

Future Ready Framework

Research Citations

Future Ready Research/Sources for Strategies

Key publications and websites that informed the writing of the Future Ready Framework, the assessments, the gaps, and the strategies to close the gaps are listed below by Gear. This is not intended to be comprehensive, but rather, a listing of key sources used to inform the development process.

Gear 1: Curriculum, Instruction, and Assessment	3
Gear 2: Use of Time	6
Gear 3: Technology, Networks, and Hardware	7
Gear 4: Data and Privacy	9
Gear 5: Community Partnerships	. 11
Gear 6: Professional Learning	. 12
Gear 7: Budget and Resources	. 14
Innovative Leadership	. 15

Gear 1: Curriculum, Instruction, and Assessment

References

- Bain & Weston 2012. The Learning Edge: What technology can do to educate all children. Technology, Education—connections (The TEC Series). Teachers College Press. New York and London.
- Bebell, D., & Kay, R. (2010). One to one computing: A summary of the quantitative results from the Berkshire Wireless Learning Initiative. *The Journal of Technology, Learning and Assessment, 9*(2).
- Bennett, R.E., Persky, H., Weiss, A., & Jenkins, F. (2010). Measuring Problem Solving with Technology: A Demonstration Study for NAEP. Journal of Technology, Learning, and Assessment, 8(8).
 Retrieved [date] from http://www.jtla.org.
- Bransford, J. D., Brown, A. L., & Cocking, R. (1999). *How people learn: Brain, mind, experience, and school*. Washington, DC: National Academy Press.
- Bray, B., & McClaskey, K. (2014). *Make Learning Personal: The What, Who, WOW, Where, and Why.* Corwin Press.
- Cheung, A. C., & Slavin, R. E. (2013). The effectiveness of educational technology applications for enhancing mathematics achievement in K-12 classrooms: A meta-analysis. *Educational Research Review*, *9*, 88-113.
- Clark, D.B., Tanner-Smith, E.E., & Killingsworth, S. (2014). Digital Games, Design, and Learning: A Systematic Review and Meta-Analysis. SRI. Accessed 03/06/15 from <u>http://www.sri.com/sites/default/files/publications/digital-games-design-and-learning-brief.pdf</u>.
- Council for Chief State School Officers. ((n.a.). Roadmap for Competency-based Systems: Leveraging Next Generation Technologies. Accessed from: <u>http://www.nxgentechroadmap.com/</u>.
- Darling-Hammond, L. (2010). The flat world and education: how America's commitment to equity will determine our future . New York, NY: Teachers College Press.
- Dede, C. (1998). The scaling-up process for technology-based educational innovations. In C.Dede (Ed.) Learning with Technology , pp. 199-215. Alexandria, VA: ASCD.
- Downes, S. (2007). Models for sustainable open educational resources.
- Dweck, C. (2015). Growth Mindset, Revisited. <u>http://www.edweek.org/ew/articles/2015/09/23/carol-</u> <u>dweck-revisits-the-growth-mindset.html?intc=main-mpsmvs</u>.
- Farrow, R., Pitt, R., Arcos, B., Perryman, L. A., Weller, M., & McAndrew, P. (2015). Impact of OER use on teaching and learning: Data from OER Research Hub (2013–2014). *British Journal of Educational Technology*, 46(5), 972-976.
- Fetcher, A.K. & Shaw, G. (2012). How does Student-Directed Assessment Impact on Learning? Using Assessment as a Learning Process. Journal of Multiple Research Approaches, Vol 6, No 3 (2012).
- Fullan, M. & Donnelly, K. (2015). Evaluating and Assessing Tools in the Digital Swamp. Solution Tree.
- Gonzalez, E., Kirsch, I., & Yamamoto, K. (2013). *The role of international large-scale assessments: Perspectives from technology, economy, and educational research*. Dordrecht: Springer.
- Fredricks, J. A., Blumenfeld, P. C., & Paris, A. H. (2004). School engagement: Potential of the concept, state of the evidence. *Review of Educational Research*, 74(1), 59.
- Hanushek, E.A., & Woessmann, L. (2009). Do better schools lead to more growth? Cognitive skills,

economic outcomes, and causation. NBER Working Papaer 14633. Accessed on September 23, 2010 from www.nber.org/papers/w14633.

- Hew, K. F., & Cheung, W. S. (2013). Use of Web 2.0 technologies in K-12 and higher education: The search for evidence-based practice. *Educational Research Review*, *9*, 47-64.
- Hamilton, L., Halverson, R., Jackson, S., Mandinach, E., Supovitz, J., & Wayman, J. (2009). Using student achievement data to support instructional decision making (NCEE 2009-4067). Washington, DC: National Center for Education Evaluation and Regional Assistance, Institute of Education Sciences, U.S. Department of Education. Retrieved from http://ies.ed.gov/ncee/wwc/publications/practiceguides/.
- Hattie, J. (2013). Visible learning: A synthesis of over 800 meta-analyses relating to achievement. Routledge.
- Hattie, J. (2011). Visible learning for teachers: Maximizing impact on learning. Routledge pages.
- iNACOL. (2015). Blending Learning: The Evolution of Online and Face-to-Face Education from 2008– 2015. <u>http://www.inacol.org/wp-content/uploads/2015/07/iNACOL_Blended-Learning-The-</u> Evolution-of-Online-And-Face-to-Face-Education-from-2008-2015.pdf.
- International Society for Technology in Schools. (n.a.). NETS Standards. Available at: www.iste.org/standards.
- Johnston, J., & Baker, L. T. (2002). Assessing the Impact of Technology in Teaching and Learning. *Ann Arbor, MI: University of Michigan. Available* <u>http://rcgd.isr.umich.edu/tlt/TechSbk.pdf</u>.
- Johnson, D. W., & Johnson, R. T. (1994). Learning together and alone: Cooperative, competitive, and individualistic learning.
- Kyllonen, P. (2012). Measurement of 21st Century Skills within the Common Core State Standards.
 Presentation paper at the Invitational research symposium on Technology Enhanced
 Assessments on May 7-8, 2012 at University of California. Educational Testing Service, K-12
 Center.
- Lehmann, C. & Chase, Z. (2015). Building School 2.0: How to create the schools we need. Jossey-Bass: John Wiley & Sons.
- Lemke, C. (2010). Intelligent Adaptive Learning: An Essential Element of 21st Century Teaching. Commissioned by Dreambox. <u>http://www.dreambox.com/adaptive-learning</u>.
- Lemke, C. (2009). *Technology in schools: What does the research say.* Commissioned and published by Cisco Systems.

http://www.cisco.com/web/IN/solutions/strategy/assets/pdf/tech_schools_09_research.pdf.

- Lemke, C. (2011). Assessment driving education transformation. Commissioned and published by Cisco Systems, <u>http://www.intel.com/content/dam/doc/white-paper/education-assessment-</u> tranformation-paper.pdf.
- Marzano, R.J. (2000). A new era of school reform: Going where the research takes us . Aurora, CO: Midcontinent Research for Education and Learning. Accessed on September 24, 2010 from www.mcrel.org.

Metiri Group. Dimensions 21: A framework for Digital Readiness. <u>http://www.metiri.com</u>.

Metiri Group & NCREL. (2003). enGauge: 21st Century Skills for 21st Century Learners. http://www.metiri.com/features.html.

- National Research Council. *Copyright in the Digital Era: Building Evidence for Policy*. Washington, DC: The National Academies Press, 2013.
- National Research Council. (2012). Education for Life and Work: Developing Transferable Knowledge and Skills in the 21st Century. Committee on Defining Deeper Learning and 21st Century Skills, J.W.
 Pellegrino and M.L. Hilton, Editors. Board on Testing and Assessment and Board on Science Education, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.
- Office of Superintendent of Public Instruction (Washington State). (n.a.). Reviewed OER Library. Digital Learning Department. Available at: https://digitallearning.k12.wa.us/oer/library/.
- Partnership for 21st Century Skills. (n/a). Framework for 21st Century Learning. <u>www.p21.org/</u>.
- Reeves, D. B. (2004). *Accountability for Learning: How Teachers and School Leaders Can Take Charge*. Association for Supervision and Curriculum Development (ASCD), 1703 North Beauregard Street, Alexandria, VA 22311.
- Russell, M., Bebell, D., & Higgins, J. (2004). Laptop learning: A comparison of teaching and learning in upper elementary classrooms equipped with shared carts of laptops and permanent 1: 1 laptops. *Journal of Educational Computing Research*, *30*(4), 313-330.
- Scardamalia, M., Kozma, B., & Quellmalz, E. New assessments and environments for knowledge building. ATC21S.
- Schrum, L. & Levin, B.B. (2009). Leading 21st Century Schools: Harnessing Technology for Engagement and Achievement. Thousand Oaks, CA: Corwin.
- U.S. Department of Education. (2010). National Education Technology Plan. http://www.ed.gov/technology/netp-2010.
- U.S. Department of Education. (2012). *Expanding Evidence Approaches for Learning in A Digital World*. *Office of Educational Technology*.
- U.S. Department of Education, Office of Planning, Evaluation, and Policy Development, Evaluation of Evidence-Based Practices in Online Learning: A Meta-Analysis and Review of Online Learning Studies, Washington, D.C., 2010.
- Wagner, T. & Dintersmith, T. (2015). Most Likely to Succeed: Preparing Our Kids for the Innovation Era. Simon and Schuster Digital Sales Inc.
- Wiliams, D. (2010), "The role of formative assessment in effective learning environments", in *The Nature of Learning: Using Research to Inspire Practice*, OECD Publishing. doi: <u>10.1787/9789264086487-8-en</u>.
- Wiliam, D. (2007). Changing classroom practice. *Educational Leadership*, 65(4), 36.
- Wilson, M., & Scalise, K. (2012). Measuring Collaborative Digital Literacy. Accessed 02/12/14 from <u>https://mitpress.mit.edu/sites/default/files/titles/free_download/9780262518819_Stealth_Ass</u> <u>essment.pdf</u>.
- Wolf, M. A. (2010). Innovate to educate: System [re] design for personalized learning: A report from the 2010 symposium. *Washington, DC: Software & Information Industry Association*.
- Zimmerman, B. J. (1990). Self-regulated learning and academic achievement: An overview. *Educational Psychologist*, *25*(1), 3-17.

Gear 2: Use of Time

References

- Artino, A. R., & McCoach, D. B. (2008). Development and initial validation of the online learning value and self-efficacy scale. *Journal of Educational Computing Research*, 38(3), 279-303. <u>http://www.researchgate.net/profile/D_Betsy_Mccoach/publication/250145056_Development</u> <u>and_Initial_Validation_of_the_Online_Learning_Value_and_Self-</u> Efficacy_Scale/links/53fddfdd0cf2dca80003a058.pdf.
- Brodersen, M. (anticipated Fall 2016). Examining Teacher Ratings of Student Proficiency in a Competency-Based Education System.

https://ies.ed.gov/ncee/edlabs/projects/project.asp?projectID=4472.

- Cuban, L., Kirkpatrick, H., & Peck, C. (2001). High access and low use of technologies in high school classrooms: Explaining an apparent paradox. *American educational research journal*, *38*(4), 813-834.
- de Freitas, S. & Oliver, M. (2006). How can exploratory learning with games and simulations within the curriculum be most effectively evaluated? *Computers and Education, 46*(3), 249-264. ISSN 0360-1315.
- Fletcher, J. D., Tobias, S., & Wisher, R. A. (2007). Learning anytime, anywhere: Advanced distributed learning and the changing face of education. *Educational Researcher*, *36*(2), 96-102.
- Horn, M. B., & Staker, H. (2011). The rise of K-12 blended learning. *Innosight Institute. Retrieved on September*, 7, 2011.
- Kidron, Y., and Lindsay, J. (2014). The effects of increased learning time on student academic and nonacademic outcomes: Findings from a meta-analytic review (REL 2014 – 015). Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, Regional Educational Laboratory Appalachia. Retrieved from http://ies.ed.gov/ncee/edlabs. Summary at http://eric.ed.gov/?id=ED545233.
- Lopez, M. E., & Caspe, M. (2014). Family engagement in anywhere, anytime learning. *Cambridge, MA: Harvard Family Research Project*.
- Luckin, R., du Boulay, B., Smith, H., Underwood, J., Fitzpatrick, G., Holmberg, J., Kerawalla, L., Tunley, H., Brewster, D., & Pearce, D. (2005). Using mobile technology to create flexible learning contexts. *Journal of Interactive Media in Education*. Retrieved from http://jime.open.ac.uk/articles/10.5334/2005-22/
- Pedersen, S., & Liu, M. (2003). Teachers' beliefs about issues in the implementation of a studentcentered learning environment. *Education Technology Research & Development*, *51*(2), 57-76.
- Reinhart, J. M., Thomas, E., & Torskie, J. M. (2011). K-12 teachers: Technology use and the second level digital divide. *Journal of Instructional Psychology*, *38*(3), 181.
- Silva, E., White, T., & Toch, T. (2015). The Carnegie unit: A century-old standard in a changing education landscape. Stanford, CA: Carnegie Foundation for the Advancement of Teaching. Retrieved from http://www.luminafoundation.org/files/resources/carnegie-unit-report.pdf
- Zhang, D., Zhao, J. L., & Nunamaker, J.F. (2004). Can e-learning replace classroom learning? *Communications of the ACM, 47*(5). Retrieved from <u>http://kanjiteacher.googlecode.com/svn-history/r189/Non-Code/Papers/Learning/zhang2004.pdf</u>

Gear 3: Technology, Networks, and Hardware

References

Alliance for Excellent Education. (2013). The Device Debate in Digital Learning. Available at: <u>http://all4ed.org/webinar-event/the-device-debate-in-digital-learning/</u>.

- Common Sense Education. 1-to-1 Essentials. Available at: https://www.commonsensemedia.org/educators/1to1.
- Consortium for School Networking. (n.a.). Smart IT: Strategic Technology Planning & Management. Available at: http://www.cosn.org/smartit.
- Consortium for School Networking. (n.a.). Certified Education Technology Leader Program. Available at: http://www.cosn.org/certification.

Education SuperHighway. (n.a.). Fiber Toolkit. Available at: http://fibertoolkit.educationsuperhighway.org/toolkit/.

- Education SuperHighway. (n.a.). Network Essentials for Superintendents: Upgrade Your Network for Digital Learning. Available at: <u>http://www.educationsuperhighway.org/wp-</u> <u>content/uploads/2014/12/Network-Essentials-For-Superintendents-Version-2.14-2.19.15.pdf</u>.
- Education SuperHighway. (n.a.). School Wi-FI Buyers' Guide. http://buyersguide.educationsuperhighway.org/.
- Lim, C. P., Zhao, Y., Tondeur, J., Chai, C. S., & Tsai, C. C. (2013). Bridging the gap: Technology trends and use of technology in schools. *Journal of Educational Technology & Society*, 16(2), 59-68. Accessed from:

http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.299.6895&rep=rep1&type=pdf#pag e=64.

- Russell, M., Bebell, D., & Higgins, J. (2004). Laptop learning: A comparison of teaching and learning in upper elementary classrooms equipped with shared carts of laptops and permanent 1: 1 laptops. *Journal of Educational Computing Research*, *30*(4), 313-330.
- State Educational Technology Directors Association. (n.a.). The Guide to Implementing Digital Learning (GIDL). Available at: <u>http://digitallearning.setda.org/</u>.

State Educational Technology Directors Association. (n.a.). The Broadband Imperative: Recommendations to Address K-12 Educational Infrastructure Needs. Available at: <u>http://www.setda.org/?p=217</u>.

- State Educational Technology Directors Association. (n.a.). Building Your Roadmap to 21st Century Learning Environments. <u>http://www.roadmap21.org/assets/Creating-Your-Roadmap-to-21st-Century-Learning-Environments1.pdf</u>.
- Thigpen, K. (2014). Creating Anytime, anywhere Learning for All Students: Key Elements of a Comprehensive Digital Infrastructure. *Alliance for Excellent Education*. Available at: http://all4ed.org/wp-content/uploads/2014/06/DigitalInfrastructure.pdf.
- U.S. Department of Education. (2010). Transforming American Education Learning Powered by Technology: National Education Technology Plan 2010. Office of Educational Technology: Retrieved from: <u>http://tech.ed.gov/wp-content/uploads/2013/10/netp2010.pdf</u>.

- U.S. Department of Education. (2014). Future Ready Schools: Building Technology Infrastructure for Learning. Office of Educational Technology: Retrieved from: <u>http://tech.ed.gov/wp-</u> <u>content/uploads/2014/11/Future-Ready-Schools-Building-Technology-Infrastructure-for-</u> <u>Learning-.pdf</u>.
- Tepe, L., Kehl, D., & Morris, S. (2014). Connected Communities in an Age of Digital Learning. *Education*. Available at: <u>http://www.newamerica.org/downloads/ERate_Brief_NAF.pdf</u>.
- U.S. Department of Education. (2014). ConnectEd Initiative. Office of Educational Technology: Retrieved from: <u>https://www.whitehouse.gov/issues/education/k-12/connected</u>.
- UNESCO. (2012). Turning on Mobile Learning in North America: Illustrative Initiatives and Policy Implications. United Nations Educational, Scientific and Cultural Organization. Available at: http://unesdoc.unesco.org/images/0021/002160/216083E.pdf

Gear 4: Data and Privacy

References

- Center for Education Policy Research. (n/a). Strategic Data Project. Harvard University. http://sdp.cepr.harvard.edu/.
- Center for Public Education. (n/a). DataFirst. National School Board Association. <u>http://www.data-first.org/</u>.
- Consortium for School Networking. (n/a). Protecting Privacy in Connected Learning: A Toolkit. http://www.cosn.org/sites/default/files/Privacy%20Toolkit_0319.pdf/.
- Consortium for School Networking. (n/a). Student Data Principles.

http://www.cosn.org/sites/default/files/Privacy%20Toolkit_0319.pdf/.

- Data Quality Campaign. (2014). Teacher data literacy: It's about time. <u>http://www.dataqualitycampaign.org/wp-content/uploads/files/DQC-</u> <u>Data%20Literacy%20Brief.pdf</u>.
- Data Quality Campaign. (2015). Student Data Privacy Legislation: What happened in 2015 and What is Next? <u>http://dataqualitycampaign.org/wp-content/uploads/2015/09/DQC-Student-Data-Laws-</u>2015-Sept23.pdf.
- Data Quality Campaign & National School Boards Association Center for Public Education (2014). Talking about the facts of education data with school board members. Retrieved from <u>http://dataqualitycampaign.org/find-resources/talking-about-the-facts-of-education-data-with-school-board-members/</u>.
- Federal Communications Commission. (2011). Guide to the Child Internet Protection Act. Available at: <u>http://fcc.gov/cgb/consumerfacts/cipa.html</u>.
- Federal Trade Commission. (1998). **Children's Online Privacy Protection Act (**COPPA). Available at: http://www.ftc.gov/privacy/coppafaqs.shtm.
- Jewell, C. P., Makowsky, L., & Hallgren, K. (2014). *Districts And Data: Developing Capacity For Effective Data Use* (No. 4acaf58abfa746f38420ff60c5696f8a). Mathematica Policy Research.
- Mandinach, E. B. (2012). A perfect time for data use: Using data-driven decision making to inform practice. *Educational Psychologist*, 47(2), 71-85.
- Means, B., Padilla, C., DeBarger, A., & Bakia, M. (2009). Implementing data-informed decision making in schools—Teacher access, supports and use. Menlo Park, CA: SRI International. Retrieved from www.ed.gov/about/offices/list/opepd/ppss/reports.html.
- National Association of Secondary School Principals (2010, Februrary). Research corner: Data informed decision-making. *AP Insight E-newsletter*. Retrieved from

http://www.nassp.org/Content.aspx?topic=Research_Corner_Data_Informed_Decision_Making.

- Plunkett, L., Solow-Niederman, A., & Gasser, U. (2014). Framing the Law & Policy Picture: A Snapshot of K-12 Cloud-Based Ed Tech & Student Privacy in Early 2014. *Berkman Center Research Publication*, (2014-10). <u>http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2442432</u>.
- Reidenberg, J.; Russell, N. C.; Kovnot, J.; Norton, T. B.; Cloutier, R.; & Alvarado, D. (2013). Privacy and cloud computing in public schools. *Center on Law and Information Policy: Book 2*. Retrieved from http://ir.lawnet.fordham.edu/clip/2.

TERC. (n/a). Using Data Initiative. <u>http://usingdata.terc.edu/</u>.

U.S. Department of Education. (n/a). Protecting Student Privacy While Using Online Educational Services: Model Terms of Use.

http://ptac.ed.gov/sites/default/files/TOS_Guidance_Jan%202015_0.pdf.

- U.S. Department of Education. (n/a). Privacy Technical Assistance Center. <u>http://ptac.ed.gov/</u>.
- U.S. Department of Education. (n.a.). Family Educational Rights and Privacy Act: FERPA. Available at: <u>http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html</u>
- WICHE. (n.a.). Key Elements for Strengthening State Laws and Policies Pertaining to Student Data Use, Privacy, and Security: Guidance for State Policymakers. <u>http://www.wiche.edu/info/policy/lac/2014_meeting_materials/Ed_Counsel_Guidance_on_Sta</u> te_Student_Privacy_and_Security_Policies.pdf/

Gear 5: Community Partnerships

References

- Bauch, P. A. (2001). School-community partnerships in rural schools: Leadership, renewal, and a sense of place. *Peabody Journal of Education*, 76(2), 204-221. Retrieved from: http://files.eric.ed.gov/fulltext/ED470509.pdf.
- Bryan, J. (2005). Fostering educational resilience and achievement in urban schools through schoolfamily community partnerships. *Partnerships/Community*. Paper 22. Retrieved from http://digitalcommons.unomaha.edu/slcepartnerships/22
- Bryan, J., & Griffin, D. (2010). A multidimensional study of school-family-community partnership involvement: School, school counselor, and training factors. *Professional School Counseling*, 14(1), 75-86.
- Bryan, J., & Henry, L. (2008). Strengths-based partnerships: a school-family-community partnership approach to empowering students. *Professional School Counseling*, *12*(2), 149-156.
- Borup, J., West, R. E., Graham, C. R., & Davies, R. S. (2014). The Adolescent Community of Engagement Framework: A Lens for Research on K-12 Online Learning. *Journal of Technology and Teacher Education*, 22(1), 107-129.
- Daniels, K. (2013). Exploring The Impact Of Critical Reflection Through The Use Of Service-Learning And Digital Storytelling. *i-Manager's Journal on School Educational Technology*, 9(1), 1.
- Epstein, J. L. (2011). *School, family, and community partnerships: Preparing educators and improving schools*. Second Edition. Boulder, CO: Westview Press.
- Griffin, M., Saitta, E., Bowdon, M., & Walters, L. J. (2011). Engaging STEM: Service-Learning, Technology, Science Education and Community Partnerships. In M. Bowdon, & R. Carpenter (Eds.) *Higher Education, Emerging Technologies, and Community Partnerships: Concepts, Models and Practices* (pp. 51-56). Hershey, PA: Information Science Reference. doi:10.4018/978-1-60960-623-7.ch005
- Love, E. W., Cushing, D. F., Sullivan, M., & Brexa, J. (2011). Digital Storytelling within a Service-Learning Partnership: Technology as Product and Process for University Students and Culturally and Linguistically Diverse High School Youth. In M. Bowdon, & R. Carpenter (Eds.) *Higher Education, Emerging Technologies, and Community Partnerships: Concepts, Models and Practices* (pp. 88-105). Hershey, PA: Information Science Reference. doi:10.4018/978-1-60960-623-7.ch009
- McKemmish, S., Burstein, F., Faulkhead, S., Fisher, J., Gilliland, A. J., McLoughlin, I., & Wilson, R. (2012). Working with communities: Community partnership research in information technology, management and systems. *Information, Communication & Society*, *15*(7), 985-990.
- Sheldon, S. B. (2007). Improving student attendance with school, family, and community partnerships. *The Journal of Educational Research*, *100*(5), 267-275.
- Thomas, B., Greenfeld, M., Parker, E., & and Epstein, J. (2014). Promising Partnership Practices. National Network of Partnership Schools. Johns Hopkins University.

Gear 6: Professional Learning

References

- Blitz, C.L. (2013). Can online learning communities achieve the goals of traditional professional learning communities? What the literature says. (REL 2013-003). Washington DC. U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, REL Mid-Atlantic. Retrieved from http://ies.ed.gov/nce/edlabs.
- Borko, H. (2004). Professional development and teacher learning: Mapping the terrain. Educational Researcher, 33, 3-15.
- Darling-Hammond, L. (1997). Doing what matters most: Investing in quality teaching. New York, NY: National Commission on Teaching & America's Future.
- 18. Scheerens, J., & Bosker, R.J. (1997). The Foundations of Educational Effectiveness . Oxford England: Pergamon Press.
- Darling-Hammond, L. (2000). Teacher quality and student achievement: A review of state policy evidence. Education Policy Analysis Archives, 8, 1-50.
- Darling-Hammond, L. (2010). *The flat world and education: how America's commitment to equity will determine our future*. New York, NY: Teachers College Press.
- Darling-Hammond, L., Wei, R.C., Andree, A., Richardson, N., & Orphanos, S. (2009). Professional learning in the learning profession: A status report on teacher development in the United States and abroad. Accessed September 24, 2010 from

www.srnleads.org/resources/.../pdf/nsdc_profdev_short_report.pdf.

- DuFour R. (2004). Whatever It Takes: How Professional Learning Communities Respond When Kids Don't Learn. National Educational Service, Bloomington, IN.
- Dunne, K.A. (2002). Teachers as Learners: Elements of Effective Professional Development. Accessed on September 24, 2010 from

http://assets.pearsonschool.com/asset_mgr/legacy/200727/2002_08Dunne_475_1.pdf/.

- Learning Pointe Associates (2010). Evaluating teacher effectiveness: Emerging trends reflected in the state phase 1: Race to the Top applications. Naperville, IL: Author.
- Gamrat, C., Zimmerman, H. T., Dudek, J., & Peck, K. (2014). Personalized workplace learning: An exploratory study on digital badging within a teacher professional development program. *British journal of educational technology*, *45*(6), 1136-1148.
- Garet, M.S., Porter, A.C., Desimone, L., Birman, B.F., & Yoon, K.S. (2001). What makes professional development effective? Results from a national sample of teachers. American Educational Research Journal, 38, 915-945.
- Guskey, T.R. (2002). Does it make a difference? Evaluating professional development. Educational Leadership, 59, 45-51.
- Heller, J.I. (2012). Effects of Making Sense of SCIENCE[™] professional development on the achievement of middle school students, including English language learners. (NCEE 2012-4002). Washington,
- DC: National Center for Education Evaluation and Regional Assistance, Institute of Education Sciences, U.S. Department of Education.
- Ingvarson, L., Meiers, M., & Beavis, A. (2005). Factors affecting the impact of professional development programs on teachers' knowledge, practice, student outcomes & efficacy. *Education Policy Analysis Archives, 13*, 10.
- Indiana Department of Education. (2001). Eight steps to highly effective 'next generation'professional development for learning and technology Public Law 221 and beyond . Indianapolis, IN: Indiana Department of Education. Retrieved on September 24, 2010, from http://www.metiri.com/8steps/.

- Ingvarson, L., Meiers, M., & Beavis, A. (2005). Factors affecting the impact of professional development programs on teachers' knowledge, practice, student outcomes & efficacy. Education Policy Analysis Archives, 13, 10.
- Jordan, H., Mendro, R., & Weerasinghe, D. (1997). Teacher effects on longitudinal student achievement: A report on research in progress. In National Evaluation Institute. Paper presented at the CREATE Annual Meeting, Indianapolis, IN.
- Lemke, C. (2010). Professional Development: Ensuring a Return on Your Investment. Commissioned from Intel. <u>http://www.intel.com/content/dam/doc/white-paper/education-professional-development-paper.pdf</u>.
- Lin, X., Schwartz, D.L., & Hatano, G. (2005). Toward teachers' adaptive metacognition. Educational Psychologist, 40 , 245-255.
- Loucks-Horsley, S., Hewson, P.W., Love, N., & Stiles, K.E. (1998). Designing professional development for teachers of science and mathematics. Tyler, TX: Corwin Press.
- McConnell, T. J., Parker, J. M., Eberhardt, J., Koehler, M. J., & Lundeberg, M. A. Virtual professional learning communities: Teachers' perceptions of virtual versus face-to-face professional development. *Journal of Science Education and Technology*, 1-11.
- National Commission on Teaching and America's Future. (2003). *No Dream Denied: A Pledge to America's Children.* Washington, DC.
- Nye, B., Konstantopoulos, S. & Hedges, L. *How Large Are Teacher Effects?*, Educational Evaluation and Policy Analysis 26, no. 4. Pp. 237–57.
- Slabine, N. A. (2011). Evidence of Effectiveness. Learning Forward. Oxford, Ohio. Accessed 3/3/13 from http://learningforward.org/docs/pdf/evidenceofeffectiveness.pdf?sfvrsn=2.
- Sanders, W.L., & Rivers, J.C. (1996). Cumulative and residual effects of teachers on future student academic achievement. Knoxville: University of Tennessee Value-Added Research and Assessment Center.
- Stoel, C.F., & Thant, T.S. (2002). Teachers' professional lives: A view from nine industrialized countries. Washington, DC: Council for Basic Education.
- U.S. Department of Education (2010). Great teachers great leaders. Washington, DC: Office of Planning, Evaluation, and Policy Development, p. 4.
- Walker, A., Recker, M., Ye, L., Robertshaw, M. B., Sellers, L., & Leary, H. Comparing technology-related teacher professional development designs: A multilevel study of teacher and student impacts. *Educational Technology Research and Development*, 1-24.
- Wei, R., Darling-Hammond, L. & Adamson, F. (2010). Professional Development in the United States: Trends and Challenges: Phase II of a Three-Phase Study, Technical Report. National Staff Development Council, Dallas, TX.
- Whitehurst, G.J. (2002). Scientifically based research on teacher quality: Research on teacher preparation and professional development. Paper presented at the White House Conference on Preparing Tomorrow's Teacher, March 5, 2002.
- Yoon, K.S., Duncan, T., Lee, S.W.Y., Scarloss, B., & Shapley, K.L. (2007). Reviewing the evidence on how teacher professional development affects student achievement (Issues & Answers Report, REL 2007–No. 033). U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, Regional Educational Laboratory Southwest.

Gear 7: Budget and Resources

References

- CoSN. (n.a.). Total Cost of Ownership Resources. Accessed from: http://www.cosn.org/tco
- CoSN. (n.a.). Value of Investment Findings & Worksheet. Accessed from: <u>http://www.cosn.org/value-investment</u>
- CoSN. (February 2014). "Strategic Realigning and Reallocating Financial Resources For A Digital Conversion." Webinar archived: <u>http://www.youtube.com/watch?v=Qfm1WsN5GJQ (accessed</u> February 2014).
- Alliance for Excellent Education. (April 2013). "Quakertown Community School District: A Systematic Approach to Blended Learning That Focuses on District Leadership, Staffing, and Cost Effectiveness." Digital Learning Series. Accessed from <u>http://all4ed.org/wp-</u> <u>content/uploads/2013/06/Quakertown.pdf</u>
- Gartner Group (n.a.). Best Practices in Implementing IT Financial Management Tools. https://www.gartner.com/doc/1907814/best-practices-implementing-it-financial.
- Project Red. (2014). "Revolutionizing Education: What We're Learning from Technology-Transformed Schools", Project Red, Accessed from: <u>http://www.intel.com/content/dam/doc/white-</u> <u>paper/education-it-leadership-revolutionizing-education-what-were-learning-from-technology-</u> <u>transformed-schools-paper.pdf.</u>
- Project Red. (n.a.). "How Two Districts Are Using Technology to Improve Outcomes and Cut Costs: Models for Success From Project Red," <u>http://www.ednetinsight.com/news-alerts/market-insights/two_districts.html</u>.
- Excellence in Education. Digital Learning Now Smart Series: Funding Students, Options, and Achievements, Accessed from <u>http://digitallearningnow.com/policy/publications/smart-series/</u>
- Levenson, N. (2012). Smarter Budgets, Smarter Schools: How to Survive and Thrive in Tight Times. Harvard Education Press. Cambridge, MA.

MindTools. (n.a.). Decision Matrix Analysis and Tool. Accessed from: http://www.mindtools.com/pages/article/newTED_03.htm

Innovative Leadership

References

- Bain, A. & Weston, M. (2012). *The learning edge: What technology can do to educate all children*. Teachers College Press.
- Barber, M., Donnelly, & Rizvi, S. (2012). Oceans of Innovation Essay: The Atlantic, the Pacific, Global Leadership and the Future of Education. Institute for Public Policy Research (IPPR), London. Accessed 9/1/15 from

http://www.ippr.org/files/images/media/files/publication/2012/08/oceans-ofinnovation_Aug2012_9543.pdf?noredirect=1.

- Council of Chief State School Officers (2008). *Education leadership policy standards*. Washington, DC: Council of Chief State School Officers. Retrieved from http://www.danforth.uw.edu/pdfs/ISLLC.pdf
- Edwards, Mark A. (2015). Thank You for Your Leadership. The Power of Distributed Leadership in a Digital Conversion Model. Pearson.
- Ellsworth, J. B. (2000). *Surviving change: A survey of educational change models*. Syracuse, NY: ERIC Clearinghouse on Information and Technology. Retrieved from http://files.eric.ed.gov/fulltext/ED443417.pdf.
- Ely, D. P. (1990). Conditions that facilitate the implementation of educational technology innovations. *Journal of Research on Computing in Education*, 23 (2), 298-305.
- Fullan, Michael. "Turnaround leadership." *The Educational Forum*. Vol. 69. No. 2. Taylor & Francis Group, 2005.
- Hanushek, E. A. & Woessmann, L. (2009). *Do better schools lead to more growth? Cognitive skills, economic outcomes, and causation.* NBER Working Papers 14633, National Bureau of Economic Research, Inc.
- Hargreaves, Andy. *Teaching in the knowledge society: Education in the age of insecurity*. Teachers College Press, 2003.
- Hess, F.M., Valdemar, B.V., & Saxberg, H. (2013). Breakthrough Leadership in the Digital Age: Using Learning Science to Reboot Schooling. Thousand Oaks, CA: Corwin.
- Hess, F. (2008). The Future of Educational Entrepreneurship: Possibilities for School Reform. Harvard Education Press, Cambridge.
- Honig, M. I. (2003). Building policy from practice: District central office administrators' roles and capacity for implementing collaborative education policy. *Educational Administration Quarterly*, *39*(3), 292-338.
- Kotter, John P. (1995). Leading change: Why transformation efforts fail. *Harvard business review* 73.2: 59-67.
- Kotter, John P. "Leading change: Why transformation efforts fail." *IEEE Engineering Management Review* 37 (2007).
- Lambert, L. (2002). A framework for shared leadership. Educational leadership, 59(8), 37-40.
- Learning Forward. (n/a). The Standards Assessment Inventory 2. Accessed 8/15/15 from http://learningforward.org/consulting/sai#.VfLU486JsmY.

Leithwood, K., Louis, K. S., Anderson, S., & Wahlstrom, K. (2004). *Review of research: How leadership influences student learning*. Ontario, Canada: Center for Applied Research and Educational Improvement, Ontario Institute for Studies in Education. Retrieved from http://www.wallacefoundation.org/knowledge-center/school-leadership/key-research/Pages/How-Leadership-Influences-Student-Learning.aspx.

Levin, B. B., & Schrum, L. (2013). Technology-Rich Schools Up Close. *Educational Leadership*, 70(6), 51-55.

- Marzano, R., & Waters, T. (2009). District Leadership That Works: Striking the right balance. Bloomington, IN: Solution Tree.
- Spillane, J. P., Reiser, B. J., & Reimer, T. (2002). Policy implementation and cognition: Reframing and refocusing implementation research. *Review of educational research*, 72(3), 387-431
- Wagner, T. & Dintersmith, T. (2015). Most Likely to Succeed: Preparing Our Kids for the Innovation Era. Simon and Schuster Digital Sales Inc.
- Vander Ark, T. (2014). How Digital Learning is Boosting Achievement. Accessed 3/9/15 from http://gettingsmart.com/2014/03/how-digital-learning-is-boosting-achievement.

.