

# Calvin C. Kuo

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CONTACT  
INFORMATION

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EDUCATION

UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA):  
Ph.D. in Economics (Expected) 2024  
M.A. in Economics 2020

UNIVERSITY OF MARYLAND, COLLEGE PARK (UMD):  
B.A. in Economics, Departmental Honors 2015  
B.S. in Mathematics 2015

FIELDS

Primary: Economics of Education, Labor Economics  
Secondary: Public Economics, Economics of Crime

RESEARCH

WORKS IN PROGRESS:

1. “Principal Quality and Student Outcomes: Evidence from North Carolina” (Job Market Paper)

**Abstract:** Principals shape almost every aspect of schools, assigning students to classrooms and matching teachers and students with resources. This paper quantifies the impact of principal quality and documents the correlates of principal effectiveness. Using a variance decomposition that exploits principal transitions across schools in the North Carolina public school system, I find that differences in principal quality explain approximately 5% of the variation in test scores. To identify effective principals, I construct principal-value added (PVA) estimates and provide the first evidence that they are forecast unbiased. I use these individual-level estimates to examine the correlates of PVA and the mechanisms through which principal effects operate. My results suggest that previous effective teaching strongly predicts subsequent PVA. To elucidate potential mechanisms, I employ an event-study design around principal transitions, finding that more effective principals excel at attracting better teachers and retaining their best staff. Furthermore, they are more likely to assign their schools’ best teachers to larger classrooms, which increases overall student learning. School survey data allow me to unpack why effective principals attract and retain high-quality teachers. I document a robust relationship between PVA and various measures of leadership and teacher empowerment, suggesting that test score-boosting principals also possess certain characteristics that make them more appealing supervisors relative to others.

2. “The Impact of Tenure Removal on Teacher’s Labor Supply Responses”

**Abstract:** Non-pecuniary benefits, for instance job stability, are central to the workforce. Yet, evidence on whether they affect worker effort and labor supply decisions is limited as output is typically hard to observe and strict collective bargaining agreements complicate overhauling worker contracts. This paper overcomes these challenges by studying a statewide reform in North Carolina that abruptly eliminated tenure paths for recently arrived and newly hired teachers. Using administrative data, I link teachers to classrooms and examine how decreased job security affects teacher impacts on student test scores. I find that productivity does not decline after receiving tenure as teacher test score impacts parallel the preceding years. Regarding labor supply, I find that teachers

entering after the reform were less effective than their older peers, even after controlling for experience, with differences in quality widening over time. I argue that these declines reflect teacher selection as observable characteristics are stable across cohorts.

### 3. “The Multidimensional Impact of Principals on Student Outcomes”

### 4. “Optimal Allocation of Principals Across Schools: School Match and Teacher Development”

RESEARCH EXPERIENCE	Research Assistant for Prof. Natalie Bau, UCLA	2020
	Research Assistant for Prof. Felipe Gonçalves, UCLA	2020
	Senior Research Assistant, Federal Reserve Bank of Boston	2015-2018
TEACHING EXPERIENCE	Econ 1: Principles of Economics, UCLA	2021-2022
	Econ 5: Economics for Everyone, UCLA	2020
	Econ 103: Introduction to Econometrics, UCLA	2020-2023
FELLOWSHIPS & PRE-PH.D. PUBLICATION	Doctoral Travel Grant, UCLA	2023
	Lewis L. Clark Graduate Fellowship Fund, UCLA	2021
	Graduate Summer Research Mentorship, UCLA	2021
	Graduate Division Fellowship, UCLA	2018-2023
	President’s Scholarship, UMD	2011-2015
Zhao, Bo, and Calvin Kuo. 2016. “Haves and Have-Nots: Municipal Fiscal Disparities in Connecticut.” <i>Communities &amp; Banking</i> (Spring)		
PRESENTATIONS (INCL. SCHEDULED †)	UCLA, All-UC Demography Conference (Poster Session)	2023
	University of Michigan Causal Inference in Education Research Seminar, Taiwan Economics Research Workshop, All-California Labor Economics Conference, SOCAE <sup>†</sup> , APPAM <sup>†</sup>	
MISCELLANEOUS	<b>Service:</b> Co-president, Graduate Economics Association (UCLA) <b>Computer Skills:</b> Stata and L <sup>A</sup> T <sub>E</sub> X (advanced), R and ArgGIS (intermediate) <b>Languages:</b> English (native), Mandarin Chinese (fluent) <b>Citizenship:</b> United States	
REFERENCES	Martha Bailey (Chair) Professor of Economics Dept. of Economics, UCLA marthabailey@g.ucla.edu	Natalie Bau Associate Professor of Economics Dept. of Economics, UCLA nbau@g.ucla.edu
	Felipe Gonçalves Assistant Professor of Economics Dept. of Economics, UCLA fgoncalves@econ.ucla.edu	Yotam Shem-Tov Assistant Professor of Economics Dept. of Economics, UCLA shemtov@econ.ucla.edu

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