

NANCY B. SHULOCK  
VITA

California State University, Sacramento  
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EDUCATION:

**University of California, Davis**

Ph.D. in Political Science, 1996

**Dissertation Award:** Recipient of Harold Lasswell Award for best dissertation in the field of policy studies for 1996 and 1997.

**University of California, Berkeley**

Master of Public Policy, 1978

**Princeton University**

Bachelor of Arts in American History

(Magna Cum Laude, Phi Beta Kappa), 1975

EMPLOYMENT:

**California State University, Sacramento**

**Executive Director, Institute for Higher Education Leadership & Policy**

September, 2001 to present

Direct institute whose mission is to enhance leadership and policy for California higher education by engaging in research and analysis with direct application to public policy and educational practice. Policy research focuses on community colleges, accountability, and higher education performance, finance, and governance. More information is available at the Institute website at [www.csus.edu/ihe](http://www.csus.edu/ihe).

**California State University, Sacramento**

**Associate Vice President for Academic Affairs**

September, 1997 to September, 2001

**Assistant Vice President for Academic Affairs**

July, 1988 to August, 1997

Reported to Provost with responsibility for institutional planning and assessment, and academic budgets. Supervised Office of Institutional Research, which maintains and analyzes institutional data on students, faculty, enrollment, and academic programs.

**California State University, Center for California Studies  
Director, Faculty Fellows Program**

July, 1994 to August, 1997

Part-time assignment to develop and administer new systemwide program of the California State University. Designed program guidelines; wrote Requests for Proposals (RFPs), evaluated proposals, and administered program under which faculty from across the California State University System performed short-term policy research studies at the request of the California Legislature and Governor.

**California State University, Sacramento  
Associate Vice President for Finance**

October, 1984 to July, 1988

Principal assistant to Vice President for Finance in the administration of University budget. Responsible for establishing and overseeing campus-wide planning processes.

**California State Senate, California Legislature  
Associate Consultant**

March to September, 1984

Advised members of Senate Finance Committee on state budget and other fiscal legislation concerning postsecondary education, state civil service, collective bargaining, and state retirement programs.

**Legislative Analyst's Office, California Legislature  
Program Analyst**

November, 1978 to October, 1983

Advised Legislature on fiscal and policy issues concerning public education in California, including K-12 education and postsecondary education.

**TEACHING**

Professor, Public Policy and Administration, California State University, Sacramento

Courses taught:

- ◇ Public Policy Development (undergraduate)
- ◇ Public Budgeting and Finance (graduate)
- ◇ Public Management (graduate)
- ◇ Masters Thesis Seminar in Higher Education (graduate)
- ◇ Executive Fellowship Seminar (graduate)
- ◇ Community College Policy (course module for Capital Area North Doctorate in Educational Leadership – CANDEL program)
- ◇ Education Policy – team teach a course in independent doctorate in Educational Leadership.

## SELECTED PUBLICATIONS:

- 2009 Moore, C., Shulock, N., Offenstein, J. *Steps to Success: Analyzing Milestone Achievement to Improve Community College Student Outcomes.* . Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2009 Moore, C., Jensen, C., Shulock, N. *Crafting a Student-Centered Transfer Process in California: Lessons from other states.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2009 Offenstein, J. Shulock, N. *Technical Difficulties: Meeting California's Workforce Needs in Science, Technology, Engineering, and Math (STEM) Fields.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2009 Contributing author to Richardson, R. Jr. and Martinez, M., *Policy and Performance in American Higher Education*, Baltimore: The Johns Hopkins University Press.
- 2009 Moore, C., Shulock, N. *The Grades are In - 2008: Is California Higher Education Measuring Up?*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2008 Shulock, N., Moore, C., Offenstein, J., & Kirlin, M. *It Could Happen: Unleashing the Potential of California's Community Colleges to Help Students Succeed and California Thrive.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2007 Shulock, N. & Moore, C. *Invest in Success: How Finance Policy Can Increase Student Success in California's Community Colleges.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2007 Moore, C. & Shulock, N. *Beyond the Open Door: Increasing Student Success in the California Community Colleges.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2007 Shulock, N. & Boilard, S. "Buying the Right Thing: Using a Policy Audit to Align Community College Policy with State Policy Goals." *Planning for Higher Education*, 35(3): 12-25.
- 2007 Shulock, N. & Moore, C. *Rules of the Game: How State Policy Creates Barriers to Degree Completion and Impedes Student Success in the California Community Colleges.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2006 Moore, C. & Shulock, N. *State of Decline? Gaps in College Access and Achievement Call For Renewed Commitment to Educating Californians.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2006 Shulock, N., Moore, C., Gage, T., & Newman, M. *Improving Facility Planning for California Higher Education.* Sacramento, CA: Center for California Studies, Faculty Research Fellows Program.
- 2006 Shulock, N., editor. Practitioners on making accountability work for the public, *New Directions in Higher Education*, No. 135 San Francisco: Jossey-Bass.
- 2005 Shulock, N. & Moore, C. A strengthened community college role in teacher preparation: Improving outcomes for California's minority students. In Gandara, P., Horn, C., & Orfield, G. (Eds.), *Expanding Opportunity in Higher Education*. New York: SUNY Press.
- 2005 Shulock, N., Moore, C., & Gill, M. *Shared Solutions: A Framework for Discussing California Higher Education Finance.* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2005 Moore, C. & Shulock, N. *Variations on a Theme: Higher Education Performance in California by Region and Race.* Sacramento, CA: Institute for Higher Education

- Leadership & Policy.
- 2005 Shulock, N. & Moore, C. *A Framework for Incorporating Public Trust Issues in States' Higher Education Accountability Plans*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2005 Richardson, R., Shulock, N., & Teranishi, R. *Public Policy and Higher Education Performance in the State of California*. New York, NY: Alliance for International Higher Education Policy Studies.
- 2005 Shulock, N. & Moore, C. "Diminished Access to the Baccalaureate for Low-Income and Minority Students in California: the impact of budget and capacity constraints on the transfer function." *Educational Policy*, 19 (2): 418-442.
- 2004 Shulock, N. & Moore, C. *Facing Reality: California Needs a Statewide Agenda to Improve Higher Education Outcomes*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2004 Shulock, N., et.al. Contributing author to *Ensuring Access with Quality to California Community Colleges*. National Center for Public Policy and Higher Education.
- 2004 Moore, C., Shulock, N. & Lang, D. *Funding Adult Education: Does California Put the Money Where the Needs Are?* Sacramento, CA: Center for California Studies, Faculty Research Fellows Program.
- 2004 Shulock, N. & Moore, C. *Diminishing Access to the Baccalaureate through Transfer: The Impact of State Policies and Implications for California*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2004 Wassmer, R., Moore, C., & Shulock, N. "The Effect of Racial/Ethnic Composition on Transfer Rates in Community Colleges: Implications for Policy and Practice." *Research in Higher Education*, 45 (6): 651-672.
- 2004 Shulock, N. "No Less than a Cultural Shift," in *The Chronicle for Higher Education*, September 3, 2004.
- 2003 Shulock, N. & Moore, C. *Capacity Constraints in California's Public Universities: A Factor Impeding Transfer?* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2003 Shulock, N., Moore, C., & Solomon, D. *Improving Outcomes for California's Minority Students: Can an Increased Role for Community Colleges in Teacher Preparation be Part of the Answer?* Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2003 Shulock, N. On the Durability of the Master Plan in the 21<sup>st</sup> Century, or 'if it's broken, why isn't anyone fixing it?' Institute for Higher Education Leadership & Policy.
- 2003 Shulock, editor. *Envisioning a State of Learning: Conference Summary and Observations on the California Master Plan for Higher Education*. Sacramento, CA: Center for California Studies.
- 2002 Shulock, N. & Moore, C. *An Accountability Framework for California Higher Education: Informing Public Policy and Improving Outcomes*. Sacramento, CA: Center for California Studies, Faculty Research Fellows Program.
- 2002 Wassmer, R., Moore, C., & Shulock, N. *A Quantitative Study of California Community College Transfer Rates: Policy Implications and a Future Research Agenda*. Sacramento, CA: Senate Office of Research.
- 2001 Shulock, N. *California Community Colleges' Leadership Challenge: A View from the Field*. Sacramento, CA: Institute for Higher Education Leadership & Policy.

- 2000 Shulock, N. & Ketcheson, K. Assessing the Metropolitan University Mission, *Metropolitan Universities: an International Forum*, 10: 4:63-72.
- 1999 Shulock, N. The Paradox of Policy Analysis: If It's Not Used, Why Do We Produce So Much Of It? *Journal of Policy Analysis and Management*, Vol. 18(2), 226-244. *Awarded the Vernon Prize as the best paper in Volume 18.*
- 1998 Shulock, N. Legislatures: Rational Systems or Rational Myths. *Journal of Public Administration Research and Theory*, Vol. 8(3), 299-324.
- 1998 Shulock, N. and Harrison, M. Integrating Planning, Assessment, and Resource Allocation. *Planning for Higher Education*, Vol. 26(3), 29-37.

SELECTED CONFERENCE PAPERS AND PRESENTATIONS:

- 2009 "Can P-16 Councils Help Promote the College Readiness and Success Agenda? Lessons from Three Case Studies." Presentation to the American Educational Research Association, April 16, 2009.
- 2009 "Political and Policy Barriers to Basic Skills Education in the California Community Colleges." Presentation to the American Educational Research Association, April 14, 2009.
- 2009 "Policy Matters: Creating the Best Conditions for Community College Student Success." Presentation to a seminar sponsored by Policy Analysis for California Education (PACE), April 10, 2009.
- 2008 "Using a Policy Audit to Align Community College Finance with State Goals." Presentation to *Making Opportunity Affordable* Academy, Chapel Hill, North Carolina, June 3, 2008.
- 2007 "Return to Golden: A Public Agenda for California Higher Education." Invited keynote to the HACU-CLIC Joint Policy Summit, April 22, 2008.
- 2007 "From Access to Success in California's Community Colleges: No Time to Waste." Presentation at the Center for Studies in Higher Education, UC Berkeley, February 12, 2008.
- 2007 "Financing Community Colleges: Policies, Incentives and Language Matter" Presentation to the Achieving the Dream State Policy Meeting, February 5, 2008
- 2007 "Making a Difference: A Case Study of Policy Research That Got Noticed." Invited Talk at Presidential Session at Association for Studies in Higher Education 32<sup>nd</sup> Annual Conference, Louisville, KY, November 8, 2007.
- 2007 "Financing Community Colleges in California: Policies and Incentives matter." Symposium at Association for Studies in Higher Education 32<sup>nd</sup> Annual Conference, Louisville, KY, November 7, 2007.
- 2007 "Untapped Opportunities: Designing Policies to Increase Student Success." Invited keynote address at Academic Senate for California Community Colleges fall session, Anaheim, November 1, 2007.
- 2007 "Student Success in the California Community Colleges: Why does it matter? How do we know? What do we do?" Presentation at Community College League of California 2007 Annual Trustees Conference. San Francisco, CA, May 6.
- 2007 "Using Data for a Change: Three Conversations." Keynote address at California Community Colleges RP/CISOA annual conference, Garden Grove, CA, March 26.
- 2007 "Latino Student Access and Success: Research Findings and Policy Implications." Presentation at National Association of Latino Elected and Appointed Officials

- (NALEO) Education Leadership Initiative: California Statewide Policy Institute on Higher Education Access and Success Manhattan Beach, CA, January 16, 2007.
- 2006 “Student Success Research.” Presented at California Community Colleges Chief Instructional Officers (CCCCIO) Fall Conference, San Diego, CA, November 3, 2006.
- 2006 “Buying the Right Thing: Using a Policy Audit to Align Community College Finance with State Policy Goals.” Paper presented at the 31<sup>st</sup> Annual Conference of the Association for the Study of Higher Education: Forum on Public Policy in Higher Education, Anaheim, CA.
- 2006 “State Performance Accountability in Higher Education.” Paper presented in a symposium at the 31<sup>st</sup> Annual Conference of the Association for the Study of Higher Education, Anaheim, CA.
- 2005 “Shared Solutions: A Framework for Discussing California Higher Education Finance.” Paper presented at the 30<sup>th</sup> Annual Conference of the Association for the Study of Higher Education: Forum on Public Policy in Higher Education, Philadelphia, PA.
- 2005 Panel participant for “Solutions for America: the public benefits of higher education,” at SHEEO professional development conference. Seattle, Washington, August 17.
- 2004 “Accountability in Higher Education: Where California Is (or Isn’t).” Presented to the Community College League of California’s Legislative Conference, Sacramento, CA.
- 2004 “Accountability for State Policy Purposes: A Different Focus,” keynote address to the California Association for Institutional Research (CAIR), Anaheim, CA, November 18, 2004.
- 2003 “A Fundamentally New Approach to Accountability: Putting State Policy Issues First.” Paper presented at the 28<sup>th</sup> Annual Conference of the Association for the Study of Higher Education: Forum on Public Policy in Higher Education, Portland, Oregon.
- 2003 “Improving Outcomes for California’s Minority Students: Can an Increased Role for Community Colleges in Teacher Preparation be Part of the Answer?” Presentation at Harvard Civil Rights Conference on Expanding Access and Opportunity in California Higher Education, Sacramento, CA October 24.
- 2003 “Assessment and Systemic Change: Implications for Student Affairs.” Presentation at the Summer Seminar on Assessment in Student Affairs, Penn State University, June 27.
- 2003 “Creating a Culture of Evidence at CSU, Sacramento.” Presentation at the Summer Seminar on Assessment in Student Affairs, Penn State University, June 26.
- 2002 “Strategic Planning Revisited: Still Changing After All These Years.” Presentation at the 37<sup>th</sup> Annual Conference of the Society for College and University Planning, San Diego.
- 2001 “Using Electronic Institutional Portfolios to Support Planning and Effectiveness.” Presentation at the 2001 American Association for Higher Education (AAHE) Assessment Conference, Denver, Colorado.
- 2000 “Can Performance Budgeting Work at the Campus Level?” Presentation at the 25<sup>th</sup> Annual Research Conference of the Association for the Study of Higher Education, Sacramento, California.
- 2000 “Meeting New Demands for Accountability – The Metropolitan University Challenge.” Presentation at the 22<sup>nd</sup> Annual European Association of Institutional Research Forum, Berlin, Germany.
- 2000 “The public university and the private education enterprise: Collaboration or compromise?” Panel presentation at the annual conference of the Society for College and University Planning, Pacific Region, Seattle, Washington.

- 1999 "Assessment of the Metropolitan University Mission: Two Approaches," panel presentation at annual conference of Coalition of Urban and Metropolitan Universities, Boise, Idaho.
- 1999 "Linking Academics to State Policy Formation: Two Models Used in California," panel presentation at annual LINKS Conference, Sacramento, California, April, 1999.
- 1999 "Assessment and Strategic Planning," panel presentation at California State University conference "Building a Campus Climate for Learning Outcomes Assessment," Los Angeles.
- 1996 "Redefining the Planning Process to Incorporate a 'Culture of Evidence,' panel presentation at the annual conference of the Society for College and University Planning, Washington, D.C.
- 1996 "The Missing Link: Integrating Assessment into the Planning Process," panel presentation at the annual conference of the Western Regional Society for College and University Planning, Portland, Oregon.

OTHER SELECTED PRESENTATIONS AND PROFESSIONAL ACTIVITIES

- 2009 "California Higher Education: Performance, Policy, and Prognostications." Presented to the University of California Office of the President as part of series on California Higher Education, 50 Years After the Master Plan, October 22, 2009.
- 2009 "Meeting California's Workforce Needs in STEM Fields." Presentation to the California Mathematics, Engineering, and Science Achievement (MESA) Board Meeting, October 22, 2009.
- 2009 "Technical Difficulties: Meeting California's Workforce Needs in Science, Technology, Engineering, and Math (STEM) Fields." Presented at the 2009 Regional Briefing Series, September 4, 2009
- 2009 "Challenges and Opportunities Facing California Higher Education in Science, Technology, and Career Education." Presentation to the California Council on Science and Technology, May 27.
- 2009 "The Grades are In - 2008: Is California Higher Education Measuring Up?" Presentation to the Assembly Higher Education Committee, March 3, 2009.
- 2009 "The Grades are In - 2008: Is California Higher Education Measuring Up?" Presentation to a briefing sponsored by the Campaign for College Opportunity, February 26, 2009
- 2008 "Designing Policies to Increase Student Success." Presentation to Pennsylvania's Achieving the Dream Student Success Forum, October 10, 2008.
- 2008 "Community College Transfer: Obstacles and Barriers." Presentation to Hechinger Institute on Education and the Media, Teachers College, Columbia University, September 15, 2008.
- 2008 "Leadership to Put Students First: It Could Happen." Presentation to Community College Leadership Development Initiatives (CCLDI) policy seminar, University of San Diego, July 29, 2008.
- 2008 "A Call for Change? Increasing Student Success at California Community Colleges." Presentation to the Los Angeles Area Chamber of Commerce, Education and Workforce Development Committee, May 23, 2008.
- 2007 "Beyond the Open Door: Leveraging Institutional Change Through Policy Reform." Three presentations for California Community Colleges Leadership Development

- Initiatives (CCLDI), October 11 (Foothill College), October 12 (San Bernardino Community College District), and November 2 (University of San Diego).
- 2007 “Community College Effectiveness.” Presented at Hechinger Institute on Education and the Media, Community College Fellowship Seminar, Teachers College, Columbia University, October 2, 2007.
- 2007 “Increasing Student Success in the California Community Colleges: Changing the Rules of the Game.” Presentation at the California State University Executive Council Retreat, Los Angeles, June 25.
- 2007 “Increasing Opportunities for Student Success: Changing the ‘Rules of the Game’.” Presentation at California Community Colleges Leadership Development Initiatives (CCLDI), De Anza College, Cupertino, CA, May 9.
- 2007 “Latino College Success and the California Dream.” Presentation to Greater Los Angeles Chicano-Latino Administrator, Faculty & Staff Community College Association, Monterey Park, CA, March 24.
- 2005 Testimony to California Assembly Higher Education Committee, October 18<sup>th</sup>, 2005, [“State Policy Issues Concerning Graduate Education and Research.”](#)
- 2005 Testimony to California Assembly Higher Education Committee, June 22, 2005, ["Highlights of Institute's Reports, \(1\) Variations on a Theme and \(2\) Shared Solutions"](#)
- 2005 Testimony to California Assembly Higher Education Committee, March 1, 2005, ["Suggestions for Addressing California's Higher Education Challenges"](#)
- 2005 Testimony to California Assembly Higher Education Committee, February 22, 2005, ["Problems and Challenges Facing California Higher Education"](#)
- 2005 Member of the Steering Committee to develop a strategic plan for the California Community Colleges.
- 2004 [Testimony to the California Performance Review Commission](#), Los Angeles, September 9, 2004.
- 2004 [Testimony to the National Commission on Accountability](#), Washington, DC, May, 2004.
- 2004 Policy seminar: “State Financing of Higher Education: Policy Implications,” Community College Leadership Development Initiatives (CCLDI), Claremont, CA February, 2004.
- 2004 Panelist at the Colorado Commission on Higher Education Summit on Access and Participation, June 30, 2004.
- 2003/4 Various presentations on higher education accountability: UC Berkeley Center for Studies in Higher Education (4/3/03); Stanford University Institute for Higher Education Research (5/27/03); Ohio Governor’s Commission on Higher Education and the Economy, Columbus, OH, (10/8/03); Connecticut Board of Governors for Higher Education (12/17/03); National Center for Public Policy and Higher Education Associates Program, (2/21/04).
- 2002 Selected to participate in the 2002 Associates Program of the National Center for Public Policy and Higher Education.

- 2002 Seminar on strategic planning and accountability in higher education presented to visiting delegation from Republic of Cote d'Ivoire, in cooperation with the Office of Academic Affairs, CSUS, June 5.
- 2002 Seminar on higher education structure, governance, policy, and administration in the United States and California presented to visiting educational professionals from China, in cooperation with the College of Continuing Education at CSUS and the CSU Office of the Chancellor, July 31.
- 2001 Seminar on strategic planning, budgeting, and institutional assessment presented to visiting delegation from Far Eastern State Technical University, Vladivostok, Russia in cooperation with the College of Continuing Education at CSUS, October 24-26.

### GRANTS AND CONTRACTS

- 2009 Irvine Foundation grant to study career pathways in California community colleges in selected high-wage, high-need fields.
- 2008 Lumina Foundation for Education to provide technical assistance for the Making Opportunity Affordable project.
- 2008 EdTrust/NASH to analyze student outcomes data for the Access to Success initiative.
- 2008 Southern Regional Education Board, to assist with Gates Foundation project on college readiness.
- 2007 National Center for Public Policy and Higher Education, to study P-16 councils.
- 2007 Irvine Foundation grant to develop policy recommendations for increasing student success in the California Community Colleges.
- 2006/9 Evaluator for the Urban Transfer Research Network (UTRN) funded by the Lumina Foundation.
- 2006/7 Contract with the California Partnership for Achieving Student Success (Cal-PASS) to make recommendations for expanding their mission and their services to be applicable for statewide policymaking.
- 2006 Consulting project for the Western Association of Colleges and Universities (WASC) to help with the Educational Effectiveness portion of their self-evaluation.
- 2005/6 *Changing Direction* project of the Western Interstate Commission on Higher Education (WICHE).
- 2005 Hewlett Foundation grant to study finance policy in the California Community Colleges and help build state policy capacity to enact improved policies.
- 2005 Irvine Foundation grant to study enrollment patterns in the California Community Colleges and recommend policy changes to increase efficiency and student success.
- 2005 Consulting project for the Alliance for International Higher Education Policy Studies, New York University to co-author California case study as part of three-country comparison of the impact of policy on higher education performance.
- 2005 Consulting project for the Campaign for College Opportunity to project the costs of California higher education to 2015-16 and analyze scenarios for meeting those costs through a combination of state appropriations, student fees, and efficiencies.
- 2004/5 Consulting project for the Western Association of Colleges and Universities (WASC) to help evaluate the effectiveness of the Commission's role in regional accreditation.
- 2003 Consulting project for the Connecticut Department of Higher Education to evaluate Connecticut's higher education accountability system.

PROFESSIONAL ASSOCIATIONS:

American Political Science Association

American Society for Public Administration

Association of Public Policy Analysis and Management

Association for the Study of Higher Education

Council for the Study of Community Colleges

*Resume updated October, 2009..*