

About the Authors

MICHAEL W. KIRST is professor emeritus of education at Stanford University and former president of the California State Board of Education. He is a faculty affiliate with the Department of Political Science, and has a courtesy appointment with the Graduate School of Business. Before joining the Stanford University faculty, Kirst held several positions with the federal government, including staff director of the U.S. Senate Subcommittee on Manpower, Employment, and Poverty, and director of program planning and evaluation for the Bureau of Elementary and Secondary Education in the former U.S. Office of Education. He was the principal investigator for Stanford University's Bridge Project and is co-author of *Betraying the College Dream* and *From High School to College*.

NANCY B. SHULOCK is director of the Institute for Higher Education Leadership & Policy at Sacramento State University, and a professor of public policy and administration. The institute conducts applied policy research to help state policymakers and educators improve California higher education. It also engages in projects of national scope to advance the understanding of student success in higher education and improve state public policy. She has authored numerous reports and articles on higher education policy and performance, finance policy, community colleges, accountability, policy analysis, strategic planning, and legislative decision making. Prior to the establishment of the institute in 2001, Shulock was associate vice president for academic affairs at Sacramento State University. She began her state policy work with the California Legislative Analyst's Office, where she worked on K–12 and higher education issues.

DAVID S. SPENCE is president of the Southern Regional Education Board (SREB), where he oversees: a major project to help states improve student readiness for college and career preparation; the nation's largest school improvement network; the nation's largest educational technology collaborative of state K–12 and postsecondary agencies; and many other programs to help the organization's 16 member-states lead the nation in educational progress. He has spoken and written widely about how states can address the readiness problem, including in national publications such as *Education Week*, and in *Minding the Gap*. Previously, he was executive director of the Florida Postsecondary Education Planning Commission, executive vice chancellor for the University System of Georgia, and executive vice chancellor and vice chancellor for academic programs at the State University System of Florida. From 1998 to 2005, Spence was executive vice chancellor and chief academic officer of the California State University System, where he

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MICHAEL D. USDAN is senior fellow at the Institute for Educational Leadership (IEL), where he was president for 20 years. Before joining IEL, he was Connecticut's commissioner of higher education from 1978 through 1981. From 1974 through 1978, he served as president of the Merrill-Palmer Institute in Detroit. Usdan has written many articles and books on education on a wide range of topics. He has taught at Columbia University, the City University of New York, Northwestern University, and Fordham University, as well as in schools in New York City and White Plains, New York. He also served as a member and president of the school board in the city of New Rochelle, New York.

ERIN J. WALSH is a Ph.D. candidate in Higher Education at the University of Pennsylvania. Her research interests include the alignment between P-12, postsecondary, and workforce education sectors, and postsecondary persistence for traditional and nontraditional college students. Walsh has a master's degree in public management from Carnegie Mellon University and a bachelor's degree from the University of Pittsburgh.