## MARTA PÉREZ DRAKE

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## SUMMARY

Thirty years of success delivering leading-edge transformational strategy and support to academic institutions. Proven skills as a visionary leader and best practices advisor to academic administrators. Accustomed to playing an active role in developing policies/programs and providing counsel to inform strategic decision-making. Extensive network of contacts in higher education – primarily at the presidential, executive leadership, and cabinet level. Comprehensive expertise in academia’s current and future trends; the various cultures, structures and business models unique to higher education; and a sensitivity to and appreciation for specific campus stakeholders such as faculty, administration, students, alumni, parents, and “town-gown” community members. Substantial understanding and appreciation for higher education’s vast landscape of institution types – from top-tier research and regional/state universities, to small private institutions, and community colleges. Well-developed change management, facilitation, talent development, communication and advocacy skills with a passion for executive education, leadership training, succession planning; and advancing diversity, inclusion, and women in higher education.

## CORE COMPETENCIES

* **Academic Needs Assessment:** Multi-disciplined manager, team motivator, administrator, and higher education consultant with deep knowledge of university finance, operations, budgeting, funds allocation, policy development, and mission-driven leadership. Equally proficient in educational program development, staff management, training/ development, discipline, board relations, alumni affairs, advancement, institutional effectiveness and campus life.
* **Leadership and Consensus Building:** Dedicated team leader who can mentor, inspire, support, and develop staff at all levels, work collaboratively with faculty, respond to development needs, and bring groups and individuals to common ground despite differences in roles, scope, perspectives, race, class, and socioeconomic status.
* **Diversity Champion:** Unswerving commitment to leading diversity initiatives and meeting the needs of students from diverse ethnic and socio-economic backgrounds. Successful in advancing conversations around demographic changes, cultural diversity, and women’s issues in a predominantly male and white environment.
* **Bilingual Communicator:** Highly-developed interpersonal and written/verbal skills (English and Spanish). Demonstrated ability to cultivate relationships and resolve conflicts. Record of positive engagement with students, faculty and the campus community. Multifaceted experience with web technologies and modes of electronic interaction.
* **Lifelong Learner:** Currently enrolled as a doctoral student in Strategic Communications at George Mason University and obtaining a certification in executive coaching. Recent graduate of an executive leadership program and community-based non-profit focused on difficult conservations, specifically around race and bridging the academic achievement gap.

## CAREER HIGHLIGHTS

**Gained a robust understanding of university finances, operations, and leadership** asVice President / Senior Vice President of Education, Development and Membership at NACUBO. Developed programs for cabinet-level leaders and created a CAO CBO program (chief academic and chief business officer program). Administered eight departments and supervised a staff of 30. Managed multimillion-dollar budgets and served as member of the Executive Management Team.

**Acquired a national perspective on campus life and academic administration** at NACUBO – from a micro (campus-focused) mindset to macro (national) focus. Built national networks focused on diversity, student financial capability, student access, affordability, and financial aid. Produced publications and programs addressing the ever-changing needs of educational administrators.

**Developed relationships with corporate stakeholders in higher education**, including companies involved in finance, auditing, university housing, auxiliaries, software registration systems, bookstores, and banking.

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**PROFESSIONAL EXPERIENCE**

**NATIONAL ASSOCIATION OF COLLEGE & UNIVERSITY BUSINESS OFFICERS / NACUBO – Washington, DC**

*Professional higher education association (2200+ members) dedicated to advancing the economic viability and financial/administrative/business practices of colleges and universities nationwide and internationally.*

**Senior Vice President - Education, Development and Membership** (2017–2019)

**Vice President - Professional Development** (2010–2017)

As senior vice president served as a member of the Executive Management Team and assumed responsibility for all revenue generation ($17M+ annually) through educational programs, membership engagement, and business development. Spearheaded leadership and professional development initiatives for higher education leaders, oversaw eight departments and supervised/mentored a staff of 30. Functioned as a national representative and as an advocate for the Association’s priorities and mission.

* Represented the Association as a strategic partner, spokesperson, and service provider; engaged members in national public policy agendas and executive leadership education programs.
* Directed the execution of the Association’s new strategic blueprint and provided strategic direction for revenue generation activities ($17M+ annually):
* Member recruitment and retention ($8M) for 2200+ institutions and organizations.
* Educational resources and initiatives ($6M), including annual conference with 3000+ attendees; 20+ workshops and forums with 2850+ attendees annually; 70+ publications and virtual education resources reaching 4500+ viewers annually; and a monthly magazine with a distribution of 25K.
* Business development partnerships ($3M+), including cultivation/expansion of corporate relationships, creation of new opportunities for business partners, and identification/generation of new revenue streams.
* Supervised administrative/logistical support for three NACUBO regional associations with budgets of $1-1.2M.
* Identified best practices and developed resources and educational products to assist administrators at multiple campuses.

*Senior Vice President* - *Education, Development and Membership – Key Contributions and Projects:*

* Conducted in-depth surveys to assess efficacy of key products – including *Business Officer* magazine, membership engagement, Chief Business Officer (CBO) demographics, leadership competencies, and succession planning.
* Redesigned the Association’s award-winning magazine (twice); launched a new responsive mobile microsite to accommodate user’s changing needs.
* Increased participation at NACUBO’s annual conference by more than 17% over previous six years.
* Advanced advocacy initiatives, including “Advocacy Day” visits to Capitol Hill with member constituents.
* Led visible diversity initiatives specific to women, under-represented groups and LGBTQ finance/business professionals.
* Launched the NACUBO Archives and Library providing 24/7 online access to higher education financial literature.
* Designed and created successful business development outreach, including interactive, engagement processes.

*Vice President - Professional Development – Key Contributions and Projects:*

* Led the successful migration and integration of administrative services for three regional associations.
* Transitioned publications from print-only to virtual products; engineered cost-effective business model for new publications. Expanded online and digital offerings, including subscription services, virtual conferences, and self-studies.
* Partnered with Universia, a Latin American higher education association, to deliver bi-annual three-day educational programming workshops to 100+ institutions in 15+ Spanish- and Portuguese-speaking countries.

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**PROFESSIONAL EXPERIENCE**

* Implemented new educational resources, including a Fellows Program to support the changing roles, needs, and demographics of members, emphasizing diversity and inclusion initiatives.
* Launched award-winning “CBO Speaks” podcast series that exceeded 75K downloads.
* Implemented procedures to improve meeting registration process and facilitate the use of continuing education credits, thus achieving a 30% increase in participation in credit procurement.
* Established an extensive content-management process and a new “Speaker’s Corner” resource.

**Interim Vice President, Constituent and Member Services** (2010)

Provided leadership for Marketing, Membership, Customer Call Center, and Constituent Services during transition following the departure of two senior vice presidents. Executed strategic planning process and implemented related operational initiatives. Steered the Association through a significant transformational reorganization.

**Director of Constituent Programs and Services** (2004–2010)

Developed educational workshops, publications, and resources aimed toward large research institutions and community colleges. Conducted ongoing environmental scanning and member needs assessment via quantitative and qualitative research, onsite campus visits, and Association meetings.

* Established “Innovation Award” for institutions that developed new and effective processes on campus.
* Engaged hundreds of chief business officers to support member-led initiatives:
  + Created and launched the International Resource Center, a web resource that provided checklists, strategies, and information for colleges and universities conducting business abroad.
  + Developed clearinghouse of resources, that included webcasts, articles, and roundtables to address impacts of the 2008 economic downturn and recession.
  + Executed first-ever community college one-day conference focusing on issues that impacted community colleges at the regional and state level.
* Set up CampusRelief.org, a web resource for students who were affected by Hurricane Katrina.
* Facilitated volunteer management practices to increase member engagement.
* Contributed to strategic planning initiatives and chaired the “Future Issues and Trends” committee.
* Participated in advocacy engagement efforts and developed outreach initiatives, such as NACUBO’s 2006 Sarbanes-Oxley Summit and unique community service opportunities for NACUBO member institutions.
* Oversaw member recruitment and retention; served on special task force on community college engagement.

**GEORGETOWN UNIVERSITY / College of Arts and Sciences – Washington, DC**

*Private research university that awards 6000 bachelor, graduate and professional degrees annually.*

**Director of Faculty Services / Academic Advisor** (2003–2004)

Oversaw staff / budgets / facilities and advised students on academic matters for the College of Arts and Sciences. Served as an advocate for the institution and supported Georgetown’s strategic mission. Managed faculty communications, meetings, and symposia.

* Directed the recruitment, retention and development of 400+ faculty.
* Organized academic initiatives and served as liaison between the Dean of the College and faculty committees.
* Developed resources and databases to improve tracking of faculty activities and research.

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**PROFESSIONAL EXPERIENCE**

**COUNCIL OF GRADUATE SCHOOLS / CGS – Washington, DC**

*The national voice for the graduate dean community, dedicated to advancing graduate education and research, through advocacy, innovative research, and dissemination of best practices.*

**Director of Programs, Policy and Communications** (2000–2003)

Managed external communications, including press releases, policy statements, website, and marketing efforts. Produced Council publications and monthly newsletter with a circulation of 2500+. Managed grants and executed ad hoc initiatives in collaboration with Council research and advocacy departments.

* Designed, planned, launched, and evaluated professional development programs, annual meetings (650+ participants), and “New Deans” institute (150+ participants).
* Coordinated logistical and administrative aspects of the “Dean in Residence” program (NSF grant).
* Oversaw donor relations and sponsorship development ($250K).

**GEORGETOWN UNIVERSITY / Office of Student Programs – Washington, DC**

**Director, New Student Orientation / Assistant Director, Student Activities** (1998–2000)

Managed / advised student organizations and allocated activity funds. Supported program development, free speech

concerns, alumni relations, and community initiatives. Trained 230 volunteers and supervised five staff. Advocated for

Georgetown’s academic priorities and mission. Led all aspects of new student orientation.

* Managed and supported on-campus student organizations and directed campus-wide events, including concerts, major speakers and lectures.
* Coordinated campus safety, transportation, facilities, and general counsel activities related to campus-related events.
* Created and implemented leadership development programs and publications for various campus constituents.
* Developed diversity awareness workshops for students, faculty, and staff.

**DUKE UNIVERSITY / Office of Student Development – Durham, NC**

*Private research university that awards 15,000 bachelor, graduate, and professional degrees annually.*

**Assistant Dean, Student Development** (1993–1997)

**Assistant to the Dean, Residence Life** (1992–1993)

Hired, supervised, and managed four staff, 75 resident advisors, and 350+ orientation volunteers. Actively involved in residential life, housing, student activities, emergency response, and preparedness. Served as judicial officer for student code of conduct violations.

* Facilitated the creation and implementation of a “first-year” campus initiative while effectively juggling the needs of multiple constituents.
* Supported campus educational initiatives – i.e., inclusion, campus sexual violence, assault, and community service.
* Advanced diversity initiatives and participated in a formal University committee that reviewed diversity in curriculum requirements.
* Created, coordinated, and implemented leadership development and training programs.
* Managed orientation programs for new students and their parents.
* Served as the on-call dean for student, staff, and University crisis-management issues and emergencies.

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**RELATED BOARD AND VOLUNTEER EXPERIENCE**

* TIAA Hispanic Advisory Council, a group of Latinx higher education leaders advising TIAA on issues related to Latinx financial literacy and capacity – Member (2015–Present)
* Duke University DC Alumni Board of Directors – At-Large Member (2016–Present)
* Washington DC Duke University Women's Forum
* Executive Planning Committee (2007–Present), Co-chair (2019-present)
* Steering Committee, Duke University Alumnae Weekend (2007)
* Duke Alumni Admissions Advisory Committee – Interviewer (1992–Present)
* Duke University Hispanic and Latino Alumni Association (DC metro area chapter) – Founding Member (2016–Present)
* American Society of Association Executives (ASAE) – Member (2010–Present)
* Member, Annual Meeting Program Committee (2015)
* Member, Executive Management Section Council (2013–2016)
* Challenging Racism: Learning How, a year-long workshop designed to advance community conversations around the K-12 achievement gap and diversity/inclusion – Participant (2017-2018), Member (2017–Present)
* American Council on Education (ACE) – Member (2013–2018), “Moving the Needle” initiative to advance women into senior-level positions at colleges and universities
* Southern Association of College and University Business Officers (SACUBO) – Committee Member, Women’s Leadership Conference (2015–Present)
* Eastern Association of College and University Business Officers (EACUBO) – Member, Strategic Planning Task Force (2012–2016); Executive Committee Member (2014–2016)
* Parent Teacher Association, Yorktown High School – Vice President (2015–2017)
* Women’s Leadership Institute for Mid-Level Career Women in Higher Education
* Educator-in-Residence (2013–2015)
* Program Chair (2010–2015)
* Women Administrators in Higher Education
* Chair (2003–2007)
* Committee Member (2002–2008)
* National Association of Women in Education – Board Member (1998–2000)
* American Association of University Women (AAUW)
* Planning Committee, National Conference of College Women Student Leaders (1997–2011)
* Chair, Women of Distinction Program (2009–2011)
* Parent Teacher Association, Nottingham Elementary School
* President (2009–2010)
* President-Elect (2006–2009)
* Orange/Durham Coalition for Battered Women
* Board Member (1994–1997)
* On-call Volunteer (1992–1997)
* Rape Crisis of Durham – On-call Volunteer (1992–1997)
* Women in Action, an organization dedicated to increasing discourse and interaction between racial/ethnic groups
* Vice President/Board Member (1994–1996)

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**SELECTED ARTICLES AND PRESENTATIONS**

* [“High Priority! Sounding the alarm on rising inequality and underinvestment in higher education,”](https://businessofficermagazine.org/features/high-priority/) An interview with Dr. Marta Tienda, Professor of Sociology, Public Affairs and Demographic Studies at Princeton University.
* [“Who’s Missing from the Conversation?](https://businessofficermagazine.org/features/whos-missing-from-the-conversation/) An Interview with Dr. Beverly Tatum,” *Business Officer*, January 2018.
* “The ABCs of Leadership,” two plenary session discussions with Dr. Tatum, February and April 2018.
* [“When Mission Matters Most,”](https://businessofficermagazine.org/features/when-mission-matters-most/) Business Officer, July/August 2018.
* [“Student Advocate, Model Mentor,”](https://businessofficermagazine.org/features/student-advocate-model-mentor/) *Business Officer*, September 2017.
* “Carry On, Carry Out,” program cultivating women’s leadership and meaningful partnerships presented at NACUBO and regional programs, Virginia’s Women’s Network, and the Inaugural Diversity Symposium at the College of William and Mary, 2015-2017.
* “Diversity and Inclusion in Practice” and “Developing Key Talent in the Midst of Chief Business Officer Retirements” sessions at NACUBO Annual Meeting, 2016.
* “Women in Leadership,” NASFAA (National Association of Student Financial Aid Administrators), July 2016.
* [“Announcing the NACUBO Chief Business Officer Profile Report,”](https://www.nacubo.org/Conferences-and-Workshops/NACUBO-Podcasts/NACUBO-In-Brief/2016/Episode-15-Announcing-the-2016-Chief-Business-Officer-Profile-Report) NACUBO In-Brief Podcast Series, June 2016.
* [“Mindful Messaging: An Interview with Stephen Young,”](https://businessofficermagazine.org/features/mindful-messaging/) *Business Officer*, May 2016.
* “Presidents and Chief Business Officers: A Key Strategic Partnership,” American Council on Education (ACE), March 2016.
* “Executive Presence” session at SACUBO (Southern Association of College and University Business Officers) inaugural Women’s Leadership Conference, February 2016.
* “Get on Board,” Duke University Alumni Women’s Weekend, February 2016.
* “Should Public Affairs Programs Play a Larger Role in the Education and Training of Higher Education Professionals?” presented at the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), October 2015.
* “What Do We Know About Effective Practices for Developing Current and Future Leaders in Higher Education?” TIAA-CREF Institute’s Fellows Symposium, June 2015.
* [“Genetics Rule: An Interview with Helen Fisher,”](https://businessofficermagazine.org/features/genetics-rule/) *Business Officer*, February 2015.
* “Communicating Financial Information Effectively,” capstone webinar after six presentations on this topic, May 2014.
* “Succession Planning for Institutional Success,” full-day workshop, TIAA-CREF Forum, May 2014.
* “Leaning In, Leading Forward,” presented at several women’s programs, 2013-2016.
* “CBO Retirements: Are We Ready?,” presented at NACUBO and regional association programs, 2014-2015.
* [“Flex Your Leadership Muscles,”](https://businessofficermagazine.org/features/soar-in-seattle/) An Interview with author Allison Levine,” *Business Officer*, April 2014.
* [“Developing Strategic Leaders,”](https://teibelinc.com/podcast/77?rq=developing%20strategic%20leaders) Navigating Change Podcast Series by Teibel, Inc., October 2014.
* “Women Are Not There Yet: A Conversation with Judy Woodruff,” *Business Officer*, May 2013.
* “Manisha Thakor Talks Money Zen,” *Business Officer*, September 2013.
* “Successful Strategic and Operational Approaches to Campus Internationalization,” presented at the Association of International Education Administrators (AIEA), 2012 and 2014.
* “When Counterparts See Eye to Eye” – An interview with UC-San Diego’s CFO, Steve Relyea, and VP of Student Affairs, Penny Rue,” *Business Officer*, October 2008.

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**EDUCATION AND CERTIFICATIONS**

GEORGETOWN UNIVERSITY – Washington, DC

**Executive Certificate in Transformational Leadership** 2016

UNIVERSITY OF NORTH CAROLINA – Chapel Hill, NC

**Master of Arts in Communication Studies** 1997

**Thesis - Bilingualism: exploring its relation to cognitive complexity**

DUKE UNIVERSITY – Durham, NC

**Bachelor of Arts in Psychology and Art History** 1992

Certified in Conflict/Negotiation, Facilitation, and Focus Group Interviewing

**REFERENCES – *Available Upon Request***