

Brent M. Drake

[drake@gardnerinstitute.org](mailto:drake@gardnerinstitute.org)

## **EDUCATION**

Purdue University, W. Lafayette, Indiana 2009

Doctor of Philosophy

Department Education

Emphasis in Educational Psychology (motivational and measurement theory)

Advisor: Dr. Helen Patrick, Dr. Brian French

Dissertation: How We Keep Them Here: A Mixed-Method Examination of an  
Integrated Model of College Student Retention and the Learning Community  
Experience

Purdue University, W. Lafayette, Indiana 1997

Master of Sciences

Department of Health, Kinesiology, and Leisure Studies

Emphasis in Sport and Exercise Psychology

Advisor: Dr. Melissa Chase

Thesis: Is Winning the Only Thing: Goal Orientations and Team Norms'  
Predictions of Legitimacy Ratings of Intentionally Injurious Sports Acts

Purdue University, W. Lafayette, Indiana 1995

Bachelor of Arts

Major Athletic Training, Minor Psychology

## **PROFESSIONAL EXPERIENCE**

Senior Vice President for Operations and Research September 2022 to present  
John N. Gardner Institute for Excellence in Undergraduate Education

Management of staff, projects, research, and strategic goals for the John N. Gardner Institute for Excellence in Undergraduate Education a 23-year-old non-profit organization dedicated to partnering with colleges, universities, philanthropic organizations, educators, and other entities to increase institutional responsibility for improving outcomes associated with teaching, learning, retention, and completion. Primary responsibilities include overseeing the operational functions of staff on the Gardner Institute's institutional processes, managing the assessment and evaluation of all institute efforts, and planning and conducting the research agenda of the Institute. Through its efforts, the Institute strives to advance higher education's larger goal of achieving equity and social justice. Responsible for overseeing the operational integrity of the various grant funded and fee for service projects focused on equitable student outcomes as well as the research agenda for the institute.

Vice Provost Decision Support  
University of Nevada, Las Vegas Decision Support

2017 to August 2022

Management of staff, projects and strategic goals within the Office of Decision Support to assist the President and Provost as well as the university at large. Responsible for facilitating the collection, analysis, use, dissemination, and governance of data to enhance the quality of decisions guiding UNLV. Oversee the inter-related functions of Institutional Research, Data Governance, Enterprise Data Warehousing, and Business Intelligence to assist senior University leaders in building a culture of data informed and outward facing decision-making. Additionally, oversee the operations of space management on the academic campus as part of institutional effectiveness efforts. Led roll out of end-user dashboard environment for improved data informed decision making on campus. Implemented collaborative efforts to more closely link Enrollment and Student Services and Academic Affairs to allow for broader strategic planning of campus enrollment management and student success efforts.

Interim Associate Vice President, Enrollment and Student Services June 2019 to February 2020  
University of Nevada, Las Vegas, Enrollment and Student Services

Provide strategic leadership and management of the Enrollment Student Services (ESS) enterprise at UNLV. This includes the Offices of the Registrar, Admissions, Financial Aid, ESS Marketing and Communications, Enterprise Application Services, ESS Budget and Finances, Military and Veteran Services, and International Students and Scholars. Direct the ESS leadership team in the implementation of strategic enrollment management efforts across the spectrum of ESS services including early outreach, recruitment, admissions, financial aid, visa processing, military and international student focused programs, registration, course completion, and graduation. Work to increase the direct collaboration between the units to leverage UNLV's enrollment management resources to assist the university in achieving its top tier strategic goals.

Interim Registrar Leadership Team  
University of Nevada, Las Vegas, Enrollment and Student Services

February 2019 to June 2019

Served as part of Vice Provost leadership team to manage the day to day operations of the Registrar's office while national search for permanent Registrar was conducted. Managed staff on operations of the Registrar's office from opening of registration for the fall 2019 semester, through grade posting, and commencement of the spring 2019 semester. Implemented clean up university immunization records process, and served as a member of the search committee for the permanent University Registrar who began in August of 2019

Chief Data Officer  
Purdue University Office of Institutional Research, Assessment, and Effectiveness

2013 to 2017

Management of staff, projects, and strategic goals within the office of Institutional Research, Assessment, and Effectiveness to assist the President, Chief Information Officer, and the Provost

as well as the university at large. Primary responsibilities include overseeing Purdue's data collection efforts and ensure that data is analyzed in a consistent and useful manner across the university that helps inform decision-making and improve institutional excellence. Responsibilities included institutional research, compliance reporting, space management, institutional accreditation, assessment of the general education core, institutional big data suite, business intelligence reporting environment, and business intelligence software and hardware infrastructure. Additionally, the office focused on data and research around student learning, success, and attainment, overall institutional effectiveness, institutional reporting, faculty activity, and data analytics. Led the office in launching a student facing academic success application (Forecast) built on our big data analytics platform, been a key member of our University Innovation Alliance team focused on student success efforts primarily around academic advising, served as the PI for the Gallup-Purdue Index measuring alumni outcomes, and have led efforts on our data dashboard efforts to place data tools in the hands of our deans and department heads to promote a data driven decision culture.

Fellow for Research and Innovation 2017 to August 2022  
John N. Gardner Institute for Excellence in Undergraduate Education

Coordinate with Gardner Institute staff to conduct research and assessment around student success initiatives in first-year education, gateway college courses, and college pathways to completion. Serve as a committee member on several grant sponsored initiatives including the Bill and Melinda Gates Foundation planning grant on transfer student initiatives and digital learning and the Lumina Foundation Grant on gateways to completion and the Lumina Foundation's emerging learning system efforts.

Assistant Vice Provost Enrollment Management and Director 2010-2013  
Acting Director 2007-2010  
Associate Director 2005-2007  
Purdue University Enrollment Management Analysis and Reporting

Management of staff, projects, and strategic goals within the office of Enrollment Management Analysis and Reporting to assist the Vice Provost of Enrollment Management on strategic enrollment planning initiatives as well as upper administration and the university at large. Primary responsibilities consisted of planning, organizing, and assigning staff reporting, analysis, and business intelligence tasks regarding enrollment management functions, as well as planning, assisting with implementation of, and assessing strategic enrollment management initiatives. Including but not limited to, serving as functional lead on enrollment projections, admissions yield projections, course and registration projections, HOBSONS constituent relationship management (CRM) services including selection, implementation and ongoing functions, strategic general fund merit scholarship awarding and analysis of efforts, analysis of recruitment strategies up to and including assisting admissions committee in management of incoming classes, prediction of student success, student profiles, development of market segmentation, and state and federal reporting. Served as lead researcher for student success and enrollment management topics on behalf of the office of the Provost. Worked with campus constituencies on

student success and enrollment management projects including campus enrollment and budget projections, course redesign, summer session course management, first year experience, and learning outcomes assessment. Assisted enrollment management staff with implementation of BANNER ERP reporting services and assisted reporting efforts for common application implementation. Additionally oversaw staff for on-going training of constituents on enterprise data services.

Lecturer 2008 to 2016  
Purdue University Department of Educational Studies

Responsible for instruction of graduate and undergraduate students in courses offered by Educational Psychology within the department of Educational Studies including research methods in Educational Research, Introductory Statistics in Educational Research, Psychometrics, and Motivation Theory.

Enrollment and University Research Analyst 2003-2005  
Purdue University  
Enrollment Management Analysis and Reporting

Key person within the office of Enrollment Management for research involving program effectiveness, predictive outcomes, surveys, grant assessment, and strategic plan metrics. Primary responsibilities consist of research and analysis of student data to assist upper administration with critical decision-making, performing targeted research on university goal assessments and outcomes, coordinating with various university departments to conduct programmatic evaluations, and preparing research reports where critical thinking, analysis, and solution generation is required. Additional duties include testing of new releases of software, development and maintenance of data maintained on enrollment management website, and serving as backup for professional administrative positions in the department of Enrollment Management Analysis

Retention Assessment Specialist, Lilly Endowment Retention Initiatives, 2001-2003  
Purdue University

Within the Office of the Provost, coordinate the assessment efforts of a \$5 million grant focused primarily on first year programs with the goal of enhancing student learning, success, and retention. Responsible for assessing program outcomes including research design, obtaining human subjects approval, and data analysis, hiring and supervising staff associated with assessment activities, generating reports to inform Purdue administration and Lilly Endowment, Inc. of program results, and presenting program results to internal and external audiences.

## **PUBLICATIONS**

Shi, Q., Crooker, J. Drum, C. & Drake B. M. (2022). Investigation of the effect of first-year seminars on student success. *The Journal of The First-Year Experience & Students in Transition*, 33 (2), pp 65-95.

Pritchard L. M., Bowles-Terry, M., Couzens, L., Drake, M., Rodriguez-Robles, J. A., Copeland, D. E., Kim, P., Tillery, D., & Drake, B. M. (2021). Implementing curricular change across the university: Challenges and successes. *International Journal of Teaching and Learning in Higher Education*, 33 (1), pp 34-47.

Koch, A.K. & Drake, B. M. (2021). Momentum stoppers and equity blockers: The implications of gateway courses for students at their transfer-receiving institutions. In Gardner, J., Rosenberg, M., Koch, A. K. (Eds.) *The Transfer Experience: A Handbook for Creating a More Equitable and Successful Postsecondary System*. Sterling, VA: Stylus.

Weston, T. J., Seymour, E., Koch, A. K., & Drake, B. M. (2019). Weed-out classes and their consequences. In Hunter, A. & Seymour, E. (Eds.), *Talking About Leaving Revisited: Persistence, Relocation and Loss in Undergraduate STEM Education*. New York, NY: Springer.

Koch, A. K., & Drake, B. M. (2019). Digging Into the Disciplines II – Failure in Historical Context: The Impact of Gateway Courses in History, Accounting, and Chemistry on Student Success. Brevard, NC: John N. Gardner Institute for Excellence in Undergraduate Education.

Koch, A. K., & Drake, B. M. (2018). Digging Into the Disciplines I – Accounting for Failure: The Impact of Gateway Courses in Accounting, Calculus, and Chemistry on Student Success. Brevard, NC: John N. Gardner Institute for Excellence in Undergraduate Education.

Drake, B. M. & Walz A. (2018). Evolving business intelligence and data analytics in higher education. *New Directions for Institutional research*, 178, 39-52.

Drake, B. M., Pytlarz, I., & Patel, M. (2018). Let me paint you a picture: Utilizing visualizations to make data more accessible. In K. L. Weber (Ed.). *Building capacity in institutional research and decision support in higher education*. (pp. 81-93). New York, NY: Springer Publishing.

Drake, B. M. (2017). The key to great analytics – understand the forces you want to change. In D. Rogelberg (publisher). *The future of higher education: Experts share insights about technologies that will transform your institution*. Great Neck, NY: Mighty Guides.

Schutz, K. R., Drake, B. M., Lessner, J., & Hughes, G. F. (2015). A comparison of community college full-time and adjunct faculties' perceptions of factors associated with grade inflation. *Journal of Continuing Higher Education*, 63, 1-13.

Schutz, K. R., Drake, B. M., & Lessner, J. (2012). Do community college full-time and adjunct faculties' differ in their perceptions of rigor in the assignment of grades? *Journal of Educational Studies*, 6(2), 59-77.

Koch, A. K. & Drake, B. M. (2010) The efficacy of a coordinated multilayered first-year experience program: Purdue University. In D. Calderon & D. Nutt (Eds.). *International*

*perspectives on the first-year experience in higher education, Monograph.* Columbia, SC: National Resource Center for the First-Year Experience and Students in Transition.

Patrick, H. & Drake, B. M. (2009) School transitions: Middle school. In E. M. Anderman & L. H. Anderman (Eds.). *Psychology of classroom learning: An encyclopedia.* (pp. 775-778). Farmington Hills, MI: Cengage Learning.

Chase M. A., Magyar T. M., & Drake, B. M. (2005) Fear of injury in gymnastics: Self-efficacy and psychological strategies to keep on tumbling. *Journal of Sports Sciences, 23*(5), 465-475.

### **SELECTED PRESENTATIONS**

McKinley, K., Kinzie, J. & Drake, B. M. (May 2023). How to Utilize Data to Become a Better Change Agent: A Case Study on FYE. Association for Institutional Research Annual Conference, Cleveland, OH.

Trogden, B. & Drake, B.M. (April 2023). Measuring What Matters: Essential Student Metrics Session. Clemson, DAWG Data Engagement Conference, Clemson, SC.

Koch, A. K., Foote, S., Drake, B. M., Flippin Wynn, M., Heilman, G., Smith, B. (January 2023). Enlightened Educational Design: Lessons Learned About Course and Curricular Design that Develops the Full Human Potential of All Students. AAC&U Annual Meeting, Reclaiming Liberal Education, San Fransico, CA.

Orgera, J., Drake, B. M., Pritchard, L., & Crooker, J. (October 2022). Early Lessons From the Implementation of Corequisite Instruction in English and Mathematics First-Year Students. The National Symposium on Student Retention, San Diego, CA.

Crooker, J., Shi Q. & Drake, B. M. (April 2020). Estimating the Impact of the 15-to-Finish Initiative: A Synthetic Control Method Approach. AERA Annual Meeting, San Fransico, CA.

Drake, B. M. (May 2019). Easy Analytics to Impact Student Success on Your Campus. Association for Institutional Research Annual Conference, Denver, CO.

Drake, B. M. (May 2019). Closing Keynote: The Art and Science of Data Visualization, A Data Bootcamp. Association for Institutional Research Annual Conference, Denver, CO.

Shi, Q., Drum, C., Crooker, J., & Drake, B. M. (May 2019). Do First Year Seminars Produce Long Term Effects: Tracking a FTFT Cohort. Association for Institutional Research Annual Conference, Denver, CO.

Blaich, C., Bramblett, S., Coughlin, M. A., Cubarrubia, A., & Drake, B. M. (May 2019). Strong Leadership: Integrating IR, IE, and Assessment into the Institution. Association for Institutional Research Annual Conference, Denver, CO.

Mathies, C., Cantwell, B., Drake, B. M., Ferland, C., Johnson, G., Simon, J., & Walz, A. (May 2019). Institutional Research in the Digital Era. Association for Institutional Research Annual Conference, Denver, CO.

Drake, B. M. (November 2017). Opening Keynote Achieving the Mission, Utilizing IR to Impact Student Success: Tales from Two Universities. Taiwanese Association for Institutional Research Annual Conference, Taipei, Taiwan.

Drake, B. M. (June 2017). Making Big Data Smart Data. Indianapolis CXO Event, Indianapolis, IN.

Drake, B. M. (May 2017). Data Analytics in Institutional Research at Purdue. Cook Industries, Bloomington, IN.

Drake, B. M., Harvey, B., Hengstler, D., & Jones, D. (May 2017). The Chief Institutional Research Officer: Who? Why? How?. Association for Institutional Research Annual Conference, Washington, DC.

Drake, B.M. (October 2016). Utilizing “Big Data” Analytics for Student Success. Indiana Association of Collegiate Registrars & Admissions Officers Annual Meeting, Indianapolis, IN.

Drake, B.M., Patel, M., Pytlarz, I., & Zhang, X. (June 2016). Using Statistics & Machine Learning: Predicting Student Success at Purdue. Association for Institutional Research Annual Conference, New Orleans, LA.

Drake, B.M. (January 2016). Data-Based Interventions for Student Success at Purdue University. 2<sup>nd</sup> International Conference on Higher Education. Seoul, South Korea

Zehner A. & Drake, B.M. (May 2015). Life-Long Wellbeing and the College Experience of Millennials. Association for Institutional Research Annual Conference, Denver CO.

Drake, B.M. (April 2015). The Gallup-Purdue Index: Measuring Great Jobs and Great Lives. TedX Purdue University, West Lafayette, IN  
[https://www.youtube.com/watch?v=FUJdQDly\\_wU&hd=1](https://www.youtube.com/watch?v=FUJdQDly_wU&hd=1).

Patel, M., Drake, B.M., & Hills, J. (May 2014). A Study of Characteristics and Outcomes of Transfer Students. Association for Institutional Research Annual Conference, Orlando, FL.

Patel, M. & Drake, B.M. (April 2013). Creating an Admissions Dashboard. American Association of Collegiate Registrars and Admissions Officers Annual Meeting, San Francisco, CA.

Drake, B.M. (March 2013). IMPACT: A Multi-Unit Assessment Effort of Course Transformation. Indian Association for Institutional Research Annual Conference, Indianapolis, IN.

Lucier, C., Horne, P., Donovan, J. & Drake B. M. (October 2012). Writing Matters: Utilizing SAT Writing to Predict Student Success. College Board National Forum, Miami, FL.

Drake B. M. (June 2012) Factors Impacting Four-Year Graduation Rates at a Large Public Institution. Association for Institutional Research Annual Conference, New Orleans, LA.

Drake B. M. (June 2012) Regional Best Paper Presentation: Using Grouped Data to Predict and Compare Academic Success Rates. Association for Institutional Research Annual Conference, New Orleans, LA.

Drake, B. M. (May 2011) How We Keep Them Here: A Mixed-Method Examination of an Integrated Model of College Student Retention. Association for Institutional Research Annual Conference, Toronto, Ontario.

Gardner, J., Koch, A.K., Drake, B. M. (April 2011/2012/2013) Foundations of Excellence: A Self-Study Process that Yields Improved Retention Results. Higher Learning Commission Annual Conference, Chicago, IL.

Drake, B. M. (January 2011/February 2012) Key Note Speaker: Foundations of Excellence in the First College Year: Retention Assessment of the Self Study and Planning Process. Winter Meeting Foundations of Excellence, Atlanta, GA

Drake, B. M. (June 2010) Best Regional Presentation: Validity Evidence of an Empowerment Instrument for Higher Education. Association for Institutional Research Annual Conference, Chicago, IL.

Drake, B. M. & Bauer, S. (October 2009) Reporting Comes First – Implementing a Successful Reporting Environment. SunGard Higher Education Technology Association Regional Conference, St. Louis, MO

Rinderspacher, E., Kroeger, M., Henkins, R. & Drake, B. M. (April 2009) Admissions Prospect Handling. American Association of Collegiate Registrars and Admissions Officers Annual Conference, Chicago, IL.

Drake, B. M., Granados, M., Mora, V., & Timbers, V. (April 2009) Predictive Modeling. American Association of Collegiate Registrars and Admissions Officers Annual Conference, Chicago, IL.

Drake, B. M. & French, B. F. (March 2008) Validity Evidence of an Empowerment Instrument for Higher Education (Best Presentation, Best Paper winner). Indiana Association for Institutional Research Annual Conference, Bloomington, IN.

Kuiper, C. & Drake, B. M. (June 2007) The Matrix Reloaded: Constructing a Markov Matrix for Projecting Next-Term Undergraduate Enrollment (workshop). Association for Institutional Research Annual Conference, Kansas City, MO.



Drake, B. M. & French, B. F. (April 2007) Validity Evidence of an Empowerment Instrument for Higher Education (poster). American Educational Research Association Annual Meeting, Chicago, IL.

Drake, B. M., Bauer, S. B., & Zhang, Z. presenter (2005) Accessible Retention Reporting: The Process, Problems, and Potential. Association for Institutional Research Annual Conference, San Diego, CA.

Drake, B. M. & Khosravi, R. A. presenter (2003) Understanding Students' Experiences: A Qualitative Study on the Effectiveness of the Lilly Endowment Retention Initiatives at Purdue University. Annual Conference on the First-Year Experience, Atlanta, GA.

Koch, A. K., Drake B. M., & Khosravi, R. A. presenter (2003) A Systemwide Approach to Helping Students Succeed: The Lilly Endowment Retention Initiatives at Purdue University. Annual Conference on the First-Year Experience, Atlanta, GA.

Allen E., Crippen, G., Drake, B., Galer-Unti, R. presenter (2002) A New Breed of Classes: Interdisciplinary HONR Courses. Year Five Capstone Conference, Purdue University, West Lafayette, IN.

Drake, B. M. presenter (2001) Learning Community Outcomes and Opportunities. Learning Communities Instructors' Workshop, Purdue University, W. Lafayette, IN.

Drake, B. M. moderator (2001) Enhancing Integration and Ongoing Commitment-Academic and Social Experiences. Year Four Capstone Conference, Purdue North Central, Michigan City, IN.

## **SELECTED INSTITUTIONAL RESEARCH REPORTS**

Drake, B.M. (2010) *Examination of Four-Year Baccalaureate Completion Rates at Purdue University*, Purdue University, West Lafayette, IN.

Jischke, M. C., Mason, S. F., Rowe, M. M., Koch, A. K., & Drake, B. M. (2002). *Enhancing Undergraduate Commitment, Integration, and Persistence: Year Five Annual Report*. Indianapolis, IN. Lilly Endowment, Inc.

Jischke, M. C., Mason, S. F., Jones, C. T., Koch, A. K., & Drake, B. M. (2001). *Enhancing Undergraduate Commitment, Integration and Persistence: Year Four Annual Report*. Indianapolis, IN: Lilly Endowment, Inc.

Koch, A. K. & Drake, B. M. (2001). *Campus-Specific and System Wide Retention Profiles: Year 4*. Indianapolis, IN: Lilly Endowment, Inc.

Koch, A. K. & Drake, B. M. (2001). *Analysis of Retention Rates for Full-time and Part-time Baccalaureate Degree Seeking Students*. Indianapolis, IN: Lilly Endowment, Inc.

**GRANT ACTIVITY**

Senior personnel, APIA Scholars Project: Occenia in the Desert: Exploring and Disaggregating Native Hawaiian and Pacific Islander Data at an R1 AANAPISI \$15,000, 06/2021 – 06/2023

Principal Investigator, Gallup Purdue Index, Lumina Foundation, \$2,000,000.00, 12/15/13 – 12/14/15

**SELECTED COMMITTEE REPRESENTATION**

Minority Serving Institution Task Force (Executive Committee)	2020 to present
Data and Assessment Subcommittee of Minority Serving Institution Taskforce (Chair)	2020 to present
JNGI Gates Foundation Grant on Transfer Pathways (Member)	2016 to 2020
JNGI Lumina Foundation Grant on G2C (Member)	2016 to 2020
University Innovation Alliance Committee (Member)	2013 to 2017
Student Growth Task Force (Ex Officio Member)	2013 to 2014
Foundations of Excellence Implementation Assessment Team (Co-Chair)	2012 to 2014
IMPACT Assessment Team (Member)	2011 to 2017
Admissions Committee (Member)	2005 to 2013
Enrollment Management Planning Group (Member)	2005 to 2017t
Foundations of Excellence Self Study Steering Committee (Member)	2011-2012
Foundations of Excellence Self Study Improvement Committee (Co-Chair)	2011
Enrollment Management Cross Functional Research Team (Chair)	2010-2012

**AWARDS AND MEMBERSHIPS**

National Association of Institutional Research (AIR)	Member Since 2003
AIR Executive Board – Vice President, President, Past President	2023-2025
Rocky Mountain Association of Institutional Research	2017-2022
AIR Charles F. Elton Best Paper Award	2019
Indiana Association of Institutional Research	2000-2017
INAIR Executive Board Member – Publications Chair	2011-2013
Reviewer for the <i>Journal of the First Year Experience</i>	2008-2014
Best Paper INAIR 2011	March 2012
Best Paper INAIR 2008	March 2009

Best Presentation INAIR 2008	March 2009
Graduate with Full Honors and Distinction Purdue University	1995
Outstanding Freshman Scholar of the Year through Dean's Freshman Scholar Program School of Liberal Arts Purdue University	1992
Dean's Freshman Scholar School of Liberal Arts (scholarship) Purdue University	1991-1992

### **COURSES TAUGHT**

EDPS 591 Introduction to Statistical Reasoning in Educational Research  
EDPS 531 Introduction to Measurement and Evaluation  
EDPS 533 Introduction to Educational Research I: Methodology  
EDPS 536 Achievement Motivation  
EDPS 534 Introduction to Educational Research  
H&S 368 (Lab Section) Exercise Physiology  
IT 507 Measurement and Evaluation in Industry and Technology

### **CONSULTING SERVICES**

San Diego State University Carnegie Classification Consulting	2022
Indiana State University Institutional Research Consulting	2011 to 2014
John Gardner Institute for Excellence in Undergraduate Education FOE Assessment Consulting	2010 to 2016
Gateway to Completion foundational courses	2012 to 2016