



Panelist Biographies

Online Discussion: Creating Positive Incentives for School Improvement

Sir Michael Barber joined McKinsey & Company in September 2005 as the expert partner in its Global Public Sector Practice. In this capacity, he has been working on major challenges of performance, organization, and reform in government and the public services, especially education, in the United States, United Kingdom and other countries.

Prior to joining McKinsey, he was (from 2001) chief adviser on delivery to the British Prime Minister Tony Blair. As head of the Prime Minister's Delivery Unit, he was responsible for the oversight of implementation of the prime minister's priority programs in health, education, transport, policing, the criminal justice system, and asylum/immigration. The approach to delivery he developed, that of using spending reviews and setting performance targets to ensure promised outcomes, is widely seen as constructive and innovative and has been described by the International Monetary Fund as "the frontier" of performance management in government. His book about this experience, *Instruction to Deliver*, was published in June 2007 to widespread acclaim.

Between 1997 and 2001, Barber was chief adviser to the secretary of state for education on school standards. In this role, he was responsible for the implementation of the British government's school reform program including successful programs to improve literacy and numeracy at the primary level, tackle school failure at all levels, and contract out failing local education authorities.

Prior to joining the government, Barber was a professor at the Institute of Education, University of London and a prolific author whose other major publications include *The Learning Game: Arguments for an Education Revolution* (Indigo 1997), *How to do the Impossible: A Guide for Politicians with a Passion for Education* (Institute of Education, London 1997), and *The Virtue of Accountability* (Boston University 2005).

Dr. Dominic Brewer is a labor economist specializing in the economics of education and education policy. Before joining the University of Southern California in 2005, he was a vice president at RAND Corporation, where he directed the organization's education policy research program for more than five years. Brewer has overseen major projects focusing on educational productivity and teacher issues in both K–12 and higher education, and has published more than 50 academic economics and education journal articles, book chapters, and monographs.

Brewer's publications include a book on competition in higher education, *In Pursuit of Prestige*, and multiple articles in *Educational Evaluation and Policy Analysis*, *Journal of Human Resources*, *Journal of Labor Economics*, *Journal of Policy Analysis and Management*, and others. His work on class size includes a review of the research literature published in *Scientific American* and a report for the U.S. Congress on the costs of class size reduction under different policy designs.

In 2003, Brewer co-led the state-sponsored evaluation of California's charter schools, *Charter School Operations and Performance: Evidence From California*. He also is one of the authors of *Rhetoric Versus*

Reality: What We Know and What We Need to Know About Vouchers and Charter Schools (2001). Brewer most recently spearheaded RAND's effort to assist in major K–12 reform in the State of Qatar, the centerpiece of which is a system of charter-like government-funded schools; a book detailing this effort, *Education for a New Era*, was published in 2007. Brewer is currently a co-editor of the economics section of the *International Encyclopedia Education*.

Sandy Kress is a partner at Akin Gump Strauss Hauer & Feld LLP, where his practice focuses on public law and policy at the state and national levels with a strong focus on education. Kress was also a key architect of the federal No Child Left Behind Act of 2001, having served as senior adviser to President Bush on education. Kress formerly served on the Education Commission of the States, was president of the board of trustees of the Dallas Public Schools, and has served on two statewide committees to recommend improvements to Texas public education. Kress is counsel to the Governor's Business Council and is also a life member of the board of directors of the Texas Business and Education Coalition.

In 2007, Texas Gov. Rick Perry selected Kress to serve on several committees, including: the Select Committee on Public School Accountability, the Commission for a College Ready Texas, and the Governor's Competitiveness Council. In 1991, Kress was appointed by Texas Lieutenant Governor Bob Bullock to the Educational Economic Policy Center. He later chaired the center's Accountability Committee. This committee developed a public school accountability system that was later adopted by Texas state law and recognized as one of the most advanced accountability systems in the nation. In 1994, Lieutenant Governor Bullock also appointed Kress to serve on the Interim Committee to study the Texas Education Agency.

Prior to joining Akin Gump, Kress was a partner in a Dallas law firm. He also served as deputy assistant secretary for legislative affairs at the U.S. Treasury Department.

Robert Manwaring is a senior policy analyst at Education Sector. In this capacity, Manwaring directs Education Sector's K–12 accountability work.

Manwaring joined Education Sector after a decade-long career working within California's education community. In 2006, Manwaring became the director of policy for the Governor's Committee on Education Excellence, a committee appointed to develop a comprehensive long-term reform strategy for improving K–12 education in the state of California. Manwaring served as the lead policy adviser to the committee and authored the committee's "Students First" technical report. In addition, Manwaring played a key role in advising the California State Board of Education on developing strategies to implement the federal No Child Left Behind law in the state. Manwaring also served as the K–12 education director of the California Legislative Analyst's Office, where he was a key adviser to state policymakers on school finance, school accountability, and low performing schools policy.

Manwaring has extensive knowledge of statistical and quantitative tools, including training and teaching experience in graduate level econometrics and academic research using various statistical methodologies. He is the author of several papers on school finance and accountability issues. He holds a master's degree in economics from the University of California, Davis and received a bachelor's of science degree in the same subject from California Polytechnic University.

Andrew J. Rotherham is co-founder and publisher of Education Sector, a national education policy think tank. He also writes the blog Eduwonk.com, which an *Education Week* study cited as among the most influential information sources in education today, as well as a regular column for *U.S. News & World Report*. Rotherham previously served at the White House as Special Assistant to the President for Domestic Policy during the

Clinton administration and is a former member of the Virginia Board of Education. He is the author of more than 100 articles, book chapters, papers, and op-eds about education policy and politics and is the author or co-editor of four influential books on educational policy. Rotherham serves on advisory boards and committees for a variety of organizations including The Broad Foundation, Harvard University, and the National Governors Association. Rotherham is also a member of the board of directors for the Indianapolis Mind Trust and Democrats for Education Reform.