

Building the Future: Trends, Metatrends, and the Horizon Report

Ruben R. Puentedura, Ph.D.



HORIZON REPORT

DIGITAL TOOLKIT

2016 K-12 Edition



| Key Trends Driving Ed Tech Adoption | |
|-------------------------------------|------------------------------------------------------------|
| Fast (1-2 yrs.) | Coding as a Literacy Students as Creators |
| Mid-Range (3-5 yrs.) | Collaborative Learning Deeper Learning Approaches |
| Long-Range (5+ yrs.) | Redesigning Learning Spaces Rethinking How Schools Work |

| Important Ed Tech Developments | |
|--------------------------------|------------------------------------------------|
| Adoption: 1 yr. or less | Makerspaces Online Learning |
| Adoption: 2-3 yrs. | Robotics Virtual Reality |
| Adoption: 4-5 yrs. | Artificial Intelligence Wearable Technology |

| Significant Challenges Impeding Ed Tech Adoption | | |
|----------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
| Solvable <i>understand and know how to solve</i> | Difficult <i>understand but solutions are elusive</i> | Wicked <i>complex to define, much less address</i> |
| Authentic Learning Opportunities Rethinking the Roles of Teachers | Advancing Digital Equity Scaling Teaching Innovations | Achievement Gap Personalizing Learning |

Transformation

Redefinition

*Tech allows for the creation of new tasks,
previously inconceivable*

Modification

Tech allows for significant task redesign

Augmentation

*Tech acts as a direct tool substitute,
with functional improvement*

Substitution

*Tech acts as a direct tool substitute,
with no functional change*

Enhancement

Redefinition

*Tech allows for the creation of new tasks,
previously inconceivable*

Modification

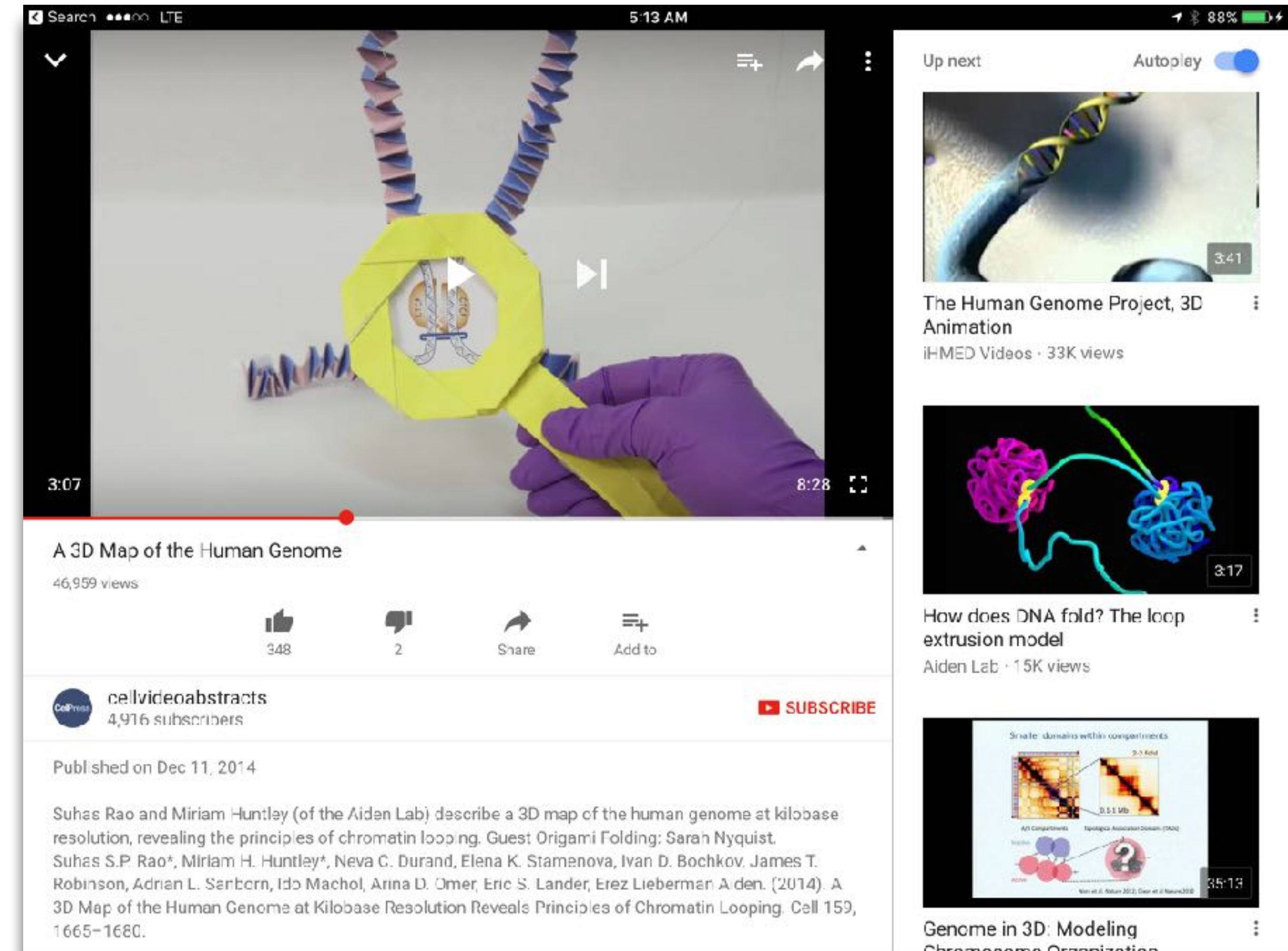
Tech allows for significant task redesign

Augmentation

*Tech acts as a direct tool substitute,
with functional improvement*

Substitution

*Tech acts as a direct tool substitute,
with no functional change*



Search LTE 5:13 AM 88%

Up next Autoplay

The Human Genome Project, 3D Animation
iHMED Videos · 33K views

How does DNA fold? The loop extrusion model
Aiden Lab · 15K views

Genome in 3D: Modeling Chromosome Organization

A 3D Map of the Human Genome
46,959 views

348 2 Share Add to

cellvideoabstracts
4,916 subscribers

SUBSCRIBE

Published on Dec 11, 2014

Suhas Rao and Miriam Huntley (of the Aiden Lab) describe a 3D map of the human genome at kilobase resolution, revealing the principles of chromatin looping. Guest Origami Folding: Sarah Nyquist. Suhas S.P. Rao*, Miriam H. Huntley*, Neva C. Durand, Elena K. Stamenova, Ivan D. Bochkov, James T. Robinson, Adrian L. Sanborn, Ido Machol, Arina D. Omer, Eric S. Lander, Erez Lieberman Aiden. (2014). A 3D Map of the Human Genome at Kilobase Resolution Reveals Principles of Chromatin Looping. Cell 159, 1665–1680.

Redefinition

Tech allows for the creation of new tasks, previously inconceivable

Modification

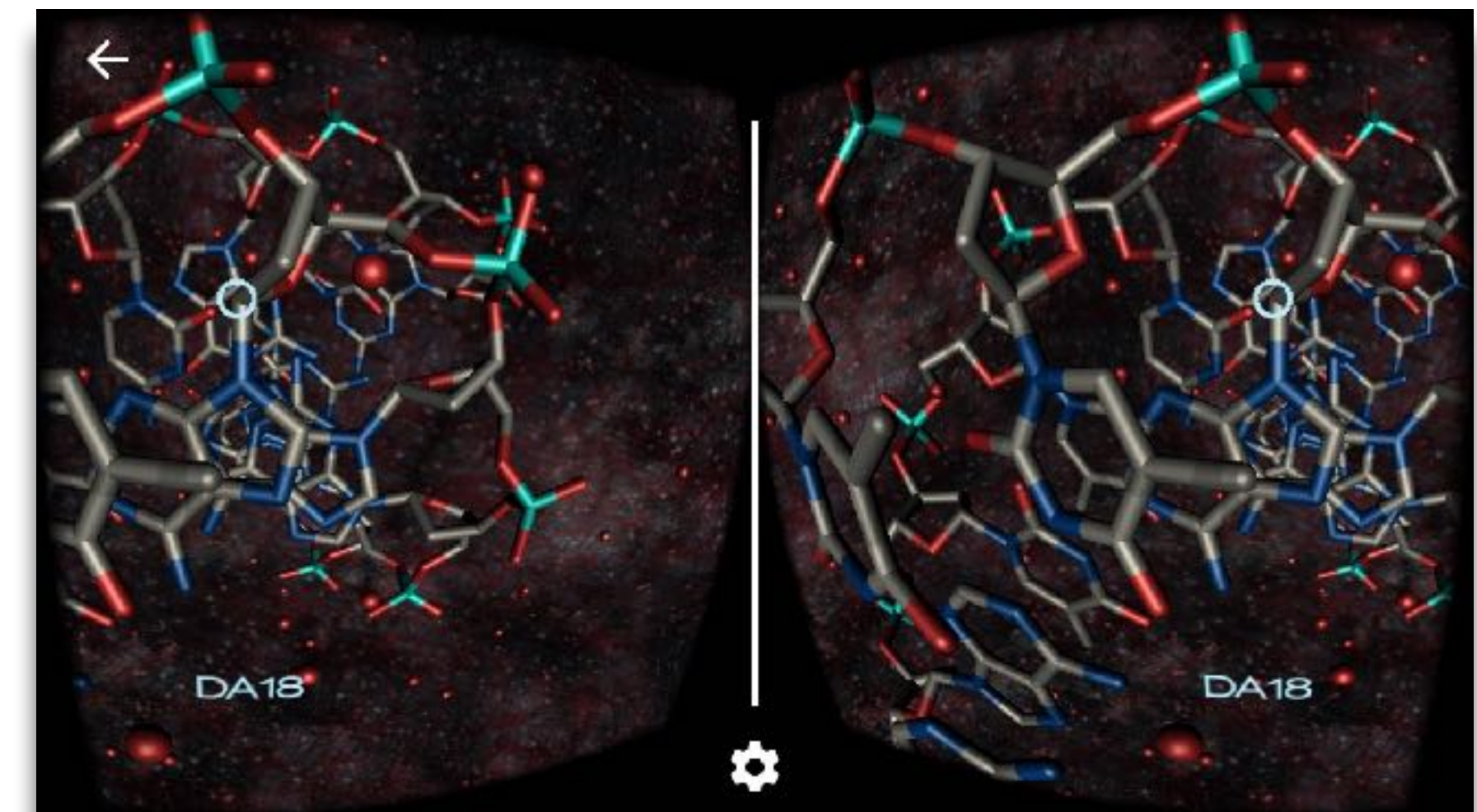
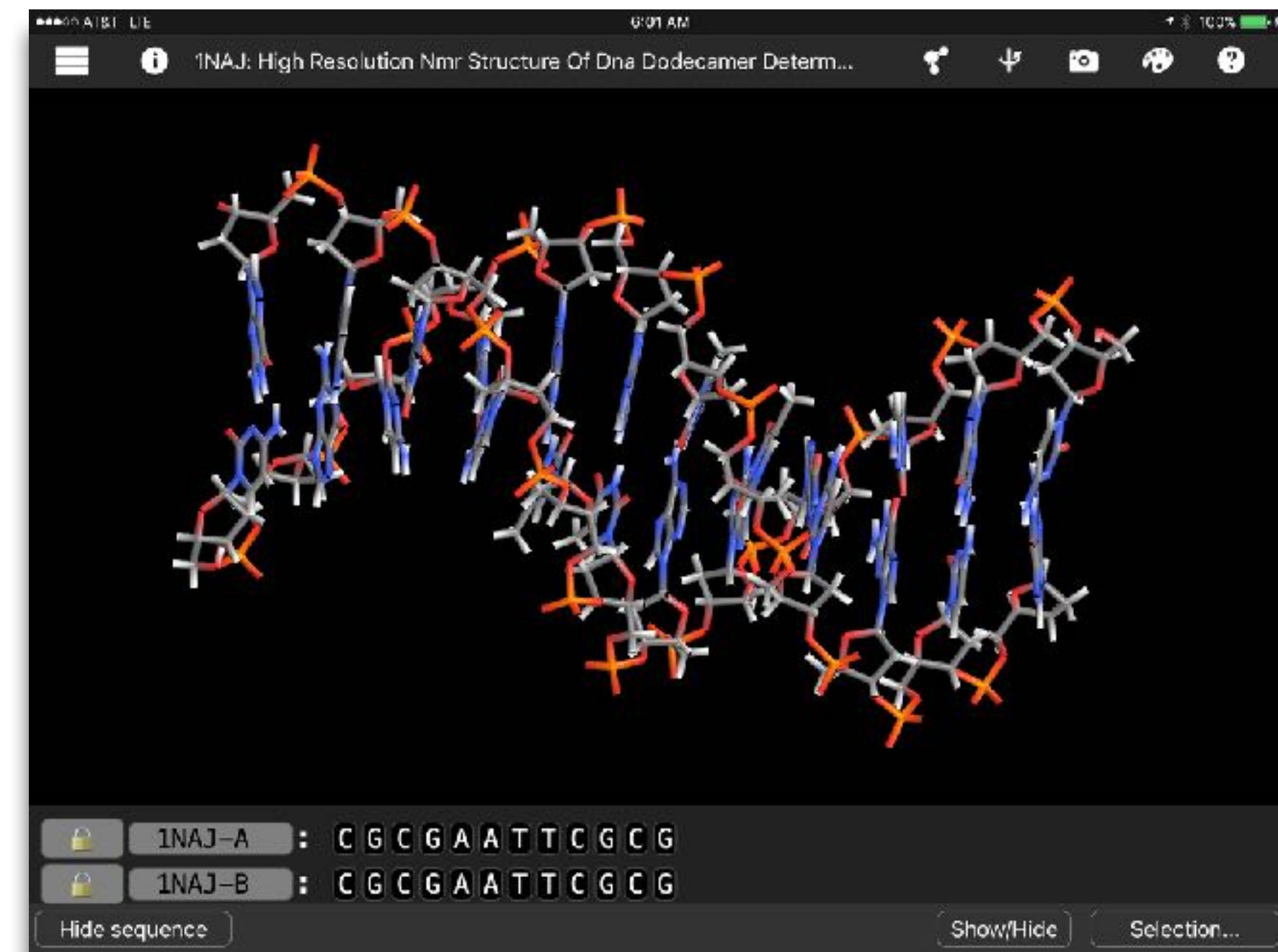
Tech allows for significant task redesign

Augmentation

Tech acts as a direct tool substitute, with functional improvement

Substitution

Tech acts as a direct tool substitute, with no functional change



Redefinition

*Tech allows for the creation of new tasks,
previously inconceivable*

Modification

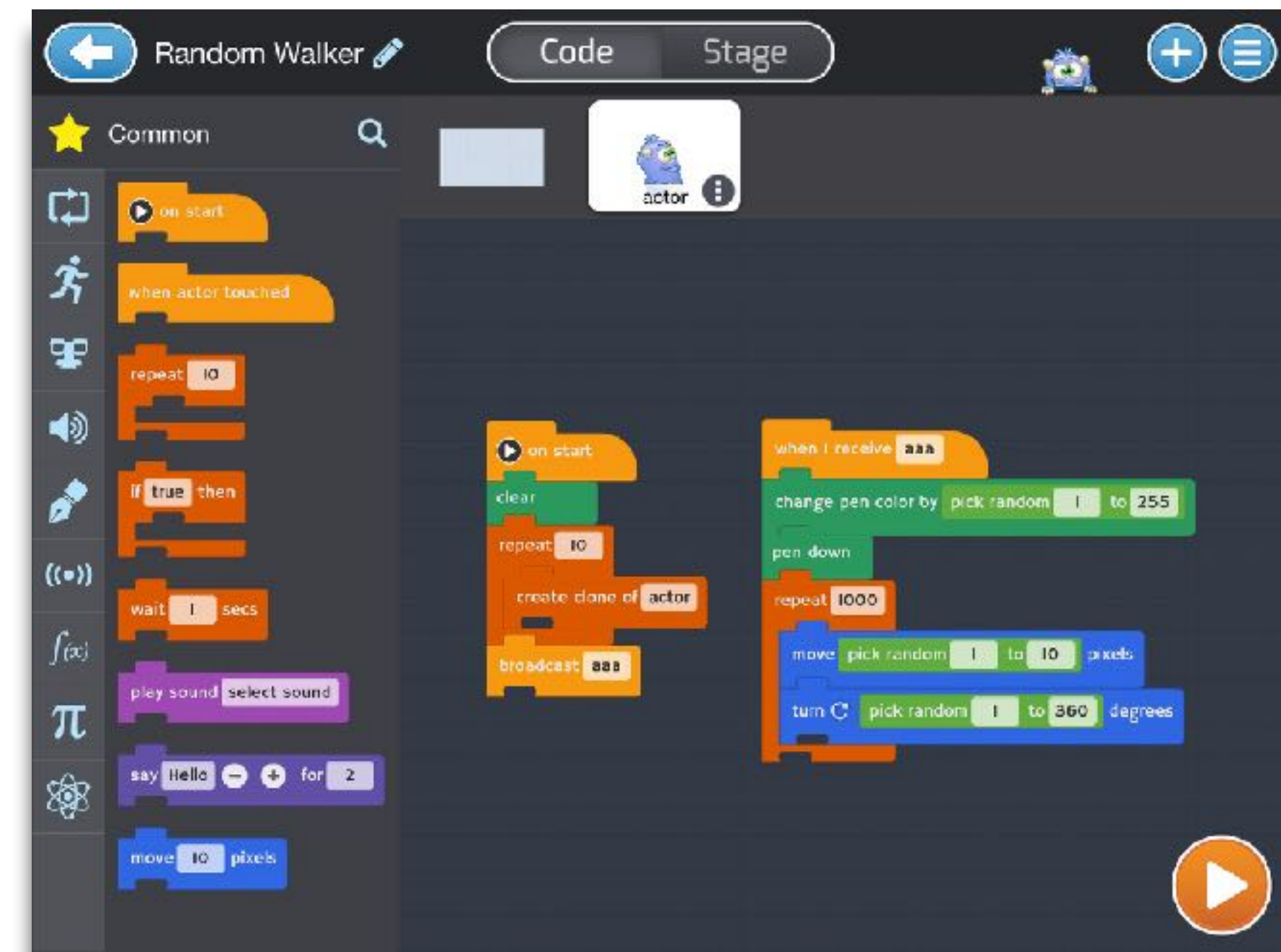
Tech allows for significant task redesign

Augmentation

*Tech acts as a direct tool substitute,
with functional improvement*

Substitution

*Tech acts as a direct tool substitute,
with no functional change*



Redefinition

Tech allows for the creation of new tasks,
previously inconceivable

Modification

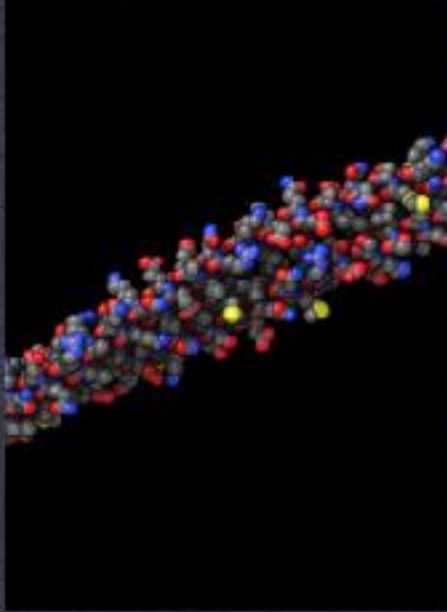

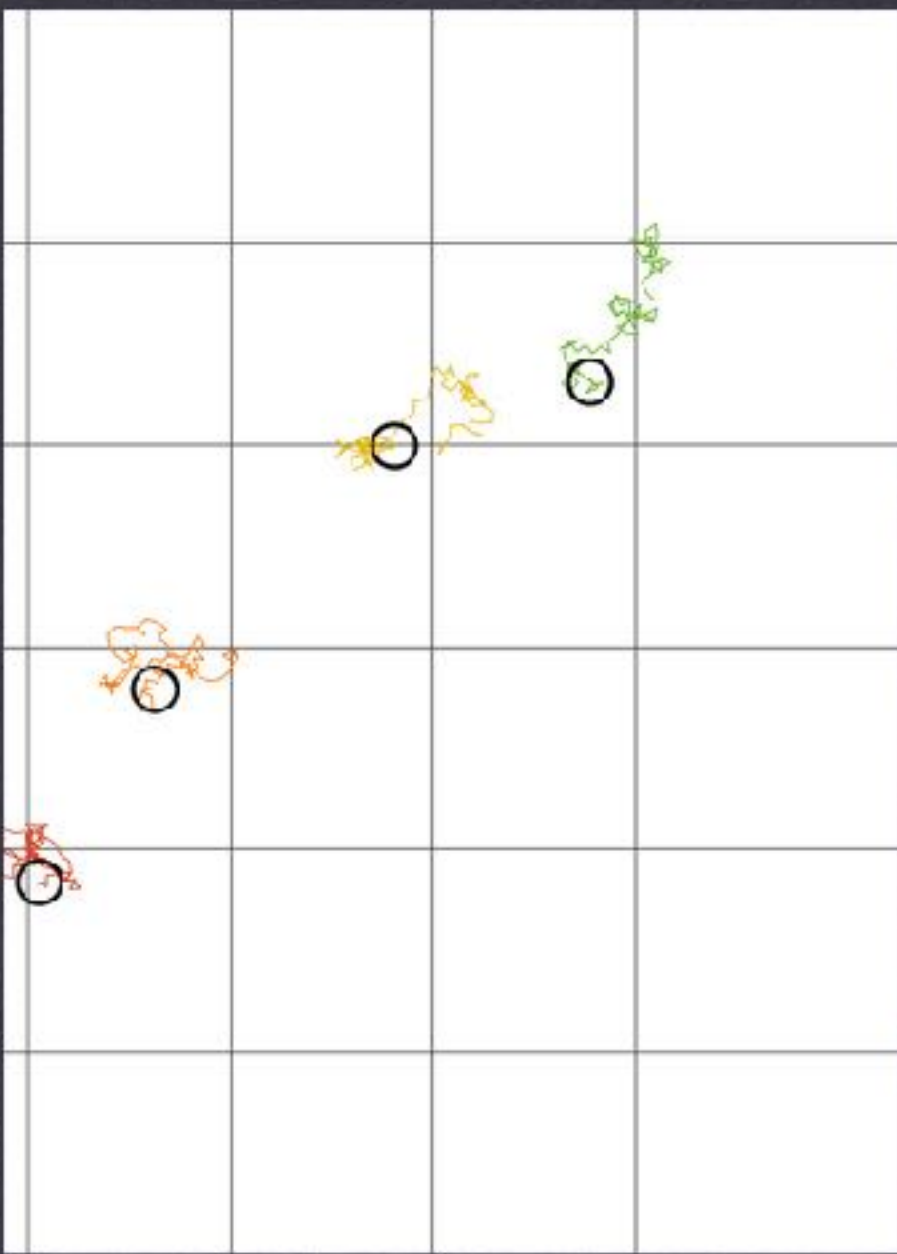
Tech allows for significant task redesign

Augmentation

Tech acts as a direct tool substitute,
with functional improvement

Substitution

Tech acts as a direct tool substitute,
with no functional change



Reptation Method for Self-Avoiding Walks on a Square
Code based upon source at:
<http://www.physics.buffalo.edu/phy410-505/2011/topi>

Enter maximum number of steps in walk: 30
Enter number of walks to generate: 100
Enter initial configuration 1=stair, 2=coil, 3=line

| Steps | <r^2> | Std. Dev. | Success% | CPU secs |
|-------|--------|-----------|----------|----------|
| 1 | 1 | 0 | 100 | 0.000507 |
| 2 | 2.78 | 0.9755 | 100 | 0.001531 |
| 3 | 4.6 | 2.07846 | 93 | 0.000107 |
| 4 | 7.22 | 3.85637 | 92 | 0 |
| 5 | 9.12 | 4.54603 | 90 | 0.002203 |
| 6 | 15.72 | 0.36191 | 93 | 0.001700 |
| 7 | 14.76 | 8.96785 | 83 | 0.001721 |
| 8 | 13.06 | 7.44825 | 86 | 0.00188 |
| 9 | 19.2 | 10.916 | 69 | 0.002637 |
| 10 | 21.82 | 14.8084 | 85 | 0.001229 |
| 11 | 49.16 | 23.2063 | 89 | 0.001122 |
| 12 | 26.5 | 16.0484 | 79 | 0.001689 |
| 13 | 27.6 | 16.5251 | 92 | 0.001156 |
| 14 | 23.14 | 17.7026 | 79 | 0 |
| 15 | 33.36 | 20.0487 | 84 | 0.018693 |
| 16 | 22.5 | 18.1645 | 82 | 0.001902 |
| 17 | 122.68 | 66.8806 | 97 | 0.002643 |
| 18 | 16.26 | 13.3226 | 78 | 0.001635 |
| 19 | 33.52 | 34.3844 | 74 | 0 |
| 20 | 26.48 | 21.0221 | 87 | 0.001887 |
| 21 | 41.92 | 21.9078 | 78 | 0 |
| 22 | 44.76 | 26.7773 | 60 | 0 |
| 23 | 69.28 | 59.6636 | 86 | 0.002202 |
| 24 | 52.38 | 26.9321 | 86 | 0.001706 |
| 25 | 92.64 | 40.1733 | 91 | 0.002245 |
| 26 | 27.38 | 22.8643 | 80 | 0.000705 |
| 27 | 74.8 | 71.2211 | 72 | 0 |
| 28 | 34.34 | 19.7161 | 70 | 0.00189 |
| 29 | 38.68 | 31.2266 | 77 | 0 |
| 30 | 143.04 | 87.9425 | 88 | 0.001408 |

PROJECT

SELF-AVOIDING RANDOM WALKS

UNTANGLING TANGLES

DATE

DECEMBER 8, 2016

CLIENT

A. STUDENT

| Key Trends Driving Ed Tech Adoption | |
|-------------------------------------|------------------------------------------------------------|
| Fast (1-2 yrs.) | <i>Coding as a Literacy</i> <i>Students as Creators</i> |
| Mid-Range (3-5 yrs.) | Collaborative Learning Deeper Learning Approaches |
| Long-Range (5+ yrs.) | Redesigning Learning Spaces Rethinking How Schools Work |

| Important Ed Tech Developments | |
|--------------------------------|------------------------------------------------|
| Adoption: 1 yr. or less | Makerspaces Online Learning |
| Adoption: 2-3 yrs. | <i>Robotics</i> <i>Virtual Reality</i> |
| Adoption: 4-5 yrs. | Artificial Intelligence Wearable Technology |

| Significant Challenges Impeding Ed Tech Adoption | | |
|-----------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
| Solvable <i>understand and know how to solve</i> | Difficult <i>understand but solutions are elusive</i> | Wicked <i>complex to define, much less address</i> |
| <i>Authentic Learning Opportunities</i> Rethinking the Roles of Teachers | Advancing Digital Equity Scaling Teaching Innovations | Achievement Gap Personalizing Learning |

Redefinition

Tech allows for the creation of new tasks, previously inconceivable

Modification

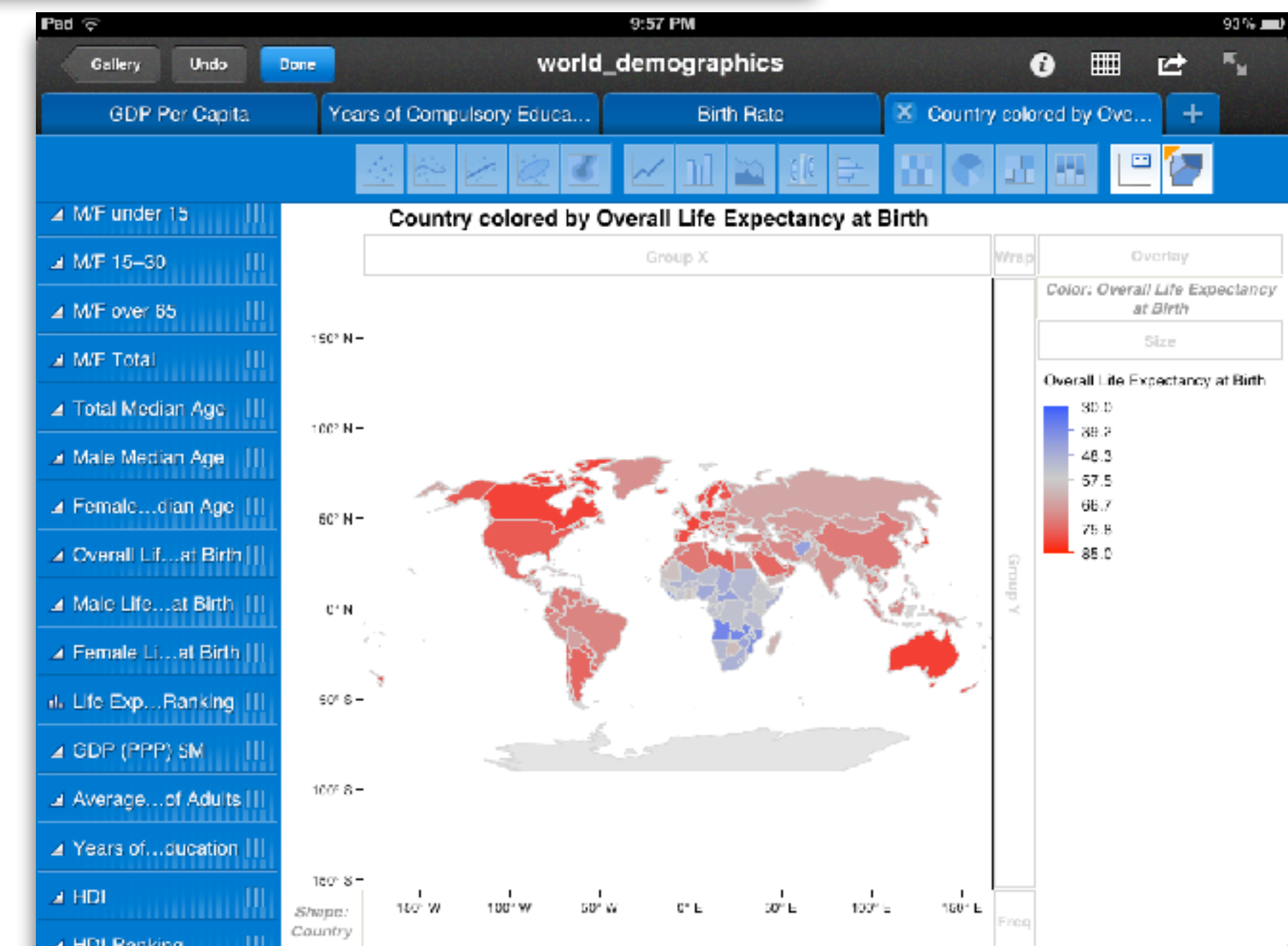
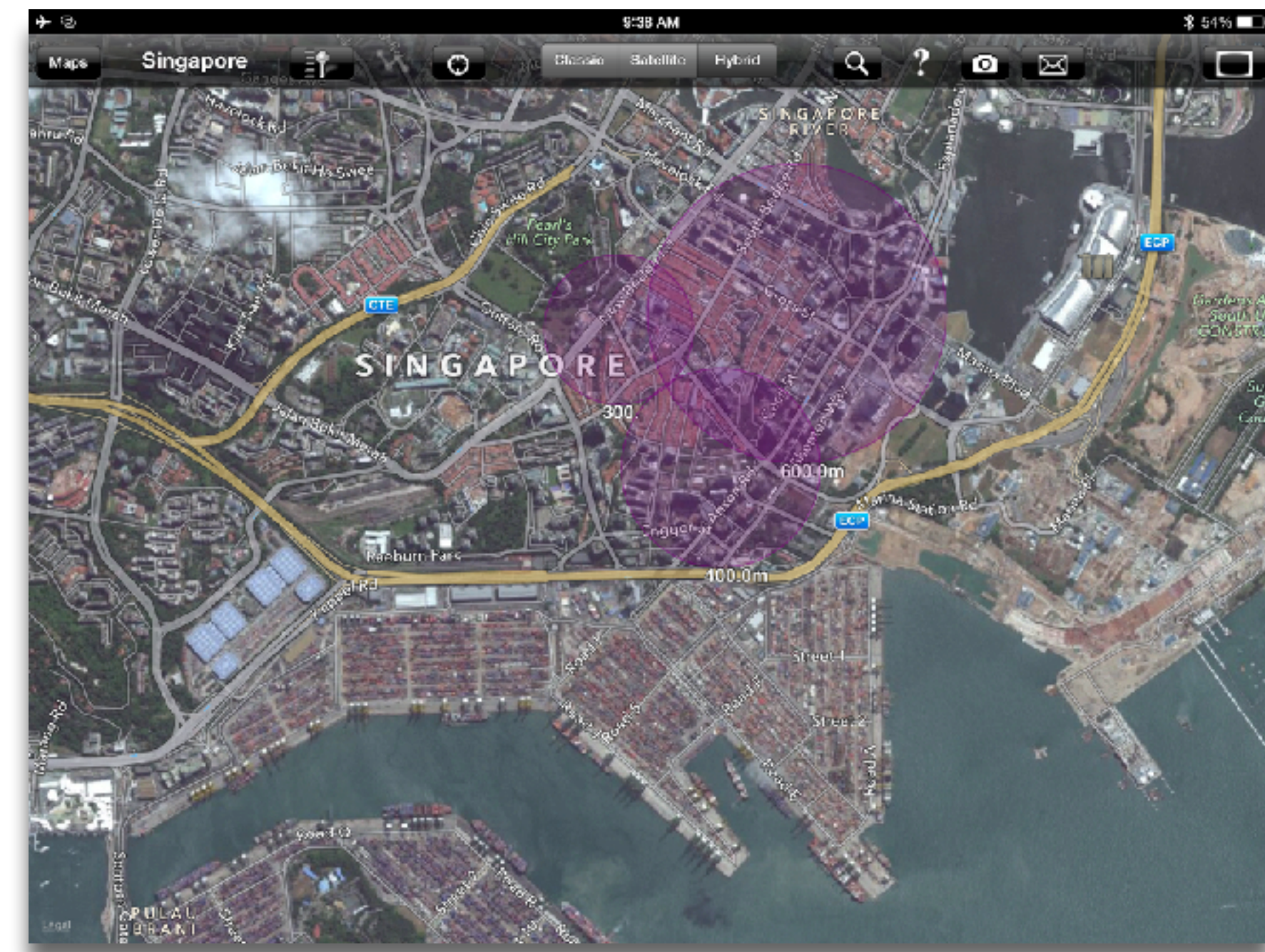
Tech allows for significant task redesign

Augmentation

Tech acts as a direct tool substitute, with functional improvement

Substitution

Tech acts as a direct tool substitute, with no functional change



Redefinition

*Tech allows for the creation of new tasks,
previously inconceivable*

Modification

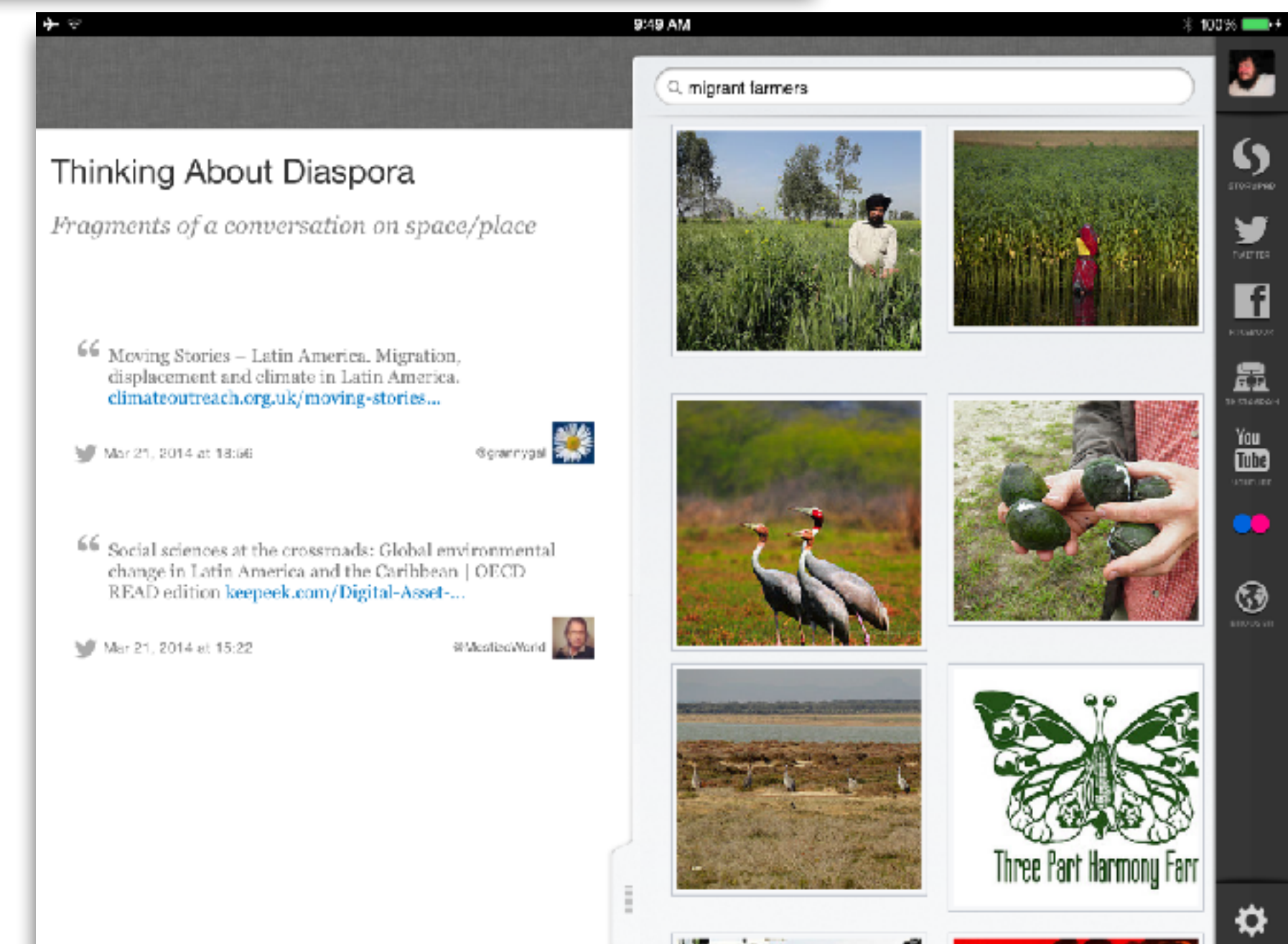
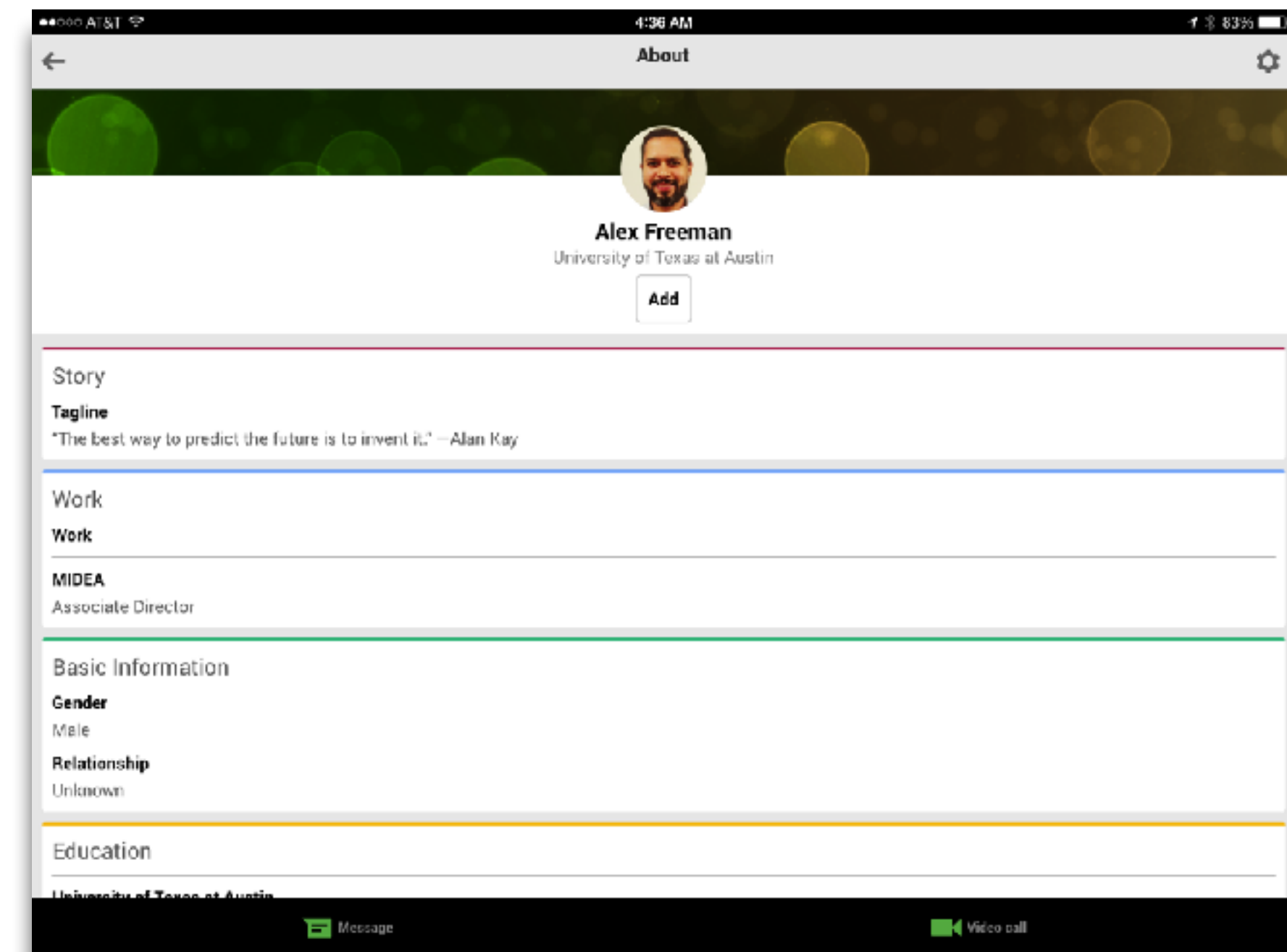
Tech allows for significant task redesign

Augmentation

*Tech acts as a direct tool substitute,
with functional improvement*

Substitution

*Tech acts as a direct tool substitute,
with no functional change*



Redefinition

*Tech allows for the creation of new tasks,
previously inconceivable*

Modification

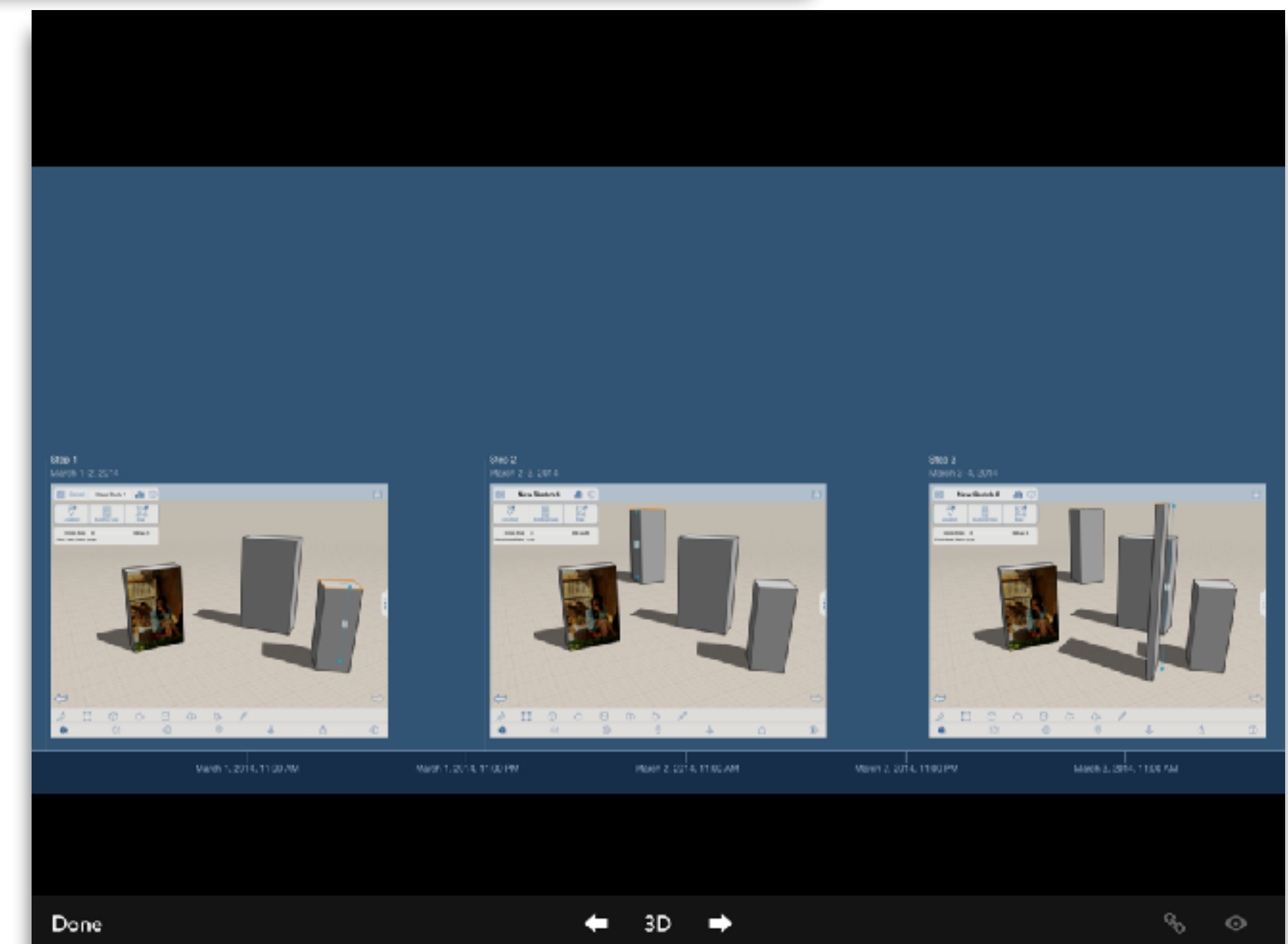
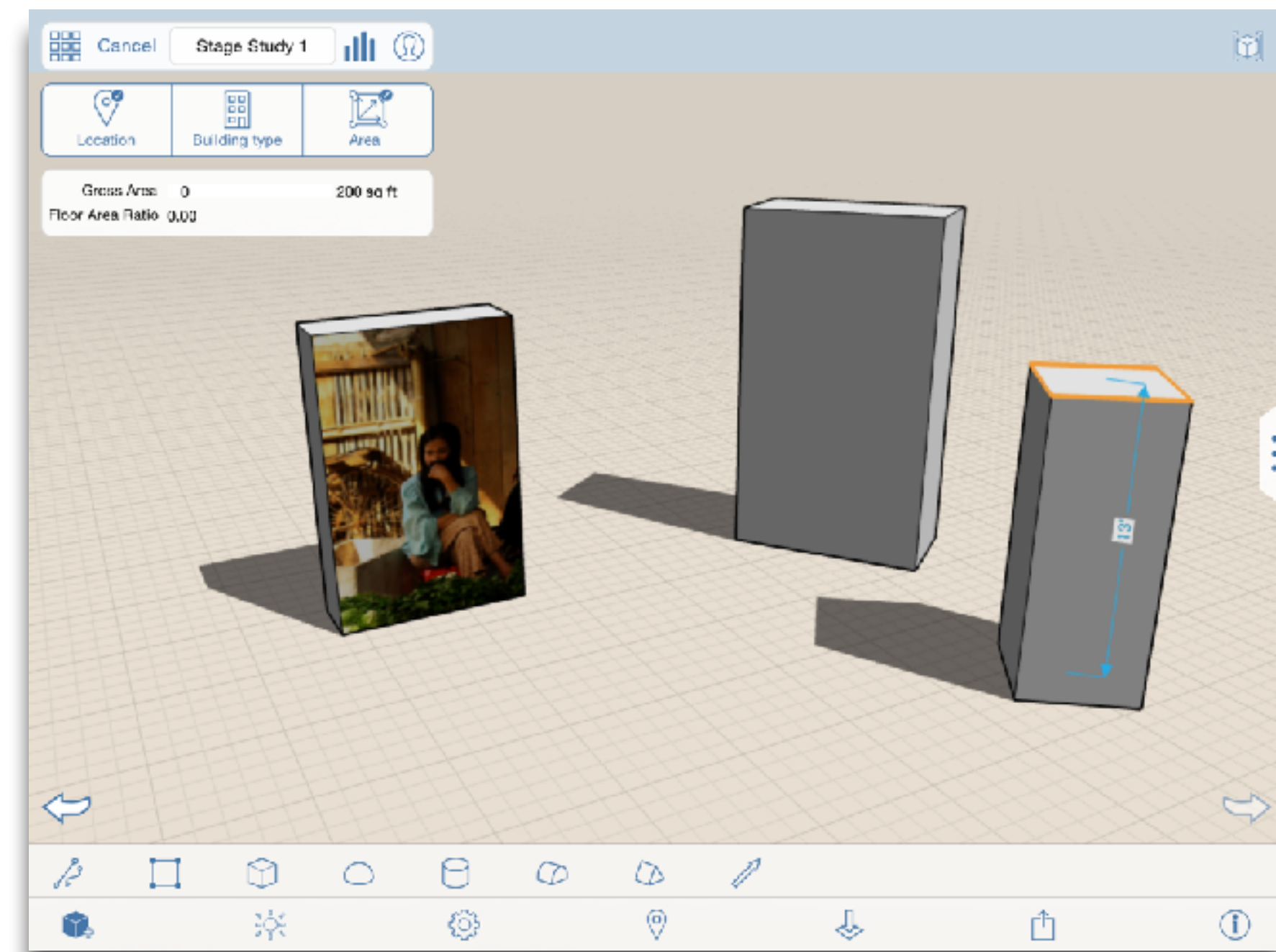
Tech allows for significant task redesign

Augmentation

*Tech acts as a direct tool substitute,
with functional improvement*

Substitution

*Tech acts as a direct tool substitute,
with no functional change*



Redefinition

Tech allows for the creation of new tasks, previously inconceivable

Modification

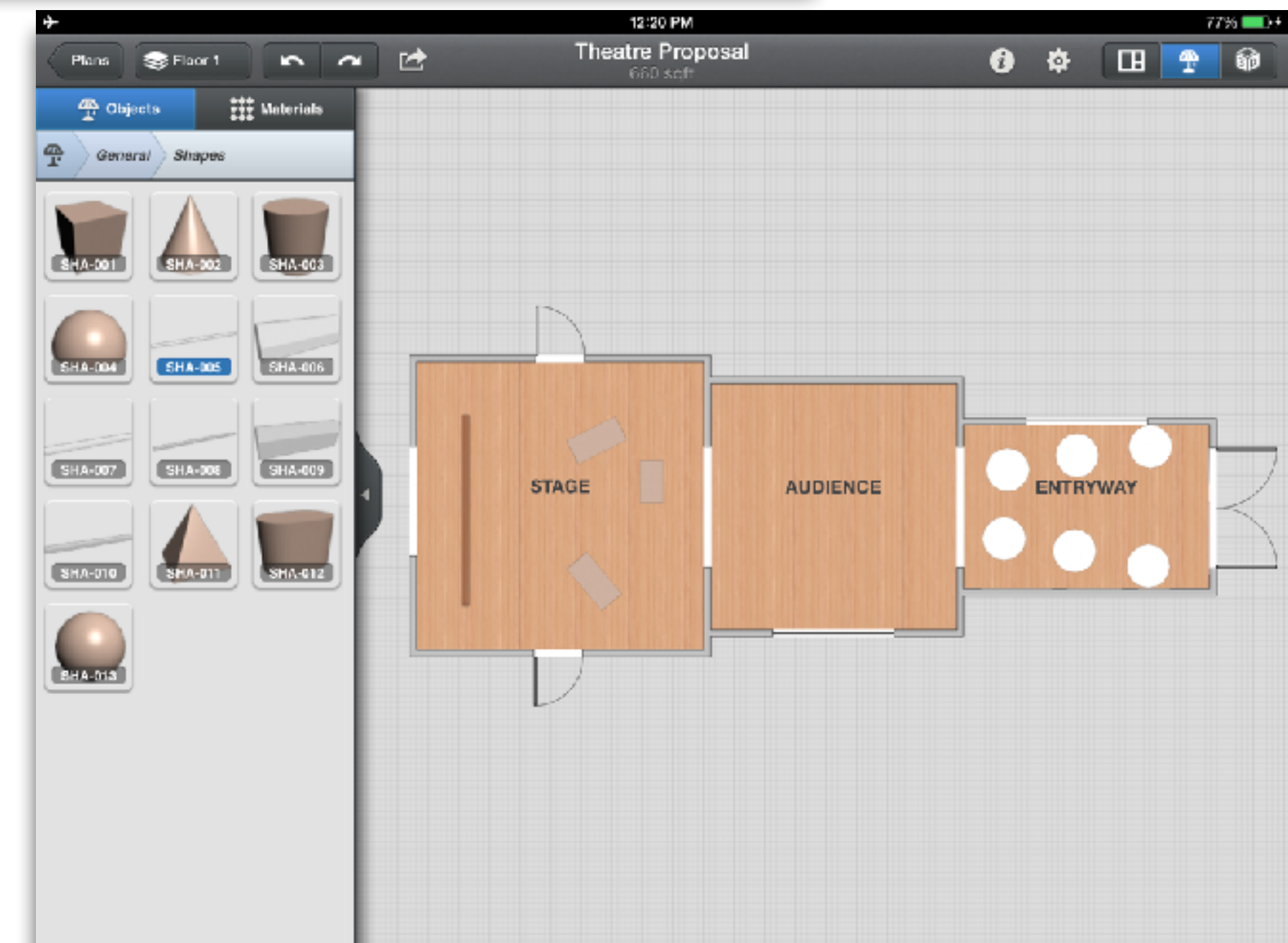
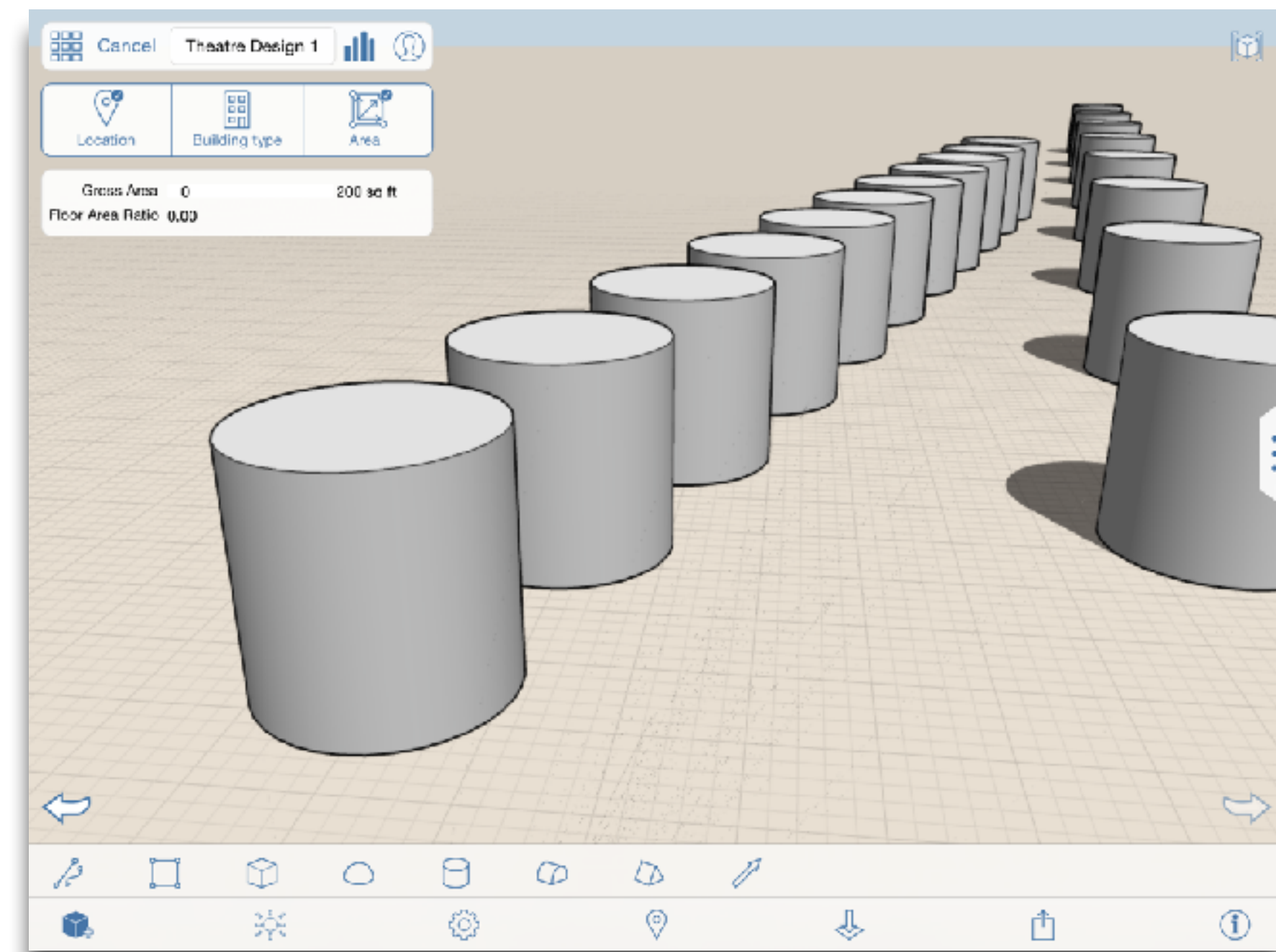
Tech allows for significant task redesign

Augmentation

Tech acts as a direct tool substitute, with functional improvement

Substitution

Tech acts as a direct tool substitute, with no functional change



| Key Trends Driving Ed Tech Adoption | |
|-------------------------------------|--------------------------------------------------------------------|
| Fast (1-2 yrs.) | Coding as a Literacy <i>Students as Creators</i> |
| Mid-Range (3-5 yrs.) | <i>Collaborative Learning</i> <i>Deeper Learning Approaches</i> |
| Long-Range (5+ yrs.) | Redesigning Learning Spaces Rethinking How Schools Work |

| Important Ed Tech Developments | |
|--------------------------------|------------------------------------------------|
| Adoption: 1 yr. or less | Makerspaces <i>Online Learning</i> |
| Adoption: 2-3 yrs. | Robotics Virtual Reality |
| Adoption: 4-5 yrs. | Artificial Intelligence Wearable Technology |

| Significant Challenges Impeding Ed Tech Adoption | | |
|-----------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
| Solvable <i>understand and know how to solve</i> | Difficult <i>understand but solutions are elusive</i> | Wicked <i>complex to define, much less address</i> |
| <i>Authentic Learning Opportunities</i> Rethinking the Roles of Teachers | Advancing Digital Equity Scaling Teaching Innovations | Achievement Gap Personalizing Learning |

| Social | Mobility | Visualization | Storytelling | Gaming |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 200,000 years | 70,000 years | 40,000 years | 17,000 years | 8,000 years |
|  |  |  |  |  |

Bookmarks



RSS Feeds

Discussions



Microblogging

Blogging

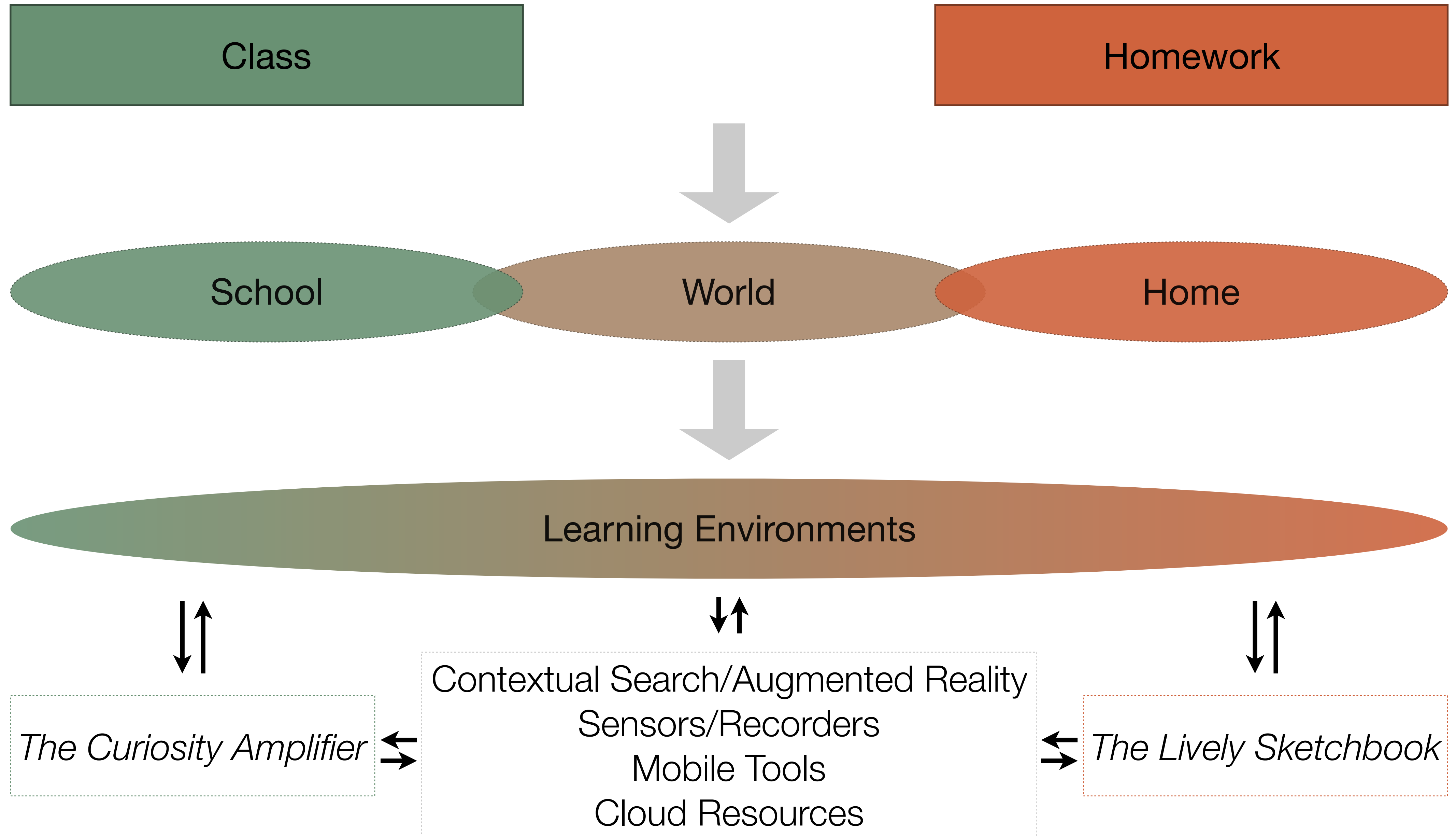


Wikis

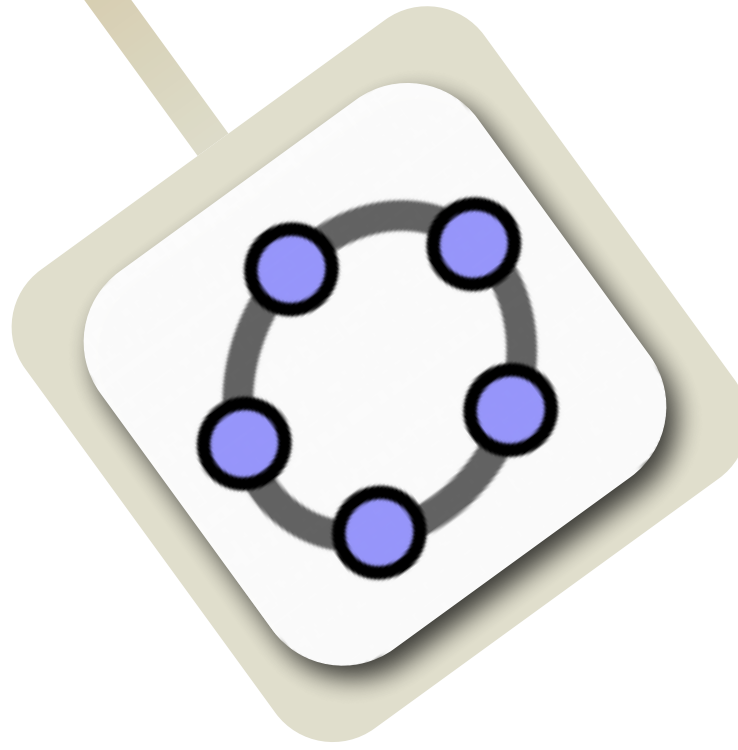
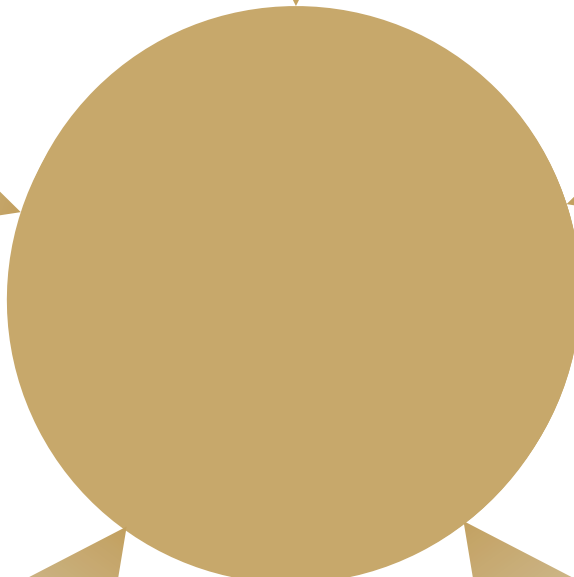
Telepresence



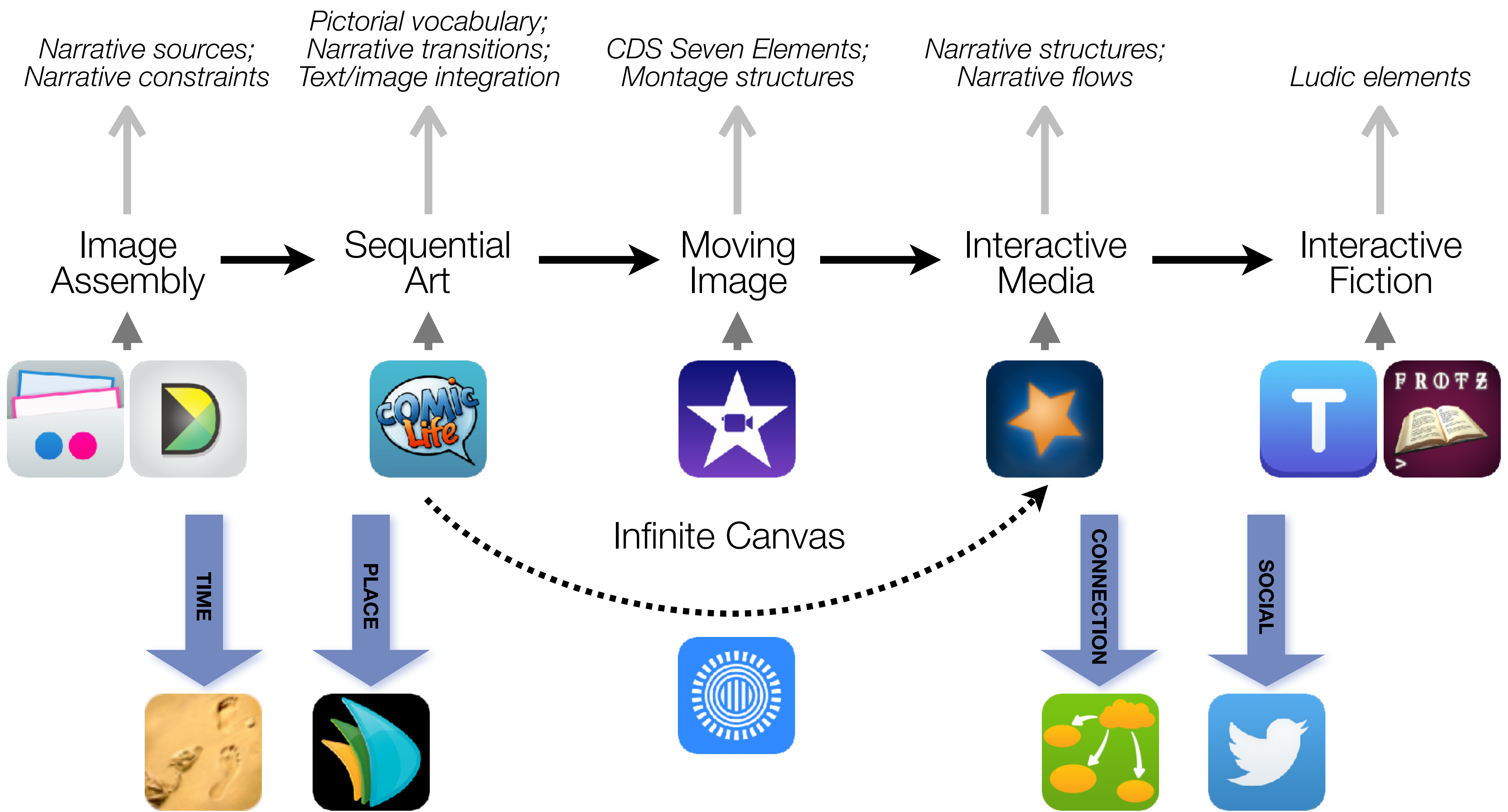
File Sharing



Visualization



Storytelling



Formal Definition of **Game** (Salen & Zimmerman)

“A game is a system in which players engage in an artificial conflict, defined by rules, that results in a quantifiable outcome.”

The EdTech Quintet – Associated Practices

| | |
|---------------|-----------------------------------------|
| Social | Communication, Collaboration, Sharing |
| Mobility | Anytime, Anyplace Learning and Creation |
| Visualization | Making Abstract Concepts Tangible |
| Storytelling | Knowledge Integration and Transmission |
| Gaming | Feedback Loops and Formative Assessment |

| | Trends - 1 | Trends - 2 | Trends - 3 | Trends - 4 | Trends - 5 | Trends - 6 |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 2009 | Technology continues to profoundly affect the way we work, collaborate, communicate, and succeed. | Technology is increasingly a means for empowering students, a method for communication and socializing, and a ubiquitous, transparent part of their lives. | The web is an increasingly personal experience. | The way we think of learning environments is changing. | The perceived value of innovation and creativity is increasing. | |
| 2010 | Technology is increasingly a means for empowering students, a method for communication and socializing, and a ubiquitous, transparent part of their lives. | Technology continues to profoundly affect the way we work, collaborate, communicate, and succeed. | The perceived value of innovation and creativity is increasing. | There is increasing interest in just-in-time, alternate, or non-formal avenues of education, such as online learning, mentoring, and independent study. | The way we think of learning environments is changing. | |
| 2011 | The abundance of resources and relationships made easily accessible via the Internet is increasingly challenging us to revisit our roles as educators. | As IT support becomes more and more decentralized, the technologies we use are increasingly based not on school servers, but in the cloud. | Technology continues to profoundly affect the way we work, collaborate, communicate, and succeed. | People expect to be able to work, learn, and study whenever and wherever they want to. | The perceived value of innovation and creativity is increasing. | |
| 2012 | Education paradigms are shifting to include online learning, hybrid learning and collaborative models. | The abundance of resources and relationships made easily accessible via the Internet is increasingly challenging us to revisit our roles as educators. | As the cost of technology drops and school districts revise and open up their access policies, it is becoming increasingly common for students to bring their own mobile devices. | People expect to be able to work, learn, and study whenever and wherever they want. | Technology continues to profoundly affect the way we work, collaborate, communicate, and succeed. | There is a new emphasis in the classroom on more challenge-based, active learning. |
| 2013 | Education paradigms are shifting to include online learning, hybrid learning, and collaborative models. | Social media is changing the way people interact, present ideas and information, and communicate. | Openness — concepts like open content, open data, and open resources, along with notions of transparency and easy access to data and information — is becoming a value. | As the cost of technology drops and school districts revise and open up their access policies, it is becoming more common for students to bring their own mobile devices. | The abundance of resources and relationships made easily accessible via the Internet is challenging us to revisit our roles as educators. | |
| | Trends - S | Trends - S | Trends - M | Trends - M | Trends - L | Trends - L |
| 2014 | Rethinking the Roles of Teachers | Shift to Deeper Learning Approaches | Increasing Focus on Open Educational Resources | Increasing Use of Hybrid Learning Designs | Rapid Acceleration of Intuitive Technology | Rethinking How Schools Work |
| 2015 | Rise of STEAM Learning | Increasing Use of Blended Learning | Shift from Students as Consumers to Creators | Increasing Use of Collaborative Learning Approaches | Shift to Deeper Learning Approaches | Rethinking How Schools Work |
| 2016 | Coding as a Literacy | Students as Creators | Deeper Learning Approaches | Collaborative Learning | Redesigning Learning Spaces | Rethinking How Schools Work |

| | |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Technology (esp. social media) continues to profoundly affect the way we work, interact, present ideas and information, collaborate, communicate, and succeed. |
| 3 | The perceived value of innovation and creativity is increasing. |
| 3 | The abundance of resources and relationships made easily accessible via the Internet is increasingly challenging us to revisit our roles as educators. |
| 3 | Education paradigms are shifting to include challenge-based, active learning and collaborative models, as well as just-in-time, alternate, or non-formal avenues of education, such as online learning, hybrid learning, mentoring, and independent study. |
| 2 | The way we think of learning environments is changing. |
| 2 | Technology is increasingly a means for empowering students, a method for communication and socializing, and a ubiquitous, transparent part of their lives. |
| 2 | People expect to be able to work, learn, and study whenever and wherever they want to. |
| 2 | As the cost of technology drops and school districts revise and open up their access policies, it is becoming increasingly common for students to bring their own mobile devices. |
| 1 | The web is an increasingly personal experience. |
| 1 | As IT support becomes more and more decentralized, the technologies we use are increasingly based not on school servers, but in the cloud. |
| 1 | Openness — concepts like open content, open data, and open resources, along with notions of transparency and easy access to data and information — is becoming a value. |
| | |
| LLL | Rethinking How Schools Work |
| SLM | Shift to Deeper Learning Approaches |
| MMM | Increasing Use of Hybrid Learning Designs/Collaborative Learning Approaches |
| MS | Shift from Students as Consumers to Creators |
| MS | Increasing Use of Hybrid Learning Designs/Blended Learning Approaches |
| S | Rethinking the Roles of Teachers |
| S | Rise of STEAM Learning |
| S | Coding as a Literacy |
| M | Increasing Focus on Open Educational Resources |
| L | Rapid Acceleration of Intuitive Technology |
| L | Redesigning Learning Spaces |

| | |
|---------------|-----------------------------------------------------------------------------|
| Short | Shift from Students as Consumers to Creators |
| Short | Increasing Use of Hybrid Learning Designs/Blended Learning Approaches |
| Short | Rethinking the Roles of Teachers |
| Short | Rise of STEAM Learning |
| Short | Coding as a Literacy |
| Medium | Shift to Deeper Learning Approaches |
| Medium | Increasing Use of Hybrid Learning Designs/Collaborative Learning Approaches |
| Medium | Increasing Focus on Open Educational Resources |
| Long | Rethinking How Schools Work |
| Long | Rapid Acceleration of Intuitive Technology |
| Long | Redesigning Learning Spaces |

| | Challenges - 1 | Challenges - 2 | Challenges - 3 | Challenges - 4 | Challenges - 5 | Challenges - 6 |
|------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2009 | There is a growing need for formal instruction in key new skills, including information literacy, visual literacy, and technological literacy. | Students are different, but educational practice and the material that supports it is changing only slowly. | Learning that incorporates real life experiences is not occurring enough and is undervalued when it does take place. | There is a growing recognition that new technologies must be adopted and used as an everyday part of classroom activities, but effecting this change is difficult. | A key challenge is the fundamental structure of the K-12 education establishment. | |
| 2010 | Digital media literacy continues its rise in importance as a key skill in every discipline and profession. | Students are different, but educational practice and the materials that support it are changing only slowly. | Many policy makers and educators believe that deep reform is needed, but at the same time, there is little agreement as to what a new model of education might look like. | A key challenge is the fundamental structure of the K-12 education establishment. | Many activities related to learning and education take place outside the walls of the classroom — but these experiences are often undervalued or unacknowledged. | |
| 2011 | Digital media literacy continues its rise in importance as a key skill in every discipline and profession. | Economic pressures and new models of education are presenting unprecedented competition to traditional models of schools. | The demand for personalized learning is not adequately supported by current technology or practices. | A key challenge is the fundamental structure of the K-12 education establishment — aka “the system.” | Many activities related to learning and education take place outside the walls of the classroom and thus are not part of our learning metrics. | |
| 2012 | Digital media literacy continues its rise in importance as a key skill in every discipline and profession, especially teaching. | K-12 must address the increased blending of formal and informal learning. | The demand for personalized learning is not adequately supported by current technology or practices. | Institutional barriers present formidable challenges to moving forward in a constructive way with emerging technologies. | Learning that incorporates real life experiences is not occurring enough and is undervalued when it does take place. | Many activities related to learning and education take place outside the walls of the classroom and thus are not part of traditional learning metrics. |
| 2013 | Ongoing professional development needs to be valued and integrated into the culture of the schools. | Too often it is education’s own practices that limit broader uptake of new technologies. | New models of education are bringing unprecedented competition to traditional models of schooling. | K-12 must address the increased blending of formal and informal learning. | The demand for personalized learning is not adequately supported by current technology or practices. | |
| | Challenges - S | Challenges - S | Challenges - D | Challenges - D | Challenges - W | Challenges - W |
| 2014 | Creating Authentic Learning Opportunities | Integrating Personalized Learning | Complex Thinking and Communication | Safety of Student Data | Competition from New Models of Education | Keeping Formal Education Relevant |
| 2015 | Creating Authentic Learning Opportunities | Integrating Technology in Teacher Education | Personalizing Learning | Rethinking the Roles of Teachers | Scaling Teaching Innovations | Teaching Complex Thinking |
| 2016 | Authentic Learning Experiences | Rethinking the Roles of Teachers | Advancing Digital Equity | Scaling Teaching Innovations | Achievement Gap | Personalizing Learning |

| | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | A key challenge is presented by the fundamental structures and practices of the K-12 education establishment ("the system"), which limit moving forward in a constructive way with emerging technologies. |
| 4 | There is a growing and important need for formal instruction in digital media literacies in every discipline and profession (esp. teaching) including information literacy, visual literacy, and technological literacy. |
| 4 | Many activities related to learning and education take place outside the walls of the classroom and thus are not part of traditional learning metrics, while learning that incorporates real life experiences is not occurring enough and is undervalued when it does take place. |
| 3 | The demand for personalized learning is not adequately supported by current technology or practices. |
| 2 | Students are different, but educational practice and the material that supports it is changing only slowly. |
| 2 | Economic pressures and new models of education are presenting unprecedented competition to traditional models of schools. |
| 2 | K-12 must address the increased blending of formal and informal learning. |
| 1 | There is a growing recognition that new technologies must be adopted and used as an everyday part of classroom activities, but effecting this change is difficult. |
| 1 | Many policy makers and educators believe that deep reform is needed, but at the same time, there is little agreement as to what a new model of education might look like. |
| 1 | Ongoing professional development needs to be valued and integrated into the culture of the schools. |
| | |
| SSS | Creating Authentic Learning Opportunities and Experiences |
| SDW | Integrating Personalized Learning |
| DW | Teaching Complex Thinking and Communication |
| DS | Rethinking the Roles of Teachers |
| WD | Scaling Teaching Innovations |
| S | Integrating Technology in Teacher Education |
| D | Safety of Student Data |
| D | Advancing Digital Equity |
| W | Competition from New Models of Education |
| W | Keeping Formal Education Relevant |
| W | Achievement Gap |

| | |
|------------------|-----------------------------------------------------------|
| Solvable | Creating Authentic Learning Opportunities and Experiences |
| Solvable | Rethinking the Roles of Teachers |
| Solvable | Integrating Technology in Teacher Education |
| Difficult | Scaling Teaching Innovations |
| Difficult | Safety of Student Data |
| Difficult | Advancing Digital Equity |
| Wicked | Integrating Personalized Learning |
| Wicked | Teaching Complex Thinking and Communication |
| Wicked | Competition from New Models of Education |
| Wicked | Keeping Formal Education Relevant |
| Wicked | Achievement Gap |

Six Metacategories (Horizon Report 2017 – Higher Education Edition)

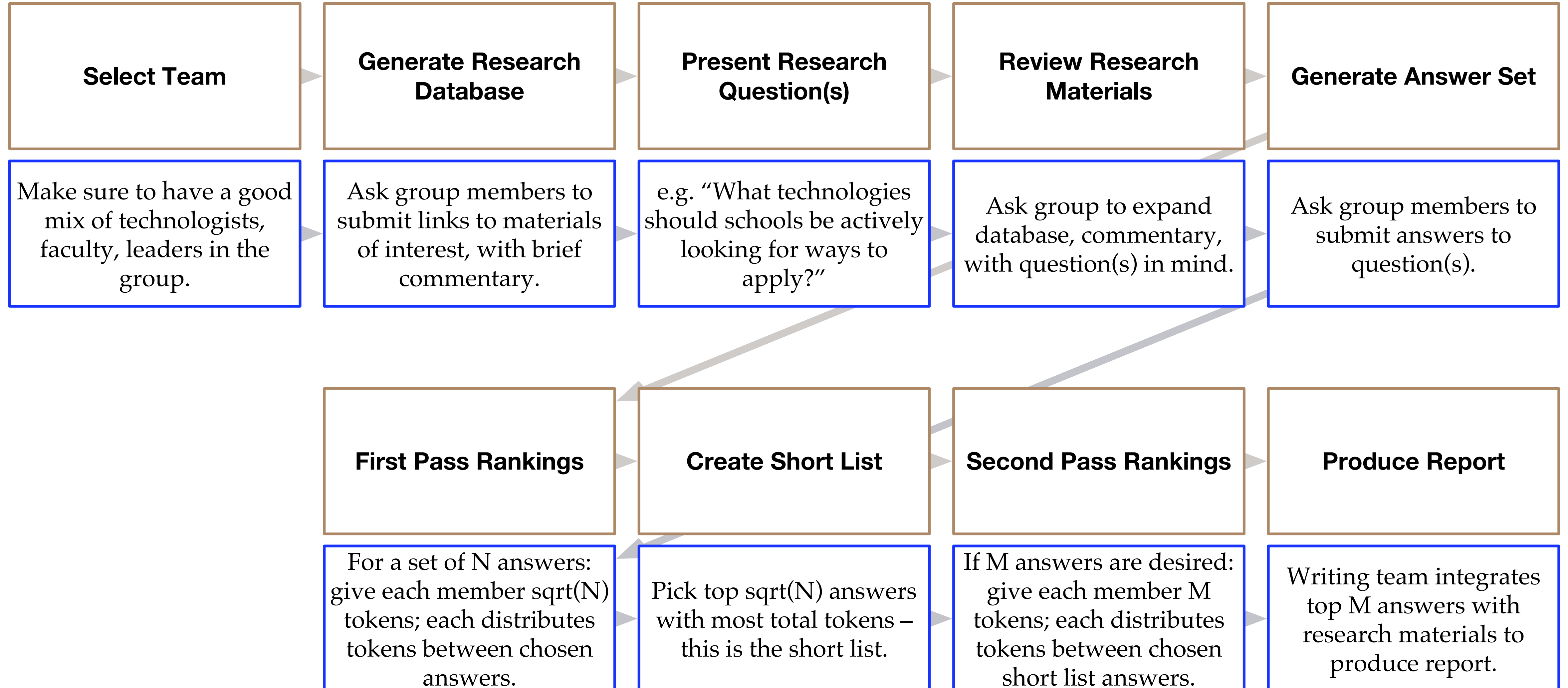
- Expanding Access and Convenience
- Spurring Innovation
- Fostering Authentic Learning
- Tracking and Evaluating Evidence
- Improving the Teaching Profession
- Spreading Digital Fluency

The Process

The Steps

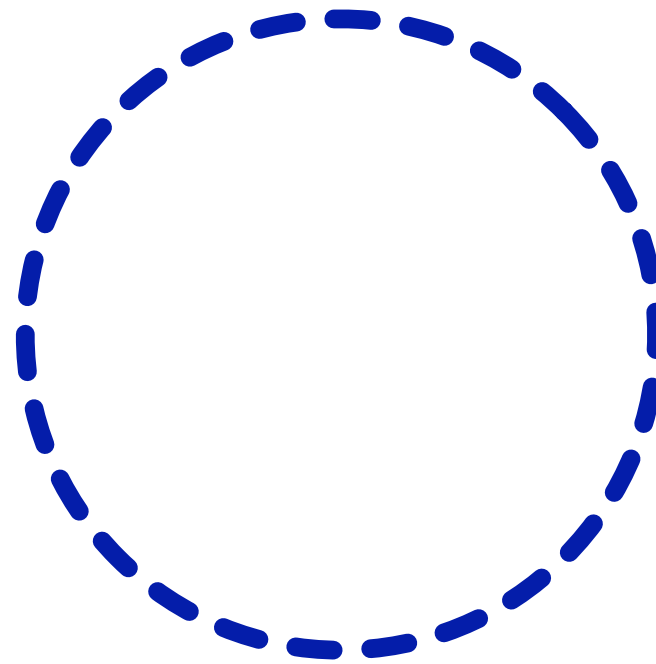


Adapting the Process

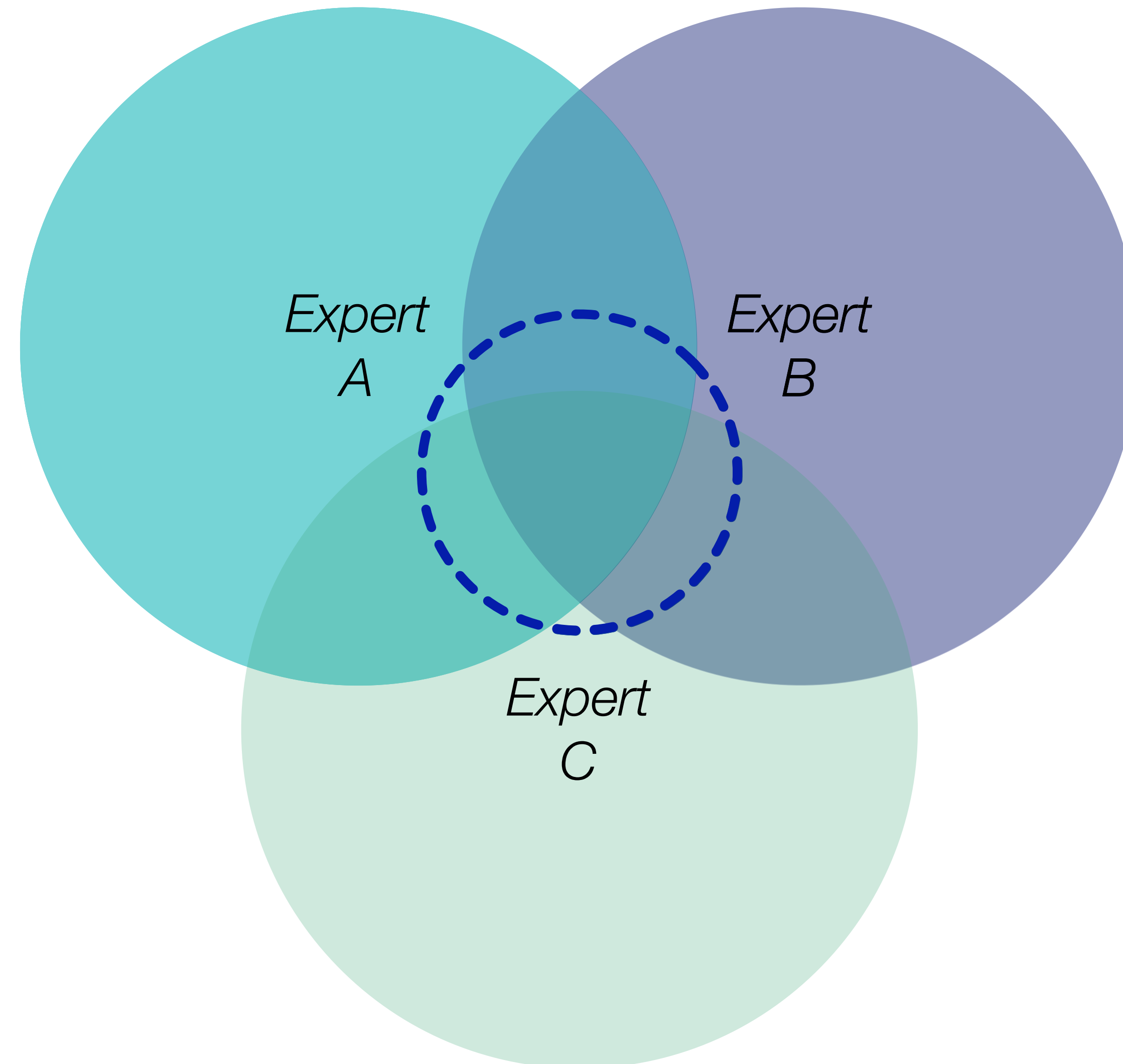


Informing Decision Making: the Delphi Method

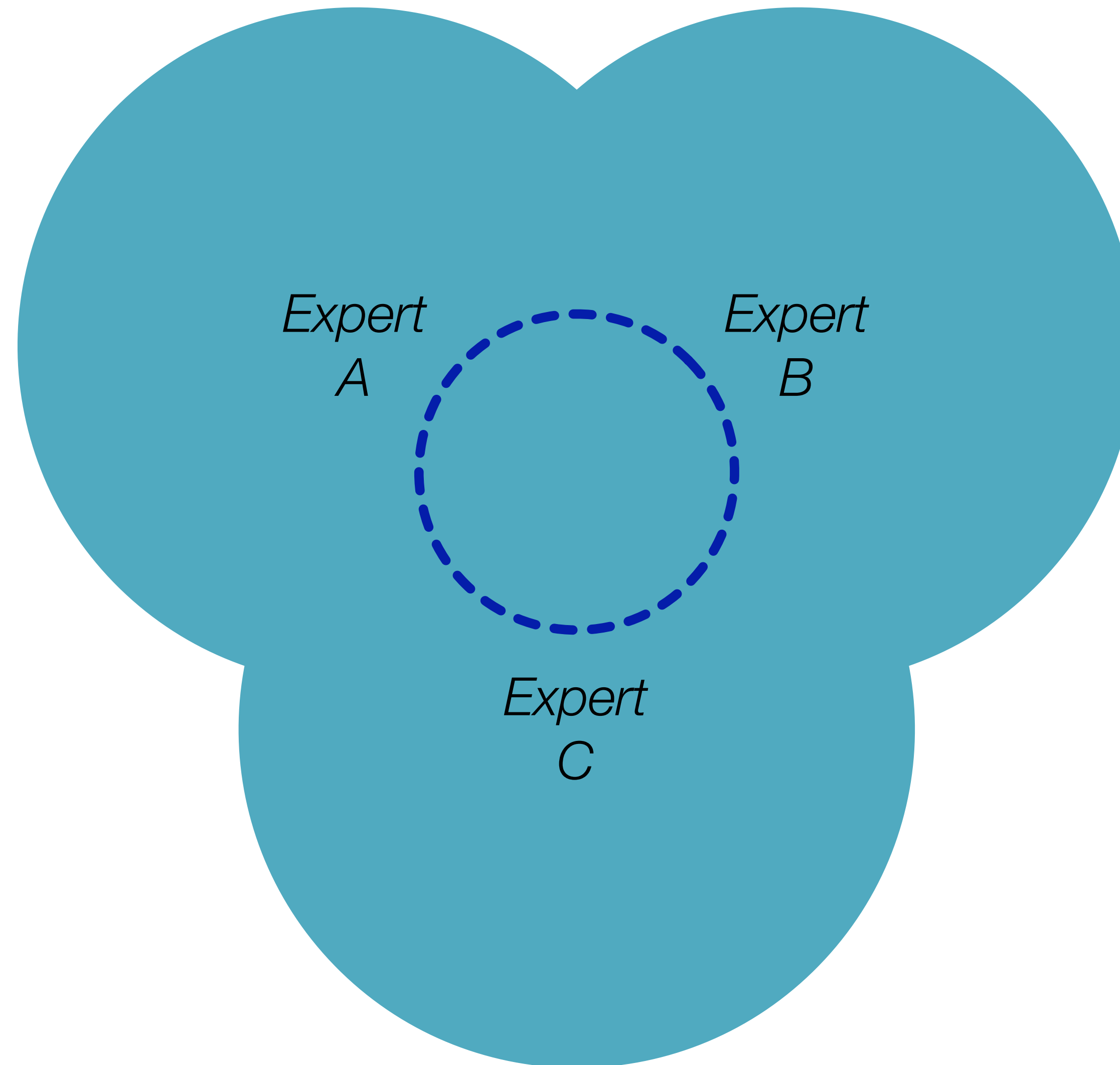
Wanted: the Relevant Information Space



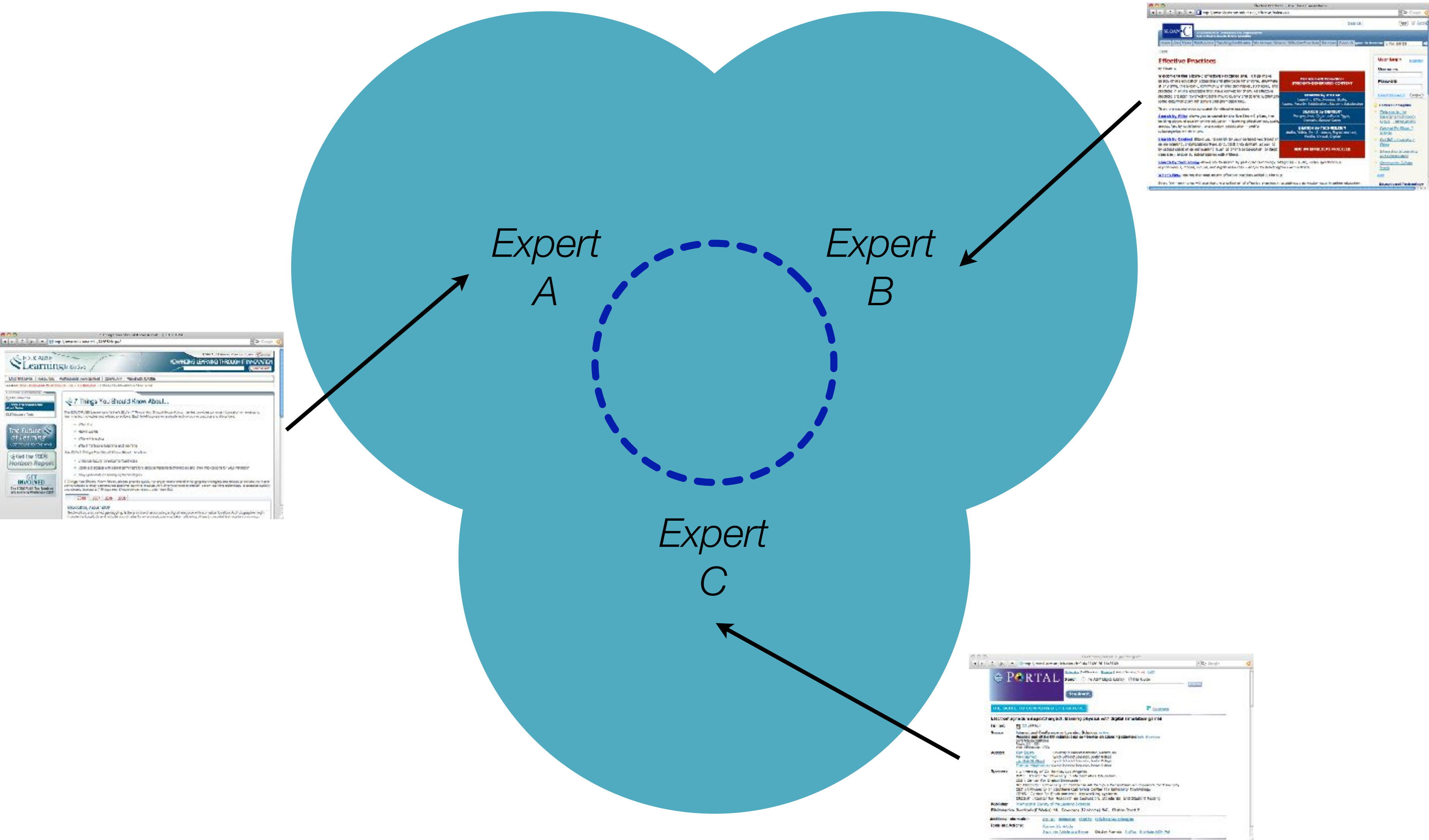
Stage 1: Bringing In the Experts



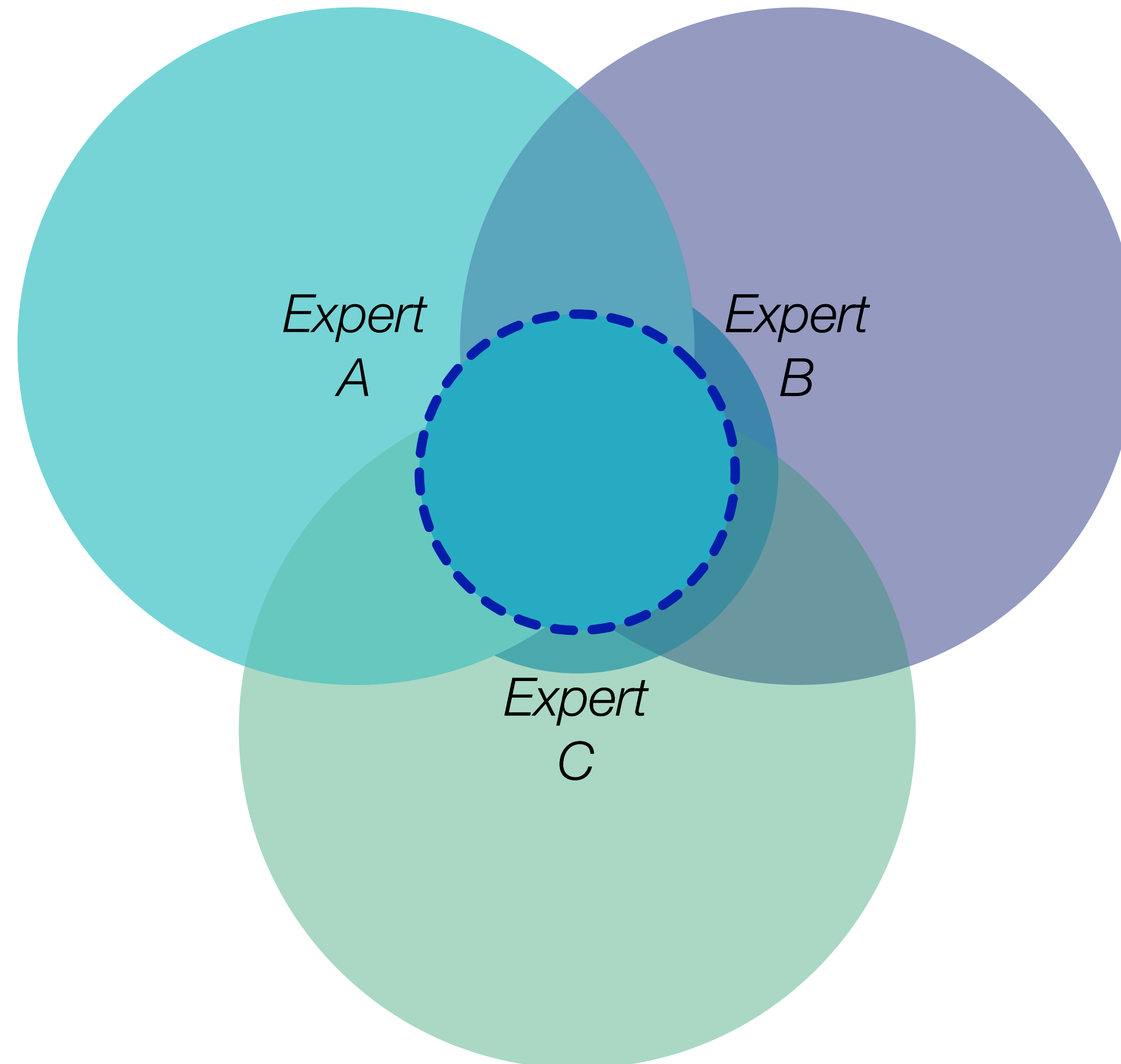
Stage 2: Aggregating the Replies



Stage 3: Informing the Process

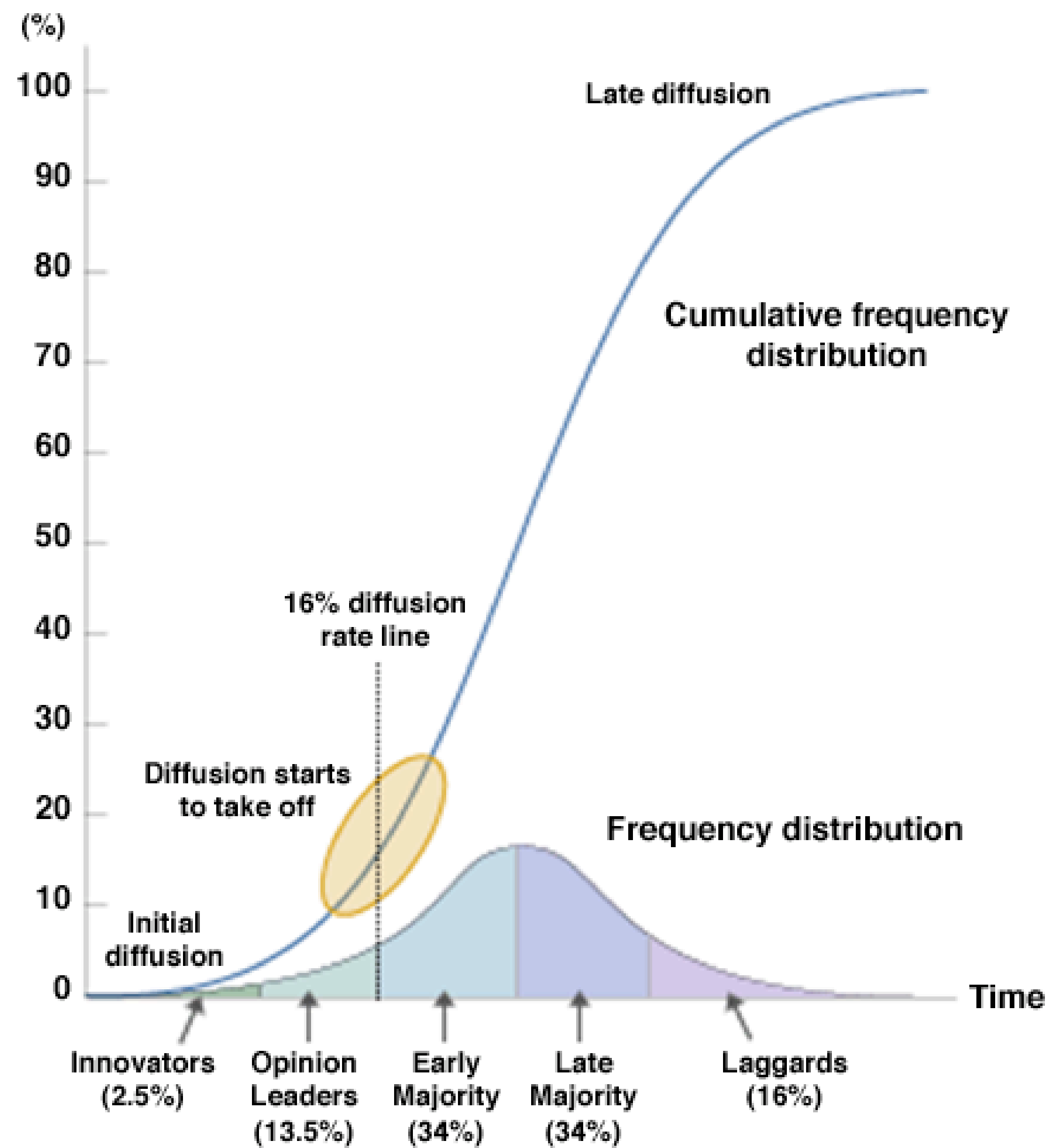


Stage 4: Selecting the Relevant Information Space



Things to Keep In Mind

- Change some, but not all, of your expert panel members each year:
 - Too much change leads to unstable recommendations, too little change leads to groupthink-like phenomena.
- Make sure you have a broad range of expertise and backgrounds in your expert panel:
 - Not everyone should be a technologist, or a teacher, or a student, or an administrator.
- Make sure your panel has innovators, opinion leaders, and early majority members (cf. Rogers) on it:
 - Panels that only feature innovators tend to produce recommendations that are not representative of the needs of the institution as a whole.



Bibliography

- **The Delphi Method:**

- Harold A. Linstone and Murray Turoff (Eds.) *The Delphi Method: Techniques and Applications*.

- **Diffusion of Innovations:**

- Everett M. Rogers. *Diffusion of Innovations, 5th Edition*. New York:Free Press, 2003.
- Geoffrey A. Moore. *Crossing the Chasm, Revised Edition*. New York:Harper Perennial, 1999.

Hippasus



Blog: <http://hippasus.com/blog/>

Email: rubenrp@hippasus.com

Twitter: @rubenrp

This work is licensed under a Creative Commons Attribution-Noncommercial-Share Alike 3.0 License.

