

# Developing the Integrated Curriculum



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# Who is Kristina Edström?

#### Engineer & Educational developer

- M. Sc. in Engineering, Chalmers
- Associate Professor in Engineering Education Development at KTH Royal Institute of Technology, Sweden

# Strategic educational development in Sweden and internationally

- CDIO Initiative for reform of engineering education since 2001, Contributor to *Rethinking Engineering Education* (2007, 2014), member of the CDIO Council
- SEFI Administrative Council 2010-2013

#### Faculty development at KTH

 During 2004-2012, more than 600 participants passed the course *Teaching and Learning in Higher Education* (7.5 ECTS credits) customized for faculty at KTH

#### Designing the CDIO curriculum – the CDIO Standards

Now:

Designing an integrated curriculum

After lunch:

Course design for integrated learning





is not inherent in a method; it always depends on good implementation.





# **1. Designing an Integrated Curriculum**



# The educational development process is the working definition of CDIO: **The CDIO Standards**

#### **Context:**

Recognise that we educate for the practice of engineering [1]

#### **Curriculum development:**

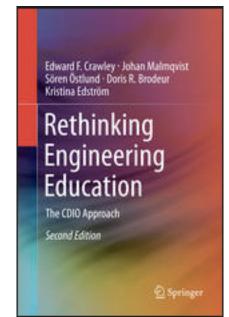
- Formulate explicit program learning outcomes (including engineering skills) in dialogue with stakeholders [2]
- Map out responsibilities to courses negotiate intended learning outcomes [3]
- Evaluation and continuous programme improvement [12]

# Course development, discipline-led and project-based learning experiences:

- Introduction to engineering [4]
- Design-implement experiences and workspaces [5, 6]
- Integrated learning experiences [7]
- Active and experiential learning [8]
- Learning assessment [11]

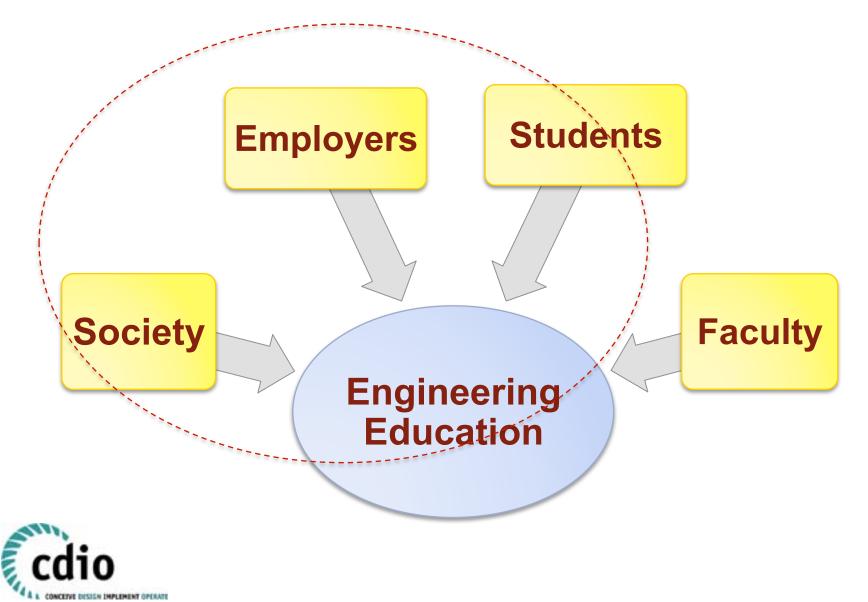
#### Faculty development

- Engineering skills [9]
- Skills in teaching & learning , and assessment [10]



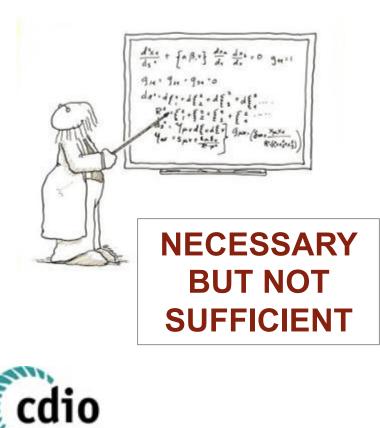
Crawley, et al (2007, 2014) *Rethinking Engineering Education: The CDIO Approach*, Springer.

# Step 1 Find out your stakeholder perspectives



# Work life skills

## "Problem-solving"

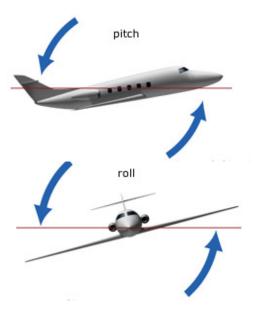


## **<u>Real</u>** problems

- Cross disciplinary boundaries
- Sit in contexts with societal and business aspects
- Complex, ill-defined and contain tensions
- Need interpretations and estimations ('one right answer' are exceptions)
- Require systems view

# Work life skills

## **Technology in itself**



#### NECESSARY BUT NOT SUFFICIENT



# Working in the engineering process:

- **Conceive**: customer needs, technology, enterprise strategy, regulations; and conceptual, technical, and business plans
- **Design**: plans, drawings, and algorithms that describe what will be implemented
- **Implement**: transformation of the design into the product, process, or system, including manufacturing, coding, testing and validation
- **Operate**: the implemented product or process delivering the intended value, including maintaining, evolving and retiring the system

# Work life skills

#### **Individual approach**



#### NECESSARY BUT NOT SUFFICIENT

# Communicative and collaborative approach

- Crucial for all engineering work processes
- Much more than working in project teams with well-defined tasks
- Engineering is a social activity involving customers, suppliers, colleagues, citizens, authorities, competitors
- Networking within and across organizational boundaries, over time, in a globalised world



## **CDIO Standard 1: The context** *Educating for the context of engineering*

#### Education based in Engineering science

#### NECESSARY BUT NOT SUFFICIENT



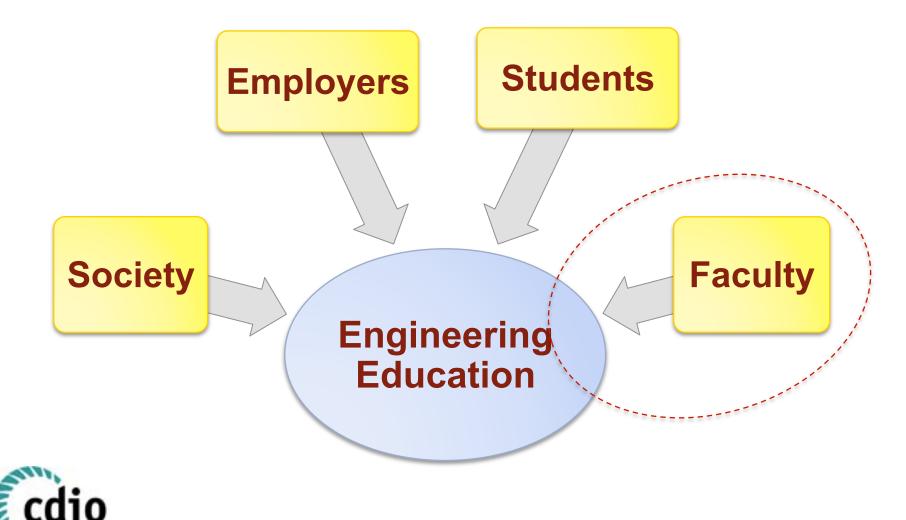
Educate <u>for the context</u> of *Engineering* 

#### **CDIO Standard 1 – The context**

Adoption of the principle that product, process, and system lifecycle development and deployment – *Conceiving, Designing, Implementing and Operating* – are the context for engineering education.

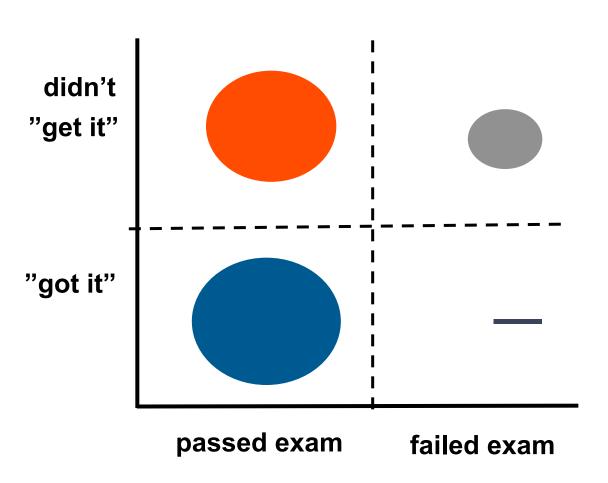
Engineers who can engineer!

# But what if we do ask faculty?



CONCEIVE DESIGN IMPLEMENT OPEN

# Deeper working knowledge of disciplinary fundamentals



- Functional knowledge
- Not just reproduction of known solutions to known problems
- Conceptual understanding
- Being able to explain what they do and why

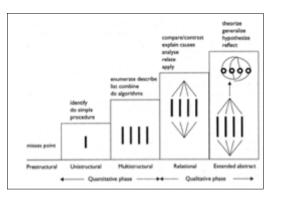


# Quality of student learning – more useful classifications

#### **Feisel-Schmitz Technical Taxonomy**

#### The SOLO Taxonomy

Judge	To be able to critically evaluate multiple solutions and select an optimum solution
Solve	Characterize, analyze, and synthesize to model a system (provide appropriate assumptions)
Explain	Be able to state the process/outcome/ concept in their own words
Compute	Follow rules and procedures (substitute quantities correctly into equations and arrive at a correct result, "plug & chug")
Define	State the definition of the concept or describe in a qualitative or quantitative



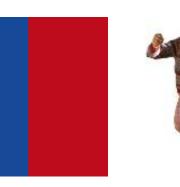
## **CDIO Standard 2: Learning Outcomes** *Recognising the dual nature of learning*

#### Understanding of technical fundamentals

and

Professional engineering skills





**CDIO Standard 2 – Learning Outcomes** Specific, detailed learning outcomes for personal and interpersonal skills, and product, process, and system building skills, as well as disciplinary knowledge, consistent with program goals and validated by program stakeholders.

## The CDIO Syllabus Support in formulating learning outcomes

Each institution formulates program goals considering their own stakeholder needs, national and institutional context, level and scope of programs, subject area, etc

#### The CDIO Syllabus

- is based on stakeholder input and validation
- is not prescriptive (not a CDIO Standard)
- is offered as an instrument for specifying local program goals by selecting topics and making appropriate additions in dialogue with stakeholders
- lists and categorises desired qualities of engineering graduates

1. MATEMATISK, NATURVETENSKAPLIG OCH TEKNISK KUNSKAP SAMT INGENJÖRSTÄNKANDE	3.3 ATT KOMMUNICERA PÅ FRÅMMANDE SPRÅK 3.3.1 Engelska			
2. INDIVIDUELLA OCH YRKESMÄSSIGA FÄRDIGHETER OCH FÖRHÅLLNINGSSÄTT	3.3.2 Språk i länder av regionalt industriellt intresse 3.3.3 Andre språk			
2.1 INGENJÖRSMÄSSIGT TÄNKANDE OCH PROBLEMLÖSANDE 21.1 Problemformulering	4. IDENTIFIERING, UTVECKLING, REALISERING OCH DRIFT AV TEKNISKA SYSTEM MED HÄNSYN TILL AFFÄRSMÄSSIGA OCH SAMHÄLLELIGA BEHOV OCH KRAV			
2.1.2 Modellering	4.1 SAMHÄLLELIGA VILLKOR			
2.1.3 Kvantitative och kvalitative uppskattninger 2.1.4 Analys med hänsyn till osäkerheter och risker	4.1 SAMHALLELIGA VILLKOR 4.1.1 Ingenörens roll och ensver			
2.1.5 Slutsatser och rekommendationer	<ol> <li>Trigenporena foi och anaver</li> <li>1.2 Teknikens inflytande i samhället</li> <li>1.3 Samhällets regelverk för ingenjörsverksamhet</li> </ol>			
2.2 EXPERIMENTERANDE OCH KUNSKAPSBILDNING	4.1.4 Historiska perspektly och kulturella semmenheng			
2.2.1 Hypotesformulering	4.1.5 Semtide frågeställninger och värderinger			
2.2.2 Informationsadkning	4.1.6 Utvecklande av ett globalt perspektiv			
2.2.3 Experimentell metodik				
2.2.4 Hypotestestning	4.2 FÖRETAGS- OCH AFFÄRSMÄSSIGA VILLKOR			
2.3 SYSTEMTÄNKANDE	4.2.1 Förstäelse för olika affärskulturer 4.2.2 Planering, strategier och mål för affärsverksamhet			
2.3.1 Helhetstänkande				
23.1 Hetretstänkande 23.2 Interaktion och framträdande egenskaper hos system 23.3 Prioritering och fokusering	4.2.3 Teknologibaserat entreprenörskap 4.2.4 Att arbeta framgångsrikt i en organisation			
2.3.4 Kompromisser och avvägningar i val av lösningar	4.3 SYSTEMFORMULERING, -UPPBYGGNAD OCH - OPTIMERING			
2.4 INDIVIDUELLA FÄRDIGHETER OCH EGENSKAPER	4.3.1 Alt specificera systemicav och mål			
2.4.1 Initiativförmåge och risktagende	4.3.2 Att definiere systemets funktion, koncept och arkitektu			
2.4.2 Uthälighet och enpassningsförmäge 2.4.3 Kreativt tänkande	4.3.3 Att modellers system och att säkerställe måluppfyllelse 4.3.4 Ledning av utvecklingsprojekt			
2.4.4 Kritiskt tänkande 2.4.5 Självkännedom	4.4 ATT UTVECKLA SYSTEM			
24.8 Nyfikenhet och livslängt lärande	4.4 ATT UTVECKLA SYSTEM 4.4.1 Konstruktionsprocessen			
2.4.7 Planering av tid och resurser	4.4.2 Konstruktionsprocessens faser och metodik 4.4.3 Kunskapsanvändning vid konstruktion			
2.5 PROFESSIONELLA FÄRDIGHETER OCH	4.4.4 Discipliner konstruktion (inom ett teknikonmilde t.ex.			
FÖRHÅLLNINGSSÄTT	hydraulikkonstruktion)			
2.5.1 Yrkesetik, integritet, ansvar och pälltighet 2.5.2 Professionellt uppträdande	4.4.5 Mutidisciplinär konstruktion 4.4.6 Konstruktion med hänsyn till multiple, motstridige mål			
2.5.3 Aktiv karriärplanering 2.5.4 Att hålla sig a jour med professionens utveckling	4.5 ATT REALISERA SYSTEM 4.5.1 Utformning av realiseringsprocessen			
3. FÖRMÅGA ATT ARBETA I GRUPP OCH	4.5.2 Tillverkning av hårdvara			
KOMMUNICERA	4.5.3 Implementering av mjukvara			
	4.5.4 Integration av mjuk- och hårdvara			
3.1 ATT ARBETA I GRUPP	4.5.5 Test, verifiering, validering och certifiering			
3.1.1 All skapa effektiva grupper	4.5.6 Ledning av realiseringsprocessen			
3.1.2 Arbetet i gruppen	4.6 ATT TA I DRIFT OCH ANVÄNDA			
3.1.3 Gruppens utveckling 3.1.4 Ledarskap	4.6 ATT TA I DRIFT OCH ANVANDA 4.6.1 Att utforme och optimere driften			
3.1.4 Ledarskep 3.1.5 Gruppsammansättning	4.6.2 Utbildning for drift			
a company of the second s	4.6.3 Systemunderhall			
3.2 ATT KOMMUNICERA	4.6.4 Systemförbättring och -utveckling			
3.2.1 Kommunikationsstrategi	4.6.5 Systemavveckling			
3.2.2 Budskapets struktur	4.6.6 Driftsledning			
3.2.3 Skriftig fremstallning				
3.2.3 Skriftig framställning 3.2.4 Multimedia och elektronisk kommunikation 3.2.5 Grafisk kommunikation				

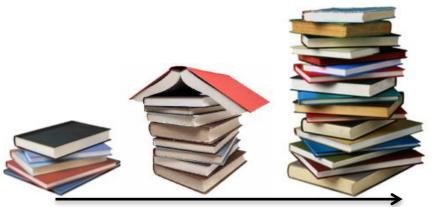


- Crawley, E. F. 2001. *The CDIO Syllabus: A Statement of Goals for Undergraduate Engineering Education: see* www.cdio.org/framework-benefits/cdio-syllabus-report
- for version 2.0, see Crawley, Malmqvist, Lucas, and Brodeur. 2011. "The CDIO Syllabus v2.0. An Updated
   Statement of Goals for Engineering Education." *Proceedings of the 7th International CDIO Conference*



The strategy of CDIO is integrated learning of knowledge and skills

## Standard 3 – Integrated curiculum Integrating the two learning processes



Acquisition of technical knowledge



Development of engineering skills

# The CDIO strategy is the integrated curriculum

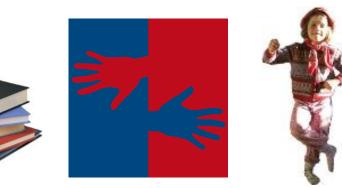
...because we need to improve both learning processes – not one at the expense of the other

...because knowledge & skills give each other meaning

# CDIO Standard 3 – Integrated Curriculum

A curriculum designed with mutually supporting disciplinary courses, with an explicit plan to integrate personal, interpersonal, and product, process, and system building skills.

# Every learning experience sets a balance and relationship



#### **Discipline-led learning**

- Well-structured knowledge base ("content")
- What is known and what is not
- Evidence/theory, Model/reality
- Methods to further the knowledge frontier

#### CONNECTING WITH PROFESSIONAL SKILLS

- Working understanding = capability to apply, functioning knowledge
- Seeing the knowledge through the lense of problems, interconnecting the disciplines
- Integrating skills, e.g. communication and collaboration

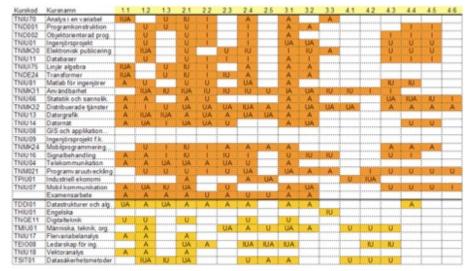
#### **Problem/practice-led learning**

- Integration and application, synthesis
- Open-ended problems, ambiguity, conflicting interests, trade-offs
- Working under conditions of specific contexts
- Professional skills (work processes)
- o "Creating that which has never been"
- Knowledge building of the practice

#### CONNECTING WITH DISCIPLINARY KNOWLEDGE

- > Drawing on the disciplinary knowledge
- Reinforcing disciplinary understanding
- Creating a motivational context

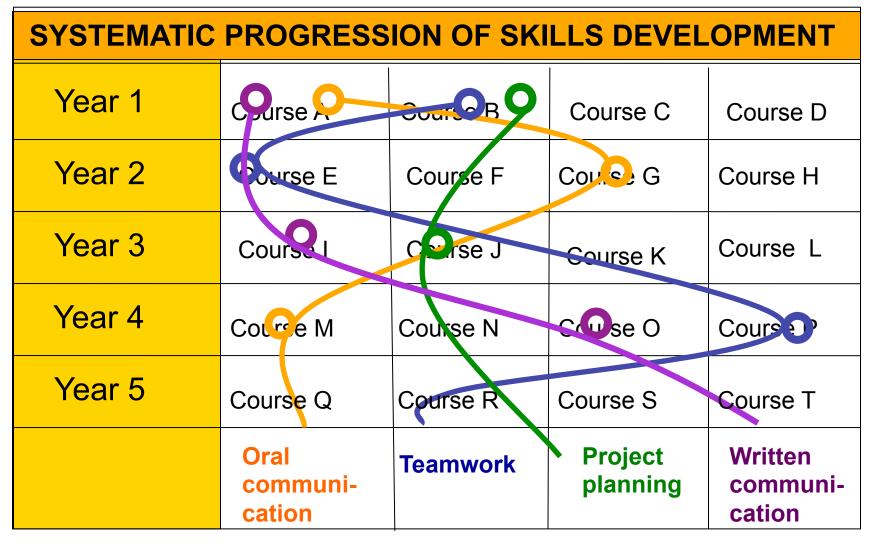
# **Design Matrix** – a tool for allocating and documenting responsibility



	Kurs 1	Kurs 2	Kurs 3	Kurs 4	Kurs 5
Kunskap och förståelse: För civilingerjörsexamen skall studenten					
visa kureikap om det valda teknikområdets vetenskapliga grund och beprövade erfarenhet samt insikt i aktuelt forsknings- och utvecklingsarbete					
visa säväl brett kunnande inom det valda teknikomsådot, inbegripet kunskaper i matematik och naturvetenskap, som väsentligt fördjupade kunskaper inom vissa delar av området.					
Färdighet och förmåga: För civilingenjörsexamen skal studenten					
visa förmåga att med helhetssyn kritiskt, självständigt och kreativt identifiera. formulera och hantera komplexa frägentälliningar samt att detta i fonskninga- och absocklingsarbeta och däriganom bidra 51 kunskapsutvecklingen,					
visa förmåga att skapa, analysera och kritiskt utvärdera olika tekniska lösningar,					
visa förnäga att planeta och med adekvala metoder genomföra kvalificerade appgiftar inom givna ramar,					
visa förnåga att kritekt och systematiskt integrera kunskap samt visa förnåga att modellera, simulera, förutsäga och utvärdera skeenden även med tegränsad information,					
visa förmåga att utveckla och utforma produktet, processer och system med hänsyn till människors förutsättningar och behov och samhällets mäl för skonomiskt, socialt och ekologiskt hältbar utveckling.					
visa förnåga til lagarbete och samverkan i grupper med olika sammansättning, och					
visa förnåga att i såväl nationella som internationella sammanhang muntligt och aktiftigt i dialog med silka grupper klart redogöra för och diakultera sine slutsatiser och den kunsikap och de argument som ligger till grund för dessa.			?		
Värderingsförmåga och förhålhringssält. För civilingenjörsexamen skall studenten					
visa förnåga att göra bedömningar med hänsyn til relevanta vetenskapliga, samhälleliga och eliska aspekter samt visa medvetenhet om eliska aspekter på torsknings- och utvecklingsarbere,					
isa itsikt i teknikens mõjigheter och begslinsningat, dess toll i samhället och människors ansvar för hur den används, inbegripet sociala och ekonomiska aspekter samt miljö- och arbetamiljöaspekter, och					
isa förmäga att identifiera sitt behov av ytterligare kunskap och att fortiöpande alvocida sin kompeteris.					

# Systematic assignment of programme learning outcomes to courses

- negotiating the contribution



(Schematic)

#### Example:

#### Embedding communication skills in the course 'Lightweight structures and Finite Element Modelling'

#### Communication in lightweight structures means being able to

- Use the technical concepts comfortably
- Discuss a problem of different levels
- Determine what factors are relevant to the situation
- Argue for, or against, conceptual ideas and solutions
- Develop ideas through discussion and collaborative sketching
- Explain technical matters to different audiences
- Show confidence in expressing oneself within the field

The skills are **embedded** in, and **inseparable** from, students' application of technical knowledge.

The same interpretation should be made for teamwork, problem solving, professional ethics, and other engineering skills.

# "It's about educating engineers who can actually engineer!"

# What does communication skills mean in the specific professional role or subject area?



[Barrie 2004]

# **Engineering skills - implications**

#### It's not about "soft skills"

Personal, interpersonal, product, process, and system building skills are **intrinsic to engineering** and we should recognise them as **engineering skills**.

#### It's not about "adding more content"

Students must be given opportunities to develop communication skills, teamwork skills, etc. This is best achieved through **practicing**, **reflecting**, **giving and receiving feedback** (rather than lecturing on psychological and social theory).

#### It's not about "wasting credits"

When students practice engineering skills they apply and express their technical knowledge. As they expose their understanding among peers, doing well will also matter more to them. Students will develop **deeper working knowledge**.

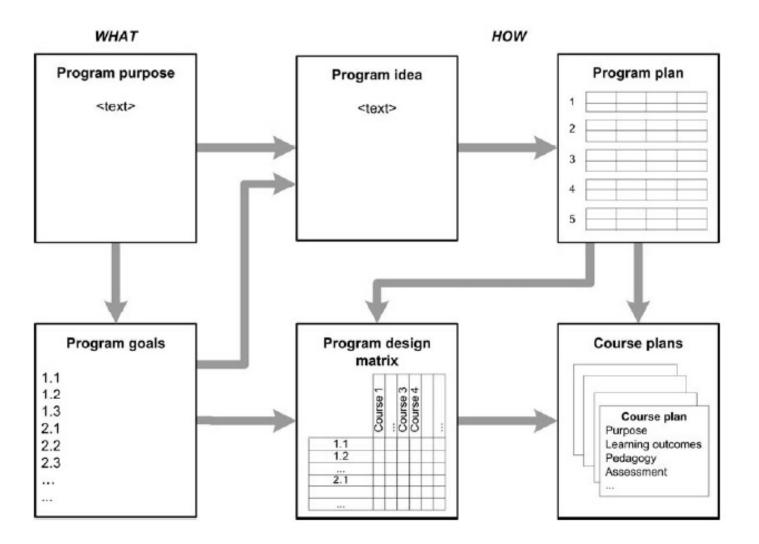
#### It's not about appending "skills modules"

Personal, interpersonal, product, process, and system building skills must be practiced and assessed **in the technical context**, it cannot be done separately.



Place in curriculum	Faculty perception of generic skills and attributes
Integral	They are integral to disciplinary knowledge, infusing and <b>ENABLING</b> scholarly learning and knowledge.
Application	They let students make use of or apply disciplinary knowledge, thus potentially changing and <b>TRANSFORMING</b> disciplinary knowledge through its application. Skills are closely related to, and parallel, discipline learning outcomes.
Associated	They are useful additional skills that <b>COMPLEMENT</b> or round out discipline knowledge. They are part of the university syllabus but separate and secondary to discipline knowledge.
Not part of curriculum	They are necessary basic <b>PRECURSOR</b> skills and abilities. We may need remedial teaching of such skills at university.

# Integrated program descriptions

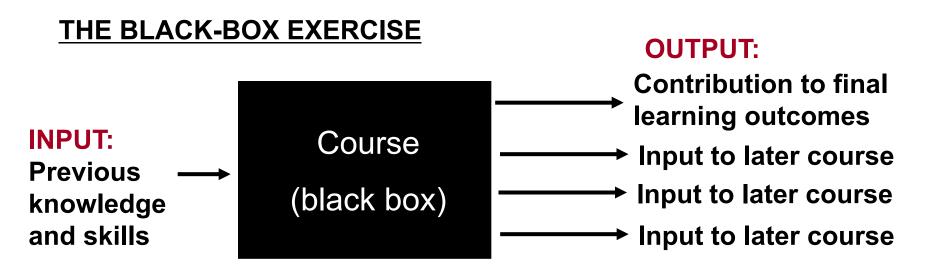


Malmqvist, J., Östlund, S., Edström, K., "Using integrated program descriptions to support a CDIO programme design process", World Transactions on Engineering and Technology Education 5(2), 259-262, 2006.

# PROGRESSION

# through the programme

# Enhancing progression through the curriculum



# **Black-box exercise for faculty**

All courses are presented through input and output only:

- Enables efficient discussions
- Makes connections visible (as well as lack thereof)
- Gives all faculty an overview of the program
- Serves as a basis for improving coordination
- Use for adjusting intentions in planning phase
- Use for checking existing programs



During the discussions:

- Document which course takes responsibility for what learning outcomes
- Identify redundancies or gaps
- Check chronological order
- Is it easy for the students to make the connections between courses?





- What important couplings between courses are already there and should be kept?
- What important couplings between courses should be natural and obvious?

0000

# Dimensions of progressionSubject content

- Personal, professional and engineering skills
- Theoretical maturity not just "more" theory, but to make connections and apply (integration, synthetis & modelling)
- Understanding context ("real" problems, sustainable development, ethics, etc)
- Selecting and applying methods, understanding limitations
- Professional "eye" and language (see and interpret situations, discuss with others and relate to knowledge)
- Academic writing, professional writing
- Personal development (feedback, reflection, etc)
- View on knowledge (not just black and white)
- Degree of independence as a learner (pedagogiska röda trådar)

# **Program description – sample**



#### FARKOSTTEKNIKPROGRAMMET

Måldokument



Version 1.0 December 2004

#### VEHICLE ENGINEERING – KTH

Table of contents Introduction

**Program goals** 

**Engineering skills** (CDIO Syllabus to second level of detail and associated expected proficiencies)

#### Program structure

**Program plan** 

Explicit disciplinary links between courses Program design matrix Sequences for selected engineering skills

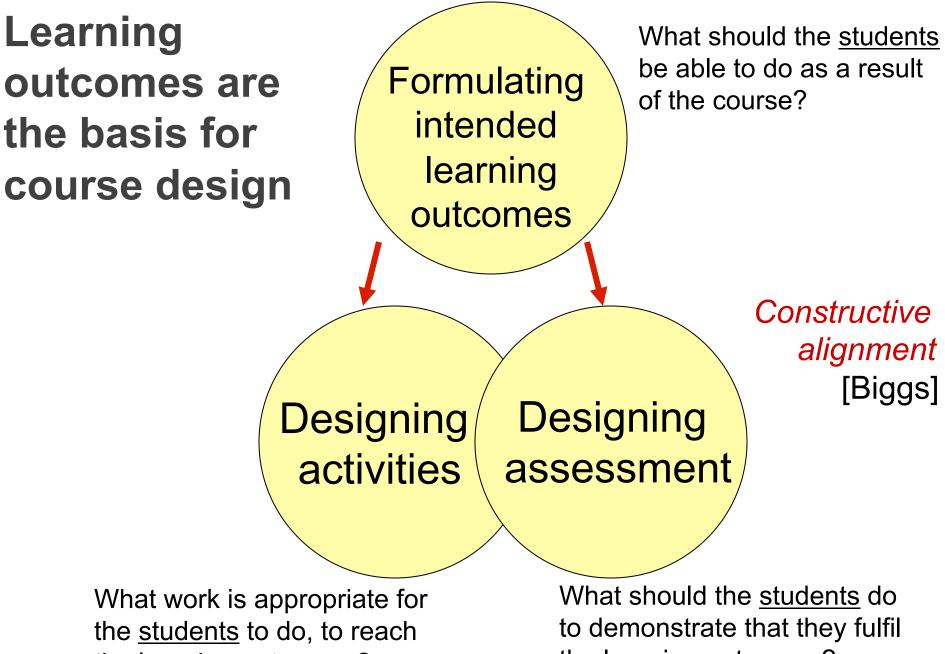
#### <u>All courses in program</u>

Intended learning outcomes Contribution to engineering skills



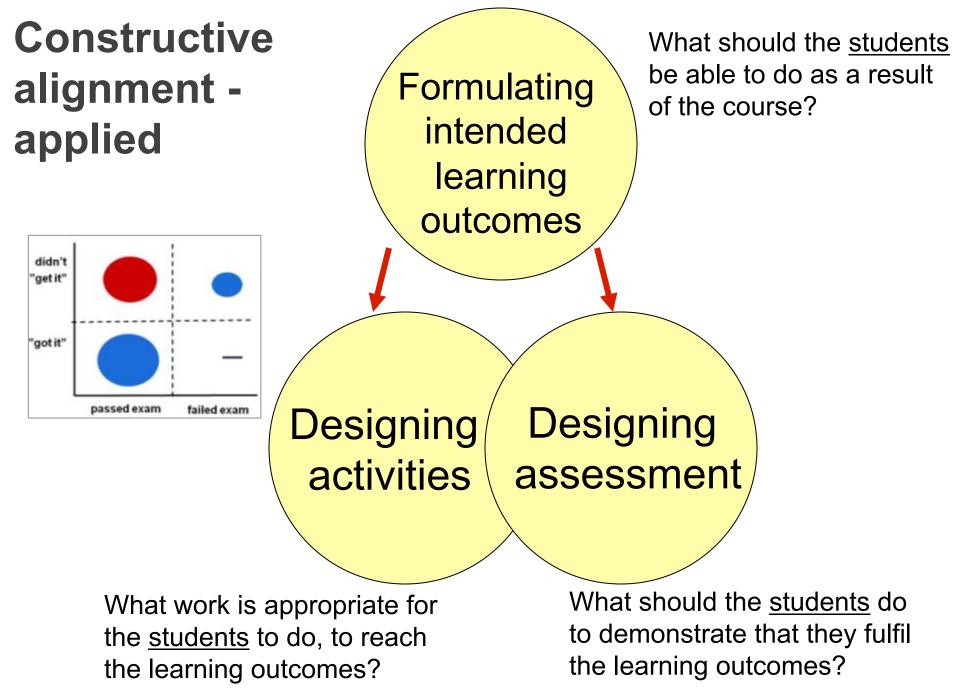
# **Course Design for Integrated Learning**

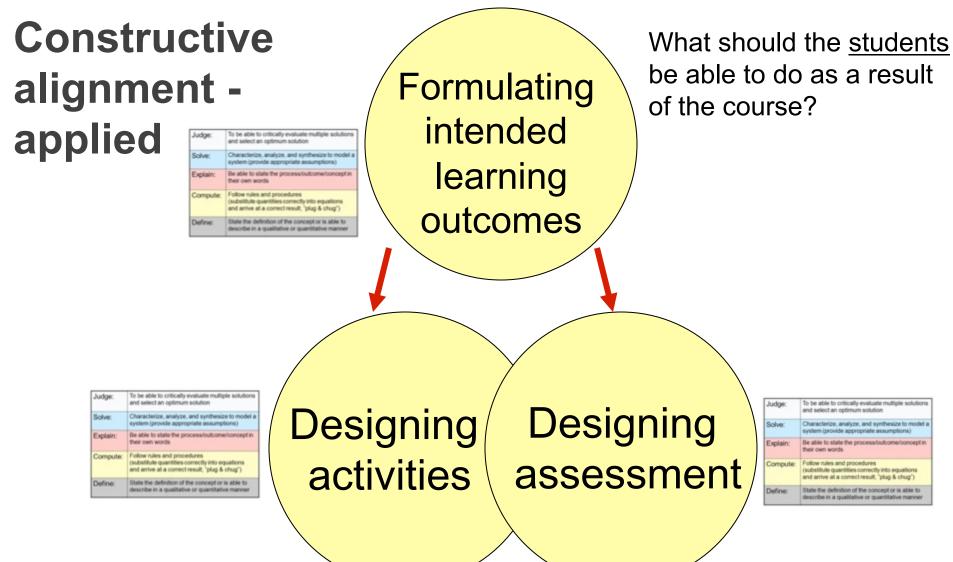




the learning outcomes?

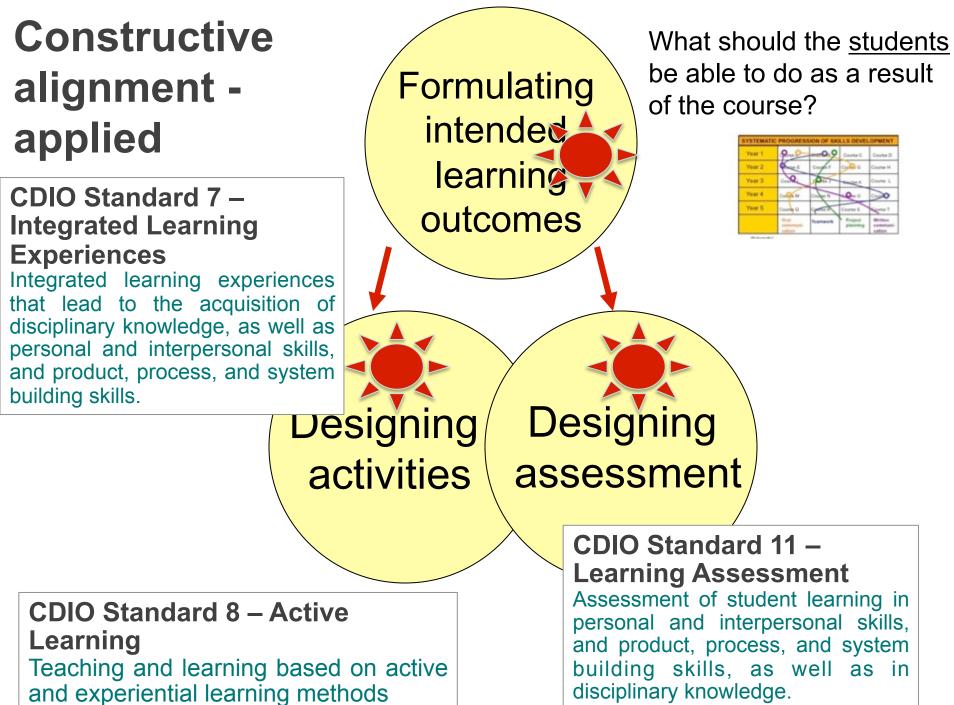
the learning outcomes?





What work is appropriate for the <u>students</u> to do, to reach the learning outcomes?

What should the <u>students</u> do to demonstrate that they fulfil the learning outcomes?





Anyone can improve a course if it means that the teacher works 100 hours more

That is not a valid solution...

This is about how to get better student learning from the same (finite) teaching resources

**CDIO Standard 10 -- Enhancement of Faculty Teaching Competence** Actions that enhance faculty competence in providing integrated learning experiences, in using active experiential learning methods, and in assessing student learning.



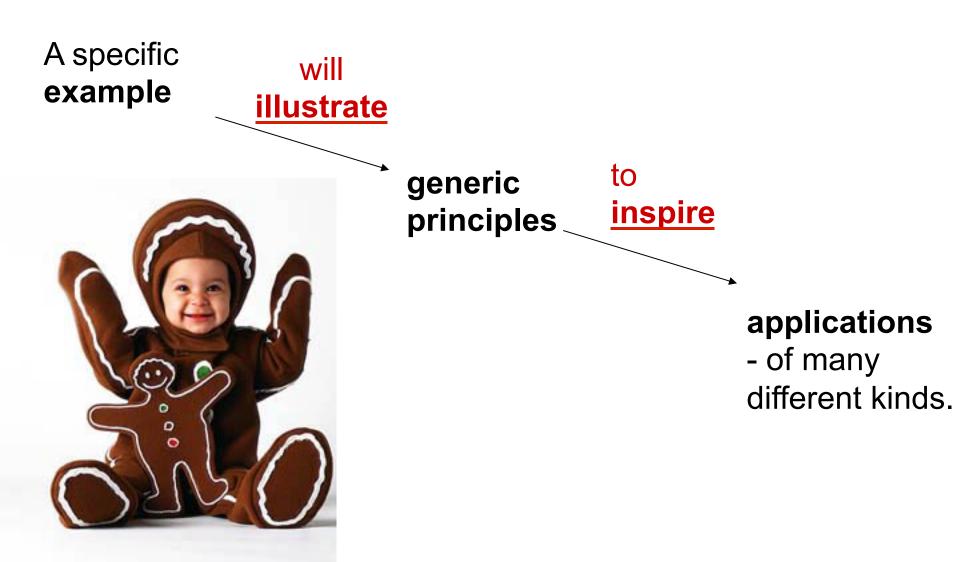
# Remember that we are **developing people** as much as we are **developing programs**.

# The first strategy is to use existing resources better

- re-task the space you already have
- re-task the time you already have

If you can not control the resources you have, how can you ever justify why you should get more resources – it would only result in "more of the same"

# **Examples are illustrations of principles**



# **Educational development in CDIO**



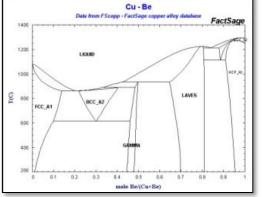
- Improving the quality of understanding
- Knowledge prepared for use: seeing the knowledge through the lense of problems
- Ability to communicate and collaborate
- Interconnecting the disciplines

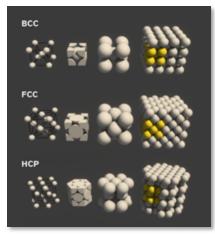
### Improving problem/practicebased learning

- Adding problem/practice-based learning experiences
  - Early engineering experience
  - A sequence of Design-Implement Experiences
- Improving reflection and learning
- Improving cost-effectiveness of teaching

- Standard lecture based course
- Focus on disciplinary knowledge ("content")







Hypoeutectoid steel was quenched from austenite to martensite which was tempered, spheroidized and hardened by dislocation pinning..



### Two ways of seeing materials science

### From the inside - out

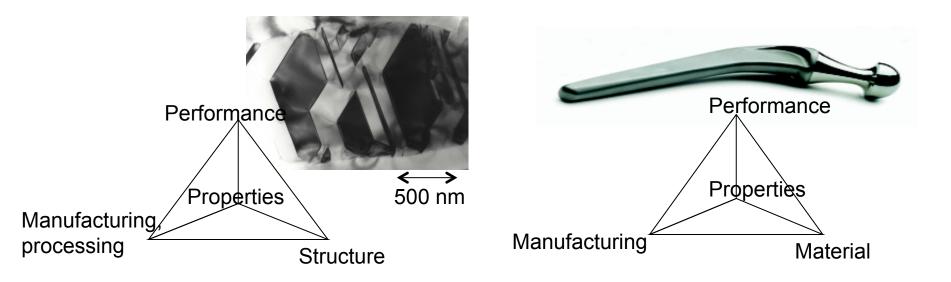
"Materials engineers distinguish themselves from mechanical engineers by their focus on the internal structure and processing of materials, specifically at the micro- and nano-scale."

Flemings & Cahn

### From the outside - in

"Materials have a supportive role of materializing the design. The performance is of primary concern, followed by considerations of related materials properties...."

Östberg



# Implications I - formulating intended learning outcomes

#### Old learning objectives: the disciplinary knowledge in itself

...describe crystal structures of some metals...

...interpret phase diagrams...

...explain hardening mechanisms...

...describe heat treatments...

### New learning objectives: performances of understanding

...select materials based on considerations for functionality and sustainability

...explain how to optimize material dependent processes (eg casting, forming, joining)

...discuss challenges and trade-offs when (new) materials are developed

...devise how to minimise failure in service (corrosion, creep, fractured welds)



# Implications II - design of learning activities

Still lectures and still the same book, but framed differently:

- from product to atoms
- focus on engineering problems

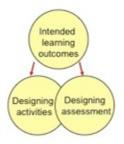


And...

- Study visit in industry, assessed by written reflection
- Material selection class (CES)
- Active lecturing: buzz groups, quizzes
- Test yourself on the web
- Students developed animations to visualize



# Implications III - design of assessment



2011:

New type of exam, aimed at deeper working understanding

- More open-ended questions many solutions possible, the quality of reasoning is assessed
- Interconnected knowledge several aspects need to be integrated

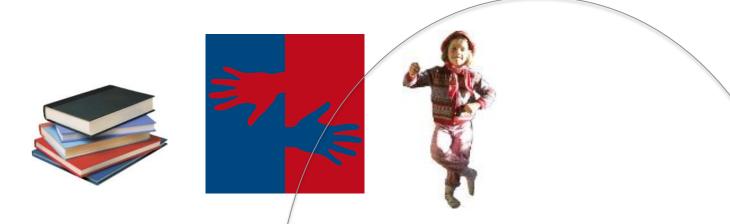
Very good results on the exam but some students were scared and there were many questions beforehand...

2012:

Added formative midterm exam, with peer assessment

- Communicates expectations on the required level and nature of understanding (Feedback / Feed forward)
- Generates appropriate learning activity
- Early engagement in the basics of the course (a basis for further learning)

# **Educational development in CDIO**



### In disciplinary courses

- Improving the quality of understanding
- Knowledge prepared for use: seeing the knowledge through the lense of problems
- Ability to communicate and collaborate
- Interconnecting the disciplines

### In problem/practicebased courses

- Adding problem/practice-based learning experiences
  - Early engineering experience
  - A sequence of Design-Implement Experiences
- Improving reflection and learning
- Improving cost-effectiveness of teaching

# **Design-Implement Experiences**

Student teams design and implement actual products, processes, or systems

- Projects take different forms in various engineering fields
- The essential aim is to learn through nearauthentic engineering tasks, working in modes resembling professional practice

### Progression in several dimensions

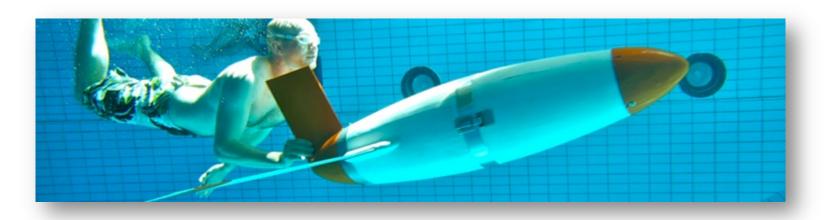
- >engineering knowledge (breadth and depth)
- size of student teams
- length of project
- increasingly complex and open-ended problems
- ➢ tensions, contextual factors
- student and facilitator roles

**CDIO Standard 5 – Design-Implement Experiences** A curriculum that includes two or more design-implement experiences, including one at a basic level and one at an advanced level.



### Learning in Design-Implement Experiences

- The purpose is not to build things, but to learn from building things
- it is key that students bring their designs and solutions to an operationally testable state.
- To turn practical experiences into learning, students are continuously guided through reflection and feedback exercises supporting them to evaluate their work and identify potential improvement of results and processes.
- Assessment and grading should reflect the quality of attained learning outcomes, rather than the product performance in itself

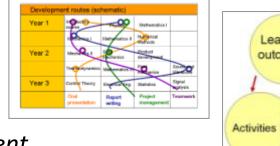


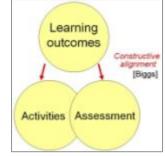
## **CDIO integrated curriculum development**

- the process in a nutshell
- Set program learning outcomes in dialogue with stakeholders
- Design an integrated curriculum mapping out responsibilities to courses

   negotiate intended learning outcomes
   (both knowledge <u>and</u> engineering skills)
- Create integrated learning experiences course development with constructive alignment
  - ✓ mutually supporting subject courses
  - ✓ applying active learning methods
  - ✓ an introductory course
  - ✓ a sequence of design-implement experiences
- Faculty development
  - ✓ Engineering skills
  - ✓ Skills in teaching, learning and assessment
- Evaluation and continuous improvement











The educational development process is the working definition of CDIO:

# The CDIO Standards

Context:

Recognise that we educate for the practice of engineering [1]

### **Curriculum development:**

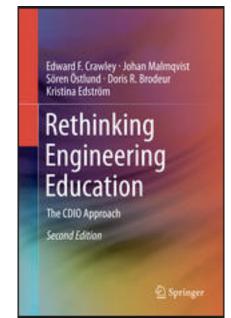
- Formulate explicit program learning outcomes (including engineering skills) in dialogue with stakeholders [2]
- Map out responsibilities to courses negotiate intended learning outcomes [3]
- Evaluation and continuous programme improvement [12]

# Course development, discipline-led and project-based learning experiences:

- Introduction to engineering [4]
- Design-implement experiences and workspaces [5, 6]
- Integrated learning experiences [7]
- Active and experiential learning [8]
- Learning assessment [11]

### Faculty development

- Engineering skills [9]
- Skills in teaching & learning , and assessment [10]



Crawley, et al (2007, 2014) *Rethinking Engineering Education: The CDIO Approach*, Springer.