



MAPPING DIGITAL TRANSFORMATION
IDENTIFYING AND UNDERSTANDING PRAGMATIC
TRENDS IN THE APPLICATION OF TECHNOLOGY
TO IMPROVE LEARNING IMPACT

2018 LEARNING IMPACT REPORT



IMS GLOBAL[®]
Learning Consortium
Better Learning From Better Learning Technology[®]

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EXECUTIVE SUMMARY

With over 490 member organizations representing leading suppliers, colleges and universities, school districts, states, and government entities worldwide, **IMS Global Learning Consortium** (IMS Global) is accelerating the adoption and impact of transformative educational technology through its community-owned open interoperability standards and architecture. IMS Global's annual **Learning Impact Awards** (LIA) competition and this accompanying report provide edtech planning guidance by showcasing actual, innovative, and impactful solutions that fulfill today's teaching and learning objectives for K-12, higher education, and/or lifelong learning. What distinguishes this program is its pragmatic focus, where projects are evaluated based on the use of technology in an educational context, using eight Learning Impact evaluation criteria: access, affordability, quality, adoption, accountability, organizational learning, interoperability, and innovation. Regional winners, along with other finalists selected by LIA evaluators, advance to the final round of competition—held in conjunction with IMS Global's annual **Learning Impact Leadership Institute**—where final voting is held and the platinum, gold, silver, and bronze medalists are announced.

The LIA entries map to IMS Global's **Learning Impact Trend Categories** (Fig. 1)—a compilation of forward-moving education technology trends—which provide a framework for the education community to assess and analyze the edtech landscape. For example, several 2018 LIA projects illustrate a future-ready teaching and learning environment, where edtech: (1) provides an open, accessible, and secure technical foundation that (2) facilitates data-informed educational planning and assessment to support government standards compliance and student success, and (3) creates a tech-infused environment of learning tools, digital content, and applications that supports a diverse range of student competencies.

At present, there are 16 Learning Impact trends grouped into three main categories: (1) Advancing Educational Insight, Attainment, and Planning, (2) Advancing Teaching and Learning Technology, and (3) Advancing Learning Environment Infrastructure. IMS retools the framework as needed to reflect the evolution of educational technology.

Advancing Educational Insight, Attainment & Planning

Five LIA finalists in 2018 showcased trends in this category with three awarded medals for their projects.

Information and data are the keys to better planning and decision-making within the classroom and in the broader educational context. Several LIA finalists offer edtech solutions to enhance these capabilities. Platinum Medal winners **PCG Education and Georgia Department of Education** collaborated on the electronic publication of Georgia's academic standards to make it easier for schools and instructors to create educational pathways that support their students' success goals and to ensure digital content alignment with state standards. Other entries present digital technology-based student measurement and assessment solutions. Gold Medalist **Bongo**'s scalable, proprietary video and feedback technology measures qualitative soft skill development of students. A Silver Medal was awarded to the **New York City Department of Education and Open Assessment Technologies** for their innovative use of the TAO online assessment tool to facilitate NYDOE's Gifted & Talented program placement and Languages Other than English (LOTE) exam administration.

Advancing Teaching & Learning Innovation

Nine LIA finalists in 2018 showcased trends in this category with two receiving medals for their projects.

Educational technology continues to revolutionize the teaching and learning process with the development of new resources, tools, and applications. Numerous LIA finalists presented solutions to enhance selection and access of affordable and appropriate digital course content—like Gold Medalist **Houston Independent School District**'s App Toolbox, a 24/7 accessible, searchable, vetting app for HISD's extensive and diverse digital resource portfolio. Other entries provide innovative learning tools and personalized learning environments to enhance student competencies in areas like cognitive thinking, chemistry, computer skills, professional development, and writing. Bronze Medalist **Infocomm Media Development Authority of Singapore**, along with Singapore Road Safety Council, Singapore Police Force and FXMedia Singapore, demonstrated their utilization of virtual reality to teach young children road safety in a safe and controlled environment.

Advancing Learning Environment Infrastructure

Twelve LIA finalists in 2018 showcased trends in this category with three receiving medals for their projects.

Educational technology continues to enhance teaching and learning infrastructure with solutions that enhance accessibility and personalization; provide scalable design and deployment of digital education resources; and integrate disparate learning tools and systems into cohesive and comprehensive digital learning ecosystems. Platinum Medalist

Blackboard's Ally tool helps instructors and institutions create accessible online content.

Maplesoft and the University of Waterloo were awarded a Silver Medal for the use of Möbius to facilitate online STEM course development. Bronze Medal winners **itslearning and Metropolitan School District of Wayne Township's** Wayne Learning Hub

provides a centralized learning repository of curated resources, a digital community, safe collaborative learning spaces, and built-in individualized learning

paths. In addition, other finalists presented ways to enhance the teaching and learning environment, for example, an integration platform as a service (iPaaS) that shares student, staff, and learning data among software applications; a flipped class collaboration tool; online content design and production tools; a test preparation platform; and more.

Summary of Finalists by Category

This report organizes all 26 of the 2018 LIA final projects into a table for each Learning Impact Category. Projects are sorted in each table alphabetically by learning objective so readers can easily identify solutions for their particular interest or teaching and learning needs. Each project name is linked to its LIA entry video. The project summary includes a brief description of the solution and its learning impact; its Learning Impact Trend classification; and the potential user: K-12, higher education (HED), and/or lifelong learner (LL). Detailed project profiles for all eight medal winners can be found at www.imsglobal.org/LIA2018-profiles.

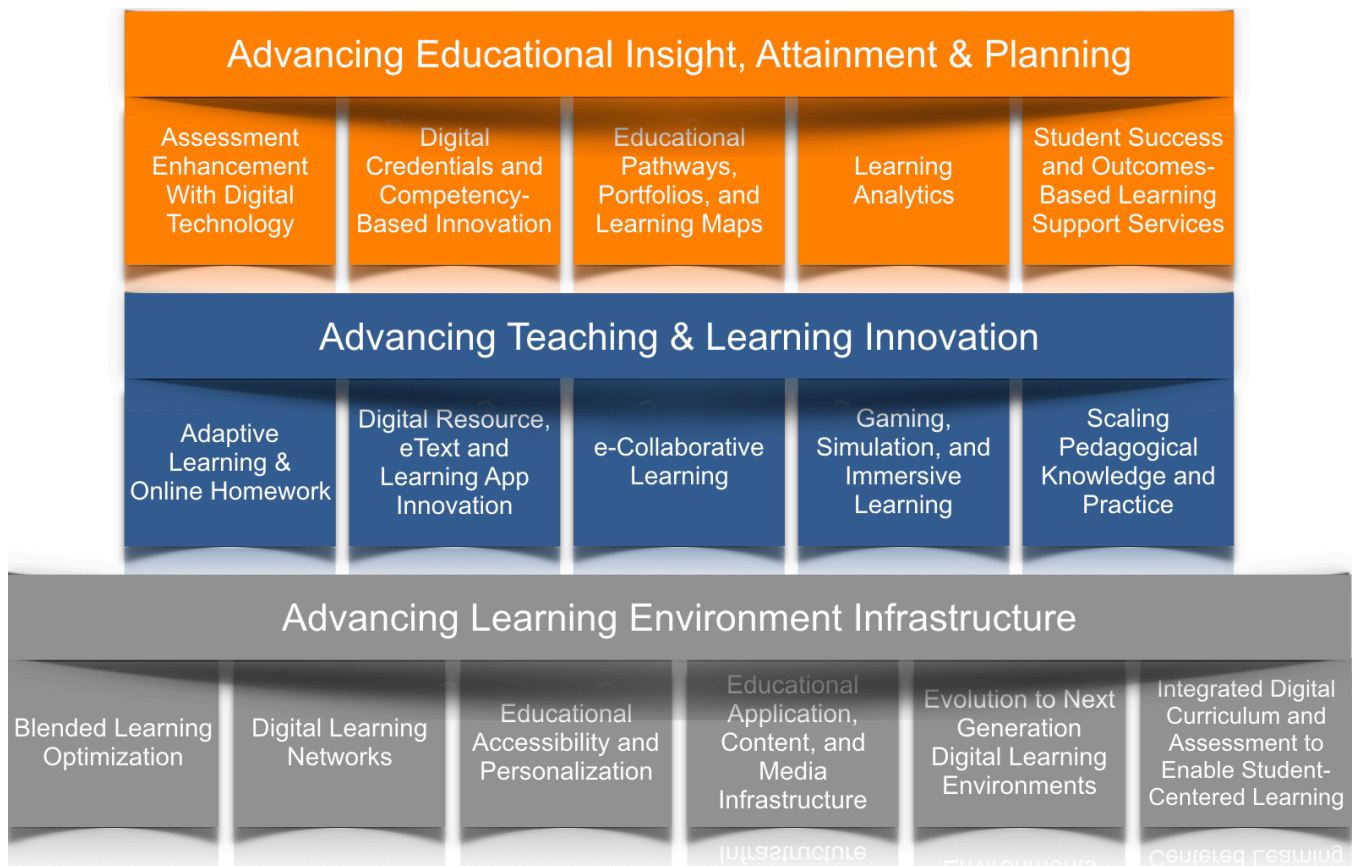


FIGURE 1. LEARNING IMPACT TREND FRAMEWORK

The nomination period for the **2019 Learning Impact Awards** begins 10 January and ends 1 March 2019. Medal winners will be announced at the **Learning Impact Leadership Institute**, 20-23 May 2019, in San Diego, California.

2018 LEARNING IMPACT AWARDS FINALISTS

Table 1. Advancing Educational Insight, Attainment & Planning

User	Learning Objective	Learning Impact Trend	Learning Impact and Solution
K-12  platinum VIEW FULL PROFILE	Machine-Readable Publication of State K-12 Academic Standards and Competency Frameworks Georgia Virtual Total Learning Architecture — PCG Education and Georgia Department of Education	Educational Pathways, Portfolios, and Learning Maps	<p>Learning Impact: Readable, linked data formats of competency frameworks, making it easier to enable personalized, competency-based learning. Future plans include linking K-12 academic standards in each state with each other.</p> <p>Solution: Academic standards and competency frameworks are typically published as human readable documents, which edTech tools must manipulate to track modifications. GaDOE is the first state to publish its academic standards electronically via IMS Global's Competencies and Academic Standards Exchange® (CASE®) format. It can now demonstrate learning content and tag performance tasks, enabling personalized, competency-based learning and use of multiple OER content sources.</p>
K-12 HED LL  silver VIEW FULL PROFILE	Online Assessment TAO Assessment Platform in New York City DOE — Open Assessment Technologies and New York City DOE	Assessment Enhancement with Digital Technology	<p>Learning Impact: Standards compliant, digital assessment tool enabled development of innovative assessment, making the test administration process smoother and easier.</p> <p>Solution: TAO handles NYCDOE's varied assessment needs with its scalability, ease-of-use, multiple language support, and range of interactive assessment options. NYCDOE's Gifted & Talented program placement test involved non-verbal digital questions, where students interacted with puzzle pieces. NYCDOE's Languages Other than English exam's listening component substituted onsite native speakers with audio recordings. NYCDOE plans to continue leveraging TAO to broaden digital assessment program.</p>
HED LL  gold	Soft Skills Developing Learners' Soft Skills With Bongo — Bongo	Student Success and Outcomes-Based Learning Support Services	<p>Learning Impact: Video workflows support experiential exercises that prepare learners' soft skills for real-world situations.</p> <p>Solution: Bongo uses a scalable, proprietary video and feedback technology for students to develop soft skills like communication, collaboration, and problem solving for real-world situations like mock interviews and skill demonstration. Learners create videos on any device, anywhere; instructors and class peers deliver personalized, time-stamped feedback via text or video. Bongo stores all user-generated videos within the platform, creating a portfolio of student improvement over time.</p>

User	Learning Objective	Learning Impact Trend	Learning Impact and Solution
K-12 HED LL	Student Engagement Measurement	Student Success and Outcomes-Based Learning Support Services	<p>Learning Impact: Student engagement measurement impacts student success positively. A three-year period showed an institution's transition to the VitalSource platform reduced student withdrawal rates by 2.5% and increased pass rates by 2.5%.</p> <p>Solution: Analytics is a free learning analytics offering that measures student engagement to improve learning outcomes. The instructor dashboard and targeted reporting allows instructors and administrators to identify at-risk students earlier in the semester, allowing for more timely, successful interventions. Instructors can also shape their lectures based on whether or not students engaged with the assigned readings.</p>
	VitalSource Analytics — VitalSource		
K-12	Writing Skills	Student Success and Outcomes-Based Learning Support Services	<p>Learning Impact: By swapping out just one lesson per week with a Frontier online lesson, Colonial teachers save 100 hours of lesson planning each year while increasing the quality of their instructional practice.</p> <p>Solution: Colonial School District implemented eSpark's Learning Frontier online program to enhance 4th and 5th students' reading and writing skills. Frontier uses inquiry-based lessons on relevant topics, guiding students through the process, from digital research to peer review and revision. Frontier's vetted, age, and skill level appropriate content enables teachers to level instruction within a whole-class setting.</p>
	Frontier at Colonial School District — eSpark Learning and Colonial School District		


Table 2. Advancing Teaching and Learning Innovation

User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12	Cognitive Thinking	Gaming, Simulation, and Immersive Learning	<p>Learning Impact: Building cognitive skills can facilitate positive student performance.</p> <p>Solution: Aprendizaje Eficaz is an application to help students improve their learning processes and cognitive skills. Based on neuroeducational principles and using a gamification interface, students complete automatically generated personalized training sequences. This tool is designed to be integrated into students' daily activity and to be combined with other applications.</p>
	Aprendizaje Eficaz — Santillana Global		

User	Objective	Learning Impact Trend	Learning Impact and Solution
HED LL	Computer Skills	Adaptive Learning and Online Homework	<p>Learning Impact: Digital proficiency is anticipated to increase completion rates in digital courses, promote more effective teaching, and improve graduate employment rates.</p> <p>Solution: Digital Skills is an online course to help learners acquire basic digital proficiencies—like computer setup, software installation, using web tools, and security—to excel in today’s workforce. Learners earn a Certificate of Completion. The course uses Smart Sparrow adaptive technology to create an engaging visual experience, provide hands-on practice, deliver real-time personalized guidance, and assess mastery.</p>
K-12	Digital Content Vetting and Access App	Digital Resource, e-Text and Learning App Innovation	<p>Learning Impact: Digital content app enables HISD’s 12,000 educators to quickly decipher and select digital tools, resources, and content that adheres to the district’s privacy, safety and security requirements and provides greater convenience for teachers, parents and students.</p> <p>Solution: The App Toolbox is a 24/7 accessible, searchable, vetting app for HISD’s hundreds of digital resources: adopted instructional materials, resource collections, third-party materials, and OERs. Teachers, administrators, students, and parents can determine which digital resources serve their instructional purpose and adhere to the district’s privacy, safety and security requirements. The App’s analytics allow district leaders to evaluate each digital resource’s utilization and effectiveness.</p>
	 <p>Supporting the Selection of Quality Digital Resources: HISD App Toolbox — Houston Independent School District Education Technology</p> <p>VIEW FULL PROFILE</p>		
K-12	Personalized Review Assignments	Adaptive Learning and Online Homework	<p>Learning Impact: Delivering the right resources to the right students at the right time bridges knowledge gaps revealed by students’ assessment results.</p> <p>Solution: SchoolCity Personalized Review Assignments (PRAs) allow teachers to choose a resource to align to each competency covered in a linked assessment. The PRA system then delivers to each student the set of resources that best match the weaknesses demonstrated by that student on the assessment. Forsyth County Schools and Granite School District are currently in the process of implementing and testing PRA functionality with SchoolCity and SAFARI Montage.</p>
	<p>SchoolCity Personalized Review Assignments — SchoolCity, in partnership with SAFARI Montage and Granite School District (Utah) and Forsyth County Schools (Georgia)</p>		

User	Objective	Learning Impact Trend	Learning Impact and Solution
LL	Professional Development Platform	e-Collaborative Learning	<p>Learning Impact: edTech-based platform enhanced employees' problem-solving skills; the average score increased from 2.4 to 3.1, and 73% of all employees felt their behaviors became more solution-oriented.</p> <p>Solution: SDML is Fuji Xerox's edTech-based platform to develop its employees' practical problem solving skills in support of its new outcome-oriented human resource development program. It incorporates electronic skill competency dictionaries, flipped classes, user-friendly instructor e-learning content creation tools, and a proprietary Mistcode tool that converts paper content into electronic format.</p>
	Fuji Xerox's "SkyDesk Mixed Learning" Work style revolution "ICT x Education" — Fuji Xerox Co., Ltd.		
K-12 HED LL	Publisher E-Text/OER Conversion	Digital Resource, e-Text and Learning App Innovation	<p>Learning Impact: In addition to saving \$3 million, the OER conversion project enhances APU's ability to assess and revise courses; and supports APU's mission of offering respected, relevant, accessible, and affordable online programs.</p> <p>Solution: The Open Education Resources Conversion Project reduces APU graduate students' course material costs. Intellus Learning software converts publisher e-texts to OERs; and it identifies OERs from other resources including its library database, online videos, educational websites, and other repositories like the OER Common. All materials align with course learning objectives and are 24x7x365 accessible.</p>
	OER at American Public University System — American Public University System		
K-12 HED LL	Single Sign-On & Authentication	Digital Resource, e-Text and Learning App Innovation	<p>Learning Impact: Single sign-on solution provides user-friendly resource access for all students, even if the resources are not utilized in the classroom on a daily basis.</p> <p>Solution: LaunchPad provides anytime/anywhere resources and authenticated access to appropriate digital resources, for example student access to appropriate resources for their courses. Analytics provide resource usage data, allowing district leaders to make informed decisions about future investments and identify professional development opportunities.</p>
	Single Sign-On at Pasco County Schools — Classlink and Pasco County Schools		
K-12 HED	Virtual Chemistry Lab	Gaming, Simulation, and Immersive Learning	<p>Learning Impact: Adaptive feedback creates personalized and engaging virtual lab sessions for students as well as access to lab science courses regardless of distance, time, and/or economics.</p> <p>Solution: Lab Builder is a tool for building customized virtual lab environments with realistic, interactive simulations and lab manuals. For example, it enables instructors to customize experiment scenarios using different lab apparatus and chemicals to meet different learning goals, then deploy them to students via Smart Sparrow's platform or their LMS.</p>
	Smart Sparrow and Oregon State University's Online Interactive Chemistry Labs — Smart Sparrow and Oregon State University		

User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12 HED LL	Virtual Reality Based Course	Gaming, Simulation, and Immersive Learning	<p>Learning Impact: At least 21,000 students benefit annually from a deeper understanding of road safety; for example, a survey of 400 students showed 65% learned more road safety messages during the lesson with VR.</p> <p>Solution: The IM Road Safety Savvy course uses immersive and interactive virtual reality technology to teach students road safety skills in a risk-free, safe, and controlled environment. The program covers common and potentially dangerous road situations in 360° VR videos. Students test their road safety skills during an interactive VR game. IM Road Safety Savvy works with multiple devices and includes a centralized dashboard that can control up to 50 VR devices.</p>




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bronze

IM Road Safety Savvy — Infocomm Media Development Authority of Singapore, Singapore Road Safety Council, Singapore Police Force and FXMedia Singapore Pte Ltd

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Table 3. Advancing Learning Environment Infrastructure


User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12 HED LL	Accessible Digital Content	Educational Accessibility and Personalization	<p>Learning Impact: Instructors and institutions may lack the awareness, resources, and skills to fix digital content accessibility issues thus creating barriers to student success. Ally has checked 135m content items in 5.5m courses for accessibility.</p> <p>Solution: Blackboard's Ally helps represent electronic content in multiple modalities including Semantic HTML, Audio, ePub, and Electronic Braille. It automatically scans course materials for accessibility issues; assigns an accessibility score to each content item; and provides detailed feedback and guidance to instructors' course accessibility improvement. It provides an institution-wide course content accessibility report to help institutions focus on accessible content remediation.</p>
K-12 HED LL	Computer Coding and Programming	Evolution to Next Generation Digital Learning Environments	<p>Learning Impact: More than half of the 70 initial school participants had no coding and digital making into their programs, but now incorporate digital making into various subjects like Science, Math, Art, Design & Technology, as well as in Project Work and Environmental Education.</p> <p>Solution: IMDA Digital Maker program empowers students and adults to create and solve real world problems with technology, by coding and connecting micro:bits microcontrollers to a wide range of sensors and peripheral devices, as for example, building a detection alarm when a patient falls. Classes are held in secondary schools and community centers.</p>



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Blackboard Ally — Blackboard

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IMDA Digital Maker Programme — Infocomm Media Development Authority of Singapore, Microsoft Operations Pte Ltd, MicroMaker Asia Pte Ltd, Tinkertanker Pte Ltd and Zenitant Pte Ltd

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User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12	Digital Learning Platform	Evolution to Next Generation Digital Learning Environments	<p>Learning Impact: The learning hub provides equitable and efficient access to top quality digital content, supporting the district's student-centric academic objectives, while enabling cost savings by replacing legacy tools with OERs.</p> <p>Solution: The Wayne Learning Hub leverages the itslearning learning management system's interoperability and the vendor's repository of digital content to curate resources in a centralized learning repository. The hub also provides 24/7 accessibility, single sign-on, digital community, safe collaborative learning spaces, built-in individualized learning paths, and readily available access for all students—whenever, wherever—for student autonomy and ownership of their learning.</p>
 <p>Using LMS Interoperability to Power and Drive Student-Centered Learning — itslearning and Metropolitan School District of Wayne Township</p> <p>VIEW FULL PROFILE</p>			
HED LL	Flipped Class Course Collaboration	Blended Learning Optimization	<p>Learning Impact: Active participation and collaboration enhanced the quality of students' active learning in flipped classes.</p> <p>Solution: MALO is a web-based mobile app designed to promote active collaboration in flipped learning courses. Students and the instructor download the MALO app on their smartphones and use it to complement their in-class sessions. Students complete readings, assignments, and work together on MALO to research a topic, and to create and practice a slideshow presentation that they'll give in class.</p>
<p>MALO: A web-based application for collaborative learning outside of class in a flipped learning course — Uchida Yoko Co., Ltd. and Kyoto University of Foreign Studies</p>			
HED	Integration Platform as a Service (iPaaS) Data Sharing	Evolution to Next Generation Digital Learning Environments	<p>Learning Impact: Eliminating point-to-point performance data sharing solutions between the SIS and other applications decreases time spent on administrative functions like transcribing grades and rostering, as well as enables IT to focus on solution management, as opposed to data integration.</p> <p>Solution: Kimono enables secure sharing of student, staff, and learning data among software applications via an iPaaS. It works by continuously acquiring data from the SIS and other applications, then exchanging it over a Publish & Subscribe architecture that supports industry-standard infrastructures, APIs, and data models. Every Kimono-connected application shares data seamlessly with other apps in exactly the format needed, without point-to-point integrations.</p>
<p>Flexible, standards-based data integrations — Kimono</p>			

User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12 HED LL	Online Content Creation Toolkit #haxtheweb - Transforming Knowledge Production — Pennsylvania State University	Evolution to Next Generation Digital Learning Environments	Learning Impact: Reducing advanced learning content technical and design barriers allow faculty and instructional designers to focus more on knowledge production. Solution: HAX is an open source library, providing a single, searchable interface to a content creation toolkit. It brings together distributed tools via their APIs, and can be integrated into any software solution. It creates a consistent set of designed elements, thus reducing the technical and design barriers to advanced learning content production.
LL	Online Nursing Training Program Establishing models for blended learning environments for Japanese nurses who are trained in Specified Medical Acts — Jichi Medical University and Jichi training center for nurse designated procedures (J-ENDURE)	Blended Learning Optimization	Learning Impact: Online learning program's easy accessibility to common and categorized subject courses enabled nurses to complete their required training hours while working. Solution: The Specialized Medical Acts (SMA) e-learning program enables nurses to complete their required 330-387 training hours while working. A Moodle LMS provides self-learning reading and comprehension testing, group discussion of topics and peer report review, as well as a database of clinical case experiences. A Mahara e-portfolio enables students to create self-learning plans and instructors to monitor students' progress.
HED LL	Outsourced Online Content Production Cloud Campus: End-to-End Common Platform from Content Production to Course Sharing — CyberUniversity	Educational Application, Content, and Media Infrastructure	Learning Impact: Outsourcing online content production saved Cyber University at least several million dollars in content production, yet enabled instructors and staff to easily oversee their courses' development. Solution: Rather using university resources, the Cyber University employs Cloud Campus's Content Production Service (CPS) to produce and maintain their online course content for its 150+ courses. Instructors record video lectures with web cams and microphones, and supplement them with lecture slides and quizzes. Students create their own online presentation materials for their class discussions.
K-12 HED LL	Personalized College Entry and Professional Certificate Preparation BenchPrep improves exam preparation — BenchPrep	Digital Learning Networks	Learning Impact: The class preparation platform's structured approach combined with robust analytics helps BenchPrep users achieve 76% pass rates on their exams (55% higher than average). Over 3 million learners have used the platform. Solution: BenchPrep is class test preparation platform for college or graduate school entry tests, professional credentials, professional certifications, or occupational licenses. It personalizes learning with adaptive, bite-sized learning experiences and uses gamification to promote student engagement. Analytics help learners to prioritize learning and remediate effectively.

User	Objective	Learning Impact Trend	Learning Impact and Solution
K-12	Portal	Educational Application, Content, and Media Infrastructure	<p>Learning Impact: The VSA portal connects 200,000+ FLVS students and 2,000+ teachers and administrators, providing classroom insights, optimizing time investment in student success activities.</p> <p>Solution: VSA is a central portal to that manages, tracks, and engages students. It includes 1) A Bubble Dash that overviews the teacher's class status; 2) Student Contact Dash that provides up-to-date student contact information; 3) the Instructional Leaders (IL) Dash that reports on each teacher's classroom. The VSA manages student enrollments, teacher communication, fiscal reporting, and identifies effective time investments to promote student success.</p>
HED	STEM Online Course Content Development	Evolution to Next Generation Digital Learning Environments	<p>Learning Impact: STEM specific online course development coincides with the University of Waterloo's calculus students' best performance in more than ten years, with improvements in averages, pass rates and withdrawal rates.</p> <p>Solution: Möbius is an online courseware system designed to meet requirements for STEM courses. Authoring tools create interactive lessons, exercises, and applications to explore course content and important concepts. Students visualize problems and solutions, and test their understanding by answering questions that are graded instantly. Möbius offers anywhere/anytime access, and textbook replacement with digital content.</p>
HED LL	Video and Personal Learning-Based Program	Blended Learning Optimization	<p>Learning Impact: The WAZA method can reduce the time to master the agricultural cultivation techniques from three or more years to one year, accelerating development of the next generation agriculturalists.</p> <p>Solution: The WAZA method combines video instruction and personal experience to teach farming techniques. Instructors film crop cultivation techniques with wearable cameras, which is turned into learning materials. Eventually students film their own cultivation activities with wearable cameras and drones and then reflect on their work with the instructor by seeing the recorded movies. This hybrid approach has shortened the learning cycle from three years to one year.</p>

Virtual School Administrator by FLVS — Florida Virtual School

Maplesoft Online Learning Courseware at University of Waterloo — Maplesoft and the University of Waterloo

Practice of Blending Learning for the Next Generation of Agricultural Human Resource Development Using Wearable Cameras and Drones — The Kyoto College of Graduate Studies for Informatics and Green Collar Academy



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2018 LEARNING IMPACT AWARDS PROGRAM EVALUATORS

Special thanks to the 2018 Learning Impact Awards competition evaluators. This volunteer group serves to evaluate the Learning Impact Award nominations, contribute to the development of the annual Learning Impact Report, and identify priorities needed to evolve the Learning Impact Awards program.

If you are interested in participating as a Learning Impact Awards evaluator, contact info@imglobal.org.

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IMS Global Learning Consortium recognizes the contribution by **Judith A. Pirani**, principal, Sheep Pond Associates, and author of the 2018 Learning Impact Report.

ABOUT IMS GLOBAL LEARNING CONSORTIUM

IMS Global is a nonprofit organization that advances technology that can affordably scale and improve educational participation and attainment. IMS members are leading suppliers, institutions and government organizations that are enabling the future of education by collaborating on interoperability and adoption initiatives. IMS sponsors the Learning Impact Leadership Institute, a global program focused on recognizing the impact of innovative technology on educational access, affordability, and quality while developing the people and ideas that are going to help shape the future of educational technology.

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20-23 MAY 2019 | SAN DIEGO, CALIFORNIA

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