A Model for Program Development

Daniel L. Gossman

Kanto Gakuen University
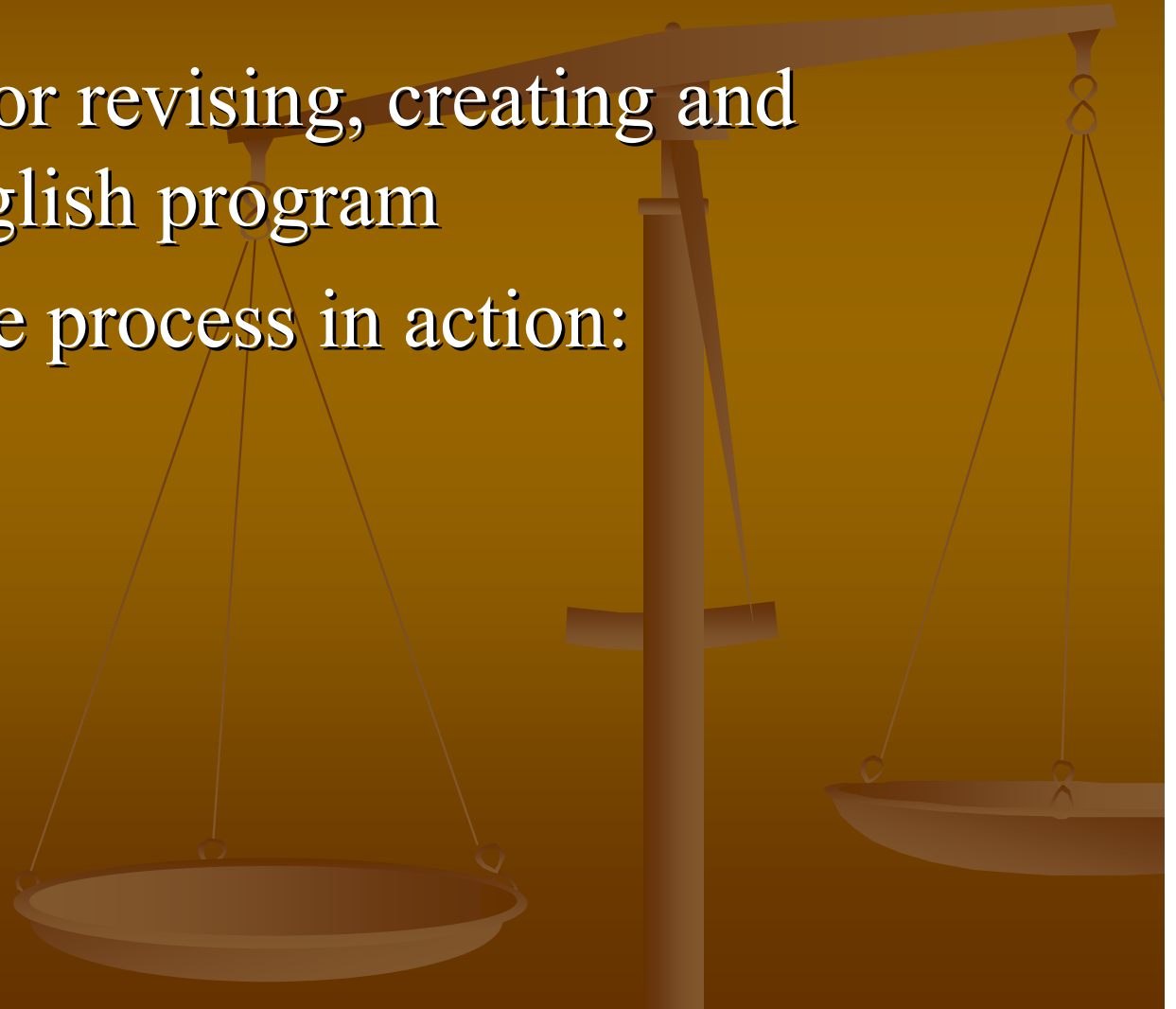

Michael Stout

Kanto International High School
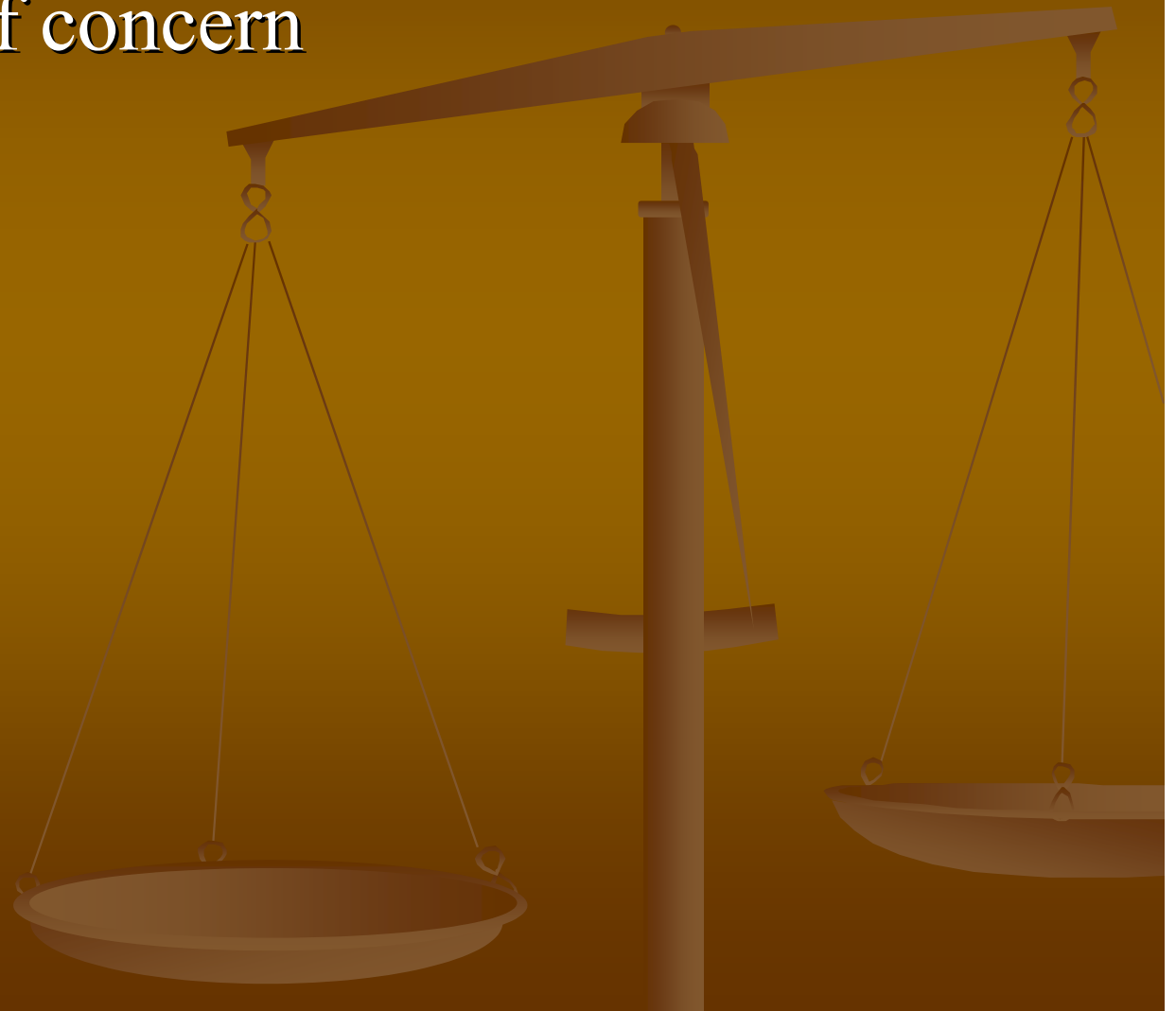
AsiaTEFL Beijing, China

November 6, 2005

A Model for Program Development

- Present a process for revising, creating and maintaining an English program
- A quick view of the process in action:
  - At a high school
  - At a university

A Model for Program Development

- Four major areas of concern
  - Environment
  - Resources
  - Objectives
  - Implementation

A Model for Program Development

- **Environment**
  - Global
    - Requirements/Restraints
    - Impact
  - Organizational
    - Goals
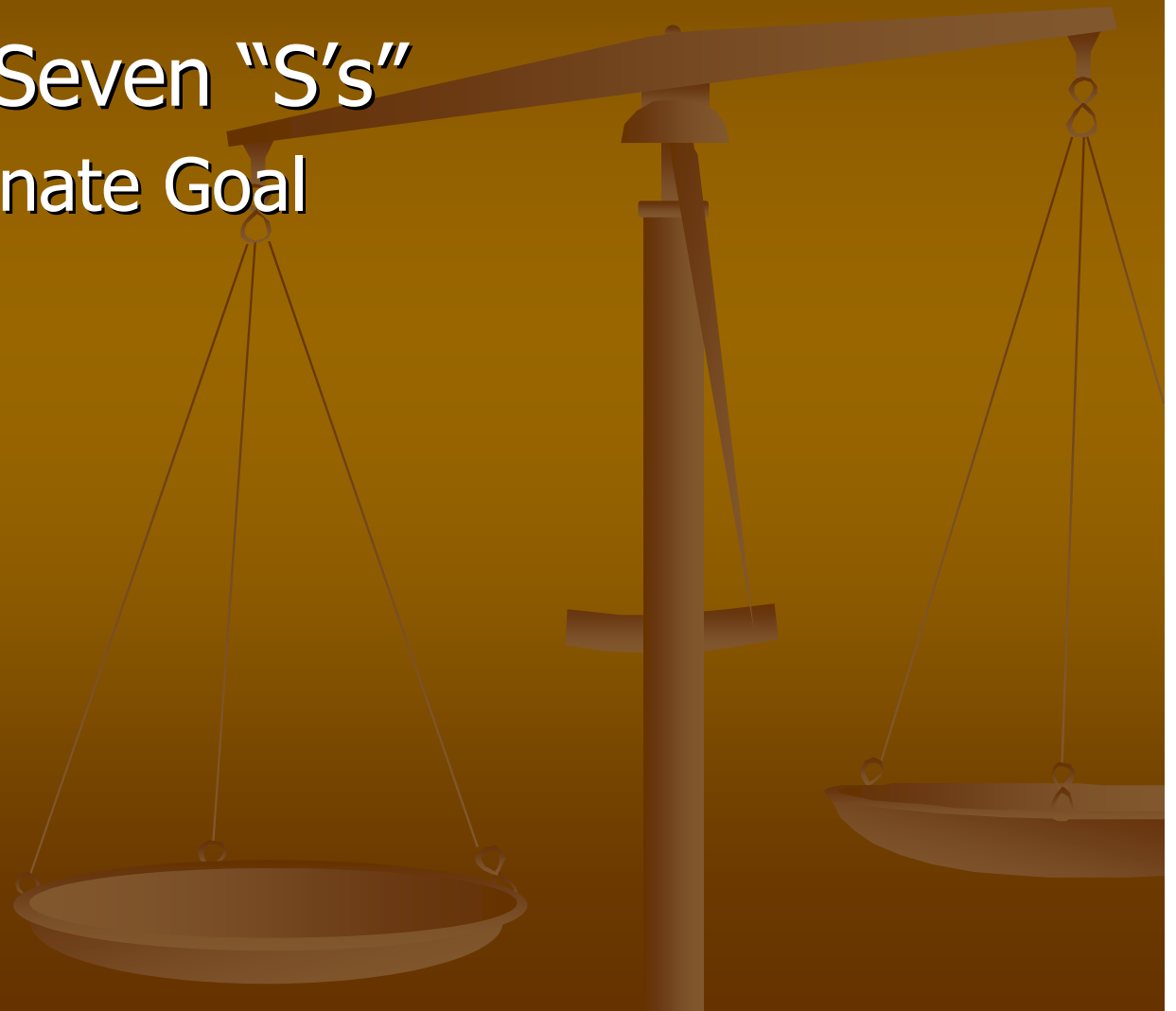   - Structure
  - Individual
    - Relationships
    - Stakeholders

A Model for Program Development

- Mckinsey's Seven "S's"
  - Super-ordinate Goal
  - Strategy
  - Structure
  - Systems
  - Skills
  - Staff
  - Style

A Model for Program Development

- Resources
  - Internal
    - People
    - Hard Goods
    - Soft Goods
  - External
    - People
    - Hard Goods
    - Soft Goods

A Model for Program Development

- Objectives
  - Society
  - Institution
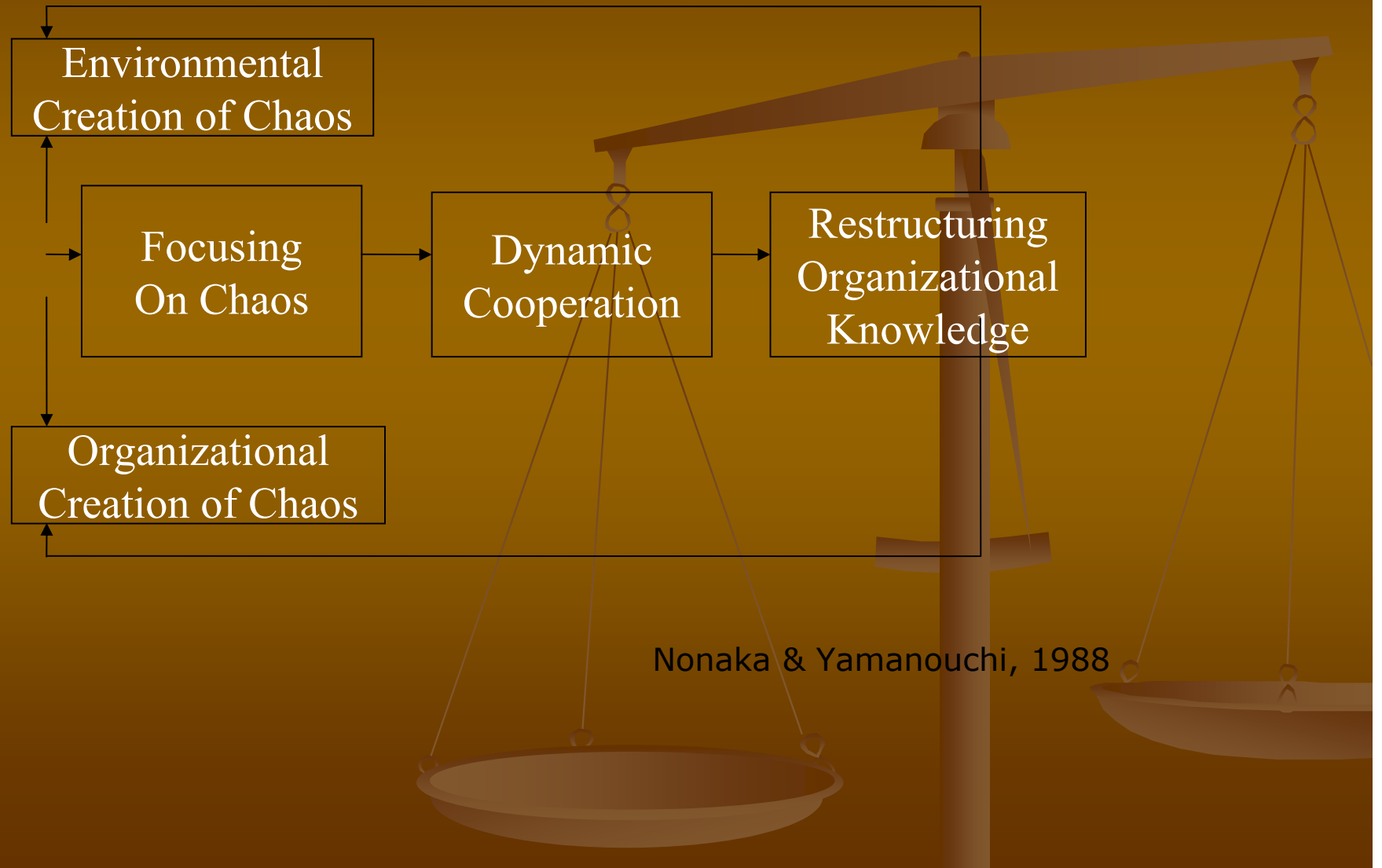 - Program
  - Course
  - Teacher
  - Student

A Model for Program Development

- Implementation
  - Propose
  - Prepare
  - Implement
  - Maintain

A Model for Program Development

Environmental
Creation of Chaos

Focusing
On Chaos

Dynamic
Cooperation

Restructuring
Organizational
Knowledge

Organizational
Creation of Chaos

Nonaka & Yamanouchi, 1988

A Model for Program Development

Development Cycle

Test Design

Curriculum Implementation

Curriculum Outline

Design Discussion

Gossman & Cisar, 2001
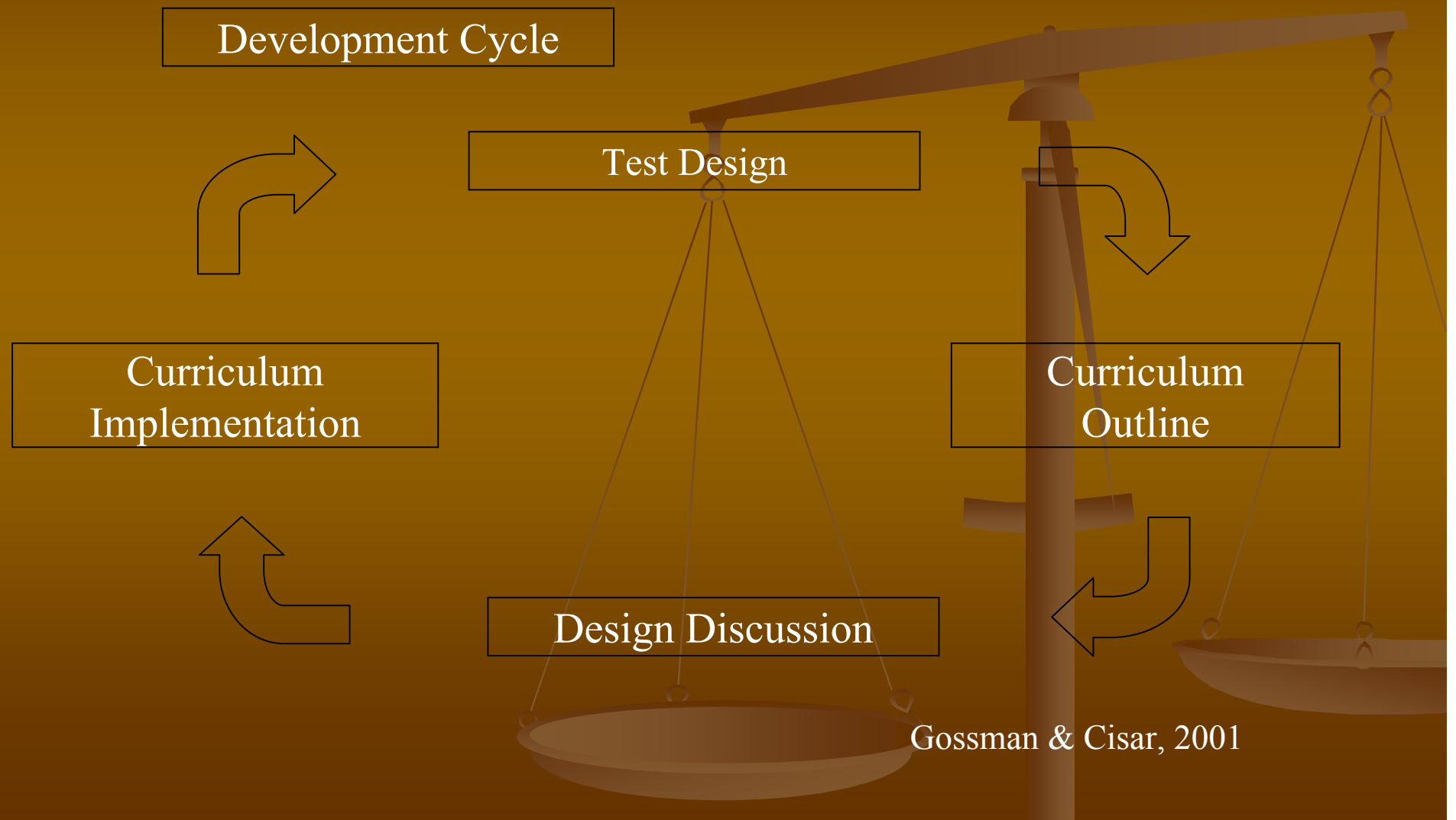
A Model for Program Development

- **Kanto International High School**
  - **Environment**
    - **Global**
      - MEXT (2002) "Developing a strategic plan to cultivate "Japanese With English Abilities"
      - Declining Enrolment
    - **Organizational**
      - Foreign Language Education:English, Chinese, Korean,Russian
      - World School:affiliation with overseas schools, study abroad
    - **Individual**
      - Relationships
        - Japanese and Foreign teachers
        - Homeroom teachers and subject teachers
        - Teachers and students

A Model for Program Development

- **Kanto International High School**
  - **Resources**
    - **Internal**
      - Teachers: multiple methodologies, multilingual
      - Students: bilingual and trilingual peer tutors
      - Computers and school website
    - **External**
      - Teachers and students at affiliated schools
      - Homestay families
      - World School website

A Model for Program Development

- **Kanto International High School**
  - **Objectives**

    - Students
      - preparing for the era of a global society
      - Career prosperity
      - University entrance
    - Teachers
      - Exchange and synthesis of methodologies
      - Integrated curricula
      - Valid and reliable assessment tools
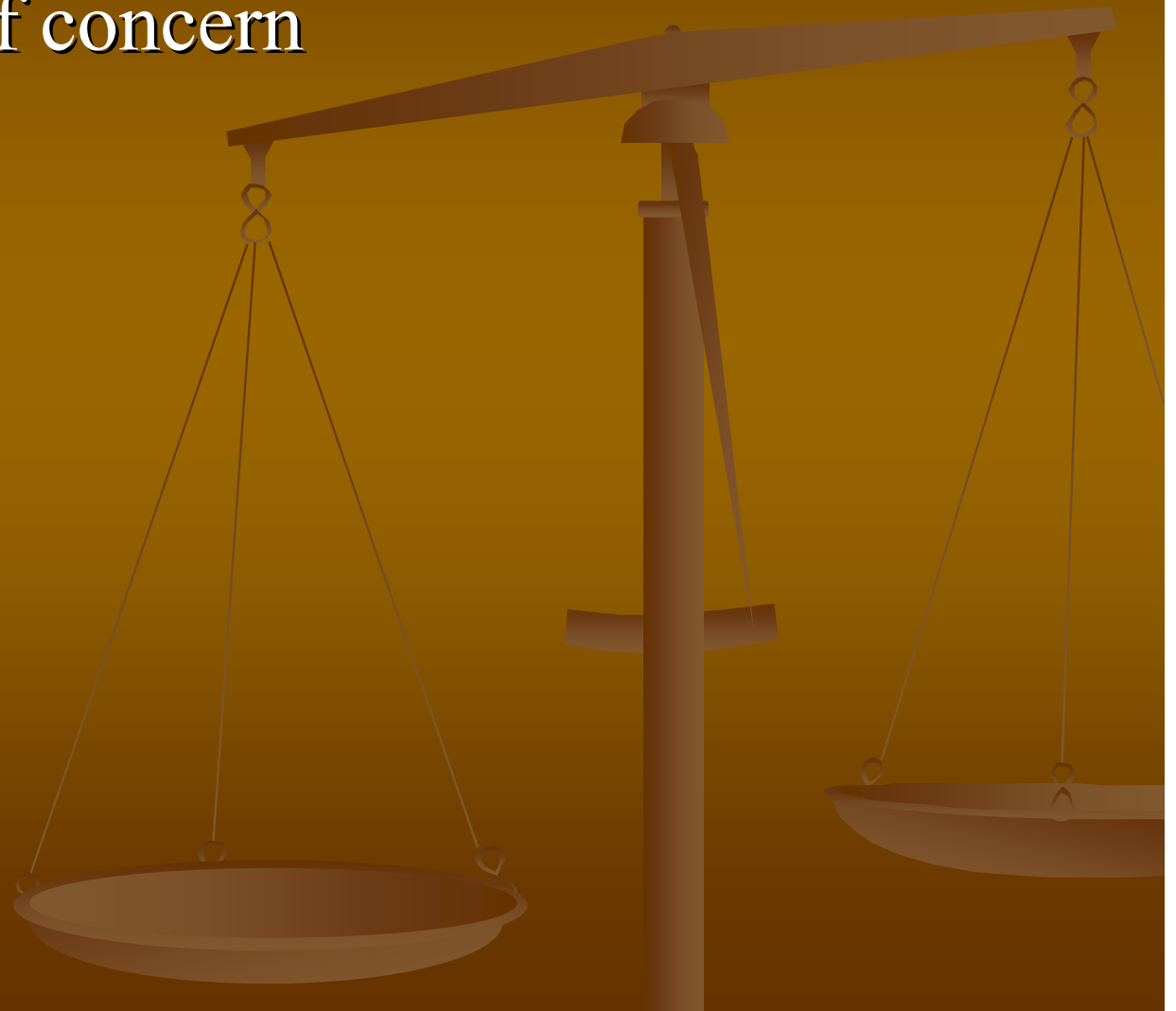   - Institution
      - Increase and maintain enrolment

A Model for Program Development

- **Kanto International High School**
  - **Implementation**
    - **Structure**
      - Organizational restructuring
      - Japanese and Foreign teacher integration
    - **Curriculum**
      - Super E
      - Study Abroad

A Model for Program Development

- Four major areas of concern
  - Environment
  - Resources
  - Objectives
  - Implementation

A Model for Program Development

- Conclusion
  - Process for creating, revising and maintaining an English program
  - An overview of application in two institutions

  - Next steps?