

MICHAEL S. HAYES

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Appointments and Affiliations

Assistant Professor, Department of Public Policy & Administration
Rutgers University-Camden, September 2014 – present

Affiliated Scholar, Center for Urban Research & Education
Rutgers University-Camden, September 2014 – present

Education

PhD Public Administration, American University, May 2014
Fields: Public Policy and Public Budgeting & Finance

MPA American University, May 2010

BA Economics and Political Science, Towson University, May 2008

Research Interests

Public Budgeting & Finance, Education Finance & Policy, Public Management

Referred Journal Articles

1. **Hayes, M.S.** (2020). Tax and expenditure limitations, salary reductions, and public employee turnover. Forthcoming, *Public Budgeting & Finance*.
2. **Hayes, M.S.** (2019). Do environmental shocks and budgetary constraints on public organizations increase employee turnover? *Public Finance & Management*, 19(1): 30-65.
3. **Hayes, M.S.**, & Stazyk, E.C. (2019). Mission congruence: To agree or not to agree, and its implications for employee turnover. *Public Personnel Management*, 48(4): 513-534.
4. **Hayes, M.S.**, & Gershenson, S. (2018). Spring or fall annual tests? Implications for value-added models. *Teachers College Record*, September, ID No. 22493.
5. Gershenson, S., & **Hayes, M.S.** (2018). Police shootings, civil unrest, and student achievement: Evidence from Ferguson. *Journal of Economic Geography*, 18(3): 663-685.

6. Gershenson, S., & **Hayes, M.S.** (2018). The implications of summer learning loss for value-added estimates of teacher effectiveness. *Educational Policy*, 32(1): 55-85.
7. Gershenson, S., & **Hayes, M.S.** (2017). The summer learning of exceptional students. *American Journal of Education*, 123(3): 447-473.
8. Brummet, Q., Gershenson, S., & **Hayes, M.S.** (2017). Teachers' grade-level reassignments: Evidence from Michigan. *Educational Policy*, 31(2): 249-271.
9. **Hayes, M.S.**, & Gershenson, S. (2016). Differences in the Difference a Day Makes: Quantile Regression Estimates of the Distribution of Daily Learning Gains. *Economic Letters*, 141: 48-5.
10. **Hayes, M.S.** (2015). The differential effect of the no child left behind act on states' contributions to education funding in states with binding tax and expenditure limitations. *Public Budgeting & Finance*, 35(1): 49-72.
11. Johnson, J., Marlowe, J., Matkin, D., & **Hayes, M.S.** (2011). The impact of local school property tax reductions on city and county revenue decisions: A natural experiment in Kansas. *Public Finance & Management*, 11(2): 181-196.

Other Publications

1. **Hayes, M.S.** (2020). Are south jersey school districts prepared for the next recession? Policy report. Senator Walter Rand Institute for Public Affairs
2. **Hayes, M.S.** (2018). Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Policy Report. Senator Walter Rand Institute for Public Affairs
3. Mullins, D., **Hayes, M.S.**, & Smith C. (2014). The role of local revenue and expenditure limitations in shaping the composition of debt and its implications. *Proceedings of the 105th Annual Conference of Taxation*. Washington, D.C.: National Tax Association

Manuscripts Under Review

1. **Hayes, M.S.**, & Gershenson, S. The estimation of summer learning rates. [Revise and resubmit request, *Economics of Education Review*]

Works in Progress

1. **Hayes, M.S.** The Financial Effects of Kansas' Tax Reform of 2012.
2. **Hayes, M.S.** Cutback Management following the Great Recession: Are there cost savings from switching to a four-day school week?
3. **Hayes, M.S.** Does a four-day school week reduce juvenile crime? Evidence from Oklahoma.

4. Zhang, P., **Hayes, M.S.**, & Sadovnik, A. State Takeovers and Student Achievement: The Case of Camden Public Schools.

Research Grants

1. Faculty Fellowship, 2019-20, Are south jersey school districts prepared for the next recession? Senator Walter Rand Institute for Public Affairs (\$4,000).
2. Research Grant, 2018-20, Exclusionary Zoning Policies and School Segregation. The Turner Center for Housing Innovation at UC Berkeley and the Center for California Real Estate (CCRE). (\$8,500). Co-PI: Paul Jargowsky.
3. Faculty Fellowship, 2017-18, Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Senator Walter Rand Institute for Public Affairs (\$4,500).

Research Honors and Awards

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| 2017 | Emerging Education Policy Scholar, AEI & Thomas B. Fordham Institute |
| 2014 | Outstanding Graduate Scholarship Award, School of Public Affairs, American University |
| 2013 | Emerging Scholars Award, NASPAA
Neil and Ann Kerwin Dissertation Fellowship (\$15,000)
Runner-up for Best Poster, Association for Budgeting & Financial Management |
| 2012 | Charles H. Levine Ph.D. Student Research Award, American University |
| 2010-14 | American University School of Public Affairs Graduate Fellowship |
| 2009 | John D. Young Memorial Scholarship, American University |

Invited Lectures

1. Are south jersey school districts prepared for the next recessions? Forum, Senator Walter Rand Institute for Public Affairs, May 13, 2020.
2. Tax and expenditure limitations, salary reductions, and public employee turnover. Speaker Series, School of Education, Saint Louis University, February 10, 2020.
3. Tax and expenditure limitations, salary reductions, and public employee turnover. Research Seminar, Department of Political Science, University of Alabama, October 22, 2019.
4. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Chamber of Commerce of Southern New Jersey, July 10, 2018.
5. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. New Jersey Health Initiatives Southern Regional Meeting, May 18, 2018.
6. The financial effects of Kansas' tax reform of 2012. SPAA Research Colloquium, School of Public Affairs and Administration, Rutgers University-Newark, April 12, 2018.

7. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Forum, Senator Walter Rand Institute for Public Affairs, April 6, 2018.
8. The financial effects of Kansas' tax reform of 2012. Research Seminar, Department of Economics, Towson University, March 22, 2018.

Conference Presentations (including scheduled*)

2020*

- **Hayes, M.S.** The Effects of Cutback Management on Juvenile Crime: Evidence from Four-Day School Weeks. Western Social Science Association (WSSA), Public Budgeting Section, April 1-4, 2020, Portland, OR.
- **Hayes, M.S.** The Financial Effects of Kansas' Tax Reform of 2012. Western Social Science Association (WSSA), Public Budgeting Section, April 1-4, 2020, Portland, OR.

2019

- **Hayes, M.S.** The Effects of Cutback Management on Juvenile Crime: Evidence from Four-Day School Weeks. Association for Budgeting and Financial Management, September 26-28, 2019, Washington, DC.
- **Hayes, M.S.** Cutback Management following the Great Recession: Is it cost-effective to switch to a Four-Day School Week. Public Management Research Conference, June 11-14, 2019 Chapel Hill, NC.
- **Hayes, M.S.** Cutback Management following the Great Recession: Is it cost-effective to switch to a Four-Day School Week. American Society for Public Administration, March 8-11, 2019 Washington, DC.

2018

- **Hayes, M.S.** Does Switching to a Four-Day School Week Save Money? Evidence from Oklahoma School Districts. Association for Budgeting and Financial Management, October 4-6, 2018, Denver, CO.
- Zhang, P., **Hayes, M.S.**, & Sadovnik, A. State Takeovers and Student Achievement: The Case of Camden Public Schools. Association for Budgeting and Financial Management, October 4-6, 2018, Denver, CO.
- **Hayes, M.S.**, & Gershenson, S. Spring or Fall Annual Tests? Implications for Value-added Models. American Education Research Association, April 13-17, 2018, New York, NY.

2017

- **Hayes, M.S.** The Effect of the New Jersey Superintendent Salary Cap on Superintendent Turnover. Association for Public Policy and Management, November 2-4, 2017, Chicago, IL.
- **Hayes, M.S.** The Effect of the New Jersey Superintendent Salary Cap on Superintendent Turnover. Association for Budgeting and Financial Management, September 28-30, 2017, Washington, DC.
- **Hayes, M.S.** The Effect of a Successful TEL Override on Property Tax Revenue: Evidence from Massachusetts. Association for Budgeting and Financial Management, September 28-30, 2017, Washington, DC.

- **Hayes, M.S.** School Accountability, Levy Slack, and Fiscal Resources. Association for Education Finance and Policy, March 16-18, 2017, Washington, DC.

2016

- **Hayes, M.S.** School Accountability, Levy Slack, and Fiscal Resources. Association for Budgeting and Financial Management, October 6-8, 2016, Seattle, WA.
- **Hayes, M.S.** Effects of School District Income Taxes on Educational Resources and Outcomes. Association for Budgeting and Financial Management, October 6-8, 2016, Seattle, WA.
- Gershenson, S., & **Hayes, M.S.** Short-Run Externalities of Civil Unrest in Ferguson, Missouri. Society for Labor Economists, May 6-7, 2016, Seattle, WA.
- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Education Finance and Policy, March 17-19, 2016, Denver, CO.

2015

- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Public Policy Analysis and Management, November 12-14, 2015, Denver, CO.
- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Budgeting and Financial Management, October 1-3, Washington, DC.
- **Hayes, M.S.**, & Stazyk, E.C. Principals, Goal Setting, and Teacher Turnover. Public Management Research Conference, June 10-13, 2015, Minneapolis, MN.
- Gershenson, S., & **Hayes, M.S.** The Summer Learning of Exceptional Students. Association for Education Finance and Policy, February 26-28, 2015, Washington, DC.

2014

- Gershenson, S., **Hayes, M.S.**, & Vinopal, K. Classroom Determinants of Kindergarten Students' Character Skill Growth. Association for Public Policy Analysis and Management, November 5-8, 2015, Albuquerque, NM.
- **Hayes, M.S.** The Effects of Fiscal Shocks and Budgetary Constraints on the Distribution of State Aid Across School Districts. Association for Budgeting and Financial Management, October 2-4, 2014.
- Gershenson, S., & **Hayes, M.S.** The Implications of Summer Learning Loss for Value-Added Estimates of Teacher Effectiveness. Association for Education Finance and Policy, March 12-14, 2014, San Antonio, TX.
- **Hayes, M.S.**, & Gershenson, S. An Economic Analysis of Summer Learning Loss. Association for Education Finance and Policy, March 12-14, 2014, San Antonio, TX.

2013

- **Hayes, M.S.** Fiscal Shocks, Budgetary Constraints, and Employee Turnover: The Case of NCLB and TELs. National Tax Association, November 21-23, 2013, Tampa Bay, FL.
- **Hayes, M.S.** The Differential Effect of the No Child Left Behind Act on State and Local Education Funding. Network of Schools of Public Policy, Affairs, and Administration, October 15-16, 2013, Washington, DC.

- **Hayes, M.S.** The Differential Effect of the No Child Left Behind Act on State and Local Education Funding. Association for Budgeting and Financial Management, October 3-5, 2013, Washington, DC.
- **Hayes, M.S.** Fiscal Shocks, Budgetary Constraints, and Employee Turnover: The Case of NCLB and TELs. Association for Budgeting and Financial Management, October 3-5, 2013, Washington, DC.

Teaching

Rutgers University-Camden, Dept. of Public Policy & Administration

- 56:824:702 – Quantitative Methods I [PhD Program and MS Program]
- 56:831:535 – Research Methods [EMPA Program]
- 56:834:501 – Foundations of Policy Analysis
- 56:834:535 – Research Methods
- 56:834:553 – Financial Management for Public Programs
- 56:834:553 – Financial Management for Public Programs [Summer Online Version]

Doctoral Dissertation Committees at Rutgers University-Camden

- Jiro Arase-Barham (Current)
- Charles Coursey (Current)
- Alex Cruz (Current)
- Wanda Garcia (Current)
- Matthew McCaffrey (Current)
- Tom Dahan, PhD in Public Affairs (Defended 2019)
- Straso Jovanovski, PhD in Public Affairs (Defended 2019)
- Christopher Wheeler, PhD in Public Affairs (Defended 2017)

Masters and Doctoral Directed Studies

- Lauren Gibson, MPA student (2018)
- Yosmeriz Roman, PhD student (2017)
- Deana Santo, MPA student (2017)
- Keith Burke, MPA student (2015)

Teaching Awards and Fellowships at Rutgers University-Camden

- Recipient, Chancellor's Award for Teaching Excellence (2019-20)
- Nominee, Chancellor's Award for Teaching Excellence (2018-19)
- Recipient, Open and Affordable Textbook Program Award (2018)
- Recipient, Digital Teaching Fellowship (2017)
- Recipient, Civic Engagement Faculty Fellow (2015)
- Recipient, Jay A. Sigler Award for Department Professor of the Year (2015-16)

Service to the University

Department

- Chair, Awards and Events Committee Chair (2016- present)
 - Faculty Advisor, Local Chapter for Pi Alpha Alpha Honor Society
 - Faculty Advisor, Public Administration Student Association
 - Organizer, Brown Bag Research Seminar Series
- Member, MPA Committee Member (2014 – 2019)
 - Member, MPA Alumni Advisory Board (2017- present)
- Observer, Strategic Planning Committee (Fall 2019, Spring 2020)
- Member, PhD Methods Exam Committee (Fall 2015, Fall 2016, Spring 2017, Spring 2019)
- Member, NTT Faculty Review and Promotion Committee (Winter 2019)
- Member, MPA Faculty Search for TT Line (Fall 2018)
- Member, MPA Faculty Search for NTT Line (Summer 2018)
- Member, Website Committee (2014 – 2016)
- Student Advisor for at least 10 MPA students per academic year

University (nominated*)

- Member*, Planning and Budgeting Committee, College of Arts and Sciences (2021-2024)
- Faculty Senator, College of Arts and Sciences (AY 2016-2018, AY 2019-present)

Service to the Discipline

Association for Budgeting & Financial Management

- Conference Panel Organizer (2016, 2017, 2018)
- Conference Panel Chair and Discussant (2013, 2016, 2018)

Association for Education Finance & Policy

- Conference Panel Discussant (2016)

Association for Public Policy Analysis & Management

- Conference Panel Discussant (2017) and Organizer (2019)

National Tax Association

- Conference Panel Discussant (2017)

Manuscript Reviewer (number of times)

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| • <i>AERA Open</i> (2) | • <i>Public Administration</i> (2) |
| • <i>American Educational Research Journal</i> | • <i>Public Administration Review</i> |
| • <i>American Review of Public Administration</i> | • <i>Public Budgeting & Finance</i> (6) |
| • <i>Educational Policy</i> (3) | • <i>Public Finance and Management</i> |
| • <i>Journal of Public Policy Analysis & Management</i> | • <i>Public Personnel Management</i> (2) |
| • <i>Journal of Public Budgeting, Accounting, & Financial Management</i> (2) | • <i>Public Performance & Management</i> |

- *Journal of Public and Nonprofit Management*
- *Journal of Public Economics*
- *Journal of Research on Educational Effectiveness*
- *Oxford Press*
- *Rebus Community Press*
- *Sociology of Education*

Current Memberships

- American Education Research Association (AERA)
- American Society for Public Administration (ASPA)
- Association for Budgeting and Financial Management (ABFM)
- Association for Education Finance and Policy (AEFP)
- Association for Public Policy Analysis and Management (APPAM)
- National Tax Association (NTA)
- Public Management Research Association (PMRA)

Service to the Community

Public Interviews for State and Local Media Outlets

- Ashbury Press, CBS Local KYW-AM, NBC-10 Philadelphia, NJ Spotlight, NJTV News, New Jersey 101.5, Press of Atlantic City, Star-Ledger, WHYY News

Speaker

- Senator Walter Rand Institute for Public Affairs, May 2020
- Bergen County Association of School Administrators, February 2019
- Center for Urban Research and Education, December 2018
- Office of the Deputy State Librarian, July 2018
- South NJ Chamber of Commerce, July 2018
- New Jersey Health Initiatives Southern Meeting, May 2018
- Senator Walter Rand Institute for Public Affairs, April 2018
- Trinity Daytime Men's Group, April 2017

Media

Gershenson, S., & **Hayes, M.S.** (August 5, 2016). Students in Ferguson schools flounder amidst civic unrest. Brookings Brown Center Chalkboard blog posts. <https://www.brookings.edu/blog/brown-center-chalkboard/2016/08/05/students-in-ferguson-schools-flounder-amidst-civic-unrest/>

Gershenson, S., & **Hayes, M.S.** (September 24, 2015). Impact of instructional time not equal across students. Brookings Brown Center Chalkboard blog posts. <https://www.brookings.edu/blog/brown-center-chalkboard/2015/09/24/impact-of-instructional-time-not-equal-across-students/>

Professional Experience

American University
Research Assistant, School of Public Affairs

Washington, DC
2010-2014

National Association of State Budget Officers
Research Analyst

Washington, DC
2011

U.S. Department of Housing and Urban Development
Program Analyst, Office of Policy Research and Development

Washington, DC
2009-2011

U.S. Census Bureau
Program Analyst, Office of Statistical Methods

Suitland, MD
2008-2009