

---

**Fiona M. Hollands**

**Associate Director and Senior Researcher  
Center for Benefit-Cost Studies of Education  
Teachers College, Columbia University  
Thompson 230, Box 181  
525 West 120th Street  
New York, NY 10027**

(212) 678 3351 (office)

(212) 678 3474 (fax)

[fmh7@tc.columbia.edu](mailto:fmh7@tc.columbia.edu)

<http://cbcse.org/>

---

**Employment:**

- April 2012 - Current Associate Director and Senior Researcher, Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.
- October 2010 - April 2012 Research Associate, Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.
- 2009 - 2012 Adjunct Associate Professor, Teachers College, Columbia University.  
Courses taught:
- Human Development Department: Sociology Program, Policy Seminar II, Sociological Research Methods – Program Evaluation (09 and 2010).
- Education Policy and Social Analysis Department: Leadership, Policy and Politics Program, Master’s Degree Capstone Seminar (2011 and 2012).
- 2003 - Current Independent education researcher, evaluator and consultant, including to Center for Technology and School Change, Teachers College, Columbia University.
- 1996 - 1997 Mathematics teacher at Rice High School, Manhattan, NY.
- 1988 - 1995 J.P. Morgan, London, Paris, New York. Last position: Vice President, J.P. Morgan Securities Inc. Emerging Markets Syndicate Desk, New York.

**Education:**

- 1997- 2003 Ph.D. Politics and Education, Teachers College, Columbia University.  
Dissertation: *The impact of computer use on the individualization of students’ learning experiences in public middle school science classrooms.*

- 1995 - 1996 M.A. Sociology & Education, Teachers College, Columbia University. Major graduate papers: *School Design Project*; *Evaluating Educational Software*. Curriculum Design: *Life Outside School* (ERIC document ED 385 370).
- 1985 - 1988 B.A. Honours, Pure & Applied Biology, Christ Church, Oxford University. Undergraduate Projects: "*Evolution and distribution of 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 (IES-funded).

**Current and recent research, R&D, and evaluation projects:**

- 2017- 2019 A cost-utility framework to facilitate evidence-based decision-making in schools (Principal Investigator). Funded by William T. Grant Foundation.
- 2016 - 2019 Benefits and costs to learners of earning non-degree credentials through online course series (Principal Investigator).
- 2016 - 2017 Ed Tech 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.
- 2016 - 2017 Cost Analysis Brief for Education Practitioners and Researchers. (Principal Investigator). Funded by Institute for Education Sciences, U.S. Department of Education (IES).
- 2014 - 2017 Methods Training for Research using Cost-Effectiveness and Cost-Benefit Analysis. (Instructor and CBCSE Cost Tool Kit Coordinator). Funded by IES.
- 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 CBCSE Cost Tool Kit 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 advisories:**

*Science Fairs under the 'Scope* research study on costs and benefits of school science fairs. Funded by NSF.

Technical Working Group: Regional Educational Laboratory, Northeast and Islands. Funded by IES.

Technical Working Group: *Impact Evaluation of Parent Messaging Strategies on Student Attendance*. Funded by IES.

**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 articles:**

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.

**Recent research reports:**

Hollands, F. M., & Escueta, M. (2017). [EdTech Decision-making in Higher Education](#). Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.

Hollands, F. M. & Bakir, I. (2015). [\*Efficiency of automated detectors of learner engagement and affect compared with traditional observation methods\*](#). Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.

Hollands, F. & Tirthali, D. (2014). [\*MOOCs: expectations and reality. Full Report\*](#). Center for Benefit-Cost Studies of Education, 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*. Center for Benefit-Cost Studies of Education, 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*. Center for Benefit-Cost Studies of Education, 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.

**Recent evaluation reports:** 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*.

**Software:** [\*CostOut\*](#) – the CBCSE Cost Tool Kit (2015)

**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).

- Technical documents:** Bakir, I. & Hollands, F.M. (2015). *Finding national prices*. Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.
- Hollands, F., Hanisch-Cerda, B., Menon, A., Levin, H. & Belfield, C. (2015). *User manual for CostOut - the CBCSE Cost Tool Kit*. Center for Benefit-Cost Studies of Education, Teachers College, Columbia University.
- Invited short articles:** 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.
- Conference papers/posters:** 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 American Educational Research Association, Washington, DC.
- Hollands, F. & Tirthali, D. (2014). *MOOCs: expectations and reality*. Paper presented at the Annual Meeting of the American Educational Research Association, 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*. Annual Meeting of the American Educational Research Association, Vancouver, Canada.
- Hollands, F.M. (2011). *Is online and blended learning cost-effective?* 27<sup>th</sup> Annual Conference on Distance Teaching and Learning, Madison, WI.
- Hollands, F.M. (2009). *Student-led conferences for inner city students*. Annual Meeting of the American Educational Research Association, 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 American Educational Research Association, 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 American Educational Research Association, Chicago, IL.

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

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

### **Training workshops:**

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

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*.

### **Recent invited presentations/panels:**

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

June 2016: 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*. Presenter: "Adding Dimensions to Program Evaluations: Costs, Benefits, Utility."

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

October 2015: Learning with MOOCs 2015 Conference. Panel Moderator "MOOC Platforms: the Year Ahead."

May 2015: [Online Learning and Credit Recovery: What We Know from Research and Practice](#). Discussant for webinar hosted by REL Northeast & Islands.

March 2015: USNY Technology Policy and Practices Council, Albany, NY: *Online learning in K-12 and in higher education*.

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

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

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

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

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

March 2014: TEDx Teachers College, New York, NY. *MOOCs and the Future*.

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

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

December 2013: MOOC Research Initiative. Arlington, TX. Panelist: *Strategy and Leadership* (courtesy of the Bill & Melinda Gates Foundation).

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

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

### **Conference/Symposium leadership roles:**

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:** International Review of Research in Open and Distance Learning.  
Journal of Benefit-Cost Analysis.  
Online Learning Journal  
Review of Educational Research  
Springer Books  
Cost analysis guidance documents by IRC, USAID.

**Service/boards/pro bono advisories:**

Campaign for Educational Equity Taskforce, Teachers College, 2010;  
Christ Church, Oxford University, Board of Benefactors 2009-;  
Classroom Inc. National Advisory Council 2016-;  
Collegiate School Science Advisory Board 2012-2017;  
LSi Braintrust - OECD Challenge, 2015;  
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;  
Teachers College School Partnerships Committee 2013-;  
Technology Policy and Practices Council, University of the State of New York, 2010-.

**Citizenship:** U.S., U.K., Brazil.