

Cassandre Giguere Alvarado

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EDUCATION

The University of Texas at Austin

Ph.D. Educational Administration Higher Education Administration, 2004

Dissertation: Emic Perspectives: The Freshman Interest Group Program at The University of Texas at Austin. Chair: Marilyn C. Kameen

M.Ed. Educational Administration College Student Personnel Administration, 1998

B.J. Communication Journalism and Public Relations, 1995

PROFESSIONAL EXPERIENCE

The University of Texas at Austin

Associate Dean for Undergraduate Education and Teaching Excellence

Professor of Practice, Stan Richards School of Advertising and Public Relations

Fellow, F.J. Heyne Centennial Professorship in Communication

Moody College of Communication, May 2020 Present

- Lead major initiatives related to undergraduate education for top-ranked Moody College of Communication
- Support recruitment, retention, and graduation initiatives for more than 4500 undergraduate students
- Develop initiatives to improve undergraduate teaching excellence
- Supervise faculty directors of Honors Program, Moody Writing Support Program
- Supervise Director of Communication and Leadership Degree
- Supported the college's COVID-19 mitigation efforts
- Co-developed Moody's first graduate stackable certificate in Strategic Communication

Executive Director, Student Success Initiatives and Enrollment Analytics & Research

Office of the Executive Vice President and Provost, September 2013 May 2020

- Lead the campus-wide initiative to improve four-year graduation rates and student success outcomes through a comprehensive, data-driven focus.
- Supervise Student Success Initiatives and Enrollment Analytics & Research teams

and manage budgets in excess of \$5M

- Improve UT-Austin's graduation rate 33% from 2012-2018; improve graduation outcomes for URM and Pell-eligible students more than 50% in that time
- Develop award winning Graduation Help Desk to provide innovative solutions to student barriers to timely graduation
- Lead Graduation Help Desk replication initiative across University of Texas System campuses
- Lead federally funded academic advising efficacy study, MAAPS – Monitoring Advising Analytics to Promote Success, including supervision of advising staff
- Chair First Generation Commitment Working Group – a campus-wide focus on improving success outcomes for first-generation students; host inaugural First Generation College Day
- Direct the Path to Admission through Co-Enrollment (PACE) program, an innovative co-enrollment collaboration between UT-Austin and Austin Community College
- Lead institution's Student Experience in the Research University (SERU) survey administration and data dissemination to drive increased awareness of student engagement and concerns; serve on the SERU-North America Consortium Board of Directors to guide consortium activities
- Lead assessment activities for the Division of Enrollment Management and coordinated success programs; support SACSCOC reporting
- Support partnerships and external relations related to student success including Posse Foundation Scholars and KIPP Schools
- Serve on Texas Success Initiative Advisory Committee and advise on policy related to developmental education

Assistant Dean, School of Undergraduate Studies, January 2007 – September 2013

Portfolio included: First-year Interest Group Program; University Honors Center & Honors Colloquium; Student Events and Governance; Longhorn Scholars; Texas Success Initiative; College Readiness; Assessment

- Appointed inaugural Assistant Dean for UT's newest academic unit with responsibility for core curriculum, first-year student experience, assessment of teaching and learning, and recruitment and retention of underrepresented students
- Lead author of the University's Quality Enhancement Plan (QEP) for the Reaffirmation of Accreditation by the Southern Association of Colleges and Schools (SACS); developed QEP topic and 10-year assessment plan that served as foundation for successful University reaccreditation; provide ongoing assessment to unit
- Appointed UT's College Readiness Special Advisor to Texas Higher Education Coordinating Board (THECB); coordinate college readiness activities for the

University, including strategic collaborations with local school districts and community colleges

- Member of multiple University-wide committees addressing assessment, enrollment management, and core curriculum
- Lead unit of 13 staff and oversee budgets in excess of \$1 million

Director, Learning Communities, Division of Student Affairs, 1998-2007

Portfolio included: First-year Interest Group Program; Texas Leadership Development and Honors Colloquium

- Created nationally-recognized First-year Interest Group (FIG) program, providing a learning community to more than 4000 students annually through collaboration with every academic unit. Program model inspired growth of cohorts at other large research universities including Texas A&M and University of Toronto
- Served as member of Vice President's senior administrative team, provided advice and counsel to the VP on matters pertaining to development of long-range and strategic planning related to student affairs programming, governance and financial needs across the Division of Student Affairs, co-author Division's strategic plan
- Directed five-program unit that served 10,000+ students annually by providing dynamic, engaging, integrated learning experiences within and beyond the classroom to foster students' success.
- Developed curriculum in coordination with academic departments in alignment with University mission and accreditation standards
- Administered multiple program budgets in excess of \$500,000
- Supervised and trained instructional and office staff and 150 paraprofessional mentors
- Coordinated annual program review, assessment of student learning and strategic planning

Academic Advising Center Coordinator Transitional Advising Center, College of Natural Sciences, 1996-1998

- Promoted internally from academic advisor to coordinate new center dedicated to advising freshman, transfer, undeclared and transitional students
- Developed innovative advising program for students needing assistance selecting a major; conducted academic and career counseling
- Supervised advising staff and paraprofessional staff
- Coordinated prospective student visits and new student orientation

Orientation Program Supervisor, Office of the Dean of Students, 1996

- Planned, promoted, implemented and supervised the spring, summer and fall orientation programs for the area of Freshman Services
- Supervised 70 student orientation advisors and their committees; interviewed and selected staff
- Developed award-winning orientation theme and assisted with production of promotional and informational materials including publication, design, and editing
- Corresponded with parents and students about program; made appropriate campus referrals

TEACHING EXPERIENCE

The University of Texas at Austin

Professor of Practice, Stan Richards School of Advertising and Public Relations

Fellow, F.J. Heyne Centennial Professorship in Communication

Joint appointment with Communication and Leadership Degree

Communication and Leadership in Higher Education, CLD 320, Fall 2021

Capstone in Communication and Leadership, CLD 371, Spring 2022

Faculty Affiliate, Department of Educational Leadership and Policy

Assistant Professor of Practice, Department of Educational Leadership and Policy

College of Education

Strategic Enrollment Management, EDA 391K/ELP 395E, Fall 2017, Fall 2019

Graduate seminar on enrollment management from recruitment to graduation

Research on College Students, EDA 391K/ELP 395, Fall 2016, Fall 2018

Graduate seminar in research methods and application of research

The College Student, EDA 391E, 2010-2015

Graduate seminar in college student development theory

History of Higher Education, EDA 391S, Fall 2010

Graduate seminar in higher education history

Research Apprenticeship, EDA 396, various semesters

On-site supervision of doctoral student research

Graduate Internship, EDA 397P, various semesters

On-site supervision of master and doctoral student interns

Lecturer, Humanities Program, College of Liberal Arts

Critical Thinking, LA 302, Fall semesters 2005, 2006, 2007

Undergraduate course in critical thinking

Teaching Assistant, Department of Educational Administration

The College Student, EDA 391E, Spring 2002

Graduate course in college student development theory

College Student Personnel Administration, EDA 391P, Spring 2001

Graduate course in student affairs administration

Academic & Professional Uses of Technology, GRS 390M, Summers 2001, 2002

Graduate course in technology and instructional systems design

RESEARCH GRANTS, CONTRACTS AND OTHER AWARDS

2019-2020 Arizona State University/UIA \$72,000

Understanding the role of chatbots and texting in improving success outcomes

Principal Investigator

2018-2020 Arizona State University/UIA \$140,447

Completion Grants: a study of microgranting practices to improve student success in the University Innovation Alliance

Co-Principal Investigator

2017-2019 University of Texas System \$214,635

Resolving Roadblocks to Timely Graduation: Implementing Graduation Help Desks across the University of Texas System (funding to replicate the successful Graduation Help Desk at UT System schools)

Principal Investigator

2016-2019 US Department of Education \$605,000

First In The World: MAAPS – Monitoring Advising Analytics to Promote Student Success, an 8-institution validation study on academic advising efficacy.

Principal Investigator and Advising Lead

2011-2014 Texas Higher Education Coordinating Board \$998,000

College Readiness Assignments Field Test (CRAFT): Design and field test college readiness assignments statewide; 14 partner institutions

Principal Investigator

2011-2013 Texas Higher Education Coordinating Board \$150,000

Data-driven Decision-Making Modules creating online learning modules to support Texas educators

Principal Investigator

2010-2012 Texas Higher Education Coordinating Board \$400,000
Developmental Education Demonstration Project College readiness and innovation in developmental education course delivery

Principal Investigator

2010-2011 Texas Higher Education Coordinating Board \$90,000
UT Readiness Profile Project

2008-2010 Texas Higher Education Coordinating Board \$30,000
College Readiness Special Advisor Research Grant

MEDIA and PRESS

MAAPS Grant: Lessons Learned speech from the University Innovation Alliance
<https://youtu.be/9EMhc1X4g4>

Blog Post: The University of Texas System Academic of Distinguished Teachers
Simple Things Faculty Can Do to Improve Student Success
<https://utsystem.edu/sites/academy-of-distinguished-teachers/blog/simple-things-faculty-can-do-improve-student-success-2019-07-09>

University of Texas System Chancellor's Council 2018 Annual Meeting "Reimagining the Path to Student Success"
Student Ready; College Ready
<https://youtu.be/O059VNOjZfc>

Grouping Students with Software New York Times July 18, 2012
Article highlighting my teaching innovations
<https://www.nytimes.com/2012/07/22/education/edlife/grouping-students-with-software.html>

CRAFT College Readiness Assignments For Texas

This website was developed to highlight the work from a major grant from THECB to support the development of college readiness curriculum. This work involved partnership with K-12 and university educators around the state.

<https://craftx.org>

various articles, commentary and expert interviews available at: <https://studentsuccess.utexas.edu/news>

COMMITTEES and PROFESSIONAL SERVICE

University of Texas at Austin

COVID-19 Response

First Year Experience Committee

Summer Curriculum Options Committee

Chair, First Generation Commitment Working Group

UT-Austin was awarded the inaugural “First Forward” designation from NASPA for our work supporting first-generation students

Chair, Student Success Advisory Committee

Member, Equity in the Academic Experience

Member, SB 25 Implementation Committee

Member, Texas Success Initiatives Faculty Advisory Committee

Member, Faculty Council Student Feedback Task Force

University of Texas System

Lead author University of Texas System Academic Advising Rubric

Lead author and team lead UT System-wide Graduation Help Desk

Replication project

Guiding Coalition for Student Success, Member

Student Success Quantum Leap Advisory Committee Member

Academic Advising Pillar lead UT System-wide initiative to create an advising scorecard

Invited Speaker Chancellor’s Council (2018)

Presenter Academic Advising Institute (2018)

Presenter UT System Summit on Student Success (2017, 2018)

Harvard University

Faculty Affiliate and Special Consultant

LASPAU-Initiative for the Development of Academic Innovation (IDIA)

Trained over 500 international faculty to improve teaching as a mechanism for increasing retention at universities worldwide, including for the Chilean

Ministry of Education (MECESUP), Ministry of Higher Education, Science and

Technology division in the Dominican Republic, and Universidad Diego Portales (Chile).

Journal of Applied Research in Higher Education

Reviewer

SERU – Student Experience in the Research University Consortium

Member, Board of Directors

Member, Design and Content Workgroup

Principal Investigator – SERU at University of Texas at Austin

Texas Higher Education Coordinating Board

College Readiness Special Advisor

Statewide Developmental Education Advisory Committee

Texas Success Initiative (TSI) Assessment Committee

Texas A&M University – College Station

Consultant – TAMU Student Success Strategic Plan

President, UT-Austin Chapter Phi Kappa Phi National Honor Society (2006-2010)

HONORS AND AWARDS

- National Academic Advising Association (NACADA) Outstanding Use of Technology in Advising – *MAAPS Program* (2018)
- University of Texas at Austin President’s Outstanding Staff Award (2017)
- National Academic Advising Association (NACADA) Outstanding Advising Program Award – *Path to Admission through Co-Enrollment (PACE)* 2017
- Association of Public and Land-grant Universities (APLU) Project Completion Finalist (2017)
- Best Paper on International Collaborations in Higher Education (2013)
Higher Education Teaching and Learning Association Conference
- Leadership Texas – Class of 2010
- University of Texas at Austin Robert Murff Excellence Award (2008)
Texas Campus Career Council (TC3) for contributions to Career Advising
- Mortar Board Society Preferred Professor, The University of Texas at Austin (2006)
- Alice Manicur Women’s Symposium Honoree (2004)

National Association of Student Personnel Administrators

- Outstanding First-Year Student Advocate Award (2003)

National Resource Center for the First-year Experience and Students in Transition

- Parents' Association Staff Merit Award, The University of Texas at Austin (2002)
- The Eyes of Texas Award, given by an anonymous student organization for outstanding contributions to The University of Texas at Austin (2000)
- *Annuit Coeptis* Award for Emerging Professionals (1999)

American College Personnel Association

SELECTED PRESENTATIONS

Alvarado, C. (2021). *Campus Climate for Undergraduate Student Success*. Presentation at the SERU Research Symposium "Understanding Campus Climate: Ongoing Challenges and (Post) Pandemic Priorities." Virtual Conference, hosted by UC Berkeley.

Alvarado, C. and Purgason, A. (2021). *Evaluate: the UT System Advising Rubric as a Tool for Advancing the Advising Profession*. Presentation at the 2021 UT System Advising Institute. Virtual Conference.

Alvarado, C. and Schell, J. (2020) UT System Advising Institute "Reimagining Advising in the Digital Age." Institute designer and presenter. Virtual Conference.

Alvarado, C., Chy, A. (2019). *Texting in Academic Advising: Best Practices for Student Success*. Presentation at the 2019 National Academic Advising Association annual conference, Louisville, KY.

Alvarado, C. (2019). *Every Student Graduates: The Story of Texas*. Invited Keynote presentation for the National NODA: Orientation, Transition and Retention Conference, Houston, TX.

Alvarado, C. (2019). *MAAPS Grant: Lessons Learned*. Invited presentation for the University Innovation Alliance, Washington, D.C.

Alvarado, C. (2019). *Student Success – Every Student Graduates*. Invited Keynote for INSPIRE – the Student Success Collaborative of the Southeast Conference, Annual Conference. Bastrop, TX.

Alvarado, C. (2018). *Student Success in Texas*. Invited Keynote presentation for Texas A&M University Student Success Committee. College Station, TX.

Alvarado, C. (2018). *Student Success at UT-Austin*. Invited Panelist for the Texas Higher Education Leadership Conference, hosted by the Texas Higher Education Coordinating Board. Austin, TX.

Alvarado, C., Smith, J., Todd Sprague, D. (2018) *Improving Student Success through Incentive Based Scholarships*. Presentation at the 2018 College Board Forum, Dallas, TX.

Alvarado, C., Uitvlugt, K. (2018) *Graduation Help Desk: Innovation in One-Stops* at the 2018 NACUBO Institute for Student Services Professionals Annual Conference, Columbus, OH.

Alvarado, C., Kozlowski, J., Zarazua, D. (2018) *The Impact of Texting on Academic Advising and Student Engagement*. Presentation at the 2018 National Academic Advising Association annual conference, Phoenix, AZ.

Alvarado, C., Connerat, C., Karoff, R., Rodriguez, L., & Ruitter, D. (2017) *Multiple contexts/ Multiple Approaches to Student Success within the University of Texas System*. Presentation at the 2017 SHEEO Higher Education Policy Conference: Structuring Higher Education for Student Success and the Public Good, Minneapolis, MN.

Alvarado, C., Connerat, C., Karoff, R., Rodriguez, L., & Ruitter, D. (2017) *Who Gets to Graduate?* Presentation at the AAC&U Annual Meeting 2017, San Francisco, CA.

Alvarado, C. (March 2016). *Improving College/Career Readiness in Developmental Education Courses*. Presentation at the 40th Annual Conference of National Association for Developmental Education, Anaheim, CA.

Schell, J. and Alvarado, C. (October 2015). *How to achieve excellence in online teaching and learning on residential campuses*. Featured speaker, Online Learning Consortium, Orlando FL. .

Alvarado, C. (November 2013). *CRAFT: An Innovative approach to supporting faculty for student success*. Presentation at 19th Annual Sloan Consortium International Conference on Online Learning, Orlando, FL.

Alvarado, C.; Deithloff, L. (February 2013). *Making Learning Count: Strategies for Professional Development*, Presentation at National Association of Developmental

Education (NADE) Conference, Denver, CO.

Alvarado, C., Schell, J. (January 2013). *Using pedagogical innovation to improve student success in first-year courses*, Paper presented at The International Higher Education Teaching and Learning Association Conference, Orlando, FL.

Alvarado, C. (October 2012). *Teaching cross-disciplinary skills in context*, Invited workshop presented at OnRamps Faculty Professional Development at the University of Texas at Austin, Austin, TX.

Alvarado, C. (October 2012). *Pedagogy of Critical Thinking*, Invited workshop presented at Program on Innovative Teaching: Chile at LASPAU-Harvard University, Cambridge, MA.

Alvarado, C., Schell, J. (May 2012) *Unlocking the secrets to student success: Real strategies for your classroom*, Invited workshop for the Second Program on Innovative Teaching and Learning: Chile at LASPAU-Affiliated with Harvard University, Cambridge, MA.

Schell, J., Alvarado, C. (April 2012) *Liderando la Innovación en la Educación Superior en la República Dominicana: The Cycle of Innovation in The Dominican Republic*, Invited Keynote at Encuentro para la mejora e innovación en la enseñanza en República Dominicana, Santo Domingo, República Dominicana.

Alvarado, C., Schell, J. (March 2012). *Institutional strategies for improving student retention in Latin American higher education*, Invited workshop at Institute for Innovation in Brazilian and Ecuadorian Higher Education at LASPAU-Affiliated with Harvard University, Cambridge, MA.

Alvarado, C., Schell, J. (February 2012). *Researching Student and Faculty College Readiness Views—A Holistic Approach*, presentation at National Association of Developmental Education Conference, Orlando, FL.

Lukoff, B., Schell, J. and Alvarado, C. (November 2011). *Understanding academic risk in interactive teaching environments*, paper presented at the Association for the Study of Higher Education (AHSE), Charlotte, NC.

Alvarado, C., Schell, J. (November 2011). *From Student Readiness to Succeed to Student*

Success in College, Invited workshop at the Program for Innovative Teaching in Chilean Higher Education at LASPAU-Affiliated with Harvard University, Cambridge, MA.

Alvarado, C. G. (2009, April). *Millennials in Learning Environments*. Presentation at the Texas Health System Pharmacist 61st Annual Conference, Austin, TX.

Alvarado, C.G. & Goldman, C. (2007, July). *The Two UT's: FIGS at large research universities*. Presentation at the 20th Annual International Conference on the First-year Experience and Students in Transition, Kona, HI.

Alvarado, C.G. (2005, April). *Worlds Apart? Understanding generations*. Presentation at the Texas Health System Pharmacist Annual Conference, Austin, TX.

Alvarado, C.G. (February 2002). *A Community of Collaboration: Bridging the Gap between Academic and Student Affairs in a FIG Program*. Presentation at the National Resource Center for the First-Year Experience and Students in Transition conference, Orlando, FL.

Alvarado, C.G. , Carver, L., and Meyer, A (July 1999). *FIGS in Texas*. Presentation at the International Conference on the First-year Experience and Students in Transition, Edinburgh, Scotland.

REPRESENTATIVE PUBLICATIONS

Alvarado, C. (2021). UT System Advising Rubric (instrument).

Alvarado, C., Smith, J. (2019). The University Leadership Network at the University of Texas at Austin. In T. Skipper (Ed.) *Aligning Institutional Support for Student Success: Case Studies of Sophomore-Year Initiatives*. National Resource Center on the First-Year Experience: Columbia, SC.

Alvarado, C.G., Connerat, C., & Smith, J. (2018). Every Student Graduates: The University of Texas at Austin Strategies to Increase Graduation Rates 2012-2017, The University of Texas at Austin: Austin, Texas

Laude, D., Alvarado, C., Connerat, C., & Kaschner, L. (2018). Strengthening Success for Students with Multiple Risk Factors. In R. Feldman (Ed.) *The First Year of College*:

Research, Theory and Practice on Improving the Student Experience and Increasing Retention. Cambridge University Press: Cambridge, UK.

Alvarado, C. (2015). *Best practices in student success*. The University of Texas at Austin.

Schell, J., Lukoff, B, and Alvarado, C. (2014). Using early warning signs to predict academic risk in interactive, blended teaching environments, *Internet Learning*, 3(2). doi: 10.18278/il.3.2.6

Alvarado, C. & Schell, J. (2012). College Readiness Mindset Survey.

Schell, J., Alvarado, C. (2012). Report on Educational Innovation in Dominican Republic. LASAPU: Academic and Professional Programs for the Americas. Cambridge, MA.

Alvarado, C., Schell, J. (2011). Measure of Pedagogical Innovation in Syllabi (Pre/Post Instrument for Quantitative and Qualitative analysis of innovation in syllabi).

Alvarado, C. (2008). Quality Enhancement Plan: Signature Courses. Report prepared for the Southern Association of Colleges and Schools (SACS). Austin, TX.

Alvarado, C. (2004) *Emic Perspectives: The Freshman Interest Group Program at The University of Texas at Austin*. Doctoral dissertation.