

Sul Ross State University

Syllabus

EDUA 3303

Methods and Materials for the Classroom Teacher

Fall 2022

Instructor: Dr. Jeanne Qvarnstrom

Class: T T 8:00 – 9:15 a.m.

Office Hours: 3:00-5:00 p.m. on Thursday and by appointment

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Pilot Study: For this course, I am participating in a research study called “Connecting with Students for Success. At the end of the course, I will ask your feedback on this pilot.

Connecting with Students for Success

As a part of a research study, I am committed in this course to the following:

- I will know your name
- I will provide user-friendly, timely feedback on your assignments
- I will hold high standards and support you to achieve them
- I will hold an individual meeting with each student during the semester

Required Textbooks:

Brookhart, Susan M. & Oakley, Alice. How to Look at Student Work to Uncover Student Thinking. ASCD: Alexandria, Virginia, 2021.

Selected readings posted on Blackboard including: edTPA Assessment Handbook
edTPA Making Good Choices

19 TAC §228.30(b): The curriculum is research-based. TEA Evidence: Syllabi/course outlines with bibliographies/references.

Course Description:

This course is designed for the classroom teacher with an emphasis on practical, hands-on instructional strategies and techniques (infused with technology), classroom management and field experience. Emphasis is on lesson plan design, assessment of student learning, data analysis, and providing effective feedback for students.

Prerequisite Knowledge:

ED 3301 and ED 3303 are the last two courses offered in Block II for the Teacher Education Program before student teaching. Students will draw upon all of the previous coursework to complete this course. **Passing the content test (TExES) is required by the Texas Education Agency prior to doing student teaching.**

In order to do the required classroom observations for this course, students must:

- Pass the DPS Computerized Criminal History Verification (those observing outside of AISD, must check with the respective school district for requirements).
- Receive the **Agreement Letter** signed by the SRSU Director of Teacher Education to present to the school prior to starting observations.

Assignments:

All assignments outside of class must be typed and proofread. All assignments are due on the due date.

Assignments	Points	Due Dates
Letter of introduction for your host teacher for classroom observations	20	August 31
Trends in Education Select a YouTube or other video (under 5 minutes) and complete the assignment template, and come prepared to present and lead a discussion on the trend	20	All assignments should be posted by August 31 , and presentations will be throughout the semester.
Context for Learning Assignment (investigate either Alpine Elementary School or Alpine Middle school or Alpine High School or a school in Midland)	15	August 31
K-12 Articulation Graphic Organizer (based on school visits)	20	September 19
T-TESS Evaluation of Lesson Video observed in class	15	September 28
Quiz #1 online/ posted Monday, October 3	50	October 3
Post one classroom observation	10	October 8
View Video in Blackboard Module 7 and write response	10	October 8
Post the draft of your central focus for your lesson plan	10	October 11
Read and respond to Classroom Management article: Letting Go of Control (Week 8 module)	10	October 12
<i>Four Steps: Design, Teach, Evaluate, Feedback to Promote Learning</i> <i>1. Design lesson with technology integrated and post by October 17</i> <i>2. Teach lesson in ED 3303</i>	50	October 17, 19, 24

<p><i>Present your entire lesson in ED 3303 (limit to 30 minutes in class)</i></p> <p><i>3. Then teach lesson plan in the classroom where you are observing and video tape (parent permission required)</i></p> <ul style="list-style-type: none"> <i>• Make video to share in ED 3303 by November 14 or earlier</i> <p>See Module 5 for directions. Post in Module 9.</p> <p><i>4. Bring student artifacts from the lesson to analyze. Select one student, design a reteaching plan and implement the plan in the class you are observing. Use the Feedback to Promote Learning Form posted in Week 5. Post in Week 13</i></p>	20	<p>November 14</p> <p>November 16</p>
Self-Reflection on Culturally Responsive Pedagogy (CRP)	20	October 29
Teacher-Made Test	20	November 7
Quiz #2 online/ posted Wednesday, November 9	50	November 9
<p>10 hours of classroom observation, log, and reflection (Completed log and observation reports required) * Your Host Teacher must sign the log as well as initial it.</p> <p>10 hours are required to pass this course</p>	50	November 21
Prepare a Statement on Your Teaching Philosophy (My Mantra). See Week 14 for directions.	20	November 22
Five Thought Organizer	10	November 26
Classroom Management Poster Assignment. See Week 12 for directions.	20	November 28

Toolbox of Wisdom complete with 10 or more references	30	November 30
Certify Teacher A passing score of 260 is required before the official test is approved. The official test must be passed before student teaching is allowed.	30	November 30 or earlier
Discussion Boards- 10 points each Write your response in complete sentences and read and write a response to 1 other student in the class. See due dates posted in Discussion Board section.	30	Throughout semester
Exit Cards-assigned for most weeks-10 points each Write your response in complete sentences.	TBD	Throughout semester
Final exam	100	Posted on Blackboard December 5 all day until midnight
Classroom activities	Points may vary	ongoing

* Texas Education Agency (TEA) mandates 30 hours of classroom observation prior to teacher certification. If you fail to obtain 10 required observation hours for this course, you will not pass this course.

*All assignments are due on the date indicated. Points may be deducted for any late work.

Grade calculation: A = 90-100% B = 80 – 89% C= 70-79% D= 60-69%

Student Learning Outcomes - required by Southern Association of Colleges & Schools Commission on Colleges:

1. Students will demonstrate effective lesson planning.
2. Students will demonstrate written and oral proficiency through a variety of instructional strategies.
3. Students will demonstrate effective evaluative processes for assessing student learning.

Marketable Skills – required by the Texas Higher Education Coordinating Board:

- Students have the ability to teach diverse learners in an inclusive learning environment.
- Students have the ability to assess student learning.

- Students have the ability to critically think and creatively adapt instructional strategies to an instructional setting.
- Students have the ability to construct a classroom management plan.
- Student have the ability to effectively use technology to communicate.

Student Learning Objectives:

The Education 3303 students will...

1. Apply principles and strategies for communicating effectively in varied teaching and learning contexts.
2. Provide appropriate instruction that actively engages students in the learning process.
3. Incorporate the effective use of technology to plan, organize, delivery, and evaluate instruction for all students.
4. Monitor student performance and achievement; provide students with timely, high-quality feedback; and respond flexibly to promote learning for all students.
5. Develop skills to design assessment and analyze results to inform future instruction

Library Support:

The Sul Ross Library offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library’s website, library.sulross.edu. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or phone (432-837-8123).

Tentative Schedule

May be adjusted by the professor

Week	Readings	Class Topics and Assignments
Week 1 August 21	edTPA Handbook	Essential Question: What is edTPA? Introduction to ED 3303 <i>Assignment: Trend in Education Assignment Posted by August 31</i>
Week 2 August 29	edTPA Making Good Choices	Essential Question: What is the Learning Context? edTPA Key Components-Literacy Context <i>Assignment: Literacy context-investigate either Alpine Elementary or Alpine Middle School or your selected school for observations– August 31</i> <i>Assignment: Letter of Introduction to Your Host Teacher-post by August 31.</i>

Week 3 September 5		Essential Question: Why are classroom observations important? No Class on Monday, September 5-Labor Day <i>Our class visits Alpine Elementary School together. Arrive promptly at 8:00 a.m. in professional dress-September 7</i>
Week 4 September 12		Essential Question: What is good instruction? Our class visits Alpine Middle School together. Arrive promptly at 8:00 a.m. in professional dress-September 12. On September 14, we visit Alpine High School edTPA Key Components-Central Focus (learning objective/TEKS) <i>Assignments:</i>
Week 5 September 19	Chapter 1 in Brookhart & Oakley	Essential Question: What to consider when writing a lesson plan? edTPA Key Components- Academic Language & Planning for Differentiation <i>Assignment: Begin work on your lesson plan to teach in ED 3303 and in your host teacher's classroom-due October 17</i> <i>Assignment: K-12 Articulation due-October 19</i>
Week 6 September 25		Essential Question: How important is communication in teaching? Assignment: Applying the T-TESS appraisal to an in-class video- due September 28
Week 7 October 2		NO CLASS ON EITHER MONDAY, OCTOBER 3 OR WEDNESDAY, OCTOBER 5. Use your time for classroom observations, working on your lesson plan, and completing Quiz #1 online <i>Assignments: post one completed classroom observation by October 8, view Anticipatory Set video and then describe your lesson hook</i> <i>Quiz #1-Open on October 5 only</i>
Week 8 October 9		Essential Question: How to create a learning environment to support all students? NO CLASS ON MONDAY, OCTOBER 10 <i>Assignment:</i> <i>Post your Central Focus segment from your lesson plan by October 11. View Harry Wong video and complete discussion board #1 by October 15. Read the article Letting Go of Control and write the responses listed in Week 8. Be prepared to discuss on October 12.</i>
Week 9 October 16	Chapter 2 in Brookhart & Oakley	Essential Question: How to teach lessons well to students? <i>Students will teach their lessons in the ED 3303 course and then be ready to teach the lesson in the host teacher's classroom</i>
Week 10 October 23		Essential Question: What is good assessment? Analyzing Student Artifacts

Week 11 October 30	Chapter 3 in Brookhart & Oakley	Essential Question: What is effective feedback? edTPA Rubric 11- Analysis of Student Learning <i>Assignment: Teacher Made Test-November 7</i> Start posting the video of your lesson taught in Discussion Board 3. All videos must be posted by November 14. Respond to the Discussion Board topic.
Week 12 November 6	Chapter 4 in Brookhart & Oakley	Essential Question: How are teachers appraised (T-TESS)? edTPA Rubric 12 -Providing Feedback to Guide Further Learning Trends in Education presentations <i>Assignment: My Classroom Management Poster – due November 28</i> <i>Quiz #2 –November 9-complete online</i>
Week 13 November 13	Chapter 5 in Brookhart & Oakley	Essential Question: Why is professional development important? edTPA Rubric 13- Student Understanding & Use of Feedback <i>April 14 NO CLASS</i> <i>Quiz #2 —complete online</i>
Week 14 November 20	Chapter 6 in Brookhart & Oakley	Essential Question: How to plan for data guided instruction? edTPA Rubric 14- Analyzing Student Language Use and Literacy Learning NO CLASS ON NOVEMBER 23 <i>Assignment: return to host classroom and teach one or more students a follow-up lesson. Use the Feedback to Promote Learning form and ask the classroom teacher to sign it. Due November 20 or earlier.</i> 10 hours of classroom observations and log are due on November 21 <i>Assignment: Statement of your Teaching Philosophy (My Mantra)- November 22</i> Assignment Five Thought Organizer due November 26 (see Week 14)
Week 15 November 27		Essential Question: What is my philosophy for teaching? edTPA Rubric 15- Using Assessment to Inform Instruction <i>Assignment: Classroom Management Poster- November 28</i>
November 30 Celebration Breakfast		Celebration Breakfast on Wednesday, November 30 Assignment: Certify Teacher to be completed-November 30 or earlier Assignment: Tool Box of Wisdom is due November 30.
Final Exam		Final posted on Blackboard December 5-closing at midnight

Throughout the course, additional activities and readings may be added to the course to enhance your learning experience with or without bonus points.

POLICIES

Attendance Policy:

Students are expected to attend all zoom sessions and be on time. Grade deductions will be made for missing zoom sessions. In the event of an emergency or illness, students must contact the professor via email or telephone. Students are expected to log-in on Blackboard on a weekly basis. SRSU Class Attendance policy states, “The instructor may, at his/her discretion, drop a student from a course when the student has a total of nine absences.” A scholar is expected to be punctual, prepared and focused. Excessive tardiness will affect your grade. Meaningful and pertinent participation is required.

Students with Special Needs Policy- required by Americans with Disabilities Act Course

Description:

SRSU Disability Services. Sul Ross State University (SRSU) is committed to equal access in compliance with Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Rebecca Greathouse Wren, LPC-S, SRSU's Accessibility Services Coordinator at 432-8378203 (please leave a message and we'll get back to you as soon as we can during working hours), or email rebecca.wren@sulross.edu. Our office is located on the first floor of Ferguson Hall (Suite 112), and our mailing address is P.O. Box C-122, SUI Ross State University, Alpine. Texas, 79832.

Family Educational Rights and Privacy Act (FERPA):

FERPA is a Federal Law that protects the privacy of students' educational records. Sul Ross State University is in compliance with FERPA regulations.

Academic Integrity Policy:

Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Examples of academic dishonesty include but are not limited to

- Turning in work as original that was used in whole for another course and/or professor
- Turning in another's work as one's own

- Copying from professional works and Internet sites without citation

Any of the above offenses will result in a zero for the assignment with no option to redo for credit.

Communication Expectations:

- All written assignments are expected to exhibit professional quality. Grammar, spelling, and vocabulary errors will result in a reduction of your score. Letters and materials written by you as a professional and sent to parents/administrators must be virtually perfect.
- All assignments must be typed in APA format. No handwritten assignments will be accepted unless noted.
- Discussion boards as assigned should include one or more supporting citations. For all discussion boards, full credit requires a written, posted response to one or more other students' postings.
- For cell phones, refrain from text messaging in class.

Technology Provisions:

Refer to the HELP option in the left-hand menu in Black Board.

Contact the SRSU Help Desk at 432 837 8888 or the Sam Houston 24 hours help desk at 888 837 6055.

If you are taking an online test, and it shuts down on you, you may email the professor.

Diversity Statement

I aim to create a learning environment for my students that supports a diversity of thoughts, perspectives and experiences, and honors your identities (including race, gender, class, sexuality, religion, ability, socioeconomic class, age, nationality, etc.). I also understand that there may be unexpected life events that could impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create an inclusive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you.

This course teaches TEA standards covered in the Pedagogy & Professional Responsibility Exam:

1.003.b Uses appropriate criteria to evaluate the appropriateness of learning goals and objectives (e.g. clarity; relevance; significance; age appropriateness; ability to be assessed; responsiveness to students' current skills and knowledge, background, needs and interests; alignment with campus and district goals

1.003c. Uses assessment to analyze students' strengths and needs, evaluate teacher effectiveness and guide instructional planning for individuals and groups.

111.010a. Demonstrates knowledge of the characteristics, uses, advantages and limitations of various assessment methods and strategies, including technological methods and methods that reflect real-world applications

111.010c. Uses appropriate language and formats to provide students with timely, effective feedback that is accurate, constructive, substantive and specific

111.010d. Knows how to promote students' ability to use feedback and self-assessment to guide and enhance their own learning

111.010e. Responds flexibly to various situations (e.g., lack of student engagement in an activity, the occurrence of an unanticipated learning opportunity) and adjusts instructional approaches based on ongoing assessment of student performance

This course teaches Texas Education Agency Standards:

(1) Standard 1--Instructional Planning and Delivery. Teachers demonstrate their understanding of instructional planning and delivery by providing standards-based, data-driven, differentiated instruction that engages students, makes appropriate use of technology, and makes learning relevant for today's learners.

(A) Teachers design clear, well organized, sequential lessons that build on students' prior knowledge.

(i) Teachers develop lessons that build coherently toward objectives based on course content, curriculum scope and sequence, and expected student outcomes.

(ii) Teachers effectively communicate goals, expectations, and objectives to help all students reach high levels of achievement.

(iii) Teachers connect students' prior understanding and real-world experiences to new content and contexts, maximizing learning opportunities.

(B) Teachers design developmentally appropriate, standards-driven lessons that reflect evidence-based best practices.

(i) Teachers plan instruction that is developmentally appropriate, is standards driven, and motivates students to learn.

(ii) Teachers use a range of instructional strategies, appropriate to the content area, to make subject matter accessible to all students.

(iii) Teachers use and adapt resources, technologies, and standards-aligned instructional materials to promote student success in meeting learning goals.

(C) Teachers design lessons to meet the needs of diverse learners, adapting methods when appropriate.

(i) Teachers differentiate instruction, aligning methods and techniques to diverse student needs, including acceleration, remediation, and implementation of individual education plans.

(ii) Teachers plan student groupings, including pairings and individualized and small-group instruction, to facilitate student learning.

(iii) Teachers integrate the use of oral, written, graphic, kinesthetic, and/or tactile methods to teach key concepts.

(D) Teachers communicate clearly and accurately and engage students in a manner that encourages students' persistence and best efforts.

(i) Teachers ensure that the learning environment features a high degree of student engagement by facilitating discussion and student-centered activities as well as leading direct instruction.

(ii) Teachers validate each student's comments and questions, utilizing them to advance learning for all students.

(iii) Teachers encourage all students to overcome obstacles and remain persistent in the face of challenges, providing them with support in achieving their goals.

(E) Teachers promote complex, higher-order thinking, leading class discussions and activities that provide opportunities for deeper learning.

(i) Teachers set high expectations and create challenging learning experiences for students, encouraging them to apply disciplinary and cross-disciplinary knowledge to real-world problems.

(ii) Teachers provide opportunities for students to engage in individual and collaborative critical thinking and problem solving.

(iii) Teachers incorporate technology that allows students to interact with the curriculum in more significant and effective ways, helping them reach mastery.

(F) Teachers consistently check for understanding, give immediate feedback, and make lesson adjustments as necessary.

(i) Teachers monitor and assess student progress to ensure that their lessons meet students' needs.

(ii) Teachers provide immediate feedback to students in order to reinforce their learning and ensure that they understand key concepts.

(iii) Teachers adjust content delivery in response to student progress through the use of developmentally appropriate strategies that maximize student engagement.

(2) Standard 2--Knowledge of Students and Student Learning. Teachers work to ensure high levels of learning, social-emotional development, and achievement outcomes for all students, taking into consideration each student's educational and developmental backgrounds and focusing on each student's needs.

(A) Teachers demonstrate the belief that all students have the potential to achieve at high levels and support all students in their pursuit of social-emotional learning and academic success.

(i) Teachers purposefully utilize learners' individual strengths as a basis for academic and social-emotional growth.

(ii) Teachers create a community of learners in an inclusive environment that views differences in learning and background as educational assets.

(iii) Teachers accept responsibility for the growth of all of their students, persisting in their efforts to ensure high levels of growth on the part of each learner.

(B) Teachers acquire, analyze, and use background information (familial, cultural, educational, linguistic, and developmental characteristics) to engage students in learning.

(i) Teachers connect learning, content, and expectations to students' prior knowledge, life experiences, and interests in meaningful contexts.

(ii) Teachers understand the unique qualities of students with exceptional needs, including disabilities and giftedness, and know how to effectively address these needs through instructional strategies and resources.

(iii) Teachers understand the role of language and culture in learning and know how to modify their practices to support language acquisition so that language is comprehensible and instruction is fully accessible.

(C) Teachers facilitate each student's learning by employing evidence-based practices and concepts related to learning and social-emotional development.

(i) Teachers understand how learning occurs and how learners develop, construct meaning, and acquire knowledge and skills.

(ii) Teachers identify readiness for learning and understand how development in one area may affect students' performance in other areas.

(iii) Teachers apply evidence-based strategies to address individual student learning needs and differences, adjust their instruction, and support the learning needs of each student.

(3) Standard 3--Content Knowledge and Expertise. Teachers exhibit a comprehensive understanding of their content, discipline, and related pedagogy as demonstrated through the quality of the design and execution of lessons and their ability to match objectives and activities to relevant state standards.

(A) Teachers understand the major concepts, key themes, multiple perspectives, assumptions, processes of inquiry, structure, and real-world applications of their grade-level and subject-area content.

(i) Teachers have expertise in how their content vertically and horizontally aligns with the gradelevel/subject-area continuum, leading to an integrated curriculum across grade levels and content areas.

(ii) Teachers identify gaps in students' knowledge of subject matter and communicate with their leaders and colleagues to ensure that these gaps are adequately addressed across grade levels and subject areas.

(iii) Teachers keep current with developments, new content, new approaches, and changing methods of instructional delivery within their discipline.

(B) Teachers design and execute quality lessons that are consistent with the concepts of their specific discipline, are aligned to state standards, and demonstrate their content expertise.

(i) Teachers organize curriculum to facilitate student understanding of the subject matter.

(ii) Teachers understand, actively anticipate, and adapt instruction to address common misunderstandings and preconceptions.

(iii) Teachers promote literacy and the academic language within the discipline and make discipline-specific language accessible to all learners.

(C) Teachers demonstrate content-specific pedagogy that meets the needs of diverse learners, utilizing engaging instructional materials to connect prior content knowledge to new learning.

(i) Teachers teach both the key content knowledge and the key skills of the discipline.

(ii) Teachers make appropriate and authentic connections across disciplines, subjects, and students' realworld experiences.

(4) Standard 4--Learning Environment. Teachers interact with students in respectful ways at all times, maintaining a physically and emotionally safe, supportive learning environment that is characterized by efficient and effective routines, clear expectations for student behavior, and organization that maximizes student learning.

(A) Teachers create a mutually respectful, collaborative, and safe community of learners by using knowledge of students' development and backgrounds.

(i) Teachers embrace students' backgrounds and experiences as an asset in their learning environment.

(ii) Teachers maintain and facilitate respectful, supportive, positive, and productive interactions with and among students.

(iii) Teachers establish and sustain learning environments that are developmentally appropriate and respond to students' needs, strengths, and personal experiences.

(B) Teachers organize their classrooms in a safe and accessible manner that maximizes learning.

(i) Teachers arrange the physical environment to maximize student learning and to ensure that all students have access to resources.

(ii) Teachers create a physical classroom set-up that is flexible and accommodates the different learning needs of students.

(C) Teachers establish, implement, and communicate consistent routines for effective classroom management, including clear expectations for student behavior.

(i) Teachers implement behavior management systems to maintain an environment where all students can learn effectively.

(ii) Teachers maintain a strong culture of individual and group accountability for class expectations.

(iii) Teachers cultivate student ownership in developing classroom culture and norms.

(D) Teachers lead and maintain classrooms where students are actively engaged in learning as indicated by their level of motivation and on-task behavior.

(i) Teachers maintain a culture that is based on high expectations for student performance and encourages students to be self-motivated, taking responsibility for their own learning.

(ii) Teachers maximize instructional time, including managing transitions.

(iii) Teachers manage and facilitate groupings in order to maximize student collaboration, participation, and achievement.

(iv) Teachers communicate regularly, clearly, and appropriately with parents and families about student progress, providing detailed and constructive feedback and partnering with families in furthering their students' achievement goals.

(5) Standard 5--Data-Driven Practice. Teachers use formal and informal methods to assess student growth aligned to instructional goals and course objectives and regularly review and analyze multiple sources of data to measure student progress and adjust instructional strategies and content delivery as needed.

(A) Teachers implement both formal and informal methods of measuring student progress.

(i) Teachers gauge student progress and ensure student mastery of content knowledge and skills by providing assessments aligned to instructional objectives and outcomes that are accurate measures of student learning.

(ii) Teachers vary methods of assessing learning to accommodate students' learning needs, linguistic differences, and/or varying levels of background knowledge.

(B) Teachers set individual and group learning goals for students by using preliminary data and communicate these goals with students and families to ensure mutual understanding of expectations.

(i) Teachers develop learning plans and set academic as well as social-emotional learning goals for each student in response to previous outcomes from formal and informal assessments.

(ii) Teachers involve all students in self-assessment, goal setting, and monitoring progress.

(iii) Teachers communicate with students and families regularly about the importance of collecting data and monitoring progress of student outcomes, sharing timely and comprehensible feedback so they understand students' goals and progress.

(C) Teachers regularly collect, review, and analyze data to monitor student progress.

(i) Teachers analyze and review data in a timely, thorough, accurate, and appropriate manner, both individually and with colleagues, to monitor student learning.

(ii) Teachers combine results from different measures to develop a holistic picture of students' strengths and learning needs.

(D) Teachers utilize the data they collect and analyze to inform their instructional strategies and adjust short- and long-term plans accordingly.