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Experience

Director of Education Policy Studies and Resident Scholar, American Enterprise Institute.
2002-present.

Executive Editor, *Education Next*. 2001-present.

Author of *Education Week's* "Rick Hess Straight Up" blog. 2010-present.

Research Associate, Harvard University Program on Education Policy and Governance. 1998-present.

Adjunct Lecturer, University of Pennsylvania Graduate School of Education. 2008-present.

Visiting Scholar, Rice University Jones Graduate School of Management. 2008-present.

Adjunct Professor, Georgetown University Public Policy Institute. 2005, 2009-present.

Adjunct Lecturer, Harvard University Graduate School of Education. 2007.

Assistant Professor of Education and Politics, University of Virginia. 1997-2002.

Series Editor of "New Frontiers in Education," Rowman & Littlefield. 2006-present.

Series Editor of "Educational Innovations," Harvard Education Press. 2008-present.

Series Coeditor of "Education Policy," Palgrave Macmillan. 2008-present.

Education

Harvard University, Ph.D. Government, Graduate School of Arts and Sciences, 1997.

Harvard University, M.A. Government, Graduate School of Arts and Sciences, 1994.

Harvard University, M.Ed. Teaching and Curriculum, Graduate School of Education, 1990.

Brandeis University, B.A. Political Science, *summa cum laude*, 1989.

Fellowships and Honors

Young Faculty Leaders Forum, 2002-06.

Hoover Institution Koret Task Force Young Scholar, 2002-03.

National Academy of Education/Spencer Postdoctoral Fellowship, 2000-02.

Mellon Foundation Dissertation Completion Fellowship, 1996-97.

Mellon Foundation Dissertation Research Fellowship, 1994-95.

National Science Foundation Graduate Student Fellowship, 1993-96.

Harvard University Schoen and Green Memorial Fellowship, 1992-93.

Ford Foundation Fellowship, 1988-89.

Books Authored

- F. Hess. 2010. *The Same Thing Over and Over: How School Reformers Get Stuck in Yesterday's Ideas*. Cambridge, MA: Harvard University Press.
- F. Hess. 2010. *Education Unbound: The Promise and Practice of Greenfield Schooling*. Alexandria, VA: ASCD.
- F. Hess and M. Petrilli. 2006. *No Child Left Behind*. New York: Peter Lang.
- F. Hess. 2006. *Tough Love for Schools: Essays on Competition, Accountability, and Excellence*. Washington DC: AEI.
- F. Hess. 2004. *Common Sense School Reform*. New York: Palgrave Macmillan.
- F. Hess. 2002. *Revolution at the Margins: The Impact of Competition on Urban School Systems*. Washington DC: Brookings Institution.
- F. Hess. 1999. *Bringing the Social Sciences Alive*. Boston: Allyn & Bacon.
- F. Hess. 1998. *Spinning Wheels: The Politics of Urban School Reform*. Washington DC: Brookings Institution.

Books Edited

- D. Campbell, M. Levinson, and F. Hess. (forthcoming). *Citizenship*.
- F. Hess and A. Kelly. (forthcoming). *What the Feds Can Do*. Cambridge, MA: Harvard Education Press.
- F. Hess and B. Manno. 2011. *Customized Schooling: Beyond Whole-School Reform*. Cambridge, MA: Harvard Education Press.
- F. Hess and E. Osberg, eds. 2010. *Stretching the School Dollar: How Schools and Districts Can Save Money While Serving Students Best*. Cambridge, MA: Harvard Education Press.
- M. Cullinane and F. Hess, eds. 2010. *What Next? The School of the Future*. Cambridge, MA: Harvard Education Press.
- R. Maranto, R. Redding, and F. Hess, eds. 2009. *The Politically Correct University: Problems, Scope, and Reforms*. Washington DC: AEI.
- F. Hess, ed. 2008. *The Future of Educational Entrepreneurship: Possibilities for School Reform*. Cambridge, MA: Harvard Education Press.
- F. Hess, ed. 2008. *When Research Matters: How Scholarship Influences Education Policy*. Cambridge, MA: Harvard Education Press.
- F. Hess and C. Finn, eds. 2007. *No Remedy Left Behind: Lessons from a Half-Decade of NCLB*. Washington DC: AEI.
- T. Loveless and F. Hess, eds. 2007. *Brookings Papers on Education Policy: 2006-2007*. Washington DC: Brookings Institution.
- F. Hess, ed. 2007. *Footing the Tuition Bill: The New Student Loan Sector*. Washington DC: AEI.
- F. Hess, ed. 2006. *Educational Entrepreneurship: Realities, Challenges, Opportunities*. Cambridge, MA: Harvard Education Press.
- F. Hess, ed. 2005. *With the Best of Intentions: How Philanthropy is Reshaping K-12*

- Education*. Cambridge, MA: Harvard Education Press.
- F. Hess, ed. 2005. *Urban School Reform: Lessons from San Diego*. Cambridge, MA: Harvard Education Press.
- F. Hess and C. Finn, eds. 2004. *Leaving No Child Behind? Options for Kids in Failing Schools*. New York: Palgrave Macmillan.
- F. Hess, A. Rotherham, and K. Walsh, eds. 2004. *A Qualified Teacher in Every Classroom: Appraising Old Answers and New Ideas*. Cambridge, MA: Harvard Education Press.
- R. Maranto, S. Milliman, F. Hess, and A. Gresham, eds. 1999. *School Choice in the Real World: Lessons from Arizona Charter Schools*. Boulder, CO: Westview.

Refereed Journal Articles

- F. Hess and J. Squire. 2010. "But the pension fund was just SITTING there...": The politics of teacher retirement plans. *Education Finance and Policy*, 5(4): 587-616.
- R. Maranto, S. Milliman, and F. Hess. 2010. How traditional public schools respond to competition: The mitigating role of organizational culture. *Journal of School Choice*, 4(2): 113-136.
- F. Hess. 2009. Revitalizing teacher education by revisiting our assumptions about teaching. *Journal of Teacher Education*, 60(5): 450-457.
- M. Higgins and F. Hess. 2009. Learning to succeed at scale. *Journal of School Choice*, 3(1): 8-24.
- F. Hess. 2008. Looking for leadership: Assessing the case for mayoral control of urban school systems. *American Journal of Education*, 114(3): 219-246.
- F. Hess. 2007. Accountability without angst? Public opinion and No Child Left Behind. *Harvard Educational Review*, 76(4): 587-610.
- F. Hess and A. Kelly. 2007. Learning to lead: What gets taught in principal preparation programs. *Teachers College Record*, 109(1).
- F. Hess. 2005. Accountability policy and scholarly research. *Educational Measurement: Issues and Practice*, 24(4): 53-57.
- F. Hess. 2005. The predictable, but unpredictably personal, politics of teacher licensure. *Journal of Teacher Education*, 56(3): 192-198.
- F. Hess and A. Kelly. 2005. An innovative look, a recalcitrant reality: The politics of principal preparation reform. *Educational Policy*, 19(1): 155-180.
- F. Hess and M. Petrilli. 2004. The politics of No Child Left Behind: Will the coalition hold? *Boston University Journal of Education*, 185(3): 13-25.
- D. Leal and F. Hess. 2004. Who chooses experience? Examining the use of veteran staff by House freshmen. *Polity*, 36(4): 651-664.
- K. Ferraiolo, F. Hess, R. Maranto, and S. Milliman. 2004. Teachers' attitudes and the success of school choice. *Policy Studies Journal*, 32(2): 209-224.
- F. Hess. 2004. Inclusive ambiguity: Multicultural conflict in an era of accountability. *Educational Policy*, 18(1): 95-115.
- D. Leal, F. Hess, and S. Ali. 2003. Contestation versus replacement? Republican party growth in Southern state legislative elections. *Politics and Policy*, 31(4): 648-670.

- F. Hess and D. Leal. 2003. Technocracies, bureaucracies, or responsive polities? Urban school systems and the politics of school violence prevention. *Social Science Quarterly*, 84(3): 526-542.
- F. Hess and A. Winkler. 2002. The passage of charter legislation in Virginia: The role of resistance, party, and regional tension. *Politics and Policy*, 30(4): 707-734.
- F. Hess, R. Maranto, S. Milliman, and K. Grammatico. 2002. In the storm's eye: How race, experience, and exposure shape Arizona teachers' attitudes toward school choice. *Teachers College Record*, 104(8): 1568-1590.
- F. Hess and P. McGuinn. 2002. Muffled by the din: The competitive noneffects of the Cleveland voucher program. *Teachers College Record*, 104(4): 727-764.
- F. Hess and P. McGuinn. 2002. Seeking the mantle of "opportunity": Presidential politics and the educational metaphor, 1964-2000. *Educational Policy*, 16(1): 72-95.
- F. Hess, R. Maranto, and S. Milliman. 2001. Little districts in big trouble: How four Arizona school systems responded to charter competition. *Teachers College Record*, 103(6): 1102-1124.
- F. Hess and D. Leal. 2001. A shrinking "digital divide"? The provision of classroom computers across urban school systems. *Social Science Quarterly*, 82(4): 765-778.
- F. Hess, R. Maranto, and S. Milliman. 2001. Coping with competition: The impact of charter schooling on public school outreach in Arizona. *Policy Studies Journal*, 29(3): 388-404.
- F. Hess and D. Leal. 2001. Quality, race, and the urban education marketplace. *Urban Affairs Review*, 37(2): 249-266.
- F. Hess and D. Leal. 2001. School quality, race, and class revisited: A reply to Saporito, Yancey, and Louis. *Urban Affairs Review*, 37(2): 277-281.
- F. Hess and D. Leal. 2001. The opportunity to engage: How race, class, and institutions structure access to educational deliberation. *Educational Policy*, 15(3): 474-490.
- F. Hess. 2001. "Whaddya mean you want to close my school?" The politics of regulatory accountability in charter schooling. *Education and Urban Society*, 33(2): 141-156.
- D. Leal and F. Hess. 2000. The politics of bilingual education expenditures in urban school districts. *Social Science Quarterly*, 81(4): 1064-1072. Also published as: politics of bilingual education expenditures in urban school districts. In D. Leal and K. Meier (eds.), *The Politics of Latino Education*. Teachers College Press: New York.
- F. Hess, R. Maranto, and S. Milliman. 2000. Resistance in the trenches: What shapes teachers' attitudes towards school choice? *Educational Policy*, 14(2): 195-213.
- F. Hess. 1999. A political explanation of policy selection: The case of urban school reform. *Policy Studies Journal*, 27(3): 459-473.
- F. Hess and D. Leal. 1999. Politics and sex-related programs in urban schooling. *Urban Affairs Review*, 35(1): 24-43.
- D. Leal and F. Hess. 1999. Survey bias on the front porch: Are all subjects interviewed equally? *American Politics Quarterly*, 27(4): 468-487.
- F. Hess. 1999. The state role in school reform: A local perspective. *Planning and Changing*, 30(1): 43-52.
- F. Hess and D. Leal. 1999. Computer-assisted learning in urban classrooms: The impact of politics, race, and class. *Urban Education*, 34(3): 370-388.
- F. Hess. 1998. Courting backlash: The risks of emphasizing input equity over school

- performance. *Virginia Journal of Social Policy and the Law*, 6(1): 11-46.
- F. Hess. 1998. Reconsidering the promise of systemwide innovation for urban districts. *Educational Forum*, 62(3): 249-257.
- F. Hess and D. Leal. 1997. Minority teachers, minority students, and college matriculation: A new look at the role-modeling hypothesis. *Policy Studies Journal*, 25(2): 235-248.

Book Chapters

- F. Hess and O. Meeks. Futures...HEP
- F. Hess and O. Meeks. Governance. Fordham
- F. Hess. NCLB under Bush. M. Levin. Brookings.
- C. Finn and F. Hess. 2012. Buyers of educational services must be wary if children and taxpayers are to benefit. In M. Young (ed.), *For-Profit Education*. Detroit, MI: Greenhaven Press.
- F. Hess. 2011. You say "expert," I say...not so much. In R. Elmore (ed.), *I Used to Think... and Now I Think*. Cambridge, MA: Harvard Education Press.
- F. Hess. 2011. Foot-dragging and overreaching: The story of federal teacher policy. In P.M. Earley, D.G. Imig, and N.M. Michelli (eds.), *Teacher Education Policy in the United States: Issues and Tensions in an Era of Evolving Expectations*. New York: Routledge.
- F. Hess. 2010. A market for knowledge? In A. Hargreaves, A. Lieberman, M. Fullan, and D. Hopkins (eds.), *Second International Handbook of Educational Change*. New York: Springer.
- F. Hess and O. Meeks. 2010. Sounding the alarm: A wake-up call with directions. In W. Kozak (ed.), *Refocus Wisconsin*. Milwaukee, WI: Wisconsin Policy Research Institute.
- F. Hess. 2009. The human capital challenge: Toward a 21st century teaching profession. In D. Goldhaber and J. Hannaway (eds.), *Creating a New Teaching Profession*. Washington DC: Urban Institute
- F. Hess and P. McGuinn. 2009. George W. Bush's education legacy: The two faces of No Child Left Behind. In R. Maranto, T. Lansford, and J. Johnson (eds.), *Judging Bush*. Stanford, CA: Stanford University.
- F. Hess and L. Fusarelli. 2009. School superintendents and the law: Cages of their own design? In J. Dunn and M. West (eds.), *From Schoolhouse to Courthouse: The Judiciary's Role in American Education*. Washington DC: Brookings Institution.
- F. Hess. 2009. A market for knowledge. In G. Sykes, B. Schneider, and D. Plank (eds.), *AERA Handbook of Education Policy Research*. New York: Routledge.
- F. Hess and J. Castle. 2008. Teacher pay and 21st-century school reform. In T. Good (ed.), *21st Century Education: A Reference Handbook*. Thousand Oaks, CA: Sage.
- F. Hess and B. Manno. 2008. Encouraging diverse suppliers. In R. Lake (ed.), *Hopes, Fears, & Reality: A Balanced Look at American Charter Schools in 2008*. Seattle, WA: Center on Reinventing Public Education.
- F. Hess and J. Fullerton. 2008. Balanced scorecards and management data. In M. Kanstoroom and E. Osberg (eds.), *A Byte at the Apple: Rethinking Education Data for the Post-NCLB Era*. Washington DC: Fordham Institute.
- F. Hess and R. Kendrick. 2008. No Child Left Behind: Trends and issues. In *The Book of the States: 2008 Edition*. Lexington, KY: Council of State Governments.

- F. Hess. 2008. Money, interest groups, and school board elections. In T. Alsbury (ed.), *Relevancy and Revelation: The Future of School Board Governance*. Lanham, MD: Rowman and Littlefield.
- F. Hess. 2008. Teacher education and the education of teachers. In M. Cochran-Smith, S. Feiman-Nemser, D. McIntyre, and K. Demers (eds.), *Handbook of Research on Teacher Education: Enduring Questions in Changing Contexts (3rd Edition)*. New York: Routledge.
- F. Hess. 2007. No Child Left Behind: Trends and issues. In *The Book of the States: 2007 Edition*. Lexington, KY: Council of State Governments.
- F. Hess. 2007. A market for knowledge? Competition in American education. In M. Landy, M. Levin, and M. Shapiro (eds.), *Competitive Markets: The Politics of Deregulatory Reform*. Washington DC: Brookings Institution.
- F. Hess. 2007. Adequacy judgments and school reform. In M. West and P. Peterson (eds.), *School Money Trials: The Legal Pursuit of Educational Adequacy*. Washington DC: Brookings Institution.
- F. Hess. 2006. No Child Left Behind: Trends and issues. In *The Book of the States: 2006 Edition*. Lexington, KY: Council of State Governments.
- F. Hess. 2006. The spinning wheels of urban school reform. In M. Kayes and R. Maranto (eds.), *A Guide to Charter Schools: Research and Practical Advice for Educators*. Lanham, MD: Rowman & Littlefield.
- F. Hess and A. Kelly. 2006. Scapegoat, albatross, or what? The status quo in teacher collective bargaining. In J. Hannaway and A. Rotherham (eds.), *Collective Bargaining in Education: Negotiating Change in Today's Schools*. Cambridge, MA: Harvard Education Press.
- F. Hess and T. Loveless. 2005. How school choice affects student achievement. In J. Betts and T. Loveless (eds.), *Getting Choice Right: Ensuring Equity and Efficiency in Education Policy*. Washington DC: Brookings Institution.
- D. Goldhaber, K. Guin, J. Henig, F. Hess, and J. Weiss. 2005. How school choice affects students who do not choose. In J. Betts and T. Loveless (eds.), *Getting Choice Right: Ensuring Equity and Efficiency in Education Policy*. Washington DC: Brookings Institution.
- P. McGuinn and F. Hess. 2005. Freedom from ignorance? The Great Society and the evolution of the Elementary and Secondary Education Act of 1965. In S. Milkis and J. Mileur (eds.), *The Great Society and the High Tide of Liberalism*. Amherst, MA: University of Massachusetts.
- F. Hess and D. Leal. 2005. School house politics: What the data say about expenditures, interests, and elections. In W. Howell (ed.), *Besieged: School Boards and the Future of Education Politics*. Washington DC: Brookings Institution.
- F. Hess and A. Kelly. 2005. Education and the 2004 Presidential election. In L. Sabato (ed.), *Get in the Booth! A Citizen's Guide to the 2004 Election*. New York: Pearson Education.
- F. Hess. 2004. Markets and urban schooling: What choice-driven competition is doing, and how to make it do more. In D. Salisbury and C. Lartigue (eds.), *Education Freedom and Urban America*. Washington DC: Cato Institute.
- F. Hess. 2003. Refining or retreating? High-stakes accountability in the states. In P. Peterson

- and M. West (eds.), *Taking Account of Accountability*. Washington DC: Brookings Institution.
- F. Hess. 2003. Breaking the mold: Charter schools, contract schools, and voucher plans. In W. Boyd and D. Miretzky (eds.), *American Educational Governance on Trial: Change and Challenges*. Chicago: National Society for the Study of Education.
- F. Hess and R. Maranto. 2002. Letting a thousand flowers (and weeds) bloom: The charter story in Arizona. In S. Vergari (ed.), *The Charter School Landscape: Politics, Policies, and Prospects*. Pittsburgh, PA: University of Pittsburgh.
- F. Hess. 2002. Reform, resistance,...retreat? The predictable politics of accountability in Virginia. In D. Ravitch (ed.), *Brookings Papers on Education Policy 2002*. Washington DC: Brookings Institution.
- F. Hess. 2001. Hints of the pick-axe: Competition and public schooling in Milwaukee. In P. Peterson and D. Campbell (eds.), *Charters, Vouchers, & Public Education*. Washington DC: Brookings Institution.
- F. Hess, R. Maranto, and S. Milliman. 2001. Responding to competition: School leaders and school culture. In P. Peterson and D. Campbell (eds.), *Charters, Vouchers, & Public Education*. Washington DC: Brookings Institution.
- F. Hess and F. Brigham. 2001. How federal special education policy affects schooling in Virginia. In C. Finn, Jr., A. Rotherham, and C. Hokanson, Jr. (eds.), *Rethinking Special Education for a New Century*. Washington DC: Thomas B. Fordham Foundation and Progressive Policy Institute.
- D. Leal and F. Hess. 2000. The effect of party on issue emphasis in the 1994 House elections. In D. Brady, J. Cogan, and M. Fiorina (eds.), *Change and Continuity in House Elections*. Stanford, CA: Stanford University.
- F. Hess. 1998. Policy churn and the plight of urban school reform. In P. Peterson and B. Hassel (eds.), *Learning From School Choice*. Washington DC: Brookings Institution.

Popular Journal/Magazine Articles

- F. Hess. 2011. How to steer the tough budget road ahead. *Phi Delta Kappan*, 93(3): 57-61.
- F. Hess. 2011. Excellence for all. *National Review*, 63(20): 48-50.
- F. Hess. 2011. Our achievement-gap mania. *National Affairs*, 9: 113-129.
- F. Hess and O. Meeks. 2011. School boards in the accountability era. *American School Board Journal*, 198(3): 25-27.
- M. Higgins, F. Hess, J. Weiner, and W. Robinson. 2011. Creating a corps of change agents. *Education Next*, 11(3): 15-21.
- F. Hess, M. Petrilli, and M. West. 2011. Pyrrhic victories? *Education Next*, 11(2): 58-65.
- F. Hess. 2010. Spend money like it matters. *Educational Leadership*, 68(4): 51-54.
- F. Hess and O. Meeks. 2010. Unbundling schools. *Phi Delta Kappan*, 92(3): 41-42.
- J. Henig and F. Hess. 2010. The declining significance of space and geography, *Phi Delta Kappan*, 92(3): 57-61.
- F. Hess. 2010. Creating an engine for educational innovation. *NSSEA Essentials*, 70(4): 8-9.
- F. Hess. 2010. Does school choice “work”? *National Affairs*, 5: 35-53.
- F. Hess. 2010. Beyond school choice. *National Review*, 62(19): 41-42.

- F. Hess. 2010. Fueling the engine. *Education Next*, 10(3): 30-37.
- F. Hess. 2010. Stroll to the top. *National Review*, 62(8): 26-27.
- F. Hess. 2010. Weighing the case for school boards: Today and tomorrow. *Phi Delta Kappan*, 91(6): 15-19.
- F. Hess. 2010. The transformative promise of “greenfield” schooling. *Phi Delta Kappan*, 91(5): 49-53.
- F. Hess and J. Squire. 2009. The false promise of public pensions. *Policy Review*, 158: 75-85.
- F. Hess. 2009. Cages of their own design. *Educational Leadership*, 67(2): 28-33.
- F. Hess. 2009. How to get the teachers we want. *Education Next*, 9(3): 35-39.
- F. Hess and J. Fullerton. 2009. The numbers we need. *Phi Delta Kappan*, 90(9): 665-669.
- F. Hess and M. Petrilli. 2009. Wrong turn on school reform. *Policy Review*, 153: 55-68.
- F. Hess. 2009. Boost teacher quality. *National Review*, 61(2): 23.
- F. Hess. 2008. When education research matters. *Society*, 45(6): 534-539.
- F. Hess. 2008. The new stupid. *Educational Leadership*, 66(4):12-17. Also published as:
2009. The new stupid. In *The Best of Educational Leadership 2008-2009*. Alexandria, VA: ASCD.
- F. Hess. 2008. The supply side of school reform. *Phi Delta Kappan*, 90(3): 211-217.
- F. Hess and T. Gift. 2008. The turnaround. *American School Board Journal*, 195(11): 31-32.
- F. Hess. 2008. After Milwaukee. *The American*, 2(5): 50-56.
- F. Hess and J. Squire. 2008. From research to policy. *American School Board Journal*, 195(8): 39-41.
- P. Peterson and F. Hess. 2008. Few states set world-class standards. *Education Next*, 8(3): 70-73.
- F. Hess. 2008. Making sense of the P-16 push. *Phi Delta Kappan*, 89(7): 511-514.
- F. Hess. 2008. The politics of knowledge. *Phi Delta Kappan*, 89(5): 354-356.
- F. Hess. 2007. The case for educational entrepreneurship. *Phi Delta Kappan*, 89(1): 21-30.
- F. Hess and C. Finn. 2007. Crash course. *Education Next*, 7(4): 40-45.
- F. Hess and C. Finn. 2007. The remedies of No Child Left Behind. *Policy Review*, 144: 45-58.
- F. Hess. 2007. How business can fix K-12 education. *The American*, 1(5): 78-85.
- F. Hess and C. Finn. 2007. What innovators can, and cannot, do. *Education Next*, 7(2): 48-56.
- F. Hess and A. Rotherham. 2007. NCLB and the competitiveness agenda: Happy collaboration or a collision course? *Phi Delta Kappan*, 88(5): 344-352.
- F. Hess. 2006. Outside-in versus inside-out: The case for pursuing school reform from the outside-in. *School Business Affairs*, 72(7): 13-15.
- F. Hess. 2006. When unaccountable courts meet dysfunctional schools. *The American Enterprise*, 17(6): 23-25.
- P. Peterson and F. Hess. 2006. Keeping an eye on state standards. *Education Next*, 6(3): 28-29.
- F. Hess and M. West. 2006. Strike phobia. *Education Next*, 6(3): 38-48.
- F. Hess. 2006. Looking beyond the schoolhouse door. *Phi Delta Kappan*. 87(7): 513-515.
- F. Hess. 2005. Reform at the table. *American School Board Journal*, 192(11): 32-35.
- F. Hess. 2005. Inside the gift horse’s mouth: Philanthropy and school reform. *Phi Delta Kappan*. 87(2): 131-137.

- F. Hess. 2005. Facing a messy reality. *Phi Delta Kappan*, 87(1): 47.
- F. Hess and A. Kelly. 2005. Ready to lead? *American School Board Journal*, 192(7): 22-25.
- P. Peterson and F. Hess. 2005. Johnny can read...in some states. *Education Next*, 5(3): 52-53.
- F. Hess and A. Kelly. 2005. The accidental principal. *Education Next*, 5(3): 35-40.
- F. Hess. 2005. Rethinking America's schools: Frederick M. Hess responds. *Philanthropy*, 19(2): 23-24.
- F. Hess. 2004. Re-tooling K-12 giving. *Philanthropy*, 18(5): 27-33.
- F. Hess. 2004. The limits of money. *National Review*, 56(19): 46-48.
- C. Finn and F. Hess. 2004. On leaving no child behind. *The Public Interest*, 157: 35-56.
- F. Hess and C. Finn. 2004. Inflating the life rafts of NCLB: Making public school choice and supplemental services work for students in troubled schools. *Phi Delta Kappan*, 86(1): 34-38. Also published as: 2005. Inflating the life rafts of NCLB. In F. Parkay, E. Anctil, and G. Hass (eds.), *Curriculum Planning: A Contemporary Approach*, 8th Edition. Boston: Allyn & Bacon.
- F. Hess. 2004. Technical difficulties. *Education Next*, 4(4): 15-19.
- F. Hess. 2004. The political challenge of charter school regulation. *Phi Delta Kappan*, 85(7): 508-512.
- F. Hess. 2004. Common sense school reform. *American Experiment Quarterly*, 7(1): 16-44.
- F. Hess. 2004. Reforming reform. *Ed.: Magazine of the Harvard Graduate School of Education*, 48(1): 13-17.
- F. Hess. 2004. Treating principals like leaders. *American School Board Journal*, 191(5): 32-35.
- F. Hess. 2004. Vouchers without competition. *Weekly Standard*, May 10: 19-20.
- F. Hess. 2004. Teacher quality, teacher pay. *Policy Review*, 124: 15-28. Also published as: 2005. Teacher quality, teacher pay. In L. Solmon, K. Agam, and T. Schiff (eds.), *Improving Student Achievement: Reforms That Work*. Greenwich, CT: Information Age Publishing.
- F. Hess. 2004. Different strokes for different folks. *School Administrator*, 61(3): 8.
- F. Hess. 2004. What is a "public school"? Principles for a new century. *Phi Delta Kappan*, 85(6): 433-439. Also published as: 2006. What is a "public school"? Principles for a new century. In A. Ornstein, E. Pajak, and S. Ornstein (eds.), *Contemporary Issues in Curriculum*, 4th Edition. Boston: Allyn & Bacon. Also published as: 2006. What is a "public school"? Principles for a new century. In J. Noll (ed.), *Taking Sides: Clashing Views on Educational Issues 14*. New York: McGraw-Hill.
- F. Hess. 2004. Debating principles for public schooling in a new century. *Phi Delta Kappan*, 85(6): 451-454.
- F. Hess. 2003. The case for being mean. *Educational Leadership*, 61(3): 22-26.
- F. Hess. 2003. Weighing teacher-preparation programs. *Trusteeship*, 11(5): 34-35.
- F. Hess. 2003. Blue ribbon blues? *Scholastic Administrator*, 3(1): 54-56.
- F. Hess. 2003. The "critical mass" mess. *The American Enterprise*, October/November: 10-11.
- F. Hess. 2003. Lifting the barrier. *Education Next*, 3(4): 12-19. Also published as: 2004. A license to lead? In T. Lasley (ed.), *Better Leaders for America's Schools: Perspectives on the Manifesto*. Columbia, MO: University Council for Educational Administration.

- Also published as: 2006. We need new types of administrators. In P. Peterson (ed.), *Choice and Competition in American Education*. New York: Rowman & Littlefield.
- F. Hess. 2003. Public schools and the public interest. *School Administrator*, 60(8): 28-31.
- F. Hess. 2003. "Trust us," they explained: Racial distrust and school reform. *American Experiment Quarterly*, 6(1): 27-41.
- F. Hess. 2003. The voice of the people. *American School Board Journal*, 190(4): 36-39.
- F. Hess. 2003. School vouchers and suburbanites. *The American Enterprise*, April/May: 34-35.
- S. Vergari and F. Hess. 2002. The accreditation game. *Education Next*, 2(3): 48-57.
- F. Hess. 2002. Tear down this wall: The case for a radical overhaul of teacher certification. *Educational Horizons*, 80(4): 169-183.
- F. Hess. 2002. A modest proposal: The case for radically overhauling teacher licensure. *American School Board Journal*, 189(4): 28-29.
- F. Hess. 2002. Break the link. *Education Next*, 2(1): 22-28. Also published as: 2006. Regulations: Do more harm than good. In P. Peterson (ed.), *Choice and Competition in American Education*. New York: Rowman & Littlefield.
- F. Hess. 2001. The priest and the pit bull. *School Administrator*, 58(10): 36-39.
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- Morgridge Foundation. 2011. \$90,000. Reform and innovation in Colorado (PI).
- Joyce Foundation. 2011-12. \$200,000. The human capital challenge (PI).
- Friedman Foundation. 2011. \$15,000. The role of for-profit provision in education (PI).

Templeton Foundation. 2011. \$160,000. The role of for-profit provision in education (PI).

Walton Family Foundation. 2011. \$185,000. Community engagement and school reform (PI).

Bechtel Foundation. 2010-11. \$230,000. Citizenship and schooling (co-PI).

Koret Foundation. 2010-11. \$50,000. Citizenship and schooling (co-PI).

Hume Foundation. 2010-11. \$50,000. The role of for-profit provision in education (PI).

Spencer Foundation. 2010-11. \$80,000. What Uncle Sam has learned about his role in K-12 education (PI).

Bodman Foundation. 2010-11. \$50,000. Future of American K-12 education project (PI).

Kauffman Foundation. 2010-11. \$100,000. The role of for-profit provision in education (PI).

Bechtel Foundation. 2010. \$100,000. High school social studies and citizenship (co-PI).

Smith Richardson Foundation. 2010. \$75,000. Tightening up Title I (co-PI).

Spencer Foundation. 2010. \$25,640. What Uncle Sam can and can't do (PI).

Smith Richardson Foundation, 2009-10. \$150,000. Higher education accountability (PI).

Bradley Foundation. 2009. \$25,000. Future of American K-12 education project (PI).

Annie Casey Foundation. 2009. \$50,000. Demand-side of schooling (PI).

Bill and Melinda Gates Foundation. 2009-11. \$2,150,000. Rethinking K-12 and higher education delivery (PI).

Broad Foundation. 2008. \$15,000. General support (PI).

Bradley Foundation. 2008. \$25,000. Working group for the future of American education (PI).

Annie Casey Foundation. 2007-08. \$17,000. Planning grant: Demand-side of schooling (PI).

Bill and Melinda Gates Foundation. 2007-08. \$500,000. Rethinking K-12 educational delivery (PI).

Spencer Foundation. 2007. \$50,000. How and why research influences education policy (PI).

Smith Richardson Foundation. 2006-07. \$161,000. Emancipating education (PI).

Kauffman Foundation. 2006-07. \$350,000. Educational entrepreneurship: Making it work. (PI).

Bradley Foundation. 2006. \$20,000. Entrepreneurship and the human capital pipeline. (PI).

Pew Charitable Trusts. 2006. \$30,000. The "nontraditional" loan sector and college access. (PI).

Reynolds Foundation. 2005-07. \$330,000. The "nontraditional" loan sector. (PI).

Sallie Mae Foundation. 2005-06. \$25,000. Examining the market for student loans (PI).

Koret Foundation. 2005-07. \$50,000. Remedy provisions of No Child Left Behind (co-PI).

National Research Initiative. 2005-07. \$145,000. Remedy provisions of No Child Left Behind (co-PI).

Kauffman Foundation. 2004-05. \$196,000. Educational entrepreneurship (PI).

Searle Family Foundation. 2004-05. \$150,000. Philanthropy in k-12 education (PI).

Atlantic Philanthropies. 2004. \$100,000. Review of San Diego's reform agenda (PI).

Broad Foundation. 2004. \$60,000. Review of San Diego's reform agenda (PI).

Walton Family Foundation. 2004. \$80,000. Review of San Diego's reform agenda (PI).

New American Schools. 2004. \$25,000. Review of San Diego's reform agenda (PI).

Thomas B. Fordham Foundation. 2004. \$10,000. Review of San Diego's reform agenda (PI).

Koret Foundation. 2004. \$27,600. No Child Left Behind Act's public choice and supplemental services provisions (co-PI).

Smith Richardson Foundation. 2003-04. \$80,000. No Child Left Behind Act's public choice

and supplemental services provisions (co-PI).
 Walton Family Foundation. 2003-04. \$105,000. No Child Left Behind Act's public choice and supplemental services provisions (co-PI).
 Annie Casey Foundation. 2002-04. \$50,000. No Child Left Behind Act's public choice and supplemental services provisions (co-PI).
 National Research Initiative. 2002-03. \$150,000. Teacher certification and induction (PI).
 NAE/Spencer Collaborative Project. 2002. \$5,600. Teacher certification and induction (co-PI).
 Olin Foundation. 2001-04. \$20,000. Administrator preparation (PI).
 University of Virginia. 2001. \$3,500. Develop national study of school boards (PI).
 Olin Foundation. 1999-2001. \$19,000. Effects of competition on urban schooling (PI).
 WKBJ Foundation. 1999. \$2,000. Effects of competition on urban schooling (PI).
 Bradley Foundation. 1998-2000. \$40,000. Effects of choice programs on urban school systems (PI).
 Harvard University, Program on Education Policy and Governance. 1998-1999. \$3,500. How voucher programs affect supply and demand in urban education markets (PI).
 Bodman Foundation. 1997-98. \$50,000. Effects of charter schools in Arizona (co-PI).
 National Science Foundation. 1995-96. \$7,500 Dissertation Improvement Grant for research on the politics of urban school reform (PI).

Major Conferences Organized

Civics 2.0; Citizenship Education for a New Generation. American Enterprise Institute. Washington DC. October 20, 2011. (In collaboration with Meira Levinson and David Campbell).

Carrots, Sticks, and the Bully Pulpit: Sobering Lessons from a Half Century of Federal Efforts to Improve America's Schools. American Enterprise Institute. Washington DC. May 23, 2011.

Tightening Up Title I. Center for American Progress. Washington DC. March 11, 2011. (In collaboration with Cindy Brown and Raegen Miller).

A Penny Saved: How Schools and Districts Can Tighten Their Belts While Serving Students Better. American Enterprise Institute/Mayflower Hotel. Washington DC. January 11, 2010. (In collaboration with Eric Osberg).

More Than Just Schools: Rethinking the Demand for Educational Entrepreneurship. American Enterprise Institute. Washington DC. December 7, 2009. (In collaboration with Bruno Manno).

The School of the Future: How to Help Technology Really Improve Schooling. American Enterprise Institute. Washington DC. May 28, 2009. (In collaboration with Mary Cullinane).

From *Brown* to "Bong Hits": Assessing a Half Century of Judicial Involvement in Education. American Enterprise Institute. Washington DC. October 15, 2008. (In collaboration with Marty West and Josh Dunn).

Turning Around the Nation's Worst Schools. American Enterprise Institute. Washington DC. March 11, 2008. (In collaboration with Bill Guenther).

The Politically Correct University. American Enterprise Institute. Washington DC. November 14, 2007. (In collaboration with Robert Maranto and Richard Redding).

The Supply Side of School Reform. American Enterprise Institute. Washington DC. October 25-26, 2007.

The Politics of Knowledge: School Reform and Research. American Enterprise Institute. Washington DC. May 21-22, 2007.

No Child Left Behind's Remedy Provisions: Lessons from the First Five Years. American Enterprise Institute. Washington DC. November 30-December 1, 2006. (In collaboration with Chester Finn).

Financing Higher Education: The Student Loan Industry. American Enterprise Institute. Washington DC. September 25-26, 2006.

Class Size and School Size: What Does the Research Say? Brookings Institution. Washington DC. May 22-23, 2006. (In collaboration with Tom Loveless).

Educational Entrepreneurship: What, Why, and How? American Enterprise Institute. Washington DC. November 14-15, 2005.

With the Best of Intentions: Philanthropy in K-12 Education. American Enterprise Institute. Washington DC. April 25-26, 2005.

The San Diego Review: Lessons Learned from Six Years of School Reform. San Diego City Schools. San Diego, CA. September 27-28, 2004.

Leaving No Child Behind? Options for Kids in Failing Schools. American Enterprise Institute. Washington DC. January 15-16, 2004. (In collaboration with Chester Finn).

A Qualified Teacher in Every Classroom: Appraising Old Answers and New Ideas. American Enterprise Institute. Washington DC. October 23-24, 2003. (In collaboration with Andrew Rotherham and Kate Walsh).

Private Retreats Organized

TFA working group.

Mondo working group.

Working Group. October.

Working Group on Colorado School Reform. University of Denver. Denver, CO. November, 1-2, 2011.

Emerging Educational Policy Scholars. Thomas B. Fordham Foundation. Washington, DC. July 28-29, 2011. (In conjunction with the Fordham Foundation).

Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. June 2-3, 2011.

Citizenship Education and Charter Schooling. San Francisco, CA. May 19, 2011.

Free Enterprise and Public Education. American Enterprise Institute. Washington, DC. February 28-March 1, 2011.

Emerging Educational Policy Scholars. Thomas B. Fordham Foundation. Washington, DC. February 7-8, 2010. (In conjunction with the Fordham Foundation).

Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. November 1-2, 2010.

Title I: Time for a Rethink. American Enterprise Institute. Washington, DC. September 17, 2010. (In conjunction with the Center for American Progress).

Emerging Educational Policy Scholars. American Enterprise Institute. Washington, DC. July 17-18, 2010. (In conjunction with the Thomas B. Fordham Foundation).

- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. May 24-25, 2010.
- Carrots, Sticks, and the Bully Pulpit: What Uncle Sam Can and Can't Do in K-12 Schooling. American Enterprise Institute. Washington, DC. May 18, 2010.
- Working Group on the Future of American Higher Education. American Enterprise Institute. Washington, DC. May 10-11, 2010. (In collaboration with Andrew Kelly, Mark Schneider, and Kevin Carey).
- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. November 2-3, 2009.
- Working Group on the Future of American Higher Education. American Enterprise Institute. Washington, DC. September 17-18, 2009. (In collaboration with Mark Schneider and Kevin Carey).
- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. May 29, 2009.
- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. October 29, 2008.
- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. May 29, 2008.
- Working Group on the Future of American K-12 Education. American Enterprise Institute. Washington, DC. December 8, 2007.
- What Questions Aren't Getting Asked in Higher Education. Boar's Head Inn. Charlottesville, VA. November 2-3, 2006.
- Entrepreneurs in Education: Growing the Human Capital Pipeline. American Enterprise Institute. Washington DC. October 12-13, 2006.

Selected Conference Presentations (2003-11)

- F. Hess. 2011. Foot-dragging and overreaching: The story of federal teacher policy. Annual meeting of the American Educational Research Association. New Orleans, LA. April 8.
- F. Hess and J. Squire. 2009. The politics of teacher retirement plans. Rethinking Teacher Retirement Benefit Systems. Nashville, TN. February 19.
- F. Hess and L. Fusarelli. 2008. Cages of their own design? Superintendents and the law. From *Brown* to "Bong Hits": Assessing a Half-Century of Judicial Involvement in Education at AEI. Washington DC. October 15.
- F. Hess. 2008. Why LBJ is smiling: The Bush administration and No Child Left Behind. Conference on Parties and Policy Choice at Brandeis University. Waltham, MA. May 23.
- F. Hess. 2007. School board democratic effectiveness. Conference on School Board Research. Des Moines, IA. September 14.
- F. Hess. 2007. Educational entrepreneurship. Annual meeting of the California Charter School Association. San Diego, CA. March 28.
- F. Hess. 2006. Stimulant or salve? The politics of adequacy implementation. Annual meeting of the American Political Science Association. Philadelphia, PA. September 1.
- F. Hess. 2005. Stimulant or salve? The politics of adequacy implementation. Conference on Adequacy Lawsuits at the JFK School of Government. Cambridge, MA. October 13-14.

- F. Hess, R. Maranto, and S. Milliman. 2005. How public schools respond to competition: The mitigating role of organizational culture. Annual meeting of the American Political Science Association. Washington DC. September 1-4.
- F. Hess. 2005. Two approaches to licensure reform: Reflections on teacher licensure and research on principal preparation. Annual meeting of the National Association of State Directors of Teacher Certification and Education. San Antonio, TX. June 5.
- F. Hess and A. Kelly. 2005. Scapegoat, albatross, or what? The status quo in teacher collective bargaining. Conference on Collective Bargaining at the Urban Institute. Washington DC. May 16.
- F. Hess and A. Kelly. 2005. Politics of administrator preparation and development: The quality controversy. Annual meeting of the American Educational Research Association. Montreal, Canada. April 11-15.
- F. Hess and C. Finn. 2004. Assessing the public school choice and supplemental service provisions of NCLB. Annual meeting of the American Educational Research Association. San Diego, CA. April 12-16.
- F. Hess. 2004. Inclusive ambiguity: Multicultural conflict in an era of accountability. Annual meeting of the American Educational Research Association. San Diego, CA. April 12-16.
- F. Hess and T. Loveless. 2003. Peering into the black box: What evidence on participants in school choice tells us about the large-scale effects of reform. Annual meeting of the Association for Public Policy Analysis and Management. Washington DC. November 6-8.
- F. Hess and D. Leal. 2003. School house politics: Expenditures, interests, and competition in school board elections. Conference on School Boards at the JFK School of Government. Cambridge, MA. October 16-17.
- F. Hess. 2003. Breaking the mold: Charter schools, contract schools, and voucher plans. Annual meeting of the American Educational Research Association. Chicago, IL. April 21-25.
- F. Hess and T. Loveless. 2003. Peering into the black box: What evidence on participation on school choice tells us about the large-scale effects of reform. Annual meeting of the American Educational Research Association. Chicago, IL. April 21-25.

Selected Talks (2001-11)

- KnowledgeWorks Conference on "More for Their Money." 2011. "Stretching the school dollar." Columbus, OH. November 9.
- New York State School Boards Association. 2011. "Bold leadership for tough times." Buffalo, NY. October 28.
- Donnell Kay Foundation. 2011. "How not to do the same thing over and over." Denver, CO. September 9.
- National School Boards Association State Association Executive Directors' Summer Institute. 2011. "School boards in the eye of reform." Key West, FL. August 1.
- University of Virginia Turnaround Institute. 2011. "Education unbound." Charlottesville, VA. July 26.
- Rice University. 2011. "Education unbound." Houston, TX. July 19.

Association of School Business Officers. 2011. "Stretching the school dollar." Washington DC. July 14.

Education Commission of the States. 2011. "Hess's hot button educational issues." Denver, CO. July 8.

Ascend Performance Institute. 2011. "Education unbound." Cincinnati, OH. June 14.

Kauffman Foundation. 2011. "Today's context for educational entrepreneurship." Kansas City, MO. June 7.

Rhode Island School Superintendents Association. 2011. "Unleashing innovation: Doing more with less." Providence, RI. May 13.

National Charter Schools Institute. 2011. "An evening with Frederick Hess: Ideas equal to our ambitions." Detroit, MI. May 11.

Jacksonville Public Education Fund. 2011. "Value-added systems and the teacher quality challenge." Jacksonville, FL. May 5.

National Center for Education Information Annual Conference. 2011. "How to get the teachers we need in the 21st century." Washington. DC. April 18.

University of Arkansas School of Education. 2011. "The same thing over and over." Fayetteville, AR. April 15.

University of Arkansas. 2011. "Political issues of transition: A national perspective." Fayetteville, AR. April 15.

U.S. Department of Defense. 2011. "Vision for 21st century education." Arlington, VA. April 5.

Harvard University Kennedy School of Government. 2011. "The same thing over and over." Cambridge, MA. March 30.

RUMI Forum for Interfaith Dialogue and Intercultural Understanding. 2011. "The same thing over and over." Washington DC. March 22.

Sarva Shiksha Abhiyaan India Study Tour. "When research matters: How scholarship influences education policy." Washington DC. March 21.

Teach For America. 2011. "The opportunity to do better." March 21.

Pearson. 2011. "The same thing over and over." San Antonio, TX. March 12.

American Association of School Administrators. 2011. "The same thing over and over." Denver, CO. February 18.

U.S. House of Representatives Briefing. 2011. "Stretching the school dollar." Washington DC. February 14.

TeachPlus. 2011. "Straight up solutions." Boston, MA. January 20.

University of Virginia Partnership for Leaders in Education. 2011. "Cage-busting leadership." Austin, TX. January 18.

Center of Excellence in Leadership of Learning. 2010. "The same thing over and over." Indianapolis, IN. December 8.

Center of Excellence in Leadership of Learning. 2010. "Education unbound." Indianapolis, IN. December 8.

Indiana Teacher of the Year Banquet. 2010. "Honoring the teacher of the year." Indianapolis, IN. December 7.

Georgia College Education Reform Conference. 2010. "The same thing over and over." Macon, GA. December 3.

Kauffman Foundation. 2010. "The same thing over and over." Kansas City, MO. October 7.

Teach For America. 2010. "A national look at education reform." Denver, CO. October 4.

Get Smart Schools. 2010. "Denver: Silicon Valley for K-12 schooling?" Denver, CO. October 3.

The New Teacher Project. 2010. "Education unbound." 2010. Las Vegas, NV. September 30.

U.S. Chamber of Commerce LEADs Conference. 2010. "How business can drive reform." Crystal City, VA. September 22.

Education Commission of the States. 2010. "Can the right measures increase innovation and success?" Portland, OR. August 21.

Software & Information Industry Association "Personalized Learning" Symposium. 2010. "Education unbound." Boston, MA. August 5.

Teach For America. 2010. "Markets and school reform." Washington DC. July 29.

University of Virginia Turnaround Institute. 2010. "Education unbound." Charlottesville, VA. July 24.

University of Virginia Turnaround Institute. 2010. "Education unbound." Charlottesville, VA. July 17.

Brown University. 2010. "Cages of their own design." Providence, RI. July 13.

Kentucky Chamber of Commerce. 2010. "Has business been bold enough?" Louisville, KY. July 12.

Republic of Georgia Ministry of Education and Science. 2010. "Setting a course for Georgia school reform." Tbilisi, Georgia. June 22.

World Bank. 2010. "Education unbound." Washington DC. June 2.

Carnegie Foundation for the Advancement of Teaching. 2010. "Education unbound." Palo Alto, CA. May 13.

Stanford Graduate School of Education. 2010. "Education unbound." Palo Alto, CA. May 13.

U.S. Chamber of Commerce LEADs Conference. 2010. "How business can drive reform." Washington DC. May 12.

City Club of Cleveland. 2010. "Education reform." Cleveland, OH. May 7.

University of Texas. 2010. "Education unbound." Austin, TX. April 22.

Austin Chamber of Commerce. 2010. "Education unbound." Austin, TX. April 22.

Harvard Graduate School of Education. 2010. "Education unbound." Cambridge, MA. April 20.

American Enterprise Institute. 2010. "Education unbound." Washington DC. April 15.

University of Pennsylvania. 2010. "Education unbound." Philadelphia, PA. April 12.

Connecticut Coalition for Achievement Now. 2010. "Education unbound." Fairfield, CT, April 8.

Indiana University at Bloomington. 2010. "Education unbound." Bloomington, IN. April 6.

The Mind Trust. 2010. "Education unbound." Indianapolis, IN. April 5.

Democrats for Education Reform. 2010. "Education unbound." Denver, CO. March 23.

University of Dayton. 2010. "Education unbound." Dayton, OH. March 18.

Xavier University. 2010. "Education unbound." New Orleans, LA. March 15.

ASCD Annual Conference. 2010. "Distinguished lecture: The principles and practice of entrepreneurial schooling." San Antonio, TX. March 7.

U.S. Chamber of Commerce LEADs Conference. 2010. "How business can drive reform." Washington DC. February 24.

Douglas County School District. 2010. "Rethinking the reform agenda." Douglas County, CO. February 22.

U.S. Association for Small Business and Entrepreneurship. 2010. "Higher education and entrepreneurship: An unlikely couple?" Nashville, TN. January 15.

Council of Administrators of Compensatory Education. 2009. "Education & Washington." Cape Cod, MA. December 4.

Texas District Turnaround Institute. 2009. "No time to fear the turbulence." Austin, TX. December 1.

EdVoice. 2009. "Assessment and accountability." Monarch Beach, CA. November 14.

EdVoice. 2009. "The teacher challenge." Monarch Beach, CA. November 12.

Institute for Advanced Study. 2009. "Education reform." Princeton, NJ. October 12.

Education Policy Fellowship Program. 2009. "Rethinking American education." Washington DC. October 2.

U.S. Department of State, International Visitor Leadership Program. 2009. "Education in the United States." Washington DC. September 29.

Michigan Education Alliance. 2009. "Looking forward." Petroskey, MI. August 10.

Harvard University Charter School Institute. 2009. "Entrepreneurship and charter schooling." Cambridge, MA. July 20.

U.S. Chamber of Commerce LEADs Conference. 2009. "Why business needs to drive reform and how they can do it." Washington DC. July 13.

Teach For America. 2009. "Competition and innovation in education." Washington DC. July 13.

U.S. Chamber of Commerce LEADs Conference. 2009. "Why business needs to drive reform and how they can do it." Washington DC. June 1.

Stanford University. 2009. "Educational entrepreneurship and the new administration." Palo Alto, CA. May 20.

The Mind Trust. 2009. "Educational entrepreneurship." Indianapolis, IN. May 11.

Teachers College Policy Fellows. 2009. "Education policy." Washington DC. April 2.

University of Denver. 2009. "The future of educational entrepreneurship." Denver, CO. February 3.

Federal Education Policy Institute. 2009. "American education and the role of think tanks." Washington DC. January 12.

North Carolina State University. 2008. "Education after the 2008 election." Raleigh, NC. November 20.

New York University. 2008. "The future of educational entrepreneurship." New York, NY. November 18.

Black Alliance for Educational Opportunities. 2008. "Accountability and parent choice." Orlando, FL. November 14.

Children at Risk National Middle School Summit. 2008. "Rethinking assumptions about teacher quality, school turnarounds, and data." Houston, TX. November 11.

University of Pennsylvania. 2008. "The future of educational entrepreneurship." Philadelphia, PA. November 6.

Wireless Generation. 2008. "Education after the election." New York, NY. November 5.

Georgetown Public Policy Institute. 2008. "Education policy." Arlington, VA. November 3.

U.S. Department of Education. 2008. "The future of educational entrepreneurship." Washington DC. October 30.

What's the Big Idea? Conference at Earlham College. 2008. "The future of educational entrepreneurship." Richmond, IN. October 23.

National Association of Charter School Authorizers. 2008. "The future of educational entrepreneurship." Chicago, IL. October 7.

Johns Hopkins University. 2008. "The shape of education policy." Washington DC. October 1.

Maine Heritage Policy Center. 2008. "Teacher quality, teacher pay, and raising student achievement." Freeport, ME. September 26.

Cleveland State University. 2008. "The future of educational entrepreneurship." Cleveland, OH. September 19.

University of Maryland School of Public Policy. 2008. "The future of educational entrepreneurship." College Park, MD. September 16.

Effective Education Partnerships Conference. 2008. "Business goes to school." Fairfax, VA. July 10.

HS Dent Research Conference for Financial Advisors. 2008. "State of education in America." Phoenix, AZ. May 9.

National Alliance for Public Charter Schools. 2008. "Education and regulation, deregulation, and re-regulation." Minneapolis, MN. April 25.

Harvard University Graduate School of Education. 2008. "Educational entrepreneurship and the supply side of school reform." Cambridge, MA. March 12.

Broad Superintendents Academy. 2008. "Accountability, management, and leadership." Los Angeles, CA. February 23.

Yale University School of Management. 2008. "The future of educational entrepreneurship." New Haven, CT. February 15.

Washington Area School Superintendents. 2008. "Research and reform." Alexandria, VA. January 25.

Federal Education Policy Institute. 2008. "Think tanks and education policy." Washington DC. January 7.

National Education Association. 2007. "Thinking outside the box." Washington, DC. November 28.

Politics of Education Association. 2007. "Education after 2008." Alexandria, VA. November 17.

The King's College. 2007. "The state of American education." New York, NY. November 2.

Georgetown University. 2007. "No Child Left Behind." Washington, DC. October 31.

Emory University. 2007. "John Dewey's vision of democratic education." Atlanta, GA. October 18.

Cannon House Office Building. 2007. "No remedy left behind." Washington DC. October 16.

Association of School Business Officials. 2007. "Outside-in reform." Toronto, Canada. October 14.

White House Fellows Program. 2007. "Education policy." Washington DC. October 3.

Oregon School Boards Association. 2007. "A better bargain." Salem, OR. September 21.

Center for the American Experiment. 2007. "The supply side of school reform." Minneapolis, MN. September 18.

White House Fellows Program. 2007. "Education policy." Washington DC. August 15.

Buckeye Institute. 2007. "Liberty and learning." Columbus, OH. July 31.

Reform Governance in Action. 2007. "The policy context of board governance." Park City, UT. July 16.

Brookings Center for Executive Education. 2007. "The education landscape." Washington DC. June 8.

Washington Policy Seminar. 2007. "Education policy making inside the beltway." Washington DC. April 20.

Teachers College Policy Fellows. 2007. "Think tanks and education." Washington DC. April 19.

Knight Center for Specialized Journalism. 2007. "School reform: A skeptical take." College Park, MD. April 15.

Education Industry Association. 2007. "Educational entrepreneurship." Crystal City, VA. March 14.

North American Association of Educational Negotiators. 2007. "A better bargain." San Diego, CA. March 12.

Chief of Naval Operations Executive Panel. 2007. "Entrepreneurship and educational improvement." Alexandria, VA. January 10.

Federal Education Policy Institute. 2007. "The American educational enterprise." Washington DC. January 9.

First Ring Leadership Academy. 2006. "School leadership and school reform." Cambridge, MA. August 4.

American Legislative Exchange Council. 2006. "School choice and education reforms research." Chicago, IL. June 3.

Rayburn House Office Building. 2006. "Understanding the No Child Left Behind Act." Washington DC. May 31.

Lincoln Institute of Land Policy. 2006. "Economic perspectives on property taxes and education finance." Cambridge, MA. May 12.

Cesar Chavez Public Charter School. 2006. "Tough love for schools." Washington DC. May 8.

Donors Forum of Wisconsin. 2006. "From status quo to common-sense funding." Milwaukee, WI. April 25.

Teachers College Policy Fellows. 2006. "Think tanks and education." Washington DC. April 6.

White House Fellows Program. 2006. "Education policy." Washington DC. April 3.

University of Maryland. 2006. "Teaching and teacher education policy." College Park, MD. March 30.

Spencer Foundation. 2006. "With the best of intentions." Chicago, IL. March 22.

Federal Education Policy Institute. 2006. "A perspective on American education." Washington DC. January 10.

National Education Knowledge Industry Association. 2005. "Educational entrepreneurship:

What, why, and how." Washington DC. November 16.

Simon Youth Foundation. 2005. "Education options at work." Pittsburgh, PA. November 2.

Brandeis University. 2005. "No Child Left Behind and Bush administration domestic policy." November 1.

Commissioner's Summit for Principals. 2005. "Learning to lead? The content of principal preparation." Ponte Vedra, FL. September 29.

University of Dayton. 2005. "What doesn't get taught in educational leadership programs." Dayton, OH. September 28.

First Ring Leadership Academy Summit. 2005. "Teachers and public policy." Cambridge, MA. August 5.

Cahn Fellows Program. 2005. "Common sense school reform." New York City. August 3.

Association of School Business Officials International. 2005. "School Reform: Outside-in v. inside-out." Washington DC. July 21.

Rayburn House Office Building. 2005. "Urban school reform: Lessons from San Diego." Washington DC. June 13.

Pioneer Institute. 2005. "Urban school reform: Lessons from San Diego." Boston, MA. June 9.

Washington Grantmakers. 2005. "Re-tooling K-12 philanthropy." Washington DC. June 1.

Vanderbilt University. 2005. "Urban school reform: Lessons from San Diego." Nashville, TN. May 11.

City Club of San Diego. 2005. "Urban school reform: Lessons from San Diego." San Diego, CA. April 19.

American Institutes for Research. 2005. "Education management organizations and school reform." Washington DC. April 8.

Foreign Fulbright Washington Seminar. 2005. "The legislative process and the implementation of No Child Left Behind." Washington DC. March 18.

George Washington University. 2005. "Common sense school reform." Washington DC. February 15.

California Charter Association. 2005. "The status of the American school board." Pasadena, CA. January 25.

Federal Education Policy Institute. 2005. "A perspective on American education." Washington DC. January 11.

Coalition for Community Schools. 2004. "The 2004 election and NCLB." Washington DC. December 2.

Florida State University. 2004. "Education and the 2004 election." Tallahassee, FL. October 25.

University of Dayton. 2004. "A conservative take on school reform." Dayton, OH. October 21.

University of Virginia. 2004. "Education and the 2004 election." Charlottesville, VA. October 18.

Rayburn House Office Building. 2004. "Leaving no child behind? Options for kids in failing schools." Washington DC. September 17.

Jackson Hole Institute. 2004. "The school reform landscape." Jackson Hole, WY. June 23.

National Charter School Conference. 2004. "Leveraging NCLB to increase the supply of charter schools." Miami, FL. June 17.

Knight Center for Specialized Journalism. 2004. "Covering youth culture: Academics and achievement." College Park, MD. June 16.

Brookings Institution. 2004. "Common sense school reform." Washington DC. June 10.

Hechinger Institute on Education and the Media. 2004. "Common sense education reform." Chicago, IL. June 6.

University of Indiana. 2004. "Common sense school reform." Bloomington, IN. June 3.

University of Washington. 2004. "Common sense school reform." Seattle, WA. May 13.

Center for Reform of School Systems. 2004. "Common sense school reform." Houston, TX. May 5.

Houston Independent School District. 2004. "Common sense school reform." Houston, TX. May 4.

U.S. Embassy Regional American Studies Seminar. 2004. "Education policy and school reform in the U.S." Hanwha Resort, South Korea. April 29.

Jollanam-do Teacher Training Center. 2004. "Education policy and school reform in the U.S." Jollanam-do, South Korea. April 28.

Korea Education Development Institute. 2004. "High school reform in the U.S." Seoul, South Korea. April 27.

SUNY-Albany. 2004. "Common sense school reform." Albany, NY. April 22.

Manhattan Institute. 2004. "Common sense school reform." New York, NY. April 21.

Teachers College, Columbia University. 2004. "Common sense school reform." New York, NY. April 20.

Associates for Research on Private Education. 2004. "The National Working Commission on Choice in K-12 Education." San Diego, CA. April 14.

University of Texas at Austin. 2004. "Education and the 2004 election." Austin, TX. April 9.

Princeton University. 2004. "Common sense school reform." Princeton, NJ. April 6.

Hechinger Institute on Education and the Media. 2004. "Common sense leadership reform." St. Louis, MO. April 4.

Penn State University. 2004. "Common sense school reform." State College, PA. March 31.

Michigan State University. 2004. "Common sense school reform." East Lansing, MI. March 30.

Harvard University. 2004. "Common sense school reform." Cambridge, MA. March 19.

Pioneer Institute. 2004. "Common sense school reform." Boston, MA. March 18.

Brown University. 2004. "Common sense school reform." Providence, RI. March 17.

Hechinger Institute on Education and the Media. 2004. "Common sense leadership reform." Washington DC. March 6.

U.S. Conference of Catholic Bishops. 2004. "Doing school choice right." Washington DC. March 1.

Progressive Policy Institute. 2004. "What is public about public schooling?" Washington DC. February 13.

Cato Institute. 2003. "Which way for urban education? Alternatives to the traditional public schools." Washington DC. May 15.

New Schools Summit. 2003. "Finding and keeping quality teachers and leaders." Palo Alto, CA. May 1.

Hechinger Institute on Education and the Media. 2003. "Impact of competition on public school systems." Los Angeles, CA. April 5.

JFK School of Government at Harvard University. 2003. "A license to lead? A new leadership agenda for America's schools." Cambridge, MA. March 31.

Brandeis University. 2003. "Marketization in education: What we've learned." Waltham, MA. March 31.

Progressive Policy Institute. 2003. "A license to lead? A new leadership agenda for America's schools." Washington DC. January 31.

Hoover Institution. 2003. "A license to lead? A new leadership agenda for America's schools." Palo Alto, CA. January 10.

National Academy of Education Annual Meeting. 2002. "Revolution at the margins: The impact of competition on urban school systems." Toronto, Canada. October 17.

Illinois Task Force on Teacher Education and Professional Development. 2002. "Tear down this wall: The case for a radical overhaul of teacher certification." Chicago, IL. October 8.

Young Faculty Leaders Forum. 2002. "Tear down this wall: The case for a radical overhaul of teacher certification." Harvard University, Cambridge, MA. September 27.

National Press Club. 2002. "School boards at the dawn of the 21st century." Washington DC. May 14.

Education Writers of America. 2002. "Teacher preparation and certification." Washington DC. April 27.

American Academy for Liberal Education. 2002. "Liberal education and teacher preparation." Washington DC. April 19.

Harvard University Graduate School of Education. 2002. "Revolution at the margins: The impact of competition on urban school systems." Cambridge, MA. April 15.

Progressive Policy Institute. 2002. "Revolution at the margins: The impact of competition on urban school systems." Washington DC. April 12.

New Schools Summit. 2002. "Entrepreneurial solutions to the teacher shortage." Redwood Shores, CA. March 15.

JFK School of Government at Harvard University. 2002. "Revolution at the margins: The impact of competition on urban school systems." Cambridge, MA. March 14.

National Academy of Education Fellows Retreat. 2002. "Revolution at the margins: The impact of competition on urban school systems." Boston, MA. March 12.

Hechinger Institute on Education and the Media. 2002. "Who serves on school boards and why." San Antonio, TX. March 10.

White House Conference on Preparing Tomorrow's Teachers. 2002. "Tear down this wall: The case for a radical overhaul of teacher certification." Washington DC. March 5.

American Association of Colleges for Teacher Education. 2002. "The case for a radical overhaul of teacher certification." Washington DC. January 10.

National Press Club. 2001. "Tear down this wall: The case for a radical overhaul of teacher certification." Washington DC. November 27.

Progressive Policy Institute. 2001. "The commonsense case against teacher certification." Washington DC. October 15.

JFK School of Government at Harvard University. 2001. "Reform, resistance,...retreat? The

politics of high-stakes testing.” Cambridge, MA. October 11.
Education Writers Association. 2001. “What’s been the impact of charter schools?” Phoenix, AZ. April 27.
Vanderbilt University. 2001. “Hints of the pick-axe: The impact of competition on urban school systems.” Nashville, TN. March 29.
Teachers College, Columbia University. 2001. “Hints of the pick-axe: The impact of competition on urban school systems.” New York, NY. March 26.

Teaching Experience

University

ADJUNCT LECTURER: University of Pennsylvania Graduate School of Education. 2008-present. Taught graduate course on education policy for midcareer doctoral program.
ADJUNCT LECTURER: Harvard University Graduate School of Education. 2007. Taught graduate course on role of foundations and new sector organizations in school reform.
ADJUNCT PROFESSOR: Georgetown University Public Policy Institute. 2005, 2009-present. Taught graduate public policy courses on No Child Left Behind and on Educational Innovation and Entrepreneurship.
VISITING SCHOLAR AND LEAD EDUCATION FACULTY PARTNER: Rice University Jones Graduate School of Management. 2008-present. Helped design Rice Educational Entrepreneurship Program (REEP) curricula and taught graduate modules in leadership.
ASSISTANT PROFESSOR: University of Virginia. 1997-2002. Courses included Institutional Frameworks of Policy, Theoretical Perspectives on Policy, School Reform, School Choice, Designing Policy Research, and Forum on Educational Issues.
FACULTY CHAIR: Virginia Citizenship Institute, Charlottesville, VA. 1998-2000. Designed Institute’s curricular framework and recruited faculty, oversaw academic program, and taught policy seminar in intensive month-long undergraduate program.
INSTRUCTOR: Northeastern University, Boston, MA. 1997. Taught Introduction to Research Design.
SENIOR THESIS ADVISOR (1994-97) and TEACHING FELLOW (1995-96):
Harvard University Government Department. Earned *Derek C. Bok Teaching Award*. Taught American Government, Research Design, and American Presidency.
UNIVERSITY SUPERVISOR (1992-97) and TEACHING FELLOW (1992-94):
Harvard University Graduate School of Education. Evaluated and counseled student teachers and taught required seminar for M.Ed. students pursuing teacher licensure.

Public Secondary Schools

SOCIAL STUDIES TEACHER: Scotlandville Magnet High School, East Baton Rouge Parish, LA. 1990-92. Also coached debate, quiz bowl, and women’s soccer teams.
STUDENT TEACHER (1990) & SUBSTITUTE TEACHER (1987-89).
STATE TEACHING CERTIFICATIONS:
Louisiana: Social Studies, grades 9-12, 1991; Massachusetts: History, grades 9-12, 1990.

Selected Boards, Commissions, and Advisory Panels

Review Panel, Broad Prize for Urban Education. 2002-present.

Board of Directors, American Board for Certification of Teacher Excellence. 2004-05, 2009-present.

Board of Directors, National Association of Charter School Authorizers. 2009-present.

Board of Directors, 4.0 SCHOOLS. 2010-present.

External Advisory Board, *American Journal of Education*. 2003-present.

Advisory Board, National Council on Teacher Quality. 2004-present.

Advisory Panel, *Phi Delta Kappan*/Gallup annual poll. 2005-present.

Advisory Board, Mondo Publishing. 2005-present.

Policy Advisory Board, Texas Institute for Education Reform. 2006-present.

Advisory Board, National Center for the Analysis of Longitudinal Data in Education Research. 2006-present.

International Advisory Panel, *Cambridge Journal of Education*. 2007-present.

Editorial Board, *Journal of School Choice*. 2007-present.

Board of Advisors, Institute for Educational Leadership's Education Policy Fellowship Program. 2007-present.

Co-leader, Harvard University Graduate School of Education "Future of School Reform" project. 2008-present.

National Research Advisory Board, National Association of Charter School Authorizers. 2008-present.

Student Learning and Student Achievement Task Force, National Board for Professional Teaching Standards. 2008-present.

Advisory Board, Schoolnet.com. 2009-11.

Advisory Board, Gates Foundation's Next Generation Learning Challenges. 2010-present.

Advisory Board, College Summit. 2010-present.

Advisory Board, CCSSO-Stupski Project for Next Generation Learning. 2010-present.

Technical Advisory Board, DC Public Schools IMPACT System. 2010-present.

Review Panel, Broad Prize for Charter Schooling. 2011-present.

Assessment & Information Advisory Board, Pearson. 2011.

[BOARD OF BUSH-WISE DIGITAL LEARNING...2010-present].

NEA. Teaching Commission advisory panel. 2011-present.

Member, Council on Foreign Relations Independent Task Force on U.S. Education Reform and National Security. 2011.

Gordon Commission for ETS. 2011-present.

Annual Meeting Policy and Procedures Committee, American Educational Research Association. 2008-2011.

Advisor, Massachusetts Department of Education on federal Race to the Top application and implementation. 2009-10.

Expert Panel, Center for Education Policy: "The billion dollar question: Student achievement and the No Child Left Behind Act." 2006-10.

Board of Directors, StandardsWork. 2007-2009.

Advisory Board, American Product Quality Center's Process Improvement and Implementation in Education effort. 2005-2009.

Advisory Board, Thomas B. Fordham Foundation study "*High achieving students in the era of No Child Left Behind.*" 2007-2009.

Advisor, Rhode Island's Urban Education Task Force. 2008-2009.
Advisory Panels for the U.S. Department of Education Office of Innovation and Improvement projects on public school choice, alternative teacher licensure, administrative preparation, and charter authorization. 2003-06.
Charter School Advisory Board and Charter School Board of Review for American Academy for Liberal Education. 2002-06.
Gates Foundation National Working Commission on Choice in K-12 Education. 2001-03.
U.S. Department of Education Advisory Council on Education Statistics (ACES). 2002.

Other Selected Professional Activities

Senior Fellow, Education Sector. 2005-present.
Co-host, *The Education Gadfly Show* podcast. 2006-present.
Chair, AEI Working Group on the Future of American Education. 2007-present.
Technical Review Panel, National Center for Education Statistics: "2008/09 Baccalaureate and Beyond Longitudinal Study." 2007-present.
Expert Reviewer, The Mind Trust's Educational Entrepreneur Fellowship. 2007-present.
Partner in developing and authoring U.S. Chamber of Commerce state-by-state educational report card *Leaders and Laggards* (2006-07); USCC state-by-state report on education innovation (2008-09); and USCC state-by-state report on higher education (2011-12).
Host/emcee. PIE Network's "Eddies" Awards Ceremony. Seattle, WA. September 27, 2011.
Reviewer for UPenn business plan competition. 2009-present. Info?
Editor of *Phi Delta Kappan* special section, 92(3), "Unbundling schools." 2010.
Editor of *Phi Delta Kappan* special section, 89(5), "The politics of knowledge." 2008.
Senior Researcher, School Choice Demonstration Project research team. 2003-07.
Education Advisor, John F. Kennedy School's Ash Institute Innovations in American Government awards. 2004-07.
Led review of Superintendent Alan Bersin's effort to reform San Diego Unified School District. 2003-04.
Co-founder and chair of AERA School Choice Special Interest Group. 1999-2004.
Program Advisor to the Spencer Foundation's Small Research Grants Program. 2002-04.
Senior Fellow, Progressive Policy Institute. 2002.
Director of the Virginia Center for Educational Policy Studies. 2000-02.
FamilyPC Teacher's Technology Foundation, Board of Advisors. 1998-2001.
Have reviewed manuscripts for scholarly journals including *American Political Science Review*, *Journal of Politics*, *Perspectives on Politics*, *Political Research Quarterly*, *American Politics Quarterly*, *Journal of Policy Analysis and Management*, *Review of Educational Research*, *Urban Affairs Review*, *American Educational Research Journal*, *State Politics and Policy Quarterly*, *Teachers College Record*, *Educational Evaluation and Policy Analysis*, *Educational Policy*, *Journal of Teacher Education*, *Social Forces*, *Sociology of Education*, *Journal of Cases in Educational Leadership*, *Policy Studies Journal*, *American Journal of Education*, *Harvard International Journal of Press/Politics*, *Urban Education*, *State and Local Government Review*, *International Public Management Journal*, *Journal of PolicyHistory*, *Public Administration Review*, and *Social Science Quarterly*.

Have reviewed manuscripts for presses and organizations including: Harvard University Press, Princeton University Press, MIT Press, Teachers College Press, Harvard Education Press, Brookings Institution Press, Westview Press, Allyn and Bacon, Lynne Reiner, National Center for Education Statistics, RAND Corporation, WestEd, Center for the Reinvention of Public Education, Mackinac Institute, and Learning First Alliance.

Have reviewed research and project proposals for organizations including: National Science Foundation, Smith Richardson Foundation, Spencer Foundation, John Templeton Foundation, U.S. Institute for Education Sciences, U.S. Department of Education Office of Innovation and Improvement, and The Mind Trust's Education Entrepreneur Fellowship.

Occasional contributor to blogs including *National Review's "The Corner"*, *National Journal*, *The American*, *Washington Post's "Answer Sheet"*, and *Education Next*.

Member of the American Political Science Association, the Midwest Political Science Association, the Southern Political Science Association, the Association for Public Policy Analysis and Management, the American Educational Research Association, and the Association for Supervision and Curriculum Development.

Testified before the U.S. Senate HELP Committee regarding ESEA reauthorization. Washington DC. November 8, 2011.

Testified before the Michigan House Committee on Education regarding K-12 school reform. Lansing, MI. May 11, 2011.

Testified before the U.S. House Committee on Education and Labor regarding teacher effectiveness. Washington DC. September 30, 2009.

Testified before the National Academies Committee on the Study of Teacher Preparation Programs in the United States on what accomplished teachers need to be able to do. Washington DC. December 7, 2005.

Testified before the Texas legislature's House Committee on Public Education regarding teacher and administrative licensure. Austin, TX. February 25, 2003.

Testified before the President's Commission on Excellence in Special Education regarding the Preparation of special education teachers. Denver, CO. March 6, 2002.

Selected Consulting Engagements (2000-11)

Clark County, NV. Strategic direction and reform. 2011-present.

Tutor.com. Research and evaluation strategy. 2010-present.

Institute for Productivity in Education. Developing Texas institute and supporting its efforts. 2010-present.

U.S. Chamber of Commerce LEAD program. 2008-present.

Chemonics on USAID project assisting Ministry of Education and Science in Republic of Georgia on leadership standards and related policies. 2010.

Progressive Technology Federal Systems. ERIC contract. 2009.

Parthenon. Educational landscape. 2008.

Living Cities. Educational giving. 2008.

Daniels Fund. Strategic giving. 2007, 2009-10.

Show-Me Institute. Survey analysis. 2007.

WestEd. Studying supplemental services and public choice. 2003-04.

Center for Reform of School Systems. Case studies and training. 2001-02.
National School Boards Association. Survey analysis. 2000-02.

Selected Appearances as Panelist or Discussant (2003-11)

- “Decision 2011: Implications of Ohio’s vote on issue 2.” KnowledgeWorks. Columbus, OH. November 9, 2011.
- “Cyber education and emerging technologies.” National Association of Charter School Authorizers. Amelia Island, FL. October 26, 2011.
- “Accountability and ESEA.” Longworth Building. Washington DC. October 12, 2011.
- “Keynote conversation: Balancing innovation and accountability.” Ed Tech 2012. Philadelphia, PA. October 4, 2011.
- “Leveraging technology and digital learning.” PIENet. Seattle, WA. September 28, 2011.
- “Building capacity in state departments of education.” PIENet. Seattle, WA. September 27, 2011.
- “The for-profit question.” K12. Jacksonville, FL. September 22, 2011.
- “A candid conversation with the Broad Prize review board.” Library of Congress. Washington DC. September 20, 2011.
- “When reform touches teachers.” Fordham Institute. Washington DC. August 25, 2011.
- “State education agencies as agents of change.” Center for American Progress. Washington DC. July 27, 2011.
- “Innovating to serve: Education innovation and civil rights.” NewSchools Venture Fund. San Francisco, CA. May 18, 2011.
- “The answer is in the room.” National Education Association. Washington DC. May 16, 2011.
- “What to do with school boards?” Philanthropy Roundtable. Denver, CO. April 20, 2011.
- “Most likely to succeed? A second decade of progress.” Philanthropy Roundtable. Denver, CO. April 20, 2011.
- “The case for being bold: A new agenda for business in improving STEM education.” U.S. Chamber of Commerce. Washington DC. April 14, 2011.
- “What will replace No Child Left Behind?” Education Writers Association. New Orleans, LA. April 8, 2011.
- “Avoiding déjà vu: Lessons from the federal comprehensive school reform program.” WestEd and Knowledge Alliance. Washington DC. March 29, 2011.
- “A discussion with Randi Weingarten on the role of teachers’ unions in education reform.” Teach For America. Washington DC. April 3, 2011.
- “The same thing over and over.” AEI. Washington DC. November 30, 2010.
- “Necessity is the mother of innovation.” Excellence in Action National Summit on Education Reform. Washington DC. November 30, 2010.
- “Transforming teacher education through clinical practice?” NCATE. Washington DC. November 16, 2010.
- “The education agenda.” *Education Week*. Washington DC. November 12, 2010.
- “What do the midterm elections mean for education?” AEI. Washington DC. November 9, 2010.
- “Means and ends: Competing visions for the future of American education.” Grantmakers for Education. New Orleans, LA. October 28, 2010.

“Finding opportunities in budget woes.” PIENet. Nashville, TN. October 22, 2010.

“Two roads to Broad: A conversation with previous winners.” Broad Foundation. New York City, NY. October 19, 2010.

“Teacher preparation and federal policy.” American Association of School Administrators. Pentagon City, VA. September 22, 2010.

“School reform: Are we lost or found?” State Policy Network. Cleveland, OH. September 13, 2010.

“Getting to yes: A discussion between congressional leaders and state governors.” Education Commission of the States. Portland, OR. August 21, 2010.

“Examining the evidence.” Education Writers Association. San Francisco, CA. May 14, 2010.

“District and state partnership—boon or detriment for entrepreneurship?” NewSchools Venture Fund Summit. Washington DC. May 11, 2010.

“Connecting evaluation to teacher tenure, and dismissal.” National Comprehensive Center for Teacher Quality. Arlington, VA. May 10, 2010.

“Fireside chat: Exploring the influx of market-based reform efforts within state and federal educational policies.” AERA. Denver, CO. May 1, 2010.

“What are Five Achievable K-12 Breakthroughs in the Next Ten Years?” Philanthropy Roundtable. Houston, TX. April 21, 2010.

“Responding to Diane Ravitch.” Manhattan Institute. New York City, NY. March 31, 2010.

“Future education leaders: How to find, develop, nurture, and keep them.” American Association of Colleges of Teacher Education. Atlanta, GA. February 20, 2010.

“Educator preparation: What does the future hold?” American Association of Colleges of Teacher Education. Atlanta, GA. February 20, 2010.

“Developing a new teaching workforce.” National Commission on Teaching and America’s Future. Rayburn Building. Washington DC. February 3, 2010.

“AEI politics watch: What lies ahead in 2010?” AEI. Washington DC. January 14, 2010.

“The role of think tanks.” Institute for Educational Leadership. Washington DC. January 13, 2010.

“Leaders and laggards: Innovation in the states.” U.S. Chamber of Commerce. Washington DC. November 9, 2009.

“The achievement gap.” *The Atlantic*. Richmond, VA. October 14, 2009.

“An 8-track tape deck in an iPod world: Fast-forwarding America’s education system.” Excellence in Action Summit. Washington DC. October 9, 2009.

“School boards, mayors, and the challenges of 21st century governance.” National School Boards Association Presidents Retreat. New Orleans, LA. August 21, 2009.

“Assessing the research on charter schooling.” National Council of State Legislatures. Philadelphia, PA. July 21, 2009.

“Challenge to the status quo: How entrepreneurs are changing public education.” Hechinger Institute. New York City, NY. July 17, 2009.

“New American standards and 21st century assessments.” NewSchools Venture Fund. Pasadena, CA. May 19, 2009.

“Ensuring accountability for federal incentive and innovation funds.” Education Sector. Washington DC. April 29, 2009.

“The ten best (and worst) ideas in K-12 education reform.” Philanthropy Roundtable. New

- York, NY. April 23, 2009.
- “Mayoral control of New York City Schools.” Teachers College Columbia University Trustee Academic Symposium. New York, NY. April 7, 2009.
- “Education innovation: The opportunities for technology, R&D, and public-private partnerships.” Software and Information Industry Association. Washington DC. March 18, 2009.
- “Transforming education: Next generation learning and educator development.” Council of Chief State School Officers. Washington DC. March 8, 2009.
- “Education policy.” Philanthropy Workshop West. Washington DC. January 26, 2009.
- “What the research says about school choice.” Institute for Educational Leadership. Washington DC. January 7, 2009.
- “The future of educational entrepreneurship.” Rice University Graduate School of Management. Houston, TX. November 11, 2008.
- “Educational entrepreneurship.” Teachers College at Columbia University. New York, NY. November 5, 2008.
- “Secondary education: A road map to the future.” U.S. News & World Report Education Summit at the National Press Club. Washington DC. October 20, 2008.
- “Retooling the teacher contract.” Institute for a Competitive Workforce. Philadelphia, PA. October 20, 2008.
- “Transforming teacher preparation.” National Council for the Accreditation of Teacher Education. Washington DC. October 17, 2008.
- “Educational policy and the 44th U.S. President: National educational policy forum.” University of Mississippi. Oxford, MS. September 25, 2008.
- “Two decades of school choice: What have we learned?” National Council of State Legislatures. New Orleans, LA. July 24, 2008.
- “Has business been bold enough?” Business Roundtable. Washington, DC. July 15, 2008.
- “A nation still at risk—What now?” Education Commission of the States. Austin, TX. July 1, 2008.
- “How accountability fuels achievement.” Excellence in Action. Lake Buena Vista, FL. June 20, 2008.
- “Education entrepreneurs and the public sector: Lessons from the field.” NewSchools Venture Fund. Washington DC. May 20, 2008.
- “Towards 2014: Education research on the leading edge of school improvement.” Academy for Educational Development. Washington DC. May 13, 2008.
- “Increasing charter school capacity in urban centers.” U.S. Department of Education. Washington DC. May 5, 2008.
- “The role of government in advancing social entrepreneurship.” Aspen Institute. Washington DC. April 29, 2008.
- “The role of the private sector in K-12 public education.” University of Michigan. Ann Arbor, MI. March 19, 2008.
- “Still at risk.” National Press Club. Washington DC. February 26, 2008.
- “Education philanthropy roundtable.” *New York Times* magazine. New York, NY. February 14, 2008.
- “Where’s education in the 2008 Presidential campaign?” Teachers College at Columbia

- University. New York, NY. November 27, 2007.
- “The changing role of graduate schools of education.” Institute for a Competitive Workforce. Washington DC. September 25, 2007.
- “Competitive effects of school choice.” School Choice Demonstration Project at Georgetown University. Washington DC. July 19, 2007.
- “Studies about teachers.” Institute of Education Sciences. Washington DC. June 8, 2007.
- “Briefing on No Child Left Behind.” *Harvard Educational Review* symposium on Capitol Hill. Washington DC. May 25, 2007.
- “The future of school integration.” Center for American Progress. Washington DC. May 10, 2007.
- “Rethinking federal aid to education.” Brookings Institution. Washington DC. April 30, 2007.
- “Teacher quality: The key to school reform.” Milken Family Foundation National Education Conference. Los Angeles, CA. April 23, 2007.
- “State-by-state report card findings.” U.S. Chamber of Commerce Board of Directors. Coral Gables, FL. March 6, 2007.
- “U.S. Chamber of Commerce state-by-state education report card.” U.S. Chamber of Commerce. Washington DC. February 28, 2007.
- “The federal education policy environment.” The National Academies. Washington DC. January 26, 2007.
- “Reconnecting foundations and education.” National Press Club. Washington DC. November 16, 2006.
- “NCLB and its alternatives: Progress and outcomes.” Teachers College at Columbia University. New York, NY. November 14, 2006.
- “Finding quality teachers for public schools.” Center for American Progress. Washington DC. October 16, 2006.
- “Using data to drive smart decisions.” U.S. Chamber of Commerce’s Education and Workforce Summit. Dallas, TX. October 5, 2006.
- “No Child Left Behind: A midpoint assessment.” *National Journal’s* Policy Council. Washington DC. September 28, 2006.
- “Educating school teachers.” National Press Club. Washington DC. September 18, 2006.
- “Education policymaking in the states.” American Political Science Association. Philadelphia, PA. August 31, 2006.
- “Shrinking access, growing debt.” Campus Progress National Student Conference. Washington DC. July 12, 2006.
- “High quality teachers.” EdVoice Legislative Symposium. Lake Tahoe, CA. April 20, 2006.
- “Are charter schools more effective than regular public schools?” American Educational Research Association. San Francisco, CA. April 9, 2006.
- “Education policy.” Association of American Publishers. Sunny Isles, FL. February 9, 2006.
- “Recent experiments with pay for performance.” National Governors Association. Orlando, FL. February 3, 2006.
- “Meaningful measures: Making progress make sense.” James Madison Institute. Tallahassee, FL. January 24, 2006.
- “Do school districts matter?” Education Writers Association. Washington DC. January 20, 2006.

“Symposium on the flat world and charter schooling.” Leadership for Educational Entrepreneurship. Washington DC. January 12, 2006.

“Teacher unions and politics.” Hechinger Institute. Denver, CO. October 9, 2005.

“Do contracts restrict good leaders?” Hechinger Institute. Denver, CO. October 9, 2005.

“Leadership.” Texas Lyceum. Ft. Worth, Texas. October 7, 2005.

“The public-private partnership: An overview.” JFK School of Government at Harvard University. Cambridge, MA. October 5, 2005.

“Politics of education: Off the record, off the cuff.” AERA OIA Fall Policy Meeting. Washington DC. September 25, 2005.

“Educational accountability.” Achievement Gap Initiative at Harvard University Summer Research Conference. Cambridge, MA. June 21, 2005.

“Bloomberg’s education reforms in New York City: An assessment.” Brookings Institution. Washington DC. June 1, 2005.

“Within our reach: How America can educate every child.” National Press Club. Washington DC. April 21, 2005.

“Emerging issues in education finance.” American Educational Research Association. Montreal, Canada. April 13, 2005.

“Challenges, contributions, and consequences of state accountability systems.” American Educational Research Association. Montreal, Canada. April 12, 2005.

“Educating school leaders.” National Press Club. Washington DC. March 14, 2005.

“Financial aid or financial burden? How federal financial aid leads to higher college tuition.” Capitol Hill. Washington DC. March 3, 2005.

“A discussion of the politics of teacher education.” American Association of Colleges of Teacher Education Annual Conference. Washington DC. February 22, 2005.

“A qualified teacher in every classroom.” California Charter Association. Pasadena, CA. January 25, 2005.

“Symposium on No Child Left Behind.” Leadership for Educational Entrepreneurship. Washington DC. January 13, 2005.

“Making free tutoring and No Child Left Behind work for students and schools.” Education Leaders Council. Orlando, FL. December 3, 2004.

“The next four years.” AERA OIA Fall Policy Meeting. Washington DC. October 3, 2004.

“Paying teachers for performance.” Education Commission of the States. Orlando, FL. July 15, 2004.

“What’s new and promising in teacher preparation?” Education Commission of the States. Orlando, FL. July 14, 2004.

“School choice: Research and findings.” Miami-Dade Public Schools. Miami, FL. June 16, 2004.

“What it takes to make performance pay plans work.” Milken Family Foundation National Education Conference. Washington, DC. May 6, 2004.

“U.S. education reform.” U.S. Embassy Regional American Studies Seminar. Hanwha Resort, South Korea. April 30, 2004.

“Three visions of how to get quality teachers for all.” Education Writers Association. San Francisco, CA. April 17, 2004.

“The purpose of public education.” Association for Supervision and Curriculum Development

- Annual Conference. New Orleans, LA. March 20, 2004.
- “Equity and excellence.” Alliance for Excellence in Education. Washington DC. November 18, 2003.
- “The purpose of public education.” Joint Meeting of the National Association of Secondary Principals and National Association of Elementary Principals. Crystal City, VA. July 26, 2003.
- “Professional teacher credentialing issues: American Board for the Certification of Teacher Excellence.” American Educational Research Association. Chicago, IL. April 22, 2003.
- “Does education really need more innovation?” Office of Innovation and Improvement. Cambridge, MA. April 15, 2003.
- “Teacher quality.” NCEE Policy Forum on Implementing the No Child Left Behind Act. Washington DC. April 9, 2003.
- “Implementing the No Child Left Behind Act: Opportunities and challenges.” Council of Chief State School Officers. Washington DC. March 16, 2003.
- “The purposes of public education.” Learning First Alliance. Washington DC. February 13, 2003.
- “Opening night program.” American Association of Colleges of Teacher Education Annual Conference. New Orleans, LA. January 24, 2003.