

CURRICULUM VITA

ALLAN ODDEN

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BUSINESS ADDRESS AND TELEPHONE

Partner, Picus Odden and Associates,
Professor Emeritus, Department of Educational Leadership and Policy Analysis,
School of Education, University of Wisconsin-Madison
Director Emeritus, Strategic Management of Human Capital in education, a CPRE project.
Co-Director, Consortium for Policy Research in Education (CPRE), a consortium of the
University of Wisconsin-Madison, Teachers College-Columbia University, Pennsylvania
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EDUCATION

Columbia University, Ph.D., 1975
Teachers College, Columbia University, M.A., 1971
Union Theological Seminary, M. Div., 1969
Brown University, B.S., 1965, Magna cum laude, Tau Beta Pi Honorary Engineering Society

FIELDS OF SPECIALIZATION

Education policy including education policy implementation
Public school finance, including effective resource allocation and us
Teacher Compensation
Decentralized school management; district and school restructuring
Strategic talent management in education, including teacher evaluation

POLICY AND RESEARCH INTERESTS

School finance, education funding and productivity
Teacher evaluation and talent management in education
Teacher compensation structures
Effective resource use at the school site level
School, classroom and resource use effects on student learning growth
Strategic management of educator talent in public education

PROFESSIONAL EMPLOYMENT

January 2008 to June 2013	Director, Strategic Management of Human Capital (SMHC) in public education, a project of CPRE
January 2012 to present	Professor Emeritus of Educational Leadership and Policy Analysis, School of Education, University of Wisconsin-Madison
December 1990 to present	Co-Director, Consortium for Policy Research in Education (CPRE), Wisconsin Center for Educational Research . (At University of Southern California from 12/90 to 8/93)
September 1993-Dec. 2011	Professor of Educational Leadership and Policy Analysis, School of Education, University of Wisconsin-Madison
June 1995 to May 1996	Director, Systemic Reform Team, National Institute for Science Education, Wisconsin Center for Education Research, University of Wisconsin-Madison
March 1989 to August 1993	Professor, School of Education, Division of Policy and Administration, University of Southern California (USC)
December 1989 to August 1993	Director, Center for Research in Educational Finance (USC)
August 1989 to August 1993	Co-Director of Policy Analysis for California Education (PACE)
September 1986 to August 1989	Vice-Chair, Department of Educational Policy, Planning and Administration, School of Education, USC
May 1985 to August 1989	Director, Southern California PACE Center
September 1984 to March 1989	Associate Professor, School of Education, USC
June 1975 to August 1984	Education Commission of the States Denver, Colorado 80259 Assistant Executive Director, 1983 -1984 Director, Policy Analysis and Research, 1981-1983 Director, Education Programs Division, 1980 -1981 Director, Education Finance Center 1975 -1979
Sept. 1982 to August 1984	Member of the Adjunct Faculty, Graduate School of Education University of Colorado, Boulder, Colorado
March 1979 to March 1980	President, American Education Finance Association, now called the Association for Education Finance and Policy

Research Director of State School Finance Commissions

Connecticut School Finance Project, Teachers College, Columbia University, 10/74 - 6/75
Educational Finance Committee of the Missouri Governor's Conference on Education, 1/76 - 3/77
New York State Special Task Force on Equity and Excellence in Education (Governor appointed), 12/78 - 3/82
Texas Select Committee on Education, 6/88 - 3/89
New Jersey Quality Education Commission, 5/91 - 8/92
Missouri Special Task Force on School Finance, 1/93 - 6/93
New Jersey, Consultant to remand judge in *Abbot v. Burke*, 8/97 to 4/98
Arkansas, Joint Arkansas Legislative Task Force on Educational Adequacy, 2003
Arizona School Finance Adequacy Task Force, 2004
Wyoming, Interim Legislative Committee on Recalibration, 2005-2006
Arkansas, Interim Joint Education Committees, 2005-2006
Washington Learns, 2006
Wisconsin School Finance Adequacy Initiative, 2005 to 2007
North Dakota Education Improvement Commission, 2008
Wyoming, Interim Legislative Committee on Recalibration, 2010-2011
Vermont, Legislative Task Force on School Finance Equity, 2011-2012
Maine, Legislative Task Force, 2012-13

September 1967 to June 1972

Mathematics Teacher and Curriculum Developer
Benjamin Franklin High School
New York (East Harlem), New York

RESEARCH

A. Books and Monographs

- 2014 School Finance: A Policy Perspective, Fifth Edition. New York: McGraw Hill. With Lawrence Picus. Available March 29 2013.
- 2012 Improving Student Learning When Budgets Are Tight. Corwin Press.
- 2011 Strategic Management of Human Capital in Education. New York: Routledge Press.
- 2009 Ten Strategies For Doubling Student Performance. Thousand Oaks, CA: Corwin Press.
- 2009 Doubling Student Performance and Finding the Resources to Do It. Thousand Oaks, CA: Corwin Press. With Sarah Archibald.
- 2008 School Finance: A Policy Perspective, Fourth Edition. New York: McGraw Hill. With Lawrence Picus.
- 2007 How to Achieve World Class Teacher Compensation. St. Paul: Freeload Press. With Marc Wallace. Available for free download at: www.freeloadpress.com.
- 2007 Rewarding Teacher Excellence: A Teacher Handbook for State and Local Policymakers. Madison: University of Wisconsin. With Marc Wallace.
- 2004 Assessing Teacher, Classroom and School Effects. Peabody Journal of Education, 79(4). Special issue guest editor.
- 2004 School Finance: A Policy Perspective, 3rd Edition. New York: McGraw Hill. With Lawrence Picus.
- 2003 School Finance: A Policy Perspective, Second Edition (Chinese Translation). Shanghai: Shanghai University of Finance and Economics Press. With Lawrence Picus.
- 2002 Paying Teachers for What They Know and Do: New and Smarter Compensation Strategies to Improve Schools. 2nd Edition. Thousand, Oaks, CA: Corwin Press. With Carolyn Kelley.
- 2001 Reallocating Resources: How To Boost Student Achievement Without Spending More. Thousand Oaks, CA: Corwin Press. With Sarah Archibald.
- 2000 School Finance: A Policy Perspective, Second Edition. New York: McGraw Hill. With Lawrence Picus. Published September 1999.
- 1999 School Based Financing. Thousand Oaks, CA: Corwin. Edited with Margaret Goertz. 1999 yearbook of the American Educational Finance Association.
- 1998 Financing Schools for High Performance: Strategies for Improving the Use of Educational Resources. San Francisco: Jossey-Bass. With Carolyn Busch.

- 1997 Paying Teachers For What They Know and Do: New and Smarter Compensation Strategies to Improve Schools. Thousand Oaks, CA: Corwin Press. With Carolyn Kelley.
- 1995 Education Leadership for America's Schools: An Introduction to Organization and Policy. New York: McGraw Hill. With the assistance of Eleanor Odden.
- 1992 Rethinking School Finance: An Agenda for the 1990s. San Francisco: Jossey-Bass.
- 1992 School Finance: A Policy Perspective. New York: McGraw Hill. With Lawrence O. Picus.
- 1992 Conditions of Education in California: 1991. Berkeley, Calif.: University of California, Policy Analysis for California Education (PACE). With James Guthrie and Michael Kirst.
- 1991 Education Policy Implementation. Albany, N.Y.: State University of New York Press. An edited book of readings.
- 1991 Conditions of Education in California: 1990. Berkeley, Calif.: University of California, Policy Analysis for California Education (PACE). With James Guthrie, and Michael Kirst.
- 1990 Conditions of Education in California: 1989. Berkeley, Calif.: University of California, Policy Analysis for California Education (PACE). With James Guthrie and Michael Kirst.
- 1989 Designing State Curriculum Frameworks and Assessment Programs to Improve Instruction. Denver, CO. With Jane Armstrong, Alan Davis and James Gallagher.
- 1989 Current Practice: Is It Enough? Denver, CO: Education Commission of the States. Youth At Risk Series. With Van Dougherty and Richard De Lone.
- 1988 The Impact of State Policies on Improving Science Curriculum. Denver, CO.: Education Commission of the States. With Jane Armstrong, Alan Davis and James Gallagher.
- 1988 Conditions of Education in California: 1988. Berkeley, Calif.: University of California, Policy Analysis for California Education (PACE). With James Guthrie, Michael Kirst & Gerald Hayward.
- 1987 How State Education Reform Can Improve Secondary Schools, Vol. I and II. Berkeley, CA University of California, PACE. With David D. Marsh.
- 1986 Conditions of Education in California: 1986-87. Berkeley, Calif.: University of California, PACE. With James Guthrie, Michael Kirst and Gerald Hayward.
- 1986 Maintaining the Momentum for Educational Reform; How States can Support Local School Improvement. Denver, Colorado: Education Commission of the States. With Beverly Anderson, Gene Huddle and Jane Armstrong.

- 1983 School Finance and School Improvement: Linkages for the 1980s. Cambridge, MA: Ballinger. With L. Dean Webb.
- 1982 The Changing Politics of School Finance. Cambridge, MA: Ballinger. With Nelda Cambron-McCabe.
- 1980 School Finance Reform: An Example of Redistributive Policy at the State Level. Prepared for the National Institute of Education.
- 1979 Analysis of the New York State School Finance System, 1977-1978. Prepared for the New York State Task Force on Equity and Excellence in Education.
- 1976 Report of the Task Force on School Finance. Prepared for the South Dakota State Board of Education's Task Force on School Finance.
- 1975 Financing Connecticut's Schools. Connecticut Commission to Study School Finance and Equality of Educational Opportunity. With Donna Shalala and Mary Williams.

B. Articles and Chapters

- 2012 Getting Results With Limited Resources. In Getting to 2014 (and Beyond): The Choices and Challenges Ahead. Washington, D.C.: Education Section.
- 2012 Can We Pay for Current Education Reform? Principal Leadership. September.
- 2011 Schools Can Still Improve. Educational Leadership, 69(4), 14-15.
- 2011 Improving Teaching and Learning When Budgets are Tight. Phi Delta Kappan, 93 (1), 42-48. With Lawrence O. Picus.
- 2011 The Dollars and Sense of Comprehensive Professional Learning. Journal of Staff Development, 32(4), 26-32.
- 2011 Reinventing School Finance: Falling Forward. Peabody Journal of Education, Special Issue, 86(3), Spring 2011, 291-303. Editors Tamara V. Young and Bonnie Fusarelli. With Lawrence O. Picus.
- 2011 Manage “Human Capital” Strategically. Phi Delta Kappan, 92(7), 8-12.
- 2010 A 50 State Strategy to Achieve School Finance Adequacy. Educational Policy. 24(4), 628-654. With Lawrence O. Picus and Michael Goetz.
- 2010 Merging Costs with Effective Resource Strategies. In Jacob Adams, Jr., Ed. Smart Money: Using Educational Resources to Accomplish Ambitious Learning Goals (pp. 141-156). Cambridge: Harvard Education Press. With Michael Goetz and Lawrence O. Picus.

- 2009 Recruiting New Teachers to Urban Schools: What Incentives Will Work? International Journal of Education Policy and Leadership, 4(8), 1-13. With Anthony T. Milanowski, Hope Longwell-Grice, Felicia Saffold, Janice Jones & Kristen Schomisch
- 2009 School Level Resource Use in Arkansas Following an Adequacy Oriented School Finance Reform. Los Angeles: Lawrence O. Picus and Associates. With Lawrence O. Picus and Michelle Turner Mangan. Available at www.lpicus.com
- 2008 Implementing School Finance Adequacy: School Level Resource Use in Wyoming Following an Adequacy-Oriented Finance Reform. Los Angeles: Lawrence O. Picus and Associates. With Lawrence O. Picus, Anabel Aportela, Michelle Turner Mangan & Michael Goetz. Available at www.lpicus.com
- 2008 Using Available Evidence to Estimate the Cost of Educational Adequacy. Education Finance and Policy. 3(3), 374-397. With Lawrence O. Picus and Michael Goetz.
- 2008 The Cost of Instructional Improvement: Resource Allocation in Schools Using Comprehensive Strategies to Change Classroom Practice. Journal of Education Finance, 33(4), 382-406. With Margaret Goertz, Michael Goetz, Sarah Archibald, Betheny Gross, Michael Weiss, & Michelle Turner Mangan.
- 2008 Strategic Management of Human Capital in Public Education. Madison: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education, Strategic Management of Human Capital. With James A. Kelly.
- 2008 How to Fund Teacher Compensation Changes. Madison: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education, Strategic Management of Human Capital.
- 2008 New Teacher Pay Structures: The Compensation Side of the Strategic Management of Human Capital. Madison: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education, Strategic Management of Human Capital.
- 2007 Paying for School Finance Adequacy with the National Average Expenditure Per Pupil, Working Paper 2. Seattle: University of Washington, Evans School of Public Policy, Center on Reinventing Public Education, School Finance Redesign Project. With Lawrence O. Picus and Michael Goetz.
- 2007 A New Approach to the Cost of Teacher Turnover, Working Paper 13. Seattle: University of Washington, Evans School of Public Policy, Center on Reinventing Public Education, School Finance Redesign Project. With Anthony T. Milanowski.
- 2007 Intergovernmental Aid Formulas and Case Studies. In Helen Ladd and Ted Fisk, Eds. Handbook of Research in Education Finance and Policy. Published on behalf of the American Education Finance Association by Lawrence Erlbaum, Inc. With Lawrence O. Picus and Margaret Goertz.

- 2005 Teacher Accountability Measures and Links to Learning. In L. Stiefel & A. E. Schwartz & R. Rubenstein & J. Zabel (Eds.). Measuring School Performance and Efficiency: Implications for Practice and Research (pp. 137-161). Larchmont, NY: Eye on Education. With Anthony Milanowski & Steve Kimball.
- 2004 Assessing Teacher, Classroom, and School Effects, Including Fiscal Effects. Peabody Journal of Education. 79(4), 4-32. With Geoffrey Borman and Mark Fermanich.
- 2004 Lessons Learned About Standards-Based Teacher Evaluation Systems. Peabody Journal of Education. 79(4), 126-127.
- 2004 Experimenting with Teacher Compensation. School Administrator. 9(61), 24-28. With Marc Wallace.
- 2004 Inside the Black Box of School District Spending on Professional Development: Lessons from Five Urban Districts. Journal of Education Finance. 30(1), 1-26. With Karen Hawley Miles, Mark Fermanich and Sarah Archibald.
- 2004 Assessing the Equity of Kentucky's SEEK Formula: A Ten Year Analysis. Journal of Education Finance. 29(4), 315-336. With Lawrence O. Picus and Mark Fermanich.
- 2003 Equity and Adequacy in School Finance Today. Phi Delta Kappan. 85(2), 120-125.
- 2003 Using Public Education Money to Produce Higher Education Performance. In Brent Davies and John West-Burnham, Eds. Handbook of Educational Leadership and Management (pp. 324-334). London: Pearson Education Limited.
- 2003 State Leadership in Teacher Licensure. Educational Policy. 17(2), 217-236. With Peter Youngs and Andrew Porter.
- 2003 Rethinking the Finance and Governance Systems for Improved Student Outcomes. In William Boyd, Ed. American Educational Governance on Trial: Change and Challenge (pp. 82-113). Chicago: National Society for the Study of Education. With Sarah Archibald and Mark Fermanich.
- 2003 An Early Assessment of Comprehensive Teacher Compensation Change Plans. In David Monk and Margaret Plecki, Eds. School Finance and Teacher Quality: Exploring the Connections. 2003 Annual Yearbook of the American Education Finance Association (pp. 209-228). Philadelphia: Eye on Education.
- 2003 Defining School-Level Expenditure Structures That Reflect Educational Strategies. Journal of Education Finance. 29(3), 323-356. With Sarah Archibald, Mark Fermanich & Betheny Gross.
- 2002 A Cost Framework for Professional Development. Journal of Education Finance, 28(1), 51-74. With Sarah Archibald, Mark Fermanich and H. Alix Gallagher.
- 2002 Cincinnati's New Approach to Teacher Compensation. School Business Affairs. 68(5), 20-23.

- 2002 Estudio de case 3: La Financiación de escuelas mediante formulas en los Estados Unidos y Canada. In Kenneth N. Ross and Rosalind Levacic, Editados. Asignacion De Recursos A La Educacion Basada En Necesidades: Utilizando Formulas De Financiancion De Las Escuelas. Paris: Instituto Internacional de Planeamiento de la Educacion, Ediciones UNESCO.
- 2002 A Framework for Identifying Professional Development Costs. Journal of Professional Development. 23(2), 53-58. With Sarah Archibald, Mark Fermanich and H. Alix Gallagher.
- 2001 On School Productivity from a Resource Allocation Perspective. In Jacob Adams, Jr., Ed. Investing in Adequacy: Critiquing the Challenges. Washington, DC: National Research Council.
- 2001 Chicago Education Reform and Illinois School Finance. In John Simmons, Ed. School Reform in Chicago (pp. 205-214). Chicago: Chicago Community Trust.
- 2001 Advances in Teacher Assessments and Their Uses. In Virginia Richardson, Ed. Handbook of Research on Teaching, 4th Edition (pp. 259-297). New York: Macmillan. With Andrew Porter and Peter Youngs.
- 2001 Introduction to Special Section on School Reform. Phi Delta Kappan, 83(1), 59-61. With S. Fuhrman.
- 2001 The New School Finance. Phi Delta Kappan, 83(1), 85-91.
- 2001 Committing to Class-Size Reduction and Finding the Resources to Implement It: A Case Study of Resource Reallocation in Kenosha, Wisconsin. Education Policy Analysis Archives. 9(30). Online journal: <http://epaa.asu.edu/epaa/v9n30.html>. With Sarah Archibald.
- 2001 Rewarding Expertise. Education Matters, 1(1), 16-24.
- 2000 Paying Teachers for Performance. School Business Affairs. 66(6), 28-31.
- 2000 The New School Finance: Providing Adequacy and Improving Equity. Journal of Education Finance. 25(4), 467-487. Reprinted in Kern Alexander, Ed. (2008). *Education and Economic Growth: Investment and Distribution of Financial Resources*. Cambridge (UK): Linton Atlantic Books, Ltd, pp. 201-214.
- 2000 Funding Schools by Formula: Comparing Practice in Five Countries. Journal of Education Finance. 25(4), 489-515. With Rosalind Levacic, Kenneth Ross, & Brian Caldwell.
- 2000 Reallocating Resources to Support Higher Student Achievement: An Empirical Look at Five Sites. Journal of Education Finance. 25(4), 545-564. With Sarah Archibald.
- 2000 The Possibilities of Resource Reallocation. The State Education Standard. 1(3), 14-19. With Sarah Archibald. Reprinted as Investing in Learning: How Schools Can Reallocate Resources to Support Student Achievement, in School Spending: The Business of Education, Alexandria, VA: National School Boards Association; and in Principal Leadership, 1(30), 26-32, published by the National Association of Secondary School Principals.

- 2000 Can Wisconsin Schools Afford Comprehensive School Reform? Journal of Education Finance, 25(3), 323-342. With Sarah Archibald and Anita Tychsen.
- 2000 Costs of Sustaining Educational Change Via Comprehensive School Reform. Phi Delta Kappan, 81(6), 433-438.
- 2000 New and Better Forms of Teacher Compensation are Possible. Phi Delta Kappan, 81(5), 361-366. Reprinted in North American Association of Educational Negotiators Bulletin, January/February 2001, 16(4), 3-11.
- 1999 Repositioning School Finance: Providing Adequacy and Improving Equity. In Gary Peevely, Ed. Monograph on Educational Finance Adequacy. Nashville: Tennessee State University.
- 1999 Case Study 3: North America (USA and Canada). In Kenneth Ross & Rosalind Levacic, Eds. Needs-Based Resource Allocation in Education via Formula Funding of Schools. Paris: UNESCO, International Institute for Educational Planning.
- 1998 Teacher Knowledge and Skill Assessments and Teacher Compensation: An Overview of Measurement and Linkage Issues. Journal for Personnel Evaluation in Education, 12(2), 83-102. With Anthony Milanowski and Peter Youngs.
- 1998 Making Better Use of Resources for Educational Reform? In David Marsh, Ed. Preparing Our Schools for the 21st Century (pp. 143-164). Alexandria, VA: Association for Supervision & Curriculum Development.
- 1998 School Finance Systems: Aging Structures in Need of Renovation. Educational Evaluation and Policy Analysis, 20(3), 157-178. With William Clune.
- 1998 Resource Allocation Belongs in the Schools. State Education Leader, 16(1), 4-5.
- 1998 Wisconsin Public Education and Property Tax Relief in the 1990s. Educational Considerations, 25(1), 52-58. With Carolyn Busch and Karen Kucharz.
- 1997 How to Rethink School Budgets to Support School Transformation. Getting Better by Design Series, Volume 3. Arlington, VA: New American Schools.
- 1997 Improving the Productivity of School Resources. School Business Affairs, 63(6), 4-12.
- 1997 Introduction Special Issue-Improving Educational Policy with School-Level Data: A Synthesis of Multiple Perspectives. Journal of Education Finance, 22(3), 225-245. With Carolyn Busch.
- 1996 Recognizing Additional Student Need in Wisconsin: A Re-Examination of Equity and Equity Analysis. In Barbara LaCost, Ed. School Finance Policy Issues in the States and Provinces (pp. 109-126). Lincoln, NB: University of Nebraska and American Education Finance Association. With Carolyn Busch and Karen Kucharz.

- 1996 New American Schools: Improving School Productivity in the US. Management in Education, 10(5),10-12. (published by the British Educational Management and Administration Society).
- 1996 Applying the High Involvement Framework to Local Management of Schools in Victoria, Australia. Educational Research and Evaluation. 2(2), 150-184. With Eleanor Odden.
- 1996 Incentives, School Organization and Teacher Compensation. In Susan Fuhrman and Jennifer O'Day, Eds. Rewards and Reform: Creating Educational Incentives That Work (pp. 226-256). San Francisco: Jossey Bass.
- 1996 The Linkages between Systemic Reform and Teacher Compensation. Educational Evaluation and Policy Analysis. 18(1), 51-71. With Allan Mohrman and Susan Albers Mohrman.
- 1996 The Intricacies of Reforming School Finance and Providing Property Tax Relief in Wisconsin. Journal of Education Finance. 21(3), 321-342. With Carolyn Busch and Linda Hertert.
- 1996 Preliminary Thoughts on the Costs of Measuring and Providing Opportunity to Learn. In Selected Papers in School Finance: 1994. Washington, DC: National Center for Education Statistics.
- 1995 Costs and Impacts of Alternative Plans for Reforming Wisconsin School Finance and Providing Property Tax Relief. In Carla Edlefsen, Ed. School Finance Policy Issues in the States and Provinces (pp. 192-203). Columbus, OH: The Ohio State University, Policy Research for Ohio Based Education and American Educational Research Association. With Carolyn Busch.
- 1995 Improving Educational Productivity and School Finance. Educational Researcher. 24(9), 6-10, 22. (With William Clune).
- 1995 The Story of the Educational Dollar: No Academy Awards and No Fiscal Smoking Guns. Phi Delta Kappan. 77(2), 161-168. With David Monk, Lawrence Picus and Yassir Nakib.
- 1995 Key Issues in Effective School Based Management. School Business Affairs. 61(5), 4-16. With Priscilla Wohlstetter and Eleanor Odden.
- 1995 Linking Teacher Compensation to Teacher Career Development. Educational Evaluation and Policy Analysis. 17(2), 219-238. With Sharon Conley.
- 1994 School Financing Inequities Among the States: The Problem From a National Perspective. Journal of Education Finance. 19(3), 231-255. With Linda Hertert and Carolyn Busch.
- 1994 Decentralized Management and School Finance. Theory Into Practice, 33(2), 104-111.
- 1993 Retooling Wisconsin School Finance, Education Forward, 11(4), 4,8.
- 1993 School Finance Reform in Kentucky, New Jersey and Texas, Journal of Education Finance, 18(4), 293-317.

- 1993 Broadening Impact Aid's View of School Finance Equalization, Journal of Education Finance, 18(1), 63-88.
- 1993 National Initiatives and State Education Policy, Stanford Journal of Law and Policy, 4: 99-111. With Michael Kirst.
- 1992 Rethinking School-Based Management Policy and Research. Educational Administration Quarterly. 28(4), 529-549. With Priscilla Wohlstetter.
- 1992 The Role of Agenda Setting in the Politics of School Finance: 1970-1990. Educational Policy. 6(4), 355-376. With Priscilla Wohlstetter.
- 1992 School Finance in the 1990s, Phi Delta Kappan, 73(6), 455-461.
- 1992 Finance Reform Topples Old Structures, Resurges in New Directions, The School Administrator, 8(48), 8-12.
- 1992 Towards the 21st Century: *School Finance*. In Allan Odden, Ed. Rethinking School Finance: An Agenda for the 1990s. San Francisco: Jossey-Bass.
- 1992 School Finance in the 1990s. In Allan Odden, Ed. Rethinking School Finance: An Agenda for the 1990s, San Francisco: Jossey-Bass.
- 1992 Restructuring Teacher Compensation Systems. In Allan Odden, Ed. Rethinking School Finance: An Agenda for the 1990s, San Francisco: Jossey-Bass. With Sharon Conley. Reprinted in American Federation of Teachers. (1993). The Task Before Us: A QUEST Reader. Washington, DC: Author; and in Education Excellence Network. (1993). Network News and Views, Indianapolis, IN: Author.
- 1992 A New School Finance for Public School Choice. In Allan Odden, Ed. Rethinking School Finance: An Agenda for the 1990s, San Francisco: Jossey-Bass. With Nancy Kotowski.
- 1992 Interstate Fiscal Disparities and National Education Goals. In Allan Odden, Ed. Rethinking School Finance: An Agenda for the 1990s, San Francisco: Jossey-Bass. With Lori Kim.
- 1991 The Evolution of Education Policy Implementation. In Allan Odden, Ed. Education Policy Implementation, New York: State University of New York Press.
- 1991 California School Finance for the 1990s. In John Kirilin and Donald Winkler, Ed. California Policy Choices, Sacramento, CA: University of Southern California, School of Public Administration.
- 1991 Thinking About Program Quality. In Allan Odden, Ed. Education Policy Implementation, New York: State University of New York Press.

- 1991 Implementation of the California Mathematics and Science Curriculum Frameworks. In Allan Odden, Ed. Education Policy Implementation, New York: State University of New York Press. With David D. Marsh.
- 1991 New Patterns of Education Policy Implementation and Challenges for the 1990s. In Allan Odden, Ed. Education Policy Implementation, New York: State University of New York Press. With David D. Marsh.
- 1990 Educational Indicators in the United States: The Need for Analysis, Educational Researcher, 19(5), 24-29.
- 1990 Class Size and Student Achievement: Research-Based Policy Alternatives. Educational Evaluation and Policy Analysis, 12(2), 213-227.
- 1990 School Funding Changes: 1980 to 1988. Educational Policy, 4(1), 33-47.
- 1990 Making Sense of Educational Indicators: The Missing Ingredient. In Tim Wyatt and Alan Ruby, Eds. Indicators for Quality, Accountability and Better Practice. Sydney, New South Wales, Australia: Australian Conference of Directors General of Education.
- 1990 Local Response to the 1980s State Education Reforms: New Patterns of State/Local Response. In Joseph Murphy, Ed. The Educational Reform Movement of the 1980s: Perspectives and Cases. McCutchan Press, Berkeley, Calif. With David Marsh.
- 1990 School Funding in an Era of Excellence. In Paul Thurston and Linda Lotto, Eds. Advances in Educational Administration. Greenwich, Conn.: JAI Press.
- 1989 The Evolving Context of California Education. Comparative State Politics, 10(5), 1-20.
- 1989 The Educational Excellence Movement: Politics and Impact, An Essay Review. Economics of Education Review, 8(4), 377-381.
- 1989 State Education Reform Implementation: A Framework for Analysis. In Jane Hannaway and Robert Crowson, Eds. The Politics of Reform and School Administration. Philadelphia: Falmer Press, 1989. With David Marsh.
- 1988 Sources of Funding for Education Reform. In John Rich, Ed. Innovations in Education. Boston: Allyn and Bacon, Inc., pp. 137-146.
- 1988 How Fiscal Accountability & Program Quality Can Be Insured for Chapter I. In Denis P. Doyle & Bruce S. Cooper, Eds. Federal Aid to the Disadvantaged. Philadelphia: Falmer Press: 181-204.
- 1988 The Economic Link. Insight, Fall 1988, pp. 23-17.
- 1988 Education Policy for California's Future Economy. California Journal of Supervision and Curriculum Improvement. 1(2), 5-21.

- 1988 Financing of Schools. Encyclopedia of School Administration and Supervision, New York: The Oryx Press, 1988.
- 1988 How Comprehensive Reform Legislation Can Improve Secondary Schools. Phi Delta Kappa. 69(8), 593-598. With David Marsh.
- 1988 How Fiscal Accountability and Program Quality Can Be Insured For Chapter I. In Denis Doyle and Bruce Cooper, Eds. Federal Aid to the Disadvantaged: What Future for Chapter I? New York: Falmer Press, pp. 181-202.
- 1987 Education Reform and Services to Poor Students: Can the Two Policies be Compatible? Educational Evaluation and Policy Analysis. 9(3), 231-244.
- 1987 State Strategies to Support Local School Improvement. Knowledge. 9(1)42-86. With Beverly Anderson, Eleanor Farrar, Susan Fuhrman, Alan Davis, Eugene Huddle, Jane Armstrong and Patty Flakus-Mosqueda.
- 1987 School Effectiveness, Backward Mapping and State Education Policies. In John J. Lane and Herbert J. Walberg, Eds. Effective School Administration. Berkeley, CA: McCutchan.
- 1987 How Fiscal Accountability and Program Quality Can Be Insured For Chapter I. In Denis Doyle, Joan Michie and Barbara Williams, Eds. Policy Options for the Future of Compensatory Education. Washington: Research and Evaluation Associates, Inc.
- 1986 A School Finance Research Agenda for an Era of Education Reform. Journal of Education Finance. 12(1), 49-70.
- 1986 State Policy for At-Risk Children: Preschool to High School. Time for Results, Supporting Works. Washington, D.C.: National Governors Association.
- 1986 Elementary/Secondary Education in California 1986. In John J. Kirlin and Donald R. Winkler, Eds. California Policy Choices: III. Los Angeles: Graduate School of Public Administration, University of Southern California, pp. 107-149.
- 1986 When Votes and Dollars Mingle: A First Analysis of State Reforms. Politics of Education Association Bulletin. 13(2), 3-8.
- 1986 The School Finance Context of State Policies Designed to Enhance the Teaching Profession. Elementary School Journal, 86(4), 369-388.
- 1986 State Initiatives Can Foster Local School Improvement. Phi Delta Kappan. 67(8), 578-581. With Beverly Anderson.
- 1986 How Successful State Education Improvement Programs Work. Phi Delta Kappan. 67(8), 582-585. With Beverly Anderson.

- 1986 How State Instructional Improvement Programs Affect Teachers and Principals. Phi Delta Kappan. 67(8) 590-593. With Alan Davis.
- 1986 Sources of Funding for Education Reform. Phi Delta Kappan. 67(5), 335-340.
- 1985 Education Finance 1985: Rising Tide or Steady Fiscal State? Educational Evaluation and Policy Analysis, 7(4), 395-408.
- 1985 State Leadership and School Independence: The State Role in Creating and Sustaining Effective Schools. In Regina Kyle, Eds. Effective Schools Source Book. Washington, D.C.: National Institute of Education.
- 1984 Education Reform, School Improvement and State Policy. Educational Leadership. 42(2), 13-19. With Eleanor Odden.
- 1984 Financing Educational Excellence. Phi Delta Kappan. 65(5), 311-318.
- 1983 The Linkages Between School Finance and School Improvement. School Finance and School Improvement Linkages for the 1980s. Cambridge, MA: Ballinger. With L. Dean Webb.
- 1982 School Finance Reform: Redistributive Policy at the State Level. In Joel Sherman, Mark Kutner and Kimberly Small, Eds. New Dimensions of the State-Federal Partnership in Education. Washington, D.C.: Institute for Educational Leadership.
- 1982 State and Federal Pressures for Equity and Efficiency in Educational Financing. In Walter W. McMahon and Terry G. Geske, Eds. Toward Efficiency and Equity in Educational Finance. Urbana: University of Illinois Press.
- 1981 Alternative Wealth Measures. In K. Forbis Jordan and Nelda Cambron-McCabe, Eds. Perspectives in State School Support Programs. Cambridge, MA.: Ballinger. With E. Kathleen Adams.
- 1981 Financing Our Schools in the '80s: It Won't Be Easy But It Will Be Done, PTA Today, vol. 6, March 1981.
- 1980 State Public School Systems. In Book of the States. Washington, D.C.: Council of State Governments. With Russ Vlaanderen and Chris Pipho.
- 1978 Public Policy Issues in School Finance Reform. In John E. Peterson, Catherine Lavigne Spain and Martharose F. Laffey, Eds. State and Local Government Finance and Financial Management. Washington D.C.: Government Finance Research Center.
- 1978 Missouri's New School Finance Structure. Journal of Education Finance. 3(3), 465-475.

- 1978 School Finance Reform: Emerging Issues and Needed Research. In Dilemmas in School Finance. Chicago: University of Chicago Press.
- 1978 State Public School Systems. In Book of the States. Washington, D.C.: Council of State Governments. With Russ Vlaanderen and Chris Pipho.
- 1978 Public School Finance: Fine-Tuning the System. State Government. 51.
- 1977 Alternative Measures of School District Wealth. Journal of Education Finance. 2(3), 356-379.
- 1977 The Fiscal Impacts of Declining Enrollments. In Susan Abramowitz and Stuart Rosenfeld, Eds. Declining Enrollments: The Challenge of the Coming Decade. Washington, D.C.: National Institute of Education. With Phillip E. Vincent
- 1976 The Quiet Revolution in School Finance. Journal of Current Social Issues. 13(3).
- 1976 State Public School Systems. Book of the States. Washington, D.C.: Council of State Governments. With Russ Vlaanderen and Chris Pipho
- 1976 How are Schools Using 'New' Money? Compact. X.
- 1975 Is the Property Tax Progressive?: A Potential Threat to School Finance Reform, Compact. IX.
- 1973 Circuit Breaker Techniques for the Property Tax. New Directions for Education. 1(3), 39-50.
- 1973 The Emergency School Assistance Program and the Nixon Administration's Desegregation Policies. New Directions for Education. 1(3), 69-92.

C. Newspaper Articles Op-Ed Articles

- 2009 Strategies for Turning Around Low Performing Schools. Education Week. Commentary.
- 2009 How to Fast Track Rising Teacher Stars. Education Week. Commentary.
- 2007 School Finance Adequacy at a Crossroads. Education Week. Commentary.
- 2006 A Plan for Great Wisconsin Schools. Wisconsin State Journal, October 22, 2006.
- 1999 Teacher Quality: The Roles of New Forms of Compensation. Education Week Commentary.
- 1995 Expand on SAVE Advice for Better Government. Wisconsin State Journal, January 15.
- 1994 State-led School Reform, Decentralization Go Hand in Hand. Wisconsin Capital Times, November 23.
- 1994 All Children Can Learn: Their IQ is Irrelevant. Wisconsin State Journal. November 6.

- 1991 Keep the Spirit of Prop. 13 But Restore Fairness, Los Angeles Times. With James Guthrie, Michael Kirst and Julie Koppich.
- 1990 To Revitalize State Schools: An Agenda for California Education in the 90s, Sacramento Bee. With James Guthrie, Michael Kirst and Julie E. Koppich.
- 1990 A Change in Those Golden Rule Days, Los Angeles Times
- 1989 Beyond the Strike -- Setting Goals, Los Angeles Times. With Richard Riordan.
- 1989 Proposition 13, Gann Limit: The Fiscal Mess They Created. Sacramento Bee. With James Guthrie, Gerald Hayward and Michael Kirst.
- 1988 Quality of Education in California: 1988, Los Angeles Daily News.
- 1987 The ABCs of Year-Round Schools Add Up to a Plus, Los Angeles Times.
- 1987 Needed: New Bipartisan Spirit on Schools, Los Angeles Times.
- 1987 Education is Back on Short Rations, Los Angeles Times.

D. Policy Briefs, Policy Papers and Policy Booklets

Policy Briefs

- 2007 CPRE's School Finance Research: Fifteen Years of Findings. CPRE Policy Brief.
- 2006 Standards-Based Teacher Evaluation as a Foundation for Knowledge and Skill-based Pay. CPRE Policy Brief. With Herbert Heneman, Anthony Milanowski and Steve Kimball.
- 2000 Enhancing Teacher Quality Through Knowledge and Skills-Based Pay. CPRE Policy Brief. With Herbert Heneman, Carolyn Kelley and Anthony Milanowski.
- 2001 Paying Teachers for Performance: An Idea Whose Time Has Come, for the National Governors Association.
- 1999 Better Uses of Resources. Article prepared for the WEB site of the California Association of School Business Officers.
- 1999 Statement on School Finance for the Next Millennium. Prepared for the Democratic Leadership Council.
- 1999 The Need to Measure School Finance Adequacy. Prepared for the National Education Goals Panel.
- 1999 Teacher Quality: The Roles of New Forms of Compensation. Education Week Commentary.
- 1998 Creating School Finance Policies that Facilitate New Goals. CPRE
- 1995 Reinventing Teacher Compensation Systems. (With Carolyn Kelley). CPRE
- 1994 Including School Finance in Systemic Reform Strategies: A Comment. CPRE
- 1994 School-Based Management; The View from Down Under. (With Eleanor Odden) Distributed by the Wisconsin Center on Organization and Restructuring of Schools

Policy Briefs from the USC Center for Research in Education Finance

- 1991 School Finance for the 1990s
- 1991 A New Teacher Compensation System to Promote Productivity (With Sharon Conley)
- 1991 A New School Finance for Public School Choice (With Nancy Kotowski)
- 1991 Interstate Fiscal Disparities and National Education Goals (With Lori Kim)

Education Commission of the States Booklets (Principal Author)

- 1984 Education Finance in the States: 1984.
- 1983 School Finance Reform in the States: 1983. With C. Kent McGuire & Grace Belsches Simmons.
- 1982 State Programs of School Improvement: A 50-State Survey. With Van Dougherty.
- 1981 School Finance Reform in the States: 1980. With John Augenblick.
- 1980 School Finance Reform in the States: 1980. With J. Augenblick & Kent McGuire.
- 1979 Equity in School Finance. With Robert Berne and Leanna Stiefel.
- 1978 School Finance Reform in the States: 1978.
- 1976 The Fiscal Impacts of Declining Enrollments. With Phillip E. Vincent.
- 1976 The Regressivity of the Property Tax. With Phillip E. Vincent.
- 1976 Alternative Measures of School District Wealth.

E. Research Papers Presented

- 2007 Estimating the Cost of Teacher Turnover: An Example and Discussion of Methodological Issues. With Anthony Milanowski. Presented at the annual meeting of the American Educational Finance Association, Baltimore, MD.
- 2007 Recruiting New Teachers to Urban School Districts: What Incentives Will Work? With Anthony Milanowski, Hope Longwell-Grice, Janice Jones and Kristen Schomisch. Presented at the annual meeting of the American Educational Finance Association, Baltimore, MD.
- 2003 Assessing Teacher, Classroom and School Effects, Including Fiscal Effects. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL. With Geoffrey Borman and Mark Fermanich.
- 2003 Assessing Teacher, Classroom and School Effects, Including Fiscal Effects. Paper presented at the annual meeting of the American Educational Finance Association, Orlando, Florida. With Geoffrey Borman and Mark Fermanich.
- 2002 Arraying Educational Expenditures in a Way to Reflect Educational Strategies. Paper presented to the annual meeting of the American Educational Finance Association, Albuquerque, NM. With Sarah Archibald, Mark Fermanich and Betheny Gross.
- 2001 A Framework for Assessing the Costs of Professional Development. Paper presented to the annual meeting of the American Educational Finance Association, Cincinnati, OH. With Sarah Archibald and Mark Fermanich.
- 1999 Funding Schools by Formula: Comparing Practice in Five Countries. Paper presented at the annual meeting of the American Education Research Association, Montreal. With Rosalind Levacic, Brian Caldwell and Kenneth Ross.
- 1999 Reallocating Resources to Higher Student Performance. Paper presented at the annual meeting of the American Education Research Association, Montreal. With Sarah Archibald.
- 1999 Reallocating Resources to Higher Student Performance. Paper presented at the annual meeting of the American Education Finance Association, Seattle. With Sarah Archibald.
- 1997 The Victoria, Australia Approach to School Site Management. With Eleanor Odden. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- 1997 School-Based Performance Award Designs: A Case Study. With Herbert Heneman, David Wakelyn and Jean Protsik. Paper presented at the annual meeting of the American Educational Research Association, Chicago, Illinois.
- 1997 Financing Locally Managed Schools Through Local Education Authorities in England. With Carolyn Busch. Paper presented at the annual meeting of the American Education Finance Association, Jacksonville, Florida.

- 1997 School-Site Based Financing in Victoria, Australia. Paper presented at the annual meeting of the American Education Finance Association, Jacksonville, Florida.
- 1994 Applying the High Involvement Framework to Local Management of Schools in Victoria, Australia. With Eleanor Odden. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, Louisiana.
- 1994 Preliminary Thoughts on the Costs of Measuring and Providing Opportunity to Learn. Paper presented to the annual meeting of the American Educational Finance Association, Nashville, Tennessee.
- 1993 Decentralized Management and School Finance. Paper presented at the annual meeting of the American Educational Research Association, Atlanta, GA.
- 1993 Local Response to School Finance Reform in Three States. Paper presented at the annual meeting of the American Educational Research Association, Atlanta, GA.
- 1992 Towards the 21st Century: *School Finance*. Paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- 1992 Broadening Impact Aid's View of School Finance Equalization. Paper presented at the annual meeting of the American Education Finance Association, New Orleans.
- 1992 School Finance Reform in Kentucky, New Jersey and Texas. Paper presented at the annual meeting of the American Education Finance Association, New Orleans.
- 1992 Towards the 21st Century: *School Finance*. Paper presented at the annual meeting of the American Education Finance Association, New Orleans.
- 1991 Education Policy Implementation: 1965 - 1990. Paper presented at the annual meeting of the American Educational Research Association, Chicago.
- 1991 School Finance in the 1990s. Paper presented at the annual meeting of the American Educational Finance Association, Williamsburg, Virginia.
- 1991 Restructuring Teacher Compensation Systems to Foster Collegiality and Help Accomplish National Education Goals. Paper presented at the annual meeting of the American Educational Finance Association, Williamsburg, Virginia.
- 1991 The Research Agenda of the New OERI Education Finance and Productivity Center. Paper presented at the annual meeting of the American Educational Finance Association, Williamsburg, Virginia.
- 1990 Financing U.S. Education Reform: Implications for US AID Countries. Paper presented at the NGA-US AID Seminar on education reform and developing countries, Washington, D.C.

- 1990 A New School Finance for Public School Choice. Paper presented at the annual meeting of the American Educational Research Association, Boston.
- 1990 Teacher Professionalism Proposals: The Economic Productivity and School Finance Agenda. Paper presented at the annual meeting of the American Educational Research Association, Boston.
- 1990 Teacher Professionalism Proposals: The Economic Productivity and School Finance Agenda. Paper presented at the annual meeting of the American Educational Finance Association, Las Vegas.
- 1990 The Tricky Issues of Financing Public School Choice. Paper presented at the annual meeting of the American Educational Finance Association, Las Vegas.
- 1989 Making Sense of Educational Indicators: The Missing Ingredient. Paper presented at the National Conference on Indicators and Quality in Education, Surfers Paradise, Queensland, Australia, November 1989.
- 1988 How State Education Reform Can Improve Secondary Schools. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- 1987 The Economics of Financing Education Excellence. Paper presented at the annual meeting of the American Educational Research Association, Washington, D.C.
- 1986 Causal Linkages of Local School Variables Associated with Successful Implementation of State Education Improvement Programs. Annual Meeting of the American Educational Research Association, San Francisco, California ERIC Document ED 274 066
- 1986 A School Finance Research Agenda for an Era of Education Reform. Annual Meeting of the American Education Finance Association, Chicago, Illinois.
- 1985 Education Finance 1985. Annual Meeting of the American Education Finance Association, Phoenix, Arizona.
- 1985 State Training Programs of Education Improvement. Annual Meeting of the American Educational Research Association, Chicago, Illinois.
- 1984 Financing Educational Excellence. Annual Meeting of the American Education Finance Association, Orlando, Florida
- 1983 Education and the High Technology Economy. National Forum of the College Board, Dallas, Texas. (ERIC Document ED 247 378 CE 039 372).

- 1976 Alternative Measures of School District Wealth. Annual Meeting of the American Education Finance Association, Nashville, Tennessee.
- 1974 The Emergency School Assistance Program. with Donald W. Burnes. Annual Meeting of the American Educational Research Association, Chicago, Illinois.
- 1974 The Property Tax and the Voters: An Analysis of Voting Patterns in Nine Referenda: 1972 and 1973. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, Illinois.

F. Research Papers

- 2012 *An Evaluation of Vermont's Education Finance System*. Los Angeles, CA: Lawrence O. Picus and Associates. Available at: <http://www.lpicus.com> With Lawrence O. Picus, William Glenn, Michael Griffith & Michael Wolkoff
- 2010 *2010 Cost of Education Study: Submitted to the Select School Finance Committee of the Wyoming State Legislature*. Los Angeles, CA: Lawrence O. Picus and Associates. Available at: <http://www.lpicus.com> With Lawrence O. Picus.
- 2010 *Using the Evidence-Based Model in Strategic Budgeting: Examples from four Diverse Ohio Districts*. Los Angeles, CA: Lawrence O. Picus and Associates. Available at: <http://www.lpicus.com> . With Lawrence O. Picus.
- 2009 *Making More Progress in Identifying How Schools Use Resources in Ways that Boost Student Performance on State Tests*. North Hollywood, CA: Lawrence O. Picus and Associates. Prepared for the Wyoming Department of Education. With Lawrence O. Picus, Sarah Archibald and Jo Smith.
- 2008 *Implementing School Finance Adequacy: School Level Resource Use in Wyoming Following Adequacy-Oriented Finance Reform*. North Hollywood, CA: Lawrence O. Picus and Associates. Prepared for the Wyoming Legislative Service Office. Available at, <<http://legisweb.state.wy.us/2008/interim/schoolfinance/Resources.pdf>. With Lawrence O. Picus, Anabel Aportela, Michelle Turner Mangan, and Michael Goetz.
- 2007 *Paying for School Finance Adequacy with the National Average Expenditure Per Pupil*. Working Paper 2. Seattle, WA: University of Washington, Evans School of Public Affairs, Center on Reinventing Public Education, School Finance Redesign Project.
- 2007 *Moving From Good to Great in Wisconsin: Funding Schools Adequately and Doubling Student Performance*. Madison: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education. With Lawrence O. Picus, Sarah Archibald, Michael Goetz, Anabel Aportela and Michelle Turner Mangan. Available at: <http://www.wcer.wisc.edu/cpre/finance/WI%20March%201%202007%20Adequacy%20Report1.pdf>
- 2006 Fermanich, Mark, Picus, Lawrence O., Odden, Allan, Mangan, M.T., Gross, B., & Rudo, Z. (2006). *A Successful-Districts Approach to School Finance Adequacy in Washington*. Analysis prepared for the K-12 Advisory Committee of Washington Learns. Available at http://www.washingtonlearns.wa.gov/materials/Tab1Doc1EvidenceBasedReportforAC7-18-06_02.pdd
- 2006 *An Evidence-Based Approach to School Finance Adequacy in Washington*. Report prepared for Washington Learns. With Lawrence O. Picus, Michael Goetz, Michelle Mangan and Mark Fermanich. Available at: <http://www.washingtonlearns.wa.gov/materials/EvidenceBasedReportFinal9-11-06.pdf>

- 2006 Odden, Allan, Picus, Lawrence O., & Goetz, Michael. Recalibrating the Arkansas School Funding Structure. A report prepared for the Adequacy Study Oversight Sub-Committee of the House and Senate Interim Committees on Education of the Arkansas General Assembly. Little Rock, AR.
- 2005 Odden, Allan, Picus, Lawrence O., Goetz, Michael, Fermanich, Mark, Seder, Richard C., Glenn, William, & Nelli, Robert. An Evidence-Based Approach to Recalibrating Wyoming's Block Grant School Funding Formula. Report prepared for the Wyoming Select Committee on Recalibration, Cheyenne, WY.
- 2004 An Evidence-Based Approach to School Finance Adequacy in Arizona. Paper prepared for the Rodel Charitable Foundation of Arizona, Phoenix, Arizona.
- 2003 Evidence-Based Approach to School Finance Adequacy in Arkansas. Paper prepared for the Joint Committee on Educational Adequacy. Little Rock, Arkansas. With Lawrence O. Picus.
- 2003 A Professional Judgment Approach to School Finance Adequacy in Kentucky. Paper prepared for the Kentucky Department of Education. With Lawrence O. Picus and Mark Fermanich.
- 2003 A State-of-The-Art Approach to School Finance Adequacy in Kentucky. Paper prepared for the Kentucky Department of Education. With Lawrence O. Picus and Mark Fermanich.
- 2002 Assessing the Equity of Kentucky's SEEK Formula: A Ten-Year Analysis. Paper prepared for the Kentucky Department of Education. With Lawrence O. Picus and Mark Fermanich.
- 2001 Assessing SEEK from an Adequacy Perspective. Paper prepared for the Kentucky Department of Education. With Lawrence O. Picus.
- 1999 The Dynamics of Resource Reallocation. Paper prepared for the North Central Region Educational Laboratory, Oak Brook, IL.
- 1998 Improving State School Finance Systems: New Realities Create Need to Re-Engineer School Finance Structures. Madison, WI: University of Wisconsin, Wisconsin Center for Educational Research, Consortium for Policy Research in Education.
- 1998 A New Approach to Public School Finance. Prepared for the Consortium on Reform in Education (CORE), Peabody Education Policy Center, Vanderbilt University, Nashville, Tennessee.
- 1998 School Based Financing in North America: Broward County, FL; Cincinnati, OH; Edmonoton, AL, CN; Pittsburgh, PA; Seattle, WA. Chapter prepared for the IIEP (UNESCO) project on "Needs-Based Resource Allocation in Schools via Formula-Based Funding."
- 1997 A State Policymakers Guide to Incentives for Students, Teachers and Students. Paper prepared for the Education Commission of the States.

- 1997 A Minnesota School-Based Financing Framework: Helping Schools Make the Performance Agreement Work. Paper prepared for the Minnesota Department of Children, Families and Learning, St. Paul, MN.
- 1997 State and District Roles Supporting School Participation in School Reform Networks. Paper prepared for the Education Commission of the States, Denver, CO.
- 1997 The Finance Side of Implementing New American Schools. Paper prepared for the New American Schools Development Corporation, Alexandria, VA.
- 1997 District Roles in Decentralization: Creating and Managing a Decentralized Education System. Paper prepared for the New American Schools Development Corporation, Alexandria, VA.
- 1996 School-Based Performance Award Designs: A Case Study. Consortium for Policy Research in Education, Wisconsin Center for Education Research, School of Education, University of Wisconsin-Madison: Madison, WI. With Herbert Heneman, David Wakelyn and Jean Protsik.
- 1996 Financing Locally Managed Schools Through Local Education Authorities in England. CPRE, Wisconsin Center for Education Research, School of Education, University of Wisconsin-Madison: Madison, WI. With Carolyn Busch.
- 1996 School Finance Reform in Illinois: A High Performance and Chicago Perspective. Paper prepared for the Joyce Foundation, Chicago, IL.
- 1996 The Victoria, Australia Approach to Local Management of Schools. Consortium for Policy Research in Education, Wisconsin Center for Education Research, University of Wisconsin-Madison: Madison, Wisconsin. With Eleanor Odden.
- 1996 Applying the High Involvement Framework to Local Management of Schools in Victoria, Australia. Consortium for Policy Research in Education, Wisconsin Center for Education Research, University of Wisconsin-Madison: Madison, Wisconsin. With Eleanor Odden.
- 1995 Impact Report for the Finance Center of the Consortium for Policy Research in Education. Consortium for Policy Research in Education, Wisconsin Center for Education Research, University of Wisconsin-Madison: Madison, Wisconsin.
- 1995 Missouri School Finance: Fiscal Equity after S.B. 380. Paper prepared for the Missouri Education Commission on Performance.
- 1995 Decentralized School Management in Victoria, Australia. Paper prepared for the World Bank, Washington, DC.
- 1995 School Finance Formulas: Aging Structures in Need of Reform. Madison, WI: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education-The Finance Center. With William Clune.

- 1995 Educational Productivity and Organizing for Higher Performance. Madison, WI: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education-The Finance Center. With William Clune.
- 1995 The Additional Costs of Providing Extra Educational Services to Special Needs Students: The American Approach. Paper prepared for the Education Committee of the Directorate of School Education and the University of Melbourne, Victoria, Australia.
- 1994 Trends and Issues in American School Finance. Paper prepared for the Carnegie Corporation of New York.
- 1994 School Based Financing and Opportunity to Learn. Paper prepared for the National Governors Association.
- 1994 Finding Resources by Changing Management and Organization. Paper prepared for the New York State Board of Regents and Cornell University.
1994. Critical Issues: Governance and Organizational Management. Paper prepared for the North Central Region Educational Laboratory.
- 1994 The Additional Costs of an Adequate Education. Paper prepared for the U.S. Department of Education, Department of Planning and Evaluation Service.
- 1994 The National Costs of School Finance Equalization. Paper prepared for the U.S. Department of Education, Department of Planning and Evaluation Service.
- 1994 Preliminary Thoughts on The Costs of Measuring and Providing Opportunity to Learn. Paper prepared for the National Center for Education Statistics.
- 1994 The Financial Implications of Project 2061 for Teacher Professional Development and Compensation. Paper Prepared for Project 2061 under contract with Cornell University
- 1994 Applying the High Involvement Framework to Local Management of Schools in Victoria, Australia. With Eleanor Odden. Madison, WI: Wisconsin Center for Education Research, Consortium for Policy Research in Education, Finance Center.
- 1993 Redesigning School Finance in an Era of National Goals and Systemic Reform. Paper prepared for the National Alliance of Business.
- 1993 Minnesota School Finance: Traditional Retrofit or Future Pacesetter? Prepared for the Minnesota Department of Education.
- 1993 Alternative Concepts of Equity in School Finance: Possibilities for Missouri. Prepared for the Missouri Legislative Task Force on Education Finance.

- 1993 The Equity of the Missouri School Finance Structure. Prepared for the Missouri Legislative Task Force on Education Finance.
- 1993 Analysis of Simulations for January 28, 1993 Meeting. Prepared for the Missouri Legislative Task Force on Education Finance.
- 1993 Analysis of Simulations for February 11, 1993 Meeting. Prepared for the Missouri Legislative Task Force on Education Finance.
- 1993 Analysis of Simulations for February 25, 1993 Meeting. Prepared for the Missouri Legislative Task Force on Education Finance.
- 1992 Education Funding for Schools and Universities: Improving Productivity and Equity. Los Angeles, CA: University of Southern California, Center for Research in Education Finance, Consortium for Policy Research in Education. With William Massy.
- 1992 School Finance Reform in Kentucky, New Jersey and Texas. Paper prepared for the Consortium for Policy Research in Education, The Finance Center.
- 1992 Broadening Impact Aid's View of School Finance Equalization. Paper prepared for the U.S. Department of Education, under contract with Pelavin Associates.
- 1991 Pupil Weightings and Kansas School Finance. Paper prepared for the Kansas Department of Education.
- 1991 Teacher Professionalism: The School Finance Context. Paper prepared for the National Board for Professional Teaching Standards.
- 1991 Interstate Fiscal Disparities and National Education Goals. Paper prepared for the USC Center for Research in Education Finance. (With Lori Kim).
- 1991 A New School Finance for Public School Choice. Paper prepared for the USC Center for Research in Education Finance. (With Nancy Kotowski)
- 1991 School Finance in the 1990s. Paper prepared for the USC Center for Research in Education Finance.
- 1991 Restructuring Teacher Compensation Systems to Foster Collegiality and Help Accomplish National Education Goals. Paper prepared for the USC Center for Research in Education Finance. (With Sharon Conley)
- 1990 The Changing Contours of School Finance. White paper prepared for and distributed by the Far West Laboratory for Educational Research and Development, San Francisco, California.

- 1990 The Changing Contours of School Finance. Issue Brief prepared for the Far West Laboratory for Educational Research and Development, San Francisco, CA.
- 1990 Financing U.S. Education Reform: Implications for US AID Countries. Paper prepared for the National Governors Association.
- 1989 Education Funding Changes: 1960-1988. Los Angeles: School of Education, University of Southern California.
- 1989 Class Size and Student Achievement: New and Affordable Strategies That Make Sense. Paper prepared for the California State Department of Education.
- 1988 Chief School Business Officer Certification in California: An Idea Whose Time Has Come. Prepared for the California Department of Education. (With John Geranios.) ERIC # ED 297 445
- 1987 How State Education Reform Can Improve Secondary Schools: Overview of Study Findings. Berkeley, Calif.: University of California, Policy Analysis for California Education
- 1987 K12 Public School Funding Changes During the 1980s. University of Southern California, School of Education.
- 1987 K12 Public School Funding Changes During the 1980s in the Southeastern Educational Improvement Laboratory States. Prepared for the Southeastern Educational Research Laboratory.
- 1987 The California Economy 2010 and Needed Elementary and Secondary Education Policies. Paper prepared for the California Economic Development Council.
- 1987 Financing Education in an Era of Excellence: National and McRel State Trends. Paper prepared for the MidContinent Educational Research Laboratory.
- 1987 LA Metro Middle School Local Implementation Factors, analytic fieldwork report for the PACE study of the impact of California's education reform.
- 1987 LA Metro Middle School Case Study -- Round 2, case study report for fieldwork for the PACE study of the impact of California's education reform.
- 1987 LA Metro High School Local Implementation Factors, analytic fieldwork report for the PACE study of the impact of California's education reform.
- 1987 LA Metro High School Case Study -- Round 2, case study report for fieldwork for the PACE study of the impact of California's education reform.
- 1987 LA Suburban School District, analytic local district fieldwork report for the Education Commission of the State's study of the implementation and impact of state science and mathematics initiatives.

- 1987 LA Metro School District, analytic local district fieldwork report for the Education Commission of the State's study of the implementation and impact of state science and mathematics initiatives.
- 1987 LA City School District, analytic local district fieldwork report for the Education Commission of the State's study of the implementation and impact of state science and mathematics initiatives.
- 1987 Desert Valley School District, analytic fieldwork report for the Education Commission of the State's study of the implementation and impact of state science and mathematics initiatives.
- 1987 ECS NSF State Case Study - California, analytic fieldwork report for the Education Commission of the State's study of the implementation and impact of state science and mathematics initiatives.
- 1986 LA Metro Middle School State Policy Descriptions, analytic fieldwork report for the PACE study of the impact of California's education reform.
- 1986 LA Metro Middle School Case Study -- Round 1, case study report for fieldwork for the PACE study of the impact of California's education reform.
- 1986 LA Metro High School State Policy Descriptions, analytic fieldwork report for the PACE study of the impact of California's education reform.
- 1986 LA Metro High School Case Study -- Round 1, case study report for fieldwork for the PACE study of the impact of California's education reform.
- 1986 Education Reform and Services to Poor Students: Can the Two Policies be Compatible? Policy Analysis for California Education (PACE) University of California, Berkeley, California.
- 1986 State Policy for At-Risk Children: Preschool to High School, Washington, D.C.: National Governors Association.
- 1986 Funding Education Reform Over the Long Term in the Southeast United States, Atlanta, Ga.: Southern Growth Policies Board.
- 1986 School Finances, Reforms and Revenue Needs. Policy Analysis for California Education (PACE), University of California Berkeley, Berkeley, California.
- 1986 California SEA Case Study, analytic fieldwork report for the ABT Associates' study of ECIA Chapter 1.
- 1986 Local LEA Case Studies (3), analytic fieldwork report for the ABT Associates' study of changes in administrative policies and practices from ESEA Title I to ECIA Chapter 1.

- 1985 School Finance Issues and Alternatives in Illinois, report prepared for the Illinois State Superintendent of Education.
- 1985 A School Finance Research Agenda for an Era of Education Reform, prepared for the Stanford Institute for Research on Educational Finance and Governance, July 1985.
- 1985 The School Finance Context of State Policies Designed to Enhance the Teaching Profession, prepared for California Commission on the Teaching Profession.
- 1985 California Local Analytic Memorandum, analysis of fieldwork from the Education Commission of the States' study of state strategies to support local school improvement. February 1985.
- 1985 Arkansas Local Analytic Memorandum, analysis of fieldwork from for the Education Commission of the States' study of state strategies to support local school improvement. January 1985.
- 1984 Missouri School Finance and Education Reform: 1984. Prepared for the Missouri Joint Legislative Committee on Education, October 1984.
- 1984 The Washington Basic Education Act of 1977: Its Origin, Key Elements and Linkages to Education Reform. Prepared for the Washington Temporary Committee on Educational Policies, Structure and Management, September 1984.
- 1984 California State Case Study, analysis of state level fieldwork conducted for the Education Commission of the States' study of state strategies to support local school improvement.
- 1984 Arkansas State Case Study, analysis of state level fieldwork conducted for the Education Commission of the States' study of state strategies to support local school improvement
- 1983 School Improvement in Arkansas: A Case Study. Denver, Colo.: Education Commission of the States, 1983.
- 1980 The Relationship Between Property Tax Assessments, Tax Burdens and Missouri School Finance, and the Equity Effects of the 1977 Reform, with E. Kathleen Adams. Prepared for the Missouri State Board of Education's Task Force on School Finance, 1980.
- 1980 Simulation Results: Fourth Round. Prepared for the New York State Task Force on Equity and Excellence in Education, October 1979.
- 1979 Simulation Results: Third Round. Prepared for the New York State Task Force on Equity and Excellence in Education, November 1979.
- 1979 Simulation Results: Second Round. Prepared for the New York State Task Force on Equity and Excellence in Education, October 1979.

- 1979 Simulation Results: First Round. Prepared for the New York State Task Force on Equity and Excellence in Education, September 1979.
- 1979 Voter Attitudes Towards Government and Spending. Paper 10, Denver, Colo.: Education Commission of the States, November 1978.
- 1978 School Finance in Colorado: An Update. Paper 8, Denver, Colo.: Education Commission of the States, November 1978.
- 1978 Funding Schools Financed by the Bureau of Indian Affairs. Denver, Colo.: Education Commission of the States, August 1978.
- 1977 School Finance Reform in Michigan and Missouri: Impact on Suburban School Districts. Paper 11, Denver, Colo.: Education Commission of the States, 1977.
- 1974 The Property Tax in Connecticut, with Dick Netzer. Prepared for the Connecticut Commission to Study School Finance and Equality of Educational Opportunity, 1975.

PROFESSIONAL ACTIVITIES

A. Professional Associations

American Education Finance Association:

I have been actively involved with the American Education Finance Association, now American Education Finance and Policy, for 45 years, serving on the Board of Directors from 1976 to 1981, serving as President from 1979 to 1980, and participating in nearly all conferences as seminar moderator, discussant, general session speaker, general session moderator, and paper presenter.

I also am a member of the American Education Research Association.

Member of the AERA Government and Professional Liaison Committee, 1995 to 1998.
Member of the Board of Directors and Executive Committee, Politics of Education Association, April 1992 to 1996.

B. University Service (in addition to School/Departmental Committees)

University of Southern California
Central Faculty Budget Committee
School of Education and University-wide Salary, Promotion and Tenure Committees
University of Wisconsin
Board Member and Vice-President, University Club, 1997-1999.

C. Public Task Forces and Blue Ribbon Commissions

Member, Madison Superintendent's Transition Team, April 2013 to July 2013.

Member, Evaluation Committee, Chicago Public Education Fund. November 2008 to December 2011.

Member, Madison Metropolitan School District Sub-Committee on Finance for the district's Strategic Planning Committee. 2008.

Chair, Wisconsin School Finance Adequacy Initiative. April 2005 to 2007.

Member, Advisory Board, Strategic Education Research Partnership (SERP), National Academies. November 2004 to December 2006.

Member, Public Education Network Task Force on Teacher Quality. February 2001 to 2003.

Member, Governor's Blue Ribbon Commission on State-Local Partnerships for the 21st Century, April 2000 to January 2001. Appointed by Wisconsin Governor Tommy Thompson.

Member, Accountability Task Force, Los Angeles Unified School District, 1998 to 1999.

Member, Education Committee for the Total School Budget Project, Queensland, Australia, January 1998 to June 1999.

Special Court Master to the Remand Judge, Appellate Division, New Jersey, in the Abbott v. Burke school finance decision, August 1997 to April 1998.

Member, Madison Wisconsin School District Auditing Task Force for Minority Student Achievement, May 1997 to October 1998.

Member, National Research Council's Committee on Education Finance: Equity, Adequacy and Productivity, April 1996 to September 1999.

Chair, Sub-Committee on Standards and Assessment, Wisconsin Governor's Advisory Task Force on Education and Learning, March 1996 to December 1996.

Member, Governor's Advisory Task Force on Education and Learning. Appointed by Wisconsin Governor Tommy Thompson. December 1995 to December 1996.

Member, National Center for Education Statistics, School Finance Technical Panel, March 1995 to present.

Member, Education Committee to Revise the School Budget Formula. Victoria, Australia. January 1995 to December 1996.

Task Force on Funding Schools and Children's Services, The Finance Project, September 1995 to December 1996.

Member, Carnegie Corporation Task Force on Learning in the Primary Grades, 1994 to 1996.

Member, California Assessment Policy Committee. Appointed by Superintendent of Public Instruction Bill Honig. January 1991 to August 1993.

Member of the Executive and Full Committees of the Los Angeles Chamber of Commerce Human Resources Committee. 1986 to 1993.

Member, Educational Indicators Panel of the U.S. Department of Education. Appointed by the U.S. Secretary of Education. 1989 to 1991.

Member of the Advisory Board for the California Central School Leadership Academy, funded by the California State Department of Education. 1986 to 1993.

Member of the Technical Advisory Committee for the School Funding Committee of the California Governor's Commission on Education Quality, 1987-88. Appointed by California Governor George Deukemejian.

Member of the Finance Task Force of the LA 2000 Committee. 1988.

Member of the Board of Directors of EdSource. 1988 to 1990.

Member of the School Operations Improvement Task Force of the California State Department of Education. 1988 to 1990.

Member of the Task Force on Instructional Improvement, to help implement Proposition 98 in California. State Department of Education. 1988 to 1990.

D. Honors, Awards and Recognitions

Distinguished Service Award, American Education Finance Association, 1998

Visiting Scholar, Hoover Institute, Stanford University, 1997

President, American Education Finance Association, 1979-80

Who's Who in America

Who's Who in American Education

Who's Who in the Midwest

Who's Who in the West

Who's Who in Madison (Wisconsin)

Tau Beta Pi Engineering Society

E. Research Grants Funded While at University of Wisconsin (8/93-present) and USC (9/84-8/93)

- [Research grants received by the Education Commission of the States (6/75-8/84) for which I was either the principal investigator or primary author are listed in an addendum; they number 33 and include over \$5,000,000]
- 2008 Ford Foundation. For analyzing teacher performance assessment instruments and the practices in schools principals implement to create effective faculties. \$500,000 from September 1, 2008 to April 1, 2010, extended to August 31, 2010.
- 2008 Bill and Melinda Gates Foundation.
For developing a project on the strategic management of human capital in public education.
\$1 million from March 2008 to March 2010, extended to August 31, 2011.
- 2007 Carnegie Corporation of New York..
For developing an action project on the strategic management of human capital in public education.
\$2 million from January 2008 to December 2009.
- 2008 Institute of Education Sciences.
Creating an Integrated Resource Information System (IRIS). Cooperative effort with Milwaukee Public Schools.
\$1.6 million from March 2008 to February 2013.
- 2005 Joyce Foundation
For preparing a handbook on teacher compensation for state and local policymakers and writing a book on teacher compensation.
\$300,000 from April 2005 to August 2008.
- 2005 Rockefeller Foundation of New York
General support for CPRE and to study school finance adequacy in Wisconsin.
\$500,000 from April 2005 to August 2008, extended to August 2009.
- 2005 Carnegie Corporation of New York
To study strategic human resource management systems.
\$300,000 from June 2005 to June 2007.
- 2005 Gates Foundation through the University of Washington School Finance Redesign Project to study the cost of teacher turnover.
\$200,000 from June 2005 to June 2007
- 2001 Private Donor, Atlantic Philanthropies
General support for the Teacher Compensation Project
February 2001 to December 2004
\$1 million over three years

- 2000 Carnegie Corporation
CPRE Teacher Compensation Project – research a series of issues related to teacher compensation
September 2000 to December 2004
\$450,000 over three years.
- 2000 U.S. Department of Education
Office of Educational Research and Improvement
Center on Improving the Effectiveness of State and Local Education Reform
Five year extension through March 1, 2006
Subcontract through CPRE at Pennsylvania University
March 2001 to March 2006
\$4.0 million over five years.
- 1997 Pew Charitable Trusts
CPRE Teacher Compensation Project
September 1997 to August 2000
\$875,000 over three years.
- 1996 Carnegie Corporation
CPRE Teacher Compensation Project -- provide technical assistance to states or districts designing and implementing teacher compensation changes
December 1996 to December 1999
\$300,000 over three years.
- 1996 U.S. Department of Education
Office of Educational Research and Improvement
Center on Improving the Effectiveness of State and Local Education Reform
Subcontract through CPRE at Pennsylvania University
March 1996 to March 2001
\$3.6 million over five years.
- 1994 Pew Charitable Trusts
CPRE Teacher Compensation Project
June 1994 to June 1997
\$600,000 over three years.
- 1994 U.S. Department of Education
Office of Educational Research and Improvement
Center for Education Finance and Productivity
December 1990 to August 1996
\$ 6.0 million over five 3/4 years; \$1,650,000 in 1995-96.
- 1993 U.S. Department of Education
Bilingual Policy Fellowship Program
September 1993 to August 1997, \$ 510,000.

- 1993 U.S. Department of Education
Office of Educational Research and Improvement
Center for Education Finance and Productivity
December 1990 to November 1995
\$ 6.0 million over five years; \$1,300,000 in 1993.
- 1992 Mellon Foundation
Study of Resource Allocation and Use
January 1992 to June 1994
\$225,000
- 1992 U.S. Department of Education
Office of Educational Research and Improvement
Center for Education Finance and Productivity
December 1990 to November 1995
\$ 6.0 million over five years; \$1,000,000 in 1992.
- 1991 U.S. Department of Education
Office of Educational Research and Improvement
Evaluation of School Based Management
October 1991 to September 1994
\$ 643,000 over three years.
- 1991 University of California, Berkeley
Subcontract from the Hewlett Foundation funded proposal for the Policy Analysis for California Education (PACE) project, a joint project of the University of California at Berkeley, Stanford University and the University of Southern California.
May 1, 1991 to April 31, 1992 - \$34,500.
- 1991 U.S. Department of Education
Office of Educational Research and Improvement
Center for Education Finance and Productivity
December 1990 to November 1995
\$ 6.0 million over five years; \$700,000 in 1991.
- 1990 U.S. Department of Education
Bilingual Policy Fellowship Program
September 1990 to August 1993
\$ 475,000.
- 1989 Carnegie Corporation of New York
Study of education finance aspects of current education reform issues such as educational choice, performance incentives, teacher professionalism proposals, national educational goals, etc.
December 1, 1989 to May 31, 1991 -- \$272,000

- 1988 California State Department of Education
Study of School Operations Improvement.
July 1, 1988 to December 31, 1988. \$75,000.
- 1988 University of California, Berkeley
Subcontract from the Hewlett Foundation funded proposal for the Policy Analysis for California Education (PACE) project, a joint project of the University of California at Berkeley, Stanford University and the University of Southern California.
May 1, 1988 to April 31, 1991 - \$200,900.
- 1988 Carnegie Corporation of New York
To conduct a conference on the school finance and economics of education research agenda for the 1990s.
April 1, 1988 to August 31, 1988
\$20,000.
- 1988 The Ford Foundation
To conduct a conference on the school finance and economics of education research agenda for the 1990s.
April 1, 1988 to August 31, 1988
\$20,000.
- 1987 California State Department of Education
Prepare a background paper on the expenditure and cost items of the prototypic California school. -- \$8,000.
- 1986 California State Department of Education. Study to investigate the impact of California's Education Reform Program, S.B. 813, in 17 California Secondary Schools. Research team of 16 comprised of professors and students at The University of Southern California, Stanford University, University of California at Berkeley.
September 1986 to September 1987 - \$175,000.
- 1985 U.S. Department of Education. A Bilingual Policy Fellowship program. Co-principal investigator with Reynaldo Macias. \$400,000 over three academic years.
- 1985 University of California, Berkeley
Subcontract from the Hewlett Foundation funded proposal for the Policy Analysis for California Education (PACE) project, a joint project of the University of California at Berkeley, Stanford and the University of Southern California.
May 1, 1985 to August 31, 1988 - \$82,800.
- 1984 Education Commission of the States
National Institute of Education study of state strategies to support school improvement.
September 1984 to July 1985 - \$200,000
(I was the co-principal author of the proposal at ECS).

F.

Consulting

Prior to 1984:

American Association of School Administrators
Institute for Educational Leadership
Legislative Committees in several states including
 South Dakota, Missouri, Texas, Washington, California, South Carolina,
 New York, Connecticut, Colorado, Mississippi, North Carolina, Illinois,
 Minnesota, Wisconsin, Georgia Municipal Finance Officer's Association
National Conference of State Legislatures
National Governors Association
National Institute of Education
State Education Departments in several states.
The Ford Foundation
The South Carolina Partnership of Business/Industry,
 the Legislature and the Public Schools
U.S. House of Representatives
U.S. Senate

Since September 1984:

- 1984** Education Commission of the States
Missouri State Legislature
Washington State Legislature
- 1985** ABT Associates
California Commission on the Teaching Profession
Education Commission of the States
Illinois Superintendent of Public Instruction
School Services of America
South Carolina, Governor's Office
Stanford University
- 1986** ABT Associates
California Association of School Business Officers
California State Department of Education
Education Commission of the States
Illinois Superintendent of Public Instruction
Los Angeles County Office of Education
MidContinent Regional Educational Laboratory
Midwest Research Incorporated
National Governors Association
South Carolina, Governor's Office
Southern Growth Policies Board
Texas State Department of Education

U.S. Dept. of Education, Office of Educational Research and Improvement

- 1987** Burbank Unified School District
California Business Roundtable
California Economic Development Council
California Governor's Commission on Education Quality
California School Boards Association
California State Department of Education
Center for Policy Research in Education, Rutgers University
Education Commission of the States
Illinois Superintendent of Public Instruction
Michigan State Department of Education
MidContinent Regional Educational Laboratory
NOVA University
Pasadena Unified School District
Southeastern Educational Improvement Laboratory
Torrance/Palos Verdes School Administrators Association
Ventura County School Boards Association
- 1988** Apple Valley Unified School District
Association of California School Administrators
California Governor's Commission on Education Quality
California State Department of Education
Education Commission of the States
Los Angeles 2000 Committee
National Conference of State Legislatures
NOVA University
Texas Education Agency
Texas Select Committee on Education
- 1989** California State Department of Education
Education Commission of the States
LeFevere and Lefler Law Firm, Minneapolis, Minnesota
Local NBC News
Local Public Broadcasting Television Station
Minnesota Attorney General's Office
National Governors Association
New South Wales Department of Education, Australia
Teachers College Press
Texas Education Agency
The Riordan Foundation, Los Angeles, California
United States Department of Education
- 1990** Baker, Hostetler, McCutchen Black Law Firm, Los Angeles, California
California Association of County Offices of Education
California School Leadership Academy
California State Department of Education
Far West Regional Educational Laboratory

Minnesota Attorney General's Office
National Alliance for Business
National Conference of State Legislatures
National Governors Association
National University
Remcho and Johansen Law Firm, San Francisco, California
Rider, Bennet, Egan and Arundel Law Firm, Minneapolis, Minnesota
U.S. Department of Education

1991 American Association of School Administrators
Baker, Hostetler, McCutchen Black Law Firm, Los Angeles, California
California Association of School Business Officers
California State Department of Education
Eagleton Institute of Politics, Rutgers University
Kansas State Board of Education
Missouri Department of Elementary and Secondary Education
National Board for Professional Teaching Standards
New Jersey Quality Education Commission
U.S. Department of Education

1992 Kentucky State Department of Education
Michigan Education Policy Center
Minnesota Department of Education
Missouri Legislature
National Board for Professional Teaching Standards
New Jersey Quality Education Commission
Pelavin Associates
Texas Legislative Education Budget Board
U.S. Department of Education

1993 American Federation of Teachers
Consortium on Chicago School Research
Cornell University, American Association for the Advancement of Science
Education Commission of the States
Kentucky State Department of Education
Michigan State Board of Education
Michigan State University, Institute for Public Policy and Social Research
Minnesota Department of Education
Minnesota Department of Education
Missouri Legislative Task Force on Education Finance
National Alliance for Business
National Association of State Boards of Education
National Center for Education Statistics
U.S. Senate
Wisconsin Urban Superintendents' Association

1994 American Association for the Advancement of Science
Carnegie Corporation
Chicago Coalition for Education Rights
Consortium on Chicago School Research
Cornell University, New York State Regents
Minnesota Department of Education
Missouri Department of Elementary and Secondary Education
Missouri Education Performance Commission
National Association of State Boards of Education
National Center for Education Statistics
National Education Association
National Governors Association
National School Boards Association
North Central Regional Educational Laboratory
United States Department of Education
University of Southern California

1995 Carnegie Corporation
Cincinnati Public Schools
Consortium on Chicago School Research
Council of Chief State School Officers
Directorate of School Education, Melbourne, Victoria, Australia
Education Commission of the States
Florida Federation of Teachers
Illinois Governor's Commission on Education Funding
Memphis City Schools
Missouri Department of Elementary and Secondary Education
Missouri Education Performance Commission
National Center on Education and the Economy
National Conference of State Legislatures
National Consortium for Accreditation of Teacher Education
National Governors Association
New American Schools Development Corporation
North Central Regional Educational Laboratory
Philadelphia Public Schools
Policy Studies Associates
University of Melbourne, Victoria, Australia
University of Southern California
World Bank

1996 Broward County Public Schools
Carnegie Corporation
Cincinnati Public Schools
Colorado Association for School Executives
Directorate of School Education, Melbourne, Victoria, Australia
Dubuque Public Schools
Education Commission of the States
Joyce Foundation
Maryland Department of Education
Memphis City Schools
Minnesota Business Partnership
Minnesota Governor's Office
National Association of Education Negotiators
National Center of Education Statistics
National Governors Association
New American Schools Development Corporation
North Central Regional Educational Laboratory
Office of the Maryland Attorney General
Philadelphia Public Schools
Portland, Maine Public Schools
San Diego City Schools
University of Melbourne, Victoria, Australia
Washington Alliance -- Everett Public Schools, Edmonds Public Schools,
Northshore Public Schools, Seattle Public Schools,
Shoreline Public Schools

1997 Broward County Public Schools
Cincinnati Public Schools
Delaware State Department of Education
Education Commission of the States
Educational Testing Service
Hoover Institution at Stanford University
Memphis City Schools
Milwaukee Education Trust
Minneapolis Public Schools
Minnesota Department of Children, Families and Learning
New American Schools
Northern Illinois Consortium for Educational Change
Northwest Regional Educational Laboratory
Peabody Education Policy Center, Vanderbilt University
Philadelphia Public Schools
Superior Court of New Jersey, Appellate Division
University of Delaware
University of Pittsburgh, Institute of Politics
University of Southern California
Vanderbilt University, Consortium on Education Renewal (CORE)

1998 Cincinnati Public Schools
Coalition of Oregon School Administrators
Education Week
Iowa Department of Education
Frederick Public Schools, Maryland
Kenosha Public Schools, Wisconsin
Lancaster Public Schools, Pennsylvania
Los Angeles Unified School District, California
Memphis City Public Schools, Tennessee
Milwaukee Education Trust
Minnesota Attorney General's Office
New American Schools
New Jersey State Department of Education
North Carolina Principal's Executive Program
Peabody Education Policy Center, Vanderbilt University
Queensland Department for Education, Queensland, Australia
Southern Eastern Educational Vision for Education (SERVE)
Superior Court of New Jersey, Appellate Division
United Nations Educational, Social and Educational Organization,
International Institute for Educational Planning
United States Department of Education
Vanderbilt University, Consortium on Education Renewal (CORE)

1999 Cincinnati Public Schools (OH)
New Jersey Department of Education
Saint Paul Public Schools (MN)
School District of Lancaster (PA)
Wisconsin Manufacturing and Commerce
Teacher Union Reform Network
National Education Association
Waconia School District (MN)
Colonial Intermediate School District (PA)
Fairfax County Schools (VA)
Cooperative Education Service Agencies 2 and 7 (WI)
Governors Accountability Task Force (GA)
Governors Accountability Task Force (WA)
Minnesota State Legislature
Minnesota Association of School Personnel Administrators
Center for the Advanced Study of Business, Inc.
Jefferson County Public Schools (CO)
Colorado Education Association
National Governors' Association
Los Angeles Unified School District
North Central Regional Education Laboratory

2000

Cincinnati Public Schools
West Ed
Natrona School District (WY)
Maryland State Teachers Association
National Education Association
National Conference of State Legislatures
Montgomery County Public Schools (MD)
Center for the Advanced Study of Business, Inc.
North Central Regional Education Laboratory
Ohio Department of Education
Philadelphia Public Schools
Iowa Forum on Business and the Public Schools
Kansas Department of Education
Nebraska Legislature
Public Information Resources, Inc.
Germantown Public Schools
National Alliance of Business
Illinois Education Association
Arizona Education Association

2001

Association of Metropolitan School Districts, Minnesota
Minnesota State Legislature
Ohio Department of Education
Florida Education Association
North Carolina Education Policy Research Institute
Council of State Governments
Iowa State Legislature
The Mid-America Group
Illinois Association of School Business Officers
Center for the Advanced Study of Business, Inc.

2002

Center for Workforce Effectiveness
School District of Lancaster (PA)
North Carolina Education Policy Research Institute
St. Xavier School, Cincinnati (OH)
Salesianum School, Wilmington (DL)
Steamboat Springs School District (CO)
School District of Philadelphia (PA)
West Ed (San Francisco)
Racine Citizens for Better Public Education
Cooperative Education Service Agency #4, Lacrosse (WI)
Kentucky Department of Education

Washington Department of Education
Civic Committee of the Commercial Club (Chicago, IL)

2003

Lawrence O. Picus and Associates
Center for Workforce Effectiveness, Teacher Excellence Through Compensation
Arkansas Legislature
Austin Area Research Organization (Texas)
Washington Department of Public Instruction
South Carolina Department of Education
SERVE, the Regional Educational Laboratory
Michigan Association of School Boards
Steamboat Springs School District
The School District of Philadelphia
Idaho State Board of Education
Kentucky Department of Education
The Rodel Charitable Trusts of Arizona
Arlington Virginia Public Schools
Salesianum School, Wilmington Delaware
West Ed

2004

Lawrence O. Picus and Associates
Teacher Excellence through Compensation
Kyrene School District (Arizona)
Rodel Charitable Trusts of Arizona
Wisconsin ASCD
Wisconsin Legislative Seminar
Washington State Legislature
Editorial Projects in Education
New York State Attorney General Office
Lozano Smith Law Firm (Fresno, CA)
Washoe County Public Schools
Sun Prairie School District (WI)
Beloit School District (WI)

2005

Lawrence O. Picus and Associates
Teacher Excellence through Compensation

2006

Lawrence O. Picus and Associates
Teacher Excellence through Compensation
University of Washington, School Finance Redesign Project

2007

Lawrence O. Picus and Associates

New Jersey State Department of Education
University of Washington, School Finance Redesign Project

2008

Lawrence O. Picus and Associates
Carnegie Corporation of New York
North Dakota Education Improvement Commission
Wyoming Department of Education
Wyoming Legislature
Rodel Charitable Trusts of Arizona

2009

Lawrence O. Picus and Associates
Carnegie Corporation of New York
Wyoming Department of Education
Wyoming Legislature
Little Rock, Arkansas, Strategic Planning Commission
Beaverton, Oregon Public Schools

2010

Lawrence O. Picus and Associates
Wyoming Department of Education
Wyoming Legislature
Little Rock, Arkansas, Strategic Planning Commission
Beaverton, Oregon Public Schools
Knowledge Works Foundation (Ohio)
National Governors Association
Monroe County (Key West) Public Schools (Florida)
Iowa Association of School Administrators, Iowa School Boards Association
Renaissance Learning
American Institutes for Research
WESTAT

2011

Lawrence O. Picus and Associates
Wyoming Legislature
Vermont Legislature
Renaissance Learning
American Institutes for Research
WESTAT
Rhode Island Association of School Trustees

2012 Lawrence O. Picus and Associates
Wyoming Legislature
Vermont Legislature
Renaissance Learning

American Institutes for Research
WESTAT
New Jersey Attorney General/Department of Education
Maine Legislature

2013 Picus Odden and Associates
Maine Interim Education Committee
North Dakota Interim Committee on Education Funding
Renaissance Learning
American Institutes for Research
Government Finance Officers Association
Bill and Melinda Gates Foundation, Finance Project
Lake County Public Schools, Florida