703-993-3844; Fax: 703-993-4370; email: <u>earlyed@gmu.edu</u> <u>https://gse.gmu.edu/programs/earlychildhood/</u>

# ECED 601.B01 Frameworks for Early Childhood Education (3:3:0) Summer 2014 Mondays & Wednesdays, 4:30pm-7:10pm University Hall 1204

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## **Course Description**

Analyzes foundational frameworks for developing perspectives for working with culturally, linguistically, and ability diverse young learners, birth to age 8, and their families. Examines foundational work from fields of early childhood education, early childhood special education, multicultural education, and second language acquisition and bilingual education.

Prerequisite: Must be taken with or after final course of program.

Note: Must be taken as final course or with final courses of the program.

# **Nature of Course Delivery**

This course utilizes a distributed learning format requiring active participation of all students. Students are expected to complete all class readings prior to each session so as to engage in active dialogue, productive learning, and critical reflection. Activities will include instructor presentation/facilitation, small-group discussions, student presentations and whole class sharing to support course content. In addition, a Blackboard online component of coursework is required.

# Learner Outcomes

This course is designed to enable students to do the following:

- 1. Demonstrate knowledge of key foundational theory and research related to working with culturally, linguistically, and ability diverse young learners, birth through age eight and their families.
- 2. Demonstrate a willingness and ability to engage in critically reflective practice.
- 3. Demonstrate the ability to analyze the readings, personal experiences and learning activities from a socio-cultural and social justice perspective, from the perspectives of the separate disciplines of early childhood education, early childhood special education, bilingual education, and multicultural education, as well as from a unified perspective.
- 4. Demonstrate the ability to link theory, research, and practice to dilemmas that occur in providing services to diverse young learners and their families, including those related to democracy and social justice.

- 5. Demonstrate the ability to lead integrative seminar discussions using theoretical and research readings.
- 6. Demonstrate the ability to assess seminar participants' prior knowledge and to utilize adult learning principles in seminar leadership.
- 7. Demonstrate the ability to articulate in a written paper guiding principles for a unified perspective and its implications for teaching practices and advocacy- bringing together research, theory, and critical analysis of current issues.

### **Professional Standards**

This course is aligned with the standards established by the National Association for the Education of Young Children (NAEYC) and the Council for Exceptional Children (CEC).

### **Required Texts**

Feeney, S. (2012). *Professionalism in early childhood education: Doing our best for young children.* Upper Saddle River, NY: Allyn & Bacon/Pearson.

Wink, J. (2011). Critical pedagogy: Notes from the real world (4<sup>th</sup> ed.). Boston, MA: Pearson.

### **Required Articles**

- Council for Exceptional Children (CEC). (2011). *Special education professional practice standards*. Arlington, VA: CEC.
- Diamond, K., Justice, L., Siegler, R., & Snyder, P. (2013). *Synthesis of IES research on early intervention and early childhood education*. U.S. Department of Education, Institute of Education Sciences, National Center for Special Education Research.
- Division for Early Childhood (DEC). (2007). *Concept paper: Identification of and intervention with challenging behavior*. Missoula, MT: DEC.
- DEC. (2007). Promoting positive outcomes for children with disabilities: Recommendations for curriculum, assessment, and program evaluation. Missoula, MT: DEC.
- DEC. (2009). Code of ethics. Missoula, MT: DEC.
- DEC. (2009). Concept paper: Developmental delay as an eligibility category. Missoula, MT: DEC.
- DEC. (2010). Position paper: Responsiveness to ALL children, families, and professionals: Integrating cultural and linguistic diversity into policy and practice. Missoula, MT: DEC.
- DEC, NAEYC, & National Head Start Association (NHSA). (2013). Frameworks for response to intervention in early childhood: Description and Implications.
- DEC/NAEYC. (2009). Early childhood inclusion: A joint position statement of the Division for Early Childhood and the National Association for the Education of Young Children. Chapel Hill: The University of North Carolina, FPG Child Development Institute.
- Harte, H. A. (2011). E-Professionalism for early care and education providers. *Dimensions of early childhood, 39,* 3-9.
- LaRocco, D. J., & Bruns, D. A. (2013). It's not the "what," it's the "how": Four key behaviors for authentic leadership in early intervention. *Young Exceptional Children*, 16, 33-44. Doi: 10.1177/1096250612473129
- National Association for the Education of Young Children (NAEYC). (1995). *Position statement: Responding to linguistic and cultural diversity recommendations for effective early childhood education.* Washington, DC: NAEYC.
- NAEYC. (2009). Position statement: Developmentally appropriate practice in early childhood programs serving children from birth through age 8. Washington, DC: NAEYC.

- NAEYC. (2009). Position statement: NAEYC standards for early childhood professional preparation. Washington, DC: NAEYC.
- NAEYC & National Association of Early Childhood Specialists in State Departments of Education (NAECS/SDE). (2003). Joint position statement: Early childhood curriculum, assessment, and program evaluation: Building an effective, accountable system in programs for children birth through age 8. Washington, DC: NAEYC.
- National Board for Professional Teaching Standards (NBPTS). (2012). *Early childhood generalist standards: For teachers of students ages 3-8* (3<sup>rd</sup> ed.). Arlington, VA: NBPTS.
- Ponciano, L., & Shabazian, A. (2012). Interculturalism: Addressing diversity in early childhood. *Dimensions of Early Childhood*, 40, 23-29.
- Preskill, H., Jones, N., & Tengue, A. (2013). *Markers that matter: Success indicators in early learning and education*. FSG.
- Sugarman, N. A. (2011). Putting yourself in action: Individual professional development plans. *Young Children, 66, 27-33.*
- Teachers of English to Speakers of Other Languages (TESOL). (2009). *Position statement on teaching English as a foreign or additional language to young learners*. Alexandria, VA: TESOL.
- TESOL. (2010). Position paper on language and literacy development for young English language learners (ages 3-8). Alexandria, VA: TESOL.

### **George Mason University Policies and Resources for Students**

- Academic integrity (honor code, plagiarism) Students must adhere to guidelines of the George Mason University Honor Code [See <a href="http://oai.gmu.edu/the-mason-honor-code/">http://oai.gmu.edu/the-mason-honor-code/</a>].
- Mason Email 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, division, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy for Responsible Use of Computing [See http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/].
- Counseling and Psychological Services 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 <a href="http://caps.gmu.edu/">http://caps.gmu.edu/</a>].
- Office of Disability Services 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 <a href="http://ods.gmu.edu/">http://ods.gmu.edu/</a>].
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- The Writing Center (Optional Resource) 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 <a href="http://writingcenter.gmu.edu/">http://writingcenter.gmu.edu/</a>].
- University Libraries (Optional Resource) The George Mason University Libraries provide numerous services, research tools, and help with using the library resources [See <u>http://library.gmu.edu/]</u>.

#### **Professional Dispositions**

Students are expected to exhibit professional behaviors and dispositions at all times.

**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.

#### Collaboration

Collaboration is an important human activity that involves shared responsibility in promoting healthy, productive lives, and educational success. We commit ourselves to work toward these goals in genuine partnerships with individuals, families, community agencies, schools, businesses, foundations, and other groups at the local, regional, national, and international levels.

#### Ethical Leadership

In all professions represented by the college, leadership is an essential component denoting ability and willingness to help lead professional practice to higher levels. We commit ourselves to practice ethical leadership through deliberate and systematic attention to the ethical principles that guide all leaders in a moral society.

#### Innovation

We have a history of creating dynamic, innovative programs, and we are dedicated to continue creating innovative approaches in all areas of our work. We commit ourselves to seeking new ways to advance knowledge, solve problems, improve our professional practice, and expand on our successes.

#### **Research-Based Practice**

The best practice in any discipline is based upon sound research and professional judgment. We commit ourselves to basing our instruction, scholarship, and policy recommendations on well-established principles that, wherever possible, emerge from research and reflection on its implications for professional practice.

#### Social Justice

Social justice embodies essential principles of equity and access to all opportunities in society, in accordance with democratic principles and respect for all persons and points of view. We commit ourselves to promoting equity, opportunity, and social justice through the college's operations and its missions related to teaching, research, and service.

For additional information on the College of Education and Human Development, Graduate School of Education, please visit our website [See <u>http://gse.gmu.edu/</u>].

### **Course Requirements**

#### **General Requirements**

- 1. The completion of all readings assigned for the course is assumed. Because the class will be structured around discussion and small group activities, it is imperative that students keep up with the readings and participate in class.
- 2. Attendance in class and/or online is important to students' learning; therefore, students are expected to make every effort to attend class sessions and/or complete online modules within the designated timeframe. Absences, tardiness, leaving early, and not completing online modules in the designated timeframe may negatively affect course grades. If, due to an emergency, students

will not be in class, they must call the instructor and leave a message or send an email before class. The following policy is from the university course catalog:

Students are expected to attend the class periods of the courses for which they register. In-class participation is important not only to the individual student, but also to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

- 3. In line with Mason's policy that students should not be penalized because of observances of their religious holidays, students shall be given an opportunity to make up, within a reasonable time, any academic assignment that is missed due to individual participation in religious observances. It is the student's responsibility to inform the instructor of any intended absences for religious observations in advance of the class that will be missed. Notice should be provided in writing as soon as possible.
- 4. During face-to-face and live online meetings, cell phones, pagers, and other communicative devices are not allowed in this class. Students must keep them stowed away and out of sight. Laptops or tablets (e.g., iPads) may be permitted for the purpose of taking notes only. Engaging in activities not related to the course (e.g. gaming, email, chat, etc.) will result in a significant deduction in their participation grade.
- 5. It is expected that assignments will be turned in on time. However, it is recognized that students occasionally have serious problems that prevent work completion. If such a dilemma arises, students should speak to the instructor prior to the assignment due date (when possible). If the student does not communicate with the instructor, a late penalty will be applied.
- 6. Mason is an Honor Code university; please see the Office for Academic Integrity for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when responsible for a task, students will perform that task. When students rely on someone else's work in an aspect of the performance of that task, they will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind), students will ask for guidance and clarification.

### Written Assignments

All formal written assignments will be evaluated for content <u>and</u> presentation. The American Psychological Association, Sixth Edition (APA) style will be followed for all written work. All written work unless otherwise noted must be completed on a word processor and should be proofread carefully. (Use spell check!) If students are not confident of their own ability to catch errors, they should have another person proofread their work. When in doubt, they should check the APA manual. Portions of the APA manual appear at the Style Manuals link on the Mason library web guide at <u>http://infoguides.gmu.edu/content.php?pid=39979</u>. Students may consult the Writing Center for additional writing support.

Students will do the following:

- 1. Present ideas in a clear, concise, and organized manner. (Avoid wordiness and redundancy.)
- 2. Develop points coherently, definitively, and thoroughly.

- 3. Refer to appropriate authorities, studies, and examples to document where appropriate. (Avoid meaningless generalizations, unwarranted assumptions, and unsupported opinions.)
- 4. Use correct capitalization, punctuation, spelling, and grammar.

### **Grading Criteria**

 $A = 95\text{-}100 \quad A\text{-} = 90\text{-}94 \quad B\text{+} = 87\text{-}89 \quad B = 83\text{-}86 \quad B\text{-} = 80\text{-}82 \quad C = 70\text{-}79 \quad F = <70$ 

### **Grading Policy**

All CEHD undergraduate and graduate students are held to the university grading policies as described in the Academic Policies section of the current catalog, which can be accessed at <u>http://catalog.gmu.edu</u>. Those students enrolled in a CEHD Licensure Graduate Certificate program, however, must earn a B- or better in all licensure coursework. A degree-seeking graduate student will be dismissed after accumulating grades of F in two courses or 9 credits of unsatisfactory grades (C or F) in graduate courses. A 3.0 grade point average is required for completion of the graduate degree.

Assignments	Due Dates	Points
Attendance & Participation	Ongoing	15
Self Assessment		
• Self Assessment for Chapter 3	June 4	4
• Self Assessment for Chapter 4	June 9	4
Career Trajectory and Professional Development Plan	June 23	15
Seminar Leadership		30
Reading Selection	June 25	
• Draft of Plan	June 30	
Seminar Handout	Sunday before seminar	
Seminar Facilitation	See schedule	
Seminar Feedback	Evening of seminar	
Individual Reflection on Seminar	One week after seminar	
ECE Program Feedback	July 16	2
Guiding Principles Narrative	July 21	30
TOTAL		100

### **Specific Course Assignments**

### **Attendance and Participation (15 points)**

Because active participation and engagement are imperative for optimal learning, preparation for and participation in in-class activities will be evaluated based on the following criteria:

- Students attend class, arrive on time, and stay for the entire class period.
- Students complete readings and prepare for class activities prior to class as is evidenced by their ability to discuss and write about the concepts presented and examined in the texts as well as participate fully in related activities.
- Students are actively involved in in-class and online learning experiences as is evidenced by (1) participating in all activities, (2) engaging in small and large group discussions, (3) using laptops and other electronic devices only to support discussion and learning and not for non-academic uses during class time, (4) completing written work related to the activities, and (5) supporting the participation and learning of classmates.
- Students show evidence of critical reflective thinking through in-class and online discussions, activities, and written reflections.

*Note:* To determine whether the campus is closed due to inclement weather, call 703-993-1000 or go to <u>www.gmu.edu</u>.

### Self-Assessment (8 points)

Students will complete a self-assessment of their knowledge and skills and their professional behavior. They will use their assessment to reflect critically on their (1) readiness to enter or continue in the ECE profession and (2) professional behavior. Students will upload the survey responses to Blackboard and will respond to the open-ended questions in Blackboard Journal prior to the beginning of class.

### Chapter 3 Knowledge and Skills Self-Assessment

Students will complete the survey on pages 110 - 115 of Feeney (2012) and will respond to the first two questions listed in the summary on page 115. For each question, students will write a two-paragraph response stating the two areas and explaining why these two areas were identified.

### Chapter 4 Professional Behavior Self-Assessment

Students will complete the survey on pages 115 - 119 of Feeney (2012) and will respond to the four Communications/Relationships/Work Ethic questions on page 116. For each prompt, students will write a one-paragraph response.

Self-Assessment Scoring Criteria – Each self-assessment is 4 points.

*Uploaded Survey* – Students will earn 1 point for uploading a fully completed survey to Blackboard prior to the beginning of class. Students will earn 0.5 points for late and/or mostly completed survey responses, and 0 points for minimally completed or missing surveys.

**Blackboard Journal Responses** – Students will earn 3 points for timely posting of a reflective, insightful response to the prompts that provides a clear awareness of their strengths and areas in which they could improve. They will earn 2 points for a late posting of the response and/or posting of a reflection that responds to all aspects of the prompts, but lacks the depth of a reflective, insightful response. They will earn 1 point for late posting of a response and/or partially responding to the prompts. They will earn 0 point for posting a minimal response or not posting a response. Partial points may be assigned at the discretion of the instructor.

## **Career Trajectory and Professional Development Plan (15 points)**

Students will reflect on their career trajectory (past, present, and future) and discuss their plan for continuing to develop professionally after they graduate from the master's program. Students will use a combination of narrative and graphics (tables, symbols, pictures, timelines, etc.) to convey their thoughts. The paper will include three sections:

## Deciding to Pursue a Master of Education Degree

Students will reflect on past experiences that led to their decision to enter the master of education program to prepare for or further enhance their career in early childhood education. This description will be approximately one to two double-spaced pages.

## Pursuing a Master of Education Degree

Students will reflect on their experiences in the early childhood education program that have influenced their beliefs and practices. This discussion will be approximately two to three double-spaced pages.

## Future Trajectory and Professional Development Plan

Students will discuss their future professional goals, including their immediate goals and their goals 5, 10, 20, and 30+ years from now. As they reflect on their future trajectory, they will also discuss their plan for professional development that will enable them to meet these goals. This discussion will be approximately three to five double-spaced pages.

## Seminar Leadership (30 points)

This assignment is designed to support the development of students' professional leadership and collaboration skills as well as promote discussion of topics in early childhood education, early childhood special education, bilingual education, and multicultural education. Students are expected to use adult learning principles to plan and facilitate a 75-minute seminar on a topic in early childhood education. The seminar leadership team will scaffold and support classmates' understanding of key issues faced by early childhood professionals. The seminar will reinforce previous program readings and experiences and include a focus on the position statements outlined in the syllabus.

The seminar leadership team will involve classmates in a stimulating and thought-provoking learning process that includes multiple and varied learning activities, including at least one interactive activity. The seminar should provide classmates the opportunity to discuss and reflect critically on the issue in their current and future professional lives. At the end of the seminar, participants should be able to state their position on the issues if asked to do so in a job interview, by professional colleagues, or by families and community members.

### Seminar Preparation

As a part of their seminar leadership, students will do the following:

- **Create a multimedia product** on the issue under discussion. The creative product should stimulate critical reflection and dialogue through the use of music, film, personal stories, interviews, newspaper clippings, photos, art, and/or any other relevant material or resources. Students must be cognizant of any copyright issues that may arise in the use of these materials and credit materials as appropriate. Students will provide a copy of the e-file of the multimedia product to the instructor on the day of the presentation.
- **Choose one reading** that will add to their classmates' understanding of the subject. A link to this reading will be posted on Blackboard by **June 25**

- **Provide a handout that will be posted electronically** for classmates' use. The handout may include links to resources that will further their understanding of the topic. The handout should be posted to Blackboard by the Sunday before the seminar date.
- Assume a leadership role in the seminar preparation and presentation. Leadership will be demonstrated by the students' ability to function as experts with reference to the topic and on their ability to support, monitor, and evaluate classmates' learning. It is their job to ensure that all classmates have participation opportunities.

There will be group planning time for the seminar during class; however, the seminar leadership team will need to collaborate outside of class, as well. A detailed plan and agenda for the seminar must be submitted electronically by the start of class on June 30.

### Facilitating the Seminar

On the evening of the seminar, the leadership team will introduce the topic, present relevant background information using a multimedia presentation, facilitate the discussion and related activity, and close the seminar with a summary and some future questions and thoughts to explore. As noted in the seminar preparation above, they will choose a related reading and provide an electronic handout to support the learning and discussion.

## Seminar Reflection and Feedback

Students will provide feedback to the seminar facilitators at the conclusion of each seminar and will write an individual reflection on their own seminar. The individual reflection will be approximately two to three double-spaces pages. Students will include insightful reflections on the collaborative process with an emphasis on their own role in the collaborative planning and implementation process and what they learned about themselves as collaborators. This **reflection will be due one week after the seminar is presented.** 

# Statement of Guiding Principles for Early Childhood Education (30 points)

Students will write a statement that discusses the principles that guide or will guide their practice with culturally, linguistically, and ability diverse young children and their families. They will develop approximately 6 guiding principles to discuss. The statement will include an introduction that provides an overview of the guiding principles. The body of the statement will provide a discussion of each of the principles. It will conclude with a summary of the principles discussed. Students are expected to use citations to reference the texts in this class and those used throughout the program that influenced their thinking. The statement of guiding principles will be 12 to 16 double-spaced pages.

For each principle, students will do the following:

- Discuss the program experiences, coursework, and/or internships that influenced the development of the principle and the related practices;
- Examine and analyze critically the themes and connections they made with texts, ideas, theories, and experiences;
- Explain how and why these themes and connections were significant to them and the development of the specific guiding principles; and
- Use specific examples/stories to illustrate their points, including examples from their field experiences and the dilemmas they faced.

Prior to submitting the final Statement of Guiding Principles, students will hold a peer feedback conference with a classmate. They will read their peer's statement and will share critical, constructive feedback for revising the draft.

# **Program Feedback**

Students will respond to a survey and write a single-spaced, one- to two-page critique of the early childhood education program. Students will discuss the components of the Mason program they found helpful and would suggest as experiences for other students in their specialty area. They will also suggest ways to improve the Mason program.

# **Course Schedule and Topics\***

Date	Торіс	Readings & Assignments Due
June 2	Course Overview Being an ECE Professional	Syllabus
June 4	Engaging in Reflective Professional Practice	Feeney: Chapter 3; Wink: Chapter 1 CEC, NAEYC, and NBPTS Professional Standards Self-Assessment for Chapter 3 (pp. 110-115) – Post to Blackboard Journal prior to class
June 9	Engaging in Ethical Practice	Feeney: Chapter 4 & Appendix A NAEYC Code of Ethics and Statement of Commitment Wink: pp. 45-90 DEC Code of Ethics (2009) Harte (2011) Self-Assessment for Chapter 4 (pp. 115-119) – Post to Blackboard Journal prior to class
June 11	Engaging in Reflective Collaborative Practice	Feeney: Chapter 5; LaRocco & Bruns (2013)
June 16	Engaging in Professional Development	Feeney: Chapter 6; Wink: pp. 91-141 Sugarman (2011)
June 18	Pursuing a Career in Early Childhood Education	Locate and read information on pursuing a career in ECE (e.g., what's available, applying, writing a resume, interviewing, etc.) – Post on Blackboard Blog information (e.g., web link, book or article reference, etc.) for three resources located; read critically and indicate level of helpfulness
June 23	Facilitating Professional Development	Read an issue of a journal with early childhood educators as a target audience. Bring journal to class to share (print or electronic copy) – <b>Post on Blackboard Blog title of</b> <b>journal, volume, and issue read</b> <b>Career Trajectory &amp; Professional Development Plan</b>
June 25	Engaging in Evidence-Based Practice	Wink: Chapter 4 DEC (2007) and NAEYC-NAECS/SDE (2003) Position Statements on Curriculum, Assessment, and Evaluation DEC/NAEYC/NHSA (2013) Response to Intervention <b>Post seminar reading selection on Blackboard</b> <b>Outline of Student-Facilitated Seminar</b>
June 30	Beginning a Career in Early Childhood Education	Wink: Chapter 5 Access website of DEC, NAEYC, and one other professional organization and become familiar with the content, resources available, etc. – <b>Post on Blackboard</b> <b>Blog website link of the other organization</b> <b>Post detailed seminar plan on Blackboard</b>

Date	Торіс	Readings & Assignments Due
July 2	Student-Facilitated Seminar: Family and Cultural Diversity	DEC Position Statement (2010): Responsiveness to All Children, Families, and Professionals
		Student-selected reading
July 7	Student-Facilitated Seminar: Inclusion in Early Childhood	DEC/NAEYC Position Statement (2009): Early Childhood Inclusion
	Education Classrooms	DEC Concept Paper (2009): Developmental Delay
		Student-selected reading
July 9	Student-Facilitated Seminar: Linguistic Diversity in Young	TESOL Position Statement (2010): Language and Literacy for Young English Language Learners (ages 3-8)
	Children, Families, and Communities	TESOL Position Statement (2009): Teaching English as a Foreign or Additional Language
		Student-selected reading
July14	Student-Facilitated Seminar:	DEC Position Statement (2007): Challenging Behaviors
	Understanding and Responding to Challenging Behaviors	NAEYC Position Statement (2009): Developmentally Appropriate Practice
		Student-selected reading
July 16	Guiding Principles in ECE	Draft of Guiding Principles Paper; Program Feedback Due
July 21	No Class Meeting	Guiding Principles Paper

\*Subject to change at the discretion of course instructor to meet the needs of students