IL 571
Finance and Resource Management
Spring 2016

Course Section: A0, K0, M2 - Saturdays
Meeting Time and Place: 12:00 – 3:00 PM Harrogate (A0)
12:00 – 3:00 PM Cedar Bluff (K0)
12:00 – 3:00 PM Chattanooga (M2)

Course Credit Hours: 3 semester hour credits

Clinical Experience in this Course: See Companion Clinical Course IL 572

Faculty Contact Information:

Dr. Scott Porter (K0)
scott.porter@lmunet.edu

Dr. Samuel Shepherd (M2)
samuel.shepherd@lmunet.edu
423-231-3257

Dr. Rodney Russell (A0)
rodney.russell@lmunet.edu

School of Education Website: http://www.lmunet.edu/education

I. Course Description: This course examines the law, theory, and practice of local, state, and federal funding of education, budget preparation, and control of funds. Related topics include the function of personnel management; insurance; and risk management; facility planning, financing, construction, maintenance, and operations; auxiliary services including food service and pupil transportation; and purchasing, inventory and distribution.

II. Course Objectives:
Candidates in this course will be able to apply TILS D, ELCC 3, ELCC 5, and ISTE-A 5 to professional practice to provide ethical and effective instructional leadership.
III. TEXTS/MATERIALS FOR THE COURSE:

Required Textbooks:


Suggested Reading:

IV. COURSE REQUIREMENTS, ASSESSMENT (LEARNING OUTCOMES) AND EVALUATION METHODS:

Requirements (see Course Outline and Requirements section):
1. Reading and discussion of required materials;
2. Observation and clinical activities;
3. Other in class activities that the instructor may assign;
4. Group and individual Projects - Candidates will research assigned topics and present to the class; and,
5. Key Assignments: Complete the two key assignments which will count 50% of course grade (25% each) and one will be a clinical experience assignment. Key Assignments are submitted via Live Text and will be assessed electronically by the instructor using a rubric. In addition to the Key Assignments, the instructor will require other coursework that will count for the remaining 50% of course grade.

Evaluation Method: Assignments will be evaluated based on program standards using various assessment tools, including LiveText adapted rubrics. The University official Graduate Education grading system will be utilized.

Attendance Policy: Cooperative and group learning strategies are the essence of the M.Ed. program. When class absences occur, students can make up for knowledge and skills missed from the instructor, but they are not able to make up for the knowledge and skills their participation in class would have provided to their own learning and to their fellow students’ learning. Therefore, attendance at all class meetings is crucial to success.

Candidates are allowed one absence per course without grade reduction. Other absences are addressed as follows: 2 absences will result in – minus, 3 absences results in reduction of letter grade. More than three absences may result in the candidate being required to retake the course.

Students may not make up for an absence at another class site. Refer to the Graduate Catalog for further academic restrictions.

If a class is cancelled by LMU due to weather or other unforeseen circumstances, a make-up date may be scheduled.
V. **METHODS OF INSTRUCTION:** The instructor will serve as a facilitator using appropriate instructional methods such as lecture, class discussion, reflection, collaborative assignments, group presentations, problem solving, clinical activities, and collaboration with mentor and school based administrator.

**CLINICAL EXPERIENCES:** In courses with Clinical Experiences, candidates will receive regular coaching and feedback from mentors. The coaching process must be documented, for example, through an Activity/Time Log or Formal Evaluations.

VI. **INFORMATION LITERACY/TECHNOLOGICAL RESOURCES:**

**Technology**
Incoming students must be computer literate and be able to use software for e-mail, word processing, web browsing, and information retrieval. Students must have access to the Internet for communicating with instructors and accessing learning resources. **Computer access must be available on a personal computer.**

**Turnitin**
**Turn-it-in:** Turn-It-In, the computer program designed for checking literature duplication, is available for use. Submitting course work to Turn-It-In is at the instructor’s discretion. Instructions for using Turnitin can be found at [http://www.turnitin.com/en_us/training/student-training](http://www.turnitin.com/en_us/training/student-training)

**LiveText**
Each student will be required to establish an account with the LiveText program by the second class session. LiveText is a web-based application offering a comprehensive suite of development, management, and assessment tools. This suite of tools provides colleges and universities with the capability to assess student work online using assessment instruments that have been developed and implemented by the individual college faculty and/or departments. LiveText may be purchased online at [http://livetext.com](http://livetext.com) or through the LMU Bookstore. LiveText Help is available on the Carter and Moyers Education website (www.lmunet.edu/education).

**Library Resources** (Revised 2/2/2012)
The Carnegie-Vincent Library provides access to many outstanding resources for students in Teacher Education field, including tutorials, databases, and experienced reference librarians. Visit the library’s website (library.lmunet.edu) for full details. There are many professional databases including: **ERIC**, the Educational Resource Information Center, the premier database for education related journal articles and documents containing over one million citations and links to more than 100,000 documents in full-text; **ProQuest Education Journals** database which contains access to 760 leading journals of which over 600 are in full-text; **ProQuest Dissertation & Theses Full Text: The Humanities and Social Sciences Collection**: A comprehensive collection of scholarly research in the Humanities and Social Sciences, this database covers more than one million dissertations and theses; **Mental Measurements Yearbook** which contains descriptive information and critical reviews of commercially-available standardized English-language educational, personality, aptitude, neuropsychological, achievement and intelligence tests. Additionally, the library provides access to over 100 other databases and can obtain books and articles from libraries worldwide through Interlibrary Loan.

VII. **UNIVERSITY POLICIES:**

**STUDENTS WITH DISABILITIES POLICY:** As a rule, all students must read and comply with standards of the LMU Student Handbook and LMU catalogue. Any student seeking assistance in accordance with the Americans Disabilities Act (1990 as amended) should contact the Director of Counseling and ADA, Jason Kishpaugh, with regard to required
documentation and in order to make appropriate arrangements. Contact information: jason.kishpaugh@lmunet.edu and/or 423.869.6401 (800-325-0900 ext. 6401). The office is located In Dishner Hall 101.

UNIT COMMITMENT TO DIVERSITY – The School of Education recognizes differences among groups of people and individuals based on ethnicity, race, socioeconomic status, gender, exceptionalities, language, religion, sexual orientation, and geographical area. The unit designs, implements, and evaluates curriculum and provides experiences for candidates to acquire and demonstrate the knowledge, skills, and professional dispositions necessary to help all students learn. Assessments indicate that candidates can demonstrate and apply proficiencies related to diversity. Experiences provided for candidates include working with diverse populations, including higher education and K-12 school faculty, candidates, and students in K-12 schools.

COUNSELING: LMU counselors are available to help current students with personal, career and academic concerns that affect academic success and quality of life. The Director of Counseling, Jason Kishpaugh, can be contacted at jason.kishpaugh@lmunet.edu and/or 423.869.6401 (800-325-0900 ext. 6401).

DISCRIMINATION, SCHOLASTIC DISHONESTY, CHEATING, AND PLAGIARISM POLICIES can be found in the student handbook or at LMU’s website: http://www.lmunet.edu/campuslife/handbooks.shtml.

COURSE EVALUATIONS: In addition to meeting degree requirements specified in the graduate and undergraduate catalogs, all students are required to complete University-administered course evaluations.

OUTCOMES ASSESSMENT TESTING: Degree requirements include participating in all outcomes assessment testing (e.g., general education assessment, major field tests, etc.) and activities when requested. Students may be required to complete one or more questionnaires and to take one or more standardized tests to determine general educational achievement as a prerequisite to graduation (see appropriate catalog for additional information).

All Associate of Science – Nursing; Associate of Science – Veterinary Health Science; and Associate of Science – Veterinary Medical Technology students must take the General Education Proficiency Profile examination.

LMU’S INCLEMENT WEATHER POLICY can be found at the following link to LMU’s website: http://www.lmunet.edu/curstudents/weather.shtml.

PROFESSIONAL CERTIFICATION AND LICENSURE DISCLAIMER – Authorization for the University to provide a program for the preparation of teachers, counselors, or administrators, does not guarantee eligibility for certification, licensure, or benefits. It is the sole responsibility of the candidate to be knowledgeable about specific state certification/licensure/benefits requirements, qualify for certification, licensure, or benefits and apply for the same.

SYLLABI: The syllabus for each MEd class is cooperatively developed by faculty who are currently teaching the course. Theses syllabi are found under the “Degrees and Programs” tab on the LMU School of Education website found at www.lmunet.edu/education/. Look under specific course numbers for Spring 2016 MEd, Syllabi and Class Materials. IT IS THE RESPONSIBILITY OF EACH STUDENT TO PRINT SYLLABI, FROM THE WEB PAGE, FOR EACH SEMESTER AND BRING THEM TO THE FIRST CLASS MEETING.

FOR ALABAMA STUDENTS:

Alabama Commission on Higher Education Disclaimer Statement

State authorization to provide a program related to the preparation of teachers or other P-12 school/system personnel does not indicate eligibility for an Alabama certificate. Applicants for an Alabama certificate based on reciprocity must meet Alabama’s test requirements and submit a valid, renewable professional educator certificate/license issued by another state at the degree level, grade level, and in the teaching field or area of instructional support for which an Alabama certificate is sought and for which Alabama issues a certificate. Applicants for Alabama certification in an area of administration must also document at least three years of full-time employment as an administrator in a P-12 school system(s). www.alsde.edu

VIII. MISSION STATEMENTS:

LINCOLN MEMORIAL UNIVERSITY MISSION STATEMENT can be found at the following: http://www.lmunet.edu/about/mission.shtml.
X. Course Outline/Assignment/Units of Instruction or Clinic Schedule:

Candidate Outcome 5: Educational Advocacy

Candidates who complete the program are ethical leaders who apply 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.

- TILS D: An ethical and effective educational leader facilitates the development of a highly effective learning community through processes that enlist diverse stakeholders and resources.
- ELCC 4: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by collaborating with families, community members, responding to diverse community difference and needs, and mobilizing community resources.
- ELCC 6: Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by understanding, responding, and influencing the larger political, social, economic, legal and cultural context.
- ISTE A 5: Educational Administrators model and facilitate understanding of social, ethical, and legal issues and responsibilities related to an evolving digital culture.

Key Assignment #1 – Presentation of Finance or Human Resource Management Topic (from textbook)

Present an oral report on a topic assigned by course professor from the Guthrie textbook. Use supporting materials (explanations, examples, illustrations, PowerPoint slides, poster, statistics, analogies, quotations, etc.) to establish audience interest and the presenter’s credibility of the topic. This can be group or individual assignment. (25% course grade) Prepare a short written report (1-3 pages) of major points related to the topic.

Submit the written report along with any appropriate supportive visuals to LiveText on date assigned by faculty.
Submit to E-Portfolio sections as appropriate.

Assessment: LiveText Inquiring and Analysis Rubric

Key Assignment #2 Clinical - Finance or Human Resource Management Presentation

The Tennessee Instructional Leader Standards (TILS) D requires that an ethical and effective instructional leader facilitate the development of a highly effective learning community through processes that enlist diverse stakeholders and resources in school improvement decisions. Further, the school instructional leader should establish, communicate, and enforce a set of standard operating procedures and routines aligned with district, state, and federal policy. The International Society for Technology Education (ISTE A) Standards for Administrators state that visionary leaders should model good digital citizenship and facilitate understanding of social, ethical, and legal issues and responsibilities related to technology use and should, “Provide digital age leadership and management to continuously improve the organization through the effective use of information and technology resources (ISTE. A-4)”. Further, school leaders should, “Recruit and retain highly competent personnel who use technology creatively and proficiently to advance academic and operational goals (4c) and, establish and maintain a robust infrastructure for technology including integrated, interoperable technology systems to support management, operations, teaching, and learning (ISTE. A-4e).”

Based on the standards above:

Interview School System Staff in their working environment, who have responsibilities for school system budget, financial operations, and human resource management responsibilities. Ask questions related to:

- How do they recruit and retain highly competent personnel?
- How do they ascertain technology proficiency of recruits to advance academic and operational goals?
- How do they use technology systems to support management operations?
- How do they establish, communicate, and enforce standard operating procedures aligned with district, state, and federal policy?
- How do they ensure that all budgetary responsibilities are performed with accuracy, transparency, and in the best interest of students, staff, and citizens?
- How is the Tennessee Internal School Uniform Accounting Policy Manual utilized?

Prepare a written report of the interview(s) and submit to LiveText on date assigned by faculty.

Submit to E-Portfolio sections as appropriate.

Assessment: Inquiry and analysis rubric

The professor will provide a course outline at the first class.

Additional Assignments: As assigned by professor

X. THE INSTRUCTOR RESERVES THE RIGHT TO REVISE, ALTER AND/OR AMEND THIS SYLLABUS, AS NECESSARY. STUDENTS WILL BE NOTIFIED IN WRITING AND/OR BY EMAIL OF ANY SUCH REVISIONS, ALTERATIONS AND/OR AMENDMENTS.

XI. Student Community Engagement: A cornerstone of the University’s mission is service to humanity. As part of the University’s Student Service Initiative, students receiving any form of
institutional aid participate in at least 10 hours of service learning per semester. Students are encouraged to network with one another in classroom settings and with instructors and advisors for searching out and creating appropriate service learning projects related to their field of their field of study. For more information visit: http://www.lmunet.edu/campuslife/initiative/index.shtml or contact the Associate Dean of Students.

PLAGIARISM
Plagiarism is the presentation of someone else’s words or ideas as one’s own (See APA Publication Manual, 6th ed., pp.15-16). One of the most common forms of plagiarism is the paraphrasing of several phrases, sentences of ideas in a paragraph with only one citation at the end of the paragraph, resulting in confusion between the cited content and the researcher’s own words or ideas. Another common form is the practice of substituting words or phrases while retaining the original author’s form and structure.

Plagiarism in any form is one of the most egregious violations of professional ethics an author can commit. Submission of plagiarized material, even by accident or ignorance, is a severe infraction of the professional ethical code and can result in expulsion from the program. To avoid plagiarism:

■ Cite sources within the text for all phrases or ideas that are quoted or paraphrased.
■ Cite sources within the text in the format delineated in the APA Manual, pp. 174-179.

CERTIFICATION OF AUTHORSHIP. I certify that I am the author of this paper titled ________________ and that any assistance I received in its preparation is fully acknowledged and disclosed in the paper. I have also cited any sources from which I used data, ideas, or words, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course. I understand that falsification of information will affect my status as a graduate student.

Student’s Signature___________________________________________________ Date ______________

(This statement must be included with all written assignments.)

XII. THE INSTRUCTOR RESERVES THE RIGHT TO REVISE, ALTER AND/OR AMEND THIS SYLLABUS, AS NECESSARY. STUDENTS WILL BE NOTIFIED IN WRITING AND/OR BY EMAIL OF ANY SUCH REVISIONS, ALTERATIONS AND/OR AMENDMENTS
TENNESSEE INSTRUCTIONAL LEADERSHIP STANDARDS (TILS)

Standard A: Instructional Leadership for Continuous Improvement
An ethical and effective instructional leader facilitates professional practice that continually improves student learning.

Indicators:
1. Collaborates with stakeholders to establish and communicate a clear, compelling vision for continuous improvement.
2. Builds capacity of educators to provide all students a rigorous curriculum, aligned with national standards.
3. Collaborates with educators to analyze and use multiple forms of data throughout the year to establish specific goals and strategies targeting student achievement and growth.
4. Leads educators to develop and execute interventions to address all students’ learning needs, grounded in multiple sources of data (academic, social, and/or emotional).
5. Systematically monitors and adjusts progress toward established goals and facilitates procedures and practices leading to continuous improvement.

Standard B: Culture for Teaching and Learning
An ethical and effective instructional leader collaborates with stakeholders to create and sustain an inclusive, respectful and safe environment conducive to learning and growth for all.

Indicators:
1. Collaborates with stakeholders to establish and communicate a clear, compelling vision for a culture conducive to teaching and learning.
2. Leverages educator strengths to engage all students in meaningful, relevant learning opportunities.
3. Fosters a safe, respectful, and orderly environment for all.
4. Takes measures to actively involve families in the education of their children.
5. Models and communicates expectations for individual and shared ownership of student, educator, and school success.
6. Recognizes and celebrates improved educator and student performance related to school vision and goals.

Standard C: Professional Learning and Growth
An ethical and effective instructional leader develops capacity of all educators by designing, facilitating, and participating in collaborative learning informed by multiple sources of data.

Indicators:
1. Collaborates with stakeholders to communicate a clear, compelling vision for professional learning and growth.
2. Implements and monitors a rigorous evaluation system using an approved Tennessee evaluation model.
3. Uses educator evaluation data to inform, assess, and adjust professional learning goals and plans.
4. Engages faculty and self in data-informed, differentiated professional learning opportunities for educators, aligned with the Tennessee Standards for Professional Learning.
5. Collaborates with others to induct, support, retain and/or promote effective educators based on evidence of student and educator outcomes.
6. Identifies and supports potential teacher-leaders and provides growth opportunities in alignment with the Tennessee Teacher Leadership Standards.

Standard D: Resource Management
An ethical and effective instructional leader facilitates the development of a highly effective learning community through processes that enlist diverse stakeholders and resources.

Indicators:
1. Strategically utilizes community resources and partners to support the school’s mission, vision, and goals.
2. Includes a diverse set of educators and stakeholders in school improvement decisions.
3. Establishes, communicates, and enforces a set of standard operating procedures and routines aligned with district, state, and federal policy.
4. Performs all budgetary and responsibilities with accuracy, transparency, and in the best interest of students and staff.
International Society for Technology Education (ISTE A) Standards for Administrators

1. **Visionary Leadership** - Educational Administrators inspire and lead development and implementation of a shared vision for comprehensive integration of technology to promote excellence and support transformation throughout the organization.
   
a. Inspire and facilitate among all stakeholders a shared vision of purposeful change that maximizes use of digital-age resources to meet and exceed learning goals, support effective instructional practice, and maximize performance of district and school leaders
b. Engage in an ongoing process to develop, implement, and communicate technology-infused strategic plans aligned with a shared vision
c. Advocate on local, state and national levels for policies, programs, and funding to support implementation of a technology-infused vision and strategic plan

2. **Digital Age Learning Culture** - Educational Administrators create, promote, and sustain a dynamic, digital-age learning culture that provides a rigorous, relevant, and engaging education for all students.
   
a. Ensure instructional innovation focused on continuous improvement of digital-age learning
b. Model and promote the frequent and effective use of technology for learning
c. Provide learner-centered environments equipped with technology and learning resources to meet the individual, diverse needs of all learners
d. Ensure effective practice in the study of technology and its infusion across the curriculum
e. Promote and participate in local, national, and global learning communities that stimulate innovation, creativity, and digital age collaboration

3. **Excellence in Professional Practice** - Educational Administrators promote an environment of professional learning and innovation that empowers educators to enhance student learning through the infusion of contemporary technologies and digital resources.
   
a. Allocate time, resources, and access to ensure ongoing professional growth in technology fluency and integration
b. Facilitate and participate in learning communities that stimulate, nurture and support administrators, faculty, and staff in the study and use of technology
c. Promote and model effective communication and collaboration among stakeholders using digital age tools
d. Stay abreast of educational research and emerging trends regarding effective use of technology and encourage evaluation of new technologies for their potential to improve student learning

4. **Systemic Improvement** - Educational Administrators provide digital age leadership and management to continuously improve the organization through the effective use of information and technology resources.
   
a. Lead purposeful change to maximize the achievement of learning goals through the appropriate use of technology and media-rich resources
b. Collaborate to establish metrics, collect and analyze data, interpret results, and share findings to improve staff performance and student learning
c. Recruit and retain highly competent personnel who use technology creatively and proficiently to advance academic and operational goals
d. Establish and leverage strategic partnerships to support systemic improvement
e. Establish and maintain a robust infrastructure for technology including integrated, interoperable technology systems to support management, operations, teaching, and learning

5. **Digital Citizenship** - Educational Administrators model and facilitate understanding of social, ethical and legal issues and responsibilities related to an evolving digital culture.
   
a. Ensure equitable access to appropriate digital tools and resources to meet the needs of all learners
b. Promote, model and establish policies for safe, legal, and ethical use of digital information and technology
c. Promote and model responsible social interactions related to the use of technology and information
d. Model and facilitate the development of a shared cultural understanding and involvement in global issues through the use of contemporary communication and collaboration tools.
ELCC Standards

1.0 Candidates who complete the program are educational leaders who have the knowledge and ability to provide the success of all students by facilitating the development, articulation, implementation, and stewardship of a school or district vision of learning.

   1.1 Develop a Vision
   1.2 Articulate a Vision
   1.3 Implement a Vision
   1.4 Steward a Vision
   1.5 Promote Community Involvement in the Vision.

2.0 Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by promoting a positive school culture, providing an effective instructional program, applying best practice to student learning, and designing comprehensive professional growth plans for staff.

   2.1 Promote Positive School Culture
   2.2 Provide Effective Instructional Program
   2.3 Apply Best Practice to Student Learning
   2.4 Design Comprehensive Professional

3.0 Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by managing the organization, operations, and resources in a way that promotes a safe, efficient, and effective learning environment.

   3.1 Manage the organization
   3.2 Manage Operations
   3.3 Manage Resources

4.0 Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by collaborating with families and other community members, responding to diverse community interest and needs, and mobilizing community resources.

   4.1 Collaborates With Community and Other Family Members
   4.2 Respond to Community Interests and Needs
   4.3 Mobilize Community Resources

5.0 Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by acting fairly, with integrity, and in an ethical manner.

   5.1 Acts with Integrity
   5.2 Acts Fairly
   5.3 Acts Ethically

6.0 Candidates who complete the program are educational leaders who have the knowledge and ability to promote the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

   6.1 Understand the Larger Context
   6.2 Respond to the Larger Context
   6.3 Influence the Larger Context

7.0 Internship. The internship provides significant opportunities for candidates to synthesize and apply the knowledge and practice and develop the skills identified in Standards 1-6 through substantial, sustained, standards-based work in real settings, planned and guided cooperatively by the institution and school district personnel for graduate credit.

   7.1 Substantial
   7.2 Sustained
<table>
<thead>
<tr>
<th>Topic Selection (1.000, 16%) D-3 ISTE A 3-D ELCC-5</th>
<th>Identifies a creative, focused, and manageable topic that addresses potentially significant yet previously less-explored aspects of the topic.</th>
<th>Identifies a focused and manageable/ doable topic that appropriately addresses relevant aspects of the topic.</th>
<th>Identifies a topic that while manageable/doable topic that appropriately addresses relevant aspects of the topic.</th>
<th>Identifies a topic that is far too general and wide-ranging as to be manageable and doable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Knowledge, Research, and or Views. (1.000, 16%) D-3, ELCC–5, ISTE A 3 B</td>
<td>Synthesizes in-depth information from relevant sources representing various points of view/ approaches.</td>
<td>Presents in-depth information from relevant sources representing various points of view/ approaches.</td>
<td>Presents information from relevant sources representing limited points of view/ approaches.</td>
<td>Presents information from irrelevant sources representing limited points of view/ approaches.</td>
</tr>
<tr>
<td>Design Process (1.000, 16%) ELCC 5, JSTEA 3B, TILS – D</td>
<td>All elements of the methodology or theoretical framework are skillfully developed. Appropriate methodology or theoretical frameworks may be synthesized from across disciplines or from relevant sub-</td>
<td>Critical elements of the methodology or theoretical framework are appropriately developed, however, more subtle elements are ignored or unaccounted for.</td>
<td>Critical elements of the methodology or theoretical framework are missing, incorrectly developed or unfocused.</td>
<td>Inquiry design demonstrates a misunderstanding of the methodology or theoretical framework.</td>
</tr>
</tbody>
</table>

IL 571 KA #1 Inquiry and Analysis Rubric
<table>
<thead>
<tr>
<th></th>
<th>disciplines.</th>
<th>Analysis (1.000, 16%) ELCC 5 ISTEA 413 D</th>
<th>Conclusions (1.000, 16%) ISTEA 4B ELCC5 D</th>
<th>Limitations and Implications (1.000, 16%) ELCC 5 ISTEA 4 D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizes and synthesizes evidence to reveal insightful patterns, differences, or similarities related to focus.</td>
<td>Organizes evidence to reveal important patterns, differences, or similarities related to focus.</td>
<td>States a conclusion that is a logical extrapolation from the inquiry findings.</td>
<td>States a conclusion focused solely on the inquiry findings. The conclusion arises specifically from and responds specifically to the inquiry findings.</td>
<td>Insightfully discusses in detail relevant and supported limitations and implications.</td>
</tr>
<tr>
<td>Lists evidence, but it is not organized and/or is unrelated to focus.</td>
<td>Organizes evidence, but the organization is not effective in revealing important patterns, differences, or similarities.</td>
<td>States a general conclusion that, because it is so general, also applies beyond the scope of the inquiry findings.</td>
<td>Presents relevant and supported limitations and implications.</td>
<td>Discusses relevant and supported limitations and implications.</td>
</tr>
<tr>
<td>Presents limitations and implications, but they are possibly irrelevant and unsupported.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# IL 571 KA #2 Inquiry and Analysis Rubric

<table>
<thead>
<tr>
<th>Topic Selection (1.000, 16%)</th>
<th>Capstone (4.000 pts)</th>
<th>Milestones (3.000 pts)</th>
<th>Milestones (2.000 pts)</th>
<th>Benchmark (1.000 pts)</th>
<th>NA (0.000 pt)</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-3 ISTE A 3-D ELCC-5</td>
<td>Identifies a creative, focused, and manageable topic that addresses potentially significant yet previously less-explored aspects of the topic.</td>
<td>Identifies a focused and manageable/doable topic that appropriately addresses relevant aspects of the topic.</td>
<td>Identifies a topic that while manageable/doable, is too narrowly focused and leaves out relevant aspects of the topic.</td>
<td>Identifies a topic that is far too general a wide-ranging as be manageable and doable</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Existing Knowledge, Research, and/or Views (1,000, 16%)</th>
<th>Synthesizes in-depth information from relevant sources representing various points of view/approaches.</th>
<th>Presents in-depth information from relevant sources representing various points of view/approaches.</th>
<th>Presents information from relevant sources representing limited points of view/approaches.</th>
<th>Presents information from irrelevant sources representing limited points of view/approaches.</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-3 ELCC-5 ISTEA 3 B</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Design Process (1.000, 16%)</th>
<th>All elements of the methodology or theoretical framework are skillfully developed. Appropriate methodology or theoretical frameworks may be synthesized from across disciplines or from relevant</th>
<th>Critical elements of the methodology or theoretical framework are appropriately developed, however, more subtle elements are ignored or unaccounted for.</th>
<th>Critical elements of the methodology or theoretical framework are missing, incorrectly developed, or unfocused.</th>
<th>Inquiry design demonstrates a misunderstanding of the methodology or theoretical framework.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELCC5 ISTEA 3B TILS D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis</td>
<td>(1.000, 16%)</td>
<td>ELCC5</td>
<td>ISTEA 4B</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------</td>
<td>-------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizes and synthesizes evidence to reveal insightful patterns, differences, or similarities related to focus.</td>
<td>Organizes evidence to reveal important patterns, differences, or similarities related to focus.</td>
<td>Organizes evidence, but the organization is not effective in revealing important patterns, differences or similarities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lists evidence, but is not organized and/or is unrelated to focus.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conclusions</th>
<th>(1.000, 16%)</th>
<th>ISTEA 4 B</th>
<th>ELCC 5 D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>States a conclusion that is a logical extrapolation from the inquiry findings.</td>
<td>States a conclusion focused solely on the inquiry findings. The conclusion arises specifically from and responds specifically to the inquiry findings.</td>
<td>States a general conclusion that, because it is so general, also applies beyond the scope of the inquiry findings.</td>
</tr>
<tr>
<td></td>
<td>States an ambiguous, illogical, or unsupportable conclusion from inquiry findings.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Limitations and Implications</th>
<th>(1.000, 16%)</th>
<th>ELCC 5</th>
<th>ISTEA 4 B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Insightfully discusses in detail relevant and supported limitations and implications.</td>
<td>Discusses relevant and supported limitations and implications.</td>
<td>Presents relevant and supported limitations and implications.</td>
</tr>
<tr>
<td></td>
<td>Presents limitations and implications, but they are possibly irrelevant and unsupported.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>