

# Curriculum Vitae

## Professional Experience

Jun 2023 – Present

Provost and Vice President of Academic Affairs, Fort Lewis College (FLC)

- Lead academic affairs, which includes academic units (3 schools, 59 majors, 48 minors and 23 academic certificates) career services and workforce, international programs, institutional effectiveness, sponsored programs, a museum, central retention programs, and an AI Institute (launched August 2024).
- Manage ~\$36 million general fund budget, ~\$50 million total sponsored program fund portfolio (~\$8 million annual expenditure), and \$2.4 million innovation fund.
- Increase academic affairs and FLC visibility through partnership and innovation.

### *Highlights of Accomplishments and Activities*

- 2026-26 co-lead, with VP of Enrollment Management: a) re-engineering of advising function, and b) portfolio assessment of all retention functions and activities.
- Oversee and guide 2025 HLC reaffirmation process and work.
- Serve as an effective FLC spokesperson through written communications (local paper articles, radio interviews, internal publications) and convening campus-based activities.
- Redesign First Year Launch (FYL) for all freshmen to address rising equity gaps (Fall 2024) with further investment by placing Peer Educators (student tutors) in every FYL course starting Fall 2025.
- Lead VP in developing a sustainable business plan for two campus assets: 1) virtual solar lab, 2) Center for Innovation, a downtown location with expiring grant funding.
- Partnered with La Plata Economic Alliance to offer signature event on FLC campus: AI Conference (12/6/24) to gather partners and community around strategic and operational discussion (At Capacity: 425 attendees).
- Secured \$80,000 in donations (10/31/24; 7/24/25) to fund pilot/incubator AI projects.
- PI (Martinez): \$522,000 NIH grant to equitize health disparities in rural Colorado in partnership among FLC, the Colorado Department of Public Health, Clinic Chat (an AI firm), and 3 of the 4 major healthcare organizations in the region (awarded 9/24).
- Collaborate with advancement and president's office to secure a \$900,000 gift from Durango Industrial Development Foundation for Career Services and Workforce Education (Feb 2024), providing support for reimagining these areas.
- Office of Sponsored Programs reporting to the provost: July 1, 2023, total grant portfolio ~ \$37 million, as of June 2025 ~\$50 million.
- Balanced \$1.5 million deficit in 2023-24 academic affairs for 2024-25; collaboratively reduced \$315,000 in general fund allocations to balance institutional budget.
- Developed first-ever Provost's Fellows program at FLC for faculty leadership development and to tap faculty expertise in five key areas (2023-2025/26): workforce, finance, AI, HSI exploration, and museum studies.
- Partner with US Department of Agriculture to create signature FLC Climate Summit event with over 350 participants, including partners and donors (April 27<sup>th</sup>, 2024).

Jul 2020-Jan 2023

Naslund Endowed Dean, School of Education (SOE), University of Redlands

- Lead academic delivery and operational functionality for SOE.
- Manage admissions, marketing, and academic operations.

### *Highlights of Accomplishments and Activities:*

- Collaborative creation of new SOE mission, vision, and principles; development and adoption of SOE Diversity framework.

- Maintained positive SOE income statement margin throughout COVID.
  - Organizationally restructure SOE to position for sustainability, leadership capacity/succession, competitive positioning, and internal culture-building.
  - Created first SOE-level advisory board, 2021.
  - Co-cabinet lead on university-wide climate survey initiative; inaugural SOE diversity report; cabinet advisor for the Black Faculty, Student and Administrator Association.
  - Strategic academic portfolio rebalancing: collaborative investment, growth, development, and sunseting program decisions and regional campuses with faculty to ensure SOE sustainability. Includes evaluation of international Master's in Counseling and Psychotherapy, which is a partnership with the Oriental Institute, in Wuhan, China.
  - Launch first-ever SOE alumni committee, secure three new endowed student scholarships, and seed SOE Centennial fund.
- Jan 18- Jun 20     Department Chair and Professor, Educational Leadership and Policy Studies, University of Texas at Arlington.
- Management of four programs, faculty, staff and adjunct instructors in daily operations and educational delivery of the department.
  - Assess and strategize for revitalization and balancing of department programs, which include scalable online programs and traditional on-campus programs.
  - Partnerships: Work with internal and external departmental stakeholders to maintain operational functionality and strengthen the unit.
- 2014-Dec 2017     Vice Chancellor, Strategy and Innovation, National University System; Professor, Higher Education Administration Program, San Diego, California.
- Manage team of economists, strategists, and storytellers to produce strategic and business intelligence to inform go-forward strategies for system and institutions.
  - Project Lead on Acquisitive Exploration: Lead team of 15, including institutional presidents, functional vice presidents, and investment bankers to explore acquisition opportunities.
  - Support Chancellor and board-level strategy and governance committees on development of options for strategy, system governance, and organizational structure at institutions.
  - Develop and implement \$1 million system wide Innovation Grant program for faculty and staff across 5 affiliate institutions.
  - Responsible for developing system-level strategic plan, in consultation with internal and external stakeholders:
  - Collaborate with provosts and vice presidents to identify academic programs and services recommended for creation, further investment, maintenance, or potential closure.
  - Work with presidents to secure \$3.75 million from system board in direct institutional investment for innovation.
  - Serve as a key communicator and evangelist (from large assemblies to facilitated sessions with functional divisions), to internal and external constituents.
- 2003-2013     Full professor (Promotion in 2009): Department of Educational Psychology and Higher Education, University of Nevada, Las Vegas; Las Vegas, Nevada. 2013-14 Sabbatical and Transition to NUS.
- 2011-2017     Soft Skills Professional, LLC. Partner (one of three founding partners). Provide online and onsite training to higher education professionals (enrollment management, financial aid, student affairs) in the areas of customer service, management training, and other soft skills-related areas.
- 2013-2015     Affiliate Faculty. University of Minnesota, Jandris Center. Study and contribute to the Center's mission to study innovation in higher education.
- 10/10 – 6/12     Consultant. The Bill and Melinda Gates Foundation.
- Investigate Western Governor's University as a higher education innovation higher and as a competency-based provider focused on the adult population.
  - Organizational Development Consultant: Work with the internal foundation team to optimize team dynamics for national initiative, called Completion by Design.

8/2006-5/11	Vice President of Strategy and Innovation. ServiceElements International. Advise seminar and management consulting company on strategic issues related to its competitive position within the market. Conduct workshops and lead consulting engagements.
2008 - 2012	State Adviser. The Lumina Project: Making Opportunity Affordable (MOA) initiative. Work with state leaders on the development and execution of strategic planning activities related to managing their higher education systems to improve productivity. Assigned state: Colorado.
1999-2006	Senior Researcher for the Alliance for International Higher Education and Policy Studies, New York University. Senior research analyst for a Ford funded project administered out of New York University. Project purpose: research the link between state and federal policy and higher education performance within and across the U.S., Mexico, and Canada.
1999 – 2001	National Seminars Group, Shawnee, Kansas. Contract speaker. Major workshop: Management and Supervisory Skills for First Time Managers and Supervisors.
1997-2003	Assistant professor, Department of Educational Management and Development, New Mexico State University, Las Cruces, New Mexico. Promotion to Associate: April 2003. Teaching responsibilities included: higher education administration, higher education finance, change, organizational behavior, and policy.
1996	Strategic Management Analyst, Governor's Office of Planning and Budget, Phoenix, Arizona. Responsibilities included evaluation of strategic plans from state agencies, administrative and technical support to agency directors and office director regarding strategic plans, and development and delivery of training seminars for agency personnel on planning and evaluation.
1992-1994	Financial Analyst, Hewlett Packard Corporation, Palo Alto, California. Designed and ran monthly financial models to allocate costs; negotiated with vendors concerning costs and services to department; conducted competitive industry analysis.

## ***Education***

- Arizona State University, Tempe, Arizona. Doctor of Philosophy in Educational Leadership and Policy Studies.
- University of Texas at Austin, Austin, Texas. Master's in business administration.
- New Mexico State University, B.S. Electrical Engineering, Minor Economics

## ***Funded Projects and Initiatives***

PI (Martinez): \$522,000 NIH grant to equitize health disparities in rural Colorado in partnership among FLC, the Colorado Department of Public Health, Clinic Chat (a Native American owned AI firm), and 3 of the 4 major healthcare organizations in La Plata County. (September 2024).

Collaborate with advancement and the president's office to secure a \$900,000 gift from Durango Industrial Development Foundation for Career Services and Workforce Education (Feb 2024).

Martinez, M. Building Toward a Center for the Study of Innovation in Postsecondary Education. 2013 Faculty Opportunity Awards, Single Investigator Award. University of Nevada, Las Vegas. Amount Funded: \$25,000.

The Ford Foundation. The Higher Education Policy Pipeline Initiative. Funding amount for \$140,000. Timeline: October 2005 – March 2007. Examine the competencies, current and desired, of higher education policy analysts, and analyze said competencies in terms of supply and demand in relation to educational preparation and training.

The Ford Foundation. Bridging Higher Education to the State. Funding amount for \$285,177; Timeline: July 2003 – August 2005. Create a professional development experience for early and mid-career professionals from state government and postsecondary education to share their perspectives on the relationship and interaction between state-level and postsecondary issues.

## ***Publications***

### ***Books***

#### Academic/Professional Books

Martinez, M. (2021). A Science of Higher Education: State Higher Education Policy and the Laws of Scale. Sterling, VA: Stylus Publishers.

Martinez, M., Smith, B. & Humphreys, K. (June 2013). Creating a Service Culture in Higher Education Administration. Sterling, VA: Stylus Publishing.

Richardson, R. and Martinez, M. (2009). Policy and performance in American Higher Education: An examination of cases across state systems. Baltimore, MD: Johns Hopkins University Press (refereed and cross listed under refereed publications).

Martinez, M. and Wolverton, M. (2009). Innovative Strategy Making in Higher Education. Charlotte, NC: Information Age Publishing.

Martinez, M. (2004). Postsecondary participation and state policy: Meeting the future demand. Sterling, VA: Stylus Publishing.

Martinez, M.C. (2004). Teachers working together for school success. Thousand Oaks, CA: Corwin Press.

### ***Sample Refereed Works***

Martinez, M. C. & Martinez, M.M. (2019). Adjunct perspectives on job factors and job attitudes in non-traditional institutions. Journal of the Professoriate, 10(1), 1-21.

Smith, B. & Martinez, M. (2015). Examining Higher Education Department Eliminations Through the Lens of Organizational Change. Journal of Psychological Issues in Organizational Culture, 5(4), 73-87.

Woolf, N., & Martinez, M. (2013). Competencies for Financial Aid Officers: A Competency Model for Professional Development. The Journal of Student Financial Aid, 43(2), 86-100.

Lester, D., & Martinez, M. (2012). Faculty engagement differences among Holland's academic environments. International Journal of University Teaching and Faculty Development, 3(3), 209-224.

Martinez, M. and Wolverton, M. (2009). Incorporating industry analysis into strategy making. Planning for Higher Education, 38(1).

Martinez, M. (2008). Competencies and Higher Education Policy Analysts. Educational Policy, 22(5). Corwin Press, Thousand Oaks, CA. Ann Arbor, MI.

Martinez, M.C. & Nilson, M. (2006). Assessing the Connection Between Higher Education Policy and Performance. Educational Policy. 20(2). Corwin Press, Thousand Oaks, CA.

Arellano, E. C. & Martinez, M.C. (2005). Facilitating Higher Education Collaboration Between the US and Mexico. Journal of Hispanic Higher Education, v(4). Thousand Oaks, CA: Sage Publishers.

Martinez, M.C. & Richardson, R.C. (2003). A view of the market through studies of policy and governance. American Behavioral Scientist, 46(7). Thousand Oaks, CA: Sage Publications.

Martinez, M.C. (2002). Applying a New Framework for State Higher Education Systems. Journal of Higher Education, 73(3). Columbus, OH.

Martinez, M.C., Farias, J., Arellano, E. (2002). State higher education report cards: What's in a grade? The Review of Higher Education, 26(1). Boston, MA.

Martinez, M. C. and Bracco, K.R. (Spring 2000). South Dakota's catalyst for collaborative planning. Planning for Higher Education, Ann Arbor, MI.

Martinez, M. C. (1999). The States and Higher Education Legislative Views on the Governance of Public Colleges and Universities: Enhancing the public interest. The Review of Higher Education, 22(3), pp. 247-263. Boston, MA.

### **Sample Commissioned Policy Reports**

Martinez, M. (2013). Community College Governance in Nevada: An Evidence Based Approach for Discussion. Commissioned by The Las Vegas Metro Chamber of Commerce, Las Vegas Nevada. Report is an organizational analysis of the Nevada Higher Education System and the Community College System, assessing the effectiveness of the current organizational structure.

Martinez, M. (2013). A Conceptual Foundation for Understanding Innovation in American Community Colleges. Commissioned by: The League for Innovation in the Community College.

Martinez, M. (2005). High and Rising: How much higher will college enrollments go? In Keeping America's Promise. A joint publication of Education Commission of the States and League for Innovation in the Community Colleges. Denver, Colorado: Education Commission of the States.

### **Sample Book Chapters**

Kadlec, A. & Martinez, M. (2015). Putting it all together: Strengthening pathways between comprehensive universities and community colleges. Schneider, M. & Deane, K.C. (Editors). The University Next Door. Teachers College Press, NY, NY.

Martinez, M. & Smith, B. (June 2013). Systems, Ecosystems, and Change in State Public Higher Education. Lane, J.E. & Johnstone, B.D. (Editors). Harnessing Systemness. SUNY Press.

Martinez, M. (2006). Public priorities and accountability. In Shulock, N. B. (Ed.). Practitioners on making accountability work for the public. New Directions for Higher Education, no. 135. Jossey-Bass, San Francisco, CA.

Martinez, M. & Nodine, T. (1997). California: Financing higher education amid policy drift. In Callan and Finney (Eds.) Public and Private Financing of Higher Education. Phoenix, AZ: ACE/Oryx Press.

### **Newspaper Columns**

Martinez, M. & Smith, B. Setting a Course for Higher Ed. Las Vegas Sun News, January 27, 2012. Synopsis: Column argues that Nevada's debate on financing higher education is misguided without first defining state policy priorities.

Martinez, M. South Dakota lights a path. Las Vegas Sun News, March 1, 2009. Synopsis: Column uses South Dakota and other states as an example to advocate for changes in Nevada's system of higher education.

Martinez, M. Obama, Palin viruses duel for public's attention. Las Vegas Sun News. September 14, 2008. Synopsis: Column uses the concept of psychological curiosity to explain the "viral-like" interest in political candidates.

### **Sample Presentations and Keynotes**

Lapovsky, L, Leigh, S., & Martinez, M. New England Board of Higher Education. Lessons From the World's Best Service Providers. Panel Session, Federal Reserve Bank, Boston, MA, October 26, 2015.

Martinez, M. (Keynote). Seattle Community Colleges, Seattle, CA: Innovation and Disruption in Higher Education: Making Sense of the Madness. October 17<sup>th</sup>, 2013.

Martinez, M. (Keynote). University of Minnesota, Minneapolis, MN: A Framework for Innovation in Higher Education. October 10<sup>th</sup>, 2013.

Martinez, M. (moderator and facilitator), Stevens, M. Guthrie, K., Wilson, C. and Rassmussen, C. Invited Panel Session. Defining a Meaningful Research Agenda around Technological Innovation in Postsecondary Course Delivery. American Education Research Association. April 30<sup>th</sup>, 2013, San Francisco, CA.

Lester, D. & Martinez, M. Cognitive Engagement: A Comparative Analysis among Academic Environments. The Association for the Study of Higher Education. Vancouver, Canada, November 2009.

Martinez, M. and Smith, B. Institutional spending versus completion by race/ethnicity. The Lumina Foundation. Indianapolis, Indiana. Forthcoming, April 10<sup>th</sup>, 2009. (Invited).

Mario C. Martinez, J. David Armstrong, Cheryl King, and Patrick Terenzini. Preparation, price and performance: Barriers to college access and success, and what state policymakers can do about them. July 14, 2004. Symposium. Orlando, Florida: 2004 National Forum on Education Policy. Education Commission of the States. (Invited).

Martinez, M. Legislative Views on the Governance of Public Colleges and Universities. Association for the Study of Higher Education. November 1998.

## ***Sample National and Professional Service***

### **National and State**

2015	Expert Panelist to evaluate proposals for California Governor's innovation fund for higher education innovation. Work and collaborate with California Competes, in evaluation of proposals, with 15 other national experts on higher education and innovation.
2012	Upon request by Nevada's senior state senator for Nevada Legislature's Interim Committee to Study the Funding of Higher Education, review vendor proposals for RFP on Senate Bill 374, which calls for consultant to work on funding higher education in the state.
2009-11	American Council on Education. Advisory Committee Member. Center for Policy Analysis.
2007	National Center for Public Policy and Higher Education. Member of national 15-member convening group: invitational roundtable for Policy, Leadership and Governance for American Higher Education. May 18 <sup>th</sup> -20 <sup>th</sup> .
2002-04	Education Commission of the States. Team member for national initiative to study state higher education demand and intersection with state higher education policy.
2002	One of eight nationally selected participants for the Research Forum for Governance, managed by the Center for Higher Education Policy and Analysis, the University of Southern California.
2000-2001	Associates Program, Fellow. First Cohort. The National Center for Public Policy and Higher Education (NCPPE). One of 11 nationally identified young scholars/practitioners who will likely have an impact on the field of higher education and public policy.

## ***Sample of Chaired Dissertations***

Keller, Shellie (February 2016). Competencies for the community college advisor: A crucial job in the

student success mission. University of Nevada, Las Vegas.

Alex Diane Lourdes (May 2015). A new perspective on underrepresented student completion: Self-efficacy beliefs of successfully completed underrepresented students, University of Nevada, Las Vegas.

Slife, Nathan (December 2014). An examination of explicit values in cornerstone student affairs textbooks. University of Nevada, Las Vegas.

Humphreys, Katherine (December 2013). Managerial behavioral complexity and the collegiate registrar, University of Nevada, Las Vegas.

Michael Neil Woolf. Competencies for financial aid officers: A competency model for professional development, University of Nevada Las Vegas. 2012.

Warren Glen Hioki. Predispositional factors of career and technical education transfer students: A hermeneutic phenomenology study, University of Nevada Las Vegas. 2010.

Michelle Johanna Nilson. Evaluating the Effect of Merit Aid as a Higher Education Policy Tool Using Time Series Analysis, University of Nevada Las Vegas. 2006.

Bernard Pena. The relationship of financial aid packages to retention of community college students after one semester. New Mexico State University. 2005.

Victor Pacheco. State policy and higher education performance in New Mexico. New Mexico State University. 2002.