

**Matthew G. Springer**

Research Assistant Professor of Public Policy and Education  
Department of Leadership, Policy, and Organizations  
Director, National Center on Performance Incentives  
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Areas of Specialization: K – 12 education finance and policy

Current research focuses on: (1) the impact of teacher performance incentives on student achievement, teacher turnover, and organizational dynamics; (2) the strategic resource allocation decision-making of schools in response to No Child Left Behind; (3) the impact of education finance litigation on resource distribution; and (4) the role of school choice in contemporary education policy.

**Education**

- 2006 Vanderbilt University, Peabody College, Nashville, Tennessee. Ph.D. Major Field: Education Policy and Finance.
- 1998 Denison University, Granville, Ohio. Major Fields: Education and Psychology. Degree Awarded: B.A. with honors. State certified psychology and sociology teacher.

**Experience**

- 2006 – Present Research Assistant Professor of Public Policy and Education. Department of Leadership, Policy, and Organizations. Peabody College of Vanderbilt University. Nashville, Tennessee.
- 2006 – Present Director. National Center on Performance Incentives. Peabody College of Vanderbilt University. Nashville, Tennessee.
- 2005 – 2006 Project Manager. National Research and Development Center on School Choice, Competition, and Achievement. Peabody College of Vanderbilt University. Nashville, Tennessee.
- 2005 – 2006 Assistant Director for Policy Research. Peabody Center for Education Policy. Peabody College of Vanderbilt University. Nashville, Tennessee.
- 1998 – 2002 Assistant Dean of Students, Service-Learning Director, and teacher. Darrow School. New Lebanon, New York. (Associate Dean, 2001-2002).

## Honors and Affiliations

Advisory Committee Member, Learning Sciences Institute (2008 – present)  
Benefactor of the Commons Award, Peabody College of Vanderbilt University (2008)  
Faculty Affiliate, Experimental Education Research Training (ExpERT) Program (2007 – present)  
Learning Sciences Institute Award for Excellence in Research, Vanderbilt University (2007)  
Investigator, Vanderbilt University's Learning Sciences Institute (2006 – present)  
Research Fellow, National Center on School Choice (2006 – present)  
Outstanding Educator Honoree, Vanderbilt University's Peabody College (2005)  
Associate Editor, *Peabody Journal of Education* (2003 – 2006)  
Research Associate, Management Analysis & Planning, Inc. (2003 – 2006)  
Research Assistant Fellowship, Peabody Center for Education Policy (2002 – 2005)  
Founding Director, Darrow School Service-Learning Program (1998 – 2002)  
Member, National Education Honor Society (initiated 1998)  
Member, American Educational Research Association; American Education Finance Association;  
American Political Science Association; American Statistical Society; Association for Public Policy  
Analysis and Management

## Publications:

### Books

Guthrie, J.W., Springer, M.G., Rolle, A.R., and Houck, E.A (2007). *Modern Education Finance and Policy*. Englewood Cliffs, NJ: Allyn & Bacon.

### Edited Volumes

Springer, M.G. (Ed., forthcoming). *Performance Incentives: Their Growing Impact on American K-12 Education*. Washington, DC: Brookings Institution Press.

Berends, M., Springer, M.G., Ballou, D., and Walberg, H.J. (Eds., in-press). *Handbook of Research on School Choice*. New York, NY: Taylor and Francis Group.

Berends, M., Springer, M.G., and Walberg, H. (Eds., 2007). *Charter School Outcomes*. New York, NY: Taylor and Francis Group.

Berends, M., Langevin, W., and Springer, M.G. (Eds., 2007). *Policy, Politics, and Organization of School Choice*. Mahwah, NJ: Lawrence Erlbaum Associates. (Special Issue of the *Peabody Journal of Education*).

Guthrie, J.W. and Springer, M.G. (Eds., 2005). *Rendering School Resources More Effective: Unconventional Responses to Long-Standing Issues*. Mahwah, New Jersey: Lawrence Erlbaum Associates. (Special Issue of the *Peabody Journal of Education*).

## Peer-Reviewed Journal Articles

- Springer, M.G., Liu, K. and Guthrie, J.W. (forthcoming). The Impact of School Finance Litigation on Resource Distribution: Comparing Court-Mandated Equity and Adequacy Reform. *Education Economics*.
- Springer, M.G. (forthcoming). The Influence of an NCLB Accountability Plan on the Distribution of Student Test Score Gains. *Economics of Education Review*.
- Springer, M.G. (2008). Accountability Incentives: Do Failing Schools Practice Educational Triage? *Education Next*, 8(1), 74-79.
- Podgursky, M. and Springer, M.G. (2007). Teacher Performance Pay: A Review. *Journal of Policy Analysis and Management*, 26(4), 909-950.
- Guthrie, J.W. and Springer, M.G. (2007). Courtroom Alchemy: Advocates Turn Guesstimates into Gold. *Education Next*, 7(1), 20 – 27.
- Springer, M.G., Houck, E. Ceperley, P., and Hange, J. (2007). Revenue Generation and Resource Allocation and Deployment Practices in Smaller Learning Communities: Lessons from Three High Schools. *Journal of Education Finance*, 32(4), 462 – 488.

## Book Chapters, Technical Reports, and Other Journal Publications

- Taylor, L.L., Springer, M.G., and Ehlert, M. (forthcoming). Characteristics and Determinants of Teacher-Designed Incentive Pay Programs: Evidence from Texas' Governor Educator Excellence Grant Program.
- Podgursky, M. and Springer, M.G. (forthcoming). Teacher Training and Preparation. In D. Brewer and P. McEwan (Eds.). *International Encyclopedia of Education*. New York, NY: Elsevier.
- Springer, M.G., Pepper, M., Gardner, C. and Bower, C. (forthcoming). Supplemental Education Services and No Child Left Behind. In M. Berends, M.G. Springer, D. Ballou, and H.J. Walberg (Eds.). *Handbook of Research on School Choice*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Podgursky, M. and Springer, M.G. (forthcoming). Credentials vs. Performance: A Review of Teacher Performance-Pay Research. *Peabody Journal of Education*.
- Podgursky, M., Smith, J.R., and Springer, M.G. (forthcoming). A New Defendant at the Table: An Overview of Missouri School Finance and Recent Litigation. *Peabody Journal of Education*.
- Springer, M.G., Podgursky, M., Lewis, J.L., Gronberg, Hamilton, L., T., Jansen, D., Ehlert, M., Lopez, O., Patterson, C.H., Stecher, B., and Taylor, L.L. (2008). Texas Educator Excellence Award Program: Year One Evaluation Report. Austin, TX: Texas Education Agency.

- Jacob, B. and Springer, M.G. (2007). Teacher Attitudes on Pay for Performance: A Pilot Study. Tallahassee, Florida: Florida Education Association, 1 – 45. (also National Center on Performance Incentive working paper #2007-06)
- Springer, M.G., Houck, E.A., and Guthrie, J.W. (2007). History and Scholarship of United States Education Finance and Policy. In H. Ladd and T. Fiske (Eds.), *Handbook of Research on Education Finance and Policy*. Mahwah, NJ: Lawrence Erlbaum Associates, 3 – 23.
- Springer, M.G. (2007). Do Credentials Matter in the Age of Test-Based Accountability. *Peabody Reflector*, Summer, 13.
- Springer, M.G., Podgursky, M., Lewis, J.L., Ehlert, M., Lopez, O., Patterson, C.H., and Taylor, L.L. (2007). Governor’s Educator Excellence Award Program: Year One Evaluation Report. Austin, TX: Texas Education Agency.
- Springer, M.G. and Guthrie, J.W. (2006). Adequacy’s Politicization of the School Finance Legal Process. In M. West and P. Peterson (Eds.), *School Money Trials: The Legal Pursuit of Educational Adequacy*. Washington, DC: Brookings Institution Press, 102 – 130.
- Podgursky, M. and Springer, M.G. (2006). K-12 Public School Finance in Missouri: An Overview. *Federal Reserve Bank of St. Louis’ Regional Economic Development*, 2(1), 31 – 50.
- Guthrie, J.W. and Springer, M.G. (2006). Teacher Pay for Performance: Another Education Reform Fad or Sound and Lasting Policy? *Education Week*, 25(30), 42, 45.
- Springer, M.G. and Guthrie, J.W. Finance Inequality (2006). In K. Borman, S. Cahill, and B. Cotner. *An American High School: An Encyclopedia*. Westport, CT: Greenwood Publishing, 173 – 178.
- Guthrie, J.W. and Springer, M.G. Administration (2006). In K. Borman, S. Cahill, and B. Cotner. *An American High School: An Encyclopedia*. Westport, CT: Greenwood Publishing, 8 – 12.
- Springer, M.G. (2005). Administrator Merit Pay Programs: Performance Indicators and Characteristics Associated with Successful Program Planning, Design, Adoption, and Implementation. Austin, TX: Austin Independent School District, 1 – 29.
- Springer, M.G., Bhatt, M. and Williams, J. (2005). Alabama Education Finance. In A+ Education Foundation, *A Primer on Alabama Education*. Montgomery, AL, 1 – 28.
- Guthrie, J.W. and Springer, M.G. (2004). A Nation at Risk Revisited: “Wrong” Reasoning Sometimes Result in “Right” Rules? *Peabody Journal of Education*, 79(1), 7 – 35.
- Guthrie, J.W. and Springer, M.G. (2004). Returning to Square One: From Plessy to Brown and Back to Plessy. A Half-Century Retrospective Regarding Educational Racial Desegregation. *Peabody Journal of Education*, 79(2), 5 – 32.
- Wong, K.K., Springer, M.G., and Guthrie, J.W. (2004). Policy Brief: No Child Left Behind Act. Denver, CO: Education Commission of the States.

### **Works Under-Review or In-Progress**

- Ballou, D. and Springer, M.G. Responses to No Child Left Behind Among Traditional Public Schools.
- Lewis, J.L. and Springer, M.G. Performance Incentives in Texas: Why Schools Chose Not to Participate. National Center on Performance Incentives Working Paper.
- McCaffrey, D., Ballou, D., Lockwood, J.R., and Springer, M.G. A Two-Stage Randomization Scheme to Ease the Threat of Principal and Teacher Collusion Biasing Estimates for a Teacher Performance-Pay Treatment.
- Podgursky, M., Springer, M.G., Ghosh-Dastidar, B., and West, M. Diffusion of Pay for Performance Policy: Findings from Several Waves of the Schools and Staffing Survey.
- Springer, M.G., Ballou, D., and Peng, A. The Impact of Teacher Advancement Program on Student Test Score Gains: Findings from an Independent Appraisal.
- Springer, M.G., Taylor, L.L., and Podgursky, M. The Estimated Effect of the Governor's Educator Excellence Program on Student Test Score Gains.
- Springer, M.G., Pepper, M., and Ghosh-Dastidar, B. The Estimated Effects of Supplemental Educational Services on Student Test Score Gains: Evidence from a Large, Urban School District.
- Springer, M.G. and Han, B. The Sensitivity of Teacher Effect Estimates to Decision Rules for Establishing Student-Teacher Links.
- Taylor, L.L., Springer, M.G., and Podgursky, M. The Estimated Effects of Performance-Pay on Teacher Turnover, Mobility, and Quality: Evidence from Texas' Governor Educator Excellence Grant Program.

### **Professional Presentations**

- Springer, M.G., Podgursky, M., Lewis, J.L., Ehlert, M., Lopez, O., Patterson, C.H., and Taylor, L.L. (2008). Governor's Educator Excellence Award Program: Year Two Evaluation Report. Austin, TX: Texas Education Agency.
- McCaffrey, D., Ballou, D., Lockwood, J.R., and Springer, M.G. (2008). A Two-Stage Randomization Scheme to Ease the Threat of Principal and Teacher Collusion Biasing Estimates for a Teacher Pay for Performance Treatment. Institute for Education Sciences National Research Conference. Washington: DC: June 12<sup>th</sup>.
- Springer, M.G., Ballou, D., and Peng, A. (2008). The Impact of the Teacher Advancement Program

- on Student Test Score Gains: Findings from an Independent Appraisal. Conference on Economic Incentives: Do They Work in Education? Insights and Findings from Behavioral Research. Munich, Germany: May 17<sup>th</sup>.
- Ballou, D. and Springer, M.G. (2008). Achievement Tradeoffs and No Child Left Behind. 33<sup>rd</sup> Annual Meeting of the American Education Finance Association. Denver, CO: April 11<sup>th</sup>.
- Springer, M.G., Pepper, M., Ghosh-Dastidar, B. (2008). The Impact of Supplemental Education Services on Student Test Score Gains: Evidence from a Large, Urban School District. 33<sup>rd</sup> Annual Meeting of the American Education Finance Association. Denver, CO: April 10<sup>th</sup>.
- Springer, M.G., Ballou, D., and Peng, A. (2008). Impact of the Teacher Advancement Program on Student Test Score Gains: Findings from an Independent Appraisal. National Center on Performance Incentives' Research to Policy Forum. Nashville, TN: February 28<sup>th</sup>.
- Springer, M.G. (2008). Teacher Compensation Reform Policy: Context, Status, and Direction. Keynote address for Phi Delta Kappa. Trevecca Nazarene University. Nashville, TN. January 24<sup>th</sup>.
- Springer, M.G., Lewis, M., Ehlert, M., and Taylor, L. (2007). Texas Educator Excellence Grant Program: Year 1 Findings. Texas Education Agency. Austin, TX. December 12<sup>th</sup>.
- Springer, M.G., Ballou, D., and Peng, A. (2007). Impact of Teacher Advancement Program on Student Test Score Gains: Findings from an Independent Appraisal. 29<sup>th</sup> Annual Meeting of the Association for Public Policy Analysis and Management. Washington, DC. November 9<sup>th</sup>.
- Podgursky, M., Springer, M.G., Ghosh-Dastidar, B., and West, M. (2007). Diffusion of Pay for Performance Policy: Findings from Several Waves of the Schools and Staffing Survey. 29<sup>th</sup> Annual Meeting of the Association for Public Policy Analysis and Management. Washington, DC. November 9<sup>th</sup>.
- Podgursky, M., Smith, J.R., and Springer, M.G. (2007). A New Defendant at the Table: An Overview of Missouri School Finance and Recent Litigation. Prepared for the University of Missouri – Columbia's From Equity to Adequacy to Choice conference. Columbia, Missouri. October 29<sup>th</sup>.
- Springer, M.G. (2007). Teacher Compensation Reform in American K-12 Education. Expert testimony prepared for the Oklahoma House of Representatives: Oklahoma City, Oklahoma.
- Springer, M.G., Podgursky, M., Lewis, J.L., Ehlert, M., Lopez, O., Patterson, C.H., and Taylor, L.L. (2007). Governor's Educator Excellence Award Program: Year One Evaluation Report. Austin, TX: Texas Education Agency.
- Springer, M.G., Podgursky, M., Lewis, J.L., Ehlert, M., Lopez, O., Patterson, C.H., and Taylor, L.L. (2007). Texas Educator Excellence Award Program: Interim Findings. Austin, TX: Texas Education Agency.

- Springer, M.G. (2007). Using Compensation to Recruit, Reward, and Retain Effective Teachers. Prepared for the National Conference on State Legislatures' Education Committee Chairs seminar, Linking Research and Policy to Support Effective Teaching. Denver, CO. July 24<sup>th</sup>.
- Springer, M.G. (2007). Theoretical Arguments For and Against Performance-Based Teacher Compensation. Prepared for the National Comprehensive Center on Teacher Quality's seminar, Paying for Teachers' Performance – Strategies and Conditions for Success. [www.ncctq.org/webcasts/payforteach/springer.php](http://www.ncctq.org/webcasts/payforteach/springer.php).
- Langevin, W. and Springer, M.G. (2007). The Political Economy of Teacher Certification and Compensation. Midwest Political Science Association. Chicago, IL. April 11<sup>th</sup>. Nominated for MPSA outstanding paper award.
- Springer, M.G. and Ballou, D. (2007). Achievement Tradeoffs and No Child Left Behind. American Educational Research Association. Chicago, IL. April 10<sup>th</sup>.
- Springer, M.G., Liu, K., and Guthrie, J.W. (2006). The Impact of Education Finance Litigation Reform on Resource Distribution: Is There Anything Special About Adequacy? 28<sup>th</sup> Annual Meeting of the Association for Public Policy Analysis and Management. Madison, WI. November 4<sup>th</sup>.
- Springer, M.G. (2006). No Child Left Behind and Unintended Consequences. Vanderbilt University Public Policy Lecture. Nashville, TN. November 10<sup>th</sup>.
- Springer, M.G. (2006). Statewide Technical Assistance on the Design and Implementation of the TX Governor's Educator Excellence Grant Pay for Performance Program. Austin, Texas: Texas Education Agency.
- Podgursky, M. and Springer, M.G. (2006). Credentials vs. Performance: Review of Teacher Performance Pay Research. 2006 Department of Education Reform Conference. Kauffman Foundation Conference Center. Kansas City, MO. October 20<sup>th</sup>.
- Springer, M.G. and Guthrie, J.W. (2006). Charter School Finance and Budgeting. Charter School Leadership Institute, Peabody Professional Institutes. January 27<sup>th</sup>, 2006. Nashville, TN.
- Guthrie, J.W., Houck, E.A. and Springer, M.G. (2006). Nashville and its Schools. Nashville Business Alliance. Ingram Industries. January 24<sup>th</sup>, 2006. Nashville, TN.
- Springer, M.G. (2005). Understanding Budgets and How to Improve Productivity. Peabody College of Vanderbilt University Resource Allocation and Deployment Guest Lecture. November 5<sup>th</sup>, 2005. Nashville, Tennessee.
- Springer, M.G. and Liu, K. (2005). A 30-Year Analysis of the Impact of Court Mandated Reform on Resource Distribution. American Education Finance Association, March 17<sup>th</sup> – 19<sup>th</sup>, 2005. Louisville, KY.

Houck, E.A. and Springer, M.G. (2005). The Past as Prologue: An Evaluation of Funding Adjustments Made in Wake of Leandro v. North Carolina. American Education Finance Association, March 17<sup>th</sup> – 19<sup>th</sup>, 2005. Louisville, KY.

Springer, M.G. (2004). Modern Education Finance: How it Differs from the Old and the Analytic Changes it Implies. Peabody College of Vanderbilt University Social Context of Education Guest Lecture. October 26<sup>th</sup>, 2004. Nashville, Tennessee.

Guthrie, J.W. and Springer, M.G. (2004). Serrano and its Education Finance Progeny: Limits of Litigation. Association for Policy Analysis and Management, October 30<sup>th</sup>, 2004. Atlanta, Georgia.

Guthrie, J.W. and Springer, M.G. (2003). Education Finance's Likely Future. Education Writers Association, October 24<sup>th</sup> – 25<sup>th</sup>, 2003. Nashville, Tennessee.

### **Research Grants**

Principal Investigator. Performance Incentives: Their Growing Impact on American K-12 Schools. \$180,022 over 2 years. Smith Richardson Foundation. July 2007 – February 2009.

Principal Investigator. Evaluation of Texas Governor's Educator Excellence Award: Texas Educator Excellence Grant. \$1.85 million over 5 years. (Michael Podgursky, Co-PI). January 2007 – December 2011.

Principal Investigator. Evaluation of Texas Governor's Educator Excellence Award Program. Texas Education Agency. \$380,000 over 3 years (Michael Podgursky, Co-PI). September 2006 – August 2009.

Principal Investigator. The Impact of Teacher Pay for Student Performance on Student Outcomes. Nashville Alliance for Public Education. approx. \$1,000,000 over 4 years. June 2006 – May 2010.

Co-Principal Investigator and Director. National Center on Performance Incentives. United States Department of Education. Institute of Education Sciences. \$10 million over 5 years (James W. Guthrie, PI, Dale Ballou, Co-PI, and Michael Podgursky, Co-PI). June 2006 – May 2011.

Co-Principal Investigator. No Child Left Behind and Achievement Tradeoffs. Smith-Richardson Foundation. \$284,000. (Dale Ballou, PI). March 2006 through February 2009.

Principal Investigator. Revenue Generation and Resource Allocation and Deployment Practices in Smaller Learning Communities: Lessons from Three High Schools. Funded by the United States Department of Education through subcontract with Appalachian Educational Laboratory. \$23,125, May 2005 – August 2005.

## **Court Cases**

Financial Analyst for *Moore v. State of Alaska* (Alaska).  
Financial Analyst for *Tyler Young, et. al. v. Daniel L. Williams, et. al. and Related Action* (Kentucky).  
Financial Analyst for *Committee for Educational Equality, et al. v. State of Missouri, et al.* (Missouri).  
Financial Analyst for *Abbeville County School District, et al. v. State of South Carolina* (South Carolina).

## **Teaching Experience:**

### **Graduate Level**

Co-taught Executive Leadership at Peabody College of Vanderbilt University (Spring 2005).

Teaching assistant for Resource Allocation and Deployment at Peabody College of Vanderbilt University (Fall 2004; Summer 2005).

### **Undergraduate Level**

Teaching assistant for Executive Leadership at Peabody College of Vanderbilt University (Spring 2004; Fall 2004).

### **Secondary Level**

Taught psychology, sociology, and environmental ethics at Darrow School (1998 – 2002).

Taught psychology and sociology at Newark High School in Ohio (1998).

## **Doctoral Student Dissertation Committee Membership:**

### **Chair**

Susan Freeman Burns (Ed.D., Peabody College, In progress). Evaluation of Austin ISD's Strategic Compensation Initiative.

Catherine D. Gardner (Ed.D., Peabody College, In progress). Evaluation of Austin ISD's Strategic Compensation Initiative.

Joyce Meeuwssen (Ed.D., Peabody College, In progress). Evaluation of Austin ISD's Strategic Compensation Initiative.

### **Committee Member**

Karen Herbert (Ph.D., University of Texas – Austin, In progress).

Coby Meyers (Ph.D., Vanderbilt University, In progress). Performance pay in Texas: Assessing teacher understanding, involvement, and change.

## Service:

### Public and Professional Service

Working Group Member, Assistant Secretary of the Office of Elementary and Education Roundtable on Pay for Performance (2008).  
Advisory Board Member, Chalkboard Project (2008 – present).  
Member, Research Committee, Office of Research and Vanderbilt Institute for Clinical and Translational Research. Vanderbilt University (2007 – present).  
Member, Admissions Committee, Peabody College of Vanderbilt University (2007 – present).  
ERIC Content Expert, Education Management, U.S. Department of Education (2007 – 2009).  
Technical Advisory Board, American Board for Certification of Teacher Excellence (2006 – present).  
Program Planning Committee, Association for Public Policy Analysis and Management (2007).  
Technical Advisor on Teacher Pay for Performance Program, Huntsville City Schools Department of Education (2007).  
Technical Advisor, Metropolitan Nashville Public School Board of Education (2006).  
Technical Advisory Board Member, Texas Governor’s Educator Excellence Award Programs (2006).  
Technical Consultant, Principal Pay for Performance Committee, Austin Independent School District (2005).  
Program Planning Committee, American Education Finance Association 30<sup>th</sup> Annual Conference in Louisville, Kentucky (2004 - 2005).  
Program Planning Committee, Revisiting *Brown v. Board of Education*. Peabody Center for Education Policy National Conference. Nashville, TN (2003 – 2004).  
Program Planning Committee, Education Writers Association Conference, Nashville, TN (2004).  
Reviewer, American Education Research Association Division J (2005; 2006) and Division L (2006; 2007).  
Member, Board of Directors, Berkshire Habitat for Humanity (2001 – 2003).

### Refereeing/Reviewing

*Educational Evaluation and Policy Analysis; Education Finance and Policy; Education Next; Education Policy Analysis Archives; Educational Testing Service; Journal of Education Finance; Journal of School Choice; National Comprehensive Center on Teacher Quality; Peabody Journal of Education; Social Science Quarterly; Society for the Advancement of Excellence in Education; Urban Education Review;*

### Select Media Coverage

CNN’s Lou Dobbs Tonight; Australian Teacher Magazine; Business Wire; Dallas Morning News; Education Week; Houston Chronicle; Idaho Statesman; National Public Radio; Newsweek; ScienceDaily; Stateline.org; Teacher Magazine; Tennessean; Time Magazine; USA Today; Wall Street Journal

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