

KATHARINE OMENN STRUNK

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ACADEMIC POSITIONS

2017 – Present	Professor of Education Policy and, by courtesy, Economics Clifford E. Erickson Distinguished Chair in Education Director, Education Policy Innovation Collaborative Michigan State University, College of Education East Lansing, MI
2014 – 2017	Associate Professor of Education and Policy
2009 – 2014	Assistant Professor of Education and Policy University of Southern California, Rossier School of Education & Sol Price School of Public Policy Los Angeles, CA
2007 – 2009	Assistant Professor of Education Policy University of California, Davis, School of Education, Davis, CA

EDUCATION

2002 – 2007	Stanford University , School of Education, Stanford, CA Ph.D. , Administration and Policy Analysis
2002 – 2005	Stanford University , School of Humanities and Sciences, Stanford, CA M.A. , Economics, Department of Economics
1995 – 1999	Princeton University , School of Public and International Affairs, Princeton, NJ B.A. , Public Policy, <i>cum laude</i>

PRIMARY RESEARCH GRANTS & CONTRACTS

2022-2024	<i>The Education Policy Innovation Collaborative: A Partnership to Improve Educational Outcomes for Michigan's Students.</i> The Smith Richardson Foundation. Grant # 2022-2688. Principal Investigator. \$400,000.
2022-2023	<i>Teach for America Program Development and Research Support.</i> Teach for America, Inc. Co-Principal Investigator with Madeline Mavrogordato (Michigan State University). \$147,329.
2022-2023	<i>Understanding Supply, Recruitment, and Retention in the Michigan Teacher Workforce.</i> The Joyce Foundation. Principal Investigator. \$75,000.

2022-2023	<i>Viral Change: Trends in Michigan Teacher Mobility and Attrition During and After the COVID-19 Pandemic.</i> Supplemental Study under the REACH Center grant, U.S. Department of Education, Institute for Education Sciences. Award Number R305C180025. Principal Investigator with Co-PI Dr. Bryant Hopkins. \$80,956.
2021-2024	<i>Understanding the Impact of the COVID-19 Pandemic on Michigan Schools, Students, and Educators.</i> Michigan Department of Education. Principal Investigator. \$600,000.
2021-2023	<i>Understanding the Teacher Shortage in Michigan: Michigan PA 316 Teacher Workforce Research.</i> Michigan Department of Education. Principal Investigator. \$100,000.
2021-2023	<i>Examining Learning Gains and Successful Distance Learning Strategies During the COVID-19 Pandemic.</i> Michigan Department of Education. Principal Investigator. \$150,000.
2020-2025	<i>National Research and Development Center on Improving Access, Instruction, and Outcomes in Gifted Education.</i> Department of Education, Institute for Education Sciences. Award Number R305C200012. Co-Principal Investigator with Dr. Del Siegle (PI, University of Connecticut), and MSU co-PI Dr. Scott Imberman (Michigan State University). Full Center grant: \$5,000,000, MSU share: \$245,069.
2020-2025	<i>Improving Education Systems through Interdisciplinary Training and Practice: Applying Social Science to Education Policy and Implementation Research.</i> Department of Education, Institute for Education Sciences. Award Number R305B200009. Co-Principal Investigator with Dr. Scott Imberman (PI, Michigan State University), Dr. Josh Cowen (Michigan State University), and Dr. Sarah Reckhow (Michigan State University). \$4,023,893.
2020-2021	<i>Education Policy Innovation Collaborative (EPIC) Sustaining Success Continuation Grant.</i> Arnold Ventures. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) \$212,827.
2019-2024	<i>Evaluating Michigan's Early Literacy Coaching Initiative.</i> W.K. Kellogg Foundation. Co-Principal Investigator with Dr. Tanya Wright (Michigan State University) and Dr. Josh Cowen (Michigan State University) \$540,810.
2019-2024	<i>Evaluating Michigan's Early Literacy Law: Impacts, Implementation and Improving State Capacity.</i> Department of Education, Institute for Education Sciences. Award Number R305H190004. Principal Investigator with Co-PIs Dr. Josh Cowen (Michigan State University), Dr. Tanya Wright (Michigan State University), Dr. Susan Dynarski (University of Michigan), Dr. Brian Jacob (University of Michigan), Dr. Venessa Keesler (Michigan Department of Education), and Thomas Howell (Center for Education Performance Information). \$4,999,656.
2019-2021	<i>Competency-Based Education in Michigan: Shifting Instructional Practice to Promote Learning and Engagement.</i> The Hewlett Foundation. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) \$1,499,827.
2018-2019	<i>Stanford Education Data Archive Validation Project.</i> Bloomberg Philanthropies. Co-Principal Investigator with Dr. Josh Cowen. \$39,738.08
2018-2023	<i>The National Center for Research on Education Access and Choice (REACH Center).</i> U.S. Department of Education, Institute for Education Sciences. Award Number

- R305C180025. Co-Principal Investigator with Dr. Doug Harris (PI, Tulane University), Dr. Josh Cowen (Michigan State University), Dr. Julie Marsh (University of Southern California) and Dr. Amy Ellen Schwartz (Syracuse University). Full center grant: \$10,000,000. MSU share: \$1,962,613.
- 2018-2021 *Survey of Partnership Districts*. Michigan Department of Education. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) and Dr. Chris Torres (Michigan State University). \$449,097.
- 2018-2020 *Can Michigan Show the Nation How to Turn Around Failing Schools? A Research-Policy Partnership Approach in Michigan*. Smith Richardson Foundation. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) and Dr. Venessa Keesler (Michigan Department of Education). \$400,000.
- 2017-2018 *Getting Down to Facts II: Teacher Shortages and Staffing*. Stanford University/ Gates Foundation. Principal Investigator. \$20,000.
- 2017-2024 *Center for Analysis of Longitudinal Data in Education Research (CALDER)*. The Laura and Jane Arnold Foundation, Smith Richardson Foundation, Schusterman Foundation, the Walton Family Foundation, and the Joyce Foundation. Co-Principal Investigator. Los Angeles Unified School District and Michigan share: \$261,500.
- 2016-2018 *The Changing Market for Charter School Teachers: How Have Teacher Policy Reforms to Traditional Public Schools Affected the Charter Sector?* The Walton Family Foundation. Co-Principal Investigator with Dr. Joshua Cowen (Michigan State University). \$189,299.
- 2016-2017 *A Conference to Help Shape the Future of Teacher Policy in California*. The Walton Family Foundation. Co-Principal Investigator with Dr. Julie Marsh (University of Southern California) and Dr. David Plank (Stanford University). \$85,000.
- 2016-2017 *Bargaining for the Future? The Impact of State and Local Policy Reforms on Teachers' Unions, Teacher Labor Markets and Student Achievement*. The Smith Richardson Foundation. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) and Dr. Eric Brunner (University of Connecticut). \$300,402.
- 2015-2017 *The Impact of State and Local Policy Reforms on Teachers' Unions, Teacher Labor Markets and School District Performance*. The Laura and Jane Arnold Foundation. Co-Principal Investigator with Dr. Josh Cowen (Michigan State University) and Dr. Eric Brunner (University of Connecticut). \$681,867.
- 2016-2018 *The New "One Best System?": Urban Governance and Educational Practice in the Portfolio Management Model*. The Spencer Foundation. Co-Principal Investigator with Dr. Julie Marsh (University of Southern California), Dr. Katy Bulkley (Montclair State University) and Dr. Doug Harris (Tulane University). \$1,000,000.
- 2013-2017 *A Five Year Evaluation of the Los Angeles Unified School District Teacher Incentive Fund Grant*. Los Angeles Unified School District. Co-Principal Investigator with Dr. Julie Marsh (University of Southern California). \$977,528.

- 2013-2014 *Sending the Right Message? Assessing how Layoff Threat and Policies Affect Teacher Quality.* The Smith Richardson Foundation. Co-Principal Investigator with Dr. Dan Goldhaber (University of Washington). \$153,365.
- 2011-2013 *Changing Collective Bargaining Agreements in California Public Schools: Why do Districts Implement Restrictive Contracts, and How do They Impact Student Achievement?* National Academy of Education/ Spencer Foundation Postdoctoral Fellowship. Principal Investigator. \$55,000.
- 2010-2014 *Evaluation of Los Angeles Unified School District's Investing in Innovation (i3) Project, "Los Angeles' Bold Competition - Turning Around and Operating Its Low-Performing Schools."* U.S. Department of Education. Co-Principal Investigator with Drs. Julie Marsh and Dominic Brewer (University of Southern California). \$851,607.
- 2009-2012 *Evaluation of No Child Left Behind Program Improvement Year 3 District Interventions.* California Department of Education. Co-Principal Investigator with Dr. Theresa Westover (UC Davis). \$1,000,000.
- 2004-2005 American Education Research Association Dissertation Grant. \$25,000

SECONDARY RESEARCH GRANTS

- 2016-2017 *The New "One Best System?": Urban Governance and Educational Practice in the Portfolio Management Model.* University of Southern California Undergraduate Research Associates Program. Co-Principal Investigator with Julie A. Marsh (University of Southern California).
- 2015-2016 *The Impact of Teachers' Union Collective Bargaining Agreements on Student Achievement in California.* University of Southern California Undergraduate Research Associates Program. Principal Investigator.
- 2014-2015 *The Impact of Teachers' Union Collective Bargaining Agreements on Student Achievement in California.* University of Southern California Undergraduate Research Associates Program. Principal Investigator.
- 2012-2014 *LAUSD Educator Growth and Development Cycle Initial Implementation Program Evaluation.* Los Angeles Unified School District. Principal Investigator. \$18,130.
- 2012-2013 *The Impact of Teachers' Union Collective Bargaining Agreements on Student Achievement in California.* University of Southern California Undergraduate Research Associates Program. Principal Investigator.
- 2011-2012 *The Impact of Teachers' Union Collective Bargaining Agreements on Student Achievement in California.* University of Southern California Undergraduate Research Associates Program. Principal Investigator.
- 2010-2011 *The Impact of Teachers' Union Strength on California School District Resource Allocation and Student Performance.* Advancing Scholarship in the Humanities and Social Sciences Initiative, University of Southern California. Principal Investigator. \$17,500.

2010-2011	<i>Contributors and Impediments to Student Learning</i> , University of Southern California Undergraduate Research Associates Program. Co-Principal Investigator with Dr. Michelle Riconscente (University of Southern California).
2008, 2009	UC Davis Small Grant in Aid of Research
2006-2007	Spencer Competitive Research and Training Grant
2003-2004	Spencer Research Training Mentoring Grant, “Accountability and Control.” With Susanna Loeb.
2002-2003	School of Education Stein Fellowship and Research Award

HONORS & AWARDS

2022	<i>Outstanding Policy Report Award (Long)</i> , American Educational Research Association, Division L. Awarded for “Partnership Turnaround: Year Three Report.”
2022	<i>Outstanding Publication Award</i> , American Educational Research Association, Districts in Research and Reform SIG. Awarded for “Challenging the One Best System: The Portfolio Management Model and Urban School Governance.”
2012	<i>Junior Scholar Award</i> , American Educational Research Association, Division L
2013	Outstanding Reviewer, <i>Educational Evaluation and Policy Analysis</i> , American Educational Research Association
2011-2013	<i>Postdoctoral Fellow</i> , National Academy of Education / Spencer Foundation
2011	Outstanding Reviewer, <i>American Educational Research Journal – Social and Institutional Analysis</i> , American Educational Research Association
2010-2012	<i>Emerging Education Policy Scholar</i> , Fordham Institute, Washington, DC
2007	<i>New Scholar Award</i> , American Education Finance Association

PEER-REVIEWED JOURNAL ARTICLES

* indicates graduate student and postdoctoral scholar co-authors

Strunk, K.O. (In Press). “An Invitation to Discomfort in Pursuit of Diversity, Inclusion, & Excellence.” AEFPP Presidential Essay. *Education Finance and Policy*.
* *Invited essay*

Burns, J.A.*, **Strunk, K.O.**, Torres, C., McIlwain, A.*, Harbatkin, E.*, & Waldron, S.F.* (2023, *Online First*). “The Efficacy and Implementation of Michigan’s Partnership Model of School and District Turnaround: Mixed-Methods Evidence from the First Two Years of Reform Implementation.” *Educational Evaluation and Policy Analysis*. <https://doi.org/10.3102/016237372211414>

Dhaliwal, T.K.*, Lai, I.*, & **Strunk, K.O.** (2022, *Online First*). “Round and Round They Go: The Relationship Between Changing Grades and Schools and Teacher Quality, Retention, and Absence Rates.” *Educational Evaluation and Policy Analysis*. <https://doi.org/10.3102/01623737221111800>

Sutherland, D.*, **Strunk, K.O.**, Nagel, J.*, & Kilbride T. (2022, *Online First*). “Boxed In: Structural Limitations to Flexible Placing in Michigan Competency-Based Education Pilot Districts.” *Journal of Educational Change*. <https://doi.org/10.1007/s10833-022-09466-2>

Goldhaber, D., Imberman, S., **Strunk, K.O.**, Hopkins, B.*, Brown, N., Harbatkin, E.*, & Kilbride, T. (2022). “To What Extent Does In-Person Schooling Contribute to the Spread of COVID-19? Evidence from Michigan and Washington.” *Journal of Policy Analysis and Management*, 41(1), 318-349.

- Strunk, K.O.**, Cowen, J., Goldhaber, D.G., Marianno, B., Kilbride, T., & Theobald, R. (2022). "Public School Teacher Contracts and State-Level Reforms: Assessing Changes to the Restrictiveness of Collective Bargaining Agreements across Three States." *American Educational Research Journal*, 59(3), 538-573.
- Anderson, K.*, Cowen, J., & **Strunk, K.O.** (2022). "Estimating the Impact of Teacher Labor Market Reforms on Student Achievement: Evidence from Michigan." *Education Finance & Policy*, 17(4), 666-692.
- Grossmann, M., Reckhow, S., **Strunk, K.O.**, & Turner, M. (2021). "All States Close but Red Districts Reopen: The Politics of In-Person Schooling During the COVID-19 Pandemic." *Educational Researcher*, 50(9), 637-648.
- Barrett, N., **Strunk, K.O.**, & Lincove, J.A. (2021). "When Tenure Ends: The Short-run Effects of the Elimination of Louisiana's Teacher Employment Protections on Teacher Exit and Retirement." *Education Economics*, 29(6), 559-579.
- Cummings, A.*, **Strunk, K.O.**, & De Voto, C. (2021) "A Lot of States Were Doing It': The Development of Michigan's Read by Grade Three Law." *Journal of Educational Change*.
<https://doi.org/10.1007/s10833-021-09438-y>
- Bulkley, K., Torres, A.C., Marsh, J.A., Hashim, A., Woodward, S.*, **Strunk, K.O.**, & Harris, D. (2021). "From Central Office to Portfolio Manager in Three Cities: Responding to the Principal-Agent Problem." *American Journal of Education*, 127 (August), 597-626 .
- Hashim, A.*, & Bush-Mecenas, S.C.*, **Strunk, K.O.**, & Marsh, J.A. (2021). "Does Autonomy Matter? Findings from a District Experiment in Portfolio Management." *Leadership and Policy in Schools*.
- Marianno, B., Bruno, P.*, & **Strunk, K.O.** (2021). "Teachers' Union Contracts and the Productive Efficiency of School Districts: Longitudinal Evidence from California." *Sage Open*, January-March 2021: 1-16.
- Marsh, J.A., Albright, T.N.*, Brown, D.*, Bulkley, K.E., **Strunk, K.O.**, & Harris, D.N. (2021). "The Process and Politics of Educational Governance Change in New Orleans, Los Angeles, and Denver." *American Educational Research Journal*, 58(1), 107-159.
- Lai, I.*, Wood, W.J.*, Imberman, S.A., Jones, N., & **Strunk, K.O.** (2021). "Teacher Quality Gaps by Disability and Socioeconomic Status: Evidence: Evidence from Los Angeles." *Educational Researcher*, 50(2), 74-85.
- Bush-Mecenas, S.*, Marsh, J.A., & **Strunk, K.O.** (2020). "Guiding Principals: Middle-Manager Coaching and Human Capital Reform." *Teachers' College Record*, 122 (10).
- Goldhaber, D., **Strunk, K.O.**, Brown, N., Naito, N., & Wolff, M. (2020). "Teacher Staffing Challenges in California: Examining the Uniqueness of Rural and Remote School Districts." *AERA Open*, 6(3), 1-16.
- Bruno, P.*, Rabovsky, S.*, & **Strunk, K.O.** (2019) "Taking their First Steps: The Distribution of New Teachers in School and Classroom Contexts and Implications for Teacher Effectiveness and Growth." *American Educational Research Journal*, 57(4), 1688-1729.

- Bruno, P.* & **Strunk, K.O.** (2019). "Making the Cut: The Effectiveness of Teacher Screening and Hiring in the Los Angeles Unified School District." *Educational Evaluation and Policy Analysis*, 41(4), 426-460.
- Brunner, E., Cowen, J., **Strunk, K.O.**, & Drake, S.* (2019). "Teacher Labor Market Responses to Statewide Reform: Evidence from Michigan." *Educational Evaluation and Policy Analysis*, 41(4), 403-425.
- Strunk, K.O.** & Marianno, B.D.* (2019). "Negotiating the Great Recession: How do Teacher Collective Bargaining Agreements Change in Times of Financial Duress?" *AERA Open*, 5(2), 1-18.
- Strunk, K.O.**, Goldhaber, D., Knight, D. S.* & Brown, N.* (2018). "Are There Hidden Costs Associated with Conducting Layoffs?: The Impacts of RIFs and Layoffs on Teacher Effectiveness." *Journal of Policy Analysis and Management*, 37(4), 755-782.
- Marianno, B.D.* & **Strunk, K.O.** (2018). "The Bad End of the Bargain? Revisiting the Relationship between Collective Bargaining Agreements and Student Achievement." *Economics of Education Review*, 65, 93-106.
- Hashim, A.K.*, **Strunk, K.O.**, Dhaliwal, T.* (2018). "Justice for All? Exploring the Differential Effects of the Los Angeles Unified School District's Restorative Justice Policy on Student Suspensions." *Peabody Journal of Education*, 93(2), 174-189.
- Lincove, J.A., Barrett, N. & **Strunk, K.O.** (2018). "Lessons from Hurricane Katrina: The Employment Effects of the Mass Dismissal of New Orleans Teachers." *Educational Researcher*, 47(3), 191-203.
- Hashim, A.*, **Strunk, K.O.** & Marsh, J.A. (2018). "The New School Advantage? Examining the Effects of New School Openings on Student Achievement" *Economics of Education Review*, 62, 254-266.
- Marianno, B.*, Theobald, R., Kilbride, T.*, **Strunk, K.O.**, Cowen, J., & Goldhaber, D. (2018). "Cut from the Same Cloth? Comparing Urban CBAs within States and Across the U.S." *Educational Policy*, 32(2), 334-359.
- Strunk, K.O.**, Cowen, J., & Goldhaber, D., Marianno, B.*, Kilbride, T.* & Theobald, R. (2018). "It is in the Contract: How the Policies Set in Teachers' Unions' Collective Bargaining Agreements Vary Across States and Districts." *Educational Policy*, 32(3), 280-310.
- Marsh, J.A., Bush-Mecenas, S.*, **Strunk, K.O.**, Lincove, J.A., & Huget, A.* (2017). "Evaluating Teachers in the Big Easy: How Organizational Context Shapes Policy Responses in New Orleans." *Educational Evaluation and Policy Analysis*, 39(4), 539-570.
- Knight, D. S.* & **Strunk, K.O.** (2016). "Who Bears the Costs of District Funding Cuts? Reducing Inequality in the Distribution of Teacher Layoffs." *Educational Researcher*, 45(7), 395-406.
- Goldhaber, D., **Strunk, K.O.**, Brown, N. & Knight, D. S.* (2016). "Lessons Learned from the Great Recession: Layoffs and the RIF-Induced Teacher Shuffle." *Educational Evaluation and Policy Analysis*, 38(3), 517-548.
- Strunk, K.O.**, Marsh, J.A., Hashim, A.* & Bush, S.C.* (2016). "Innovation and Return to the Status Quo: A Mixed-Methods Study of Reconstitution through the Lens of Organizational Learning." *Educational Evaluation and Policy Analysis*, 38(3), 549-577.

- Strunk, K.O.**, Marsh, J.A., Hashim, A.*, Bush, S.C.* & Weinstein, T.* (2016). "The Impact of Turnaround Reform on Student Outcomes: Evidence and Insights from the Los Angeles Unified School District." *Education Finance & Policy*, 11(3), 251-282.
- Strunk, K.O.**, Marsh, J.A., Bush-Mecenas, S.*, & Duque, M.* (2016). "The Best Laid Plans: An Examination of School Plan Quality and Implementation in a School Improvement Initiative." *Educational Administration Quarterly*, 52(2), 259-309.
- Marsh, J.A., **Strunk, K.O.**, Huget, A.*, & Bush-Mecenas, S.C.* (2015). "Democratic Engagement in District Reform: The Evolving Role of Parents in the Los Angeles Public School Choice Initiative." *Educational Policy*, 29 (1), 51-84.
- Cowen, J. & **Strunk, K.O.** (2015). "How do Teachers' Unions Influence Education Policy? What We Know and What We Need to Learn." *Economics of Education Review* (48), 208-223.
- Strunk, K.O.** & Zeehandelaar, D.* (2015). "Added Bonus? The Relationship between California School Districts' Specialized Teacher Staffing Needs and the Use of Economic Incentive Policies." *Educational Policy*, 29(2), 283-315.
- Strunk, K.O.**, Weinstein, T.* & Makkonen, R.* (2014). Sorting out the Signal: Do Multiple Measures of Teachers' Effectiveness Provide Consistent Information to Teachers and Principals? *Education Policy Analysis Archives*, 22 (100). Available online at <http://epaa.asu.edu/ojs/article/view/1590/1406>.
- Strunk, K.O.**, & McEachin, A.* (2014). "More Than Sanctions: Closing Achievement Gaps through California's Use of Intensive Technical Assistance." *Educational Evaluation and Policy Analysis*, 36(3), 281-306.
- Strunk, K.O.**, McEachin, A.*, & Westover, T.N. (2014). "The Use and Efficacy of Capacity-Building Assistance for Low Performing Districts: The Case of California's District Assistance and Intervention Teams." *Journal of Policy Analysis and Management*, 33(3), 719-751.
- Marsh, J.A., **Strunk, K.O.**, & Bush, S.* (2013). "Portfolio District Reform Meets School Turnaround: Early Implementation Findings from the Los Angeles Public School Choice Initiative." *Journal of Educational Administration*, 51(4), 498-527.
- Kolbe, T. & **Strunk, K.O.** (2012). "Economic Incentives as a Strategy for Responding to Teacher Staffing Problems: An Organizational Typology." *Educational Administration Quarterly*, 48(5), 779-813.
- Grissom, J.A. & **Strunk, K.O.** (2012). "How Should School Districts Shape Teacher Salary Schedules? Linking Student Performance to Pay Structure in Traditional Salary Schemes." *Educational Policy*, 26(5), 663-695.
- Strunk, K.O.** (2012). "Policy Poison or Promise?: Exploring the Dual Nature of California School District Collective Bargaining Agreements." *Educational Administration Quarterly*, 48(3), 506-547.
- Strunk, K.O.** (2011). "Are Teachers' Unions Really to Blame? Collective Bargaining Agreements and Their Relationships with District Resource Allocation and Student Performance in California." *Education Finance and Policy*, 6(3), 354-398.
- Strunk, K.O.**, & McEachin, A.* (2011). "Accountability Under Constraint: The Relationship Between Collective Bargaining Agreements and Schools' and Districts' Performance Under *No Child Left Behind*." *American Educational Research Journal*, 48(4), 871-903.

- Strunk, K.O.** & Zeehandelaar, D.* (2011). "Differentiated Compensation: How California School Districts Use Economic Incentives to Target Teachers." *Journal of Education Finance*, 36(3), 268-293.
- Strunk, K.O.** & Reardon, S. (2010). "Measuring Union Strength: A Partial Independence Item Response Approach to Measuring the Restrictiveness of Teachers' Union Contracts." *Journal of Educational and Behavioral Statistics*, 35(6), 629-670.
- Strunk, K.O.** & Grissom, J.A. (2010). "Do Strong Unions Shape District Policies? Collective Bargaining, Teacher Contract Restrictiveness, and the Political Power of Teachers' Unions." *Educational Evaluation and Policy Analysis*, 32(3), 389-406.
- Loeb, S., Miller, L. & **Strunk, K.O.** (2009). "The State Role in Teacher Professional Development and Education throughout Teachers' Careers," *Education Finance and Policy*, 4(2), 212-228.
- Loeb, S., Miller, L. & **Strunk, K.O.** (2009). "The State Role in Teacher Compensation," *Education Finance and Policy*, 4(1), 89-114.
- Loeb, S. & **Strunk, K.O.** (2007). "Accountability and Local Control: Response to Incentives With and Without Authority Over Resource Generation and Allocation," *Education Finance and Policy*, 2(1), 10-39.
- Strunk, K.O.** & Robinson, J. (2006). "Oh, Won't You Stay?: A Multi-Level HGLM Analysis of Teacher Attrition," *Peabody Journal of Education*, 81(4), 65-94.
- Loeb, S. & **Strunk, K.O.** (2003). "The Contribution of Administrative and Experimental Data to Education Policy Research," *The National Tax Journal*, LVI(2). June, 2003.

PAPERS UNDER REVIEW

- Wright, T., Bruner, L., Cummings, A.*, & **Strunk, K.O.** "Understanding K-3 Teachers' Literacy Instructional Practices During the Pandemic-Impacted 2020-2021 School Year." *Conditional Acceptance. Reading Research Quarterly*.
- Austin, W., Figlio, D., Goldhaber, D., Hanushek, E.A., Kilbride, T., Koedel, C., Lee, J.S., Lou, J., Ozek, U., Parsons, E., Rivkin, S.G., Sass, T.R., & **Strunk, K.O.** "Academic Mobility in U.S. Public Schools: Evidence from Nearly 3 Million Students." *Invited revise and resubmit*.
- Harbatkin, E., McIlwain, A.*, & **Strunk, K.O.** "School Turnaround in a Pandemic: An Examination of the Outsized Impact of COVID-19 on Low-Performing Schools and Their Communities." *Invited revise and resubmit*.
- Wood, W.J., Lai, I., Filosa, N.R.*, Imberman, S.A., Jones, N.D., & **Strunk, K.O.** "Are Effective Teachers for Students with Disabilities Effective Teachers for All?" *Invited revise and resubmit*.
- Hopkins, B.*, **Strunk, K.O.**, & Kilbride, T. "Differential Student Uptake of In-Person Instruction During the 2020-21 School Year: Evidence from Michigan."
- Hopkins, B.G.*, **Strunk, K.O.**, Imberman, S.A., Truckenmiller, A., Guzman, M.*, & Fisher, M.H. "Trends in Special Education Identification During the COVID-19 Pandemic: Evidence from Michigan."

Strunk, K.O., Kilbride, T., Hopkins, B.G.*, Imberman, S., & Yu, D.* “The Path of Student Learning Delay During the COVID-19 Pandemic: Evidence from Michigan.”

Westall, J.*, Utter, A.*, & **Strunk, K.O.** “Following the Letter of the Law: 2020-2021 Retention Outcomes Under Michigan’s Read by Grade Three Law.”

BOOKS

Bulkley, K., Marsh, J.A., **Strunk, K.O.**, Harris, D. & Hashim, A. (2020). *Challenging the One Best System: The Portfolio Management Model and Urban School Governance*. Harvard Education Press.

* Winner of the 2022 American Education Research Association Districts in Research and Reform SIG Outstanding Publication Award.

BOOK CHAPTERS AND REVIEWS

Woulfin, S.L., **Strunk, K.O.**, & Jones, B.* (forthcoming, 2024). Studying Implementation: How Researchers and Practitioners Can Gain Clarity on the Theory of Change of Education Policies. In Cohen-Vogel, L., Scott, J., Youngs, P. (Eds.), *The Handbook of Education Policy Research, Vol. 2*. American Educational Research Association.

Burns, J.* & **Strunk, K.O.** (2021). School Accountability. In McCall, B. (Ed.), *The Routledge Handbook of the Economics of Education*. Routledge.

Cowen, J. & **Strunk, K.O.** (2020). How do Teachers’ Unions Affect Education Outcomes? Reviewing the Latest Research on the Rent-Seeking Debate. In D’amico, D. (Ed.), *Walkout: Teacher Militancy, Activism, and School Reform*. Information Age Publishing.

Cowen, J. & **Strunk, K.O.** (2019). Teacher Labor Market Reforms: A Look Ahead to the Next Decade. In Bowman, K. (Ed.), *The Oxford Handbook of U.S. Education Law*. DOI: 10.1093/oxfordhb/9780190697402.013.43

Bush, S.*, Marsh, J., & **Strunk, K.O.** (2016). Portfolio reform in Los Angeles: District implementation successes and challenges. In Daly, A. & Finnigan, K. (Eds.), *Thinking systemically: Improving districts under pressure*. American Educational Research Association. pp. 123-150.

Strunk, K.O. (April 13, 2015). Review of *The Infrastructure of Accountability: Data Use and the Transformation of American Education*. Teachers College Record. Available at: <http://www.tcrecord.org/Content.asp?ContentId=17927>

Strunk, K.O. (2014). “Teachers Unions and Collective Bargaining,” in Brewer, D.J. & Picus, L. (Eds.) *Encyclopedia of Education Economics and Finance*. Sage Publications.

Strunk, K.O. (2014). “The Role of Collective Bargaining Agreements in the Implementation of Teacher Quality Reforms: Perils and Possibilities,” in Hess, R. & McShane, M. (Eds.) *Teacher Quality 2.0: Will Today’s Reforms Hold Back Tomorrow’s Schools?* Harvard Education Press.

Strunk, K.O. (2010). “The Economics of Teachers’ Unions in the United States,” in Brewer, D.J. & McEwan, P.J. (Eds.) *Economics of Education*. Amsterdam: Elsevier.

Strunk, K.O. (2010). “The Economics of Teachers’ Unions in the United States,” in Baker, E., McGaw, B. & Peterson, P. (Eds.) *The International Encyclopedia of Education, 3rd Edition*. Amsterdam: Elsevier.

NON-PEER REVIEWED JOURNAL PUBLICATIONS

Marianno, B.D. & **Strunk, K.O.** (June 7, 2018) "After Janus: A New Era of Teachers Union Activism." *Education Next*, 18(4). Available at: <http://educationnext.org/after-janus-new-era-teachers-union-activism-agency-fees/#>

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OPINION & COMMENTARY

- Strunk, K.O.** (January 7, 2022). “School Closure Debates put Teachers Unions Front and Center.” The Conversation. <https://theconversation.com/school-closure-debates-put-teachers-unions-front-and->

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- Harris, D. & **Strunk, K.O.** (August 3, 2021). “How Did Ed. Leaders Decide Whether to Reopen Schools in Person Last Fall?” EdWeek. <https://www.edweek.org/leadership/opinion-how-did-ed-leaders-decide-whether-to-reopen-schools-in-person-last-fall/2021/08>
- Strunk, K.O.** (2021). “The Things I Learned.” In Theoharis, G., & Lowenhaupt, R. (Eds.) *Parenting in the Pandemic: The collision of School, Work, and Life at Home*, pp. 191-193. Information Age Publishing.
- Goldhaber, D., Imberman, S.A., **Strunk, K.O.**, Hopkins, B., Brown, N., Harbatkin, E., & Kilbride, T. (March 4, 2021). “In-Person Schooling and Community Spread of COVID-19.” VOXEU. <https://voxeu.org/article/person-schooling-and-community-spread-covid-19>
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- Marianno, B.M. & **Strunk, K.O.** (March 4, 2019). “Teacher Unions say They are Fighting for Students and Schools – What They Really Want is More Members.” The Conversation. Reprint in the San Francisco Chronicle. <https://www.sfchronicle.com/news/article/Teacher-unions-say-they-re-fighting-for-students-13660627.php>
- Strunk, K.O.** (January 15, 2019). “Ed. Researchers, Here’s How to Actually Improve Policy: Four lessons to make your scholarship count.” Commentary section, Education Week. <https://www.edweek.org/ew/articles/2019/01/16/ed-researchers-heres-how-to-actually-improve.html>
- Cowen, J., & **Strunk, K.O.** (March 16, 2018). “A Continued Defense of Evidence in Education Policymaking.” Rick Hess Straight Up Blog, EdWeek.
- Strunk, K.O.**, Goldhaber, D., & Cowen, J. (March 13, 2018). “Please, Let Research Inform the Union Debate.” Rick Hess Straight Up Blog, EdWeek.
- Strunk, K.O.**, Goldhaber, D., & Cowen, J. (March 13, 2018). “Please, Let Research Inform the Union Debate.” *Education Next*.
- Strunk, K.O.**, Goldhaber, D., and Cowen, J. (April 28, 2016). “Despite Ruling, Tenure Laws are Bad for Students.” Op-Ed, The Sacramento Bee.
- Strunk, K.O.** & Marsh, J.A. (November 20, 2015). “If Turning Around a School Were Easy...” Rick Hess Straight Up Blog, EdWeek.

Strunk, K.O. & Goldhaber, D. (November 19, 2015). “The Hidden Costs of Teacher Layoffs.” Rick Hess Straight Up Blog, EdWeek.

Strunk, K.O. & Marianno, B.* (November 17, 2015). “Beyond the Headlines: Are Teachers’ Unions Really Under Attack?” Rick Hess Straight Up Blog, EdWeek.

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Goldhaber, D. & **Strunk, K.O.** (August, 2015). “Research versus Conventional Wisdom II: Teacher Job Losses During the Great Recession.” Rick Hess Straight Up Blog, EdWeek.

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WORK IN PROGRESS

Goldhaber, D., Brown, N., Huntington-Klein, N., Imberman, S., & **Strunk, K.O.** “The Call is Coming from Inside the School!: To What Extent Can Cell Phone Data Be Used to Determine if Schools Are Open?”

Harbatkin, E., Nguyen, T., **Strunk, K.O.**, Burns, J., & Moran, A.* “Should I Stay or Should I Go (Later)? Teacher Intentions and Turnover in Low-Performing Schools and Districts Before and During the COVID-19 Pandemic.”

Harbatkin, E., **Strunk, K.O.**, & Cullum, S.* “Did the COVID-19 Pandemic Exacerbate Staffing Challenges in Turnaround Schools? Evidence from Michigan.”

Hopkins, B.G.*, **Strunk, K.O.**, & Rogers, S.* “Viral Change: Trends in Michigan Teacher Mobility and Attrition During and After the COVID-19 Pandemic.”

Lincove, J.A., Barrett, N. & **Strunk, K.O.** “Revisiting the Hedonic Wage Function: Evidence from Non-Unionized Charter Schools.”

Lincove, J.A., Barrett, N., & **Strunk, K.O.** “Overworked or Overpaid? A Longitudinal Analysis of Principal Compensation in a Context of Increasing School Autonomy.”

Westall, J.*, **Strunk, K.O.**, & Utter, A.* “Challenges in Implementing Teacher-Student Assignment Policies: Evidence from Michigan’s Read by Grade Three Law.”

INVITED PRESENTATIONS

Strunk, K.O. (May 16, 2023). “The Disproportionate Impact of COVID-19 on Student Learning and Contributions of Education Sciences to Pandemic Recovery Efforts.” Invited Keynote Speaker for the Opening Plenary Session of the Institute for Education Sciences Annual Principal Investigators Meeting. (Virtual).

Strunk, K.O. (February 28, 2023). “How did the COVID-19 Pandemic Affect K-12 Student and Teacher Outcomes? Evidence from Michigan.” Invited Presentation to Wheelock School of Education and Human Development, Boston University. Boston, MA.

- Mavrogordato, M. & **Strunk, K.O.** (February 9, 2023). “Responding to Michigan’s Educator Shortage: The TFA Educator Fellows Program.” Invited Presentation to the Teach for America Detroit Board of Directors. (Virtual).
- Strunk, K.O.** (January 31, 2023). “Evidence Regarding the Read by Grade Three Law.” Invited Testimony to the Michigan House Education Standing Committee. Lansing, MI.
- Strunk, K.O.** (January 31, 2023). “Evidence Regarding the Read by Grade Three Law.” Invited Testimony to the Michigan Senate Committee on Education. Lansing, MI.
- Hopkins, B., **Strunk, K.O.**, & Rogers, S. (January 11, 2023). “How Has COVID-19 Affected Teacher Attrition and Supply in Michigan?” Annual Conference for the National Center for Research on Education Access and Choice (REACH). Washington, D.C.
- Strunk, K.O.** (December 6, 2022). “Student Achievement During the COVID-19 Pandemic: Evidence from Michigan.” Moderator and Panelist at the Institute for Public Policy and Social Research Legislative Leadership Program Incoming Legislator Training. Lansing, MI.
- Strunk, K.O.** (November 6, 2022). “So You Want to be an Education Policy Researcher. Now What?” Moderator and Panelist at the Michigan Association of Secondary School Principals Women’s Conference. Grand Rapids, MI.
- Strunk, K.O.** (November 2, 2022). “Student Achievement During the COVID-19 Pandemic: Evidence from Michigan.” Presentation to the Princeton University Education Research Section Seminar Series. (Virtual). Princeton, NJ.
- Strunk, K.O.** (October 27, 2022). “Follow the Money: Workshop for Michigan, Minnesota, and Wisconsin Reporters.” Panelist for Education Writers Association’s Workshop Series for Education Reporters. Virtual panel.
- Strunk, K.O.** (September 13, 2022). “EPIC’s Study of the Michigan Partnership Model: Years 1 through 4.” Presentation to the Michigan State Board of Education. Lansing, MI.
- Carter Andrews, D., Beverly, B., & **Strunk, K.O.** (July 14, 2022). “Creating the Future for Michigan Students: Reality, Challenges, and Opportunities.” Panelist for Michigan State University Provost’s Forum, moderated by Dr. Ann Austin. East Lansing, MI.
- Strunk, K.O.** (May 6, 2022). “Learning During the Pandemic: Findings from Michigan’s Benchmark Assessments.” Presentation to the Macomb Intermediate School District. East Lansing, MI.
- Strunk, K.O.** (April 28, 2022). “Michigan’s Read by Grade Three Law: Findings from an Ongoing Longitudinal Study.” Presentation to the Michigan State University Alternative Modes of Delivering Early Literacy and Language Instruction. (Virtual). East Lansing, MI.
- Strunk, K.O.** (February 23, 2022). “Bridge Lunch Break: How Have COVID and COVID Policies Affected Michigan’s K12 Students?” Panelist. *Bridge Magazine*. (Virtual). Lansing, MI.
- Strunk, K.O.** (February 9, 2022). “What do we Know About Effective School Improvement?” Panelist for North Carolina Department of Public Instruction Town Hall. Raleigh, North Carolina.

- Strunk, K.O.** (February 8, 2022). Testimony to the Michigan Senate Education and Career Readiness Committee on Student Achievement Growth During the COVID-19 2020-21 School Year. Lansing, MI.
- Strunk, K.O.** (December 7, 2021). “Navigating the Impacts of COVID-19 on Education in Michigan.” Panelist for Policy Talks Series, the University of Michigan School of Public Policy. (Virtual) Ann Arbor, MI.
- Strunk, K.O.** (November 22, 2021). “Learning During the Pandemic: What we Can and Can’t Learn from Michigan Student Achievement Data Collected During the 2020-21 School Year.” Presentation to the Michigan Education Research Association. (Virtual) Lansing, MI.
- Strunk, K.O.** (November 17, 2021). “Michigan K-12 Education: Learning During the Pandemic.” Panelist for the Institute for Public Policy and Social Research Policy Forum “COVID-19 and K-12 Education: Recovering from Learning Loss, Investing in Education.” (Virtual) Lansing, MI.
- Strunk, K.O. & Zemke, A.** (October 12, 2021). “A Call to Action.” Presentation to the Council of Michigan Foundations. (Virtual). Lansing, MI.
- Strunk, K.O.** (October 12, 2021). “A Conversation with the Michigan Teacher Leadership Collaborative.” Presentation to the Michigan Teacher Leadership Cohort from EdTrust Midwest and TeachPlus. (Virtual). Lansing, MI.
- Strunk, K.O.** (October 7, 2021). “Michigan K-12 Education: Learning During the Pandemic.” Presentation at the Fall CEO Council Meeting, Talent2025. Grand Rapids, MI.
- Strunk, K.O. & Kilbride, T.** (September 23, 2021). “Michigan Student Learning Growth During the 2020-21 COVID Pandemic Year.” Presentation to the Michigan P-20 Education Council. (Virtual). Lansing, MI.
- Strunk, K.O.** (September 8, 2021). “Michigan Student Learning Growth During the 2020-21 COVID Pandemic Year.” Presentation to the Michigan State Board of Education. (Virtual). Lansing, MI.
- Strunk, K.O. & Harbatkin, E.** (September 1, 2021). “Third-Year Evidence from EPIC’s Evaluation of the Partnership Model.” Presentation to the Michigan Department of Education Office of Partnership Districts. (Virtual) Lansing, MI.
- Strunk, K.O.** (July 7, 2021). “Training and Retaining the Next Generation of Education Researchers.” Presentation to the Committee on the Future of Education Research at the Institute for Education Sciences. (Virtual)
- Strunk, K.O. & Wright, T.** (June 25, 2021). “First Year Evidence from an Evaluation of the Read by Grade Three Law.” Presentation to the Michigan Literacy Commission. (Virtual) Lansing, MI.
- Strunk, K.O.** (April 30, 2021). “Educating Through a Pandemic: COVID-19 and K-12 Public Education in Michigan.” Presentation to the Michigan Education Research Association. (Virtual) Lansing, MI.
- Strunk, K.O.** (April 15, 2021). “Changes in Michigan School Districts’ Instructional Modalities During COVID-19.” Presentation to the Protect Michigan Commission – Education Workgroup. (Virtual) Lansing, MI.

- Strunk, K.O.** (April 13, 2021). “Changes in Michigan School Districts’ Instructional Modalities During COVID-19.” Presentation to the Michigan State Board of Education. (Virtual) Lansing, MI.
- Strunk, K.O.** (March 25, 2021). “Changes in Michigan School Districts’ Instructional Modalities During COVID-19.” Presentation to the Michigan P20 Advisory Council. (Virtual) Lansing, MI.
- Strunk, K.O.,** Torres, C., Burns, J., McIlwain, A., Waldron, S., & Harbatkin, E. (February 9, 2021). “The Implementation and Impact of Michigan’s Partnership Turnaround Model: Evidence from the Second Year of Longitudinal Study.” Presentation to the Harvard Graduate School of Education Partnering in Education Research (PIER) Seminar Series. (Virtual) Cambridge, MA.
- Strunk, K.O.** (January 14, 2021). “Leader to Leader: Continuity of Learning Plans – What’s Happening in the Field?” Presentation to the Michigan Association of Secondary School Principals Leader2Leader Webinar Series. (Virtual) Lansing, MI.
- Strunk, K.O.** (December 11, 2020). “COVID-19 and K-12 Education Policy in Michigan.” Presentation to the General Education Leadership Network Continuity of Learning Task Force, Michigan Association of Intermediate School Districts. (Virtual) Lansing, MI.
- Strunk, K.O.** (December 8, 2020). “Issues in K-12 Education.” Presentation at Michigan State University Legislative Leadership Program. (Virtual) Lansing, MI.
- Strunk, K.O.** (October 21, 2020). “K-12 Education Policy Issues Arising from COVID-19.” Panelist for the Institute for Public Policy and Social Research Policy Forum on K-12 Education During the Coronavirus Pandemic. Co-panelists: Dr. Nikolai Vitti (Detroit Public School Community District) and Dr. Keith Smith (Kingsley School District), (Virtual) Lansing, MI.
- Strunk, K.O.** (October 9, 2020). “COVID-19 and K-12 Education Policy in Michigan.” Presentation at the Institute for Public Policy and Social Research Legislative Training. (Virtual) Lansing, MI.
- Strunk, K.O.** (September 16, 2020). “Continuing to Learn During a Pandemic: Lessons Pertaining to Students with Disabilities from Michigan School Districts and Educators for 2020-21.” Presentation to the Michigan Special Education Coalition. (Virtual) Lansing, MI.
- Strunk, K.O.** (August 12, 2020). “Continuing to Learn During a Pandemic: Lessons from Michigan school districts and educators for 2020-21.” Keynote presentation to the Annual Conference of the Michigan Association of Superintendents and Administrators. (Virtual Conference) Lansing, MI.
- Strunk, K.O.** (August 11, 2020). “Continuing to Learn During a Pandemic: Lessons from Michigan school districts and educators for 2020-21.” Presentation to the Michigan State Board of Education. Lansing, MI.
- Strunk, K.O.** (July 28, 2020). Testimony to the Michigan Senate Education and Career Readiness Committee on Michigan School Districts’ Continuity of Learning Plans. Lansing, MI.
- Strunk, K.O.** (June, 2020). “Virtual Forum on Re-opening Schools in the Age of COVID-19.” Participant. Manhattan Community Board 4 (MBC4) Arts, Culture, Education & Street Life Committee (ACES). New York, NY.
- Bulkley, K., Marsh, J.A., **Strunk, K.O.,** & Wright, T. (April, 2020). “Mixed Methods Approaches to Policy and Program Evaluation Research,” Presented (remotely) to the Institute for Education Sciences National Center for Education Research. Washington, D.C.

- Strunk, K.O.** (April, 2020). “First-Year Evidence from an Evaluation of the Michigan Partnership Model,” Invited to be presented at Northwestern University, Evanston, Illinois. Cancelled due to COVID-19 travel restrictions.
- Strunk, K.O. & Keesler, V.** (December, 2019). “Michigan’s State-Level Researcher-Policymaker Partnership: How we work together to improve education policy and practice,” presented at the Nevada Education Summit, University of Nevada- Las Vegas, Las Vegas, NV.
- Strunk, K.O.** (October, 2019). “First-Year Evidence from an Evaluation of the Michigan Partnership Model,” presented at the University of Delaware, Newark, DE.
- Strunk, K.O.** (October, 2019). “First-Year Evidence from an Evaluation of the Michigan Partnership Model,” presented at the Michigan Department of Education, Lansing, MI.
- Strunk, K.O.** (May, 2019). “Taking Stock of Teacher Walkouts,” presented at the 72nd Education Writers Association National Seminar, Baltimore, MD.
- Strunk, K.O.** (April, 2019). “School and District Turnarounds: Lessons Learned and Implications for Michigan,” presented the annual conference of the Michigan Education Research Association, East Lansing, MI.
- Strunk, K.O.** (April, 2019). “Teacher Political Engagement in the Age of Janus and Trump.” Presented at the Annual Conference of the American Educational Research Association, Toronto, Canada.
- Strunk, K.O.** (December, 2018). “An Introduction to Michigan Education Policy” presented at the Legislative Leadership Program, Institute for Public Policy and Social Research, Lansing, MI.
- Strunk, K.O.** (October, 2018). “Teachers’ Unions in a Post-Janus Era,” presented at the Education Writers Association Conference “Teaching: A Profession in Transition,” Chicago, IL.
- Strunk, K.O.** (October, 2018). “Teacher Staffing Challenges in California: Exploring the Factors that Influence Teacher Staffing and Distribution,” Getting Down to Facts II, Sacramento, CA.
- Strunk, K.O.** (August, 2018). “Teacher Shortage in Michigan: A Conversation with our Alumni” presented to the Michigan State University College of Education Alumni Board, East Lansing, MI.
- Strunk, K.O.** (May, 2018). “How Can Research Help Inform Education Policy in Michigan?,” presented to the Michigan State Board of Education at Board of Education Retreat, Lansing, MI.
- Strunk, K.O., Cowen, J. & Goldhaber, D.** (May, 2018). “Much Ado About Nothing/Collective Bargaining is Local/ Bargainers Gonna’ Bargain,” presented at the AEI K-12 Education Policy Working Group, Washington, D.C.
- Bruno, P.* & **Strunk, K.O.** (February, 2018). “Making the Cut: The Effectiveness of Teacher Screening and Hiring in the Los Angeles Unified School District,” presented to the Los Angeles Unified School District, Los Angeles, CA.
- Strunk, K.O.** (February, 2018). “School District Turnarounds: Lessons from California and Implications for Michigan,” presented at the Michigan State University President’s Education Forum, Lansing, MI.

- Cowen, J., Brunner, E., **Strunk, K.O.**, & Drake, S.* (June, 2017). "A War on Teachers? Evidence of Labor Market Response to Statewide Reform," presented at the Federal Reserve Bank of New York Education Seminar Series, New York, NY.
- Strunk, K.O.** (January, 2017). "The Future of Education in California: Quality Teachers for all Students," presented at the PACE Future of Education in California Conference, Sacramento, CA.
- Strunk, K.O.**, Barrett, N., & Lincove, J.A. (December, 2016). "When Tenure Ends: The Short-run Effects of the Elimination of Louisiana's Teacher Employment Protections on Teacher Exit and Retirement," presented at the Center for Education Policy Analysis, Stanford University, Palo Alto, CA.
- Strunk, K.O.**, Goldhaber, D., Brown, N. & Knight, D. S.* (April, 2016). "The Impact of the Layoff Process on Teacher Mobility and Effectiveness: Evidence from the Los Angeles Unified School District," presented at the PACE Policy Research Seminar, Sacramento, CA
- Strunk, K.O.**, Marsh, J.A., Hashim, A.*& Bush, S.C.* (February, 2016). "Innovation and Return to the Status Quo: A Mixed-Methods Study of Reconstitution through the Lens of Organizational Learning," presented at the Michigan State University Economics of Education Speaker Series, East Lansing, MI.
- Strunk, K.O.** (January, 2016). "California's Emerging Teacher Shortage: New Evidence and Policy Responses." Panelist at the Policy Analysis for California Education/American Institutes for Research symposium, Sacramento, CA.
- Strunk, K.O.**, Marsh, J.A., Hashim, A.*& Bush, S.C.* (September, 2015). "Innovation and Return to the Status Quo: A Mixed-Methods Study of Reconstitution through the Lens of Organizational Learning." Presented at the New York University Steinhardt School of Culture, Education and Human Development, New York, NY.
- Strunk, K.O.**, Goldhaber, D., Brown, N. & Knight, D. S.* (April, 2015). "Lessons Learned from the Great Recession: The Hidden Costs Associated with Conducting Teacher Layoffs." Presented at the Policy Research Panel, Policy Analysis for California Education, Davis, CA.
- Strunk, K.O.** (January, 2015). "Education Research for the Public Good." Presentation to the Teach Plus Fellows, Los Angeles, CA.
- Strunk, K.O.** (October, 2014). "Vergara vs. California: Will it Make a Difference?" Panel presentation at the University of California, Berkeley. Berkeley, CA.
- Strunk, K.O.** (August, 2014). "Necessary but not Sufficient? The Vergara Ruling and Where we go from Here." California Charter School Association. Los Angeles, CA.
- Strunk, K.O.** (July, 2014). "Teacher Effectiveness: What we Know and Implications for California Policy." EdVoice Education Policy Forum for Candidates. Squaw Valley, CA.
- Strunk, K.O.** (July, 2014). "Necessary but not Sufficient? The Vergara Ruling and Where we go from Here." Keynote at the Rossier School of Education Alumni Conference. Los Angeles, CA.
- Strunk, K.O.** (June, 2014). "Vergara vs. California – Overview and Implications." Panel presentation to Leaders for Educational Equity. Los Angeles, CA.

- Strunk, K.O.,** Marsh, J.A., & Bush, S.* (April, 2014). "Los Angeles Public School Choice Initiative: Highlights of Research Findings," presented at the PACE Policy Research Seminar, Sacramento, CA.
- Strunk, K.O.** (March, 2014). "Rights, Writs & Rulings: Where Does a Student go for Redress?" Panel Moderator. Panel included: Dr. John Deasy, Superintendent, Los Angeles Unified School District; Dr. Julie A. Marsh, Associate Professor of Education, University of Southern California; Susan Estrich, Professor of Law, University of Southern California.
- Strunk, K.O.,** Marsh, J.A., Hashim, A.*, Bush, S.*, & Weinstein, T.* (February, 2014). "The Impact of Turnaround Reform on Student Achievement: Evidence and Insights from the Los Angeles Unified School District," presented to the University of Michigan Ford School of Public Policy Causal Inference Seminar, Ann Arbor, MI.
- Strunk, K.O.,** Marsh, J.A., Bush, S. (November, 2013). "The Los Angeles Unified School District Public School Choice Initiative: The First Three Years," presented to LAUSD community and district stakeholders, Los Angeles, CA.
- Strunk, K.O. & Marsh, J.A.** (October, 2013). "The Los Angeles Unified School District Public School Choice Initiative: Highlights of Research Findings," presented to the Executive Cabinet of the Los Angeles Unified School District, Los Angeles, CA.
- Strunk, K.O.,** Marsh, J.A., Hashim, A.*, Bush, S.*, & Weinstein, T.* (September, 2013). "The Efficacy of the Los Angeles Unified School District Public School Choice Initiative for Student Achievement Outcomes: Early Evidence from the First Year," presented to the University of California - Berkeley, Berkeley, CA.
- Strunk, K.O.** (September, 2013). "CBAs and Education Reform: Perils and Possibilities," presented at the American Enterprise Institute conference on Teacher Quality 2.0, Washington, D.C.
- Strunk, K.O.** (April, 2013). "What is the Role of Unions in School District Reform?" Invited coordinator of and panelist on an AERA presidential session, presented at the Annual Conference of the American Educational Research Association, San Francisco, CA.
- Strunk, K.O.** (November, 2012). "Changing Collective Bargaining Agreements in California Public Schools: The Relationship between CBA Restrictiveness, District Characteristics and Student Achievement," presented at the National Academy of Education/Spencer Foundation Retreat, Washington, DC.
- Strunk, K.O.,** Marsh, J.A., Hashim, A.*, Bush, S.*, & Weinstein, T.* (September, 2012). "The Efficacy of the Los Angeles Unified School District Public School Choice Initiative for Student Achievement Outcomes: Early Evidence from the First Year," presented to the University of Arkansas Department of Education Reform, Fayetteville, AR.
- Strunk, K.O.** (February, 2011). "What We Know (and What We Don't Know) About Teacher Evaluation," presented to the Los Angeles County Office of Education, Division for School Improvement, Los Angeles, CA.
- Strunk, K.O.** (January, 2011). "What We Know (and What We Don't Know) About Teacher Evaluation," presented at the Redesigning Evaluation Processes: A Systems Approach to Improving Evaluation and Teacher/ Principal Effectiveness Workshop for California Districts with Federal School Improvement Grants. University of California – Berkeley, Berkeley, CA.

- Strunk, K.O.** (October, 2010). "What We Know (and What We Don't Know) About Teacher Evaluation," presented at the Redesigning Evaluation Processes: A Systems Approach to Improving Evaluation and Teacher/ Principal Effectiveness Workshop for California Districts with Federal School Improvement Grants. California Polytechnic University, Pomona, CA.
- Strunk, K.O.** (June, 2010). "Designing New Approaches to Teacher Support and Evaluation," Los Angeles Unified School District Teacher Effectiveness Task Force Convocation. Los Angeles, CA.
- Strunk, K.O.** (April 2010). "Assessing Teacher Effectiveness." Invited presentation to the Advisory Board of the MAT@USC, Rossier School of Education, University of Southern California.
- Strunk, K.O., & Zeehandelaar, D.B.*** (April, 2010). "Do Districts Implement the Right Economic Incentives to Attract and Retain the Teachers Districts Want? The Relationship Between California School Districts' Staffing Needs, Economic Incentive Policies and Teacher Recruitment and Retention," The Martin School of Public Policy, University of Kentucky, Lexington, KY.
- Strunk, K.O. & Grissom, J.A.** (February, 2009). "How Should School Districts Shape Teacher Salary Schedules? Linking School Performance to Teacher Pay Structure in Traditional Compensation Schemes," Policy Analysis for California Education Policy Research Panel. Sacramento, CA.
- Strunk, K.O.** (December, 2007). "Teachers' Union Contracts in California? A Closer Look at Teacher Placement, Class Size, and Compensation Provisions." Invited presentation to California Legislative Education Staffers, EdVoice Institute Symposium. Lodi, CA.
- Strunk, K.O.** (June, 2007). "Are Teachers' Union Contracts Really to Blame? A Closer Look at California Teachers' Union Contracts Teacher Placement, Class Size, and Compensation Provisions." Invited presentation to the American Federation of Teachers. Washington, DC.

CONFERENCE PRESENTATIONS

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| 2023 | American Educational Research Association (AERA)
Association of Education Finance and Policy (AEFP)
CALDER conference, Washington, D.C. |
| 2022 | Association of Education Finance and Policy (AEFP)
Association for Public Policy Analysis and Management (APPAM) (March 2022 and November 2022)
American Economic Association (AEA), (virtual due to COVID-19) |
| 2021 | American Educational Research Association (AERA) (Virtual due to COVID-19)
Society for Research in Child Development (SRCD) (Virtual due to COVID-19)
Association of Education Finance and Policy (AEFP), (Virtual due to COVID-19)
American Political Science Association, Seattle, WA |
| 2020 | Association for Public Policy Analysis and Management (APPAM) (Virtual due to COVID-19)
American Educational Research Association (AERA), (cancelled due to COVID-19)
Association of Education Finance and Policy (AEFP), (Virtual due to COVID-19)
CALDER conference, Washington, D.C. |
| 2019 | Association for Public Policy Analysis and Management (APPAM), Denver, CO
American Educational Research Association (AERA), Toronto, Canada |

	<p>Association of Education Finance and Policy (AEFP), Kansas City, MO CALDER conference, Washington, D.C. American Economic Association (AEA), Atlanta, GA</p>
2018	<p>Association for Public Policy Analysis and Management (APPAM), Chicago, IL American Educational Research Association (AERA), New York, NY Association of Education Finance and Policy (AEFP), Portland, OR CALDER conference, Washington, D.C.</p>
2017	<p>Association for Public Policy Analysis and Management (APPAM), Chicago, IL Association of Education Finance and Policy (AEFP), Washington, D.C.</p>
2016	<p>Association for Public Policy Analysis and Management, Washington, DC American Educational Research Association (AERA), Washington, DC Association of Education Finance and Policy (AEFP), Denver, CO CALDER conference, Washington, D.C.</p>
2015	<p>Association for Public Policy Analysis and Management (APPAM), Miami, FL American Educational Research Association (AERA), Chicago, IL Association of Education Finance and Policy (AEFP), Washington, DC</p>
2014	<p>Association for Public Policy Analysis and Management, Albuquerque, NM American Educational Research Association (AERA), Philadelphia, PA Association of Education Finance and Policy (AEFP), San Antonio, TX</p>
2013	<p>Association for Public Policy Analysis and Management, Washington, DC American Educational Research Association (AERA), San Francisco, CA Association of Education Finance and Policy (AEFP), New Orleans, LA</p>
2012	<p>Association for Public Policy Analysis and Management (APPAM), Baltimore, MD Society for Research on Educational Effectiveness, Washington, DC Association of Education Finance and Policy (AEFP), Boston, MA</p>
2011	<p>American Educational Research Association (AERA), New Orleans, LA Association of Education Finance and Policy (AEFP), Seattle, WA</p>
2010	<p>Association for Public Policy Analysis and Management (APPAM), Boston, MA American Education Finance Association (AEFA), Richmond, VA</p>
2009	<p>Association for Public Policy Analysis and Management, Washington, DC American Educational Research Association (AERA), San Diego, CA American Education Finance Association (AEFA), Nashville, TN</p>
2008	<p>American Educational Research Association (AERA), New York, NY American Education Finance Association (AEFA), Denver, CO</p>
2007	<p>Association for Public Policy Analysis and Management, Washington, DC American Education Finance Association (AEFA), Baltimore, MD</p>
2006	<p>Association for Public Policy Analysis and Management (APPAM), Madison, WI American Educational Research Association (AERA), San Francisco, CA American Education Finance Association (AEFA), Denver, CO</p>

- 2006 Association for Public Policy Analysis and Management, Washington, DC
- 2005 American Education Finance Association (AEFA), Salt Lake City, UT
NCES Summer Data Conference, Washington, DC

COURSES TAUGHT

Politics of Education (PhD)
US Education Policy (MPP)
Educational Access & Opportunity: From Cradle to College (Undergraduate)
Causal Methods in Education Research (PhD)
Education Organizations and Policy: Current Issues (PhD)
The Policies and Politics of Educational Governance (EdD)
Philosophical and Social Foundations of Education: Foundations of and Current Issues in Education Policy (Undergraduate)
Advanced Research Design and Writing Workshop (PhD)
Applications of Hierarchical Linear Models in Behavioral and Social Research (PhD)
Advanced Topics in the Economics of Education (PhD)

ADVISEMENT & PHD STUDENT COMMITTEES

PhD Chair

Michigan State University

Andrew Utter, PhD expected in 2026
Samantha Cullum, PhD expected in 2025
Amy Cummings, PhD expected in 2024

University of Southern California

Tasminda Dhaliwal, PhD, 2021. 2020 AERA Dissertation Research Award recipient, 2020 APPAM Diversity and Equity Fellow, 2021 USC PhD Achievement Award, 2022 AERA Division L Dissertation Award. *Job Placement:* Assistant Professor (tenure track), Michigan State University.

Paul Bruno, PhD, 2020. *Job Placement:* Assistant Professor, University of Illinois (tenure track), Urbana-Champaign.

Edward Cremata, PhD, 2018. *Job Placement:* Director of Research and Analytics, Aspire Public Schools.

Bradley Marianno, PhD, 2018. *Job Placement:* Assistant Professor (tenure track), University of Nevada-Los Vegas

Ayesha Hashim, PhD, 2017. *Job Placement:* Assistant Professor (tenure track), University of North Carolina-Chapel Hill. *Current:* Research Scientist, Collaborative for Student Growth Research, NWEA.

David Knight, PhD, 2015. *Job placement:* Assistant Professor (tenure track), University of Texas, El Paso. *Current:* Associate Professor (tenure track), University of Washington-Seattle.

Tracey Weinstein, PhD, 2014. *Job placement:* Director of Policy, Students First. *Current:* Vice President of Data and Research, Deans for Impact.

Dara Zeehandelaar, PhD, 2012. 2013 Dissertation award winner of the American Educational Research Association SIG on District Research and Reform. *Job placement:* Research Manager, The Fordham Institute. *Current:* Executive Director of Research, Assessment and Accountability, Maryland Department of Education.

Andrew McEachin, PhD, (Co-chair) 2012. *Job placement:* Assistant Professor (tenure track), North Carolina State University, School of Education. *Current:* Director, Collaborative for Student Growth Research, NWEA.

Additional Ph.D. Committees

Michigan State University

Salem Rogers, Economics, PhD expected in 2023
 Bixi Zhang, Measurement and Quantitative Methods, PhD expected in 2023
 Julie Brehmer, Counseling, Educational Psychology, and Special Education, PhD expected in 2023
 Sandy Waldron, Education Policy, PhD expected in 2023
 Jesse Wood, Economics, PhD, 2022
 Jesse Nagel, Education Policy, PhD, 2021
 Xiaowan Zhang, Second Language Studies, PhD, 2021
 Pablo Bezem, Education Policy, PhD, 2021
 Amy Auletto, Education Policy, PhD, 2020
 Tara Kilbride, Measurement and Quantitative Methods, 2019
University of Southern California
 Soledad deGregorio, *Sol Price School of Public Policy*, PhD, 2020
 Stephanie Wrabel, *Rossier School of Education*, PhD, 2016
 Richard Welsh, *Rossier School of Education*, PhD, 2015

Postdoctoral Scholars

Jeremy Singer, *Education Policy Innovation Collaborative, Michigan State University*, 2022-2024
 Usamah Wasif, *Education Policy Innovation Collaborative, Michigan State University*, 2022-2024
 John Westall, *Education Policy Innovation Collaborative, Michigan State University*, 2021-2023. *Job placement:* Social Science Economics Senior Analyst, Abt Associates.
 Bryant Hopkins, *Education Policy Innovation Collaborative, Michigan State University*, 2020- 2023. *Job placement:* Economist, Bates White Consulting.
 Erica Harbatkin, *Education Policy Innovation Collaborative, Michigan State University*, 2020- 2022. *Job placement:* Assistant Professor (tenure track), Florida State University.
 Danielle Sutherland, *Education Policy Innovation Collaborative, Michigan State University*, 2019- 2022. *Job placement:* Assistant Professor (tenure track), Towson University.
 Qiong Zhu, *Education Policy Innovation Collaborative, Michigan State University*, 2019- 2021. *Job placement:* Assistant Professor (tenure track), Peking University.
 Jason Burns, *Education Policy Innovation Collaborative, Michigan State University*, 2018-2020. *Job placement:* Assistant Professor (tenure track), Seton Hall University.
 Ijun Lai, *Education Policy Innovation Collaborative, Michigan State University*, 2018-2020. *Job placement:* Researcher, Mathematica, Inc.
 Kaitlin Anderson, *Education Policy Innovation Collaborative, Michigan State University*, 2017-2019, *Job placement:* Assistant Professor (tenure track), Lehigh University. *Current:* Evidence Advisor, North Carolina Office of Strategic Partnerships.

PROFESSIONAL SERVICE, ACTIVITIES AND AFFILIATIONS

Association Service

2022 – 2023	Past-President, Association for Education Finance and Policy
2021 – 2022	President, Association for Education Finance and Policy
2020 – 2021	President-Elect, Association for Education Finance and Policy
2020	Chair, Conference Program Planning Committee, Association for Education Finance and Policy
2016, 2017, 2019, 2023	Member, Conference Program Planning Committee, Association for Education Finance and Policy
2014, 2017, 2021	Member, Fall Conference Program Committee, Association for Public Policy Analysis and Management
2011 – 2014	Member, Board of Directors, Association for Education Finance and Policy
2007	Co-chair of Education Finance Program Committee, American Education Research Association 2008 Annual Conference Division L, Section 4

2006-present Conference Session Chair/ Discussant. *American Education Research Association; Association of Education Finance and Policy, Association for Public Policy Analysis and Management*

Editorial Service

2018 - 2020 Policy Brief Editor, *Education Finance and Policy*
 2015 - 2020 Associate Editor, *Education Finance and Policy*
 2016 – 2020 Member, Editorial Board, *American Educational Research Journal*
 2013 – present Member, Editorial Board, *Journal of Education Finance*
 2012 – present Member, Editorial Board, *Educational Evaluation and Policy Analysis*
 2012 – present Member, Editorial Board, *Education Finance and Policy*

Fellowship and Grant Review Panels

2022 – 2023 Panelist, National Academies of Science/Ford Foundation Fellowship Program Education Panel.
 2019 Member, IES Review Panel for State Longitudinal Data Systems Grants
 2019 – 2020 Member, Spencer Foundation Large Research Grants on Education Review Committee
 2016 – 2018 Reviewer, Spencer Foundation/National Academy of Education Dissertation Fellowship.
 2016 – 2017 Panelist, National Academies of Science/Ford Foundation Fellowship Program Education Panel.

Advisory Boards

2021 – present Member, National Center on Teacher Quality OpenEd Advisory Board
 2020 – 2022 Member, Advisory Board, COVID-19 Project Technical Advisory Group, Institute for Education Sciences-funded study *Using Student Achievement Data to Monitor Progress and Performance: Methodological Challenges Presented by COVID-19*. PIs Schweig, J., McEachin, A., Kuhfield, M.
 2016 - 2017 Member, CORE School Districts Growth Model Technical Advisory Group, CORE School Districts, CA.
 2008 - 2010 Member, LAUSD Growth Model Technical Advisory Group, Los Angeles Unified School District, CA.

Mentoring Initiatives

2021 – 2022 Mentor, Deans Alliance Mentoring Circle Initiative
 2019 Mentor, Clark Seminar, American Education Research Association.
 2018, 2019 Mentor, Spencer Foundation/National Academy of Education Dissertation Fellows.

Reviewer Service

Journals: *American Education Research Journal, AERA Open, American Journal of Education, Economics of Education Review, Educational Administration Quarterly, Education Economics, Educational Evaluation and Policy Analysis, Education Finance and Policy, Educational Policy, Educational Researcher, Industrial & Labor Relations Review, Journal of Educational and Behavioral Statistics, Journal of Education Administration, Journal of Educational Change, Journal of Education Finance, Journal of Human Resources, Journal of Policy Analysis and Management, Journal of Teacher Education, Public Administration Review, Social Science Research, Sociology of Education, State and Local Government Review.*

External Review and Advising: Center for Reinventing Public Education, EdSource, EdVoice Institute, The Fordham Institute, Pearson Merrill Prentice Hall publishers Education Policy texts, National Science Foundation, Policy Analysis for California Education, Politics of Education Yearbook, The Public Policy Institute of California, RAND Corporation, Routledge Press, Smith Richardson Foundation, SRI International Research Report, Teach Plus

Conferences: American Education Research Association, Divisions K and L; Association for Education Finance & Policy; Society for Research on Educational Evaluation; Association for Public Policy Analysis and Management.

Affiliations

2018 – present	Director of Teacher Policy Research, The National Center for Research on Education Access and Choice (REACH Center).
2015 - 2017	Social Innovation Faculty Fellow, Price Center for Social Innovation, University of Southern California, Los Angeles, CA.
2014 - present	National Research Team Member, Education Research Alliance for New Orleans, New Orleans, LA.
2009 - 2017	Research Affiliate, Center on Educational Governance, Los Angeles, CA.
2007 - 2017	Research Affiliate, Policy Analysis for California Education, Sacramento, CA

SCHOOL AND UNIVERSITY SERVICE

2022 - 2023	Member, Assistant Professor of Measurement and Quantitative Methods Faculty Search Committee, Michigan State University
2022	Co-Chair, College of Education Strategic Planning Committee on Leadership and Policy, Michigan State University
2021 - 2023	Co-Chair, College of Education Reappointment, Promotion, and Tenure Committee, Michigan State University
2021 - 2022	Member, Michigan State University Senior Director of Foundation Relations Search Committee, Michigan State University
2020 - 2021	Co-Chair, Assistant Professor of Education Policy Faculty Search Committee, Michigan State University
2020	Member, College of Education Director of Development Search Committee, Michigan State University
2019 - 2021	Chair, Department Committee on Faculty Affairs, Department of Educational Administration, College of Education, Michigan State University
2019 - 2021	Member, Department Advisory Committee, Department of Educational Administration, College of Education, Michigan State University
2019	Member, Ad-Hoc Committee on Revising the EAD Annual Review, Department of Educational Administration, College of Education, Michigan State University
2018-2019	Member, Department Committee on Faculty Affairs, Department of Educational Administration, College of Education, Michigan State University
2018	Member, Adjunct Faculty Search Committee, Education Policy Unit, Department of Educational Administration, College of Education, Michigan State University
2017-present	Member, Education Policy Unit Governance Committee, Department of Educational Administration, College of Education, Michigan State University
2017-2019	Member, ad-hoc David L. Clark Fellowship review committee, Department of Educational Administration, College of Education, Michigan State University
2016-2017	Member, Public Policy Field Committee, Price School of Public Policy, University of Southern California
2016-2017	Member, University of Southern California Committee on Academic Policies and Procedures
2016-2017	Member, University of Southern California Academic Petition Committee
2016-2017	Member, Rossier School of Education Assistant Dean for Research Search Committee
2015-2016	Member, Rossier School of Education Performance Review Committee
2014-2016	Member, University of Southern California Committee of Academic Review
2014-2016	Member, University of Southern California Research Committee

2014-2015	Member, Rossier School of Education Undergraduate Curriculum Review Working Group
2014-2017	Member, Rossier School of Education Seniority, Promotions and Tenure Committee
2014-2016	Member, Rossier School of Education Ph.D. Tenure-Track Faculty Search Committee
2013-2014	Organizer, K-12 Education Policy Seminar Series
2012-2017	Member, Rossier School of Education Ph.D. Governance Committee
2009-2010	Member, Rossier School of Education Performance Review Committee
2009-2010	Member, Rossier School of Education Ed.D. Admissions Committee
2008	Chair, Ad-Hoc Committee on Graduate Scholarly Writing University of California, Davis, School of Education
2008	Member, Advisory Committee on Undergraduate Studies University of California, Davis, School of Education

COMMUNITY SERVICE

2021	Member, Student Recovery Advisory Council of Michigan, Budget and Policy Workgroup, Convened by the Executive Office of the Governor of Michigan, Lansing, MI.
2019 - 2021	Member, Survey Development Advisory Board, Office of Educator Excellence, Michigan Department of Education, Lansing, MI.
2018 - present	Member, Advisory Board, Lansing SAVE. Lansing, MI.
2016 - 2017	Member, Board of Directors, Larchmont Charter Schools. Los Angeles, CA.
2015 - 2017	Member, National Accountability Advisory Board, California Charter School Association. CA.
2015 – 2016	Member, Research Priorities Committee, Los Angeles Unified School District. Los Angeles, CA.
2010 – 2012	Member, Los Angeles Unified School District Technical Advisory Group on Value-Added Modeling for Teacher Evaluation

PROFESSIONAL ASSOCIATION MEMBERSHIPS

2005 – Present	American Education Research Association
2004 – Present	Association for Education Finance and Policy
2004 – Present	Association for Public Policy Analysis and Management
2018 – 2019	American Economic Association

OTHER RESEARCH AND PROFESSIONAL EXPERIENCE

2005 - 2007	Research Consultant , <i>California School Finance</i> , The William and Flora Hewlett Foundation, Menlo Park, CA
Summer, 2005	Summer Associate , <i>School Choice and Military Families</i> , The RAND Corporation, Pittsburgh, PA
2001 – 2002	Associate Director of Development , The Low Income Investment Fund, Oakland, CA.
1999 – 2001	Associate Business Consultant , GEN 3 Partners, Boston, MA

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