

Aligning Skills, Competency Frameworks, and Learning Outcomes

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Outline

- Introduction
- Background: 21st Century Skills
- **RQ1**
- RQ2
- Discussion and Next Steps

Introduction

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- Universities and colleges—are increasingly tasked with training the next wave of workforce entrants
- The success of this training is measured by growth in a broad range of abilities often labeled as 21st century skills.

Background: Enter 21st Century Skills

- Organization for Economic Co-operation and Development (OECD) approach to organize 21st century skills:
 - 1. Cognitive Skills
 - 2. Intrapersonal Skills
 - 3. Interpersonal Skills
 - 4. Technical Skills

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What about:

Hard skills?

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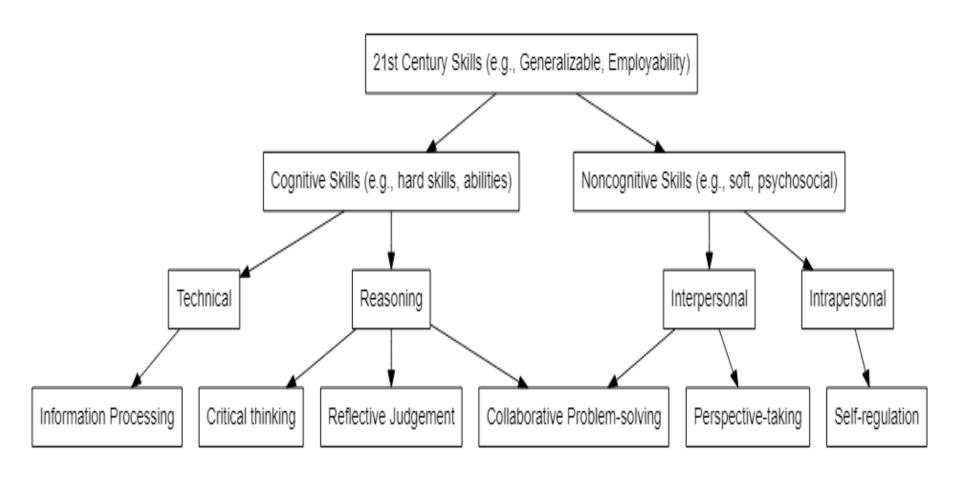
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- Transferable skills?
- Cross-Cutting skills?

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- Transferable skills?
- Cross-Cutting skills?
- Employability skills?

Background: Enter 21st Century Skills



Background: Why Skill Frameworks

• The recent skill building support is largely in response to two broad social and economic developments that have serve to channel attention, resources, and human energy to skill building:

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- The recent skill building support is largely in response to two broad social and economic developments that have serve to channel attention, resources, and human energy to skill building:
 - 1. The Skills Gap
 - 2. Gainful Employment

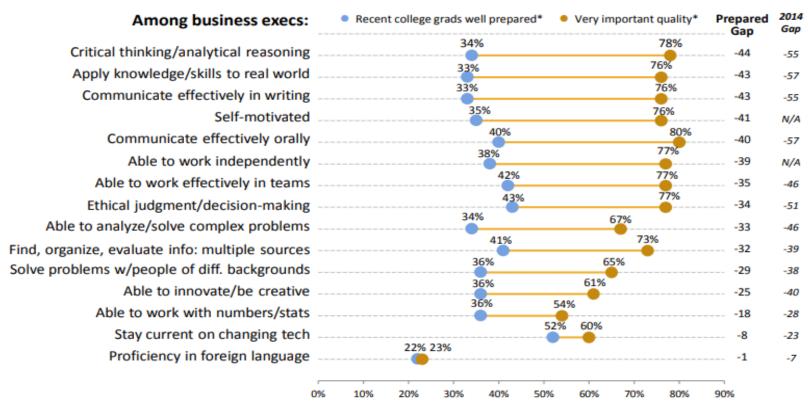
Background: The Skills Gap

• The skills gap is defined as the discrepancy between the skills employers need and require and those possessed by job candidates and employees.



Hart Research Associates, 2018

Notable gaps emerge between the importance of key learning outcomes and executives' sense that recent graduates are prepared in these areas, even with some improvements.



^{* 8-10} ratings on a 0-to-10 scale

In collaboration with Tata Consultancy Services



Closing the Skills Gap:

Key Insights and Success Metrics

WHITE PAPER

NOVEMBER 2020

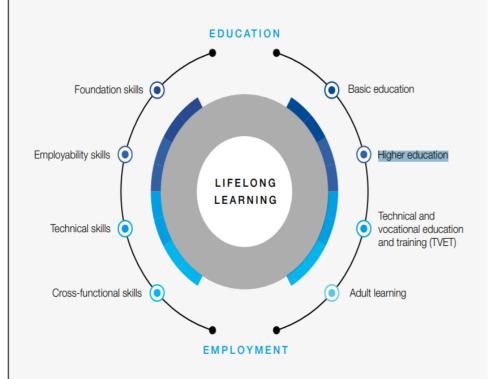


Closing the Skills Gap: Key Insights and Success Metrics

WHITE PAPER
NOVEMBER 2020

FIGURE 1

Source: World Economic Forum and Tata Consultancy Services Closing the Skills Gap 2020 Business Commitment Framework



Background: Gainful Employment

- Gainful employment is when:
 - (a) wages cover more than their living expenses, providing additional income that can either be saved or spent on non-essentials (often referred to as disposable income);
 - (b) opportunities for advancement and career building are clear and available;
 - (c) stability and working conditions are safe and reasonable



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- Community Colleges:

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• Four-year Colleges:

• Expansion/Revision of liberal education to include *practical skills* in Liberal Education and America's Promise

Community Colleges:

• Adapt their success metrics and publicly available scorecards to account for the re-skilling of working professionals ("Skill builders")

Research Questions (RQ):

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a) **RQ1:** Is there evidence of a disconnect—in terms of language usage—in the way higher education (scholars, administrators, policymakers) and employers define and reference key competencies, such as critical thinking, etc.?

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b) **RQ2:**What evidence is there of a unified framework that seeks to move beyond traditional academic metrics, and more directly communicate the skills students have acquired to employers?

RQ1: Evidence of a common language

Do Employers and Educators Speak the Same Language?

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RQ1: What employers are saying

Fulfilling the American Dream: Liberal Education and the Future of Work

Selected Findings from Online Surveys of Business Executives and Hiring Managers

Conducted on Behalf of



with support from



July 2018



1724 Connecticut Avenue, NW Washington, DC 20009

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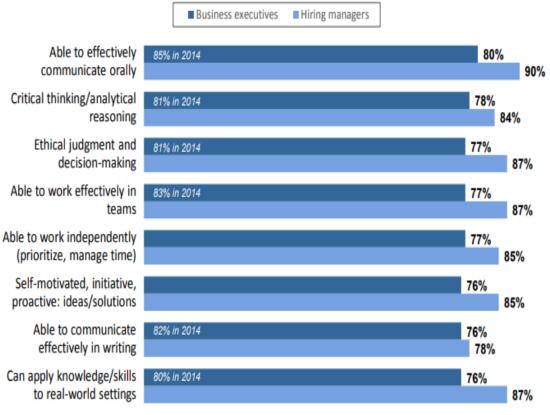
July 2018



1724 Connecticut Avenue, NW Washington, DC 20009

The learning priorities that executives and hiring managers value most highly cut across majors.

Very Important* Skills for Recent College Graduates We Are Hiring



^{* 8-10} ratings on a 0-to-10 scale; 15 outcomes tested

UCI_{RQ1: What Educators/Scholars are saying}



- Teamwork
- Goal setting
- Time management
- Emotional skills
- Interpersonal communication
- Social skills
- Leadership
- Problem solving and decision making

RQ1: What Educators/Scholars are saying

The HElghten® Outcomes Assessment Suite





RQ1: Rios, J. A., Sparks, J. R., Zhang, M., & Liu, O. L. (2017). Development and validation of the written communication assessment of the HEIghten outcomes assessment suite. *ETS Research Report Series*, 2017(1), 1–16.

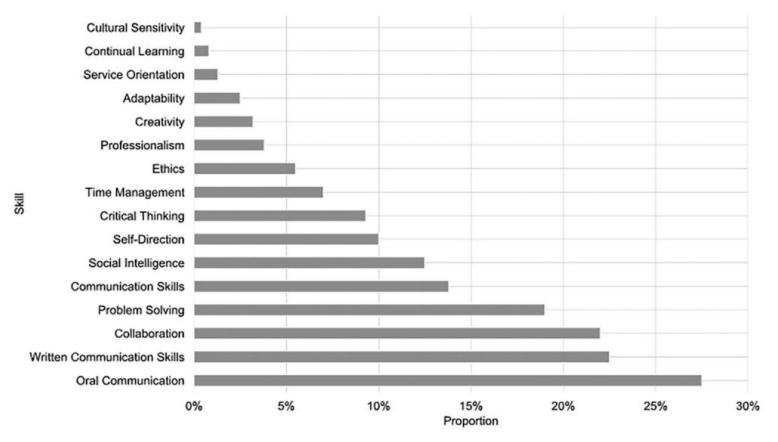


FIGURE 2. 21st-century skill demand expressed as proportion of total job advertisements examined.

RQ1: Vista, A. (2020). Data-driven identification of skills for the future: 21st-century skills for the 21st-century workforce. *Sage Open*, 10(2), 2158244020915904.

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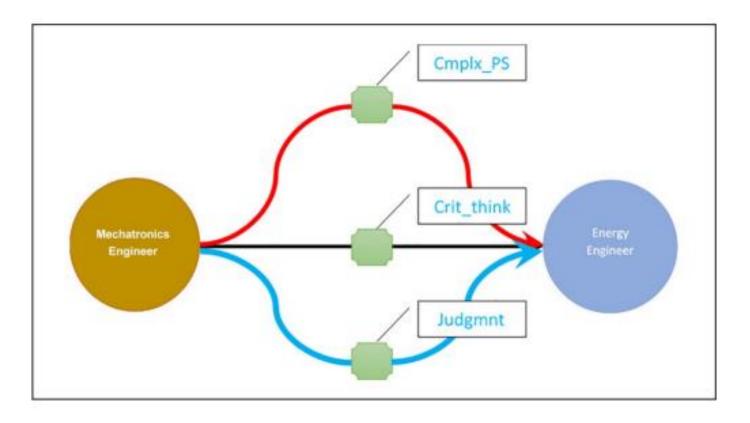


Figure 4. Visualization of a specific transition, where path thickness represents edge weight in a weighted network.

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Table 5. Comparison of Skill Rankings Across Broad Occupation Groups.

Rankings of transferability value	AEO group	SSO group	PO group
	Problem sensitivity ^{AC}	Social perceptiveness	Manual dexterity
2	Visualization ^C	Problem sensitivity ^{AB}	Problem sensitivity ^{BC}
3	Judgment and decision making ACW	Fluency of ideas AWF	Critical thinkingWF
4	Complex problem solving ACWF	Complex problem solving ABWF	Visualization ^C
5	Fluency of ideas ^{AWF}	Judgment and decision making ABW	Judgment and decision making BCW
6	Critical thinking ^{AWF}	Critical thinking ^{AWF}	Complex problem solving BCWF
7	Flexibility of closure ^{ACW}	Negotiation ^W	Flexibility of closure ^{BCW}
8	Selective attention	Visualization	Social perceptiveness ^C
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RQ1: Evidence of a common language

Do Employers and Educators *Mean* the Same Thing?

RQ1: Evidence of a common language

Do Employers and Educators *Mean* the Same Thing?

Mixed Evidence

RQ1b: Common Meaning

21st Century Skill Outcome Citation

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Emotional Intelligence	Medical Students	& Côté, 2014)

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Soft-Skill Training (e.g., organizational, interpersonal, teamwork, communication skills)	Employment and monthly wages over the longer term	(Barrera-Osorio, Kugler, and Silliman, 2020)

UCI RQ1b: Common Meaning

Standardized Assessment

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Standardized Assessment

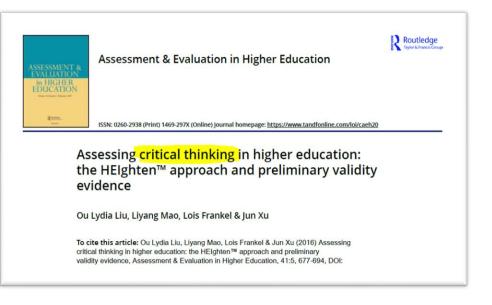
Employer Assessment



RQ1b: Common Meaning

Standardized Assessment

Employer Assessment



RQ1b: Common Meaning

Standardized Assessment



Assessment & Evaluation in Higher Education

Routledge
Taylor & Francis Group

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Assessing critical thinking in higher education: the HEIghten™ approach and preliminary validity evidence

Ou Lydia Liu, Liyang Mao, Lois Frankel & Jun Xu

To cite this article: Ou Lydia Liu, Liyang Mao, Lois Frankel & Jun Xu (2016) Assessing critical thinking in higher education: the HEighten™ approach and preliminary validity evidence, Assessment & Evaluation in Higher Education, 41:5, 677-694, DOI:

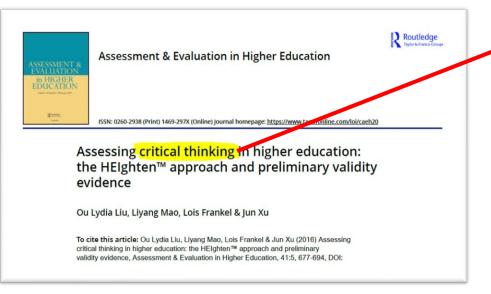
Employer Assessment

CRITICAL THINKING SKILLS



RQ1b: Common Meaning

Standardized Assessment



Employer Assessment

CRITICAL THINKING SKILLS

1 Knowledge	define fit in the blank list identify	label locaté match memorize	name recall spell	state tell underline
Identification and recall of information	Who What Where When	?	How	
2 Comprehension	convert describe explain	interpret paraphrase put in order	restate reteil in your own words rewrite	summarize trace translate
Organization and selection of tacts and ideas	Re-tell in yo What is the main idea of	our own words.	What differences exist bef Can you write a brief outlin	
	apply compute	demonstrate determine	give an example illustrate	show solve
	conclude construct	draw find out	make operate	state a rule or principle use
	How is an examp How is related to Why is significant	ele of?	Do you know of another in Could this have happened	
VP.11	analyze	contrast	diagram	examine
4 Analysis	categorize classify compare	debate deduct determine the factors	differentiate dissect distinguish	inter specify
Separating a whole into component parts	What are the parts or fee Classifyaccord Outline/diagram/web/ma	atures of?	How doescompared What evidence can you pr	contrast with? resent for?
	change	find an unusual way	predict	revise
	combine	formulate	pretend	suggest
5	compose construct	generate Invent	produce rearrange	suppose visualize
	create design	originate plan	reconstruct reorganize	write
Combining ideas to form a new whole	What would you predict! What ideas can you add How would you create/d		What solutions would you What might happen if you with?	suggest for?
- 4	appraise choose	decide defend	judge justify	rate select
6		evaluate	prioritize	support
6				
6 Evaluation	compare conclude	give your opinion	rank	value

RQ2: Is there movement towards a common framework?

RQ2: Is there movement towards a common framework?

Yes, but it's complicated

RQ2: Unifying Frameworks



Synthesizing Frameworks of Higher Education Student Learning Outcomes

RQ2: Unifying Frameworks



Listening. Learning Table 1

Frameworks of Learning Outcomes

Research Report ETS RR-13-22

Synthesizing Frameworks of Higher Education Student Learning Outcomes

	Framework	Abbreviated title	Author/impetus
	Framework for Higher Education	QAA-FHEQ	Quality Assurance Agency for
	Qualifications		Higher Education
	European Higher Education Area	Bologna	European Commission: European
	Competencies		Higher Education Area
	Liberal Education and America's	LEAP	Association of American Colleges
	Promise		and Universities
	Frameworks for Learning and	CAS	The Council for the Advancement of
	Development Outcomes		Standards in Higher Education
	The Degree Qualifications	DQP	The Lumina Foundation
	Profile		
	The Assessment & Teaching of	ATC21S	Collaboration among Cisco, Intel
	21st Century Skills		Microsoft, the University of
_			Melbourne, and others
	ETA Competency Model	USDOL-ETA	U.S. Department of Labor,
	Clearinghouse's General		Employment and Training
	Competency Model Framework		Administration



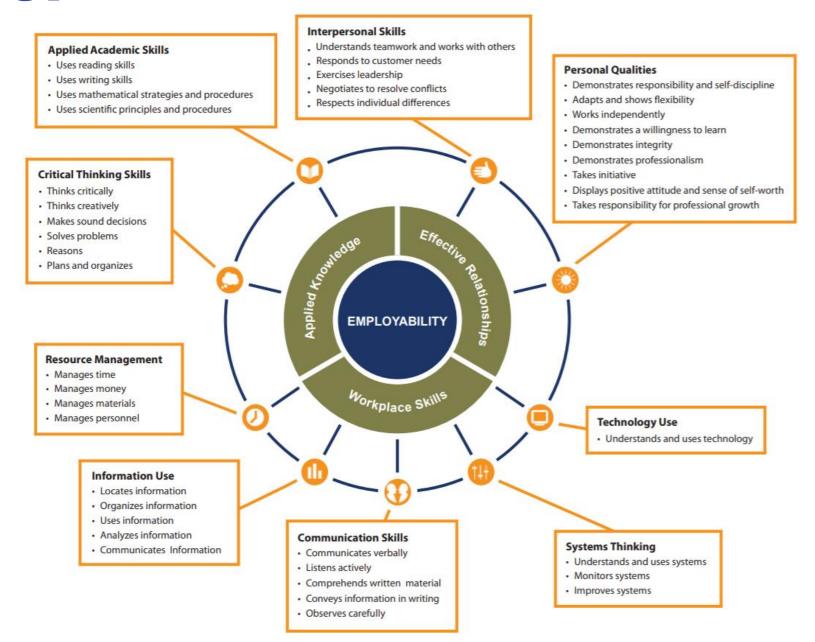
RQ2: Unifying Frameworks

Table 2

A Summary of the Seven Critical Domains and Use in Educational Testing Service (ETS)

Products and Assessments

Domain	Components	Domain measured in ETS products				
		EPP	Criterion	TOEFL/ TOEIC ^a	iSkills	$\mathbf{PPI}^{\mathbf{b}}$
Creativity	The generation of new ideas Novel integration of existing ideas Application of new ideas in a real- world setting Thinking critically					x
Critical thinking	Solving problems Synthesize information Sense-making Fulfill roles within a team	X				
Teamwork	Treat group members with respect Motivate group members Effectively communicate multiple					X
Effective communica- tion	types of messages Communicate across multiple forms Effectively deliver messages to varying audiences	X	x	x		X
Digital & information literacy	Accessing and finding information Analyzing and evaluating information Using and managing information Applying technology effectively Civic knowledge				x	
Citizenship	Participating in civic processes Action and organization toward change Respect for others Ethics and integrity					
Life skills	Independence, self-directed learning Time management Goal setting Adaptation, flexibility					х



Employability Skills Lesson Components			No	Notes				
APPLIED KNOWL	APPLIED KNOWLEDGE							
Applied Academic Skills	Reading skills Students apply/demonstrate reading skills by interpreting written instructions/project directions and constructing responses, using print and online materials as resources, completing worksheets, and seeking clarification about what they have read.							
	Writing skills Students rely on writing skills to construct lab reports, posters, and presentation materials, take notes, and compose responses to essay questions.							
	Math strategies/procedures Students use computational skills appropriately and make logical choices when analyzing and differentiating among available procedures. Outside of math class, this includes creating/interpreting tables and graphs and organizing/displaying data.							
	Scientific principles/procedures Students follow procedures, experiment, infer, hypothesize (even as simple as "what if we do it this way"), and construct processes to complete a task (can occur outside of math/science classes).							
Critical Thinking Skills	Thinks creatively Students create innovative and novel ideas/solutions and display divergent thinking. This can be seen in oral presentations and creative writing assignments, open-ended tasks, and project design.							
	Thinks critically Students display analytical and strategic thinking. This can be seen in debating an issue, converging on an understanding, assessing a problem, and questioning (playing devil's advocate).							

The QA Commons: Essential Employability Qualities

- (1) Communication
- (2) Problem-solving
- (3) Creativity and Diligence
- (4) Collaborations
- (5) Adaptability
- (5) Ethical Decision-makers
- (7) Professional/Self-regulatory
- (8) Continuous learning

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the QA commons

THE QUALITY ASSURANCE COMMONS

The Five Criteria

The QA Commons utilizes five criteria that represent a comprehensive and integrated framework for employability.



EEQ Graduate Preparation

Accreditors require all programs to define and assess student learning outcomes (SLOs). However, institutions rarely integrate essential qualities employers cite as most needed into their assessment frameworks. The EEQs are evidence-based and define employability skills and qualities, situated in workplace contexts, that can be incorporated into program and course learning outcomes. The EEQ CERT validates that all students have gained proficiency in employability skills.

Career Support Services

Today's students need career information and guidance more than ever. According to a Gallup study, only 17% of those students who used career services found them helpful. The QA Commons leads the effort to transform career services by endorsing programs' integrating career services throughout the program and tracking the results.

Employer Engagement

Employer engagement is vital to ensuring career readiness. While employer advisory boards are important for occasional advice, they are rarely sufficient. Employers seek deeper engagement that is substantive, relevant, and utilized.

Student & Alumni Engagement
Incorporation of alumni engagement and program feedback is essential. Similarly, student involvement and self-assessment are peeded to provide confidence they are prepared for

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Public Information

Program-specific information on completion rates, average loans, graduate careers, and salaries published in public forums empowers and informs students and parents about career pathways and opportunities.

The QA Commons: Pilot Study

- 14 institutions
- 27 different degree programs
- Community colleges
- Four-year schools
- Aims:
- (a) Work with stakeholders to transform programs of study to incorporate, measure, and assess key 21st century skills at both the program and course levels;
- (b) Identify promising practices institutions can incorporate which are informed by employers' input; and
- (c) Develop avenues to communicate the skills learned by students to employers.

the QA commons

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Other Notable Frameworks: Are They Antithetical?



Change: The Magazine of Higher Learning

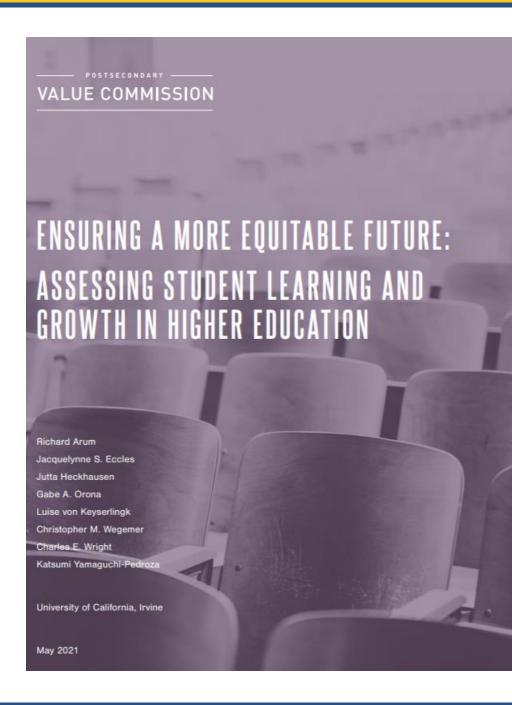


ISSN: 0009-1383 (Print) 1939-9146 (Online) Journal homepage: https://www.tandfonline.com/loi/vchn20

Re-thinking Soft Skills and Student Employability: A New Paradigm for Undergraduate Education

Matthew T. Hora Ross I. Renhow & Railey R. Smolarek

Other Notable Frameworks: Are They Antithetical?





Other Notable Frameworks: Are They **Antithetical?**

Figure 1: Measuring Postsecondary Value

Next Generation Undergraduate Success Measurement Project Framework

POSTSECONDARY GROWTH AND DEVELOPMENT

We measure six key dimensions of post-secondary growth and development thought to be related to later life course outcomes by integrating student surveys, performance assessments, administrative data, and learning management system data.

Cognitive Ability & Intellectual Dispositions

Life-Course Agency

Self-Regulation Skills

General and specialized (i.e., domain-specific) competencies as well as intellectual dispositions related to adaptability in dealing with dynamic changes in information and society.

Access to resources, information, and

opportunities; socioemotional support;

ineterpersonal competencies; and

multicultural appreciation.

Psychological growth associated with self-direction, life planning, and what individual students themselves are hoping to attain from their college experience.

Attitudes, dispositions, and skills related to setting goals, planning, organizing, and monitoring one's own behavior.

Social Capital

Civic Engagement

Community participation that facilitates the development of democratic skills, media literacy that supports political knowledge, and values that promote equity, diversity, and justice.

Psychological Flourishing & Mental Health

Students' mental health and individual flourishing provide opportunities for students to find meaning and purpose in their lives.

Our measurements aim not just to provide clearer demonstration of the value of educational investments, but also to inspire and inform efforts to improve institutional performance and advance educational equity.

LIFE-COURSE **OUTCOMES**

Measuring the long-term value of higher education is complex and requires looking at multiple factors. The following are examples of outcomes related to the long-term value of higher education.

Employment and Health Outcomes

· Social connectedness

Social & Psychological

· Social status

Outcomes

- · Improved well-being
- · Adaptability
- · Ability to manage stress
- Resilience

· Involvement in community organizations

· Participation in elections and political

· Critical awareness of systems of oppression and social responsibilities

Civic Outcomes

processes

· Empowerment and leadership that reinforces political agency and democratic cooperation

Post Graduate Education,

- · Post graduate degrees
- · Occupational status
- Income
- Health

Moving Beyond Frameworks: Work Colleges

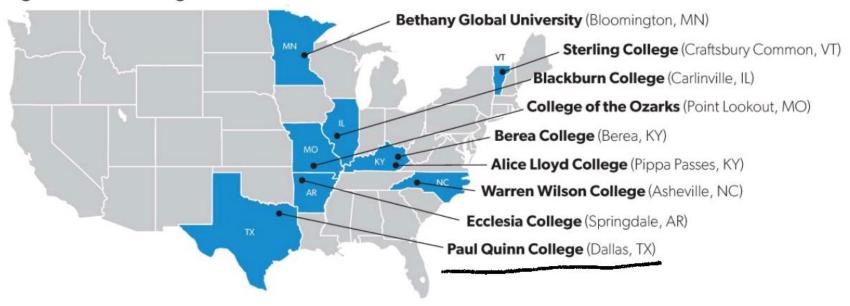


Earning to Learn: How America's Work Colleges Are Bridging Equity Gaps and Connecting Education to Employment

By Jocelyn Pickford March 2018

Moving Beyond Frameworks: Work Colleges

Figure 1. Work Colleges Across America





Funders Recap

Funder Recap

- RQ1: <u>Funders could provide and direct resources in the following ways:</u>
 - Fund more research predicting work-based metrics via academic developed or standardized test instruments.
 - O Additionally, a more direct means of establishing confidence in the *meaning* of terms used is to study the convergence between standardized assessments measuring 21st century skills and employer ratings of the same employees on the same constructs.

Funder Recap

- RQ2a: <u>Funders could provide and direct resources in the following ways:</u>
 - Fund research aimed at comparing students who have graduated from participating programs against those that haven't in skill growth and labor market outcomes
 - Provide incentives for more institutions and programs to participate in the EEQ initiative
 - Provide incentives for employers to consider EEQ's in the hiring of job candidates

Funder Recap

- RQ2b: <u>Funders could provide and direct resources in the following ways:</u>
 - Fund research aimed at comparing the students who have graduated from work colleges against those that haven't in skill growth and labor market outcomes
 - Incentivize work colleges to collect and report skill growth data across programs of study

Next Steps: Proposals for the future

Proposals for the Future



Theories of Skill Development

Proposals for the Future



Theories of Skill Development



Pedagogy

Proposals for the Future



Theories of Skill Development



Pedagogy



Measurement

Theories of Skill Development

• There is virtually no work that connects and synthesizes theories of skill development and university education in a manner that makes precise predictions

Theories of Skill Development

- There is virtually no work that connects and synthesizes theories of skill development and university education in a manner that makes precise predictions
- That is, there is no unified theory for how 21st century skills develop (Care & Kim, 2018).

UCI Theories of Skill Development

INTELLIGENCE 22, 227-257 (1996)

A Theory of Adult Intellectual Development: Process, Personality, Interests, and Knowledge

PHILLIP L. ACKERMAN University of Minnesota

238 ACKERMAN gn = intelligence-as-process R = Realistic Interests A = Artistic Interests Gf-type abilities I = Investigative Interests TIE - Typical Intellectual Engagement Gc-type abilities Physical Science **Mathematics Arts** Academic knowledge domains Literature Social Science Knowledge Structures Age Adolescence Early Adult Middle Adult Late Adult

Figure 3. Illustration of the PPIK theory, outlining the influences of intelligence-as-process, personality, interests, and intelligence-as-knowledge during adult development, covering academic and occupational knowledge. Arrows represent correlational influence (supported by significant correlations from the data collected by Rolfhus & Ackerman, 1996).

 Ackerman's Theory of Adult Intellect (1996) could provide insights into how personality (noncognitive) and cognitive abilities interact to develop domain-specific knowledge and expertise



Theories of Skill Development

Psychological Review

VOLUME 87 NUMBER 6 NOVEMBER 1980

A Theory of Cognitive Development: The Control and Construction of Hierarchies of Skills

Kurt W. Fischer University of Denver

A theory of cognitive development, called skill theory, attempts to provide tools for the prediction of developmental sequences and synchronies in any domain at any point in development by integrating behavioral and cognitive-developmental concepts. Cognitive development is explained by a series of skill

Table 3
Sensory-Motor and Representational Levels of Skills

Level	Name of structure	Sensory-motor sets ^a	Representa- tional sets	Abstract sets ^b
1	Single sensory-motor set	[1A] or [1B]		
2	Sensory-motor mapping	[2A 2B]		
3	Sensory-motor system	$[^3\mathbf{A}_{G,H} \longleftrightarrow {}^3\mathbf{B}_{G,H}]$		
4	System of sensory-motor systems, which is a single representational set	$\begin{bmatrix} {}_{4}\mathbf{C}_{k} & \longleftrightarrow {}_{4}\mathbf{D}_{k} \\ & & & \\ {}_{4}\mathbf{C}_{k} & \longleftrightarrow {}_{4}\mathbf{B}_{k} \end{bmatrix}$	= [4R]	
5	Representational mapping		[5R 5T]	
6	Representational system		$[{}^6R_{J,K} \longleftrightarrow {}^6T_{J,K}]$	
7	System of representational systems, which is a single abstract set		$\begin{bmatrix} {}^{\gamma}R^{\times} & \longleftrightarrow {}^{\gamma}T^{\times} \\ {}^{\gamma}V^{\times} & \longleftrightarrow {}^{\gamma}X^{\times} \end{bmatrix}$	= [³€] =

a Sensory-motor sets continue after Level 4, but the formulas become so complex that they have been omitted. To fill them in, simply replace each representational set with the sensory-motor formula for Level 4.
b Development through the abstract tier shows the same cycle as development through the sensory-motor and

Fischer's Theory of Skill
Development (1980) could
provide insights into how skills
develop within skill domains, and
how to predict sequential
structures.

^b Development through the abstract tier shows the same cycle as development through the sensory-motor and representational tiers. Abstractions are built from representational and sensory-motor sets in the same way that representations are built from sensory-motor sets.

Pedagogy

- In the frameworks reviewed, how an emphasis on 21st century skills at the mission statement or policy level influences actual teaching practices are unclear.
- What's more, some of the frameworks propose merely recording if instructors include some 21st century skills as outcomes on their syllabi or teaching plans

Pedagogy

- In the frameworks reviewed, how an emphasis on 21st century skills at the mission statement or policy level influences actual teaching practices are unclear.
- Hora, et al (2018), "Asking an untrained and unsupported adjunct instructor to magically transform a 300-student lecture hall into a group of highly capable, critically thinking engineers is, to put it mildly, unreasonable."



Pedagogy





Assessment & Evaluation in Higher Education

ISSN: (Print) (Online) Journal homepage: https://www.tandfonline.com/loi/caeh20

Inculcating curiosity: pilot results of an online module to enhance undergraduate intellectual virtue

Gabe Avakian Orona & Duncan Pritchard

To cite this article: Gabe Avakian Orona & Duncan Pritchard (2021): Inculcating curiosity: pilot results of an online module to enhance undergraduate intellectual virtue, Assessment & Evaluation in Higher Education, DOI: 10.1080/02602938.2021.1919988

UCI Pedagogy



Assessment & Evaluation i

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Inculcating curiosity: pilot module to enhance under virtue

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To cite this article: Gabe Avakian Orona & Dunca results of an online module to enhance undergrade in Higher Education, DOI: 10.1080/02602938.202

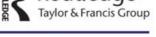
Table A. IVC applications of pedagogical interventions to develop interest

	Pedagogical Intervention (and	
Type of Interest	sources)	IVC Application
	Novel experiences (Palmer, 2009; Maltese & Harsh, 2015; Quinlan, 2019)	Introductory segment that capitalizes on the novelty of the concept of intellectual virtue to students; offers its relevance throughout history as well as for the students' personal educational journey.
Triggering situational interest	Being exposed to scientists' struggles and applications of concepts (Hong & Lin-Siegler, 2012)	Videos of academics from a range of disciplines describing how a particular intellectual virtue is relevant to their work (e.g., we supply a video from a prominent bioroboticist, filmed in his laboratory, discussing how the intellectual virtue of curiosity is central to his work and necessary to doing quality research).
	Interactive learning activities alongside a lecture course (Yuretich et al., 2001)	Recordings of group activities of fellow university students. The recordings displayed collaborative problem-solving discussions that students were encouraged participate in alongside the video.
Maintaining situational interest	Repeated involvement (inquiry activities) and novelty (discrepant events) (Palmer, 2004)	Structured engaging quizzes followed each video. Quizzes were designed such that the process of solving the question(s) reflected intellectual virtue (curiosity) and it's relevance to educational problem-solving.
Note: The table is a modified ve	Writing activities linking personal goals and values to class content (Hulleman & Harackiewicz, 2009;)	Practical exercises for students to do to reflect on their own development of intellectual virtue, such as recommendations for reading and approaches to educational inquiry.

Note. The table is a modified version of a summary table presented in van der Hoeven Kraft (2017). The types of interest correspond to Hidi & Renniger (2006) phases of interest. In their model, a third phase--supporting individual interest--is presented as the final stage. While research has also applied pedagogical interventions to develop this phase of interest, the one-quarter long, pilot IVC module presented here focuses on the first two phases: triggering situational interest and maintaining situational interest. IVC = Intellectual Virtue Curriculum.







Check for updates

Pedagogy

Closing the middle-skills gap widened by digitalization: how technical universities can contribute through Challenge-Based Learning

Ruggero Colombari Dand Paolo Neirotti

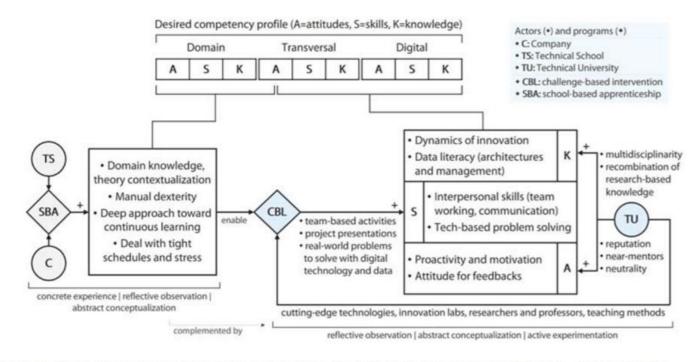
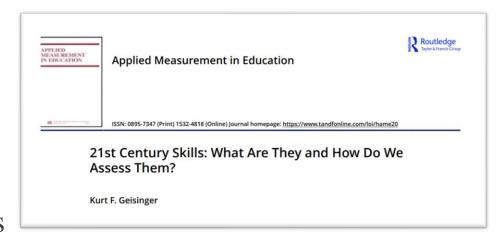


Figure 3. The challenge-based intervention: complementarity with on-the-job training and the role of the university.

Measurement

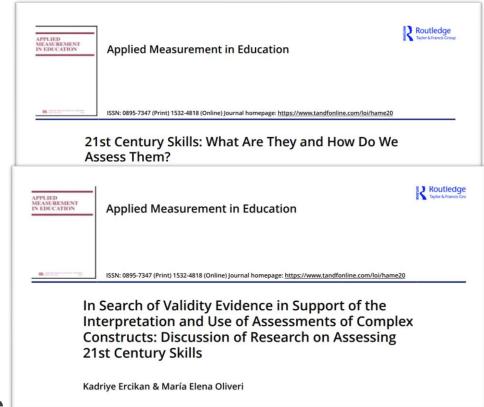
 Sound measurement precludes any claims of skill development in higher education.

• Measurement theory should be thoughtfully considered in the construction of 21st century skill assessments.



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Department of Teacher Education and School Research (ILS), Faculty of Educational Sciences, University of Oslo, Norway

Darbalas Evaluation and Accordant Daragreh (DEAD) Contar University of California Darbalas IKA



Thank you!

BILL& MELINDA GATES foundation





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