

herbicide resistance in Poa annua; Oxbridge Careers - a survey investigating undergraduate career selection and guidance.

Continuing education

2016 Summer Research Training Institute on Cluster Randomized Trials, Northwestern University. Funded by Institute for Education Sciences (IES), U.S. Department of Education.

Research, R&D, evaluation and technical assistance projects

2023 - 2025 Evaluating the Efficacy of the CLAVES Intervention: An Intervention Focused on Comprehension, Academic Language, and Vocabulary for English Learner Students (Subcontractor). Funded by IES.

2023 - Evaluation of Day of AI: AI Literacy Curricula for K-12 (Evaluator). Funded by Massachusetts Institute of Technology.

2023 - Evaluation of Generative AI Algebra Teaching Assistant. (Sub-contracted evaluator). New York City Public Schools.

2022 - 2025 Accelerating Preschool Children's Language Development with Parents Plus. (Co-investigator). Funded by IES.

2020 - 2023 Cost Analysis in Practice Project (Principal Investigator). Funded by IES.

2020 - 2021 Co-lead on Panel for [*Standards for the Economic Evaluation of Educational and Social Programs*](#). Funded by AIR.

2019 - 2021 Are Title I funds invested in evidence-based practices? (Principal Investigator).

2018 - 2024 Math for All: Broadening and Sustaining Effective Teacher Professional Development to Support Rigorous Personalized Mathematics Instruction for High-Need Students in Grades K-5 (Director of Cost-effectiveness Analysis). Funded by Education and Innovation Research Program, U.S. Department of Education.

2018 - 2022 Exploring Academic Return on Investment as a Metric to Direct District-level Funding Towards Programs that Improve Student Outcomes (Principal Investigator). Funded by IES.

2017- 2020 A Cost-utility Framework to Facilitate Evidence-based Decision-making in Schools (Principal Investigator). Funded by William T. Grant Foundation.

2016 - 2023 Benefits and Costs to Learners of Earning “Alternative Credentials” through Online Course Series (Principal Investigator).

2016 - 2017 EdTech Decision Making in Higher Education (Principal Investigator).

2016 - 2017	Evaluation of Boston STEM Week, and of i2 Online, an instructional support portal for STEM teachers. Funded by NextThought.
2013 - 2016	Evaluation of Greenwich Public Schools Digital Learning Environment. (External Evaluator).
2014 - 2015	Cost Analysis of Automated Detectors of Engagement and Affect. (Principal Investigator).
2013 - 2015	<i>CostOut</i> Development (Software application). (Co-Principal Investigator). Funded by IES.
2013 - 2015	MOOCs: Expectations and Reality. (Principal Investigator).
2011 - 2013	Cost-effectiveness Analysis of Educational Alternatives. (Project Director). Funded by IES.

Current and recent advisories

2022-2025: *Mitigating the Impact of the COVID-19 Pandemic through Curriculum-Based Approaches to Learning Acceleration in Grades K-2 in Chicago*. Led by University of Chicago. Funded by IES.

2021-2026: Advisor to *SEER Research Network for Digital Learning Platforms (SEERNet)*. Led by Digital Promise. Funded by IES.

2021-2024: Advisor to *Revisions to the ASSISTments Digital Learning Platform to Expand Its Support for Rigorous Education Research*. Led by Worcester Polytechnic Institute. Funded by IES.

2018-2021: Advisor to *The Efficacy of 'From Here to There': A Dynamic Technology for Improving Algebraic Understanding*. Led by Worcester Polytechnic Institute. Funded by IES.

2017-2021: Technical Working Group: *Regional Educational Laboratory, Northeast and Islands*. Led by EDC. Funded by IES.

2016-2018: Technical Working Group: *Impact Evaluation of Parent Messaging Strategies on Student Attendance*. Led by AIR. Funded by IES.

2014-2018: Advisor to *Science Fairs under the 'Scope* research study on costs and benefits of school science fairs. Led by EDC. Funded by National Science Foundation.

Publications:

Book

Hollands, F. M. & Tirthali, D. (2015). *MOOCs in Higher Education, Institutional Goals and Paths Forward*. Palgrave Macmillan, NY. Selected as a CHOICE 'Outstanding Academic Title' for 2016.

Peer-reviewed publications

Leach, S. M., Hollands, F. M., Stone, E., Shand, R., Head, L., Wang, Y., Yan, B., Dossett, D., Chang, F., Chang, Y., & Pan, Y. (2022). Costs and effects of school-based licensed practical nurses on elementary student attendance and chronic absenteeism. *Prevention Science*.

<https://doi.org/10.1007/s11121-022-01459-0>

Ginsberg, Y. C., Hollands, F. M., Holmes, V. R., Shand, R., Evans, P., Blodgett, R., Wang, Y. & Head, L. (2022). Does ESSA assure the use of evidence-based educational practices? *Educational Policy*.

<https://journals.sagepub.com/doi/10.1177/08959048221127989>

Hollands, F. M., Shand, R., Yan, B., Leach, S. M., Dossett, D., Chang, F., & Pan, Y. (2022). A comparison of three methods for providing local evidence to inform school and district budget decisions. *Leadership and Policy in Schools*. <https://doi.org/10.1080/15700763.2022.2131581>

Hollands, F. M., Leach, S. M., Shand, R., Head, L., Wang, Y., Dossett, D., Chang, F., Yan, B., Martin, M., Pan, Y., Hensel, S. (2022). Restorative Practices: Using local evidence on costs and student outcomes to inform school district decisions about behavioral interventions. *Journal of School Psychology* 92,188-208.

<https://doi.org/10.1016/j.jsp.2022.03.007>

Shand, R., Leach, S., Hollands, F., Chang, F., Pan, Y., Yan, B., Dossett, D., Nayyer-Qureshi, S., Wang, Y., & Head, L. (2022). Program value-added: A feasible method for providing evidence on the effectiveness of multiple programs implemented simultaneously in schools. *American Journal of Evaluation*. <https://doi.org/10.1177/10982140211071017>

Hollands, F. M., Pan, Y., Kieffer, M. J., Holmes, V. R., Wang, Y., Escueta, M., Head, L., & Muroga, A. (2021). Comparing evidence on the effectiveness of reading resources from expert ratings, practitioner judgements, and research repositories. *Evidence & Policy*.

<https://doi.org/10.1332/174426421X16366418828079>

Hollands, F., & Escueta, M. (2019). [How research informs educational technology decision-making in higher education: the role of external research versus internal research](#). *Educational Technology Research and Development*, 68(1), 163-180.

Hollands, F., Pan, Y. & Escueta, M. (2019). [What is the potential for applying cost-utility analysis to facilitate evidence-based decision-making in schools?](#) *Educational Researcher*, 48(5), 287-295.

Hollands, F. M. & Pan, Y. (2018). [Evaluating digital math tools in the field](#). *Middle Grades Review* 4(1), Article 8.

Hollands, F. M., & Levin, H. M. (2017). The critical importance of costs for education decisions ([REL 2017-274](#)). Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, Analytic

Technical Assistance and Development.

Hollands, F. M., Kieffer, M. J., Shand, R., Pan, Y., Cheng, H., & Levin, H.M. (2016). [Cost-effectiveness analysis of early reading programs: a demonstration with recommendations for future research](#). *Journal of Research on Educational Effectiveness*, 9(1), 30-53.

Hollands, F. M. & Bakir, I. (2016). Automated detectors of learner engagement and affect: progress towards personalized learning. [Proceedings of MIT Learning International Networks Consortium, 2016](#). Cambridge, MA, 122-131.

Hollands, F. & Tirthali, D. (2014). [Resource requirements and costs of developing and delivering MOOCs](#). *The International Review of Research in Open and Distance Learning*, 15(5), 113-132.

Hollands, F. & Tirthali, D. (2014). [Why do institutions offer MOOCs?](#) *Online Learning*, 18(3), 1-19.

Hollands, F. M., Bowden, A. B., Levin, H. M., Belfield, C. R., Cheng, H., Shand, R., Pan, Y., & Hanisch-Cerda, B. (2014). [Cost-effectiveness analysis in practice: interventions to improve high school completion](#). *Educational Evaluation and Policy Analysis*, 36(3), 307-326.

Conference proceedings

Hollands, F. (2011). Is online education cost-effective? In M. Koehler & P. Mishra (Eds.), *Proceedings of Society for Information Technology & Teacher Education International Conference 2011* (pp. 1535-1537). Chesapeake, VA: Association for the Advancement of Computing in Education (AACE).

Methodology guidelines

Hollands, F. M., Pratt-Williams, J., & Shand, R. (2021). *Cost analysis standards & guidelines 1.1*. Cost Analysis in Practice (CAP) Project. <https://capproject.org/resources>

Cost Analysis Standards Project. (2021). [Standards for the economic evaluation of educational and social programs](#). American Institutes for Research.

Practitioner publications

Hollands, F. & Holmes, V. (2023, June 27). [How AI tutoring can reshape teachers' days](#). *Education Week*.

Hollands, F., & Kushner, A. (2021, August 23). [How to choose tools and programs that are worth the investment](#). *Kappan*.

Hollands, F., Chang, Y., & Holmes, V. (2021, June 9). [What does it mean to call a program 'evidence-based' anyway?](#) *Education Week*.

Hollands, F., & Kazi, A. (2019). [MOOC-based alternative credentials: What's the value for the learner?](#) *EDUCAUSE Review*.

Yan, B. & Hollands, F. (2018). To fund or to defund: Making the hard decisions. *School Business Affairs*, 84(8), 11-13.

Conference papers/posters/presentations

Shand, R., Leach, S., Hollands, F., Dossett, D., Chang, F., Pan, Y., & Yan, B. (2023). *Rethinking Success: The Unexpected Benefits of Research-Practice Partnerships*. In Structured Poster Session “What Is the Value-Add of Research-Practice Partnerships?” at the Annual Meeting of the American Educational Research Association (AERA), Chicago, IL.

Shand, R., Leach, S., Yan, B., Hollands, F., Dossett, D., Chang, F., & Pan, Y. (2022). [*Rethinking success: The unexpected benefits of research-practice partnerships*](#). Annual Meeting of the Society for Research on Educational Effectiveness (SREE), Washington DC.

Hollands, F., Pratt-Williams, J., & Shand, R. (2022). [*Issues in and Resources for Planning and Implementing a Cost Analysis*](#). Presentation at IES Principal Investigators’ Conference (Online).

Hollands, F., Kushner, A., & Moeller, B. (2021). *Adapting economic evaluations in the context of a disrupted RCT*. Poster session at the Annual Meeting of the Society for Research on Educational Effectiveness (SREE), Online.

Hollands, F., Shand, R., Yan, B., Leach, S., Dossett, D., Chang, F., & Pan, Y. (2021). *A comparison of three methods for providing local evidence to inform school district budget decisions*. Paper presented at the Annual Meeting of the Association for Education Finance and Policy (AEFP), Online.

Hollands, F., Leach, S., Shand, R., Head, L., Wang, K., Dossett, D., Chang, F., Yan, B., Martin, M. & Pan, Y. (2021). *Restorative Practices: using local evidence on costs and student outcomes to inform cycle-based budget decisions*. Paper presented at the Annual Meeting of the AEFP, Online.

Hollands, F. M., Pan, Y., Kieffer, M. J., Holmes, V. R., Wang, Y., Escueta, M. & Head, L. (2021). *Comparing professional judgements on the effectiveness of reading resources with expert ratings*. Paper presented at the Annual Meeting of the AERA, Online.

Chang, Y., Hollands, F. M., Holmes, V. R., Shand, R., Evans, P., Blodgett, R., Wang, Y. & Head, L. (2021). *Challenges to Finding Evidence for ESSA: A Case Study of Southern Urban District*. Paper presented at the Annual Meeting of the AERA, Online.

Hollands, F. M., Leach, S. M., Stone, E., Head, L., Wang, Y., Shand, R. L., Yan, B., Dossett, D.H., Chang, F., Chang, Y., & Pan, Y. (2021). [*Costs and Effects of School Nursing on Student Attendance and Absenteeism*](#). Poster presented at the Annual Meeting of the AERA, Online.

Shand, R., Pan, Y., Leach, S., Nayyer-Qureshi, S., Hollands, F., Yan, B., Dossett, D., Wang, Y., Head, L., & Chang, F. (2020). *Program evaluation with administrative data: new applications, promise, and challenges for value-added models*. Poster Session at the Annual Meeting of the AEFPP, Online.

Hollands, F., Yan, B., Leach, S., Shand, R., Dossett, D., Chang F., Pan, Y., Wang, Y. & Head, L. (2020). [LEA use of evidence in budget decisions](#). Poster session at the Annual Meeting of the SREE, Online.

Hollands, F., Reichardt, R., Feng, M., & Leach, S. (2020). *Cost-effectiveness analysis for Research and Practice*. Panel Session at IES Principal Investigators' Conference, Washington, DC. Chair and panelist.

Shand, R., Pan, Y., Nayyer-Qureshi, S., Leach, S., Hollands, F., Yan, B., Prather, J., Dossett, D., Chang F., & Head, L. (2020). *Applying value-added analysis to program evaluation*. Poster Session, IES Principal Investigators' Conference, Washington, DC.

Moeller, B., Cohen, M., McLeod, M., Duncan, T., Hitchcock, J., Meier, E., & Hollands, F. (2019, October 7). *Math for All: Scaling-up and evaluating a teacher professional development program for personalizing mathematics instruction in grades K–5*. Presentation at the Educating the Educators III International Conference on Approaches to Scaling-Up Professional Development in Maths and Science Education, Freiburg, Germany.

Grossenbacher, K., Hollands, F., Pan, Y., Cook, J. (2019). *A cost-utility analysis of statewide student information system implementation models in Kansas*. Presentation at NCES STATS DC, Washington, DC.

Hollands, F. & Pan, Y. (2018). *What is the potential for applying cost-utility analysis to facilitate evidence-based decision-making in schools?* Paper presented at the Annual Meeting of the AERA, New York, NY.

Hollands, F., & Escueta, M. (2018). *EdTech decision-makers in higher education: consumers or producers of research?* Poster session at the Annual Meeting of the AERA, New York, NY.

Escueta, M. & Hollands, F. (2018). *Stakeholders in EdTech decision-making: involving end users in the process*. Poster session at the Annual Meeting of the AERA, New York, NY.

Hollands, F., & Escueta, M. (2018). *How research informs EdTech decision-making in higher education: the role of external research vs. internal research*. Paper presented at the Annual Meeting of the SREE, Washington, DC.

Hollands, F. & Bakir, I. (2016). *Efficiency of automated detectors of learner engagement and affect compared with traditional observation methods*. Poster session at the Annual Meeting of the AERA, Washington, DC.

Hollands, F. & Tirthali, D. (2014). *MOOCs: expectations and reality*. Paper presented at the Annual Meeting of the AERA, Philadelphia, PA.

Hollands, F. M., Pan, Y., Shand, R., & Cheng, H. (2013). *Cost-effectiveness analysis of early literacy programs*. Annual Conference of the Society for Benefit-Cost Analysis, Washington, DC.

Hollands, F. M. (2012). *Using cost-effectiveness analysis to evaluate School of One*. Paper presented at Annual Meeting of the AERA, Vancouver, Canada.

Hollands, F.M. (2011). *Is online and blended learning cost-effective?* 27th Annual Conference on Distance Teaching and Learning, Madison, WI.

Hollands, F. M. (2009). *Student-led conferences for inner city students*. Annual Meeting of the AERA, San Diego, CA.

Meier, E. B., Hollands, F. M., Mineo, C. M., Powell, K., & Moeller, B. (2008). *Math For All: An opportunity to develop our civic responsibility to inclusion students*. Annual Meeting of the AERA, New York, NY.

Meier, E. B., Powell, K., Hollands, F. M., Moeller, B., & Dubitsky, B. (2007). *Preparing teachers to teach mathematics in inclusion classrooms: A multimedia, case-based approach*. Annual Meeting of the AERA, Chicago, IL.

Hollands F. M. (2005). *How technology policy translates to student computer use in New York City schools*. Annual Meeting of the AERA, Montreal, Canada.

Hollands F. M. (2004). *The impact of computer use on the individualization of students' classroom learning experiences*. Annual Meeting of the AERA, San Diego, CA.

Research reports

Hollands, F. M., Kazi, A., Javier, K., & Ginsberg, Y.C. (2023). *Benefits and Costs of Participation in MOOC-Based Alternative Credentials: MicroMasters and Specializations*. EdResearcher #2023-1. <https://www.edresearcher.net/2023-1>

Hollands, F. M., Kazi, A., Ginsberg, Y.C., & Javier, K. (2023). *Employer Support for Employee Participation in Alternative Credentials*. EdResearcher #2023-2. <https://www.edresearcher.net/2023-2>

Kazi, A., Hollands, F., Javier, K., & Ginsberg, Y.C. (2023). Benefits of Earning Alternative Credentials: One-Year Follow-up. EdResearcher #2023-3. <https://www.edresearcher.net/2023-3>

Hollands, F. M. & Kazi, A. (2019). [*Benefits and costs of MOOC-based alternative credentials: 2018-2019 results from end-of-program surveys*](#). Teachers College, Columbia University.

Hollands, F., & Pan, Y. (2018). *Cost-utility analysis of student information system implementation models*. Teachers College, Columbia University.

Hollands, F., & Pan, Y. (2018). *Pros and cons of various SIS implementation models*. Teachers College, Columbia University.

Hollands, F. M. & Kazi, A. (2018). [*Benefits and costs of MOOC-based alternative credentials: 2017 - 2018 baseline survey results*](#). Teachers College, Columbia University.

Hollands, F. M., & Escueta, M. (2017). [*EdTech decision-making in higher education*](#). Teachers College, Columbia University. ([ERIC Report ED 602951](#)).

Hollands, F. M. & Bakir, I. (2015). *Efficiency of automated detectors of learner engagement and affect compared with traditional observation methods*. Teachers College, Columbia University.

Hollands, F. & Tirthali, D. (2014). [*MOOCs: expectations and reality. Full report*](#). Teachers College, Columbia University. ERIC report ED547237.

Hollands, F. M., Pan, Y., Shand, R., Cheng, H., Levin, H. M., Belfield, Kieffer, M., C. R., Bowden, A. B., & Hanisch-Cerda, B. (2013). *Improving early literacy: cost-effectiveness analysis of effective reading programs*. Teachers College, Columbia University.

Levin, H. M., Belfield, C. R., Hollands, F. M., Bowden, A. B., Cheng, H., Shand, R., Pan, Y., & Hanisch-Cerda, B. (2012). *Cost-effectiveness analysis of interventions that improve high school completion*. Teachers College, Columbia University.

Belfield, C., Hollands, F., & Levin, H. (2011). *Providing comprehensive educational opportunity to low-income students: what are the social and economic returns?* New York, NY: Campaign for Educational Equity. Teachers College, Columbia University.

Evaluation reports

Hollands, F. (2023). Evaluation of Day of AI 2023: AI Literacy for K-12. EdResearcher. <https://www.edresearcher.net/eval-day-of-ai>

Hollands, F., & Pan, Y. (2016). *IXL use and math achievement in grades 4 and 6*.

Hollands, F., & Pan, Y. (2016). *Summary of teacher interviews on use of IXL and other tools in math; reflections on Digital Learning Environment*.

Hollands, F., & Pan, Y. (2015). *Teacher feedback on student essays written with and without Google Docs*.

Hollands, F. (2014). *Greenwich Public Schools eSpark analysis: Comparison analysis between Parkway (eSpark) and Glenville (no eSpark)*.

Hollands, F. (2014). *Greenwich Public Schools eSpark analysis: Domain analysis for Parkway students*.

Technical documents

Hollands, F.M., Kushner, A., & Menon, A. (2023). User Manual for *E\$imator*. Teachers College, Columbia University. www.costtoolkit.org

Wang, Y., Escueta, M. & Hollands, F. (2019). [Calculating the Relevance & Credibility Indices](#). Teachers College, Columbia University.

Bakir, I. & Hollands, F. M. (2015). *Finding national prices*. Teachers College, Columbia University.

Hollands, F., Hanisch-Cerda, B., Menon, A., Levin, H. & Belfield, C. (2015). *CostOut User Manual*. Teachers College, Columbia University.

Case studies

Escueta, M., Hollands, F. M., Kushner, A., Wang, Y., & Pan, Y. (2020). *Case Study: Developing a Digital Toolkit for Math*. Teachers College, Columbia University.

Escueta, M., Hollands, F. M., & Pan, Y. (2019). *Case Study: Selecting an SEL Curriculum*. Teachers College, Columbia University.

Invited short articles/blog posts

Hollands, F., & Pratt-Williams, J. (2023, July 23). [Have a cost analysis to plan or execute? We have a module for that](#). Inside IES Research

Hollands, F. & Holmes, V. (2022, March 9). [In the age of evidence-based decision-making, where can education decision makers really turn for evidence?](#) Evidence & Policy Blog.

Leach, S., Shand, R. D., Yan, B., & Hollands, F., (2022, February 15). [Unexpected Value from Conducting Value-Added Analysis](#). Inside IES Research.

Leach, S., Hollands, F., Yan, B., & Shand, R. D. (2022, February 3). [Unexpected Benefits of Conducting Cost-Effectiveness Analysis](#). Inside IES Research.

Hollands, F., Brodziak, I., Pratt-Williams, J., Shand, R.D., Drummond, K., & Artzi, L. (2021, July 15). [*Overcoming challenges in conducting cost analysis as part of an efficacy trial*](#). Inside IES Research.

Hollands, Fiona, & Dossett, Dena. (2021, March 9). [*Use of evidence to inform school and district budget decisions*](#). Research 4 Schools.

Hollands, F. (2017, December 20). [*The metamorphosis of MOOCs*](#). EdSurge.

Hollands, F. (2017, August 3). [*What role does research play in EdTech decision-making?*](#) WCET Frontiers.

Hollands, F., Griffin, A., & Saxberg, B. (2017, July 10). [*Ed Tech decision makers are under pressure in higher education*](#). The 74.

Hollands, F. (2017, June 11). [*Educational technology vendors in higher ed: Friends or foes?*](#) EdSurge.

Hollands, F. (2016, May 9). [*Is competency-based education worth the investment?*](#) EdSurge.

Hollands, F. (2016, January 14). [*How one researcher uses cost-benefit analysis to rule out the worst tools*](#). EdSurge.

Hollands, F. (2014, October 1). [*Can MOOCs help democratize access to education?*](#) UNESCO, Bangkok.

Software developed

[*DecisionMaker®*](#): Hollands, F. M., Pan, Y., Levin, H.M., Corter, J., Escueta, M., Menon, A., Kushner, A., Muroga, A., Kazi, A., & Kushner, A. (2019). *DecisionMaker®*. Teachers College, Columbia University.

[*E\\$imator*](#) (formerly *CostOut®*): Hollands, F. M., Hanisch-Cerda, B., Levin, H. M., Belfield, C. R., Menon, A., Shand, R., Pan, Y., Bakir, I., Cheng, H., & Kushner, A. (2015-22). *E\$imator*. Teachers College, Columbia University.

Tools for researchers

Hollands, F., Pratt-Williams, J., Shand, R., Javier, K., & Bengé, C. (June 2021). CAP Project Cost Analysis Template 1.2 Plus (CAPCAT 1.2 Plus). <https://capproject.org/resources>

Hollands, F., Pratt-Williams, J., Shand, R., Javier, K., & Bengé, C. (January 2022). CAP Project Cost Analysis Template 1.3 Advanced (CAPCAT 1.3 Advanced). <https://capproject.org/resources>

Tools for education practitioners

Chang, Y., Hollands, F., & Head, L. (2022). *Evidence-based Investment Calculator*. Teachers College, Columbia University. <https://osf.io/aw6m3/>

Hollands, F., Head, L., Wang, K., Chang, Y., & Kushner, A. (2020). [Master Evidence Repository](#). Teachers College, Columbia University.

Hollands, F. M., Escueta, M.E., Pan, Y., Levin, H. M., & Corter, J., (2019). [Relevance and credibility indices](#). Teachers College, Columbia University.

Hollands, F. M., Escueta, M.E., Pan, Y., Levin, H. M., & Corter, J., (2019). *Evaluation criteria for educational interventions*. Teachers College, Columbia University.

Hollands, F. M., Escueta, M.E., Pan, Y., Levin, H. M., & Corter, J. (2019). *Evaluation criteria and measures for educational interventions*. Teachers College, Columbia University.

Webinars

Cost analysis and cost-effectiveness analysis for IES projects. (August 2022). Presenter. Hosted by SRI International and the CAP Project.

[Calculating the Cost of an Initiative](#) (August 2021). Presenter. Hosted by the U.S. Department of Education-funded [Effective Educator Development Technical Assistance Center](#).

[Innovations in Online Learning: Benefits and Costs of Alternative Credentials](#). (September 2018). Organizer and moderator. Hosted by the Office of Digital Learning, Teachers College, Columbia University.

[Using Cost Analysis to Inform Decisions About Professional Learning](#). (January 2018). Presenter. Hosted by Regional Educational Laboratory-Northeast & Islands.

[Online Learning and Credit Recovery: What We Know from Research and Practice](#). (May 2015). Discussant. Hosted by Regional Educational Laboratory-Northeast & Islands.

Training/workshops/courses

Launched July 2022-April 2023: CAP Project Online Modules on Cost Analysis and Cost-Effectiveness Analysis. Funded by IES. <https://capproject.org/modules-welcome>

February 2022: *Evaluating Research Based Programs: A Cost-Utility Framework*. [Research4Practice Workshop Series](#) hosted by the [Center for Research Use in Education \(CRUE\)](#) at the University of Delaware.

Hollands, F., Kushner, A., Shand, R., Escueta, M. (Instructors). [Make Better Decisions Together: A Ten-Step Framework for Education Leaders](#) (Online course July-August 2020; April – May 2021). Non-credit 5-week course for school and district decision-makers.

Pan, Y., Escueta, M., & Hollands, F. (2019). *DecisionMaker: A cost-utility toolkit to facilitate evidence-based decision-making*. Skill-building workshop at New York City Department of Education Forum on Connecting Research, Policy & Practice, New York, NY.

Escueta, M., Pan, Y., & Hollands, F. (2019). *Assessing the relevance and credibility of studies of educational activities, strategies and interventions*. Skill-building workshop at New York City Department of Education Forum on Connecting Research, Policy & Practice, New York, NY.

January 2019, January 2018, January 2017, July 2016: Lead presenter for *Evidence-based decision-making for school leaders and introduction to cost-utility analysis*. Summer Principals Academy, Teachers College, Columbia University.

2014 – 2017: Methods Training for Research using Cost-Effectiveness and Cost-Benefit Analysis. (Instructor and *CostOut* Coordinator). Funded by IES.

April 2015: Lead presenter at AERA Pre-conference Workshop: *Cost and cost-effectiveness analysis of educational programs*.

May 2014: Presenter at the Society for Prevention Research's Pre-conference Workshop: *Building the economic case for prevention: Methods & tools for assessing the resource needs and economic costs of preventive intervention*.

Invited presentations/panels

June 2023: Presenter: Silver Lining for Learning [Episode 153 | Micro-credentials and Specializations for the Masses: Alternatives for a Nontraditional Age](#).

December 2021: Presenter. *Applying Cost Analysis to Strategic Planning*. SLDS Strategic Planning Workgroup. Hosted by the [Statewide Longitudinal Data Systems \(SLDS\) Technical Assistance Program](#).

November 2021: Presenter. *Cost Analysis to Support SLDS Sustainability*. Hosted by the [Statewide Longitudinal Data Systems \(SLDS\) Technical Assistance Program](#).

July 2021: Presenter. *Calculating the Cost of an Initiative*. Collaboration Hour hosted by the [Effective Educator Development \(EED\) Technical Assistance Center](#).

Dec 2019; Jun and Dec, 2020; June and Dec 2021; June and Dec 2022; June [and Dec] 2023. Guest instructor for Joan Kass Stamler's graduate course EDPS 5646 *Evaluation of Educational & Social Programs*, Teachers College, Columbia University.

November 2019: Panelist. Inside Higher Ed Leadership Series, Washington DC. “*New Models of the Master’s Degree.*”

May 2018: Keynote speech at Open edX conference, Montreal, Canada: “[MOOCs 2025.](#)”

April 2018: William T. Grant Use of Research Evidence Conference, Washington DC: *Applying a Cost-utility Framework to Facilitate Evidence-based Decision-making in Schools* in Session: Strategies to Improve the Use of Research Evidence.

October 2017: Opening Plenary Panelist and Presenter: *Making Hard Choices: Using Evidence and Data to Make Educational Technology Decisions.* World Conference on Online Learning, Toronto, Canada.

October 2017: Panelist: *Credentialing and Measurement in Workforce Development.* Learning with MOOCs 2017, Austin, TX.

May 2017: Presenter. *EdTech Decision-making in Higher Education.* EdTech Efficacy Research Academic Symposium, Washington DC:

December 2016: Panelist. *Degrees, Badges, & Other ‘Signals’ – A Think Tank on Credentials & Promises.* NY Ed Tech Week (NYU Steinhardt & StartED).

June 2016: Presenter. *Adding Dimensions to Program Evaluations: Costs, Benefits, Utility.* Data & Society Expert Workshop for UNICEF-funded Review of Evidence-Based Policies and Interventions to Address Child Online Violence, Abuse and Exploitation, and to Promote Digital Citizenship.

March 2016: Panelist: *Begging for Disruption: EdTech Procurement.* SXSWedu Conference.

October 2015: Panel Moderator. *MOOC Platforms: The Year Ahead.* Learning with MOOCs 2015 Conference.

March 2015: Presenter. *Online Learning in K-12 and in Higher Education.* USNY Technology Policy and Practices Council, Albany, NY.

October 2014: Panelist. *DigitalU: Practices in Digital Teaching.* William Paterson University.

September 2014: Speaker. *MOOCs, Online Learning and the Future of Higher Education.* [Benton Scholars Online Education Symposium](#) featuring [Thought Leaders in Education Policy and Curriculum.](#) Colgate University, NY.

June 2014: Presenter. *What can MOOCs help us achieve?* USNY Technology Policy and Practices Council, New York, NY.

June 2014: Presenter. *Resource requirements and costs of developing and delivering MOOCs*. [MOOCs: Scaling Corporate Learning](#). Online Symposium.

April 2014: Keynote Speaker; Panelist: *The MOOC Campus: A Conversation with Institutions*; Panelist: *MOOCs: Potential, Pitfalls & Policy Implications*. Postsecondary National Policy Institute's MOOC Seminar for Congressional Staffers.

March 2014: [The Future of the Massive Open Online Course](#). TEDx Teachers College, New York, NY.

February 2014: Presenter. *The MOOCscape: Challenges and Opportunities for New York State*. NYSCATE Blended and Online Learning Summit, Albany, NY.

December 2013: Presenter. *MOOCs: What's in them for New York State?* USNY Technology Policy and Practices Council, New York, NY.

December 2013: Panelist: *Strategy and Leadership*. MOOC Research Initiative, Arlington, TX.

November 2013: Guest lecturer. *T561 Transforming Education through Emerging Technologies* (Dede), Harvard Graduate School of Education.

December 2012: Presenter. *Assessing the Cost-effectiveness of Online and Blended Learning*. Policy Analysis for California Education (PACE) Seminar.

Leadership roles for conference/symposiums/panels

Co-lead of [Cost Analysis Standards Project](#) (CASP) 2021: Expert panel to set standards for the field on cost, cost-effectiveness, and cost-benefit analysis in education.

Learning with MOOCs 2018, Universidad Nacional de Educación a Distancia/Universidad Politécnica de Madrid, Spain, Program Committee.

Working Group Leader for Academic Symposium on Education Technology Efficacy, 2017, Washington, DC.

Learning with MOOCs Workshop 2017, University of Texas, Austin, Program Committee.

Learning with MOOCs Workshop 2016, University of Pennsylvania, Program Committee.

Learning with MOOCs Workshop 2015, Teachers College, Columbia University, Program Committee.

Reviewer for:

AERA Annual Conference
AERA Open
Canadian Journal of Higher Education
Cost analysis guidance documents: IRC, USAID
Educational Evaluation and Policy Analysis
Educational Technology Research & Development
Educational Researcher
Evidence & Policy
Higher Education Quarterly
IES Research Grant Applications (2018-19)
International Review of Research in Open and Distance Learning
Journal of Benefit-Cost Analysis
Journal for Research on Educational Effectiveness
Mathematica Measurement & Evaluation Tools
Middle Grades Review
National Academies of Sciences, Engineering, and Medicine
National Science Foundation
Online Learning
Review of Educational Research
Science
Society for Research on Educational Effectiveness
Springer Books
The Internet and Higher Education
William T. Grant Foundation Major Grants Program

Pro bono Boards/ Advisories/Taskforces

Campaign for Educational Equity Taskforce, Teachers College, 2010
Christ Church, Oxford University, Board of Benefactors 2009-
Collegiate School Science Advisory Board 2012-2017
Macaulay Honors College (CUNY) Advisory Council 2012-2015
New York City iZone Research Advisory Council 2012-13
New York City Outward Bound Schools Board of Directors, 2008-2012:
Executive Committee, Chair of Comprehensive Services Committee
President, i2Learning Foundation, 2017-2018
Teachers College School Partnerships Committee 2013-2021
Technology Policy and Practices Council, University of the State of New
York, 2010-2022

Citizenship

U.S., U.K., Brazil

Selected Media Mentions

Inside Higher Ed (October, 9, 2023). [Few campus IT leaders see AI as a top priority.](#)

Chronicle of Higher Education (February, 8, 2023). [The Edge: A reality check in a new study of alternative-credential programs.](#)

Inside Higher Ed (February, 7, 2023). [Online Classes Surge at Virginia Tech. But What About Outcomes?](#)

Higher Ed Dive (November, 5, 2021). [3 takeaways from UdeMy's initial public offering.](#)

Chronicle of Higher Education (February, 24, 2021). [The Edge: Where Ed Tech's \\$2-Billion Year Leaves Colleges.](#)

Dallas Morning News (January 28, 2021). [Few dyslexic students benefiting from an online tool that's costing Texas millions.](#)

BBC Worklife (November, 30, 2020). [Will online degrees become more 'legitimate'?](#)

Inside Higher Ed (November 20, 2019). [Who's Completing Microcredentials?](#)

Inside Higher Ed (November 13, 2019). [Digital Learning in 'Inside Higher Ed' This Week](#)

Inside Higher Ed (November 8, 2019). [The Landscape for Master's-Level Education](#)

Inside Higher Ed (August 21, 2019). [The Limited Role of Evidence in Ed-Tech Decisions](#)

Inside Higher Ed (January 16, 2019). [Takedown of Online Education](#)

Inside Higher Ed (November 14, 2018). [Who's Taking Nondegree Courses -- and Why?](#)

The Chronicle of Higher Education (July 21, 2016). [Which Ed-Tech Tools Truly Work? New Project Aims to Tell Why No One Seems Eager to Find Out.](#)

The Chronicle of Higher Education (March 9, 2015). [Teaching Revival: Fresh attention to the classroom may actually stick this time.](#)

The Economist (October 6, 2014). [MOOCs: Know your enemy.](#)

The New York Times: Economic Scene (June 17, 2014). [A Smart Way to Skip College in Pursuit of a Job.](#)

US News: Higher Education (June 6, 2014). [Experts debate the impact of MOOCs on education.](#)