

# HEATHER MICHELLE OLAGUE

Learner | Analytical | Discipline | Restorative | Responsibility

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## SUMMARY OF QUALIFICATIONS

### First-Year Experience ♦ Leadership Programs ♦ New Student Programs ♦ Student Life

Ambitious, goal-driven professional with 15 years of experience in higher education that is dedicated to providing student-focused services, initiatives and programs to ensure a positive higher education experience for all those involved. Able to maximize the impact of initiatives and overall institutional success by identifying the talents in others and placing individuals into opportunities to experience success. Skilled in coordinating diverse, student-driven programming, managing high-volume contact with prospective students and their families, and using data to evaluate and recommend program enhancements. Operation of medium to large scale event planning, data-informed program development and implementation, presenting to audiences of all sizes, and recruitment of incoming students. Excellent organizational, problem-solving, written and interpersonal communication skills.

## EDUCATION

COLLEGE OF EDUCATION, UNIVERSITY OF HOUSTON, Houston, TX

**Masters of Education in Administration and Supervision in Higher Education**, May 2013

RAWLS COLLEGE OF BUSINESS, TEXAS TECH UNIVERSITY, Lubbock, TX

**Bachelor of Business Administration, Finance**, May 2006

### **NOTABLE ACCOMPLISHMENTS – A&M-SAN ANTONIO:**

- Co-led the System Wide Student Affairs Symposium in the Summer of 2023, to serve over 200 colleagues from across the state for a 2 ½ day event to share best practices, network, and celebrate our success; did this with only 4 months lead time when institution typically know three years in advance and plan a year out.
- Successfully realigned multiple programs within the Institute to ensure strategic alignment with the creation of the Office of Student Leadership.
- Provided guidance and leadership to the Student Government Association who was able to pass the Student Union Fee referendum.
- Enhanced student programming at the start of the semester but expanding our welcome week programming from one week in the fall and spring to now being three weeks in the fall and two weeks in the spring through enhanced collaborations across campus.
- Established the inaugural first-year experience department; building all the initial programs in 6 months from the ground up to welcome a little over 500 first-year student for the first time on our campus for fall 2016.
- Streamlined the incoming student programs model to leverage orientation, JagX, Jaguar Tracks and programming to enhance student success and engagement from onboarding through their first-year.
- Transitioned the 1-credit Jaguar Tracks course to a 3-credit First-Year Seminar that launched in Fall 2020 including revising curriculum, faculty training and peer leader development to enhance student success.
- Led the growth of the department from 2 full-time staff, 25 adjunct faculty, and 10-15 student workers in Fall 2018 to 6 full-time staff, 30 adjunct faculty, and 30 peer leaders.
- Certifying 100% of our Peer Leaders through the NASPA/BACCHUS Certified Peer Educator training in Spring 2021.
- Advocated for the growth of the CliftonStrengths program on campus to grow the number of Gallup certified coaches from 7 certified coaches to 16 certified coaches at the end of Spring 2021 semester.
- Lead member of the team responsible for being selected into the AASCU Transformational Accelerator Cohort which is working to close equity gaps and enhance student success.

## EMPLOYMENT EXPERIENCE

TEXAS A&M UNIVERSITY – SAN ANTONIO, San Antonio, TX

12/2015 to Present

### **Assistant Dean of Students, Cisneros Institute of Emerging Leaders**

12/2022 to Present

Provide strategic direction, vision, and accountability for staff, departments, and programs that support student and academic success in Student Engagement, Student Life, and Student Leadership within the Division of Student Affairs.

- Provide strategic operational oversight and supervision of all aspects of the following departments:
  - Student Engagement: New Student Orientation, Family Programs, Transfer Engagement and Retention, Ring Days, Outstanding Senior/Senior of Distinction, JagX (weeklong extended orientation Program)
  - Student Life: Campus Event Programming (large and small scale), Student Organizations, Student Government Association, Campus Activities Board, Fraternity and Sorority Life, Weeks of Welcome, Heritage Months
  - Student Leadership: President's Leadership Class, Lopez Scholars, Texas Leadership Scholars, Jaguar Ambassadors, Achievement Initiative for Minority Males, National Society of Leadership and Success, Cisneros Leadership Conference, CliftonStrengths Programming, Distinguished Lecture Series
- Develop and implement programs and services that are inclusive and support a diverse student body.
- Ensure alignment of all direct and indirect Cisneros Institute programmatic efforts with the mission and goals of A&M San Antonio, Student Success and Engagement, and the institute itself.
  - Currently serving as the co-chair for the Student Experience subcommittee and responsible for the leadership provided to guide the direction for the university in our 5-year strategic plan.
- Serve as a responsible fiscal agent while managing department and student groups/organizations budgets, allocating resources appropriately, and spending appropriately.
  - Responsible for oversight of a budget of approximately \$3 million dollars (including student fee funded accounts plus gift funding).
  - Oversight of the Lopez Foundation \$2.1 million dollar scholarship fund, the 2<sup>nd</sup> largest gift in the university's history
- Strengthen campus commitment to Clifton Strengths through programming, leadership development, and engagement activities.
- Regularly assess the impact of the institute's efforts on student engagement, equity/inclusion, and leadership.
- Cultivate opportunities for collaboration and partnerships with other departments and community members to impact the full, holistic student experience.
- Provide leadership, mentoring, and oversight of the Student Government Association (SGA).
- Cultivate leadership development opportunities for students across all campuses.
- Develop, implement, and direct student life programming to support various student populations (i.e., Latinx Students, Minority/Historically Underserved Students, First Generation Students, Military-Affiliated Students, LGBTQ Students, etc.).
- Demonstrate a positive and proactive approach in identifying problems, creating innovative solutions, and managing projects.
- Oversee twelve full-time professionals, two graduate assistants, and 40 student staff within the Institute; directly supervising three directors.

### **Executive Director, First-Year Experience** (under Academic Affairs)

05/2019 to 12/2022

### **Director of First-Year Experience** (under Academic Affairs)

05/2018 to 05/2019

Provide strategic direction, vision, and accountability for staff and programs that support student and academic success through the First-Year Seminar (FYS), the Faculty Advising Program, Learning Communities, and the Common Experience.

- Serves as an integral member of the Provost/Vice President for Student and Academic Success leadership team, including but not limited to, providing
  - direction with key decisions needed during the COVID pandemic; including but not limited to online and in-person course delivery, technology needs, and identifying CARES/HEERF spending priorities.
  - input for academic and student policies to advance student and academic success and remove barriers to improve student retention and persistence.
  - guidance for the strategic direction of the division.

- Ensure day to day operations of the FYE department are in alignment with the division and university strategic initiatives.
  - Currently serving as the co-chair for the Student Experience subcommittee and responsible for the leadership provided to guide the direction for the university in our new 5-year strategic plan.
- Collaborate with multiple academic department chairs and faculty to ensure the FYS course curriculum is student-centered, robust, and engaging.
  - Responsible for projecting section, instructor, and budget needs based on enrollment projections.
  - Leading the curriculum development and assessment to ensure student success.
  - Providing direction for continuous instructor development both before the semester begins and during the semester for our instructors.
  - Developing and reporting on the student learning outcomes for the course to ensure compliance with our accrediting board.
- Partner with student-centered programs that focus on creating an engaging student experience for the first-year students to strengthen their connection to campus.
  - Create and sustain partnerships with New Students Programs, Career Services, Academic Advising, Student Life,
- Responsible for the implementation of a Learning Communities program that fosters faculty and student interaction in a co-curricular environment.
  - Doubled learning communities' offerings from four communities to offering nine learning communities this fall 2021
  - Working with faculty from different disciplines to connect the linked course curriculums to ensure a positive experience for the student cohort
- Cultivate a campus-wide intellectual conversation around the Common Read through the initiatives out of the Common Experience Program.
  - Offering a range of small scale and large-scale events each semester for the campus community.
  - Collaborate with both academic and non-academic offices for a range of program offerings.
  - Delivering presentations during New Student Orientation to introduce the common read and provide the book to all incoming students.
  - Provide resources and development opportunities to ensure they feel prepared to integrate the common read into the FYS course.
  - Navigate planning for the current year, the upcoming year and the selection in two years simultaneously
  - Oversee the nomination and selection process for the Common Read
- Development and implementation of the Faculty Advising Program in Fall 2019 to connect incoming first-year students with faculty members across all three colleges.
  - Pairs 4 students with a faculty member who will engage with students in social manner throughout their first-year; including but not limited to coffee meet-ups, lunch/dinner, hikes, sporting events or visiting historical sites around San Antonio.
  - Train faculty on mentoring responsibilities, Title IX regulations and budget process.
  - Oversight of funding for each faculty member in the program.
- Oversight of six full-time professionals (3 full-time staff and 3 full-time faculty members), 30 adjunct faculty, and 30 student employees.
  - Ensuring their professional goals are met by collaborating to identify both on- and off-campus opportunities for growth and development through conferences, trainings, workshops and committee appointments
  - Led the growth of the department from 2 full-time staff, 25 adjuncts, and 10-15 student workers in Fall 2018 to its current state

**Director of First-Year Experience** (under Student Affairs)

12/2015 to 05/2018

Provide strategic direction, vision, and accountability for programs that support student and academic success through New Student Orientation, JagX, Jaguar Tracks, Peer Mentoring, Learning Communities, Common Experience, Family Programs and the President's Leadership Class.

- Launched a comprehensive first-year experience program designed to provide A&M-SA first-year students with strategies for successful attrition and retention.
- Managed a comprehensive budget overseeing multiple accounts including New Student Orientation, First-Year Experience, and the President's Leadership Class.
- Administrator for the Jaguar Tracks course; a series of for credit, one-hour success courses provided to students each year, designed to help students discover their place on campus, in society, within their discipline and their career.

- The first two courses in the series, Jaguar Tracks 1 and 2, were directly under the oversight of the first-year experience office.
- The last two courses in the series, Jaguar Track 3 and 4, were housed in their respective college but worked in concert with the Office of First-Year Experience.
- Oversee the development and implementation of a week-long program (JagX) to guide and prepare new incoming freshmen's students to the university.
  - Collaborated with both academic and student affairs departments to create lessons, presentations, and activities to deliver over 35 hours of programming for students.
  - Worked in tandem with the development of the Jaguar Tracks 1 course to ensure alignment with content deliver in JagX to further build and enhance the first-year student experience.
- Develop, assess, and report student learning outcomes and goals for the department on an annual basis.
- Supervised three full-time professionals and 14 student staff.
  - Responsible for the hiring of all these professional positions as there was not a staff structure when I was hired to launch the first-year programs.

***NOTABLE ACCOMPLISHMENTS – UNIVERSITY OF TEXAS AT BROWNSVILLE:***

- Oversaw student life, orientation, and leadership programs running them at the same level of service or better, which was previously overseen by three separate directors.
- Increased the number of student activity programs from 30 to 90 compared from Fall 2013 to Fall 2014
- Redesigned orientation with the goal of further engaging students, leading to an outcome of a 12% increase in student course registration for Fall 2014 semester.
- Administered and reconciled a \$1.5 million dollar budget.
- Implemented programmatic changes to the University Scholar program to positively affect the four-year graduation rate. Four-year graduation rate for students involved in the program improved to 50%, compared to the university 4-year graduation rate of 20% in that same timespan.

THE UNIVERSITY OF TEXAS AT BROWNSVILLE, Brownsville, TX

12/2008 to 02/2015

**Director of Student Engagement (1/2014 to 02/2015)**

Continued responsibilities from Coordinator of Special Programs –University Scholars and Director of Leadership Programs, and oversee campus activities, the University Mascot, student clubs and organizations, University Pride and Traditions, New Student Programs, and Student Risk Management.

- Oversee comprehensive \$1.5 million dollar budget overseeing multiple accounts including Student Life, Orientation, Leadership Programs, Student Government Association, Welcome Week, Martin Luther King Grant, and University Scholars.
- Monitor the success of programming organized, make recommendations, and implement necessary changes for future programs.
- Lead the development of mechanisms that promote engagement and a sense of community for all students both residential and commuter.
- Develop, assess, and report student learning outcomes and goals for the department on an annual basis
- Accountable for updating the department website pages and social media marketing.
- Coordinate the annual MLK Day of Service Project that oversaw over 800 student volunteers in 2014 who assisted in 32 service projects throughout Brownsville.
- Directed the summer and fall orientation program for over 1500 new and transfer students.
- Coordinated of the re-design of the orientation program by taking a cohort approach to engage new students to our university life, and handle the implementation of campus activities for the entire student body.
- Develop and present risk management training for all registered student organizations to maintain compliance with state, UT System, and UTB policies and producers
- Assist in the creation and proposal of short and long-term plans, including operational, organizational and financial, and develop external funding sources in collaboration with the Division of Student Affairs.
- Represent the Office of Student Engagement at meetings, committees and task force groups
- Supervise and guide the professional staff, consisting of 3 professional and 16 student employees, responsible for program implementation.

### **Director of Leadership Programs (5/2013 to 1/2014)**

Coordinated New Student Programs, Leadership Recognition Programs, Leadership Development Programs, Professional Development Programs, and Cultural Leadership Programs.

- Coordinated the Ring Ceremony event, Graduation Fair, and Leadership Conferences.
- Liaison for UT-System Archer Fellowship program.
- Developed and executed program opportunities that allowed for additional internship experiences which increased student skills in problem solving and critical thinking processes.
- Organized selection for the Student Leadership Ring Search Committee (selecting top student leadership to receive the university leadership ring) and Who's Who Among American Schools and Colleges.
- Assisted in development of programs designed to expand student leadership opportunities such as workshops conferences, and speakers.
- Develop internal/external mentoring programs for students, and supervise four student staff.

THE UNIVERSITY OF TEXAS AT BROWNSVILLE and TEXAS SOUTHMOST COLLEGE (12/2008 to 5/2013)

### **Coordinator of Special Programs- University Scholars (8/2010 to 5/2013)**

Coordinated the University Scholars Program. Developed, assessed, and reported student learning outcomes and goals for the program an annual basis, oversaw grant funding and programs project implementation.

- Oversee approximately 300 students in the program from freshmen to seniors
- Assist in the administration of a \$1.2 million dollar scholarship budget
- Provide vision and direction for the recruitment and retention of incoming freshmen for the program
- Wrote, applied for, and received a \$8,000 grant from the Cesar Chavez Foundation
- Coordinated the MLK Day of Service Project.
- Oversaw and assisted in the coordination of 45 service projects throughout Brownsville with over 1600 student volunteers between 2011 through 2013.
- Assisted in the re-design of program to focus on academic success, leadership development, career exploration, career development, and timely graduation.
- Maintained the University Scholars website. Utilized Datatel and Informer software to generate reports regarding scholar academic progress.
- Recruited new applicants by marketing the program through phone calls, flyers, school visits, and presentations.
- Designed the Scholar Orientation each summer, including the organization of the application and selection process for the selection of new scholars prior to the start of the new semester.
- Worked closely with Financial Aid on the disbursement of scholarship funds.
- Coordinated appeal process in which scholars can explain reasons for not meeting requirements.
- Redesigned application by which students apply for the scholarship

### **Student Development Specialist II – LAMP (12/2008 to 8/2010)**

Monitored the Leadership and Mentorship Program (LAMP)

- Assisted in the design, logistics, and preparation for various conferences regarding student development
  - Women's Leadership Conference – Spring 2010, Spring 2011
  - Learning to Lead Student Leadership Conference – Spring 2009, Spring 2010
  - Jon Ben Sheppard Student Leadership Conference – Spring 2010
  - Accountable for the monthly reconciliation for the LAMP and Scorpion Ambassador accounts
  - Created a series programs designed to develop leadership skills.
  - Freshmen Leadership Experience (FLEX) – Fall 2010
  - Read to Lead – Fall 2009, Spring 2010
  - Student Success Leadership Workshops – Spring 2009 thru Spring 2010
- Managed the Scorpion Ambassador program; a 20-student leadership program designed to develop ambassadors of the university.
- Designed programs aimed at various cohorts in hopes to improve student retention and development
- Supervised a staff of 10-16 peer mentors
- Designed leadership workshops geared towards high school freshmen in the Brownsville Early College High School (BECHS)
- Conducted and organized the College Reading and Learning Association (CRLA) training for the peer mentors in order for them to be certified mentors.

## ADDITIONAL ROLES AND RESPONSIBILITIES

### *A&M-SAN ANTONIO:*

- University 5-Year Strategic Plan Committee (Spring 2021-Present)
  - Student Experience Subgroup, Co-Chair: Responsible for the creation of the university's priorities as it relates to the student experience for the next five years through development of the goals, objectives, and action items.
- CliftonStrengths Committee (Summer 2016-Present)
  - Co-Chair starting Fall 2019: Responsible for the execution of a campus-wide initiative to spread awareness of CliftonStrengths and offer programs and workshops that support the efforts to have a strengths mindset and weave strengths into the DNA of campus.
- AACSB Transformation Accelerator Cohort Committee (Fall 2021 – Present)
  - Part of the core team working on this initiative in collaboration with the American Association of State Colleges and Universities to eliminate equity gap and improve student retention.
- Learning Communities Committee, Chair (Fall 2019 – Present)
  - Determine the course links and overall direction on the Learning Communities program on campus.
- Quantitative Reasoning Advisory Committee (Summer 2019 – Present)
  - A member of the advisory group that helps ensure we are meeting the goals outlined in our Quality Enhancement Plan (QEP).
- Common Read Committee (Fall 2016 – Present)
  - Responsible for the yearly selection on our common read, common experience theme, and direction of our events and programs.
- First-Year Seminar Committee, Chair (Fall 2019 – Present)
  - Jaguar Tracks Committee, Co-Chair (Spring 2016 – Spring 2019)
  - Responsible for the course curriculum review, assessment review, and the onboarding of new instructors. This committee has representative from all three colleges and several departments across campus to ensure we are meeting the needs of our students.
- Onboarding/Orientation Committee (Spring 2020-Present)
  - Assisting with the pipeline of new students, both first-time in college and transfer, from application to enrollment, to the first-year and beyond.
- Retention Working Group (Spring 2021 - Present)
  - Responsible for examining data to help make data-informed decision to improve our retention and graduation rates.
- JagX Advisory Committee (Fall 2016 – Present)
  - Provide advisement and guidance for the program presentations, lesson development, and topic selection.
- Foster Youth Advisory Group (Spring 2019 – Present)
- Certified Peer Educator (CPE) Trainer (Spring 2018-Present)
  - Certified by NASPA to lead the CPE training, an 8-module course to educate students in the role as mentors on campus.
- Certified Gallup Strengths Coach (February 2017-Present)
  - Certified by Gallup to coach others to leverage their strengths to the fullest to be their best self.
- Orientation Committee, Chair (Spring 2016-Summer 2018)
  - Led the campus-wide collaboration to determine the 2-day program that all incoming students attend and the online orientation for our transfer students.
- Seal of Excellence Working Group (Fall 2020 – Spring 2021)
  - Part of a select group working to highlight the efforts around supporting our Latinx student population in hopes to receive this designation.
- Operation Love our Jaguars, Co-Chair (Spring 2020)
  - In an effort to check-in on our students in mid-April right as the pandemic impacted every facet of our lives, we pulled together over 100 volunteers to call all of our enrolled students, over 6,000, to see how they were doing and connect them to campus resources if needed.
- Leadership Academy – Cohort 1 (Participant) (Fall 2021 – Present)
- Faculty Advisory Group for Dual Credit and Early College High School (May 2021 – Present)
- Honor's Program Committee (Spring 2021 – Present)
- Committee on Retention Efforts (Fall 2016-Spring 2017)
  - Part of a campus wide group looking at retention efforts with the addition of first- and second-year student to the campus community. Due to leadership changes, the committee was disbanded.
- San Antonio Women's Transformational Leadership Program (participant): January 2016, January 2018

**UNIVERSITY OF TEXAS AT BROWNSVILLE:**

- Working Group Committees for new UT-RGV
  - Enrollment Management (Sept 2013 – March 2014)
  - Global Engagement (Sept 2013 – March 2014)
- Provost Task Force
  - Student Success (Spring 2012)
  - Data Integrity (Fall 2012 – Spring 2014)
- Student Media Advisory Board (Spring 2014 – Fall 2014, Secretary – Spring 2014)
- Division of Student Affairs Assessment Committee (Spring 2012 – Fall 2014) (Lead Fall 2013 – Fall 2014)
- Student Success Mentoring Committee (Spring 2012)
- QPR Gatekeeper Trainer (Fall 2010 – Fall 2013)
- MLK Day of Service Steering Committee (2010 - 2012)
- Project 100% Registered Voting Initiative Committee (Fall 2010 – Fall 2014)
  
- Foundations of Excellence (FoE) Subcommittees (2009-2010)
  - Improvement Subcommittee
  - Diversity Subcommittee
  - Transition Subcommittee
- Homecoming 2009 Committee
- Peer Review Budget Compliance Committee (2009; Fall 2013 – Fall 2014)
- Women’s History Month Committee (2010, 2011)
- Homecoming 2010 Committee
- Dean of Student Search Committee (Fall 2013)
- Chess Coach Search Committee
- Who’s Who Selection Committee (2009, 2010, 2011, 2012)
- Mr. Amigo Committee (2010, 2011, 2012)
- Director of Financial Aid Search Committee
- Orientation Student Development Specialist Search Committee
- Leadership Ring Selection Committee (Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012)
- Student Government Association Advisor: Spring 2009, Fall 2011 – Fall 2014
- Sigma Psi Delta Sorority Advisor: Fall 2010 – Fall 2014
- Scorpionation Assistance: Summer 2009, 2010, 2011, 2012
- Financial Literacy Trainer
- Students Together Involving Networking and Guiding Success (S.T.I.N.G) Instructor: 2009-2012
- NAIA Men’s and Women’s Soccer Tournament Host Committee Member: Fall 2009