

# NANCY S. SHARKEY

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## PROFESSIONAL SUMMARY

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Senior education data systems and data standards leader with 14+ years of experience directing cross-functional teams and multi-agency initiatives at federal and state levels. Expert in all phases of longitudinal data system development including data governance framework creation, stakeholder engagement strategy, data quality management, practical data use implementation, and sustainability planning. Strong track record of successfully leading collaborative efforts across government agencies, educational institutions, and non-profit organizations to build systems that support evidence-based decision making. Skilled at developing comprehensive technical assistance programs that transform technical data requirements into practical, sustainable solutions to improve outcomes across education, workforce, and social service sectors.

## LEADERSHIP AND PROFESSIONAL EXPERIENCE

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### **Program Officer and Team Lead, Statewide Longitudinal Data System Grant Program 2011-2025**

National Center for Education Statistics (NCES), US Department of Education (USED)

- **Led and managed** a team of 30 federal and contract professionals responsible for monitoring and supporting states building and using SLDS systems, developing strategic direction and operational frameworks for the program
  - Received NCES Peer Mentoring Award
- **Spearheaded** the development of comprehensive grant monitoring tools, performance criteria, and feedback processes to assess State progress and inform strategic support initiatives
- **Directed and oversaw** the development and implementation of technical assistance (TA) programs, coordinating efforts of contracted teams to respond to evolving state needs
- **Established and cultivated** strategic partnerships with cross-agency and cross-department stakeholders, fostering collaborative relationships that enhance program effectiveness and resource efficiency.
  - Received Department of Education award for cross-program work to improve grant monitoring processes
- **Led cross-functional initiatives** with federal partners including USED's National Forum for Education Statistics, National Center for Education Evaluation and Regional Assistance, National Center for Education Research, and Office of Special Education Programs

- **Built and maintained** high-level collaborative relationships with the US Department of Labor's Workforce Data Quality Initiative (WDQI) grant team and US Department of Health and Human Services' Preschool Development Grant Birth Through 5 (PDG B-5) team to create cohesive approaches to data system development
- **Orchestrated** technical assistance coordination across multiple federal agencies and non-profit organizations, ensuring consistent messaging and non-duplicative support
- **Directed** the development of the Common Education Data Standards (CEDS) initiative, a national collaborative effort to establish data interoperability standards across education sectors
- **Initiated and fostered** strategic relationships with non-profit organizations and service providers to extend programmatic impact and leverage additional resources
- **Served as Contracting Officer's Representative (COR)** for Educational Data Technical Assistance Program (EDTAP) and CEDS, managing contract deliverables and vendor relationships
- **Designed and delivered** professional development for new SLDS program officers and team members, ensuring consistent program implementation and knowledge transfer

#### **Data Quality Lead, and EDFacts, Consolidated State Performance Report, and Common Core of Data State Coordinator 2009-2011**

DC Office of the State Superintendent of Education (OSSE), Statewide Longitudinal Education Data System (SLED) Project

- **Chaired and facilitated** the data management committee, a cross-agency leadership group responsible for improving enterprise data processes and decision-making
- **Led cross-functional data governance meetings** with both State and Local Educational Agency leadership, building consensus around data policies and procedures that addressed diverse stakeholder needs
- **Established and executed** a stakeholder engagement strategy for SLED implementation, bringing together LEAs, state agency leaders, researchers, and representatives from non-profit and community-based organizations
- **Developed** systematic processes for research collaborations with external organizations, creating sustainable partnerships that enhanced data utilization
- **Designed and implemented** data quality and data use training programs for LEAs and school-based staff, building capacity throughout the educational system
- **Orchestrated** the integration of *EDFacts*, CSPR, CCD, and IDEA (Part B) data into DC-SLED development efforts, creating unified data architecture across previously siloed systems

#### **Consultant -- Statewide Longitudinal Education Data System 2008**

DC Office of the State Superintendent of Education (OSSE)

- **Developed and implemented** the data governance policy and framework for OSSE and the District's LEAs, establishing standards for cross-organizational data management
- **Facilitated** needs assessment sessions with program area staff within OSSE, building stakeholder buy-in and ensuring system alignment with operational requirements

- **Established** collaborative research partnerships with external organizations, extending the impact of state data resources

### **Research Assistant 2001-2006**

Harvard University Graduate School of Education

- **Collaborated** with a team of GSE faculty and students on a partnership initiative with Boston Public Schools focused on data-driven decision making
- **Developed and delivered** a GSE course curriculum to help educators learn to use student assessment data to improve instruction
- **Led capacity building efforts** at a Boston high school for one year, working directly with the Instructional Leadership Team to advance data-driven practices

### **Teaching Fellow 2000-2003**

Harvard University Graduate School of Education

- **Facilitated** learning in "Microeconomics: A policy tool for educators" and "Using student assessment data to improve instruction: A workshop"

### **Research Associate (1996-1999) and Consultant (1999-2001) 1996-2001**

The Urban Institute, Education Policy Center

- **Managed** multiple complex research projects, including a study of resource allocation in schools run by education management organizations and an evaluation of alternate-route teacher education programs
- **Supervised** research assistants and database developers, providing direction and professional development
- **Coordinated** multi-site research requiring stakeholder management and cross-organizational collaboration

### **Federal Budget Intern 1995-1996**

Center on Budget and Policy Priorities

- Analyzed federal budget proposals and collaborated on policy impact analysis

### **Sixth Grade Math and Science Teacher 1991-1993**

Jefferson Middle School, Long Beach Unified School District, Long Beach, California

- Served as Secretary of the School Site Council and Staff Representative to the P.T.A., demonstrating early leadership capabilities
- Position acquired through participation in Teach For America as a 1991 Corps Member

## **PROFESSIONAL SKILLS**

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- **Team Leadership & Management:** Directed teams of up to 30 professionals in both on-site and remote environments
- **Grant & Contract Management:** Extensive experience overseeing multi-million dollar federal grant programs and contracts
- **Cross-agency Collaboration:** Proven ability to build productive partnerships across federal, state, and non-profit sectors
- **Technical Assistance Development:** Expert in designing and delivering comprehensive technical assistance programs, including but not limited to: data governance, data use, sustainability, system design, and stakeholder engagement.
- **Research & Analysis:** Strong qualitative and quantitative research skills with experience in multiple methodologies
- **Communication & Presentation:** Regular presentations to diverse audiences including federal and state officials

## ACTIVITIES

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- **Commissioner,** Arlington County Sports Commission, 2019-present
- **Committee Member,** Arlington County Public Spaces Master Plan Implementation Activities Committee, 2019-present
- **Registrar and Board Member,** Arlington Little League, 2016-2022
- **Committee Member,** National Center for Education Statistics Peer Recognition Awards, 2016-2017.
- **Reviewer,** Submissions for annual meeting, NCES STATS-DC, 2012-2015; AERA Division L: Educational Policy and Politics, 1996-2002, 2007-2008; AERA Division H: School Evaluation and Program Development, 2007, 2008
- **Editorial Board Member,** Harvard Educational Review, 2001-2003
- **Graduate Student Representative,** AERA Division L: Educational Policy and Politics, 2000-2002

## EDUCATION

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### **Ed.D., Administration, Planning, and Social Policy (Research Concentration) 2007**

Harvard University Graduate School of Education, Cambridge, MA

Thesis: Learning From Student Assessment Results: What Role Can Districts Play?

Recipient of Spencer Research Training Fellowship and Dean's Entering Award

### **Master of Public Policy 1995**

Georgetown University, Washington, DC

Recipient of Graduate School Scholarship

### **BA, English 1991**

Yale University, New Haven, CT

Degree conferred *cum laude* with Distinction in English  
Recipient of Yale Club of Queens Book Award

## **PUBLICATIONS, PRESENTATIONS, AND PAPERS**

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### **PUBLICATIONS**

Sharkey, N. S. and Goldhaber, D. (2008). "Teacher Licensure Status and Student Achievement: Lessons from Private Schools." Economics of Education Review, 27(5).

Sharkey, N. S. and Murnane, R. J. (2006). "Tough Choices in Designing a Formative Assessment System." American Journal of Education, 112(4).

Sharkey, N. S. and Murnane, R. J. (2005). "Roles for the District Central Office" in K. P. Boudett, City, E. and Murnane, R. J. (Eds.), Datawise: A Step-by-Step Guide to Using Student Assessment Results to Improve Teaching and Learning. Cambridge, MA: Harvard Education Publishing Group.

Murnane, R. J., Sharkey, N. S., and Boudett, K. P. (2005). "Using Student Assessment Results to Improve Instruction: Lessons From a Workshop." Journal of Education for Students Placed at Risk (JESPAR), 10(3).

Murnane, R. J. and Sharkey, N. S. (2004). "Learning from Student Assessment Results: Lessons for New York State." In Wykoff, J. and Monk, D.H. (Eds.), Education Finance and Organizational Structure in New York State Schools, 2004 Symposium Proceedings of the Education Finance Research Consortium. Albany, NY: SUNY Albany/EFRC.

Hannaway, J. and Sharkey, N. S. (2004). "Does Profit Motive Make a Difference? Resource Allocation in EMO-run and Traditional Public Schools." Journal of Education Finance, 30(1).

Sharkey, N. S. and Murnane, R. J. (2003). "Learning from Student Assessment Results: A Necessary, if Difficult, Response to NCLB." Educational Leadership, 61(3).

Plaut, S. and Sharkey, N. S. (Eds.) (2003). Education Policy and Practice: Bridging the Divide. Cambridge, MA: Harvard Education Publishing Group.

Sharkey, N. S. (2002). Book review of Codes and Contradictions: Race, Gender Identity, and Schooling. Contemporary Sociology (31)3.

Murnane, R. J., Sharkey, N. S., and Levy, F. (2002). "A Role for the Internet in American Education? Lessons from Cisco Networking Academies." In Graham, P.A. and Stacey, N. (Eds.), The Knowledge Economy and Postsecondary Education: Report of a Workshop. Washington, DC: National Academy of Sciences, Workshop on the Impact of the Changing Economy on the Education System.

Clewell, B. C, Villegas, A. M., Rice, J. K., Brent, B., Cosentino de Cohen, C., Lucas, T., Mudge S., and Sharkey, N. S. (2001). Ahead of the Class: A Design Handbook for Preparing New Teachers

from New Sources. Design Lessons from the DeWitt Wallace-Reader's Digest Fund's Pathways to Teaching Careers Initiative. Washington, DC: The Urban Institute.

## **PRESENTATIONS**

Sharkey, N.S. (2024). "Putting the Wyoming SLDS Project in Context." Remote presentation at the Wyoming State SLEDs Conference.

Sharkey, N.S. (2024). "SLDS and CEDS Update." Prepared video for CCSO EIMAC meeting.

Sharkey, N.S. (2023). "The Wyoming SLDS Project's Performances and Challenges." Remote presentation at the Wyoming State SLEDs Conference.

Sharkey, N.S. (2022). "The SLDS Program and CEDS: Updates and Next Steps." Presented at the CCSO EIMAC meeting, Jacksonville, FL.

Sharkey, N.S. (2020). "Data Standards and the SLDS program." Presented as part of a panel at the Coleridge Spring Convening, Columbus, OH.

Sharkey, N.S. (2015). "Statewide Longitudinal Data Systems Grant Program: Workforce Data Connections." Presented at the National Skills Coalition Skills Summit, Crystal City, VA.

Sharkey, N.S. (2014). "Statewide Longitudinal Data Systems Grant Program: Higher Education Data Connections." Presented at the IPEDS Coordinator Workshop and State Data Conference, Washington, DC.

Anthony, E., Cratty D., and Sharkey, N.S. (2012). "Statewide Longitudinal Data Systems Grant Program: Researchers and SLDS." Presented at the Regional Educational Laboratories (RELs) meeting, Washington, DC.

Guffy, G., Sharkey, N. S., and Fontenot, T. (2011). "The District of Columbia's Longitudinal Data System: Challenges Faced and Lessons Learned." Presented at the 24<sup>th</sup> Annual NCES MIS Conference, Austin, Texas.

Sharkey, N. S. (2009). "Learning from Student Assessment Results: The Role of Coaches." Presented by Nancy S. Sharkey at the American Education Research Association (AERA) conference, San Diego, California.

Sharkey, N. S. and Murnane, R. J. (2006). "Learning from Student Assessment Results: Lessons from Two Districts." Presented by Nancy S. Sharkey at the American Education Research Association (AERA) conference, San Francisco, California.

Sharkey, N. S. and Murnane, R. J. (2005). "Learning from Student Assessment Results: Lessons from Rochester." Presented by Nancy S. Sharkey at the AERA conference, Montreal, Quebec, Canada.

Murnane, R. J. and Sharkey, N. S. (2005). "Learning from Student Assessment Results: Lessons from New York." Presented by Nancy S. Sharkey at the AERA conference, Montreal, Quebec, Canada.

Murnane, R. J., Sharkey, N. S., and Boudett, K. P. (2004). "Using Student Assessment Results to Improve Instruction: Lessons from a Workshop." Presented by Nancy S. Sharkey at the AERA conference, San Diego, CA.

Sharkey, N. S. and Murnane, R. J. (2003). "Why Few High Schools Learn from Student Assessment Results." Presented by Nancy S. Sharkey at the AERA conference, Chicago, Illinois.

Sharkey, N. S. and Goldhaber, D. (2002). "Teacher Certification and Student Achievement: Lessons from Private Schools." Presented by Nancy S. Sharkey at the Association for Public Policy Analysis and Management (APPAM) conference, Dallas, Texas.

Sharkey, N. S. (2001). "TERC is Not Enough: The Role of Professional Development in the Successful Implementation of TERC Math." Presented at the Harvard University Graduate School of Education Student Research Conference.

Hannaway, J. and Sharkey, N. S. (2000). "Performance Pressure, Discretion, and Incentives: An Analysis of the Management of For-Profit Contract Schools." Presented by Jane Hannaway at the Association for Public Policy Analysis and Management (APPAM) conference, Seattle, Washington.

Hannaway, J., and Sharkey, N. S. (1999). "Micro-Mechanisms of Reform: Urban - Suburban Similarities and Differences." Presented by Jane Hannaway at AERA conference in Montreal, Quebec, Canada.

Clewell, B. C., Villegas, A. M., and Sharkey, N. S. (1998). "Diversifying the Urban Teaching Force." Presented by Beatriz Chu Clewell, Ana Maria Villegas, and Nancy S. Sharkey, at the Urban Institute's *First Tuesdays* forum, November 3, 1998.

## **PAPERS**

Clewell, B. C., Bowden, M., Darke, K., Mitchell, A, Mudge, S., and Sharkey, N. S. (1998). "Third Year Evaluation Report: New England Comprehensive Assistance Center at Education Development Center." Prepared for the New England Comprehensive Assistance Center.

Sharkey, N. S. and Hannaway, J. (1998). "Exploratory Analysis, LESCP Teacher Survey: Questions 57 and 58 (Professional Development)." Prepared for Westat.

Clewell, B. C., Villegas, A. M., Lucas, T., Mudge, S., and Sharkey, N. S. (1997). "DeWitt Wallace-Reader's Digest Fund Pathways to Teaching Careers Program Evaluation: Third Year Report." Report prepared for the DeWitt Wallace-Reader's Digest Fund.

Clewell, B. C., Farmer, R., Mitchell, A., Mudge, S., and Sharkey, N. S. (1997). "Year Two Evaluation Report (1996-97): New England Comprehensive Assistance Center at the Education Development Center." Prepared for the New England Comprehensive Assistance Center.

Clewell, B. C., Villegas, A. M., Bruschi, B., Cosentino de Cohen, C., Deibler, R., Haywood, A., Joy, M., Maher, C., Mitchell, A., Mudge, S., and Sharkey, N. S. (1996). "DeWitt Wallace-Reader's Digest Fund Pathways to Teaching Careers Program Evaluation: Second Year Report." Report prepared for the DeWitt Wallace-Reader's Digest Fund.

Chaplin, D., Hannaway, J., Merianos, L., and Sharkey, N. S. (1996). "Urban Systemic Initiative Data Points Analysis Report." Prepared for the Directorate for Education and Human Resources, National Science Foundation.

Clewell, B. C., Bobb, M., Maher, C., Merianos, L., Mitchell, A., and Sharkey, N. S. (1996). "First Year Evaluation Report: New England Comprehensive Regional Assistance Center at Education Development Center." Prepared for the New England Comprehensive Regional Assistance Center.