

## Appendix C

### 2014 AHIMA Entry Level Curricular Competencies for the Graduate Level

#### Graduate Level HIM Curriculum Map

**A significant change in approach is noted with this release of the curricula.** The emphasis and measurement of success is with attainment of the Bloom's taxonomy level associated with the Student Learning Outcomes rather than the curricular considerations (which are examples of topics to be considered). When specific content is required it is part of the student learning outcome. With the pace of change in healthcare and HIM today, the curricular considerations may change with great frequency, but the student learning outcomes would remain consistent over longer periods of time.

Concepts to be interwoven throughout all levels of the curricula include:

- **CRITICAL THINKING:** For example the ability to work independently, use judgment skills effectively, be innovative by thinking outside of the box
- **PERSONAL BRANDING:** For example personal accountability, reliability, self-sufficiency

Student Learning Outcomes	Bloom's Level	Curricular Considerations
<b>Domain I. Data Content Structure and Standards</b>		
<i>DEFINITION: Academic content related to diagnostic and procedural classification and terminologies; health record documentation requirements; characteristics of the healthcare system; data accuracy and integrity; data integration and interoperability; respond to customer data needs; data management policies and procedures; information standards.</i>		
<b>Subdomain I.A Classification Systems</b>		
1. Interpret terminologies, vocabularies and classification systems	5	<ul style="list-style-type: none"> <li>• SNOMED</li> <li>• LOINC</li> <li>• ICD</li> <li>• UMLS</li> <li>• Metadata</li> <li>• Primary and secondary uses</li> </ul>
2. Construct examples of mapping of clinical vocabularies and terminologies to appropriate classification systems	6	<ul style="list-style-type: none"> <li>• ICD-10-CM/PCS to ICD-11-CM/PCS</li> <li>• ICD-11-CM/PCS to SNOMED-CT</li> <li>• Mapping between disease classifications</li> </ul>
<b>Subdomain I.B. Health Record Content and Documentation</b>		
1. Examine required documentation and record structures	4	<ul style="list-style-type: none"> <li>• Accreditation requirements</li> <li>• Foundational concepts of the health record</li> <li>• Framework and content of the health record</li> <li>• Health record documentation requirements</li> <li>• Manual vs. electronic structure</li> </ul>

Subdomain I.C. Data Governance		
1. Evaluate data integration needs	5	<ul style="list-style-type: none"> <li>• Interoperability</li> <li>• HIEs</li> <li>• Legacy systems</li> <li>• Standardization of data dictionaries</li> </ul>
2. Propose data interoperability and sharing policies, structures, and methods	6	<ul style="list-style-type: none"> <li>• Evidence-based policy evaluations</li> </ul>
3. Recommend data standard policies for interoperability and sharing	5	<ul style="list-style-type: none"> <li>• NIEM (national information exchange model)</li> <li>• HL7</li> <li>• ASTM</li> <li>• HEDIS</li> <li>• OASIS</li> <li>• UHDDS</li> <li>• Meaningful use</li> <li>• RxNorm</li> </ul>
Subdomain I.D. Data Management		
1. Develop data management policies	6	<ul style="list-style-type: none"> <li>• Business analytics management</li> <li>• Clinical analytics management <ul style="list-style-type: none"> <li>○ Medical decision-making</li> </ul> </li> <li>• Healthcare research analytics management</li> </ul>
2. Evaluate data from varying sources to create meaningful presentations	5	<ul style="list-style-type: none"> <li>• Building an effective presentation (background, objectives, methodology, outcomes)</li> <li>• Statistical literacy</li> <li>• Dissemination and Education</li> <li>• Partnerships</li> <li>• Crowd Sourcing</li> </ul>
3. Design patient-centered health information systems	6	<ul style="list-style-type: none"> <li>• Principles of data representation</li> <li>• Patient portals</li> <li>• PHRs</li> <li>• ACO's</li> <li>• Medical homes</li> <li>• Value-based purchasing</li> <li>• Patient centered outcomes research</li> </ul>
4. Manage virtual network communications	5	<ul style="list-style-type: none"> <li>• Cloud technologies/computing</li> </ul>
Subdomain I.E Secondary Data Sources		
1. Compile data from secondary sources	6	<ul style="list-style-type: none"> <li>• Data sources primary and secondary <ul style="list-style-type: none"> <li>○ UHDDS, HEDIS, OASIS</li> </ul> </li> <li>• Specialized data collection systems <ul style="list-style-type: none"> <li>○ Data mapping, data warehousing</li> </ul> </li> </ul>
Domain II. Information Protection: Access, Disclosure, Archival Privacy and Security		

*Definition: Understand healthcare law (theory of all healthcare law to exclude application of law covered in Domain V); develop privacy, security, and confidentiality policies, procedures and infrastructure; educate staff on health information protection methods; risk assessment; access and disclosure management.*

Subdomain II.A. Health Law		
1. Create regulatory policies based on health laws	6	<ul style="list-style-type: none"> <li>• HIPAA</li> <li>• ARRA</li> <li>• HITECH</li> <li>• ACOs</li> <li>• Meaningful Use</li> <li>• E-discovery</li> <li>• Stark</li> <li>• Red Flag</li> <li>• ACA</li> <li>• GINA</li> <li>• Medicare/Medicaid</li> <li>• Other federal/state laws</li> </ul>

Subdomain II.B. Data Privacy, Confidentiality and Security		
1. Design a privacy and security infrastructure	6	<ul style="list-style-type: none"> <li>• Federal and state privacy and security laws and regulations</li> <li>• Risk assessment, evaluation, and management</li> <li>• Business continuity planning</li> </ul>

Subdomain II.C. Release of Information		
1. Mitigate access and disclosure risks	5	<ul style="list-style-type: none"> <li>• Case risk analysis, mitigation and management</li> <li>• Breach analysis and notification requirements</li> </ul>

**Domain III. Informatics, Analytics, and Data Use**

*Definition: Creation and use of Business health intelligence; select, implement, use and manage technology solutions; system and data architecture; interface considerations; information management planning; data modeling; system testing; technology benefit realization; analytics and decision support; data visualization techniques; trend analysis; administrative reports; descriptive, inferential and advanced statistical protocols and analysis; IRB; research; patient-centered health information technologies; health information exchange; data quality*

Subdomain III.A. Health Information Technologies		
1. Evaluate use of data capture technologies	5	<ul style="list-style-type: none"> <li>• Natural language processing (NLP)</li> <li>• Voice recognition</li> <li>• Document imaging</li> </ul>
2. Construct information systems capabilities	6	<ul style="list-style-type: none"> <li>• EHR certification (CCHIT)</li> <li>• m-Health</li> <li>• e-health</li> <li>• Telehealth</li> </ul>

		<ul style="list-style-type: none"> <li>• Software application design and use</li> <li>• System testing and integration tools</li> </ul>
3. Design user-centric interfaces and portals	6	<ul style="list-style-type: none"> <li>• Data entry</li> <li>• Data transfer</li> <li>• Data display</li> <li>• Human-computer interface design</li> <li>• Sociotechnical model</li> </ul>
4. Propose use of artificial intelligence applications	6	<ul style="list-style-type: none"> <li>• Machine learning</li> <li>• Expert systems</li> <li>• Robotics</li> <li>• CAC</li> <li>• Voice recognition</li> </ul>
5. Evaluate systems life cycle concepts	5	<ul style="list-style-type: none"> <li>• Principles of computer science</li> <li>• Systems assessment methods and tools</li> <li>• Systems planning, analysis and design</li> <li>• System performance evaluation</li> </ul>
6. Propose the implementation of health information systems	6	<ul style="list-style-type: none"> <li>• Ergonomic and human factor designs</li> <li>• Change management</li> <li>• EHR</li> <li>• PHR</li> <li>• Networking principles, methods and designs</li> <li>• Information systems landscape</li> <li>• System interfaces</li> <li>• Database conversions</li> </ul>
7. Construct information architectural models	6	<ul style="list-style-type: none"> <li>• Database design and administration</li> <li>• Data warehousing</li> <li>• Population databases</li> <li>• Secondary and derived databases</li> <li>• Legal health record</li> <li>• Designated data set</li> <li>• Programming languages <ul style="list-style-type: none"> <li>○ SQL</li> <li>○ Java</li> </ul> </li> <li>• Retention/archival strategies and policies</li> </ul>
<b>Subdomain III.B. Information Management Strategic Planning</b>		
1. Create information systems to ensure compliance	6	<ul style="list-style-type: none"> <li>• Regulatory, legal, accreditation and certification requirements</li> </ul>
2. Propose policy development and advocacy	6	<ul style="list-style-type: none"> <li>• Uses, protection and dissemination of health information</li> </ul>
3. Develop strategic initiatives for information	6	<ul style="list-style-type: none"> <li>• Environmental scanning</li> <li>• Strategic planning and management</li> <li>• Policy management</li> </ul>

management systems and regulatory policies		
4. Appraise benefit realization of information technologies	5	<ul style="list-style-type: none"> <li>• Return on investment</li> <li>• Cost-benefit analysis</li> <li>• Regulatory requirements</li> <li>• Quality improvement</li> <li>• Patient safety</li> <li>• Risk management</li> </ul>
5. Engage key stakeholders in information systems planning	5	<ul style="list-style-type: none"> <li>• Professional networking</li> </ul>
<b>Subdomain III.C. Analytics and Decision Support</b>		
1. Design data sources for intelligence extraction	6	<ul style="list-style-type: none"> <li>• Database clustering</li> <li>• Data mining preparation</li> </ul>
2. Create business intelligence through data analytics	6	<ul style="list-style-type: none"> <li>• Trend analysis</li> <li>• Predictive and prescriptive modeling and statistics</li> <li>• hypothesis generation</li> <li>• Forecast modeling</li> </ul>
3. Create data visualization techniques	6	<ul style="list-style-type: none"> <li>• Data presentation</li> </ul>
<b>Subdomain III.D. Health Care Statistics</b>		
1. Interpret inferential statistics	5	<ul style="list-style-type: none"> <li>• Inferential statistics <ul style="list-style-type: none"> <li>○ T-tests, ANOVA, regression analysis, reliability, validity</li> </ul> </li> <li>• Computerized statistical packages</li> <li>• SPSS, SAS</li> </ul>
2. Create statistical business models to leverage enterprise wide information assets	6	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Inferential statistics</li> <li>• Data mining</li> <li>• Data analytics</li> <li>• Data modeling</li> <li>• Identify data for appropriate statistical testing and applications</li> </ul>
<b>Subdomain III.E. Research Methods</b>		
1. Analyze principles of research and clinical literature evaluation to improve outcomes	4	<ul style="list-style-type: none"> <li>• Research design/methods <ul style="list-style-type: none"> <li>○ Quantitative, qualitative, evaluative, mixed, outcomes</li> </ul> </li> <li>• Literature search and evaluation</li> <li>• Knowledge-based research techniques <ul style="list-style-type: none"> <li>○ Medline, CMS libraries, AHRQ, and other websites</li> </ul> </li> <li>• Epidemiology</li> </ul>

2. Comply with research administrative processes and policies	5	<ul style="list-style-type: none"> <li>• IRB</li> <li>• Other federal and state regulations</li> </ul>
3. Create an evidence based practice body of knowledge	6	<ul style="list-style-type: none"> <li>• Grant proposals</li> <li>• Research methods</li> <li>• Study Designs (qualitative and quantitative)</li> <li>• Research ethics and integrity</li> <li>• Social consciousness</li> <li>• Population databases <ul style="list-style-type: none"> <li>○ AHRQ</li> </ul> </li> <li>• Public health</li> </ul>
<b>Subdomain III.F. Consumer Informatics</b>		
1. Compare personalized medicine models	5	<ul style="list-style-type: none"> <li>• Genomics</li> <li>• PHRs</li> <li>• PCORI</li> <li>• Consumer portals</li> </ul>
<b>Subdomain III.G. Health Information Exchange</b>		
1. Develop policies for health information exchange (HIE)	6	<ul style="list-style-type: none"> <li>• Information sharing <ul style="list-style-type: none"> <li>○ HIE</li> <li>○ RHIO</li> <li>○ Health data banks</li> <li>○ Medical homes</li> <li>○ ACO's</li> <li>○ Information sharing</li> </ul> </li> </ul>
<b>Subdomain III.H. Information Integrity and Data Quality</b>		
1. Assess data integrity	5	<ul style="list-style-type: none"> <li>• Threats to data integrity and validity</li> </ul>
2. Oversee policies and technologies to protect data integrity	5	<ul style="list-style-type: none"> <li>• Quality assessment and improvement</li> <li>• Data technologies</li> <li>• Information integrity policies</li> </ul>
3. Conduct quality assessment studies	6	<ul style="list-style-type: none"> <li>• Patient safety</li> <li>• PDSA models</li> <li>• Lean/Six Sigma models</li> <li>• Statistical process control techniques</li> </ul>
<b>Domain IV. Revenue Management</b>		
<i>Definition: Healthcare reimbursement; revenue cycle; chargemaster; DOES NOT INCLUDE COMPLIANCE regulations and activities related to revenue management (coding compliance initiatives, fraud and abuse, etc.) AS THESE ARE COVERED IN DOMAIN V.</i>		
<b>Subdomain IV.A. Revenue Cycle and Reimbursement</b>		
1. Develop enterprise-wide strategic and operational planning models for revenue cycle management	6	<ul style="list-style-type: none"> <li>• Value based purchasing</li> <li>• Evidence based outcomes</li> <li>• Patient satisfaction measurement</li> </ul>

2. Forecast on-going regulatory impact on revenue cycle and enterprise-wide reimbursement	6	<ul style="list-style-type: none"> <li>• Prescriptive and predictive analytics</li> <li>• Forecast modeling</li> </ul>
3. Formulate healthcare reimbursement models	6	<ul style="list-style-type: none"> <li>• Environmental scanning across healthcare settings</li> <li>• Global research model analysis</li> </ul>
4. Oversee revenue cycle programs	5	<ul style="list-style-type: none"> <li>• Coding and reimbursement principles and guidelines for hospital inpatient and outpatient, physician office and other delivery settings</li> <li>• Fraud surveillance</li> <li>• Chargemaster integrity</li> <li>• Decision support</li> <li>• Contract negotiation and management</li> <li>• Cost benefit analysis</li> </ul>

#### Domain V. Compliance

*Definition: COMPLIANCE activities and methods for all health information topics. For example, how to comply with HIPAA, Stark Laws, Fraud and Abuse, etc.; coding auditing; severity of illness; data analytics; fraud surveillance; clinical documentation improvement.*

#### Subdomain V.A. Regulatory

1. Integrate data analytics for regulatory compliance measures	6	<ul style="list-style-type: none"> <li>• Data mining</li> <li>• Statistics</li> <li>• Trend analysis presentation and communication</li> </ul>
2. Formulate organizational compliance programs and policies	6	<ul style="list-style-type: none"> <li>• Compliance strategies and policies</li> <li>• Risk management/Patient Safety</li> <li>• Risk analysis</li> <li>• Mitigation</li> </ul>
3. Analyze standards and regulations in healthcare and how they drive and/or constrain operations	4	<ul style="list-style-type: none"> <li>• HIPAA</li> <li>• FDA</li> <li>• Stark Laws</li> <li>• Other federal and state laws</li> </ul>

#### Subdomain V.B. Coding

1. Analyze current regulations and established guidelines in clinical classification systems and computer assisted coding applications	4	<ul style="list-style-type: none"> <li>• Computer assisted coding standards</li> <li>• Regulatory impact analysis</li> </ul>
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#### Subdomain V.C. Fraud Surveillance

1. Develop forensic models for fraud surveillance and improvement measures	6	<ul style="list-style-type: none"> <li>• Trend analysis presentation and communication</li> </ul>
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Subdomain V.D. Clinical Documentation Improvement		
1. Formulate enterprise-wide CDI strategic and operational methods	6	<ul style="list-style-type: none"> <li>• CDI standards</li> <li>• Regulatory impact analysis</li> </ul>
Domain VI. Leadership		
<i>Definition: Leadership models, theories, and skills; critical thinking; change management; workflow analysis, design, tools and techniques; human resource management; training and development theory and process; strategic planning; financial management; ethics and project management</i>		
Subdomain VI.A Leadership Roles		
1. Create health information related public policy	6	<ul style="list-style-type: none"> <li>• Leadership roles</li> <li>• Healthcare providers and disciplines</li> <li>• Medical Staff Relationships</li> </ul>
2. Evaluate executive decision-making	5	<ul style="list-style-type: none"> <li>• Negotiation, mediation, arbitration skills</li> <li>• Communication skills</li> <li>• Critical thinking skills</li> <li>• Political navigation and intelligence skills</li> <li>• Social and emotional intelligence skills</li> <li>• Creative thinking skills</li> <li>• Entrepreneurship</li> </ul>
3. Build and maintain strategic business alliances, networks, and partnerships	6	<ul style="list-style-type: none"> <li>• Negotiation and communication skills</li> </ul>
Subdomain VI. B. Change Management		
1. Master concepts of change management theories	6	<ul style="list-style-type: none"> <li>• Leadership theory</li> <li>• Analytics</li> </ul>
Subdomain VI.C. Work Design and Process Improvement		
1. Integrate data analytics to enhance workflow design and process improvement	6	<ul style="list-style-type: none"> <li>• QI reengineering tools and methodologies</li> <li>• Human ergonomics and design</li> <li>• PMP</li> </ul>
2. Design process improvement research methods and models	6	<ul style="list-style-type: none"> <li>• PDSA</li> <li>• Six Sigma</li> <li>• DMAIC</li> <li>• Statistical Process Control</li> </ul>
Subdomain VI.D. Human Resources Management		
1. Leverage human capital	5	<ul style="list-style-type: none"> <li>• Leadership skills</li> <li>• Mentoring</li> <li>• Partnerships/Alliances</li> <li>• Networking</li> <li>• Professional development in self and others</li> </ul>
Subdomain VI.E. Training and Development		



1. Develop enterprise-wide training and development research models and methods	6	<ul style="list-style-type: none"> <li>Professional development</li> </ul>
<b>Subdomain VI.F. Strategic and Organizational Management</b>		
1. Create integrative health information analytics for effective enterprise-wide strategic planning	6	<ul style="list-style-type: none"> <li>Organizational systems thinking and theory</li> <li>Contingency planning</li> </ul>
2. Design enterprise-wide strategic planning research models and methods	6	<ul style="list-style-type: none"> <li>Performance improvement models</li> <li>Application of business intelligence</li> <li>Evidence based practice</li> <li>Epidemiological research methods</li> </ul>
3. Propose innovative healthcare policies which could directly or indirectly impact the national or global healthcare delivery system	6	<ul style="list-style-type: none"> <li>Healthy People 2020</li> <li>IOM reports</li> <li>CDC</li> <li>State, local and federal policies</li> <li>PCORI</li> </ul>
4. Compare the differing types of organizations, services, and personnel and their interrelationships across the health care delivery system	5	<ul style="list-style-type: none"> <li>Managed care organizations</li> <li>ACO's</li> <li>Payers/providers, all delivery settings</li> <li>Payers' impact to each delivery setting</li> <li>Biotech</li> <li>Medical devices</li> </ul>
5. Engage key stakeholders in information governance initiatives	5	<ul style="list-style-type: none"> <li>Professional networking</li> <li>Marketing strategies</li> <li>Strategic positioning</li> <li>Negotiation skills</li> <li>Political navigation skills</li> </ul>
6. Leverage enterprise-wide information assets to enable achievement of organizational strategies and objectives	5	<ul style="list-style-type: none"> <li>Strategic information management planning</li> <li>Enterprise information management</li> <li>Information asset management</li> </ul>
<b>Subdomain VI.G. Financial Management</b>		
1. Govern information assets	6	<ul style="list-style-type: none"> <li>Capitalization</li> <li>Mergers and acquisitions</li> <li>Entrepreneurship</li> <li>Resource planning and forecasting</li> <li>Value-based purchasing</li> <li>Performance-based reimbursement</li> <li>Healthcare economics</li> </ul>

		<ul style="list-style-type: none"> <li>• Accounting Principles</li> <li>• Data Licensing</li> <li>• Data use agreement</li> </ul>
<b>Subdomain VI.H. Ethics</b>		
1. Create an ethical business culture	6	<ul style="list-style-type: none"> <li>• Research ethics and integrity <ul style="list-style-type: none"> <li>◦ CITI</li> </ul> </li> <li>• Patient rights and advocacy</li> <li>• Social consciousness</li> <li>• Ethical decision making</li> </ul>
2. Design ethical research models	6	<ul style="list-style-type: none"> <li>• Evidence based practice</li> <li>• Research integrity</li> <li>• IRB</li> </ul>
3. Evaluate ethical training and compliance programs and measures	5	<ul style="list-style-type: none"> <li>• Surveys and questionnaires</li> <li>• Focus groups</li> <li>• Consumer engagement</li> </ul>
4. Assess how cultural issues affect health, healthcare quality, cost, and HIM	5	<ul style="list-style-type: none"> <li>• Cultural competence</li> <li>• Healthcare professionals self-assessment of cultural diversity</li> <li>• Self-awareness of own culture</li> <li>• Assumptions, Biases, stereotypes</li> </ul>
5. Create programs and policies that support a culture of diversity	6	<ul style="list-style-type: none"> <li>• Diversity awareness training programs: age, race, sexual orientation, education, work experience, geographic location, disability</li> <li>• Regulations such as ADA, ACLU</li> </ul>
<b>Subdomain VI.I. Project Management</b>		
1. Assess project management tools	5	<ul style="list-style-type: none"> <li>• LEAN</li> <li>• Six Sigma</li> </ul>
2. Develop collaborative alliances and partnerships to effectively manage complex projects	6	<ul style="list-style-type: none"> <li>• Professional networking</li> <li>• PMP Certification</li> </ul>
3. Evaluate applied research tools and methods to integrate best practices in project planning and management	5	<ul style="list-style-type: none"> <li>• Contingency Planning</li> <li>• Project Management principles</li> </ul>
<b>Subdomain VI.J. Vendor/Contract Management</b>		
1. Master critical negotiation skills	6	<ul style="list-style-type: none"> <li>• System acquisition and evaluation <ul style="list-style-type: none"> <li>◦ RFI, RFP</li> </ul> </li> <li>• Contract management process</li> </ul>
2. Design comparative research models for vendor solutions	6	<ul style="list-style-type: none"> <li>• Benchmarking</li> </ul>

Subdomain VI.K. Enterprise Information Management		
1. Design enterprise-wide strategic planning and information management tools and resources for mission-critical business decisions	6	<ul style="list-style-type: none"> <li>• Disaster planning</li> <li>• Business continuity planning</li> <li>• Enterprise-level information flows,</li> <li>• Health information source and receiver systems</li> <li>• Information and health information policy</li> </ul>
2. Integrate business intelligence using appropriate analytic tools and methods	6	<ul style="list-style-type: none"> <li>• Interoperability</li> <li>• Data analytics</li> <li>• Data mining</li> </ul>
3. Develop enterprise-wide information business plans, strategic forecasts, and operational plans	6	<ul style="list-style-type: none"> <li>• Quality of care promotion</li> <li>• Patient safety</li> <li>• Decision support</li> </ul>
Supporting Body of Knowledge (Pre-requisite or Evidence of Knowledge)		
Pathophysiology and Pharmacology		
Anatomy and Physiology		
Medical Terminology		
Computer Concepts and Applications		
Statistics		

NOTE: The CEE is developing a research-focused graduate curriculum to provide direction to developing doctoral and research-based master's programs. It is expected that many of the learning outcomes on this upcoming map will over time be required for all graduate programs. To see a preview of the kinds of topics that are envisioned for the future, see Research Specific Student Learning Outcomes and Curricular Considerations. Programs that are already research-focused should include these learning outcomes now.

## Bloom's Taxonomy

### Revised for AHIMA Curricula Mapping

Taxonomy Level	Category	Definition	Verbs
1	Remember	Recall facts, terms, basic concepts of previously learned material	Choose, Define, Find
2	Understand	Determine meaning and demonstrate clarity of facts and ideas	Collect, Depict, Describe, Explain, Illustrate, Recognize, Summarize
3	Apply	Use differing methods, techniques and information to acquire knowledge and/or solve problems	Adhere to, Apply, Demonstrate, Discover, Educate, Identify, Implement, Model, Organize, Plan, Promote, Protect, Report, Utilize, Validate
4	Analyze	Contribute to the examination of information in part or aggregate to identify motives and causes	Analyze, Benchmark, Collaborate, Examine, Facilitate, Format, Map, Perform, Take part in, Verify
5	Evaluate	Make judgments in support of established criteria and/or standards	Advocate, Appraise, Assess, Compare, Comply, Contrast, Determine, Differentiate, Engage, Ensure, Evaluate, Interpret, Leverage, Manage, Mitigate, Oversee, Recommend
6	Create	Generate new knowledge through innovation and assimilation of data and information	Build, Compile, Conduct, Construct, Create, Design, Develop, Forecast, Formulate, Govern, Integrate, Lead, Master, Propose

The layout for the levels and categories was adapted from Lorin W. Anderson and David R. Krathwohl's *A Taxonomy for Learning, Teaching, and Assessing*, Abridged edition, Allyn and Bacon, Boston, MA, 2001.