#### RIVERSIDE COMMUNITY COLLEGE DISTRICT PROGRAM DEVELOPMENT PROCESS (NEW OR REVISED EDUCATIONAL)

#### LEARNER-CENTERED CURRICULUM FRAMEWORK PROCESS FOR THE PROPOSAL AND APPROVAL OF NEW AND SUBSTANTIALLY CHANGED EDUCATIONAL PROGRAMS Effective \_\_\_\_\_

#### **INTRODUCTION**

In September 1994, the Academic Senate and the Administration signed a letter of agreement for the New Educational Program Development Process. This agreement and the process description (flowchart and narrative) were designed to assure broad faculty participation in the development of sound educational programs for the District. Difficulties with consistent implementation of the process led the Academic Senate, in cooperation with the departments, the Curriculum Committee, and the Administration, to seek both clarification and revision of the process. In the fall and spring of 1998, the process was reviewed and clarified.

On March 7, 2002, the RCCD Board of Trustees adopted a Curriculum-Centered Strategic Planning Model. In the fall semester of 2004, the President of the Academic Senate, Chair of the Curriculum Committee, Vice Chancellor of Academic Affairs, Dean of Occupational Education, and Associate Vice President of Institutional Effectiveness met to prepare proposed revisions to the program development process so that the new program process is integrated with the strategic planning process. This draft incorporates those revisions.

#### PURPOSE OF EDUCATIONAL PROGRAM DEVELOPMENT

Program development at RCCD is aimed at meeting the needs of the District's learners. More specifically, program development is shaping educational programs in response to changing needs of students and community, academic standards, industry/professional/occupational standards, and new technologies consistent with the mission of California community colleges and the mission of Riverside Community College District. The educational program development process ensures that new or substantially changed educational programs respond to student and community needs and involve appropriate and adequate participation by faculty, departments, strategic planning bodies, and the Academic Senate.

#### **DEFINITION AND GUIDELINES**

#### **Educational Program Definition**

An Educational Program is an organized sequence of courses leading to a defined objective, a degree, a certificate, a diploma, a license, or transfer to another institution of higher education.

#### A New Program

Apply for approval of a new program whenever the college proposes to publish a new credit degree, certificate, diploma, license, or transfer pattern.

#### Substantial Change to an Existing Program

A program is substantially changed if its objectives are substantially different, i.e., if students who meet the new objectives are no longer able to meet the objectives for which program approval was originally granted. (Please note that the question of substantial change to objectives applies not only to changes in the formulation of the stated objectives but to changes in the design of the program substantial enough to significantly change student outcomes.)

Colleges with current authorization for delegated approval authority do not ordinarily need to seek separate approval for substantial changes to existing degree programs.

#### **Program Improvement**

It is well understood that as occupations and disciplines evolve, programs in these fields must evolve with equal rapidity if they are to remain current. Significant changes may be made to existing courses and course requirements in an approved degree or certificate program simply to assure that students can continue to successfully fulfill the objectives for which the program was originally approved. Such changes are to be strongly encouraged and are not regarded as "substantial changes to the program objectives" for the purposes of approval. They do not need to be submitted to the Chancellor's Office.

# PROGRAM DEVELOPMENT PROCESS

# PHASE A: CONCEPT DEVELOPMENT

Concepts for new programs should fit within the RCCD Learner-Centered Curriculum Framework (Appendix A). Consideration should be given to RCCD's learner populations and their objectives and to learning theories/methods. New concept originators should examine how the new program fits in the existing RCCD curriculum architecture.

# Step 1: Educational Program Concept Initiation

The concept for a new or revised educational program may originate from a variety of sources: faculty, administration, community, government, business, or student need and/or program review and planning processes. However, only RCCD faculty may officially pursue a new program or modify an existing one. A faculty member developing a concept for a new or substantially changed educational degree or certificate program should review the RCC Curriculum Handbook and the California Community Colleges Chancellor's Office Curriculum Handbook. These documents are available on 4faculty.org or from the Office of the Vice Chancellor, Academic Affairs.

The faculty originator should complete the Concept Form (Form A) and complete the Phase A, Step 1 section of the Signature Sheet (Form B). These forms are available from the Office of the Vice Chancellor, Academic Affairs. **This completes Step 1**.

#### Step 2: Concept Development – Department Approval and Discipline Consultation

The faculty originator presents the Concept Form (Form A) and the Signature Sheet (Form B) to his/her educational department, which in turn explores the concept for the new or revised program. Concepts are carried forward by this "lead" department. The faculty originator and his/her department develop suggestions for a development team which is formed to assist instructional departments in an advisory capacity through the development process for new or revised programs. Some team members may become permanent advisory members once the program has been approved. The faculty originator obtains the signature of his/her department chair signifying review and approval.

As many disciplines have members across the District and as departments are campus-/collegebased, it is essential that discipline consultation take place for a new program concept. The originator presents the Concept Form (A) and Signature Sheet (B) to the district-wide academic discipline for comments and discussion. The faculty originator then obtains the discipline facilitator's signature, Phase A-Step 2, indicating review and consultation. **This completes Step 2.** 

#### Step 3: Campus Academic Planning Council Review

The Campus Academic Planning Council consists of campus department chairs, assistant chairs, and instructional deans. After discipline consultation, the lead department representative presents the Concept Form (A) and Signature Sheet (B) to the Campus Academic Planning Council. Council members review the concept to determine the "fit" with the Campus Academic Plan. At this step, council members identify and consult with other campus departments and disciplines that may be affected by the concept. The lead department representative obtains the signatures, Phase A-Step 3, of the instructional dean, indicating approval by the Campus Academic Planning Council and Dean of Occupational Education. **This completes Step 3**.

#### **Step 4: Research**

The lead department representative requests research from the Office of Institutional Research necessary to ascertain if a program concept is supported by labor market needs, trends, etc. If program is supported by research, obtain signature of District Director of Institutional Research. **This completes Step 4.** 

#### **Step 5: Campus Academic Senate**

The lead department representative presents the Concept Form (A) and Signature Sheet (B) to the Campus Academic Senate for discussion and approval by requesting inclusion as an agenda item at a regularly scheduled meeting of the Campus Academic Senate. The Concept Form (A) and Signature Sheet (B) should be submitted to the Campus Academic Senate office prior to the meeting. Following the presentation, the Campus Academic Senate President signs the Signature Sheet on Phase A, Step 5. **This completes Step 5**.

#### Step 6: Campus Strategic Planning Committee Review

The lead department representative presents the Concept Form (A) and Signature Sheet (B), along with research information, to the Campus Strategic Planning Committee for discussion and approval. The Campus Strategic Planning Committee considers implications for library and learning resources,

facilities, student services, human resources, strategic enrollment management, budget, technology, and institutional effectiveness. The lead department representative obtains the signatures of the Campus Strategic Planning Committee Co-chairs on Phase A-Step 6. This completes Step 6 and Phase A.

# PHASE B: DISTRICT REVIEW

#### Step7: District Academic Planning Council Review

The lead department representative presents the Concept Form (A) and Signature Sheet (B), along with research information, to the District Academic Planning Council, consisting of all department chairs, assistant chairs, and instructional deans. The District Academic Planning Council reviews the concept for its alignment with the District Academic Master Plan. At this step, other District departments and disciplines affected by the concept may be identified and consulted. The lead department representative obtains the signature of the Associate Vice President, Instruction, on Phase B-Step 7, indicating that consultation to the District Academic Planning Council has occurred.

#### This completes Step 7.

#### **Step 8: District Strategic Planning Executive Committee Review**

The lead department representative presents the Concept Form (A) and Signature Sheet (B), along with research information, to the District Strategic Planning Executive Committee for discussion and approval. The District Strategic Planning Executive Committee considers District-wide implications for facilities, student services, human resources, strategic enrollment management, budget, technology, and institutional effectiveness. The lead department representative obtains the signature of the Associate Vice President, Institutional Effectiveness. **This completes Step 8 and Phase B.** 

#### PHASE C: CURRICULUM AND PROGRAM DEVELOPMENT

Phase C results in development of a complete proposal/application to the Curriculum Committee, President/Chancellor, Board of Trustees, and, if applicable, to the Chancellor's Office for a new or substantially changed certificate or degree program. The RCC Curriculum Handbook (www.rccd.cc.ca.us/curriculum/handbook.doc) and the California Community Colleges Chancellor's Office March 2003 Program and Course Approval Handbook (www.cccco.edu) are essential references for this phase of the process. The applicable State Chancellor's form: i.e., Application for Approval-New Transfer Program or Application for Approval-New Occupational Program (referred to as Form C in this document) is a required document and is to accompany any certificate or degree program proposal. New certificates <18 units require RCC Locally-Approved Certificate Form D instead of Form C.

#### **Step 9: Curriculum Development**

Upon completion of Step 8, for occupational programs, forward all materials to the Dean of Occupational Education for a first reading at the Regional Occupational Consortium.

During Phase C, faculty members develop curriculum. The lead department's development team completes the State Chancellor's Application for Approval Form C sections relating to mission, need, quality, feasibility, and compliance for certificates >=18 units or completes the RCC Locally-Approved Certificate Form D for certificates <18 units. This information may be discussed with the Board of Trustees' Planning and Development Committee.

The lead department's development team conducts curriculum planning and development with guidance and technical assistance from an administrative support team led by the Vice Chancellor, Academic Affairs who facilitates proposal preparation for the District Curriculum Committee. The Prerequisite Subcommittee assists, as needed, with the process for establishing prerequisites and/or co-requisites. Step 9 should result in a complete program proposal, course proposal forms, and other supporting documentation required by the Chancellor's Office and the District Curriculum Committee. This proposal, the Application for Approval (C) or (D) with signatures, the Concept Form (A) and Signature Sheet (B) should be submitted to the Curriculum Committee and to the Vice Chancellor, Academic Affairs for review and approval signature. **This completes Step 9 and Phase C.** 

# PHASE D: APPROVAL PROCESS

#### Step 10: Regional Occupational Consortium and Recommendation by the College Academic Senate

For occupational programs, the Dean of Occupational Education presents materials to the Regional Occupational Consortium for a second reading.

Following established guidelines, the lead department presents the proposed new or revised program to the College Academic Senate for review and approval. Upon approval, the Signature Sheet (B) and Application for Approval (C) or (D) are signed by the College Academic Senate President. This completes Step 10.

#### **Step 11: Recommendation by the District Academic Senate**

At the completion of Step 10, the Concept Form (A), the Signature Sheet (B), Application for Approval (C) or (D), supporting course proposal forms and other documentation should be presented to the District Academic Senate for comment and discussion. The lead department should contact the Senate Office for placement on the agenda at a regularly scheduled meeting and submit documents for prior distribution. Upon approval, the District Academic Senate President signs the Signature Sheet (B). **This completes Step 11.** 

#### **Step 12: Recommendation by the President/Chancellor**

Upon District Academic Senate approval, the new or revised program proposal is submitted to the President/Chancellor for approval. Recommended proposals are discussed with the Board of Trustees' Academic Affairs and Student Services Committee. Barring any concerns, the proposal for a new or revised program will be scheduled for a Board of Trustees meeting. **This completes Step 12.** 

#### **Step 13: Approval by the Board of Trustees**

Curriculum matters with recommendation for approval are reported to the Board of Trustees at regular meetings through the Academic Affairs and Student Services Committee. The Vice Chancellor, Academic Affairs, will forward a completed Concept Form (A), Signature Sheet (B), and Application for Approval (C) or (D) to the District Academic Senate President when Board of Trustees action has been taken. The Signature Sheet (B) will confirm District Curriculum Committee, President/Chancellor, and Board of Trustees approval as appropriate. **This completes Step 13.** 

#### Step 14: Submission to CCC Chancellor's Office

Upon approval by the Board of Trustees, the complete Application/Report Form and full supporting documentation will be forwarded, when appropriate, to the Chancellor's Office for approval.

A copy of correspondence indicating Chancellor's Office approval will be forwarded to the District Academic Senate when received and noted on the Signature Sheet (B) maintained on file. **This completes Step 14 and Phase D.** 

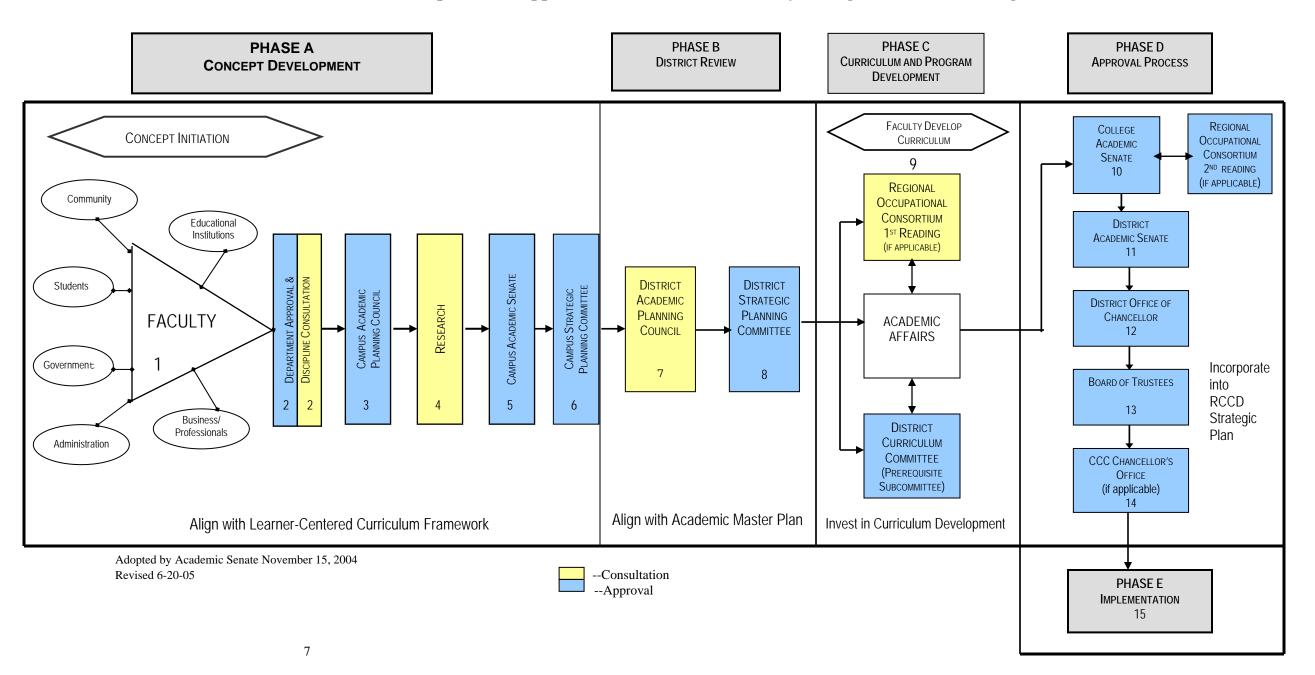
#### PHASE E: IMPLEMENTATION

#### **Step 15: Implementation**

Upon receiving Chancellor's Office approval, if required, program implementation may ensue. Program implementation may ensue after approvals from Step 13 if Chancellor's Office approval is not required.

# RIVERSIDE COMMUNITY COLLEGE DISTRICT

Learner-Centered Curriculum Framework Process for the Proposal and Approval of New and Substantially Changed Educational Programs





#### RIVERSIDE COMMUNITY COLLEGE DISTRICT NEW OR SUBSTANTIALLY CHANGED CERTIFICATE OR DEGREE PROGRAM CONCEPT FORM

#### Use of This Form

This form should be completed by anyone seeking to create a new or substantially changed educational certificate or degree program at RCC. This form is intended to be completed very early in the development process. It is required by Phase A, Step 1 of the New Educational Program Development Process referenced in the Faculty Handbook. This process description is available from the Vice Chancellor, Academic Affairs, and should be reviewed and followed carefully.

Name of Program:			Propose	d Start Date:
Type of Program: (Check all that apply)	Certificate	Degree(See	<b>New</b> e RCC Curriculum	Substantially Changed
Name of Originator:			]1	Date:
Department:				

- 1. Describe your educational program development concept (e.g. purpose and scope, target population, need served, proposed cost, staffing requirements).
- 2. Who is working with you on this concept in the college and from other organizations, if appropriate?
- 3. Summarize program development activities to date and work remaining to be done.
- 4. Identify the certificate or degree that may be created or substantially modified.
- 5. Which departments should be involved and how?

OFFICE OF INSTITUTIONAL EFFECTIVENESS - 222-8991

Complete the Introductory Section of the New and Substantially Changed Certificate or Degree Program Signature Form and present both it and this form to your department and related departments mentioned in Question 5. Follow carefully the steps in the New Educational Program Development Process. Contact the Associate Vice President of Institutional Effectiveness for assistance.

#### NEW OR SUBSTANTIALLY CHANGED CERTIFICATE OR DEGREE PROGRAM PROGRAM PROPOSAL SIGNATURE SHEET

R

#### Introduction

Step 1: Educational Program Concept Initiation

This form should be initiated in conjuntion with the <u>New and Substantially Changed Certificate or Degree Program Concept Form</u> and be used in accordance with the New Educational Program Development Process available from the Vice Chancellor, Academic Affairs.

#### PHASE A: CONCEPT DEVELOPMENT

# Date: Program Originator (Signature verifies consultation of the RCC Curriculum Handbook, the New Educational Program Development Process, and completion of the Concept Form.) Step 2: Concept Development – Department Approval and Discipline Consultation Date:\_\_\_\_\_ Department Chair (Signifies approval and lead department status during development) Date: Discipline Facilitator (Signifies consultation) Step 3: Campus Academic Planning Council Review Date:\_\_\_\_\_ Dean of Instruction (Signifies approval) Date:\_\_\_\_ Dean, Occupational Education (Signifies consultation) Step 4: Research and Library/Learning Resources Date: District Director, Institutional Research Step 5: Campus Academic Senate Information Date:\_\_\_\_\_

Campus Academic Senate President (Signifies inclusion on the Campus Academic Senate agenda for approval)

10

R

Step 6: Campus Strategic Planning Committee Review

Campus Strategic Planning Committee Co-chair (Signifies review and approval)

Campus Strategic Planning Committee Co-Chair

# PHASE B: DISTRICT REVIEW

#### Step 7: District Academic Planning Council Review

Associate Vice President, Instruction (Signifies approval and review of concept for alignment with District Academic Master Plan)

Step 8: District Strategic Planning Executive Committee Review

Associate Vice President, Institutional Effectiveness (Signifies committee review and approval)

# PHASE C: CURRICULUM AND PROGRAM DEVELOPMENT

Upon completion of Step 8, for occupational programs, forward all materials to the Dean of Occupational Education for a first reading at the Regional Occupational Consortium.

Step 9: Curriculum Development

A completed program proposal, State Chancellor's Application for Approval (Form C) or RCC Locally-Approved Certificate (Form D), New or Substantially Changed Certificate or Degree Program Concept Form (A), and Program Proposal Signature Sheet (B) are being forwarded to the College Curriculum Committee for review.

Vice Chancellor, Academic Affairs

Curriculum Committee Chair (Signifies approval)

Date:

Date:

Date:

Date:

Date:

Date:

# PHASE D: APPROVAL PROCESS

For occupational programs, the Dean of Occupational Education presents materials to the Regional Occupational Consortium for a second reading.

Step 10: College Academic Senate		Date:
	College Academic Senate President	
Regional Consortium Approval		Date:
	Dean, Occupational Education	
Step 11: District Academic Senate		Date:
	District Academic Senate President	
Step 12: Chancellor (Signifies discussion with the Board of Trustees' Aca		Date:
(Signifies discussion with the Board of Trustees' Aca	ademic Affairs and Student Services Commi	ittee)
Step 13: Board of Trustees		Date:
Application/Report Form are being forward	led to the Academic Senate for infor	Date:
Vice Chancellor, Academic Affairs		
Step 14: Submission to CCC Chancello	or's Office	
Chancellor's Office Disposition:Approved	dApproved with Revisions	Disapproved
Chancellor's Office Disposition Correspond President:	dence has been received and forwar	rded to the District Academic Senate
		Date:
Vice Chancellor, Academic Affairs		

#### PHASE E: IMPLEMENTATION

Upon receiving Chancellor's Office approval, if required, program implementation may ensue.



# California Community Colleges APPLICATION FOR APPROVAL - NEW OCCUPATIONAL PROGRAM

PROPOSED PROGRAM TITLE CONTACT PERSON COLLEGE TITLE DISTRICT PHONE NUMBER E-MAIL ADDRESS PROJECTED PROGRAM START DATE CERTIFICATE □ A.A. DEGREE □ LIMITED DURATION, until A.S. DEGREE PLANNING SUMMARY Recommended T.O.P. Code Estimated FTE Faculty Workload Units for Major - Degree Number of New Faculty Positions Total Units for Degree Est. Cost, New Equipment Required Units - Certificate Type of New/Remodeled Facility Projected Annual Completers Est. Cost, Library Acquisitions Projected Net Annual Labor Demand Listed as "projected" on inventory? □Yes □No **APPROVAL CRITERIA** Approval Criterion Pg. # in Chancellor's Office Section App. Use Statement of Program Goals and Objectives 1. Datalog Description MISSION **Program Requirements** 3. Background and Rationale 4. **Enrollment and Completer Projections** 5. Place of Program in Curriculum/Similar Programs 6. Similar Programs at Other Colleges in Service Area 7. Labor Market Information 8. 9 Job Market Analysis NEED 10 **Employer Survey** Explanation of Employer Relationship 11. 12. List of Members of Advisory Committee Minutes of Key Meetings/Recommendations 13. 14. Recommendation of Regional Consortium 15. **Display of Proposed Sequence** Outlines of Record for Required Courses 16. QUALITY 17. Transfer Applicability 18. Program Evaluation Plan 19. Library and/or Learning Resources Plan 20. Facilities and Equipment Plan FEASIBILITY Financial Support Plan 21. 22. Faculty Qualifications and Availability Model Curriculum 23. Licensing or Accreditation Standards 24. COMPLIANCE 25. Student Selection and Fees **Programs Involving Contracts** 26.

SUBMIT ONE ORIGINAL AND TWO COPIES OF THIS FORM AND ALL ATTACHMENTS

# **REQUIRED SIGNATURES - NEW OCCUPATIONAL PROGRAM**

٦

3/03

Program	C	College
	ARNING RESOURCES g resources needed to fulfill the objectives of the pro ed for.	ogram are currently available or are
DATE	SIGNATURE, CHIEF LIBRARIAN/LEARNING RESOURCES MANAGER	TYPED OR PRINTED NAME
•	QUIREMENTS equirements of employers in the occupation, provides stud neets any relevant professional or licensing standards.	dents with appropriate occupational
DATE	SIGNATURE, DEAN OF OCCUPATIONAL EDUCATION	TYPED OR PRINTED NAME
DATE	SIGNATURE, CHAIR, OCCUPATIONAL ADVISORY COMMITTEE	TYPED OR PRINTED NAME
Program was recomn	nended for approval by Regional Occupational Consortiu	m on (date).
DATE	SIGNATURE, CHAIR, REGIONAL CONSORTIUM	TYPED OR PRINTED NAME
administration, and	satisfy all applicable requirements of Title 5 regulat	TYPED OR PRINTED NAME
DATE	SIGNATURE, CHIEF INSTRUCTIONAL OFFICER	TYPED OR PRINTED NAME
DATE	SIGNATURE, PRESIDENT, ACADEMIC SENATE	TYPED OR PRINTED NAME
establishment and I	e 5, Section 55130(b) have been considered. All fa maintenance of the proposed instructional program	
DISTRICT APPRO	VAL , the governing board of	
	ne instructional program attached to this application.	
DATE	SIGNATURE, SUPERINTENDENT/CHANCELLOR OF DISTRICT	TYPED OR PRINTED NAME

# **RIVERSIDE COMMUNITY COLLEGE** LOCALLY-APPROVED CERTIFICATE (<18 Units)

D

Curriculum Committee:

27 April 2004

			APPROVAL
SUBJECT FIELD	TOPS:	CIP:	SIGNATURE/DATES Originator
CERTIFICATE TITLE			Date
TOTAL UNITS - IF <u>LESS</u> THAN 18 UNITS, COMPLETE TH APPROVAL CRITERIA BELOW.	IE RESEARCH FOR THI	Е	Dept. Chair/Director
- IF 18 OR MORE UNITS, SUBMIT DOCUN CHANCELLOR'S OFFICE FOR APPROVA COURSE APPROVAL HANDBOOK			Date Occupational
COURSE AT ROVAL HANDBOOK			Advisory Committee
APPROVAI	L CRITERIA		
1. Enrollment and Completer Projections			Date
2. Place of Program in Curriculum/Similar Prog	grams		Dean, Occupational Education
3. Labor Market Information			
4. Labor Market Analysis			Date
5. Employer Survey * (Required only if 3 and 4	above are not available)		Library Designee
6. List of Members of Advisory Committee			
7. Minutes of Key Meetings/Recommendations			Date
8. Library and/or Learning Resources Plan			Curriculum Committee Faculty Co-Chair
9. Licensing or Accreditation Standards, if appl	icable		
10. Student Selection and Fees, if applicable			Date
11. Program Involving Contracts, if applicable			Vice President Academic Affairs
Refer to the Instructions For Application For Appro	oval portion of the Califor	nia Community	Date
Colleges <b>Program and Course Approval Handbook</b> beginning on page A-3.	for information on gather	ing these data,	Board of Trustees
beginning on page A-3.			Date
When the supporting documentation for the above is a Planning and Development, Step 5 of the RCC New F		-	Reviewed by
Fraining and Development, Step 5 of the KCC New F	Togram Approval Process	s is completed.	Curriculum Committee
BUDGET IMPACT (Staff, equipment, supplies, space	е)		Representative
			Date
INSTRUCTIONS: Complete the following items and submit with this	form		Adopted by the

INSTRUCTIONS: Complete the following items and submit with this form

- 1. Approval Criteria documentation. Submit an original with packet and email one to lgrim@rcc.edu
- 2. Minutes of Department, Discipline (and Occupational Advisory Committee if necessary) meetings.
- 3. Library Joint Review Form, or verify that an appointment has been made to obtain one.
- 4. Prerequisite validation, if there is a prerequisite, corequisite or advisory.

<sup>5.</sup> RCC new program documentation

(Not mutually exclusive)	Objectives (Net mutually exclusive)	3. Learning Provider Models (Not munally exolusive)	<ol> <li>Learning</li> <li>Theories/Methods</li> <li>(Net motualy exclusive)</li> </ol>	5. Learner-Centered Curriculum Architecture (Not nutually exclusive)	6. Learning-Centered Curriculum Configurations (Not manually excinsive)	7. Learner-Centered Support Services (Not mutually exclusive)
fiduciary and Gpfortunity Populations High Sebool Graduates	TIALED AND NON-CR	Community College Model Liberal Arts College Model	AMERICAN PSYCHOLOGICAL ASSOCIATION'S LEAINER-CENTERED PSYCHOLOGICAL PRIACIPIES	Contrat Design Models Contrat Design Models • Connectbergree/Condit Model • Monitoria	Assessment Strategy and Philosophy 6 Grades	Academic Advising • Online Advising
Working Adults	Degree • AAIASIAAS	Comprehensive University Model	Consider and Malaconstruction Factors	<ul> <li>Proceeding currentum model</li> <li>Team Based Learning Models</li> </ul>	<ul> <li>Mastery</li> <li>Gap</li> </ul>	<ul> <li>Uraduation Creck</li> <li>Transfer Options</li> </ul>
Mid-Career Professional	• BALBS	Research University Model	<ul> <li>Name of the learning process.</li> </ul>	<ul> <li>Online Curriculum Models</li> <li>Connective Education Model</li> </ul>	<ul> <li>Placement</li> <li>Brosser</li> </ul>	<ul> <li>Substitutions</li> <li>Endemise Datase</li> </ul>
Late Career and Emeriti Populations	<ul> <li>M.A., M.S. ABA</li> <li>J.D., M.D., Ed.D., Ph.D.</li> </ul>	Branch Campus Model	<ul> <li>Goals of the learning process.</li> <li>Construction of knowledge.</li> </ul>	Reusable Learning Object Model	Marreulation	Assessment
Re-entry Learners	Skill Development	Correspondence School Model	<ul> <li>Strategic thinking.</li> <li>Thurking about thinking.</li> </ul>	Research Driven Model	Curricula Configurations	Skills
Degree Completers	<ul> <li>SCAN Skills</li> <li>Work Skills</li> </ul>	Executive Education Model	<ul> <li>Context of learning.</li> </ul>	· · · · · · · · · · · · · · · · · · ·	<ul> <li>Classic 5/2 Schedule (M, W, F/1, 16)</li> <li>Weekend College</li> </ul>	<ul> <li>Learning Styles</li> <li>Knowledge Base</li> </ul>
Geographic Service Area Populations	<ul> <li>Basic Skills</li> </ul>	University of Phoenix Model	Motivational and Affective Factors	Content Development Models • Fraculty Expert Model	<ul> <li>Coloret Programs</li> <li>Accelerated Denies Programs.</li> </ul>	Career Counseling
<ul> <li>Underserved Populations</li> <li>Tinder Remeaned Reculations</li> </ul>	Certificate	PBS Model	<ul> <li>Molivational and contional influences on learning</li> </ul>	<ul> <li>Industry Standard Model</li> </ul>	Mini Terms	<ul> <li>Matching Skills to Jobs</li> <li>Matching Temperaturent to Jobs</li> </ul>
Interest Driven Populations	Certification	Credit Bank Model	<ul> <li>Intrinsic motivation is learn.</li> <li>Effects of motivation on effort.</li> </ul>	Need Based Models	<ul> <li>Bit WERKLY BACKS</li> <li>Saturday Schnol</li> </ul>	<ul> <li>Self Assessment</li> </ul>
Discipline	• External	College of the Community Model	Developmental and Social	<ul> <li>Cross Discipline Models</li> <li>ISD (flastructional System Design)</li> </ul>	<ul> <li>Self Pace/ with Seminar</li> <li>Self Paced with Assessment</li> </ul>	Career Placement
Professions	· Ke-contineation	Meta University Model	<ul> <li>Developmental influences on learning</li> <li>construction</li> </ul>	<ul> <li>ADDIE (Analysis, Design, Development, Imple- mentation Evaluation)</li> </ul>	<ul> <li>Online Learning Community</li> </ul>	<ul> <li>Job Search</li> </ul>
Employer Populations	<ul> <li>National</li> </ul>	<ul> <li>Western Governors</li> <li>Southern Regional Electronic Campus</li> </ul>	<ul> <li>Solution interaction of recentricity</li> </ul>	<ul> <li>DACUM (Develop A CUrrenium Model)</li> </ul>	Cognitive Competencies	<ul> <li>Interview Skills</li> <li>Contract Assessment and Negotiation</li> </ul>
Degree Holders	<ul> <li>State</li> <li>Mandatory Continuina Educative</li> </ul>	Open U.S.     Michigan Vision Pro-	<ul> <li>Individual differences in learning</li> </ul>		<ul> <li>Ventual</li> <li>Quantitative</li> </ul>	Day Care
<ul> <li>AA; AS; AAS.</li> <li>BA; HS</li> </ul>	Transfer		<ul> <li>Learning and diversity.</li> <li>Standards and scorement</li> </ul>	Cantent Delivery Models • Lecture	<ul> <li>Communication</li> <li>Ansistent</li> </ul>	Fireneis) Aid
<ul> <li>MA; MS, MBA</li> </ul>	<ul> <li>Automotive</li> </ul>	<ul> <li>Commercial Learance Models</li> <li>Ziff Davis University Model</li> </ul>	The Oav	<ul> <li>Laboratory</li> </ul>	<ul> <li>Critical Thinking</li> </ul>	Goalth Contar
D, M.D. EdD., PhD.	<ul> <li>Plumbing</li> <li>Buildian Trades</li> </ul>	Sylvan Model     Contraction	Incom:	<ul> <li>Online (Internet)</li> <li>Self Paced Tutorial (Nat Intermediated)</li> </ul>	Core Competencies	Health Education
Disabled Populations	<ul> <li>Electronic Technician</li> </ul>	<ul> <li>Callocr Model</li> <li>Etarcourt Direct Model</li> </ul>	<ul> <li>Adold Learning Theory (P. Cross)</li> </ul>	Peerto Peer	<ul> <li>Discipline</li> <li>Communication</li> </ul>	<ul> <li>Inoculations</li> <li>Minor Treatment Center</li> </ul>
Population Characteristics:	Training	<ul> <li>Knowledge Pool Model</li> <li>Packaeed Trannisk Model (CD ROM etc.)</li> </ul>	<ul> <li>Andragogy (M, Knowles)</li> <li>Anchored Instruction (1 Henryford)</li> </ul>	<ul> <li>Practicum</li> <li>Practicum</li> </ul>	Writing	Laarning Resource Center
Venues, Constraints, and Learning Preferences	<ul> <li>Contract</li> <li>Open Program</li> </ul>	Corporate University Models	Cognitive Dissonance Theory (L. Festinger)		Speaking Listening	Learning Diagnostics
Time Bound	Call Center Operations     Minument World Truct Truct	<ul> <li>Arthur Andersen Virnal Learning Network Model</li> </ul>	<ul> <li>Conditions of Learning (R. Gagne)</li> </ul>	Learner Assessment Models • Placement	<ul> <li>Basic Math</li> <li>Anthread</li> </ul>	<ul> <li>akiu Levelopnicui</li> <li>Learning Plans</li> </ul>
Place Bound	<ul> <li>Equipment Write, cares, recess, righter</li> <li>Equipment Operation</li> </ul>	<ul> <li>IBM Learning Services Model</li> <li>Motomia University Model</li> </ul>	Experiential Learning (C. Rogers)		Percents	• Tuoring
Commute Bound	Transfer (Articulation)	ASP University Model	<ul> <li>Mathematical Learning Theory (R. Atkinson)</li> </ul>	<ul> <li>Learning Effectiveness</li> <li>Diagnostics</li> </ul>	<ul> <li>Computer Litteracy</li> </ul>	<ul> <li>Learner support services</li> <li>Study Skills</li> </ul>
holated Learners	<ul> <li>Two-year to Four-year</li> </ul>	(Application Service Provider University)	<ul> <li>Multiple Intelligences (H. Gardner)</li> <li>Summer I according to the second secon</li></ul>	• Grades	Word Processing Served Shoet	Library
Care Givers	<ul> <li>rogram us rrogram</li> </ul>	• Discroourcom	<ul> <li>Social Learning Theory (A. Bandura)</li> </ul>	<ul> <li>Portinio</li> <li>Licensure</li> </ul>	Data Rase	<ul> <li>Digital Learning Resources</li> </ul>
Institutional Preference	Graduate School Admissions Testine	Converse	<ul> <li>Structural Learning Theory (I. Scandura)</li> </ul>	Certification	Presentation Manaseme Information	<ul> <li>Isooks and Reterence Material</li> <li>Journals and Periodicals</li> </ul>
Classroom	<ul> <li>Professions</li> </ul>	<ul> <li>LCollege</li> <li>WBT</li> </ul>	Operant Conducting (D.F. Skinner)		Browsers	<ul> <li>Information Search and Retrieval</li> </ul>
Laboratory	Post Graduate		PRACTICE	Credentials Awarded • A A - A S - A A S	Internet Literacy	Personal Counseling
Intranet	Continuing Professional Education	Virtual High School Model	TEACHING/LEARNING METHODS (Partial List) Active Learning	• B.A. B.S.	Curriculum Resources	Recreation
A duration Duralities	Enrichment	<ul> <li>The Phonical High School</li> <li>Class.com</li> </ul>	Audio Tutorial	<ul> <li>M.A., M.S. MBA</li> <li>J.D., M.D., Ed.D., Ph.D.</li> </ul>	<ul> <li>Assessment Resources</li> </ul>	Special Populations
	"Find Me"	<ul> <li>Maryland Virtual High School</li> </ul>	<ul> <li>Computer-Based Instruction</li> </ul>	<ul> <li>Institutional Certificates</li> </ul>	<ul> <li>ANHS AUSOURCES</li> <li>Reference Resources</li> </ul>	<ul> <li>Disabled and Adaptive Environments</li> <li>Snoriel Nuede</li> </ul>
Unive 	<ul> <li>Unclassified</li> <li>Unclassified</li> </ul>		Cooperative Learning	<ul> <li>Industry Standard Certificates</li> <li>Certificates of Completion</li> </ul>	Domain Competencies	<ul> <li>Language Needs</li> </ul>
	<ul> <li>Exploration</li> </ul>	A CE DENI MAR NEL MARKE	Group Inquiry	<ul> <li>CEU (Continuing Education Units)</li> </ul>	Discipline	Service Center (One Stop Shop)
luteroet			Instructional Games	[ •	<ul> <li>Nethodological</li> </ul>	• Bursar
Language/Culture			<ul> <li>Learning Communities</li> </ul>	Comprehensive Business Model Proceedings of Astrone	<ul> <li>Interpersonal</li> </ul>	<ul> <li>Financial Aid</li> </ul>
			• Lecture	Vertical Learning Markets	Learning Outcomes	Counseling
			<ul> <li>Pressonalized System of instruction</li> <li>Proceamped Learning</li> </ul>	<ul> <li>Horizontal Learning Markets</li> </ul>	<ul> <li>Lastner Objectives (2nd Column)</li> </ul>	Sustany .
			Recitation		Degree Ladder	Service Learning
			<ul> <li>Role Playing</li> <li>Safe Dread Tunnel</li> </ul>	Cerriculum Mactex Plan	<ul> <li>Employability</li> </ul>	Tutoring
			Sconnar	<ul> <li>Comprehensive Offerings Detailed</li> </ul>	•	<ul> <li>Unitate</li> <li>Learning Resource Center</li> </ul>
			Simulation     True Barrente	<ul> <li>Disciplines Offered</li> <li>Schedula.</li> </ul>	Sequencing of Curriculum	Work Study
			<ul> <li>Thesis</li> </ul>	<ul> <li>Faculty</li> </ul>	<ul> <li>Course Sequencing to Program Goal</li> </ul>	former with the
				1	<ul> <li>Prerequisite/Co.requisite Sequenting</li> <li>Proor Learning Assessment</li> </ul>	