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Real-time orchestrational technologies in computer-supported collaborative learning: an introduction to the special issue

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A CSCL perspective on real-time classroom data

This special issue on real-time orchestrational tools for CSCL classrooms comes about from 13 both a need and an opportunity. Increasingly, CSCL classrooms are turning toward open-ended 14 inquiry learning, in which students' trajectories can be divergent and unanticipated. At the 15same time, classroom sizes are expanding beyond what many teachers can reasonably manage. 16 The task of knowing how and when to provide timely and specific guidance is becoming 17increasingly challenging for teachers (Dimitriadis 2012; Tissenbaum et al., 2015; Roschelle 18 01 et al. 2013). Particularly in CSCL classrooms, teachers must monitor group progress on time 19sensitive tasks, coordinate students' changing group roles, provide group and individual 20guidance and assessment, and differentiate resources to groups that are working in tandem 21(Tissenbaum and Slotta 2015; Dimitriadis 2012). To support their students' growth, teachers 22must quickly access and interpret data on their students' learning (Kuhn 2005; Shute 2008), 23and make decisions about how to guide them both conceptually and logistically (Dillenbourg 24et al. 2009; Dillenbourg 2011; Schwarz et al. 2018). Yet, typical assessments do not provide 25teachers with the information that they need to address students' learning in a timely manner, 26and that would impact those students' outcomes (Pellegrino et al. 2001). 27

Meanwhile, dashboards are now common features of most learning platforms. These digital 28 displays of data streams and feedback loops typically offer overviews of learners' states and 29 interactions after they have completed classroom activities (Verbet et al., 2013; West, 2013). 30 Q3 While these are valuable for informing curricular adjustments between classes, they do little to 31 help instructors with the many real-time tasks of teaching with technology (Baker and 32 Inventado 2014). In contrast, *real-time* dashboards offer data on activities as they are occurring. This allows instructors to orchestrate in-class activities, including monitoring the status of 34

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the classroom and managing classroom workflow (Dillenbourg et al., 2011; Dillenbourg 35 Q4 2013). 36

Advances in data collection tools now offer unprecedented opportunities to capture 37 learners' and teachers' behaviors in physical and digital collaborative learning environments 38 (e.g., Raca et al. 2014; Blikstein and Worsley 2016), and to visualize these to support the real-39 time activities associated with learning and instruction (Baker and Inventado 2014). These 40tools not only make it possible to perform otherwise prohibitively challenging tasks, but also to 41 augment the ways teachers would otherwise perform them (e.g., Martinez-Maldonado, this 42issue). They present opportunities to orchestrate entirely new collaborative activities, and to 43understand their impacts on teaching and learning in ways that were not possible before. 44

With some exceptions (e.g., Lonn et al. 2015), real-time dashboards have largely been 45 05 considered from the perspective of human computer interaction (HCI), and less from a CSCL 46 perspective (Verbert et al. 2014). Moreover, few empirical studies examine these technologies 47in authentic learning settings. As classroom-based, empirical studies begin to appear, so do 48 questions about the actual affordances of these real-time technologies, and about the best 49strategies for incorporating them into teachers' practices to promote collaborative learning. 50This special issue explores how dashboards can be designed to support teachers in real-time, in 51real-world classrooms. Additionally, it takes a critical look at some of the challenges related to 52using real-time data, which suggest avenues for future research. 53

How this special issue came about

The idea for this special issue began with a structured poster symposium at the Conference for 55Computer Supported Collaborative Learning in Singapore (Tissenbaum and Matuk 2016). This 56symposium highlighted the various ways that real-time dashboards are being used to support and 57understand student learning. To highlight and consolidate the work that was being done in this area, 58we solicited manuscripts from scholars from within and beyond this first symposium, selecting those 59that met at least two criteria: (1) That they were empirical investigations of real-time dashboards; and 60 (2) that they offered outcomes on either teacher or student learning. The resulting issue contains five 61contributions that are rigorous in their methodology (the manuscripts went through an internal 62 review process among our guest editor team, and then through ijCSCL's external double-blind peer 63 review); and representative of a spectrum of perspectives and approaches to incorporating real-time 64 data into CSCL environments. Since undertaking this special issue, we have discovered many other 65exciting examples of research on real-time orchestrational tools, which, while not represented here, 66 indicate that this is a burgeoning field worthy of attention. 67

Summary of contributions

The contributions to this issue represent diverse theoretical perspectives, technological plat-69forms, educational contexts, and design approaches to real-time data capture, aggregation, and70visualization of collaborative learning. Collectively, they address themes related to the design,71theory, and impact of real-time dashboards in authentic CSCL environments, and help advance72the conversation by offering critical perspectives and empirical evidence for the value of real-73time dashboards in orchestrating collaborative learning in classrooms. We summarize each74paper and discuss some common themes below.75

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The study by van Leeuwen, Rummel and van Gog examines how real-time data can support teacher noticing, a practice that involves identifying which students and behaviors require attention, and determining how to respond (Van Es and Sherin 2002, 2008). Given that teachers must quickly and accurately ascertain when and how they are needed during class time, the authors ask how information can be best presented on a dashboard to promote teachers' speed in detecting, and accuracy in interpreting issues with students' collaborative work.

To explore this question, van Leeuwen et al. created a dashboard prototype for MathTutor, 83 an environment that supports dyads in the conceptual reasoning and procedural practice in the 84 domain of mathematics. The researchers first engaged teachers in a co-design process to 85 determine what specific information to display. Then, in a laboratory-based, between-86 subjects experiment, the authors compared teachers' response times to, and interpretations of 87 dashboards showing fictitious classroom scenarios of students working on fractions problems. 88 89 These scenarios were designed to reflect different combinations of social and cognitive issues. For example, one member of the dyad might be monopolizing the activity, students might be 90taking turns instead of collaborating, a dyad might be approaching the task through trial-and-91 error rather than through discussion, the dyad might be stuck on a particular kind of problem, 92and so forth. The authors compared teachers' abilities to identify the social and/or cognitive 93 issue of these situations given three different levels of real-time information: a mirroring 94 *dashboard* showed the status of the classroom's activities; an *alerting dashboard* showed the 95classroom status and also highlighted students in need of attention; and an advising dashboard 96 showed the classroom status, highlighted students in need of attention, and also offered advice 97 on how to address those potential issues. 98

The authors found no significant differences between conditions in teachers' speed and 99 confidence in interpreting the classroom situations. However, the teachers tended to interpret 100social and affective reasons for the situations that went beyond the initially identified cognitive 101or social issue. Van Leeuwen et al. also found that with the advising dashboards, teachers spent 102longer considering the information displayed, provided richer interpretations of the situations, 103and even questioned and disagreed with the advice that these dashboards displayed. These 104 findings resonate with other research, which highlights the importance of trust in recommen-105dation systems for ensuring their adoption. They also resonate with research that suggests the 106benefit of guiding teachers to interpret data. Altogether, van Leeuwen et al.'s findings offer 107preliminary evidence for the value of advising dashboards, and suggest that such information 108can complement teachers' own observations of their students, enrich their interpretations of the 109situations, and inform their decisions on how to act on that information. 110

In the second paper Gerard, Kidron & Linn ask how real-time guidance can help teachers 111 support their students' collaborative revision of science explanations. To do this, they use 112natural language processing (NLP) to automatically assess middle school students' written 113science explanations in the Web-based Inquiry Science Environment (WISE). The system then 114 generates written guidance, based on a rubric informed by the Knowledge Integration per-115spective (Linn and Eylon 2011). This guidance encourages students to consider missing or 116inaccurate ideas, and revisit a relevant visualization in the unit in order to verify that idea, and 117 can be customized by the teacher before being sent to students. 118

The authors conducted a classroom-based implementation of a plate tectonics unit with one 119 teacher of 6th grade students. Based on audio and video recordings of teacher-student 120 interactions, as well as students' responses to a pretest, posttest, and embedded assessments, 121 the authors identified different ways that the teacher used the real-time feedback to personalize 122

the guidance that they ultimately gave to their students. For example, she directed students 123 with partial understanding to revisit visualizations in order to gather more evidence, and 124 prompted more advanced students to evaluate and identify missing ideas. The authors also found that students made more substantial revisions on the posttest than on the pretest, thus 126 demonstrating that real-time data can support teachers in guiding their students to collaboratively revise their science explanations. 128

Resonant with the study by van Leeuwen et al., this study highlights the knowledge that 129 teachers bring to their interpretations of classroom situations, and the need for a system to take 130 that knowledge into account. It shows how, by integrating automated assessment and feedback 131 into teachers' instructional practices, a real-time system can augment teachers' abilities to 132 guide their students. In this case, pairing system-generated assessment with teachers' personal 133 knowledge of their students ensured that students received both timely and personalized 134 guidance that contributed to their improved revision practices and learning outcomes. 135

In the third paper Tissenbaum and Slotta developed and studied the role of real-time 136 software agents in orchestrating collaborative inquiry in a high school physics classroom. 137 Software agents can be programmed to respond to particular conditions in an environment, 138 essentially mining data in real-time, including artifacts, emergent metadata, and other traces of 139 individual and collaborative learning. 140

Guided by the Collective Inquiry and Learning Communities framework (Slotta et al. 141 2018), the authors used a design-based research approach to implement a curriculum within 142a smart classroom environment. They integrated software agents to support various aspects of 143students' collaborative activity, including coordinating their changing locations around the 144room, displaying their community-constructed knowledge base, and showing the time remain-145ing on different tasks. This information passed into the teacher's tablet, which informed him of 146 student groups' progress through activities; allowed him to dynamically regroup students 147based on their previous interactions in the room; and facilitated the distribution of content 148from the students' collectively developed knowledge base, according to their real-time needs. 149

The authors found that by offloading managerial duties, the system allowed the teacher to act as a wandering facilitator of student learning in his classroom. They also found that the teachers' access to real-time alerts about group work, provided at key moments during the activity, had a significant impact on students' physics problem-solving approaches. Overall, this study shows how real time data can support students and teachers during complex inquiry, and particularly within environments designed to give leverage to both the physical and digital dimensions of collaborations.

In the fourth paper Olsen, Rummel and Aleven investigated the value of collaborative and 157individual work on elementary students' learning about fractions. Their study focused on a 158collaborative intelligent tutoring system (CITS), which tracks students' real-time activity, and 159uses this to provide students with real-time cognitive and social support during their work. For 160example, the system might stop and redirect students who have proceeded too long in the 161wrong direction, provide a common focus for partners' discussion, or offer correctional 162feedback on their responses. The CITS additionally incorporated group awareness and group 163accountability features to promote effective collaboration. Thus, student partners sit side-by-164side, but view different versions of the same activity on their screens, and through a collab-165orative script, may be assigned different responsibilities on the same problem. 166

Olsen et al. conducted a quasi-experimental classroom-based study with 4th and 5th grade 167 students. In their study, they compared the relative benefits for elementary students learning 168 fractions with a CITS when working individually, collaboratively, or through activities that 169

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combined individual and collaborative work. The authors found various positive effects of
collaboration. For example, students in the combined condition requested fewer hints, and
made fewer errors than students in the collaboration-only and the individual-only conditions.170These students also finished with higher learning gains than students who only worked
collaboratively or who only worked individually, and also reported higher situational interest
in the activity.173

In contrast to the other studies in this issue, which focused on how real-time data can support teachers, Olsen et al. show how real-time data can serve students directly. By informing students of their partner's state of knowledge, and by incorporating structures for accountability, this study shows how student-facing real-time data can play a role in enhancing students learning from, and interest in collaborative problem solving. 180

In the fifth paper Martinez-Maldonado's study sought to document university instructors' 181 perspectives on using a mobile orchestration tool in their information science classrooms. 182Through a two-year participatory design and evaluation process with the instructors, the author 183 designed and developed a mobile dashboard to support them in orchestrational and assessing 184 collaboration and progress in a multi-week interactive tabletop activity. This tablet provided 185visualizations that gave the teacher insight into individual students' participation and overall 186 group progress in activities. The tablet also allowed students tabletops to be remote controlled, 187 such as to be paused for a whole class announcement, or advanced to the next activity. 188 Additionally, the tablet provided real-time alerts to the teacher to notify them when time 189allocated to a task had run out or when a known misconception was detected. 190

Martinez-Maldonado conducted a longitudinal study of four instructors using the mobile191dashboard with 150 students over 72 classroom sessions during a 10-week period. A quali-192tative analysis of observations and interviews with instructors showed evidence for the193potential of the technology for helping instructors to assess group collaboration, monitor class194task progression, and highlight groups in need of the instructor's assistance.195

Notably, Martinez-Maldonado's findings also point to the trade-offs of real-time data and 196the format in which data are delivered. For example, the instructors commented on the 197orchestrational load introduced by various data streams and visualizations, raising the question 198of when, and in what format, more data becomes less, rather than more helpful. As well, 199200having the dashboard on a mobile device was both convenient for allowing instructors to circulate the classroom, and frustrating in that it kept one hand constantly occupied. The 201findings also flagged the potential issue of instructors' over-reliance on real-time data, as such 202data give an inherently incomplete picture of the classroom, and that its immediacy sometimes 203encourages reaction rather than reflection. Overall, Martinez-Maldonado's study shows the 204 value of seeking instructors' perspectives following their long-term use of real-time tools, as 205these can provide more balanced views of their affordances and trade-offs. 206

Real-time data as informing, inviting, and guiding action in CSCL classrooms

Together, these five contributions demonstrate how real-time supports are trending away from209simply informing—or even attempting to replace—teachers' functions, to partnering with210teachers in orchestrating CSCL (cf. Gerard et al. 2016). In crafting such partnerships, questions211arise about the tasks for which a computer system is best at assuming, and those for which it is212best as an advisor. Questions also arise about how such functions are best integrated into213

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teachers' existing practices, such that the overall effect is to enhance CSCL teaching and 214 learning.

The contributions each begin with the premise that by capturing and displaying real-time 216data of CSCL activities, teachers can see patterns in student learning, and offer more targeted 217and timely guidance and coordination. Collectively, they illustrate how different kinds, 218displays, granularities, modalities, and temporalities of real-time data support different teach-219ing functions. For example, highlighting different aspects of students' work enables teachers to 220provide different kinds of support. Making students' problem-solving processes visible can 221allow teachers to determine appropriate procedural guidance (Olsen et al.). Seeing areas of 222students' confusion can allow teachers to offer timely conceptual guidance (Martinez-223Maldonado; Tissenbaum and Slotta 2015). Similarly, students can benefit from an awareness 224of their partners' thinking (Olsen et al.). Knowing the status of progress in an activity can 225enable teachers, or the computer system, to coordinate the logistics of an activity, including 226shifting between social configurations (Olsen et al.; Tissenbaum & Slotta) and modalities 227(Dimitriadis 2012), timing the accessibility of key resources (Martinez-Maldonado; Simon 228et al. 2003; Tissenbaum & Slotta), or pacing class progress (Nussbaum et al. 2009; Roschelle 229et al. 2010). 230

Making data available at different times can also support different teaching functions. Real-231time data for *immediate use* include information on the status of a student group's understand-232ing or progress at a given time in a collaborative activity. Knowing where students are, a233teacher can distribute relevant materials when they are most needed, and reconfigure groups in234the midst of an activity (Tissenbaum & Slotta). As well, when they are stuck in an unproduc-235tive state, students might be redirected to avoid frustration and wasted time (Olsen et al.).236

Real-time data for *post-activity use* can inform teachers' follow-up instruction to guide237students' ongoing work. For example, a teacher might inspect aggregate visualizations to show238patterns in students' ideas (Martinez-Maldonado; Tissenbaum & Slotta; van Leeuwen et al.), or239that identify specific conceptual issues, and use these to inform adaptations to future whole240group or individual instruction that target those issues (Gerard et al.).241

Real-time data for *later use* can support teachers in making improvements to instructional 242 or curriculum materials for future classroom implementations. The contributions suggest that 243 these data can promote teachers' reflection, whether by encouraging them to customize 244 automated student guidance (Gerard et al.), or to spend more time considering a dashboard's 245 automated advice (van Leeuwen et al.). These behaviors imply that teachers are considering 246 data and its accompanying guidance in relation to their personal teaching values, which can 247 lead to them refining their instructional practices. 248

Importantly, the studies highlight how data is not simply informational, but an invitation to 249action. Moreover, the ways that data are offered invite different actions that can have different 250impacts on both teaching and learning. Accordingly, some of the contributions in this issue 251explore the value of coupling data with suggestions for action. Sometimes, these suggestions 252are implicit, such as when a dashboard visualizes the status of a CSCL activity in ways that 253highlight students in need of attention (van Leeuwen et al.). In other cases, these data are 254coupled with scripts for orchestrating activities (Martinez-Maldonado), with customizable, 255theory-informed guidance associated with students' specific conceptual difficulties (Gerard 256et al.), and with advice on how to respond to certain CSCL situations (van Leeuwen et al.). 257Each of these approaches takes a theoretical stance on how data displays and their associated 258guidance should be designed to promote effective CSCL, whether Knowledge Integration 259(Gerard, Kidron & Linn), Knowledge Learning and Instruction (Olsen et al.), Teacher Noticing 260

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(van Leeuwen, Rummel and van Gog), or Collective Inquiry and Learning Communities 261 (Slotta et al. 2018), 262

Each contribution critically explores the roles of real-time dashboards in CSCL classrooms 263264relative to the roles of teachers. In most cases, the dashboard's role is to enable teachers to perform the personal or conceptual functions at which they are best. For example, when a 265computer system takes over mundane or logistically challenging tasks, teachers are freed from 266certain classroom management responsibilities to actively facilitate classroom activities 267(Tissenbaum & Slotta). When the system takes on the role of interpreting students' conceptual 268difficulties and formulating appropriate feedback, teachers are freed to spend their time 269personalizing this guidance for specific student groups (Gerard et al.). 270

The dashboard's modality also matters for the teaching functions they enable. Some of the 271 dashboards described in this issue were on laptop computers (Gerard et al.; Olsen et al.; van 272 Leeuwen et al.), a device that is familiar to most teachers and students in spite of its 273 shortcomings (e.g., it physically pulls teachers' attention away from important in-person classroom activity). Other contributions used handheld devices, which allowed teachers the 275 mobility to wander around the classroom to offer face-to-face assistance (Tissenbaum & 276 Slotta), although also offered shortcomings of their own (Martinez-Maldonado). 277

Impacts on teachers and learners Importantly the studies each illustrate various impacts of 278real-time tools on teaching and learning. These impacts include improving students' concep-279tual understanding and metacognitive behaviors (Gerard et al.; Olsen et al.; Tissenbaum & 280Slotta), increasing students' situational interest in CSCL activities (Olsen et al.), and enhancing 281teachers' abilities to notice their students' difficulties (Martinez-Maldonado; Olsen et al.). In 282designing technologies for these roles, the contributors emphasize the need to strike a balance 283between lifting the load of providing individualized guidance to large classes of students, and 284maintaining teachers' autonomy in their instructional goals (Gerard et al.). 285

Co-design and implementation in real contexts

The range of contexts in which the studies took place give a sense of the possibilities for 287integrating real-time data into diverse CSCL environments. For example, Gerard et al.'s 288study took place in a public school, and shows how real-time data can help students and 289teachers to succeed in typical classroom settings when they are provided with adequate 290support, both for using technology, and for inquiry-based teaching. Van Leeuwen et al.'s 291study took place in a controlled laboratory setting, which allowed the researchers to 292capture detailed information on teachers' reaction times, and in-depth teacher-reported 293reflections on their uses of the dashboard, information that is difficult, if not impossible 294to obtain during class time. Martinez-Maldonado's study took place in a university 295classroom equipped with interactive tabletops, and a dashboard on the teacher's handheld 296device, and provides a contrasting case of real-time data incorporated into higher 297education. The physical-technical set-up described in Tissenbaum and Slotta's study 298was implemented in a fee-based lab school committed to technological innovation. 299Although the generalizability of findings from such contexts to more typical ones may 300 be low, such studies are important for demonstrating what is possible given adequate 301 resources and support. They can provide ambitious benchmark toward which researchers 302 and designers can strive. 303

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Importantly, each contribution highlights the value of teachers' involvement in creating 304 successful orchestrational technologies, whether through formal and informal consultation 305 with teachers during professional development and long-term partnerships, through structured 306 co-design sessions between researchers and designers, or through analyses that give voice to 307 teachers' first-hand experiences in using the tools. This participatory design process involves 308 testing early prototypes (Martinez-Maldonado; van Leeuwen et al.), reflecting on failures 309 (Tissenbaum & Slotta), improving designs based on evidence of how students and teachers 310interact with the computer system, and revealing "productive tensions" as foci for future 311 research and development (Martinez-Maldonado). Ensuring that tools are taken up by teachers, 312 effectively integrated into their existing classroom practices, and sustained in the long term, 313 requires that their designs incorporate teachers' ideas and addresses their concerns (DiSalvo 314 et al. 2017). 315

Questions for the future

Collectively, the contributions of this special issue move CSCL a step forward by offering a 317 systematic examination of how real-time technologies can support the orchestration of collab-318orative learning. They describe behaviors that data can illuminate (e.g., students' progress, 319confusion), when and how the data can be leveraged (e.g., for immediate use, a post activity or 320 later use), how teaching guidance can be coupled with data (e.g., advice on how to respond to 321 certain situations, theory-informed guidance, scripts for orchestrating activities) and the impact 322 on teachers and learners (e.g., enhancing teachers' abilities to notice and interpret their 323 students' difficulties, improving students' conceptual understanding and metacognitive behav-324iors, and their situational interest). Taken together, these studies offer insights into the design, 325measurement, and implementation of real-time technologies in CSCL environments. 326

More importantly, these contributions highlight critical considerations for designing effec-327 tive real-time orchestration support. For instance, how much data is too much data? When are 328 aggregate visualizations better than individual data points, particularly in seeking to reduce 329teachers' orchestrational load while also enabling them to differentiate their instruction (Prieto 330 et al. 2015; Tissenbaum and Slotta 2019)? What are the trade-offs of real-time availability of 331data, when, for example, teachers may be inclined to act immediately on seeing it, although it 332 might be better to spend time to reflect on it (Martinez-Maldonado)? When and how can real-333 time data support different teaching goals, and how we can facilitate its integration into 334 classroom environments? Understanding what data teachers and students need and when, 335 how to represent it to promote meaningful action, and how to guide the effective use of these 336 data are critical questions for CSCL (Wise and Schwarz 2017). Even as the contributions 337 addressed these issues, they also emphasize that they remain goals for future research and 338 design. 339

Real-time dashboards have the potential to reveal new insights into CSCL teaching and 340 learning. However, it will be important that advances in real-time technology keep pace with 341 what is known about effectively supporting teaching and learning in CSCL classrooms. 342 Moreover, it will be important for researchers to innovate theoretical and methodological 343 approaches for exploring the impacts of dashboards on teaching and learning in CSCL 344environments, when we may find that existing approaches are no longer adequate. Such 345efforts will inform ways to incorporate real-time data into CSCL classrooms that complement 346 and enhance teachers' roles while maintaining their autonomy. Including stakeholders in the 347 International Journal of Computer-Supported Collaborative Learning

design process, as Martinez-Maldonado (and others in this issue) explain, is necessary to 348 achieve this goal. 349

Finally, we also need to acknowledge that classroom technologies will change. We are 350barely a decade into the technological boom that introduced smartphones and tablets and their 351effects on classrooms are still being understood. Meanwhile new technologies, such as 352wearables and augmented reality headsets (Holstein et al. 2018) are once again offering the 353 potential to radically change how teachers and learners interact in the classroom. However, as a 354community of researchers, we need to resist the techno-centric hype of these technologies 355(Rosé et al. 2017), and focus instead on the broader implications that they have for learning 356 and instruction. The five papers in this special issue consider the orchestrational affordances 357 that real-time technologies can play in supporting these goals. While we acknowledge that 358 recent technological advances made this work possible in ways that would have been 359 impossible in years past, we believe that the findings from these papers—from how, when, 360 and what information should be provided, to whom and why is should be provided-transcend 361 the particular technologies used. We look forward to seeing how this work will inform future 362CSCL studies on the possibilities for real-time classroom orchestration. 363

About this special issue

This is the first special issue published in IJCSCL. It was important for the editors that the 365 special issue went through a normal review including a double-blind independent review 366 process with experienced reviewers. The results should be an inspiration for the CSCL 367 community to explore the questions, themes, and concerns raised in the five papers. Many 368 scholars talk about data collection and data use in classrooms and in CSCL settings. Without 369 advanced studies that build on a theoretical foundation, accepted methods, CSCL design, and 370 empirical analysis we will not move the field forward. All five papers contribute to the CSCL 371 field in very productive ways. 372

I want to acknowledge the initiative and all the work the guest editors Camillia Matuk, 373 Mike Tissenbaum, and Bertrand Schneider have done to make this issue of IJCSCL a very 374 important and interesting CSCL contribution. 375

Sten Ludvigsen, Editor-In-Chief.

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