

Steven M. Glazerman

Innovations for Poverty Action

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Areas of expertise: Experimental design and causal inference, education (teacher labor markets, teacher performance measurement, effectiveness of education interventions, early childhood education, soft skills measurement, job training), cost-benefit analysis, survey research methods

Positions Held

Innovations for Poverty Action, 2019-

Chief Research and Methodology Officer

National Institute for Statistical Sciences, 2019-

Senior Fellow

Mathematica Policy Research, 1998-2019

Senior Fellow (2010-2019)

Senior Economist (2002-2010)

Economist (1998-2002)

Georgetown University Department of Economics, 2012-2014

Adjunct Professor

University of Chicago, 1992-1998

Teaching Assistant, Department of Statistics

Teaching Assistant, Harris School of Public Policy

Research Assistant, Center for Social Program Evaluation

U.S. Congressional Budget Office, 1990-1992

Assistant Analyst

Education

Ph.D., 1998, University of Chicago, Harris School of Public Policy (Fields: Education, Labor Economics, Econometrics)

M.P.P., 1994, University of Chicago, Harris School of Public Policy

B.A., 1990, Brown University, Political Science

Working Papers

Bogicevic, Biljana, Navishti Das, Emma Davies, Andrew Dillon, Steven Glazerman, & Michael Rosenbaum. "Assessing Repeated and Rescheduled Attempts in Random Digit Surveys." Buffett Institute Global Poverty Research Lab Working Paper No. 21-110, September 2021.

Das, Navishti, Emma Davis, Andrew Dillon, Steven Glazerman, and Michael Rosenbaum. "Optimal Timing for Random Digit Dialing" Global Poverty Research Lab Working Paper No. 21-107. June 2021.

Dillon, Andrew, Steven Glazerman, & Michael Rosenbaum. "Understanding Response Rates in Random Digit Dial Surveys." Global Poverty Research Lab Working Paper No. 21-106. April 2021.

Dillon, Andrew, Steven Glazerman, & Michael Rosenbaum. "Messaging to Improve Response Rates: Effectiveness of Pre-Survey SMS Messages." Global Poverty Research Lab Working Paper No. 21-105. April 2021.

Liuzzi, Sarah Humpage, Steven Glazerman, and Nancy Murray. "Using Student Test Data to Drive Instruction: Experimental Evidence from Honduras" July 2019.

Glazerman, Steven, Larissa Campuzano, and Nancy Murray. "Education Experiments in Latin America: Empirical Evidence to Guide Evaluation Design" June 2019.

Journal Articles (Peer Reviewed)

Glazerman, Steven, Ira Nichols-Barrer, Jon Valant, and Alyson Burnett. "The Choice Architecture of School Choice Websites." *Journal of Research on Educational Effectiveness*, 13:2, 322-350, 2020.

Glazerman, Steven M., and Dallas Dotter. "Market Signals: Evidence on the Determinants and Consequences of School Choice from a Citywide Lottery." *Educational Evaluation and Policy Analysis*, vol. 39, no. 4, December, 2017, pp. 593-619.

Protik, Ali, Steven M. Glazerman, Julie Bruch, and Bing-ru Teh. "Staffing a Low-Performing School: Behavioral Responses to Selective Teacher Transfer Incentives." *Education Finance and Policy*, vol. 10, no. 4, fall 2015, pp. 573-610.

Glazerman, Steven M., "Random Assignment Within Schools: Lessons Learned from the Teach For America Experiment." *Education Finance and Policy*, vol. 7, no. 2, spring 2012, pp. 124-142.

Glazerman, Steven M., Daniel P. Mayer, and Paul T. Decker. "Alternative Routes to Teaching: The Impacts of Teach For America on Student Achievement and Other Outcomes." *Journal of Policy Analysis and Management*, vol. 25, no. 1, winter 2006, pp. 75-96.

Glazerman, Steven M., Daniel M. Levy, and David Myers. "Nonexperimental Versus Experimental Estimates of Earnings Impacts." *Annals of the American Academy of Political and Social Science*, vol. 589, September 2003.

Glazerman, Steven M. "Sorting Effects of Family School Choice: When Parents Choose, Do Taxpayers Lose?" *Chicago Policy Review I*, vol. 2, May 1997.

Peer Reviewed Book Chapters and Government Reports

Glazerman, Steven, Ira Nichols-Barrer, Jon Valant, and Alyson Burnett. "Presenting School Choice Information to Parents: An Evidence-Based Guide." Washington, DC: National Center for Education Evaluation and Regional Assistance, Institute of Education Sciences, U.S. Department of Education, October 2018.

Chiang, Hanley, Alison Wellington, Kristin Hallgren, Cecilia Speroni, Mariesa Herrmann, Steven Glazerman, and Jill Constantine. "Evaluation of the Teacher Incentive Fund: Implementation and Impacts of Pay-for-Performance After Two Years." NCEE 2015-4020. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, September 2015.

Max, Jeffrey, Jill Constantine, Alison Wellington, Kristin Hallgren, Steven Glazerman, Hanley Chiang, and Cecilia Speroni. "Evaluation of the Teacher Incentive Fund: Implementation and Early Impacts of Pay-for-Performance After One Year." Princeton, NJ: Mathematica Policy Research, September 16, 2014.

Max, Jeffrey, and Steven Glazerman. "Do Disadvantaged Students Get Less Effective Teaching? Key Findings from Recent Institute of Education Sciences Studies." NCEE Evaluation Brief. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, January 2014.

Glazerman, Steven, Ali Protik, Bing-ru Teh, Julie Bruch, and Jeffrey Max. "Transfer Incentives for High-Performing Teachers: Final Results from a Multisite Randomized Experiment." NCEE 2013-4003. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, November 2013.

Bleeker, Martha, Sarah Dolfin, Amy Johnson, Steven Glazerman, Eric Isenberg, and Mary Grider. "The State of Teacher Induction in Urban America." *National Society for the Study of Education*, vol. 111, no. 2, October 2012.

Glazerman, Steven, Ali Protik, Bing-ru Teh, Julie Bruch, and Neil Seftor. "Moving High-Performing Teachers: Implementation of Transfer Incentives in Seven Districts." NCEE 2012-4051. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, April 3, 2012.

Glazerman, Steven, and Jeffrey Max. "Do Low-Income Students Have Equal Access to the Highest-Performing Teachers?" NCEE 2011-4016. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, April 2011.

Glazerman, Steven, Eric Isenberg, Sarah Dolfin, Martha Bleeker, Amy Johnson, Mary Grider, and Matthew Jacobus. "Impacts of Comprehensive Teacher Induction: Final Results from a Randomized Controlled Study." NCEE 2010-4027. Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance, June 2010.

Isenberg, Eric, Steven Glazerman, Amy Johnson, Sarah Dolfin, and Martha Bleeker. "Linking Induction to Student Achievement." In *Past, Present, and Future Research on Teacher Induction: An Anthology for Researchers, Policy Makers, and Practitioners*, edited by J. Wang, S.J. Odell, and R.T. Clift. Lanham, MD: Rowman and Littlefield Education, June 2010.

Burghardt, John A., Peter Z. Schochet, Sheena M. McConnell, Terry Johnson, R.M. Gritz, Steven M. Glazerman, John Homrighausen, and Russell Jackson. "Does Job Corps Work? Summary of the National Job Corps Study." Final report. Princeton, NJ: Mathematica Policy Research, June 2001.

McConnell, Sheena M., and Steven M. Glazerman. "National Job Corps Study: Benefits and Costs of Job Corps." Final report. Washington, DC: Mathematica Policy Research, June 2001.

Schochet, Peter Z., John A. Burghardt, and Steven M. Glazerman. "National Job Corps Study: The Impacts of Job Corps on Participants' Employment and Related Outcomes After 48 Months." Final report. Princeton, NJ: Mathematica Policy Research, June 2001.

Glazerman, Steven M., Peter Z. Schochet, and John A. Burghardt. "National Job Corps Study: The Impacts of Job Corps on Participants' Literacy Skills." Final report. Princeton, NJ: Mathematica Policy Research, July 2000.

Schochet, Peter Z., John A. Burghardt, and Steven M. Glazerman. "National Job Corps Study: The Short-Term Impacts of Job Corps on Participants' Employment and Related Outcomes." Final report. Princeton, NJ: Mathematica Policy Research, February 2000.

Glazerman, Steven M., and Robert H. Meyer. "Public School Choice in Minneapolis." In *Midwest Approaches to School Reform*, edited by Thomas A. Downes and William A. Testa. Chicago: Federal Reserve Bank of Chicago, 1995.

Other Government Reports, Foundation Reports and Policy Briefs

Glazerman, Steven, and Dallas Dotter. "Market Signals: How Do DC Parents Rank Schools, and What Does It Mean for Policy?" Policy Brief. Washington, DC: Mathematica Policy Research, June 2016.

Glazerman, Steven, and Allison Seifullah. "An Evaluation of the Chicago Teacher Advancement Program (Chicago TAP) After Four Years: Final Report." Report submitted to The Joyce Foundation. Washington, DC: Mathematica Policy Research, March 7, 2012.

Glazerman, Steven, Dan Goldhaber, Susanna Loeb, Stephen Raudenbush, Douglas Staiger, Grover J. Whitehurst, and Michelle Croft. "Passing Muster: Evaluating Teacher Evaluation Systems." Washington, DC: The Brookings Brown Center Task Group on Teacher Quality, April 26, 2011.

Glazerman, Steven, Susanna Loeb, Dan Goldhaber, Douglas Staiger, Steven Raudenbush, and Grover Whitehurst. "Evaluating Teachers: The Important Role of Value Added." Washington, DC: Brown Center on Education Policy at Brookings, November 2010.

Glazerman, Steven, and Allison Seifullah. "An Evaluation of the Teacher Advancement Program (TAP) in Chicago: Year Two Impact Report." Report submitted to The Joyce Foundation. Washington, DC: Mathematica Policy Research, May 17, 2010.

Glazerman, Steven, Dan Goldhaber, Susanna Loeb, Douglas O. Staiger, and Grover J. Whitehurst. "America's Teacher Corps." Washington, DC: Brown Center on Education Policy at Brookings, March 2010.

Tuttle, Christina, Tara Anderson, and Steven Glazerman. "ABCTE Teachers in Florida and Their Effect on Student Performance." Final report submitted to American Board for Certification of Teacher Excellence. Washington, DC: Mathematica Policy Research, September 4, 2009.

Booker, T. Kevin, and Steven Glazerman. "Does the Missouri Teacher Career Ladder Program Raise Student Achievement?" Report to the Ewing Marion Kauffman Foundation. Washington, DC: Mathematica Policy Research, May 29, 2009.

Silman, Timothy, and Steven Glazerman. "Teacher Bonuses for Extra Work: A Profile of Missouri's Career Ladder Program." Report to the Ewing Marion Kauffman Foundation. Washington, DC: Mathematica Policy Research, May 29, 2009.

Booker, T. Kevin, and Steven Glazerman. "The Effects of the Missouri Career Ladder Program on Teacher Mobility." Report to the Ewing Marion Kauffman Foundation. Washington, DC: Mathematica Policy Research, May 28, 2009.

Chaplin, Duncan D., Steven M. Glazerman, Gail P. Baxter, and Elizabeth Seif. "Teacher Licensure Exams: How Do They Compare?" Report to the American Board for Certification of Teacher Excellence. Washington, DC: Mathematica Policy Research, April 2007.

Glazerman, Steven M., Timothy W. Silva, Nii Addy, Sarah A. Avellar, Jeffrey Max, Allison McKie, Brenda Natzke, Michael E. Puma, Patrick Wolf, and Rachel U. Greszler. "Options for Studying Teacher Pay Reform Using Natural Experiments." Report submitted to the U.S. Department of Education. Washington, DC: Mathematica Policy Research, March 30, 2006.

Decker, Paul T., Daniel P. Mayer, and Steven M. Glazerman. "Quality in the Classroom: How Does Teach For America Measure Up?" Trends in Education Research, Issue Brief no. 1. Princeton, NJ: Mathematica Policy Research, August 2004.

Glazerman, Steven M., and David Myers. "Assessing the Effectiveness of Education Interventions: Issues and Recommendations for the Title I Evaluation." Washington, DC: Mathematica Policy Research, May 17, 2004.

Glazerman, Steven M. "Teacher Compensation Reform: Promising Strategies and Feasible Methods to Rigorously Study Them." Commissioned paper. Washington, DC: Mathematica Policy Research, January 2004.

Mayer, Daniel P., Paul T. Decker, Steven M. Glazerman, and Timothy W. Silva. "Identifying Alternative Certification Programs for an Impact Evaluation of Teacher Preparation." Final report. Cambridge, MA: Mathematica Policy Research, April 2003.

Glazerman, Steven M., Daniel M. Levy, and David Myers. "Nonexperimental Replications of Social Experiments: A Systematic Review." Interim report/discussion paper. Washington, DC: Mathematica Policy Research, September 2002.

Glazerman, Steven M. "Assessing Study Quality in Systematic Reviews of Education Research." Washington, DC: Mathematica Policy Research, June 2002.

Glazerman, Steven M., John Mullens, Angelina KewalRamani, and David Myers. "Strategies for Measuring the Impacts of Federal Reading Programs on Reading Achievement." Final report. Washington, DC: Mathematica Policy Research, May 2002.

Selected Presentations and Workshops

Glazerman, Steven M. "RCTs in the Real World." University of Maryland, October 8, 2020.

Glazerman, Steven and Claudia Casarotto. "Resuming In-Person Data Collection During COVID-19: IPA's Guidance and Best Practices." Population Council, September 24, 2020.

Glazerman, Steven M. "Innovations in Remote Data Collection for Poverty and Social Analysis During COVID-19" Asia Development Bank. September 2, 2020.

Glazerman, Steven M. "The Great Pivot of 2020: IPA's Experience Shifting to Remote Surveying in a Pandemic" Webinar sponsored by RTI International. July 30, 2020.

Glazerman, Steven M. "Assessing and Improving Life Skills Measures: A Research Agenda." Expert presentation at Room to Read/Brooking Institute Life Skills Measurement Workshop, Washington, DC January 21, 2020.

Glazerman, Steven M. "Predictive Analytics and Early Warning Systems for End of Year Academic Performance." FOCUS Workshop, Washington, DC, December 12, 2018.

Glazerman, Steven M. "Research Methods Commonly Used by Think Tanks." Presented at George Mason University's Schar School of Policy and Government, Arlington, VA, December 5, 2018.

Glazerman, Steven M., and Dallas Dotter. "Evidence on the Determinants and Consequences of School Choice from Washington, DC." Invited presentation, MIT School Access and Quality Summit, Cambridge, MA, November 13, 2018.

Glazerman, Steven M. "Parental Response to School Choice Nudges: How the Design of a School Shopping Site Can Influence School Selection." Presented to the Association for Public Policy Analysis and Management, Washington, DC, November 9, 2018.

Glazerman, Steven M. "Enseñanza Informada por Datos en Honduras: Impacto de Programas Apoyando el Uso de Pruebas Formativas y Fin de Grado." ["Data-Driven Instruction in Honduras: Impact of Programs Supporting the Use of Formative and End of Grade Assessments."] Presented to the Ministry of Education, Departmental Directorate, and Local Authorities, Tegucigalpa and Santa Barbara, Honduras, September, 2018.

Glazerman, Steven M. "Beyond "Treatment versus Control": How Bayesian Analysis Makes Factorial Experiments Feasible in Education Research." Presented to the Association for Public Policy Analysis and Management International Meeting, Mexico City, July 2018.

Glazerman, Steven M. "How the DC Council Can Help Shape the Future of Education Data." Testimony to the Council of the District of Columbia, Washington, DC, July 13, 2018.

Glazerman, Steven M. "Understanding High School Growth Models." Workshop presented to the DC Data Summit, Washington, DC, July 12, 2018.

Glazerman, Steven M., Jesse Chandler, and Jacob Hartog. "Making the Grade: Workshop on Best Practices for Designing Online School Report Cards." Workshop presented to the Mid-Atlantic Regional Education Laboratory, Washington, DC, June 15, 2018.

- Glazerman, Steven M. "Shopping for Schools: Mapping Choice Architecture in the Education Marketplace." Presented to the Association for Public Policy Analysis and Management, Chicago, November 4, 2017.
- Glazerman, Steven M., Ira Nichols-Barrer, and Jon Valant. "Parental School Choice as a Choice Architecture Problem." Presented to the Association for Education Finance and Policy Conference, Washington, DC, March 2017.
- Glazerman, Steven M., and Alexandra Resch. "What Kind of Research Do K-12 Companies Need for Their Products? Rigorous, Independent, Actionable." Presented as part of the EdWeek Market Brief seminar series, Washington, DC, January 2017.
- Glazerman, Steven M. "Understanding the Latest Research on Teachers: Lessons for State Lawmakers." Presented to the EdVoice Institute Symposium, San Diego, December 2015.
- Glazerman, Steven M. "Impacts of Selective Teacher Transfer Incentives: Results from a Randomized Controlled Trial." Presented at the Universidad Iberoamericana, Department of Economics, Mexico City, February 6, 2015.
- Glazerman, Steven M. "Using Student Test Scores to Evaluate Teachers' Impact." Minicourse presented at the Universidad Iberoamericana, Mexico City, February 5, 2015.
- Glazerman, Steven M. "Validating Value-Added Measures of Teacher Performance." Presented to the American Economic Association, Boston, January 2015.
- Glazerman, Steven M. "Using Randomized Experiments to Test for Bias in Value Added Measures." Presented to the Association for Education Finance and Policy, San Antonio, March 2014.
- Glazerman, Steven M. "Cost Effectiveness Analysis in Education: Application of U.S. Experience to Developing Countries." Presented to the Society for Research on Educational Effectiveness, Washington, DC, March 2014.
- Isenberg, Eric, and Steven M. Glazerman. "Equal Access to Effective Teaching: What New Research Has to Say About the Problem and a Possible Solution." Presented at Mathematica-IES Forum and Webinar, Washington, DC, December 10, 2013.
- Glazerman, Steven M. "Standardized Testing: Mend It, Don't End It." Invited presentation to the Shanker Institute Forum Quality Assessments for Educational Excellence, Washington, DC, November 13, 2013.
- Glazerman, Steven M., Ali Protik, Bing-ru Teh, Julie Bruch, and Jeffrey Max. "Moving High-Performing Teachers to Low-Performing Schools: A Randomized Experiment." Presented at the Improving Education Through Accountability and Evaluation Conference, sponsored by the Association for Public Policy Analysis and Management and the Istituto Nazionale per la Valutazione del Sistema Educativo di Istruzione e di Formazione, Rome, October 4, 2012.
- Glazerman, Steven M., Ali Protik, Bing-ru Teh, and Julie Bruch. "Behavioral Responses to Teacher Transfer Incentives: Results from a Randomized Experiment." Presented at the University of Virginia, Center on Education Policy and Workforce Competitiveness, Charlottesville, VA, September 24, 2012.
- Glazerman, Steven. "Understanding the Latest Research on Teachers: Lessons for State Lawmakers." Presented to the EdVoice Institute Symposium, Berkeley, CA, July 2012.
- Glazerman, Steven M. "Do Low-Income Students Have Equal Access to the Highest-Performing Teachers? Assessing the Teacher Quality Gap." Presented to the Association for Education Finance and Policy, Boston, March 16, 2012.
- Glazerman, Steven M. "Making Use of Unreliable Measures: The Importance of Value Added for Teachers." Presented to the Association for Public Policy Analysis and Management, Washington, DC, November 2011.
- Glazerman, Steven M. "True Alternative Licensure in Teaching: American Board Certification." Presented to the Association for Public Policy Analysis and Management, Washington, DC, November 2011.
- Glazerman, Steven. M. "Combining Multiple Measures of Teacher Performance." Presentation to the National Governors' Association Policy Forum on Teacher Evaluation, Providence, RI, July 18, 2011.

Whitehurst, Grover J., and Steven M. Glazerman. "Challenges and Benefits of Using Value Added Measures in a Teacher Evaluation System." Testimony before the District of Columbia State Board of Education, February 23, 2011.

Glazerman, Steven M. "Does Intensive Mentoring Improve Teaching?" Presentation at the Center for Education Policy Analysis at Stanford University, Palo Alto, CA, October 14, 2010.

Glazerman, Steven M. "Methodological Advances in Measuring Impacts of Comprehensive Teacher Induction." Presentation at the American Educational Research Association, Denver, May 1, 2010.

Glazerman, Steven M. "Bringing High Performing Teachers to High Need Schools." Community presentation at the Los Angeles Unified School District, Los Angeles, March 2010.

Glazerman, Steven M. "Value-Added Analysis for the Talent Sharing Initiative." Community presentation at the Los Angeles Unified School District, Los Angeles, March 2010.

Glazerman, Steven M. "Using a Randomized Controlled Trial to Study Teacher Induction." Presented at the Vanderbilt University conference "Issues in the Induction and Mentoring of New Teachers," Nashville, TN, March 22, 2007.

Glazerman, Steven M. "Evaluation of Teach For America: Lessons from a Randomized Field Trial in Education." Presented to the Leadership Conference on Civil Rights Education Fund, Washington, DC, March 2005.

Glazerman, Steven M. "What Counts as Evidence in Evidence-Based Practice?" Paper presented to the Association for Public Policy Analysis and Management Annual Research Conference, Dallas, November 8, 2003.

Glazerman, Steven M. "What Do We Know About the Performance of Quasi-Experimental Methods?" Paper presented to the Third Colloquium of the International Campbell Collaboration, Stockholm, Sweden, February 27, 2003.

Glazerman, Steven M. "Assessing Study Quality in Systematic Reviews of Education Research." Paper presented at the University of Pennsylvania, Philadelphia, April 15, 2002.

Glazerman, Steven M. "Benefits and Costs of Job Corps." Paper presented at the University of Pennsylvania, Philadelphia, October 31, 2001.

Glazerman, Steven M. "What Do School Report Cards Really Measure? Can We Do Better?" Paper presented at the Association for Public Policy Analysis and Management Annual Research Conference, Washington, DC, November 6, 1999.

Glazerman, Steven M. "Evidence for Evaluating Education Reforms: Simulation of School Choice Outcomes." Paper presented at the Association for Public Policy Analysis and Management Annual Research Conference, New York, October 31, 1998.

Glazerman, Steven M. "Determinants and Consequences of Parental School Choice." Paper presented at the Midwest Economics Association Annual Meeting, Chicago, March 19-21, 1998.

Glazerman, Steven M. "A Conditional Logit Model of Elementary School Choice: What Do Parents Value?" Paper presented at the Association for Public Policy Analysis and Management Annual Research Conference, Washington, DC, November 6-8, 1997.

Glazerman, Steven M. "Racial Integration, Social Stratification, and Public School Choice." Paper presented at the American Educational Research Association Annual Meeting, Washington, DC, April 1997.

Meyer, Robert H., Steven M. Glazerman, and William Brown. "Fair Measurement of School Effects: Value-Added Models for Student Achievement." Professional development and training workshop given at the American Educational Research Association Annual Meeting, New York, April 6-8, 1996.

Glazerman, Steven M. "Racial Integration and Public School Choice." Paper presented at the Association for Public Policy Analysis and Management Annual Research Conference, Washington, DC, November 2-4, 1995.

Professional Activities

2019 Consultant, U.S. Department of Education, National Center for Education Statistics
2017-2019 Member, Editorial Board, *Educational Evaluation and Policy Analysis*
2011-2014 Member, Board of Directors, Association for Education Finance and Policy
2010-2012 Member, Advisory Board for the Bill & Melinda Gates Foundation Evaluation of the Intensive Partnership Sites
2009-2011 Member, Brookings Institute Task Force on Teacher Quality
2007-2009 Project Mentor to Local PIs, Global Development Network “Research on Achieving Health MDGs in Asia and Africa”

Referee Service

Journals: *Journal of Human Resources*, *Review of Economics and Statistics*, *Economics of Education Review*, *Educational Evaluation and Policy Analysis*, *Educational Researcher*, *Journal of Policy Analysis and Management*, *Education Finance and Policy*, *American Journal of Sociology*

Grant panels: Spencer Foundation, Alfred P. Sloan Foundation, Smith-Richardson Foundation, National Center for Education Statistics, National Science Foundation Economics Program

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