

Gordon Freedman

Blackboard, Inc. · Bibliography of Public Work, Writings, and Speeches

Vice President, Global Education Strategy (2005–2012) · Executive Director,
Blackboard Institute (2008–2011)

Note: This bibliography covers only publicly available and verifiable work. Internal Blackboard publications, confidential client materials, and unpublished institutional documents are excluded. URLs verified where available; some archived sources may require Wayback Machine access.

I. Books and Book Chapters

2005. "Virtual Schools: Planning for Success." **Teachers College Press**
(Contributor)

Chapter contribution. Published at the start of the Blackboard tenure.

II. Major Reports and White Papers (Blackboard and Blackboard Institute)

2007. "View from the Top: Building the 21st Century Campus." **Blackboard, Inc.**
(Editor, Vol. 1) https://www.edpath.com/index_html_files/Bbpaper.pdf

2008. "View from the Top II: Building the 21st Century Campus." **Blackboard, Inc.**
(Editor, Vol. 2)

Second volume of the campus leadership series.

2007. "Building K-20 Connections: A Review of the Issues and Current Models in K-20 Education." **Blackboard / Blackboard Institute**

Foundational document for the K20 policy framework championed throughout the Blackboard years.

2008. "Unlocking the Global Education Imperative: Core Challenges and Critical Responses." **Blackboard, Inc.** <https://gordonfreedman.com/wp-content/uploads/2012/01/gordonfreedmaneducationalimperative.pdf>

Multinational examination of online learning. Presented at CONAHEC, Monterrey, Mexico, October 2008. Research included travel to universities in 18 countries and discussions with OECD and World Bank.

2009. "Is the Tipping Point for Education in Sight?." **Blackboard Institute (K20 Progression Council)** <https://gordonfreedman.com/wp-content/uploads/2012/01/gordonfreedmanblackboardreport.pdf>

Summary paper from the K20 Pipeline Matters Council, Washington D.C., July 13, 2009. Entered Colorado state legislative committee records.

- 2006.** "Education in the Information Age." **Knowledge Base / Blackboard**
<https://gordonfreedman.com/wp-content/uploads/2021/05/EIA-Freedman.pdf>
- 2009.** "Old School, New School, No School: The End of Schooling and the Reinvention of America." **Blackboard Institute**
Essay produced during the Blackboard Institute period.
- 2007.** "Modernizing Education: The Unfinished Business of Education and Technology." **Blackboard**
Listed on gordonfreedman.com/activities/.

III. Journal Articles and Peer-Reviewed Publications

- 2000.** "The Changing Nature of Museums." **Curator: The Museum Journal**, **43(4)**, 295–306 <https://doi.org/10.1111/j.2151-6952.2000.tb00013.x>
Published prior to Blackboard; included here as background scholarly record.
- 2005.** "The Coming Transformation of the Textbook." **Logos**, **16(3)**, 120–126
<https://doi.org/10.2959/logo.2005.16.3.120>
Published in opening year of Blackboard tenure.
- 2014.** "Google™ versus Me™: Who Owns the Rights to My Digital DNA?." **Policy Futures in Education**, **12(4)**, 482–490 <https://doi.org/10.2304/pfie.2014.12.4.482>
Published post-Blackboard; intellectual lineage from Blackboard-era work on digital identity.

IV. Articles in Trade and Professional Outlets (Blackboard Period, 2005–2012)

- 2005.** "Calexico High School: College Prep on the Border." **University of California College Prep Online Magazine (Spring 2005)** <https://gordonfreedman.com/wp-content/uploads/2021/05/ONLINE-Magazine-Spring-2005.pdf>
- 2006.** "Eyes Closed Tight: Why Does the Digital Revolution Stop at the School Door?." **Technology & Learning Magazine (TechLearning)**, May 15, 2006
<https://www.techlearning.com/news/eyes-closed-tight>
Among the most-cited articles from the Blackboard years.
- 2006.** "When Governors Step Into the Picture." **Converge Online**, December 2006
Covered intersection of state education policy and technology deployment.
- 2007.** "Discovering and Enacting the "What's Next" in K12 Education." **eLearning Guild**, January 2007

2008. "Obama's Historic Opportunity." San Francisco Chronicle, November 28, 2008

Published during the Blackboard period.

2008. "The Global Education Imperative: Core Issues and Critical Responses." Blackboard / CONAHEC <https://www.conahec.org/fr/resource/future-directions-higher-education-global-context-implications-international-educators-o>

Plenary presentation paper, CONAHEC Conference, Monterrey, Mexico, October 2008.

2009. "Is the Tipping Point for Education in Sight?." Blackboard Institute <https://www.gordonfreedman.com/wp-content/uploads/2012/01/gordonfreedmanblackboardreport.pdf>

2012. "'A Different Stage of Imagination': How Do We Create Smart Colleges?." The Source on Community Colleges, February 26, 2012 <https://gordonfreedman.com/wp-content/uploads/2012/03/imaginationreport.pdf>

2012. "Cloud Technology Can Lift the Fog Over Higher Education." The Chronicle of Higher Education, April 29, 2012 <https://www.chronicle.com/article/cloud-technology-can-lift-the-fog-over-higher-education/>

Published at end of Blackboard tenure / transition year.

V. Blog and Online Commentary (Blackboard Period)

2007–2011. "Educate-Innovate Blog." Blackboard-maintained blog archive http://educateinnovate.com/blackboard/gordon_freedman/index.html

Ongoing public commentary on education technology and policy during the Blackboard tenure. URL documented in 2013 vitae; may require Wayback Machine.

VI. International Keynotes and Speeches (Blackboard, 2007–2013)

2007. "Diversity of Missions." OECD, Dublin, Ireland

2007. "Online Learning in European Context." EDEN Online Conference, Naples, Italy

2007. "Education Technology in Asia-Pacific Higher Education." Blackboard Asia Summit, Singapore

2007. "Education Technology in Asia-Pacific Higher Education." Blackboard World Asia-Pacific, Gold Coast, Australia

2007. "eLearning and Higher Education Policy." European Union eLEARNING LISBOA, Lisbon, Portugal

2007. "Innovation in Postsecondary Education." COLOMBIA eLearning Congreso Internacional, Medellín, Colombia

- 2008.** "Global Education Forum." **OECD**, Dominican Republic
- 2008.** "Higher Education Innovation and Technology." **Blackboard World**, Manchester, UK
- 2008.** "The Future of British Higher Education." **Universities UK**, Bristol, UK
- 2008.** "Global Perspectives on Online Learning." **Association of Commonwealth Universities**, Hyderabad, India
- 2008.** "Unlocking the Global Education Imperative." **CONAHEC – Higher Education Collaborations**, Monterrey, Mexico

Presenting the Blackboard monograph of the same title.

- 2008.** "Outcomes of Higher Education." **OECD**, Paris, France
- 2009.** "Longer Term Strategy for Higher Education." **Universities UK**, London, UK
- 2009.** "Education Technology and Workforce Development." **Blackboard World Europe**, Barcelona, Spain
- 2012.** "Education Technology in Latin American Higher Education." **Forum Blackboard de Educação**, São Paulo, Brazil
- 2013.** "Online Learning and Workforce Development." **eLearning Forma Mexico! / CognosOnline**, Puebla, Mexico

Final international engagement; post-Blackboard, first year of NLET.

VII. U.S. Keynotes and Speeches (Blackboard Period, 2007–2011)

- 2007.** "Health Information Sciences and Online Learning." **U Texas School of Health Information Sciences**, Houston, TX
 - 2007.** "Technology and Superintendent Leadership." **eSchool News Tech Savvy Superintendent Awards**, Fairfax, VA
 - 2007.** "Education Technology Trends." **Ready2Net Web Cast**, San Jose, CA
 - 2007.** "Innovations in eLearning and K20 Education." **George Mason University Innovations in eLearning**, Fairfax, VA
 - 2007.** "Michigan Virtual High School Interview Series Podcast." **Michigan Virtual High School**, Michigan (remote)
- Podcast interview; online format.*
- 2007.** "Learning Management Systems and K20 Education." **SLATE Users Conference**, University of Chicago, IL
 - 2007.** "State Education Technology Policy." **State Education Technology Directors Association (SETDA)**, Washington, DC

- 2008.** "Online Learning Solutions." **MICHIGAN Online Solutions Conference**, Ypsilanti, MI
- 2008.** "Community College Innovation and Technology." **NISOD / University of Texas**, Austin, TX
- 2008.** "Technology and Education Policy." **National Center for Technology Innovation**, Washington, DC
- 2009.** "The Future of Higher Education." **Forum for Future of Higher Education / Aspen Institute**, Aspen, CO
- 2009.** "K20 Education Reform and Technology." **Innovate-Educate New Mexico**, Albuquerque, NM
- 2009.** "K20 Pipeline Matters Council." **Blackboard Institute (convener and host)**, Washington, DC
- Freedman convened and hosted this national education policy council. Proceedings entered Colorado state legislative committee records.*
- 2013.** "Radical Innovation in Education (competitive selection)." **NSF/OAS Radical Innovation Conference**, Washington, DC
- Competitive selection; post-Blackboard, first year of NLET.*
- 2013.** "Data Quality and Education Technology." **Data Quality Campaign Annual Conference**, Washington, DC
- 2013.** "Open Educational Resources." **Hewlett Foundation OER Conference**, San Diego, CA

VIII. Board, Advisory, and Non-Profit Roles (Concurrent with Blackboard, 2003–2012)

- 2003–2007.** Advisor / Original Founder, **iNACOL (International Association for K12 Online Education)**

One of the original founders and organizers of the organization then known as NACOL.

- 2003–2007.** Board Member, **Fairfax County, VA Education Foundation**

- 2007–2008.** Board Member, **Partnership for 21st Century Learning (P21)**

- 2007–2012.** Board Member, **XRI-Global**

Organized by Stanford Graduate School of Education faculty Dr. Paul Kim; focused on mobile learning in impoverished communities.

- 2008–2011.** Advisory Board Member, **Curriki (Scott McNealy / Sun Microsystems open curriculum nonprofit)**

Assisted with strategic direction and corporate alliances.

2008–2010. *Board Member, Executive Committee (Co-founder), Innovate-Educate, Santa Fe, NM*

New Mexico K-20 education reform nonprofit.

2008–2010. *Steering Committee Member, California K20 Education Technology Collaborative*

2009–2011. *Advisory Board Member, Innovations in Learning, Chicago, IL*

Pioneer of early years hand-held learning in math and reading.

2009–2010. *Participant, NSF Blue-Sky, Future of STEM Curricula–Instructional Design*

2009. *Participant, NSF / U.S. Department of Education, STEM Voices From the Community*

2010–2011. *Contributor, National Education Technology Plan, U.S. Department of Education*

2006–2007. *Advisor, American Museum of Natural History, NSF Seminars on Science Program*

IX. Select Post-Blackboard Public Work (For Context, 2012–Present)

2017. *"Why We Must Rebuild America's Competency Infrastructure."* **Forbes, January 27, 2017** <https://www.forbes.com/sites/gradsoflife/2017/01/27/why-we-must-rebuild-americas-competency-infrastructure/>

2017. *"How Data-Powered Apps Can Connect Jobseekers With Training For Hard-To-Fill Jobs."* **Forbes, March 3, 2017** <https://www.forbes.com/sites/gradsoflife/2017/03/02/how-data-powered-apps-can-connect-jobseekers-with-training-for-hard-to-fill-jobs/>

2017. *"Why Higher Education Institutions Need Smarter Cloud Technologies."* **Forbes, April 18, 2017** <https://www.forbes.com/sites/gradsoflife/2017/04/18/why-higher-education-institutions-need-smarter-cloud-technologies/>

2017. *"A New Class of Robots Could Actually Help Identify Training and Employment Opportunities."* **Forbes, June 28, 2017** <https://www.forbes.com/sites/gradsoflife/2017/06/15/a-new-class-of-robots-could-actually-help-identify-training-and-employment-opportunities/>

2017. *"Could Universal Transcripts Help Put More Young People to Work?."* **Forbes, November 27, 2017** <https://www.forbes.com/sites/gradsoflife/2017/11/22/could-universal-transcripts-help-put-more-young-people-to-work/>

2017. *"Can Innovative Companies Supercharge Workforce Development Connections?."* **Forbes, December 21, 2017** <https://www.forbes.com/sites/gradsoflife/2017/12/21/could-salesforce-com-and-blackboard-com-supercharge-workforce-development-connections/>

- 2018.** *"Higher Ed Needs to Bridge the "App Gap" to Reach Students."* **EdSurge, November 29 / December 27, 2018** <https://www.edsurge.com/news/2018-11-29-higher-ed-needs-to-bridge-the-app-gap-to-reach-students>
- 2020.** *"The Math Problem: Removing the Math Barrier to College Completion."* **Hungry Minds, April 2020** <https://hungryminds.com/wp-content/uploads/2021/11/The-Math-Problem-4-20.pdf>
- 2020.** *"6 Factors Community Colleges Should Consider in Their COVID-19 Response."* **EdSurge, June 2, 2020** <https://www.edsurge.com/news/2020-06-02-six-factors-community-colleges-should-consider-in-their-covid-19-response>
- 2021.** *"The Newest Economy: Welcome to the Credential Currency Revolution."* **Hungry Minds, April 2021** <https://hungryminds.com/wp-content/uploads/2021/11/Newest-Economy.pdf>
- 2021.** *"An Upside-Down World in Education."* **Work Shift / Open Campus Media, November 10, 2021** <https://workshift.opencampusmedia.org/an-upside-down-world-in-education-and-work/>

Compiled June 2026 · Gordon Freedman / Knowledge Base LLC · NLET.org · Sources:
gordonfreedman.com public vitae (2013); ERIC ED509633; Colorado Legislature conference summary (July 2009); CIRCL Center interview (March 2014); NLET.org biography; AeroLeads Blackboard biography;
uploaded CV (2023)