

## MARGARET L. PLECKI

Professor, Educational Leadership and Policy Studies  
Director, Center for the Study of Teaching and Policy  
University of Washington, College of Education  
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### ACADEMIC BACKGROUND

University of California at Berkeley Ph.D. from the Graduate School of Education Division of Educational Administration and Policy Analysis Passed Oral Qualifying Examinations with Distinction, May 1988	1986-91
California State University, Sacramento Educational Administration Credential Program	1983-84
University of Illinois at Urbana-Champaign Master's degree in Special Education	1975-76
Bachelor's degree in Secondary Education: Teaching of Spanish Summa Cum Laude Graduate	1971-75

### FELLOWSHIPS AND AWARDS

Outstanding Faculty Advisor Award, University of Washington College of Education	2014
Nomination, Distinguished Graduate Mentor Award, University of Washington	2014, 2012
Phi Beta Kappa, University of California, Berkeley	1992
University of California Ede/Gleason Scholarship	1988-89
University of California Pardee Fellowship	1987-88
University of California Regents Fellowship	1986-87
Senior Scholarship, Phi Kappa Phi	1974
Illinois State Scholar	1971-75
Cook County Special Scholarship	1971-75

### PROFESSIONAL EXPERIENCE

<i>Professor</i> <i>Director, Center for the Study of Teaching and Policy</i> University of Washington College of Education Area of Educational Leadership and Policy Studies	Sept. 2015-present July 2015-present
<i>Associate Professor</i> <i>Co-Director, Center for the Study of Teaching and Policy</i> University of Washington College of Education Area of Educational Leadership and Policy Studies	2004-2015 2013-2015
<i>Assistant Professor</i> University of Washington College of Education Area of Educational Leadership and Policy Studies	Sept.1994-Sept.2004
<i>Managing Partner</i> Management Analysis and Planning Associates: Berkeley, California	1988-1994

<i>Research Director</i> Policy Analysis for California Education (PACE) University of California, Berkeley	Jan.-Dec.,1993
<i>Coordinator of Special Education</i> Napa Valley Unified School District: Napa, California	1983-1992
<i>Principal Consultant</i> California State Assembly Office of Research: Sacramento, California	June-Dec., 1989
<i>Policy Analyst</i> Policy Analysis for California Education, University of California, Berkeley	1986-88
<i>Program Specialist</i> Napa County Office of Education; Napa, California	1981-83
<i>Assistant Director</i> Precise Early Education for Children with Handicaps University of Illinois at Urbana-Champaign	1979-81
<i>Head Teacher</i> Institute for Child Behavior and Development University of Illinois at Urbana-Champaign	1976-79

**EXTERNALLY-SUPPORTED ACADEMIC RESEARCH**

Principal Investigator for two research studies examining the implementation of the educator evaluation system in Washington state. The sponsor is the Office of the Superintendent of Public Instruction <i>Total Award Amount to UW: \$450,595</i>	2015-2017
Principal Investigator for two research studies examining the retention and mobility of teachers and principals in Washington state. The sponsor is the Office of the Superintendent of Public Instruction <i>Total Award Amount to UW: \$74,984</i>	May-Dec. 2016
Principal Investigator for research regarding a five-year teacher leadership initiative in a school district in Washington state. The sponsor is the Center for Strengthening the Teaching Profession <i>Total Award Amount to UW: \$29,953</i>	2015-2016
Principal Investigator for the research component of a grant to examine the implementation of a new statewide teacher evaluation system in Washington. The sponsor is the Office of the Superintendent of Public Instruction under a grant from the Bill and Melinda Gates Foundation <i>Total Award Amount to UW: \$419,348</i>	2012-2015
Principal Investigator for the Research and Evaluation component of a U.S. Dept. of Education Teacher Quality Enhancement Grant awarded to Heritage University and Educational Service District 105, Yakima Valley Corrine McGuigan, Project Director, Heritage University <i>Total Award Amount to UW: \$527,000</i> <i>Total Grant Award Amount: \$9.1 million</i>	2010-2015

Principal Investigator for a longitudinal analysis of the career pathways of teacher education graduates from 20 teacher education institutions in Washington state and for the development of an evidence-based model to assess the impact of teacher education programs. Supported by a grant from the Carnegie Foundation's Teachers for a New Era <i>Total Award Amount: \$187,000</i>	2006-2010
Co-Principal Investigator for a national study of educational leadership sponsored by the Wallace Foundation Michael S. Knapp, Principal Investigator <i>Total Award Amount: \$5.3 million</i>	2005-2010
Principal Investigator for a research contract from the Center for Strengthening the Teaching Profession to develop and analyze data about the distribution of teachers in Washington state and assess the workforce conditions in Washington's schools <i>Total Grant Award Amount: \$985,000</i>	2004-2011
Principal Investigator for a longitudinal analysis of the career pathways of teacher education graduates from 20 teacher education institutions in Washington state. Supported by a grant from the Carnegie Foundation's Teachers for a New Era <i>Total Award Amount: \$75,000</i>	March 06-Jan.08
Principal Investigator Harry Bridges Labor Research Center, University of Washington Award to support research on Washington's novice teacher workforce Supported by a grant from the Washington State Legislature <i>Total Award Amount: \$9,930</i>	Feb.-June 2006
Principal Investigator for an analysis of employment, mobility, and teacher retention rates for graduates from the University of Washington's Elementary and Secondary Teacher Education Programs. Supported by a grant from the Carnegie Foundation's Teachers for a New Era <i>Total Award Amount: \$48,070</i>	Jan.-June 2006
Principal Investigator for two research grants from the Stuart Foundation to investigate the conditions of the teacher workforce in Washington state <i>Total Grant Award Amount: \$520,000</i>	2001-2004
Co-Principal Investigator for the Strengthening and Sustaining Teaching Project, funded by multiple foundations (Carnegie, Bill and Melinda Gates, and Rockefeller), with Michael S. Knapp and Judy Swanson <i>Total Grant Award Amount: \$313,000</i>	2003-2004
Principal Investigator for a study of Washington state's Initiative 728, funded by the Office of the Superintendent of Public Instruction <i>Grant Award Amount: \$21,000</i>	Nov. 02-Feb. 03
Principal Investigator for a research project supported by a gift from the Bill and Melinda Gates Foundation entitled "Examining resource allocation practices in high achieving schools: How schools use money, time, and talent." <i>Grant Award Amount: \$115,000</i>	2000-2002

Co-Principal Investigator for the Center for the Study of Teaching and Policy, 1997-2003  
a national research consortium investigating the relationships between excellent  
teaching and policymaking at national, state, and local levels.  
Center Director: Michael S. Knapp  
Grant Award Amount: \$7.5 Million

Principal Investigator for *The Future of Washington Schools*, a statewide 1995-1997  
educational policy research project funded by a Consortium of 55 school districts  
and 7 private corporations in Washington state  
Grant Award Amount: \$200,000

## PUBLICATIONS

### Journal Articles (\*indicates peer refereed)

\*Halverson, T. & Plecki, M. (2015). Exploring the politics of differential resource allocation: Implications for policy design and leadership practice. *Leadership and Policy in Schools* 14 (1): 42-66.

\*Elfers, A. & Plecki, M. (2014). Results of a state incentive program on the supply and distribution of National Board Certified Teachers. *Leadership and Policy in Schools* 13: 147-168.

\*Plecki, M. (2014). School Size. In Brewer, D. & Picus, L. (Eds.) *The Encyclopedia of Education Economics and Finance*. Thousand Oaks, CA: Sage Publications

\*Plecki, M. (2014). National Board Certification for Teachers. In Brewer, D. & Picus, L. (Eds.) *The Encyclopedia of Education Economics and Finance*. Thousand Oaks, CA: Sage Publications

\*Plecki, M., St. John, E., & Elfers, A. (2013). Examining the views of undergraduate STEM majors regarding K-12 teaching as a profession. *Teacher Education and Practice*, 26 (4),739-759.

\*Plecki, M., Elfers, A., & Nakamura, Y. (2012). Using evidence for teacher education program improvement and accountability: An illustrative case of the role of value-added measures. *Journal of Teacher Education*, 63 (5): 318-334.

Knapp, M., Copland, M., Honig, M., Plecki, M., & Portin, B. (2010). Urban renewal: The urban school leader takes on a new role. *Journal of Staff Development*, 31 (2), 25-29.

\*Loeb, H., Elfers, A., & Plecki, M. (2010). Possibilities and potential for improving instructional leadership: Examining the views of National Board Teachers. *Theory Into Practice* 49 (3):1-10.

\*Knapp, M., Portin, B., Plecki, M., Copland, M., & Honig, M. (2010). Leadership and leadership support for learning improvement in urban schools. *Journal of Staff Development* 31 (2):24-29.

Plecki, M. (2006). Reflections on the field of school finance: Enduring questions and future directions. *Education Finance and Policy* 1 (2): 167-175.

\*Elfers, A., Plecki, M., & Knapp, M. (2006). Teacher mobility: Looking more closely at the "movers" within a state system. *Peabody Journal of Education* 81 (3), 94-127.

Plecki, M. & Elfers, A. (2003). The 'state' of Washington: It's more than class size. An examination of I-728 in its first year. *Curriculum in Context, Journal of the Washington State Association for Supervision and Curriculum Development*, 30 (1), 2-3.

- \*Killeen, K., Monk, D., & Plecki, M. (2002). School district spending on professional development: Insights from national data (1992-1998). *Journal of Education Finance* 28 (1), 25-50.
- \*Knapp, M. & Plecki, M. (2001, December). Investing in the renewal of urban science education. *Journal of Research on Science Teaching*. 38 (10), 1089-1100.
- \*Plecki, M.L. (2000, November). Money isn't everything: Teaching school finance in a leadership development program. *Journal of School Leadership* 10: 542-560.
- \*Killeen, K., Monk, D. & Plecki, M. (2000, Fall). Spending on instructional staff support among big city school districts: Why are urban districts spending at such high levels? *Educational Considerations* 28 (1), 18-25.
- \*Plecki, M.L. (2000, July). Economic perspectives on investments in teacher quality: Lessons learned from research on productivity and human resource development. *Education Policy Analysis Archives* 8 (33).
- \*Plecki, M.L. (2000, Spring). Washington's school finance reform: Moderate success and room for improvement. *Journal of Education Finance* 25, 565-582.
- \*Plecki, M.L. (1998, Spring). Financing K-12 education in Washington state. *Educational Considerations* 25 (2), 71-75.
- \*Plecki, M.L. (1995). Efficacy of an early intervention program for moderately handicapped infants. *Economics of Education Review* 14 (4), 417-424.

### Books

Knapp, M., Honig, M., Plecki, M., Portin, B., & Copland, M. (2014). *Learning-Focused Leadership in Action: Improving Instruction in Districts and Schools*. New York: Routledge

### Edited Books

Plecki, M. L. & Monk, D. H. (2003). (Eds.) *School Finance and Teacher Quality: Exploring the Connections*. The 2003 Yearbook of the American Education Finance Association. Larchmont, NJ: Eye on Education.

### Book Chapters

- \*Plecki, M., Elfers, A., St. John, E., & Yeh, T. (in press). Practitioners' responses to Washington's required use of student growth measures in teacher evaluation. In Hewitt, K. & Amrein-Beardsley, A. (Eds.) *Student Growth Measures in Policy and Practice: Intended and Unintended Consequences of High-Stakes Teacher Evaluations*. London, U.K.: Palgrave Macmillan.
- \*Plecki, M. & Knapp, M. (2014). Frameworks and strategies for investing in instructional leadership. In Knapp, M., Honig, M., Plecki, M., Portin, B. & Copland, M., *Learning-Focused Leadership in Action: Improving Instruction in Districts and Schools*. New York: Routledge: 123-152.
- \*Plecki, M., Halverson, T. & Knapp, M. (2014). Investing for equity in instructional improvement. In Knapp, M., Honig, M., Plecki, M., Portin, B. & Copland, M., *Learning-Focused Leadership in Action: Improving Instruction in Districts and Schools*. New York: Routledge: 153-180.
- \*Portin, B., Knapp, M., Plecki, M. & Copland, M. (2010). Supporting and guiding learning-focused leadership in U.S. schools. In Macbeath, J. & Cheng, YC (Eds.) *International Encyclopedia*

of Education, 3<sup>rd</sup> Edition, Volume XX: Leadership for Learning: International Perspectives. Oxford, U.K.: Elsevier Press: 189-203.

\*Plecki, M. & Castañeda, T. (2009). Whether and how money matters in K-12 education. In Sykes, G. & Plank, D. (Eds.) *Handbook of Research on Education Policy*. Washington, DC: American Education Research Association: 453-463.

\*Plecki, M. & Loeb, H. (2004). Examining state and federal efforts to improve teacher quality: Lessons for policy design and implementation. In Smylie, M. & Miretzky, D. (Eds.) *Developing the Teacher Workforce*. The 103rd Yearbook of the National Society for the Study of Education. Chicago, IL: University of Chicago Press: 348-389.

\*Monk, D. H., Plecki, M. L. & Killeen, K. (2003). Examining investments in teacher professional development: A look at current practice and a proposal for improving the research base. In Plecki, M. L. & Monk, D. H. (Eds.) *School Finance and Teacher Quality: Exploring the Connections*. The 2003 Yearbook of the American Education Finance Association. Larchmont, NJ: Eye on Education: 137-156.

\*Killeen, K., Monk, D., & Plecki, M. (2002, July). Using national data to assess local school district spending on professional development. In Fowler, W. (Ed.) *Developments in School Finance*: Washington, DC: National Center for Education Statistics: 31-43.

\*Plecki, M.L. (2001). Washington state school finance. In C. Sielke and J. Dayton (Eds.), *Public School Finance Programs of the United States and Canada*. Washington, DC: U.S. Department of Education, National Center for Education Statistics.

\*Monk, D. & Plecki, M.L. (1999). Generating and managing resources for school improvement. In J. Murphy and K.S. Louis (Eds.), *The Handbook of Research on Educational Administration*. San Francisco, CA: Jossey-Bass: 491-509.

\*Clark, R. W. & Plecki, M.L. (1997). Professional development schools: Their costs and financing. In M. Levine & R. Trachtman (Eds.), *Making Professional Development Schools Work: Politics, Practice, and Policy* (pp. 134-158). New York: Teachers College Press.

#### Book reviews

\*Plecki, M.L. (2000, Summer). Review of the book: *Raising Money for Education: A Guide to the Property Tax* in *Journal of Education Finance* 26 (1), 121-123.

\*Plecki, M.L. (1998). Review of the book: *The International Encyclopedia of Teaching and Teacher Education* in *Economics of Education Review* 17 (4), 445-446.

#### Commissioned Research, Monographs, and Reports (\*indicates peer review)

Plecki, M., Elfers, A., St. John, E., & Yeh, T. (2015). *Washington's teacher and principal evaluation system: Goal setting and measures of student growth for instructional improvement*. A report prepared for the Office of the Superintendent of Public Instruction. Seattle, WA: Center for the Study of Teaching and Policy.

Plecki, M., Elfers, A., & Wills, K. (2014). *Preliminary analysis of Measures of Student Progress for HUI05: School years 2010-11 through 2012-13*. Center for the Study of Teaching and Policy, University of Washington, Seattle, WA.

Plecki, M., & Elfers, A. (2013, December). *Preliminary report to the HUI05 Advisory Board*. Center for the Study of Teaching and Policy, University of Washington, Seattle, WA.

\*Plecki, M., Elfers, A. & Nakamura, Y. (2010). The role of value-added measures in an evidence-based framework for improving teacher preparation and development. A report prepared for the Teachers for a New Era Project at the University of Washington. Seattle, WA: Center for the Study of Teaching and Policy.

\*Plecki, M., Elfers, A., St. John, E., Finster, M., Emry, T., Nishida, N. & Harmon, J. (2010, June). Study of the incentive program for Washington's National Board Certified Teachers. A report prepared for the Washington State Board of Education.

\*Knapp, M., Copland, M., Honig, M., Plecki, M. & Portin, B. (2010, August). *Learning-Focused Leadership and Leadership Support: Meaning and Practice in Urban Systems*. A research report prepared for the Wallace Foundation. Seattle, WA: Center for the Study of Teaching and Policy

Plecki, M., Elfers, A. & Finster, M. (2010, March). *Examining the impact of Reduction in Force Notices in Washington districts: 2009-2010*. A report commissioned by the Center for Strengthening the Teaching Profession. Seattle, WA: Center for the Study of Teaching and Policy.

\*Plecki, M., Knapp, M., Castaneda, T., Halverson, T, & LaSota, R. (2009). *How leaders invest staffing resources in learning improvement*. Research commissioned by the Wallace Foundation. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Hood, B., Knapp, M., & Plecki, M. (2009). *Blending accountability and support: An emerging role for states, Occasional Paper*. Seattle, WA: Center for the Study of Teaching and Policy.

Plecki, M. & Elfers, A. (2009, November). *Taking stock of Washington's teacher workforce: An assessment of conditions prior to the economic downturn*. A report commissioned by the Center for Strengthening the Teaching Profession. Seattle, WA: Center for the Study of Teaching and Policy.

\*Elfers, A. M., Strikus, T., Percy Calaff, K., Von Esch, K.S., & Lucero, A, Knapp, M. S. & Plecki, M. L. (2009). *Building systems of support for classroom teachers working with second language learners*. Seattle, WA: University of Washington.

Elfers, A., Plecki, M., & Wedel, B. (2009). *Survey of the Professional Certificate: Views of Washington teachers*. Report commissioned by the Center for Strengthening the Teaching Profession. Seattle, WA: University of Washington College of Education.

Plecki, M., Elfers, A., & Knapp, M. (2008). *Analyzing the career paths of teacher education graduates in Washington state*. Report commissioned by Teacher for a New Era. Seattle, WA: University of Washington College of Education.

Elfers, A., Plecki, M. (2008, December). *Undergraduates' views of K-12 teaching as a career*. Report commissioned by the Professional Educator Standards Board. Seattle, WA: University of Washington College of Education.

Elfers, A. & Plecki, M. (2008, November) *Employment rates, placement patterns, and retention of graduates from alternative route teacher preparation programs in Washington State (2001-2005)*. Report commissioned by the Professional Educator Standards Board. Seattle, WA: University of Washington College of Education.

Plecki, M., Elfers, A., & Knapp, M. (2007). *Who's teaching Washington's Children? A 2006 update*. Report commissioned by the Center for Strengthening the Teaching Profession, Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

Elfers, A., Plecki, M., Knapp, M., Yeo, G., & McGowan, M. (2007). *Teaching math in Washington's high schools: Insights from a survey of teachers in high performing or improving schools*. Report prepared for the Office of the Superintendent of Public Instruction. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

Elfers, A. & Plecki, M. (2007). *High school teachers in the workforce: Examining teacher retention, mobility, school characteristics, and school reform efforts*. Report commissioned by the Center for Strengthening the Teaching Profession, Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Plecki, M., McCleery, J., & Knapp, M. (2006, October). *Redefining and improving school district governance*. Paper commissioned by the Wallace Foundation. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Plecki, M., Alejano, C., Knapp, M., & Lochmiller, C. (2006, October). *Allocating resources and creating incentives to improve teaching and learning*. Paper commissioned by the Wallace Foundation. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Knapp, M., Portin, B., Copland, M., & Plecki, M. (2006, October). *Leading, learning, and leadership support*. Paper commissioned by the Wallace Foundation. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Plecki, M., Elfers, A., & Knapp, M. (2006, July). *Employment, retention, mobility, and career pathways of graduates from the University of Washington's Teacher Education Program*. A report prepared for Teachers for a New Era, Seattle, WA: University of Washington College of Education.

Plecki, M., Elfers, A., & Knapp, M. (2006, June). *An examination of longitudinal attrition, retention, and mobility rates of beginning teachers in Washington state*. A report prepared for the Harry Bridges Labor Research Center, Seattle, WA: University of Washington.

Loeb, H., Elfers, A., Plecki, M., Ford, B. & Knapp, M. (2006). *National Board Certified Teachers in Washington State: Impacts on professional practice and leadership opportunities*. Silverdale, WA: Center for Strengthening the Teaching Profession.

Elfers, A. & Plecki, M. (2006). *Examining teacher retention and mobility in small and rural districts in Washington state*. A report prepared for the Center for Strengthening the Teaching Profession, Seattle, WA: University of Washington Center for the Study of Teaching and Policy.

\*Plecki, M., Elfers, A., & Knapp, M. (2005, March). *Teacher retention and mobility: A look inside and across districts and schools in Washington state*. Commissioned by the Center for Strengthening the Teaching Profession.

Elfers, A., Knapp, M., Zahir, A., & Plecki, M. (2005). *Preparation and support for teaching: Teachers' response to state education reform*. Silverdale, WA: Center for Strengthening the Teaching Profession.

Knapp, M., Plecki, M., & Elfers, A. (2005). *Teachers count: The state's teaching force and how it is supported*. Seattle, WA: Center for the Study of Teaching and Policy.



- Knapp, M., Elfers, A. & Plecki, M. (2004, April). *Preparing for reform, supporting teachers' work: Surveys of Washington state teachers, 2003-04 school year*. Seattle, WA: University of Washington.
- Elfers, A., Knapp, M., & Plecki, M. (2004). *Preparation and support for teaching: A survey of teachers' assignment and certification*. Research commissioned by the Center for Strengthening the Teaching Profession. Seattle, WA: Center for the Study of Teaching and Policy.
- Elfers, M., Plecki, M., & Knapp, M. (2004). *Development and deployment of a "fast response" survey system in Washington state, Methodological notes*. Research commissioned by the Center for Strengthening the Teaching Profession. Seattle, WA: Center for the Study of Teaching and Policy.
- \*Plecki, M., Elfers, A., & Knapp, M. (2003, August). *Who's teaching Washington's children? What we know-and need to know-about teachers and the quality of teaching in the state*. Seattle, WA: University of Washington.
- Plecki, M., Elfers, A., Boatright, B., & Perkins, C. (2003, February). *Washington's Initiative 728: Examining the first year of implementation*. Olympia, WA: Office of the Superintendent of Public Instruction.
- Killeen, K., Monk, D., & Plecki, M. (2002, November). *What schools spend on professional development*. Teaching Quality Policy Brief No. 6, Summer 2002. Seattle, WA: University of Washington Center for the Study of Teaching and Policy.
- \*Beck, L., Elfers, A., Plecki, M., & Portin, B. (2001). *Examining leadership and resource allocation practices in high achieving schools: How schools use money, time, and talent*. Research commissioned by the Bill and Melinda Gates Foundation. Seattle, WA: Center for the Study of Teaching and Policy, University of Washington.
- \*Koppich, J.E., Plecki, M.L. & Holmes, P. (1998). *New rules, new roles? The professional work lives of charter school teachers*. Washington, D.C.: National Education Association.
- \*Plecki, M.L., Koppich, J.E., Kirst, M.W., et al (1997, January). *Conditions of Education in Washington State 1997*. Seattle: University of Washington Institute for the Study of Educational Policy.
- Koppich, J.E., Plecki, M.L. & Holmes, P. (1997, September). *Score@Kaplan: An appraisal of a three-school summer pilot program in the Los Angeles Unified School District*. Evaluation report prepared for Kaplan Educational Services, San Francisco, CA: Koppich and Associates.
- \*Guthrie, J.W., Adams, J.E., Rossmiller, R.A. & Plecki, M.L. (1996, September). *Equity and educational opportunity in Wisconsin school finance*. Report prepared for the Department of Justice, State of Wisconsin.
- \*Guthrie, J.W., Koppich, J., Plecki, M. & Kirst, M.W. (1995, April). *Maximizing returns on Rhode Island's education investments*. A report prepared for the Superintendent of Public Instruction, State of Rhode Island. Berkeley, CA: Management Analysis & Planning Associates.
- \*Plecki, M.L. (1994, Spring). What research says about school choice in the United States. *The Educator*. Berkeley, CA: University of California, pp. 10-17.
- Hayward, G.C., Plecki, M., Shimasaki, D. & Murdoch, A. (1994). *Folsom Rancho Cordova District Reorganization Report*. Berkeley, CA: Management Analysis & Planning Associates.

\*Plecki, M.L. (1993, October). *Private schools in California*. Berkeley, CA: Policy Analysis for California Education.

\*Plecki, M. L. (1993, September) *Summary of the research on school choice in the United States*. Berkeley, CA: Policy Analysis for California Education, University of California.

Guthrie, J.W., Hayward,G.C., Timar, T.B. & Plecki, M. (1993, September). *Education finance analysis undertaken in connection with DeRolph et. al. v. State of Ohio*. Report prepared for the State of Ohio Department of Education, Columbus, OH.

Guthrie, J.W., Plecki, M., & Shimasaki, D. (1991, June). *School district organization: analysis and alternatives*. Report prepared for the Marin County Office of Education. Berkeley, CA: Management Analysis & Planning Associates.

Hayward, G., Shimasaki, D., Guthrie, J., Koppich, J. & Plecki, M. (1991) *California Community College Accountability*. Report prepared for the California Community College Chancellor's Office. Berkeley, CA: Management Analysis & Planning Associates.

\*Guthrie, J.W., Plecki, M., Hayward, G., & Koppich, J. (1990, May). *The challenge of change: an organizational and educational plan for the future*. Report prepared for the San Francisco Community College District. Berkeley, CA: Management Analysis & Planning Associates.

\*Plecki, M. (1989). *Educating minority students in California: descriptive analysis and policy implications*. Report prepared for the California Assembly Office of Research, Sacramento, CA.

\*Plecki, M. (1988). *Achievement of twelfth grade students in metropolitan Los Angeles*. Statistical report prepared for the State of California's Department of Public Instruction. Berkeley, CA: University of California Graduate School of Education.

## **PROFESSIONAL CONFERENCE PAPERS AND PRESENTATIONS**

Elfers, A., Plecki, M., & Yeh, T. (2016). The resource impact on schools and districts in the implementation of ambitious teacher evaluation policy. Paper presented at the annual meeting of the Association for Education Finance and Policy, Denver, CO.

Elfers, A., Plecki, M., St. John, E., & Yeh, T. (2015). Student growth measures in teacher evaluation: Educators' responses to new requirements. Paper presented at the annual meeting of the Association for Education Finance and Policy, Washington, DC.

\*Elfers, A & Plecki, M. (2014, April). Teaching teams in residency-based teacher preparation: When learning to teach is a collaborative endeavor. Paper presented at the annual meeting of the American Education Research Association, Philadelphia, PA.

Plecki, M., & Elfers, A. (2014, March). How educators are responding to the required use of measures of student growth in teacher evaluations. Paper prepared for the annual meeting of the Association for Education Finance and Policy, San Antonio, TX.

\*Plecki, M. & Elfers, A. (2012, April). An evidence-based framework for improving teacher education. Paper presented at the annual meeting of the American Education Research Association, Vancouver, British Columbia.

\*Plecki, M. & Elfers, A. (2011, December). The role of value-added measures in an evidence-based framework for improving teacher preparation and development. Presentation for the Washington Educational Research Association's annual conference. SeaTac, WA

\*Plecki, M., Elfers, A. & St. John, E. (2011, April). The impact of a state incentive program on the supply and distribution of National Board Certified Teachers. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA

Plecki, M., Elfers, A. & Finster, M. (2011, March). Understanding the impact and equity of teacher layoff notices: Examining two years of evidence in Washington state. Paper presented at the annual meeting of the Association for Education Finance and Policy: Seattle, WA.

Elfers, A. & Plecki, M. (2011, March). The role of value-added measures in an evidence-based framework for improving teacher preparation and development. Paper presented at the annual meeting of the Association for Education Finance and Policy: Seattle, WA

Halverson, T. & Plecki, M. (2011, March). Exploring the politics of differential resource allocation: Implications for policy design and leadership practice. Paper presented at the annual meeting of the Association for Education Finance and Policy: Seattle, WA.

\*Knapp, M., Copland, M., Honig, M., Plecki, M., & Portin, B. (2010, April). *Symposium: You've got me, but who's got you? Creating a web of support for leadership in urban school improvement.* Presented at the annual meeting of the American Educational Research Association: Denver, CO.

\*Hood, B., Knapp, M., & Plecki, M. (2010, April). Blending accountability and support for learning improvement: An emerging role for states. Paper presented at the annual meeting of the American Educational Research Association: Denver, CO.

Plecki, M. (2010, March). How leaders invest staffing resources for learning improvement. Paper presented at the annual meeting of the American Education Finance Association: Richmond, VA.

Plecki, M. & Finster, M. (2010, March). How layoff notices impact teacher distribution, assignment, retention & mobility: Examining statewide data in Washington. Paper presented at the annual meeting of the American Education Finance Association: Richmond, VA.

Elfers, A. & Plecki, M. (2010, March). The impact of financial incentives on the supply and distribution of National Board Certified Teachers: Results from Washington State. Paper presented at the annual meeting of the American Education Finance Association: Richmond, VA.

\*Plecki, M. & Halverson, T. (2009, November). How leaders invest staffing resources for learning improvement: Results from a national study. Paper presented at the annual conference of the University Council for Educational Administration. Anaheim, CA.

\*Elfers, A. & Plecki, M. (2009, November). How leaders build systems of support for classroom teachers working with English Learners. Paper presented at the annual conference of the University Council for Educational Administration. Anaheim, CA.

Plecki, M. & Elfers, A. (2009, March). Examining the views of undergraduate math and science majors regarding K-12 teaching as a profession. Paper presented at the annual meeting of the American Education Finance Association: Nashville, TN.

Plecki, M. & Halverson, T. (2009, March). Examining school level resource allocation: What influences principals to reconfigure resources in more powerful and equitable ways? Paper presented at the annual meeting of the American Education Finance Association: Nashville, TN.

Elfers, A. & Plecki, M. (2009, March). Employment rates of teacher education graduates in math and science fields: Exploring issues of productivity and equity in addressing teacher shortages. Paper presented at the annual meeting of the American Education Finance Association: Nashville, TN.

\*Plecki, M. & Elfers, A. (2008, March). Tracking the career paths of teacher education graduates. Paper presented at the annual meeting of the American Educational Research Association: New York, NY.

\*Elfers, A. & Plecki, M. (2008, March). Math teachers in high-performing or improving schools: Teacher perspectives on supports for effective math instruction. Paper presented at the annual meeting of the American Educational Research Association: New York, NY.

\*Elfers, A. & Plecki, M. (2008, March). Staying, moving, or leaving? High school teachers and school characteristics. Paper presented at the annual meeting of the American Educational Research Association: New York, NY.

\*Knapp, M., Copland, M., Honig, M., & Plecki, M., (2008, March). Moving to markets: Parental, professional, and institutional choice policy (symposium). Presented at the annual meeting of the American Educational Research Association: New York, NY.

\*Knapp, M., Copland, M., Honig, M., Plecki, M., & Portin, B. (2008, March). Systematic action to support learning-focused leadership in urban education reform (symposium). Presented at the annual meeting of the American Educational Research Association: New York, NY.

\*Plecki, M. & Elfers, A. (2007, April). Retention, mobility, and career pathways of beginning teachers. Paper presented at the annual meeting of the American Educational Research Association: Chicago, IL

\*Elfers, A., Plecki, M. & Loeb, H. (2007, April). National Board Certified Teachers in Washington state: Impact on professional practice and leadership opportunities. Paper presented at the annual meeting of the American Educational Research Association: Chicago, IL

Plecki, M. & Elfers, A. (2007, March). Retention, mobility, and career pathways of beginning teachers: A longitudinal and comparative analysis. Paper presented at the annual meeting of the American Education Finance Association: Baltimore, MD

Elfers, A. & Plecki, M. (2007, March). High school teachers in the workforce: Examining teacher retention, mobility, school characteristics, and school reform efforts. Paper presented at the annual meeting of the American Education Finance Association: Baltimore, MD

Lochmiller, C., Angel, L., Plecki, M. & Elfers, A., (2007, March). Factors related to the mobility of school principals: Findings from Washington state. Paper presented at the annual meeting of the American Education Finance Association: Baltimore, MD

\*Elfers, A. & Plecki, M. (2006, April). Teacher retention, mobility, and attrition and the factors that contribute to teachers' career decisions. Paper presented at the annual meeting of the American Educational Research Association: San Francisco, CA

\*Knapp, M., Copland, M., Portin, B., & Plecki, M. (2006, April). Improving learning-focused leadership in complex educational systems: The role of evidence, resources, and authority to act. Symposium presented at the annual meeting of the American Educational Research Association: San Francisco, CA

Elfers, A. & Plecki, M. (2006, March). National Board Certified Teachers in the Washington workforce: Views of teaching. Paper presented at the annual meeting of the American Education Finance Association: Denver, CO

Plecki, M. & Elfers, A. (2005, March). Teacher retention and mobility: A school and district level analysis. Presented at the annual meeting of the American Education Finance Association, Louisville, KY.

\*Knapp, M. & Plecki, M. (2004, April). Informing state policy communities about the quality of the teaching force: An interactive symposium. Presented at the annual meeting of the American Educational Research Association, San Diego, CA.

\*Plecki, M. (2004, April). Examining state and federal workforce development policies. Member of a symposium Developing the Teacher Workforce: A Systemic Perspective. Presented at the annual meeting of the American Educational Research Association, San Diego, CA.

\*Elfers, A., & Plecki, M. (2004, March). Myth or misunderstanding? Examining teacher retention in Washington state. Presented at the annual meeting of the American Educational Research Association, Salt Lake City, Utah.

\*Killeen, K., Plecki, M., & Monk, D. (2004, March). What induces teachers to spend personal resources on professional learning? Presented at the annual meeting of the American Educational Research Association, Salt Lake City, Utah.

Plecki, M. L. (2004, March). Washington state school finance in 2003-04: Examining and advocating for adequacy. Roundtable presented at the annual meeting of the American Education Finance Association,

Plecki, M. L. (2003, April). Current conditions in Washington state school finance, 2002-03. Roundtable paper presented at the annual meeting of the American Educational Research Association, Chicago, IL

\*Plecki, M., Elfers, A., Beck, L. & Portin, B. (2003, April) How schools use money, time, and talent: A comparative analysis of resource allocation practices in a sample of high-performing schools. Presented at the annual meeting of the American Educational Research Association, Chicago, IL.

\*Portin, B., Plecki, M., Beck, L., & Elfers, A. (2003, January). Connecting resource opportunities and leadership for school improvement. Paper presented at the International Congress for School Effectiveness and Improvement, Sydney, Australia.

Plecki, M., Killeen, K., & Monk, D. (2003, March). Teachers' views of district investments in professional learning: Results from a comparative survey. Presented at the annual meeting of the American Education Finance Association, Orlando, FL.

\*Portin, B., Plecki, M., Beck, L. & Elfers, A. (2002, November). Using multiple resources to support improving teaching and learning: Principal and teacher leadership practices. Paper prepared for the annual meeting of the University Council for Educational Administration in Pittsburgh, PA.

\*Plecki, M., & Elfers, A. (2002, April). The influence of external funding on school-level resource allocation. Paper presented at the annual meeting of the American Educational Research Association. New Orleans, LA.

Plecki, M. & Elfers, A. (2002, March). Examining resource allocation practices in high achieving schools: Where does the money go? Presented at the annual meeting of the American Education Finance Association, Albuquerque, NM.

Plecki, M. (2002, March). Investments in improving teacher quality: An examination at state and district levels. Paper presented at the annual meeting of the American Education Finance Association, Albuquerque, NM.

Plecki, M. L. (2002, March). Citizens' initiatives and legislative responses: Examining the tensions in Washington state school finance policy. Roundtable paper presented at the annual meeting of the American Education Finance Association, Albuquerque, NM.

Plecki, M. (2001, March). School level resource allocation for teacher professional development. Paper presented at the annual meeting of the American Education Finance Association, Mobile, AL.

Plecki, M. L. (2001, April). Citizens' initiatives and conflicting demands: Washington state school finance in 2001. Roundtable paper presented at the annual meeting of the American Educational Research Association

Plecki, M.L. and Monk, D.H. (2000, March). Teacher policy and teacher professional development: A look at state-level investments. Paper presented at the annual meeting of the American Education Finance Association, Austin, TX.

Plecki, M. L. (2000, April). Financing Washington's schools in the new millennium: Sorting through the mixed messages. Roundtable paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.

\*Plecki, M., Ferguson, M., & Knapp, M. (1999, November). State policy environments and the renewal of teaching: The case of Washington state. Presented at the annual meeting of the University Council for Educational Administration: Minneapolis, MN.

\*Plecki, M.L. (1999, April). Economic perspectives on teacher quality: Lessons learned and implications for policy. Paper presented at the annual meeting of the American Educational Research Association, Symposium on Resources for the Improvement of Teaching, Montreal, Quebec, Canada.

Plecki, M. L. (1999, April). Washington state school finance 1999: A special focus on teacher salaries. Roundtable paper presented at the annual meeting of the American Educational Research Association, Montreal, Quebec, Canada.

Plecki, M. L. (1999, March). Conceptualizing an integrated, multiple-method research design for conducting cost analyses of teacher policy strategies. Paper presented at the annual meeting of the American Education Finance Association, Seattle, WA.

Plecki, M. L. (1998, March). School finance in Washington state 1997-98: Emerging equity concerns. Roundtable paper presented at the annual meeting of the American Education Finance Association, Mobile, AL.

Plecki, M. L. (1997, April). The state of Washington's school finance. Roundtable paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.

Plecki, M. L. (1996, April). Current conditions in Washington state school finance. Roundtable paper presented at the annual meeting of the American Educational Research Association, New York, NY.

Guthrie, J.W. & Plecki, M.L. (1996, March). School-centered finance reform: Emerging concepts. A symposium presented at the annual meeting of the American Education Finance Association, Salt Lake City, Utah.

Plecki, M.L. (1996, March). Update on education finance in Washington state. Roundtable paper presented at the annual meeting of the American Education Finance Association.

\*Plecki, M.L. (April, 1992). Middle school size, student characteristics, and achievement patterns. Paper presented at the annual meeting of the Annual American Educational Research Association, Symposium on School Size, San Francisco, CA.

\*Plecki, M.L. (April, 1991). The relationship of elementary school size and student achievement. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.

### Dissertation

Plecki, M.L. (1991). The relationship of elementary school size and student achievement in California public schools. (Doctoral dissertation, University of California, Berkeley, 1991). *Dissertation Abstracts International*, 53 (05), AAT9228815.

### PROFESSIONAL BOARDS

President, Association for Education Finance and Policy	2004-05
President-Elect, Associate for Education Finance and Policy	2003-04
Board of Directors, Association for Education Finance and Policy	1999-2002

### EDITORIAL BOARDS

Editorial Board Member, <i>Journal of Education Finance</i>	2013-present
Editorial Board Member, <i>Education Finance and Policy</i>	2004-2015
Editorial Board Member, <i>Educational Considerations</i>	2004-present
Invited Book Reviewer, Harvard Education Press	2008, 2009, 2010
Editorial Board Member, <i>Leadership and Policy in Schools</i>	2000-present
Editorial Board Member, ERIC Clearinghouse on Rural and Small Schools	1996-2003
Assistant Editor, <i>Educational Evaluation and Policy Analysis</i>	1988-1990

### INVITED EXTERNAL REVEIWER FOR SCHOLARLY JOURNALS

<i>Education Finance and Policy</i>	2011, 2012
<i>Journal of Teacher Education</i>	2011, 2012, 2014, 2016
<i>Journal of School Leadership</i>	2010
<i>Educational Administration Quarterly</i>	2009
<i>American Journal of Education</i>	2009
<i>Equity and Excellence in Education</i>	2008, 2009
<i>Leadership and Policy in Schools</i>	2008, 2009, 2010, 2011, 2013
<i>Review of Educational Research</i>	2000, 2003
<i>Education Policy</i>	2007, 2008
<i>Educational Evaluation and Policy Analysis</i>	1995, 1996, 2004
<i>Urban Education</i>	1998
<i>International Journal of Educational Leadership</i>	1997

## **PROFESSIONAL MEMBERSHIPS**

Association for Education Finance and Policy  
American Educational Research Association  
Phi Beta Kappa Society  
University Council for Educational Administration  
American Association of University Women

## **SCHOOL FINANCE LITIGATION SUPPORT**

School Finance Expert Witness and Equity Data Analysis in *Vincent et. al. v. Voight et. al.*, a school finance litigation case before the State of Wisconsin (1997-1998).

School Finance Equity Data Analysis for expert witness testimony in *DeRolph et. al. v. State of Ohio*, school finance litigation before the State Supreme Court of Ohio (Feb.-Sept. 1993).

Expert Rebuttal Witness and School Finance Equity Data Analysis for testimony in the State of Maine Superior Court regarding school finance litigation in *Leo Martin et. al. v. Commissioner of Education* (Sept. 1993-Jan. 1994).

## **GRADUATE LEVEL TEACHING**

*Courses in Educational Leadership and Policy Studies:*

EDLPS 574: Mixed Methods Research Design in Education Policy Research

EDLPS 569: School Choice: Purposes, Policies, and Problems

EDLPS 510: Education Finance Policy

EDLPS 557: Economics and Finance of Public Education for System-Level Leadership

EDLPS 560: Perspectives on Policy and Policymaking in Education

EDLPS 564: Economics of Education

EDLPS 503: Marshalling Resources to Build Instructional Capacity

EDLPS 568: Policy Evaluation in Education

EDLPS 515: Resource Allocation for School Principals

EDLPS 601: Field Based Studies: Resource Management in Educational Organizations

*Courses in the Division of Teacher Education*

EDTEP 511: Schools and Society

EDTEP 564: Working in Schools

## **PUBLIC SERVICE ACTIVITIES**

*National*

Invited Panel Chair, Institute for Education Sciences Review Panel, U.S. Department of Education, Standing Panel for the National Center for Education Research	2010-2012
Invited Reviewer, Institute for Education Sciences Review Panel, U.S. Department of Education, Standing Panel for the National Center for Education Research	2009-2010
Program Section Chair, American Education Research Association Division L	2007-08
President, Association for Education Finance and Policy	2004-05
President-Elect, Association for Education Finance and Policy	2003-04
Invited Scholar, New York Education Finance Research Consortium, Albany, NY	May-Dec. 2000
Board of Directors, Association for Education Finance and Policy	1999-2002
Leadership Associate, Institute for Educational Inquiry Leadership Program, Agenda for Education in a Democracy, John I. Goodlad, President	2000-2001
Program Chair, Fiscal Issues, Policy, and School Finance Special Interest Group, American Educational Research Association	1999-2000
Member, Technical Planning Panel, National Center for Education Statistics U.S. Department of Education, Washington, DC	1992-1995



### State of Washington

Appointed Member, State of Washington Education Data Governance Group	2008-present
Appointed Member, State of Washington Compensation Technical Working Group	2011-2013
Invited Member, Teacher and Principal Evaluation Pilot Task Force	2011-2012
Invited Member, State of Washington Data Feasibility Workgroup	2007-08
Consultant, Washington Learns	2005-06
Member, Partnership for Excellence in Teaching, State of Washington	1999-2001
Advisor, Washington State League of Women Voters	March, 2000
Member, Governor's Working Group on Education Policy, State of Washington, Governor Gary Locke	Summer, 1997
Member, Executive Planning Committee, The Future of Washington's Schools	1996-97
Testimony, State of Washington House Education Committee	January, 1997
Testimony, State of Washington Senate Education Committee	January, 1997
Member, Washington State Forum on Education Policy	1995-98
External Reviewer, Office of the Superintendent of Public Instruction, State of Washington's Goals 2000 Grant Applications	August, 1994
Management Consultant, Highline School District's School Restructuring Plan Burien, Washington	1995-96
External Reviewer, Northwest Initiative for Teaching and Learning, Bellevue School District, Bellevue, Washington	1997-99

### University of Washington

Member, Visiting Committee for the Human Policy Services Center	2008
Proposal Reviewer, University of Washington Royalty Research Fund	2001, 2006, 2011
Faculty Affiliate, Center for Environment, Education, and Design Studies	2000-02
Member, University of Washington Speakers Bureau	1999-present
Member, Faculty Senate, University of Washington	1995-97
Member, Faculty Working Group on Interdisciplinary Teaching	1996
Graduate School Representative, Doctoral Committee in the School of Nursing	2007-2009
Graduate School Representative, Doctoral Committee in the School of Social Work	2002-2005
Graduate School Representative, Doctoral Committee in the Dept. of Political Science	2001-2003
Graduate School Representative, Doctoral Committee in the School of Architecture	1998-2000
Graduate School Representative, Doctoral Committees (2) in the Business School	1996-2000

### College of Education

Member, Faculty Council of the College of Education	2014-15
Member, Search Committee for position in P-12 Leadership	2013-14
Member, College of Education Faculty Council	2013
Interim Chair, Educational Leadership and Policy Studies	2012
Member, Search Committee for position in Educational Leadership	2011-2012
Member, Search Committee for position in Measurement, Statistics & Research Design	2010
Member, Promotion and Tenure Committee	2009
Member, Advisory Committee on International Partnerships	2008-2012
Member, Faculty Council of the College of Education	2005-08
President of the Faculty, College of Education	2006-07
Acting Chair, Committee on Faculty Affairs, College of Education	2006-07
Vice President of Faculty, College of Education	2005-06
Member, Gordon C. Lee Dissertation Award Committee	2005-08
Chair, Search Committee, Leadership and Policy Studies	2003-04
Member, Faculty Council	2001-02
Member, Teacher Education Council, Division of Teacher Education	2000-03
Member, Search Committee, Elementary Special Education	1998-99
Member, Search Committee, Director of Administrator Preparation Programs	1997-98
Member, Committee on Professional Education	1995-96

Member, Search Committee, Education Policy, Politics, and Administration 1994-95  
Faculty Mentor, *Preparing leadership personnel for careers in inclusive education.* 1997-02  
U.S. Department of Education, Office of Special Education & Rehabilitative Services.

Public Service Presentations

Invited Speaker, *The Pacific Northwest Education Pathways Convening on Washington State's Teacher and Principal Evaluation Program*, "A Look at TPEP Implementation from Case Study Districts," The Bill and Melinda Gates Foundation, in Seattle, WA: August 11, 2014.

Invited Speaker, *International Leadership Institute: University of Washington and Comunidad de Madrid*, "How Schools are Funded in the United States," University of Washington College of Education, in Seattle, WA: August 8, 2014.

Invited Speaker, *Forces of Change Conference: Law, Policy, and Equity*, "Examining the Equity of K-12 Improvement Efforts in Washington State," University of Washington Law School, in Seattle, WA: October 11, 2013.

Invited Panel Chair, *Forces of Change Conference: Justice and Equity in Public Education*, University of Washington Law School, in Seattle, WA: April 27, 2012.

Invited Presentation for the State of Washington's Task Force on the Teacher and Principal Evaluation Pilot, "Using Value-Added Measures in Educator Evaluation Systems," in Renton, WA: October 13, 2011.

Invited Presentation for the League of Women Voters of Seattle-King County (co-presented with Dr. Nancy Beadie), "The Federal Role in Education," at Town Hall in Seattle, WA: Nov. 1, 2011.

Invited Presentation for Seattle Pacific University's Forum on Teacher Effectiveness. "The role of value-added measures in an evidence-based framework for improving teacher preparation and development," in Seattle, WA: May 23, 2011.

Invited Panelist for Seattle Pacific University's Forum on Educational Issues, Expert Panel Discussion. "Looking beyond No Child Left Behind," in Seattle, WA: May 23, 2011.

Invited speaker at a Joint Meeting of the State of Washington Professional Educator Standards Board and the Washington State Board of Education. "Developing human capital in schools and districts: Linking human resource strategies to educational improvement," in Lacey, WA: November 9, 2010.

Invited presentation to a joint meeting of the State of Washington Professional Educator Standards Board and the Washington State Board of Education. "Study of the incentive program for Washington's National Board Certified Teachers," in Lacey, WA: November 9, 2010.

Invited Speaker for a General Session of the American Association of School Administrators' Summer Leadership Institute, "How leaders invest staffing resources in instructional improvement and equity: Results from a national study," in Washington, DC: July 30, 2010.

Invited testimony before the State of Washington Senate Education Committee, "Washington state's education data: Using our improved capacity, recognizing the limitations," in Olympia, WA: January 29, 2009.

Invited speaker for the Policy Forum sponsored by the Center for Strengthening the Teaching Profession. "What policymakers and shapers need to know about education research," in SeaTac, WA: December 1, 2009.

Invited Speaker, University of Washington Provost's Advisory Council on Improving K-12 Education, "Increasing undergraduate interest in teaching K-12 math and science," in Seattle, WA: February 9, 2009.

Invited Speaker, State of Washington's Professional Educator Standards Board, "Undergraduate views of teaching as a career choice: Preliminary findings," in Vancouver, WA: November 19, 2008

Invited Speaker, "Analyzing the career paths of teacher education graduates." Presentation for Teachers for a New Era Research Colloquium Series in Seattle, WA: March 13, 2008.

Invited Speaker, National Conference of State Legislators, "What We Know (and Need to Know) about Teaching Quality." Invited presentation for a Policy Summit: What works to recruit and retain effective teachers: Linking policy and research in San Diego, CA: January. 4, 2007

Invited Speaker, National Conference of State Legislators, "Policy Research 101: Becoming a Savvy Consumer of Education Research." Invited presentation for a Policy Summit: What works to recruit and retain effective teachers: Linking policy and research, in San Diego, CA: January 5, 2007

Invited Presentation, Washington State Board of Education "Data on Washington's Teachers: What We've Learned and How We Can Improve State Data Capacity," in Lacey, WA: January 26, 2007

Invited Presentation, Teachers for a New Era Learning Forum, "Employment, Retention, Mobility, and Career Pathways of Graduates from the University of Washington Teacher Education Program," in Seattle, WA: January 19, 2007

Invited Panelist, American Education Finance Association, "Examining the State of the Field of Education Finance," Plenary Session at the annual conference in Denver, CO: March 24, 2006.

Invited Speaker, "Washington Learns: An Overview" Presentation to a joint meeting of the Area of Educational Leadership and Policy Studies and the Center on Reinventing Public Education, University of Washington in Seattle, WA: October 16, 2006.

Invited Speaker, Philanthropy Northwest Annual Conference, "Tackling Big Issues in Education: Initiative Oriented Grantmaking," in Skamania, WA: September 11, 2005.

Invited Speaker, Washington Education Research Network, "Teacher Retention and Mobility in Washington State," in Burien, WA: May 10, 2005

Invited Speaker, Alliance for Education Board of Directors Meeting, "Teacher Retention and Mobility in Washington State and the Seattle School District," in Seattle, WA: April 27, 2005.

Invited Speaker, Center for Strengthening the Teaching Profession, "Teacher Retention and Mobility: A Look Inside and Across Districts and Schools in Washington State," in Lacey, WA: March 15, 2005.

Invited Speaker, Education Writers Association, "Funding K-12 Public Education in Washington State," in Seattle, WA: October 2, 2004.

Invited Speaker, Municipal League of King County, "Education Policy Issues in Washington State: A Synopsis," in Seattle, WA: July, 2004.

Invited Speaker, Seattle Economists Club, "Funding K-12 Public Education in Washington State: Past, Present, and Future," in Seattle, WA: May 12, 2004

Invited Speaker, Washington Education Research Association's Forum on Research in School Finance, "Funding K-12 Education in Washington State: Current Conditions and Future Challenges," in Burien, WA: May 12, 2004.

Invited Speaker, Forum on Teacher Quality sponsored by the Professional Educator Standards Board, "Improving the Quality of Teaching in Washington State: Understanding the Challenges, Informing Policy," in Lacey, WA: October 1, 2003.

Invited Speaker, Office of the Superintendent of Public Instruction, Division of Teaching and Learning, "Who's Teaching Washington's Children? Research on Washington's Teacher Workforce," in Olympia, WA: September 25, 2003.

Invited Speaker, State of Washington's Professional Educator Standards Board, "An Examination of the Teacher Workforce in Washington State," in Olympia, WA: July 10, 2003.

Invited Speaker, Partnership for Learning, "A Discussion of Teacher Workforce Conditions in Washington State," in Seattle, May 30, 2003.

Invited Speaker, Annual Meeting of the Washington Association of School Business Officials, "Where does the Money Go? Examining Resource Allocation Practices in High-Achieving Schools," in Spokane, WA: May 7, 2003.

Invited Presenter, State of Washington's Academic Achievement and Accountability Commission, "Washington's Initiative 728: Examining the First Year of Implementation," in Tacoma, WA: April 7, 2003.

Invited Speaker, Grantmakers in Education Meeting: Strategic Support of Washington's Schools, "Examining School Finance in Washington State," in Seattle, WA: November 13, 2002.

Invited Presenter, Joint Conference of the Washington Association of School Administrators and the Association of Washington School Principals, "Examining Resource Allocation Practices in Washington Schools," in Spokane, WA: June 24, 2002.

Invited Speaker, Philanthropy Northwest's Education Affinity Group, "The Condition of Education Funding in Washington State: Past, Present, and Future" in Seattle, WA: May 23, 2002.

Invited speaker, "State Funding and Education Reform," for the Washington Association of School Administrator's Annual Fall Workshop, in Tacoma, WA: October 10, 2000.

Invited speaker, "The Development and Impact of State-Level Teaching Policy Environments: Emerging Findings from the Center for the Study of Teaching and Policy," for the Partnership for Excellence in Teaching, in Fife, WA: September 22, 1999.

Invited speaker, "Future Directions in Washington State Education Policy," for Citizens for the Improvement of the Franklin-Pierce School District, in Parkland, WA: May 16, 1999.

Invited speaker, "The Policy Environment and the Quality of Teaching in Washington State," for the Washington State Forum on Public Policy, in Seattle, WA: March 4, 1999.

A variety of presentations were made to the following groups on the results of the state policy research contained in the publication *Conditions of Education in Washington State 1997*:

- Association of Washington School Principals and Washington Association of School Administrators Annual Conference, in Spokane, WA: June 1996
- State of Washington, House Education Committee Hearing, in Olympia, WA: January 30, 1997
- State of Washington, Senate Education Committee Hearing, in Olympia, WA: January 30, 1997
- Washington State School Director's Association, Olympic Regional Meeting of School Directors and Superintendents, in Port Ludlow, WA: March 19, 1997
- Washington Business Roundtable Education Committee, in Seattle, WA: March 11, 1997
- Northwest Initiative for Teaching and Learning, Joint Advisory Board and Partner School Meeting, in Seattle, WA: February 27, 1997.
- Washington State Forum on Public Policy, Institute for the Study of Public Policy and Management, University of Washington, in Seattle, WA: February 6, 1997.
- Greater Seattle Chamber of Commerce, Public Education Forum, in Seattle, WA: February 5, 1997.
- University of Washington College of Education Work in Progress Session, February 3, 1997.
- University of Washington Visiting Committee, in Seattle, WA: January 31, 1997
- Alliance for Education Board of Director's Meeting in Seattle, WA: January 29, 1997
- State of Washington Education Roundtable, in Olympia, WA: January 27, 1997
- Puget Sound Educational Service District, Communications and Governmental Relations Network, Lake Washington Technical College, in Kirkland, WA: December 6, 1996.

### **CONSULTING SERVICES**

Consultant, State of Washington, <i>Washington Learns</i>	2005-06
State of New York, Education Finance Research Consortium	2000
Washington Education Association	1998
Department of Justice, State of Wisconsin	1997-98
National Education Association, Washington, D.C.	1997-98
Kaplan Education Services, Washington, D.C.	1997
Ohio State Department of Education, Columbus, Ohio	1995
Rhode Island State Department of Education, Providence, RI	1995
School Finance Litigation Trust, Portland, Maine	1993-94
Ohio State Department of Education, Columbus, Ohio	1992-94
Berkeley Unified School District, Berkeley, California	1992-93
Central Union School District, Lemoore, California	1991-92
Long Beach Unified School District, Long Beach, California	1990-92
Marin County Office of Education, San Rafael, California	1990-91
Fresno Unified School District, Fresno, California	1990-91
San Francisco Community College District, San Francisco, California	1989-1991
Clovis Unified School District, Clovis, California	1988-89
Association for Retarded Citizens, Lake Havasu, Arizona	1980-81
New Orleans Parish Public Schools, New Orleans, Louisiana	1979-80
Lamar County Public Schools, Purvis, Mississippi	1979-80