

# ANDREW J MORGAN

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## EDUCATION

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**University of Illinois at Chicago**

*Expected May 2021*

Doctor of Philosophy in Economics

Fields: Applied Microeconomics, Labor Economics, Economics of Education

**University of New Hampshire**

*2014*

Master of Arts in Economics

**University of Oklahoma**

*2013*

Bachelor of Arts in Economics, *cum laude*

## WORKING PAPERS

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### **Job Market Paper**

“Understanding Incentives in Subjective Evaluations: Evidence from Educators”

*Employee evaluation is a central function of any firm, yet implementing a system that aligns incentives between the firm, employees, and supervisors while providing meaningful feedback remains a difficult task. Supervisor ratings that are more lenient and more compressed than the underlying distribution of employee productivity remain a subject of concern for organizations in the public and private sectors. I investigate the use of subjective evaluations in a novel setting in a large, urban public school district in which supervisors are penalized for reporting ratings that misalign with an objective measure of individual employee productivity. First, I document that subjective evaluations of teachers consistently increased throughout my sample period, with mixed evidence on the relationship of this increase to teacher productivity. I then turn to investigating the mechanisms by which ratings assignment could be influenced by the incentives principals and teachers face in this system. I document no evidence that supervisors alter their rating behavior in response to the penalty, using a difference in differences approach to determine that teachers who were and were not included in the penalty calculation received no different ratings after the introduction of the penalty. Using regression discontinuity and difference in discontinuity estimates I also find that teachers who are marginally close to a salary increase and thus face a strong financial incentive for higher ratings are assigned higher ratings that do not correspond to productivity improvements. Finally, observation scores appear to rise with every repeated interaction with a supervisor, accounting for other factors that may influence productivity, but whether this reflects increased productivity or more lenient ratings is less clear.*

“Getting Effective Educators into Hard-to-staff Schools” (with Nguyen, M., Hanushek, E., Ost, B., and Rivkin, S.)

“Elementary and Middle School Principal Effects on Future Academic, Behavioral, and Labor-Market Outcomes” (with Hanushek, E., Rivkin, S., Schiman, J., and Sartain, L.)

## WORKS IN PROGRESS

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“A Synthetic Control Analysis of Educator Compensation Reform” (with Hanushek, E., Luo, J., Nguyen, M., Ost, B., and Rivkin, S.)

“Understanding Stability of Value-added in a High Stakes Setting”

## PUBLIC REPORTS

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Morgan, A. J., Nguyen, M., Ost, B., & Rivkin, S. (2020). *A Consideration of Educator Evaluation and Compensation Reform*. Hoover Institution.

Morgan, A. J., & Feigenberg, B. (2017). *A Statistical Analysis of TNP and Taxi Driving Behaviors and Public Safety Outcomes*. Report for City of Chicago-Business Affairs & Consumer Protection

## RESEARCH EXPERIENCE

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### Research Assistant

*Fall 2015-Fall 2020*

*For Dr. Steven Rivkin*

- Utilized confidential administrative data on academic, labor force and criminal activities for individuals who had attended the Chicago and Texas public school systems
- Performed data analysis on the impacts of education reforms in the Dallas public schools system

### Independent Contractor

*May 2017 - November 2017*

*University of Chicago Urban Labs*

- Cleaned and analyzed administrative data culminating in a report on criminal activity in the taxi and rideshare sectors for the City of Chicago
- Coordinated with policy-making partners in the Office of the Mayor of Chicago to deliver a public facing report on a strict deadline

## TEACHING EXPERIENCE

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### Econometrics

*Spring 2020*

*Instructor*

### Intermediate Microeconomics

*Fall 2013, Spring 2018*

*Teaching Assistant*

### Econometrics

*Fall 2014 -Spring 2015*

*Teaching Assistant*

### Health Economics

*Spring 2014*

*Teaching Assistant*

## CONFERENCES AND PRESENTATIONS

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### Economics Active Research Lunch

*October 2020*

*University of Illinois at Chicago, Presentation*

### Association for Public Policy Analysis and Management

*November 2018*

*Washington, D.C., Presentation*

### Association for Education Finance and Policy

*March 2018*

*Portland, OR, Presentation*

## SKILLS AND MISCELLANEOUS

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Stata, L<sup>A</sup>T<sub>E</sub>X, R, MS Office

U.S. Citizenship

## REFERENCES

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**Chair: Dr. Steven Rivkin**

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**Dr. Ben Ost**

Associate Professor of Economics  
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