

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 and the nation by engaging in research and analysis with direct application to public policy and educational practice. Policy research focuses on community colleges, accountability, student success, 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 CSU faculty performed 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.

PUBLICATIONS: (see links to available publications at [www.csus.edu/ihelp](http://www.csus.edu/ihelp))

- 2013 Shulock, N., Moore, C. *Career Opportunities: Career Technical Education and the College Completion Agenda, Part IV: Aligning Policy with Mission for Better Outcomes*, Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2013 Shulock, N. and Jenkins, D. *Metrics, Dollars, and Systems Change: Learning From Washington State's Student Achievement Initiative to Design Effective Postsecondary Performance Funding Policies*, New York: Community College Research Center.
- 2013 Jenkins, D., Wachen, J., Moore, C., Shulock, N. *Washington State Student Achievement Initiative Policy Study: Final Report*. New York: Community College Research Center.
- 2012 Shulock, N., Chisholm, E., Moore, C., Harris, L. *Career Opportunities: Career Technical Education and the College Completion Agenda, Part III: Promising CTE Policies from Across the States*, Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2012 Shulock, N., Moore, C., Jez, S., & Chisholm, E. *Career Opportunities: Career Technical Education and the College Completion Agenda, Policy Brief*, Sacramento, CA: Institute for Higher Education Leadership & Policy.

- 2012 Moore, C., Jez, S., Chisholm, E. & Shulock, N. *Career Opportunities: Career Technical Education and the College Completion Agenda, Part II: Inventory and Analysis of CTE Program in the California Community Colleges*, Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2012 Shulock, N. & Offenstein, J. *Career Opportunities: Career Technical Education and the College Completion Agenda, Part I: Structure and Funding of Career Technical Education in the California Community Colleges*, Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2011 Shulock, N., Offenstein, J., & Esch, C. *Dollars and Sense: Analysis of Spending and Revenue Patterns to Inform Fiscal Planning for California Higher Education*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2011 Moore, C., & Shulock, N. *Sense of Direction: The Importance of Helping Community College Students Select and Enter a Program of Study*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2011 Moore, C., Offenstein, J., & Shulock, N. *Consequences of Neglect: Performance Trends in California Higher Education*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2011 Shulock, N. & Jenkins, D. *Performance Incentives to Improve Community College Completion: Learning from Washington State's Student Achievement Initiative*. New York: Community College Research Center.
- 2011 Shulock, N., Moore, C., & Offenstein, J. *The Road Less Traveled: Realizing the Potential of Career Technical Education in the California Community Colleges*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2011 Offenstein, J., Shulock, N. "Political and Policy Barriers to Basic Skills Education in the California Community Colleges." *American Behavioral Scientist*, 55(2): 160-172.
- 2010 Moore, C. & Shulock, N. *Divided We Fail: Improving Completion and Closing Racial Gaps in California's Community Colleges*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 2010 Offenstein, J. & Shulock, N. *Taking the Next Step: The Promise of Intermediate Measures for Meeting Postsecondary Completion Goals*. Boston, MA: Jobs for the Future.
- 2010 Offenstein, J., Moore, C., & Shulock, N. *Advancing by Degrees: a Framework for Increasing College Completion*. Washington, DC: The Education Trust.
- 2009 Offenstein, J., Moore, C., & Shulock, N. *Pathways to Success: Lessons from the Literature on Career Technical Education*. Sacramento, CA: Institute for Higher Education Leadership & Policy.
- 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: (see links to available presentations at [www.csus.edu/ihelp](http://www.csus.edu/ihelp))

- 2013 “Research Methods for Understanding Student Success in the California Community Colleges.” Presented to Bay Area RP Regional Research Group. May 3, 2013.
- 2013 “Student Success in the California Community Colleges: Performance, Policy, and Practice.” Presented at San Gabriel Foothill Association of Community Colleges Spring Dinner, April 4, 2013.
- 2013 “Performance Gaps and Policy Responses in California Higher Education: The Context for Next Steps.” Presented to the African American Male Education Network and Development (A2MEND) Summit, March 7, 2013.
- 2013 “Enhancing Community College Career Pathways Through Policy Change.” Presented at University of California, Davis Conference: The Role of Community Colleges in Workforce Development for Low-Skilled Workers. January 11, 2013.
- 2012 “Community College Student Success; Challenges and New Priorities.” Presented to California Collaborative on District Reform, March 2012
- 2012 “California Community College Career Technical Education and the Student Success Agenda.” Keynote address at the California Community College Association for Occupational Education, Spring Conference, March 21, 2012.
- 2011 “Accountability: Trends and Issues.” Presented at the National Governor's Association Policy Academy, November 17, 2011.
- 2011 “Priority of Community College Career Technical Education Programs.” Presented at the PACE Seminar for Education Policymakers and Scholars, October 7, 2011.
- 2011 “A New Script for Financing Higher Education.” Presented at the SHEEO Policy Conference, August 10, 2011.
- 2010 “Divided We Fail: Improving Completion and Closing Racial Gaps in California's Community Colleges.” Presented at the Community College League of California 2011 Legislative Conference, January 23, 2011.
- 2010 “Student Success in the California Community Colleges: Lessons from and Acting on Research Knowledge.” Presented at the Association of California Community College Administrators' Annual Conference, February 18, 2010.
- 2009 “Crossing the Divide: Making a Difference with Policy Research.” Presented at the Association for the Study of Higher Education (ASHE) Graduate Policy Seminar, November 5, 2009.
- 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.

#### Consulting/Technical Assistance

- External evaluator (with IHELP staff) for West Hills Community College District C6 Consortium for U.S. Department of Labor TAACCCT grant, 2013.
- External evaluator for Interstate Passport Initiative, Western Interstate Commission for Higher Education (WICHE), 2012-13.
- Technical advisor for Complete to Compete initiative on efficiency and productivity in



higher education accountability, National Governors Association, 2012.

- External evaluator to Urban Transfer Research Network (UTRN) project, Portland State University, 2007-2010.