

Norah Peters Shultz, Ph.D
Director of Inclusive Curriculum
Division of Student Affairs & Campus Diversity
San Diego State University
(revised June 2020)

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San Diego State University
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Creative, innovative leader in higher education with over twenty years of experience. Successful at implementing change in collaboration with multiple constituents at both public and private institutions. Deeply committed to social justice and building environments that are inclusive and equitable.

EDUCATION

- Ph.D. Sociology Bryn Mawr College, 1988
Dissertation: *Women and Volunteerism: An Examination of the Changing Patterns, Types, & Motivations*
- M.A. Sociology Bryn Mawr College, 1984
Thesis: *Couples' Leisure Study*
- B.A. Summa Cum Laude with Honors Social Science Rosemont College, 1978

PROFESSIONAL EXPERIENCE

Administration

San Diego State University **San Diego, CA**

Director of Inclusive Curriculum (2020 – Present)
Division of Student Affairs & Campus Diversity
Professor of Sociology
College of Arts & Letters

Responsibilities include

- *Work with individual departments and programs to review course and program student learning outcomes to include/revise outcomes, as well as propose new coursework, new courses or new program requirements, that advance social justice, anti-racism and cultural competency across the curriculum*
- *Work with the University Senate to approve curricular changes that advance social justice, anti-racism and cultural competency across the curriculum*

Associate Vice President for Academic Affairs – Student Achievement (2016 – 2020)
Professor of Sociology

Significant Accomplishments

- *Establishing Student Success Teams in each college within the University; monitoring retention and graduation rates and working with advisors and other college teams to ensure that programs, departments and colleges reach the targets set by the California State University's Graduation 2025 Initiative, on track to meeting Grad 2025 goals, increasing the graduation rates of first-time freshman and transfer students and closing achievement gaps.*
- *Establishing a Transition Advising Center focusing on the unique needs of students at transition points within the undergraduate career, such as entering as an undeclared student or seeking a new major mid-career.*
- *Overseeing the implementation of the university's first e-Advising system which became the keystone of our efforts related to retention during the COVID-19 crisis and our shift to a flexible learning environment where many of our students were in remote settings.*
- *Managing the reform of the General Education program by leading a large team of appointed and elected cross division faculty and staff, who created the first institutional learning outcomes; Providing a guide to student selection of General Education courses, enhancing meaning and connecting the state-wide general education requirements to the mission and vision of San Diego State University*
- *Raising over \$1 million annually for the division*

Penn State Abington Abington, PA

Significant Accomplishments

- *Created and managed Student Success Team which led to increase in first to second year retention of ten percentage points over three years*
- *Reorganized support units within academic affairs, which resulted in enhanced advising services and the creation of a teaching learning center*
- *Implemented the plan of a joint Administrative/Faculty Senate committee and revised the structure of Academic Affairs, in terms of the academic disciplinary structure*
- *Revitalized the curricular offerings by adding three new majors (Criminal Justice, Accounting, Rehabilitation & Human Services) and three new options to degrees (with three other majors and one other new option in process); assisted in significant revisions to two majors; eliminated three majors that were no longer relevant for current students, thereby providing resources to expand curricular offerings in more relevant areas*

Senior Associate Dean for Academic Affairs & Professor of Sociology (2015 - 2016)

Increased responsibilities related to Promotion & Tenure and oversight of hiring.

Associate Dean for Academic Affairs & Professor of Sociology (2011 – 2014)

Responsibilities include: Serving as the Chief Academic Officer, responsible for 3 Academic Divisions and an array of Academic Support Services, including Academic Advising, Registrar

and Scheduling and the Teaching and Learning Center (tutoring, testing center, online and classroom technology support)

Arcadia University Glenside, PA

Significant Accomplishments

- *Encouraged and supported faculty and administrators in creation of new programs and majors, most notably the International Studies major and the Majors Abroad Program, whereby students spend their junior year abroad taking specialized major courses.*
- *Oversight of university-wide curricular change resulting in the adoption and implementation of an innovative undergraduate experience, which bridges the gaps between the major, the core and the co-curricular*
- *Successful at securing grants from state, federal and private sources to support curricular innovations*
- *Developed expertise in the areas of diversity and internationalization, resulting in presentations at regional and national meetings and publications*
- *Provided oversight to the ACT101 program, a state funded EOE program, requiring reporting, assessment and evaluation on a yearly basis to the Pennsylvania Department of Education*
- *Launched significant faculty development effort, resulting in sponsored research awards to faculty from federal and private sources and increased use of technology in the classroom*

Founding Dean, College of Arts, Humanities & Social Sciences (2009 – 2011)

Responsibilities included: Oversight of nine academic departments with over three hundred full and part time faculty members, twenty-five undergraduate degree options, six master's degrees, and three doctoral degrees.

Associate Vice President for Undergraduate Education (2007 – 2011)

Responsibilities included: oversight and coordination of Arcadia Undergraduate Curriculum, academic support services, program development, learning outcomes assessment, special academic programs; pursuit of external funding; serving as an advocate to promote awareness of diversity issues within Academic Affairs; and collaboration with Student Affairs unit to provide a multidimensional experience for students.

Dean of Undergraduate Studies & Faculty Development (2001 – 2007)

Responsibilities included: management of internal and external grant budgets and activities in relation to faculty development; facilitation and support of the pedagogical skills and professional activities of all faculty members; serving as Human Subjects Protection Administrator; and oversight of academic support services and program development for the undergraduate unit.

Acting Associate Dean of Academic Affairs (2000 – 2001)

Responsibilities included: oversight of academic support services and program development for the undergraduate unit, including the Continuing Education program; and establishing full program of faculty development related to pedagogical and technological skills and scholarly activities.

Teaching

Arcadia University (formerly Beaver College) Glenside, PA
Department of Sociology & Anthropology

Professor (2008 – 2011)
Associate Professor (2000 - 2008)
Associate Professor & Chair (1997 – 2000)
Assistant Professor & Chair (1995 – 1997)
Assistant Professor & Acting Chair (1994 – 1995)
Adjunct Professor (1991 – 1994)

Bryn Mawr College Bryn Mawr, PA
Department of Sociology
Teaching Assistant (1983 – 1984; 1987 – 1988)

Asnuntuck Community College Enfield, CT
Instructor (1985 – 1986)

FUNDED GRANTS & CONTRACTS

San Diego State University, Parents' Fund Grant (2019), \$20,000
Pennsylvania State University, President's Innovation Seed Grant (2015), \$50,000
U.S. Department of Education, Office of Postsecondary Education, Undergraduate International Studies & Foreign Language Program (2008-2010), \$179,244
U.S. Department of Education, Office of Postsecondary Education, Undergraduate International Studies & Foreign Language Program (2004-2006), \$162,000
Pennsylvania State Department of Education, Office of Technology, Link-to-Learn Program (Contract #FC4100011575) (2003), \$246,000
Presbyterian Church (U.S.A.), the National Ministries Division and the Higher Education Program Area 2003 Teaching of the Bible Grant, \$10,000
Phi Kappa Phi, 2003-2004 Promotion of Excellence Grant, "Thesis Day Celebration," \$5,830
U.S. Department of Health & Human Services, "Older Volunteers: Predictors & Outcomes," (R29MH48119, NIMH), (1993-1998), \$349,643 (Direct Costs)/\$534,918 (Total Costs)

PROFESSIONAL DEVELOPMENT

Ashoka Exchange Senior Leaders' Experience (2019)
California State University Student Success Analytics Certificate Program (2020)
Intercultural Development Inventory Qualifying Seminar (2009)
American Council on Education, Office of Women in Higher Education
71st National Leadership Forum (2008)
Pennsylvania Chapter Forum (2000)
2000 Summer Institute for Women in Higher Education Administration, Sponsored by Bryn Mawr College and HERS, Mid-America

AWARDS & HONORS

San Diego State University Division of Student Affairs Vice Presidential Partnership Award (2018)
Induction into Mortar Board (2018)

Induction into Kappa Delta Pi (2014)
Induction into Phi Beta Delta (2007)
Induction into Delta Mu Delta (2006)
Inaugural recipient of Cultural Ally Award (selected by Arcadia University students) (2005)
Induction into Phi Kappa Phi (2001)
Beaver College Faculty Development Fund award (1999)
Beaver College Faculty Development Fund award (1995)
Max Richter Fellow, Bryn Mawr College (1986 – 1987)
American Sociological Association's 10th Annual Student Honors Program (1984)
Induction into Delta Epsilon Sigma (1978)

PANEL PRESENTATIONS AND OTHER PROFESSIONAL SESSIONS

Association of American Colleges and Universities

- Facilitated discussions leader, Implications for faculty & departments; Global Learning in College: Cross-cutting capabilities for 21st century college students, 2014.
- Organizer & panel participant, Pathways to Integration: How Campus Cultures Shape Efforts to Deepen Student Learning; Civic Learning at the Intersections: U.S. Diversity, Global Education, and Democracy's Unfinished Work, 2007.
- Panel participant, Integrating Global Learning and Campus Mission; Shared Futures Global Learning Forum, 2009.
- Panel participant, Integrating Domestic and International Concerns in the Undergraduate Curriculum; Facing the Divides: Diversity, Learning, and Pathways to Inclusive Excellence, 2010.
- Panel participant, Fostering Social Responsibility: Pedagogies that Matter; Faculty-roles in High-Impact Practices, 2010.
- Panel participant, Are we lifting as we climb? Women leaders and their role in campus climate; Modeling Equity, Engaging Difference: Frameworks for Diversity and Learning, 2012.
- Panel participant, Drawing on Our Strengths & Pushing Boundaries: Global Learning at One College; Global Learning in College: Asking Big Questions, Engaging Urgent Challenges, 2013.
- Panel participant, A Corridor to Graduation, Annual Meeting, Raising our Voices: Reclaiming the Narrative on the Value of Higher Education, 2019
- Panel participant, Building Community at SDSU: A Three-Pronged Approach to Gen Ed Reform, General Education, Pedagogy and Assessment Meeting, Reflection and Meaning Making in Turbulent Times, 2020.
- Session organizer and co-leader. Assessment and Student Values: Notes from a Decade in the Field. Global Learning in College: Cross-cutting capabilities for 21st century college students, 2014.
- Workshop (invited; with Jeffrey Shultz), Blurring and Crossing Boundaries: A Four-Year Curriculum Tailored to Students' Needs; General Education, Assessment, and the Learning Students Need, 2009.
- Workshop (Theory to Practice), I Hated the Course but Now I See Global Connections Everywhere; Global Learning in College: Defining, Developing, and Assessing Institutional Roadmaps, 2015.
- Workshop (with Peter Siskind, Peter M. Appelbaum, Ellen Skilton, Gregg F. Moore & Tom Hemmeter), Maintaining Curricular Integrity of General Education Reforms in the Face of Changing Contexts; General Education and Assessment:

Foundations for Democracy, 2018

American Council on Education

Convener, Pluralism in the United States: Understanding Diversity through Identity; Educating all of One Nation conference, 2003

Panel participant, Plenary session: Good Practice in Internationalizing the Curriculum; International Collaborative Annual Meeting, 2008.

Panel participant (invited), Plenary session: Internationalizing the Curriculum: Supportive Policies and Practices, International Collaborative Regional Meeting, 2008.

Panel participant (invited), Pennsylvania Network Forum, Office of Women in Higher Education (Inclusive Excellence Group), Leading through Diversity, 2011.

American Sociological Association

Discussant, Advocacy, Alternatives, and Coping with HIV/AIDS; 2000 Annual Meeting.
Organizer, Academic Workshop, Enhancing Interdisciplinary Connections; 2006 Annual Meeting,

Organizer, Teaching Workshop, Sociology in Freshman Seminars; 2003 Annual Meeting.
Organizer, presider & discussant, Culture and Living with HIV/AIDS; 2003 Annual Meeting.

Organizer, Teaching Workshop, Teaching Diversity Courses; 2004 Annual Meeting.

Panel participant, Academic Workplace Workshop, Sociology's Opportunities in Interdisciplinary Courses; 1998 Annual Meeting.

Panel participant, Academic Workplace Workshop, Ideas for Recruiting Majors and Minors in Sociology, before Their Senior Year!; 2000 Annual Meeting.

Panel participant, Academic Workplace Workshop, Preparing for and Surviving Program Review; 2002 Annual Meeting.

Roundtable organizer & presider, Follow-up to Focus the Nation: Teaching about Global Climate Change; 2008 Annual Meeting.

Associated New American Colleges

Panel participant, The Institutional Culture and Commitment of Educating Global Citizens; 2007 Summer Institute.

Delaware Valley Student Affairs Conference, Keynote Speaker. "Reducing Binary Categories and Increasing Connections;" February 12, 2010.

Eastern Sociological Society

Organizer, Undergraduate Student Roundtables, 2003 Annual Meeting.

Organizer, Undergraduate Student Poster Session and Workshop, Applying to & Surviving Graduate School, 2004 Annual Meeting.

Organizer, Undergraduate Student Poster Session and Workshop, Applying to & Surviving Graduate School, 2005 Annual Meeting.

Hawaii International Conference on Education

Panel participant, Rising to meet the teacher shortage by working together with local partners to address the demand for STEM and Special Education teachers in secondary education: A panel discussion on how a local partnership between San Diego State University and the Sweetwater Union High School District inspires alumni to return to their home district as classroom teachers, 17th Annual Conference, 2019.

Panel participant, San Diego State University's Short Term International Program in Greece: A Model for Maximizing High Impact High Impact Practices and Global Social Justice Awareness for Underserved Populations, 18th Annual Conference, 2020.

Poster presentation, Advising as a Key to Navigating Educational Transitions (with Paul Justice and Rosie Villafana-Hatcher), 18th Annual Conference, 2020.

International Studies Association

Roundtable participant (invited), Taking the Fear Out of Assessment and Evaluation: Lessons Learned; 50th Annual Convention, 2009.

Mid-Atlantic Women's Studies Association

Roundtable participant, When Crisis Strikes: Strategies, Responses, and Lessons Learned at Penn State; Conference: Asserting Our Value(s), Women's Studies in the 21st Century, 2012.

Workshop: Understanding the Context: An exercise in Analyzing Institutions; Conference: Asserting our Value(s), Women's Studies in the 21st Century, 2012.

Mountain Pacific Association of Colleges and Employers

Panel Participant, Meeting your Diversity & Inclusion Goal Doesn't Have to be a Pipe Dream - How One Major Corporation and a Local University Partnered to Make this Shared Goal into a Reality, 14th Annual Meeting, Making Dreams Reality, 2018.

Panel Participant, Shifting Recruitment towards Authentic Engagement: How Employers Align with Student Services Personal and Campus Programs to Inspire Authenticity in the Act of Recruitment, 15th Annual Meeting, Inspire Shift Act, 2019.

NAFSA: Association of International Educators

Panel participant, Study Abroad for All: Attracting Underrepresented Fields and Specialties, 2008 Annual Meeting.

NAPSA, Panel Participant, Creating a Campus Community Committed to Inclusive Excellence: A Campus Marketing Campaign Between Academic Affairs & Student Affairs to Promote Participation of All Students in High-Impact Practices, Annual Meeting, 2019

Pennsylvania State System of Higher Education, International Summit, Three Phases of Internationalization: The Evolution of Global Understanding at Arcadia University, 2010.

Pennsylvania State University & Campus Compact Pennsylvania, Public Scholarship, Community Engagement Practice, and Sustainability Colloquium, Opening Keynote, October 30-31, 2015.

SELECTED PUBLICATIONS (SINCE 2000)

Have authored under the names Shultz, Peters & Peters-Davis (bolded in citations)

Edited Books

Peters-Davis, N.D. & Shultz, J., (Eds.) (2005). *Challenges of Multicultural Education: Teaching and Taking Diversity Courses*. Boulder, CO: Paradigm Press.

Monographs

Shultz, N.P. & Lehman, S.G. (2006). *Research Methods in Cyberspace: Internet Exercises for Social Science Research Classes*. 2nd ed. Washington, D.C.: American Sociological Association.

Book Chapters

- Peters-Davis, N. & Shultz, J.** (2005). Editors' Preface. In N. Peters-Davis & J. Shultz (Eds.) *Challenges of Multicultural Education: Teaching and Taking Diversity Courses*, Boulder, CO: Paradigm Press.
- Peters-Davis, N. & Shultz, J.** (2005). Epilogue: Where do we go from here? In N. Peters-Davis & J. Shultz (Eds.) *Challenges of Multicultural Education: Teaching and Taking Diversity Courses*, Boulder, CO: Paradigm Press.
- Peters, N.D. & Church, J.T.** (2001). Social Issues: AIDS and HIV. In E.R. Wright (Ed.) *Teaching the Sociology of HIV/AIDS: Syllabi, Lectures, and Other Resources for Instructors and Students*, 2nd ed. Washington, D.C.: American Sociological Association.

Journal Articles

- Bernstein, M., Benfield, J., & **Shultz, N.** (2016) Commitment and consistency can promote student course scheduling effectiveness. *Journal of Student Affairs Research and Practice*, DOI: [10.1080/19496591.2016.1194283](https://doi.org/10.1080/19496591.2016.1194283).
- Peters-Davis, N.D.,** Burant, C.J. & Braunschweig, H. (2001). Factors associated with volunteer behavior among community dwelling older persons. *Activities, Adaptation & Aging*. 26, 29-44.

Other Publications

- Eger, J.M. & **Shultz, N.P.** (2017) Liberal Arts in the Core of the College Curriculum. The Huffington Post (online). 4/5/2017
- Eger, J.M. & **Shultz, N.P.** (2017) Arts-based learning is yielding job benefits. San Diego Tribune (Op-Ed; online & print). 3/31/2017
- Shultz, N.** (2013) Learning Communities as a First-Step in an Integrative Learning Curriculum. *About Campus*, 18, (4), 26-29.
- Shultz, N.** (2011) Arcadia Students are on the Journey of their Lives. *Arcadia: The Magazine of Arcadia University*, 92, 18-23.
- Shultz, J., Skilton-Sylvester, E. & **Shultz, N.** (2007). Exploring Global Connections: Dismantling the International/Multicultural Divide. *Democracy & Diversity*, 10, 4-6.
- Peters-Davis, N.D.,** Shultz, J. & Wagner, A. (2005). Connecting the global and the local: The experience of Arcadia University. *Diversity Digest*. 8, p. 6 & 23.

SELECTED PAPERS

- Newman, J. & **Shultz, N.** (2012). May No Act of Ours Bring Shame: A Campus Response to the "Penn State" Child Sex Abuse Scandal. International Family Violence and Child Victimization Research Conference, Portsmouth, NH.
- Shultz, N.,** Garcia, A.M., & Shultz, J. (2007). Social Order, Structural Violence, and Social Justice: Dealing with student resistance in classes on diversity. American Sociological Association, New York City, New York.
- Shultz, N. & Shultz, J.** (2006). Challenges of Combining the Global and the Local. American Council on Education's International Collaborative, Washington, D.C.

- Peters-Davis, N.** & Shultz, J. (2004). From international to intercultural: Combining the global with the local. *New Directions in International Education*. Beloit, WI
- Peters-Davis, N** & Shultz J. (2004) If you ask them they will go: Involving the faculty in globalization. Southeastern Pennsylvania Consortium for Higher Education's Spring 2004 Faculty Development Conference.
- Peters-Davis, N.** & Shultz, J. (2004). The story of Arcadia University: A study in collaboration. American Council on Education's International Collaborative, Washington, D.C.
- Leiby, R. & **Peters-Davis, N.** (2003). Virtual departments: Collaborating with technology. Southeastern Pennsylvania Consortium for Higher Education's Winter Conference (Learning, technology & the changing role of faculty), Lafayette Hill, PA.
- Peters-Davis, N.** (2002). Research methods in cyberspace. American Sociological Association, Chicago, IL.
- Braunschweig, H. & **Peters-Davis, N.** (2000). The stability of volunteer status in old age. Gerontological Society of America, Washington, D.C.