2015-2016 Annual Assessment Report Template

For instructions and guidelines visit our $\underline{website}$ or $\underline{contact\ us}$ for more help.

	Report:		MA Leadership	
Question 1	: Progra	m Learning Outco	omes	
assess? [Check	owing Progra	m Learning Outcomes (PLC ply]	s) and Sac State Baccalaureate Learning (Goals (BLGs) did you
1. Critical Th	hinking			
2. Informati	ion Literacy			
3. Written C	Communicatio	on		
4. Oral Com	nmunication			
5. Quantitat	ive Literacy			
✓ 6. Inquiry a	nd Analysis			
7. Creative	Thinking			
8. Reading				
9. Team Wo	ork			
✓ 10. Problem	Solving			
✓ 11. Civic Kn	owledge and	l Engagement		
✓ 12. Intercult	tural Knowled	dge and Competency		
✓ 13. Ethical F				
✓ 14. Foundat	ions and Skil	lls for Lifelong Learning		
✓ 15. Global L				
✓ 16. Integrat	ive and Appl	ied Learning		
		es for GE Knowledge		
		es in the Major/Discipline		
		ssessed PLOs not included a	above:	
a	, , , ,			
b				
с.				
		background information ab	out EACH PLO you checked above and oth State BLGs:	er information such as
			of our graduate courses in Educational Lea es as evidenced by all the course syllabi.	dership Program. All are
Q1.2.1.				
Do you have rubi	•	PLOs?		
1. Yes, for a		_		
	for some PLO	Us		
3. No rubric	s for PLOs			
4. N/A				

5. Other, specify: Each PLO does not have its own specific rubric. Instead the PLO's are embedded
Q1.3. Are your PLOs closely aligned with the mission of the university? 1. Yes 2. No 3. Don't know
Q1.4. Is your program externally accredited (other than through WASC Senior College and University Commission (WSCUC))? 1. Yes 2. No (skip to Q1.5) 3. Don't know (skip to Q1.5)
Q1.4.1. If the answer to Q1.4 is yes, are your PLOs closely aligned with the mission/goals/outcomes of the accreditation agency? 1. Yes 2. No 3. Don't know
Q1.5. Did your program use the Degree Qualification Profile (DQP) to develop your PLO(s)? 1. Yes 2. No, but I know what the DQP is 3. No, I don't know what the DQP is 4. Don't know
Q1.6. Did you use action verbs to make each PLO measurable? 1. Yes 2. No 3. Don't know
(Remember: Save your progress) Question 2: Standard of Performance for the Selected PLO Q2.1. Select ONE(1) PLO here as an example to illustrate how you conducted assessment (be sure you checked the correct box for this PLO in Q1.1): Inquiry and Analysis
Q2.1.1. Please provide more background information about the specific PLO you've chosen in Q2.1.
Although this PLO is covered in other program courses, an example of the how this PLO is assessed in one of the courses will be noted. <i>In the Foundations of Educational Administration</i> (EDLP 201), a legal case study is assigned for analysis and review pertaining to a landmark court decision as it relates to Educational Administration and public schools. As such, student skills specifically associated with PLO Inquiry and Analysis (and others) are assessed via a specific rubric utilized by the professor in grading this key course assignment: 'The Sonoma Case'.
Q2.2. Has the program developed or adopted explicit standards of performance for this PLO? 1. Yes 2. No 3. Don't know

4. N/A (skip to Q6)

Q2.3. Please provide the rubric(s) and standards of performance that you have developed for this PLO here or in the appendix.						
аррепиіх						
□ No f	ile attach	ed No file attached				
Q2.4. PLO	Q2.5. Stdrd	Q2.6. Rubric Please indicate where you have published the PLO, the standard of performance, and the rubric that was used to measure the PLO:				
•	•	1. In SOME course syllabi/assignments in the program that address the PLO				
		2. In ALL course syllabi/assignments in the program that address the PLO				
		3. In the student handbook/advising handbook				
		4. In the university catalogue				
		5. On the academic unit website or in newsletters				
•	•	6. In the assessment or program review reports, plans, resources, or activities				
		7. In new course proposal forms in the department/college/university				
		8. In the department/college/university's strategic plans and other planning documents				
		9. In the department/college/university's budget plans and other resource allocation documents				
•	•	✓ 10. Other, specify: California Commission on Teacher Credentialing Biennial Report 2015				
Quest	ion 3	: Data Collection Methods and Evaluation of Data Quality for the				
Select	ed Pl	_0				
Q3.1. Was asse	essment	data/evidence collected for the selected PLO?				
O 1. Ye	es					
2. N	No (skip	to Q6)				
3. Don't know (skip to Q6)						
4. N/A (skip to Q6)						
Q3.1.1.						
How mar 4	ny asses	sment tools/methods/measures in total did you use to assess this PLO?				
Q3.2.						
Was the		pred/evaluated for this PLO?				
		4- OC)				
	In attached In a Q2.5. Q2.6. Stdrd Rubric Please indicate where you have published the PLO, the standard of performance, and the rubric that was used to measure the PLO: In In SOME course syllablyassignments in the program that address the PLO In ALL course syllablyassignments in the program that address the PLO In the student handbook/advising handbook In the university catalogue In the university catalogue In the assessment or program review reports, plans, resources, or activities In the department/college/university's strategic plans and other planning documents In the department/college/university's budget plans and other planning documents In the department/college/university's budget plans and other resource allocation documents In Other, specify: California Commission on Teacher Credentialing Biennial Report 2015 Sessessment data/evidence collected for the selected PLO? Yes No (skip to Q6) Don't know (skip to Q6) N/A (skip to Q6)					

Q3.2.1.

Please describe how you collected the assessment data for the selected PLO. For example, in what course(s) or by what means were data collected:

- **Key Course Assessment**
- Class discussions and feedback
- Assigned research papers
- Collaborative class projects

Via scored rubric on a specific key course assignment (The Sonoma Case) and performance on written assignments (Remember: Save your progress) Question 3A: Direct Measures (key assignments, projects, portfolios, etc.) 03.3. Were direct measures (key assignments, projects, portfolios, course work, student tests, etc.) used to assess this PLO? 1. Yes 2. No (skip to Q3.7) 3. Don't know (skip to **Q3.7**) Q3.3.1. Which of the following direct measures were used? [Check all that apply] 1. Capstone project (e.g. theses, senior theses), courses, or experiences lacktriangledown 2. Key assignments from required classes in the program 3. Key assignments from elective classes 4. Classroom based performance assessment such as simulations, comprehensive exams, or critiques 5. External performance assessments such as internships or other community-based projects 6. E-Portfolios 7. Other Portfolios 8. Other, specify: Q3.3.2. Please **explain** and **attach** the direct measure you used to collect data: Q3.3.2. Please explain and attach the direct measure you used to collect data. A Rubric was developed and implemented to be utilized in scoring the Key Course Assessment: The Sonoma Case Other measures included assigned research papers and class discussions/oral exams. Field Study Progress in Capstone Class No file attached No file attached

Q3.4.

What tool was used to evaluate the data?

- 1. **No** rubric is used to interpret the evidence (skip to **Q3.4.4.**)
- ② 2. Used rubric developed/modified by the faculty who teaches the class (skip to Q3.4.2.)
- 3. Used rubric developed/modified by a group of faculty (skip to Q3.4.2.)
- 4. Used rubric pilot-tested and refined by a group of faculty (skip to Q3.4.2.)
- 5. The VALUE rubric(s) (skip to **Q3.4.2.**)
- 6. Modified VALUE rubric(s) (skip to **Q3.4.2.**)
- 7. Used other means (Answer **Q3.4.1.**)

Q3.4.1. If vou used other means <i>.</i>	which of the following measures was used? [Check all that apply]
	ary exams or state/professional licensure exams (skip to Q3.4.4.)
	ge and skills measures (e.g. CLA, ETS PP, etc.) (skip to Q3.4.4.)
	ed knowledge and skill exams (e.g. ETC, GRE, etc.) (skip to Q3.4.4.)
_	California Commission on Teacher Credentialing (CTC) State Standards for S (skip to Q3.4.4.)
4. Other, specify:	(SKIP to Q3.4.4.)
Q3.4.2.	
Was the rubric aligned d	irectly and explicitly with the PLO?
② 2. No	
3. Don't know	
4. N/A	
Q3.4.3.	a (a.g. pasignment, thosis, ata) pligned directly and symbolicity, with the wybuis?
I. Yes	e (e.g. assignment, thesis, etc.) aligned directly and explicitly with the rubric?
2. No	
3. Don't know	
4. N/A	
Q3.4.4. Was the direct measure 1. Yes 2. No	e (e.g. assignment, thesis, etc.) aligned directly and explicitly with the PLO?
3. Don't know	
4. N/A	
Q3.5. How many faculty memb 1-5	pers participated in planning the assessment data collection of the selected PLO?
	pers participated in the evaluation of the assessment data for the selected PLO?
5-6	
Q3.5.2. If the data was evaluated similarly)? 1. Yes 2. No 3. Don't know	d by multiple scorers, was there a norming process (a procedure to make sure everyone was scoring
4. N/A	

Q3.6. How did you **select** the sample of student work (papers, projects, portfolios, etc.)?

Professor Discretion/judgement
Q3.6.1. How did you decide how many samples of student work to review? Professor Discretion /Judgement
Q3.6.2. How many students were in the class or program?
Q3.6.3. How many samples of student work did you evaluated? All
Q3.6.4. Was the sample size of student work for the direct measure adequate? 1. Yes 2. No 3. Don't know
(Remember: Save your progress) Question 3B: Indirect Measures (surveys, focus groups, interviews, etc.)
 Q3.7. Were indirect measures used to assess the PLO? 1. Yes 2. No (skip to Q3.8) 3. Don't Know (skip to Q3.8)
Q3.7.1. Which of the following indirect measures were used? [Check all that apply] 1. National student surveys (e.g. NSSE)
2. University conducted student surveys (e.g. OIR)
3. College/department/program student surveys or focus groups
4. Alumni surveys, focus groups, or interviews
 5. Employer surveys, focus groups, or interviews 6. Advisory board surveys, focus groups, or interviews
— or havisory board surveys, rocas groups, or interviews

7. Other, specify:	(See attached Rubric (The Sonoma Case)
Q3.7.1.1.	h the indirect measure you used to collect data:
Key Coarse Assignment	in the mullect measure you used to conect data.
ne, course / losignment	
№ No file attached	№ No file attached
03.7.2	
Q3.7.2. If surveys were used, ho	w was the sample size decided ?
Q3.7.4. If surveys were used, w	hat was the response rate?
Question 2C+ Of	ther Measures (external honohmarking licensing exams
standardized te	ther Measures (external benchmarking, licensing exams, sts., etc.)
Q3.8.	
Were external benchmar1. Yes	king data, such as licensing exams or standardized tests, used to assess the PLO?
2. No (skip to Q3.8	
3. Don't Know (ski	p to Q3.8.2)
Q3.8.1.	
Which of the following m	neasures was used? [Check all that apply]
	ge and skills measures (e.g. CLA, ETS PP, etc.)

3. Other standardized knowledge and skill exams (e.g. ETC, GRE, etc.)
4. Other, specify: California Commission on Teacher Credentialing (CTC) State Standards for Scho
Q3.8.2. Were other measures used to assess the PLO? 1. Yes 2. No (skip to Q4.1) 3. Don't know (skip to Q4.1) Q3.8.3. If other measures were used, please specify:
No file attached No file attached
(Remember: Save your progress) Question 4: Data, Findings, and Conclusions
Q4.1. Please provide simple tables and/or graphs to summarize the assessment data, findings, and conclusions for the selected PLO for Q2.1 :
See attachment
☑ No file attached☑ No file attached
Q4.2. Are students doing well and meeting the program standard? If not, how will the program work to improve student performance of the selected PLO?
Program Specific Candidate Information: Number of candidates and completers/graduates for two years reported: Fall 2013 Enrolled: 36 Credential, 1 Intern Completers: 17 Credential, 1 Intern
Spring 2014 Enrolled: 16 Credential, 0 Interns Completers: 0 Credential, 0 Interns
Fall 2014 Enrolled: 30 Credential, 0 Interns Completers: 15 Credential, 0 Interns
Spring 2015 Enrolled: 13 Credential, 0 Interns Completers: 0 Credential, 0 Interns

Ø	No	file attached U No file attached
0.4	_	
Q4. For		selected PLO, the student performance:
	1.	Exceeded expectation/standard
	2.	Met expectation/standard
0	3.	Partially met expectation/standard
		Did not meet expectation/standard
		No expectation/standard has been specified
	6.	Don't know
\cap	00	tion 4A: Alignment and Quality
Q4.		don 4A. Angliment and Quanty
Did	the	data, including the direct measures, from all the different assessment tools/measures/methods directly align with the
PLO		Yes
		No No
•		Don't know
	٥.	DOLL KHOM
0.4	_	
Q4. Wer		II the assessment tools/measures/methods that were used good measures of the PLO?
	1.	Yes
	2.	No
	3.	Don't know
O.,	00	tion Fullso of Association Data (Closing the Lean)
		tion 5: Use of Assessment Data (Closing the Loop)
	re	sult of the assessment effort and based on prior feedback from OAPA, do you anticipate <i>making any changes</i> for your n (e.g. course structure, course content, or modification of PLOs)?
	1.	Yes
	2.	No (skip to Q5.2)
	3.	Don't know (skip to Q5.2)
Q5.		describe <i>what changes</i> you plan to make in your program as a result of your assessment of this PLO. Include a
desc	ript	ion of how you plan to assess the impact of these changes.
The	EDI	P Program is currently undergoing modifications to better address the new revised California Commission on Teacher
		tialing Standards for School Administrators. As such, the connection between course content will better align and explicitly
		all the standards and noted PLO's. Key will be the continual development and refinement of key course assessment and
rela	ted	rubrics.
Q5.		
Doy		have a plan to assess the <i>impact of the changes</i> that you anticipate making?
		Yes
		No
	3.	Don't know
Q5.	2.	

	Much	a Bit		All	
1. Improving specific courses	•				
2. Modifying curriculum		•			
3. Improving advising and mentoring					
4. Revising learning outcomes/goals		•			
5. Revising rubrics and/or expectations	•				
6. Developing/updating assessment plan		•			
7. Annual assessment reports					
8. Program review					
9. Prospective student and family information			•		
10. Alumni communication			•		
11. WSCUC accreditation (regional accreditation)		•			
12. Program accreditation	•				
13. External accountability reporting requirement		•			
14. Trustee/Governing Board deliberations					•
15. Strategic planning		•			
16. Institutional benchmarking			•		
17. Academic policy development or modifications			•		
18. Institutional improvement			•		
19. Resource allocation and budgeting	•				
20. New faculty hiring					
21. Professional development for faculty and staff		•			
22. Recruitment of new students		•			

Q5.2.1.

23. Other, specify:

Please provide a detailed example of how you used the assessment data above:

The above assessment data provided a basis for ongoing discussion and subsequent improvement regarding the need to better align the courses with the State Standards. Specifically, the need to re-construct/modify all course syllabi to better address the State Standards (and PLO's), activities associated with the Standards relative to each course, and the means to assess them.

In addition, substantive changes were made to course descriptions to avoid duplication of course activities or blind spots regarding specific course objectives. This process led to the adoption of an Objectives Matrix that better aligned and organized all the program instructional objectives. This process is not yet complete and will be revisited at the beginning of the fall 2016 semester when all faculty return

(Remember: Save your progress)

Additional Assessment Activities

Q6.

Many academic units have collected assessment data on aspect of their program that are not related to the PLOs (i.e. impacts of an advising center, etc.). If your program/academic unit has collected data on program elements, please briefly report your results here:

imp ple	Many academic units have collected assessment data on aspects of a program that are not related to PLOs (i.e., pacts of an advising center, etc.). If your program/academic unit has collected data on the program elements, ase briefly report your results here. [Word limit: 300] Commission on Teacher Credentialing Preliminary Administrative Services Credential Survey (2015) & LP Program Exit Survey (2013-2014)
Ø	No file attached No file attached
/	at PLO(s) do you plan to assess next year? [Check all that apply]
✓	2. Information Literacy 3. Written Communication
✓✓	4. Oral Communication5. Quantitative Literacy6. Inquiry and Analysis
Y	7. Creative Thinking8. Reading9. Team Work
y y	10. Problem Solving11. Civic Knowledge and Engagement12. Intercultural Knowledge and Competency
✓	13. Ethical Reasoning14. Foundations and Skills for Lifelong Learning
✓	15. Global Learning16. Integrative and Applied Learning17. Overall Competencies for GE Knowledge
a .	18. Overall Competencies in the Major/Discipline 19. Other, specify any PLOs not included above:
b. c.	
Q8.	Please attach any additional files here: No file attached No file attached No file attached No file attached
Q8. Hav	1. re you attached any files to this form? If yes, please list every attached file here:

P1. Program/Concentration Name(s): [by degree]
MA Leadership
The Economic
P1.1.
Program/Concentration Name(s): [by department]
Leadership MA
P2.
Report Author(s):
Francisco Reveles
P2.1.
Department Chair/Program Director:
Sue Heredia
P2.2.
Assessment Coordinator:
Chia-Jung Chung
P3.
Department/Division/Program of Academic Unit
Education - Graduate
P4.
College:
College of Education
P5.
Total enrollment for Academic Unit during assessment semester (see Departmental Fact Book):
P6.
Program Type:
1. Undergraduate baccalaureate major
2. Credential
3. Master's Degree
4. Doctorate (Ph.D./Ed.D./Ed.S./D.P.T./etc.)
5. Other, specify:
os. Other, specify:
P7. Number of undergraduate degree programs the academic unit has?
0
PRIA 12st all the conver
P7.1. List all the names:
P7.2. How many concentrations appear on the diploma for this undergraduate program?
Don't know
P8. Number of master's degree programs the academic unit has?
1

Master of Arts in Education							
IVIASICI DI AITS III EUUCALIDII							
P8.2. How many concentrations appear or	າ the diploma f	or this mas	ter's progra	m?			
P9. Number of credential programs the	academic unit	has?					
1							
P9.1. List all the names:							
Preliminary Administrative Services							
P10. Number of doctorate degree progr	rams the acad	emic unit h	as?				
0	Tarris the acad	crific drift in	.				
P10.1. List all the names:							
PIU.I. LIST all the names.							
When was your assessment plan	1. Before	2. 2011-12	3.	4. 2013-14	5. 2014-15	6. No Plan	7. Don't
	2010-11	2011-12	2012-13	2013-14	2014-13	NO FIAIT	know
P11. developed?					•		
P11.1. last updated?							
P11.3.							
Please attach your latest assessment pla	an:						
■ No file attached							
P12. Has your program developed a curriculu n	n map?						
① 1. Yes							
2. No							
3. Don't know							

U	No file attached	
P13		
_	our program indicated in the curriculum map where assessment of student learning occurs?	
	1. Yes	
	2. No	
	3. Don't know	
P14	your program have a capstone class?	
(e)		
	1. Yes, indicate:	_
\bigcirc	2. No	
	3. Don't know	
P14		
_	your program have any capstone project?	
•	1. Yes	
\bigcirc	2. No	
	3. Don't know	

(Remember: Save your progress)

Please attach your latest curriculum map:

PILOT ASSESSMENT #1 and Scoring Rubric for EDLP 201 (Foundations of Educational Admin.)

Major Project: The Sonoma Case/Migrant Children in California

The pilot assessment in this foundations course introduces students to the various dimensions associated with school administration that emphasize leadership, legal/policy considerations and issues pertaining to linguistic and cultural diversity.

Plan Element	Maximum Points	Weak Response	Adequate Response	Exemplary Response
Review and analysis of potential issues (Required Fields: <i>legal, instructional, administrative, public relations, and human impact</i>) that the Sonoma Case raises.	8	Lacks depth of research and clarity. Limited discussion with regard to potential issues arising from the case study. (0-4 points)	Outlines at least one issue for the given fields and includes an adequate discussion of each. Depth of discussion is still limited. (5-6 points)	Goes beyond fields identified with exemplary analysis and discussion for each. Succinct explanation of how and when specific issue could arise. (7-8 points)

SUMMARY ANALYSIS OF RESULTS IN THIS AREA Given the general lack of experience of the students in this introductory course, approximately 40 percent scored in the ADEQUATE RESPONSE area with 30 per cent in the EXEMPLARY RESPONSE area and the remaining in WEAK RESPONSE are. Not unexpected, but still provided a frame of reference as to their level of understanding as they begin the Ed. Admin. program.

This case study assessment piece required students to address content knowledge and meet performance expectations that deal with organizational and systems leadership. Per this plan element, students analyzed domains that shape the school and the educational process. A three level rubric (weak, adequate, exemplary) was used to evaluate students' performance on this assessment, and as indicated in the Summary Analysis of Results synopsis, 30% of students scored adequate while 40% scored exemplary.

Plan Element	Maximum Points	Weak Response	Adequate Response	Exemplary Response
Interest Groups and Related Political Agendas pertaining to the Sonoma Case	12	Limited interest groups/agendas identified (Less than four). Little analysis regarding their impact on the decision-making process for school administrators. (0-6 points)	At least 5 interest groups identified and their respective agendas discussed. (7-9 points)	Six or more potential interest groups identified and their political agendas discussed in detail. Impact on the administrative decision-making process succinctly discussed and analyzed. (10-12 points)

SUMMARY ANALYSIS OF RESULTS IN THIS AREA

Similar to the area noted above, approx. 45 per cent of students scored in the ADEQUATE RESPONSE area and 40 per cent in the EXEMPLARY RESPONSE area with the rest falling in the WEAK RESPONSE category. Overall, not unexpected as student begin to broaden their perspectives beyond those of teachers in the classroom.

A key element assessed was students' knowledge of how the political domain

shapes/constrains school leadership and in turn the educational process. Again using a three level rubric (weak, adequate, exemplary) to evaluate students, 45% scored "adequate" and 40% scored "exemplary" as indicated in the Summary of Analysis of Results.

Plan Element	Maximum	Weak Response	Adequate Response	Exemplary
	Points			Response
Impact on a Human Level	5	Little or no discussion on	Discussion evident	Clearly and
of the Sonoma Case		how the Sonoma Case	but lacks depth.	succinctly
		impacts both the Plaintiff	Demonstrates	identifies potential
		and migrant children in	limited awareness	policy effects of
		California.	of how school policy	the case on the
		(0-3 points)	can impact children	child beyond
			from linguistically	academics.
			diverse	Anticipates and
			backgrounds.	discusses negative
			(4 points)	impact on migrant
				families. (5 points)

<u>SUMMARY ANALYSIS OF RESULTS IN THIS AREA</u> Overall, 90 per cent fell in the EXEMPLARY RESPONSE area indicating their excellent grasp of issues facing families and the roles of educational access and equity in the educational process. Ten per cent fell in the ADEQUATE RESPONSE area. Overall, well done.

Another key facet assessed was students' knowledge of the broad implications of political-legal decisions on human actors, specifically students and families. Following the three level rubric (weak, adequate, exemplary), all students met or exceeded expectations, with the overwhelming majority (90%) scoring "Exemplary" and the rest (10%) scoring "Adequate".

Plan Element	Maximum	Weak Response	Adequate	Exemplary Response
	Points		Response	
Legal	5	Identification/discussion	At least four	Five or more sources
Resources/Assistance		of potential	sources of	of assistance are
		resources/assistance	assistance are	outlined and a clear
		that school	outlined and a	discussion is included
		administration could	brief discussion	of how each can
		consult relating to	accompanies	function as a resource
		resolution of the case is	each. (4 points)	for school
		very limited and/or		administration in
		vague. (0-3 points)		addressing the case.
				(5 points)

SUMMARY ANALYSIS OF RESULTS IN THIS AREA

Majority of student (70 per cent) fell in the ADEQUATE RESPONSE area with the rest falling in the WEAK RESPONSE area reflecting their limited understanding of legal considerations as they relate to policy.

Students were assessed as well on their knowledge of how to employ legal resources to assist and advocate on behalf of schools. Based on the three level rubric, overall student performance indicated understanding of this element to be "Adequate" (70%), with the rest scoring "Weak" (30%).

Plan Element	Maximum Points	Weak Response	Adequate Response	Exemplary Response
Implications of the	5	Little or no discussion	Brief discussion is	Clear and well-

Sonoma Case on School Policy		included in analysis/discussion pertaining to potential impact of Sonoma case on school policy. (0-3	included with short-term effects identified. (4 points)	articulated analysis /discussion are evident. Both short and long- term effects are identified and discussed in depth.	
		points)		(5 points)	
SUMMARY ANALYSIS OF RESULTS IN THIS AREA					
Ninety per cent of students fell in the ADEQUATE RESPONSE area, again reflecting their limited understanding of					
how educational policy can have far-reaching implications for school governance and law. The remaining 10 per					
cent fell into the WEAK RESPONSE area.					
TOTAL	35	(0-19 points)	(28-27 points)	(32-35 points)	