

Mary A. Hooper

College of Education
University of West Georgia
Carrollton, GA 30180

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ACADEMIC APPOINTMENTS

- 2012 – present **University of West Georgia**
Associate Professor of Educational Leadership and Director,
ULead West Georgia
- 2010 – 2012 **University of West Georgia**
Assistant Professor of Educational Leadership (Tenured) and
UTeach Co-Director
- 2005 – 2010 **University of West Georgia**
Assistant Professor of Educational Leadership (Tenure-Track) and
Director, West Georgia Leadership Academy (2007 -2010)

AREAS OF SPECIALIZATION

Human Resource Development, Organizational Learning Systems, Leadership Preparation, Instructional Leadership, Cultural Responsiveness and Equity, Inclusive Learning Communities

EDUCATION

- 2004 **Georgia State University**
Ph.D. in Human Resource Development
Dissertation – Using the Baldrige Criteria to Strengthen Educational
Leadership Systems: The development of a 360 Degree Feedback
Instrument
- 1988 **University of Florida**
M.Ed. Elementary Education
Thesis – Using Structure of Expository Text to Strengthen Reading
Skills of Below Grade Level Middle School Readers
- 1987 **University of Florida**
B.A. Elementary Education

PROFESSIONAL EXPERIENCES

- 2001 - Present **Strategic Consulting Resources, Inc.**
President and Senior Consultant
*Full time school improvement and leadership development
consultant for clients in 17 states including urban, rural,
and remote districts in New Mexico, Ohio, and Texas.*
- 2000 - 2007 **Carroll County (GA) Schools**
Elected Board Member (Board Elected Chair 2005-2006)
Georgia School Board Association Legislative Liaison (2001 – 2006)

- 1995 - 2001 **Fulton County (GA) Schools**
District Administrator and School Improvement Specialist
Human Resources Division
Led design and implementation of School Improvement Planning Initiative, Leadership Development Programs, and District Process Reengineering Models
- 1993 - 1995 **Georgia State University**
Human Resource Development Specialist for the Georgia Teacher Evaluation Program (on loan from Fulton County Schools)
Served as a state trainer for professional development modules designed to strengthen instructional leadership and teacher effectiveness
- 1992 - 1993 **Fulton County (GA) Schools**
Title I Administrator – Woodland Middle School
Supervised and supported teachers serving in Title I programs; Served as the School-Home Liaison
- 1988 - 1992 **Fulton County (GA) Schools**
Language Arts and Social Studies Teacher – Woodland Middle School

EXTERNALLY FUNDED PROJECTS

- 2011 - 2014 **Gwinnett County (GA) Public Schools**
The Wallace Foundation’s Principal Pipeline Initiative Sub-Contract (Principal Investigator) \$832,000
Led the research and development to support a multi-disciplinary Applied Research Team (ART) in the design of competency models for school leadership preparation and Performance Mentors; Led a second ART in the development and initial validation of a 360 Degree Interpersonal Leadership Dispositions Assessment.
- 2012 - 2013 **Cranberry Area School District (Seneca, PA)**
Pennsylvania School Accountability Block Grant Sub-Contract (Principal Investigator) \$10,000
Designed and facilitated a comprehensive, community-based process to identify the strategic priorities of the district.
- 2009 - 2010 **Georgia Leadership Institute for School Improvement**
The Wallace Foundation State Action for Educational Leadership Policy (SALEP) Sub-Contract (Principal Investigator) \$15,186
Designed and facilitated a collaborative research project to examine working conditions for school in Georgia.
- 2008 - 2009 **Haralson County (GA) Leadership Academy**
West Georgia Leadership Academy Sponsored Work-in-Schools Initiative (Principal Investigator) \$18,000
Designed and delivered a series of seminars for the local school board, administrators, and teacher leaders that

- 2008 - 2009
- focused on performance-based leadership aligned to state and national standards.*
- Pike County (GA) Board of Education**
West Georgia Leadership Academy Sponsored Work-in-Schools Initiative (Principal Investigator) \$12,000
Designed and delivered a series of seminars for the local school board and administrators a series of leadership development seminars focused on the use on principles of continuous quality improvement.

PUBLICATIONS

Books/Monographs

- Hooper, M. A. and Bernhardt, V.L. (2016). *Creating Capacity for Learning and Equity in Schools: Instructional, Adaptive, and Transformational Leadership*. New York: Routledge (in production).
- Hooper, M.A., Bryant, K.C., & Johnson, C. (2013, December). *Building capacity for leading and Learning: A resource guide for Performance Mentors™*. Carrollton, GA: The University of West Georgia.
- Hooper, M.A., Bullard, M.H., & Ogletree, T. (2012, May). *ULead School Leadership Preparation Competency Model*. Carrollton, GA: The University of West Georgia.

Journal Articles

- Hooper, M., & Heidorn, B. (2012). Comprehensive school physical activity programs: Preparing leaders to implement strategies that support conditions for change. *The Journal of Teaching, Learning and Research in Educational Leadership*, 2,1. <http://www.gelfajournal.org/1.html>
- Hooper, M.A. (2010). Quality feedback: Modeling Reflective practices in a performance-based leadership development program. *National Teacher Education Journal*, 3(2), 121-129.
- Hooper, M.A. (2009). Overcoming Resistance to Change: Linking Systems Thinking and Human Motivation. *Leadership & Organizational Management Journal*, 2, 1-12.
- Hooper, M. (2009). Using Baldrige Education Criteria as a Framework for Improving Leadership Preparation Programs. *ASQ Higher Education Brief*, 2,(3).

PAPER PRESENTATIONS

International

- Hooper, M.A.** (2013, July). *Educational leadership residencies: Examining perspectives from four years of implementing performance-based leadership preparation programs in the United States*. Presented at the British Educational Leadership, Management, and Administration Society Annual Conference. Edinburgh, UK
- Berry, J., **Hooper, M.A.**, & McCormack, T. (2012, July). *The triumphs and challenges of one state's leader certification process*. Presented at the British Educational Leadership, Management, and Administration Society Annual Conference. Manchester, UK

National

- Hooper, M.A.,** Peters, A. (2016). *Leveraging the Power of School - University Collaborative Research to Improve Leadership Preparation Programs*. Paper accepted for presentation at the American Educational Research Association 2016 Annual Meeting: Washington DC.
- Hooper, M.A.,** Bullard, M.H., Ogletree, T.W., Coleman, A., and Pethel, G. (2013). *Equity leadership: The development and initial validation of a school leadership preparation competency model*. Paper accepted for presentation at the American Educational Research Association 2012 Annual Meeting: San Francisco, CA.
- Hoff, D.L., **Hooper, M.A.,** Kawulich, B.B., & Ogletree, T.W. (2012, April). *What we know to what we do: Enhancing cohort culture and learning*. Paper presentation at the American Educational Research Association 2012 Annual Meeting: Vancouver, British Columbia, Canada.
- Hooper, M.A.,** and Berry, J. (2011, November). *Principals' perceptions: Conditions that enable successful school improvement*. Paper presentation at the University Council for Educational Administration Annual Conference: Pittsburgh, PA.
- Berry, J., **Hooper, M. A.,** & Nichols, R. (2006, February). *The West Georgia Leadership Academy: Evolving*. Concurrent session presented at the Eastern Educational Research Association Annual Conference: Hilton Head, SC.

CONFERENCE PRESENTATIONS

International

- Hooper, M.A.** (2010, December). *Implementing inclusive classrooms under the Universal Basic Education Program*. Training Institute for Education Secretaries, local school heads, and teacher leaders. Jos, Plateau State, Nigeria.

National

- Hooper, M., Stanton, B., & Davis, W. (2012, February). *Learning Focused Governance: A School Board's Journey to Achieve Excellence*. Presentation at the American Association of School Administrators Annual Conference: Houston, TX.
- Hooper, M. A. (2008, November). *Using Baldrige to strengthen school leadership teams*. Pre-conference workshop presented at the National Quality Education Conference: Reno, NV.
- Hooper, M. A. (2008, July) *Partnerships for performance: Establishing a teacher leader academy*. Concurrent session presented at the National Staff Development Annual Conference for Teacher Leaders: Orlando, FL.

Hooper, M. A. (2007, November). *Using Baldrige to strengthen school leadership teams*. Concurrent session presented at the National Quality Education Conference: St. Louis, MO

Hooper, M. A., Hill, D. and Nichols, R. (2006, December). *To infinity and beyond: A leadership development model for strengthening organizational learning*. Concurrent session presented at the National Staff Development Council Annual Conference: Nashville, TN.

Regional and State

Hooper, M.A. (2014, October). *Using Quality Measures Protocols and Peer Review to Strengthen Educational Leadership Preparation in Georgia*. Georgia Educational Leadership Faculty Association Fall Conference: Albany, GA.

Heaberlin, R. and Hooper, M.A. (2014, July). *Transformational Leadership: A Best Practices Symposium*. The Georgia Association of Educational Leaders 40th Annual Summer Conference: Jekyll Island, GA.

Hooper, M.A. (2014, April). *Powerful Protocols: Strategies for Supporting Active Engagement and Reflection*. Peer-reviewed selection for the UWG Innovations in Pedagogy Conference.

Hooper, M.A. (2012, July). *Leadership Preparation Competency Model*. Special Interest Session for the Georgia Association of Educational Leaders Annual Conference: Jekyll Island, GA.

Hooper, M.A. (2011, July). *The leadership challenge: Creating capacity for learning*. Invited General Session Speaker, Clayton County Schools Leadership Convocation, Morrow, GA.

Hooper, M.A. (2010, January). *How Central Office Administrators Contribute to the Success of Schools*. Invited Presentation, Georgia Association of Educational Leaders Winter Conference: Athens, GA.

Hooper, M.A. (2010, April). *Creating strong partnerships that make a difference*. Invited General Session Speaker, Educational Leadership Best Practices Drive-In Conference, Macon, GA.

Hooper, M.A. (2010, May). *Performance Excellence: Achieving equity and excellence*. Invited presentation, Metro RESA Annual Diversity Workshop.

Hooper, M.A. (2010, September). *Cultivating Collaboration: Characteristics, Structures, and Conditions for Learning Communities in Online Environments*. Distance Learning: The Now Frontier Conference: Columbus, GA.

Hooper, M. A. (2009, May). Assessing Ed.S. Residency Performances. Invited Presentation, Georgia Educational Leadership Faculty Association Annual Conference: Rome, GA.

Hooper, M. A. (2009, July). *Linking the Baldrige Criteria to career and technical education systems*. Invited featured speaker presentation at the Mississippi Association for Career and Technical Education Summer Conference: Raymond, MS.

Berry, J., Hooper, M. A., & Nichols, R. (2006, February). *The West Georgia Leadership Academy: Evolving*. Concurrent session presented at the Eastern Educational Research Association Annual Conference: Hilton Head, SC.

COURSES TAUGHT

University of West Georgia

Undergraduate Teacher Preparation

Investigating Critical and Contemporary Issues in Education (EDUC 2110)

M.Ed. Educational Leadership Degree Program

Human Resources Management (EDLE 6318)

Instructional Supervision (EDLE 6320)

Advanced Change and Improvement (EDLE 6332)

Current Issues in Georgia Education (EDLE 7385)

Leadership for Improving Schools (EDLE 7385)

Educational Specialist (Ed.S.) Educational Leadership Degree Program

Leadership Residency I: Cultivating Conditions for Transformational Change (EDLE 8301)

Leadership Residency II: Leading Instructional and Cultural Change (EDLE 8302)

Leadership Residency III: Sustaining Change for High Performance (EDLE 8303)

Local School Leadership (EDLE 8314)

Ethics for Educational Leadership (EDLE 8324)

Politics and Policy in Education (EDLE 8326)

School Leadership in a Pluralistic and Diverse Society (EDLE 8329)

Ed.D. School Improvement Program

State and Local Applications of School Reform (EDUC 9942)

Instructional Leadership that Facilitates School Improvement (EDSI 9942)

STUDENT ADVISEMENT

Dissertation Committees

- 2015 Committee Chair: Monika Wiley
University of West Georgia, Ed.D. School Improvement
Exploring hiring practices in urban school districts: Principal preferences and organizational behavior.
- 2012 Committee Chair: Francis Legagneur
University of West Georgia, Ed.D. School Improvement
A phenomenological study on turnaround leadership from the superintendent's level: Evidence in the state of Georgia.
- 2011 Committee Member: Timothy Reuss
University of West Georgia, Ed.D. School Improvement
An investigation of teachers' attitudes of grade recovery programs at the middle school level.
- 2010 Committee Chair: Dione Simon
University of West Georgia, Ed.D. School Improvement
An exploration of the relationship between school climate and professional staff's perceptions of the maturity of professional learning communities in a large urban school system undergoing high school reform.
- 2009 Committee Chair: Matthew Isenberg
University of West Georgia, Ed.D. School Improvement
An exploratory study of organizational incongruence in middle schools.

Educational Specialist (Ed.S.) Educational Leadership

- 2014 Leadership Residency Advisor – 16 Candidates
2013 Leadership Residency Advisor – 16 Candidates
2012 Leadership Residency Advisor – 20 Candidates
2011 Leadership Residency Advisor – 12 Candidates
2010 Leadership Residency Advisor – 31 Candidates

PROFESSIONAL AFFILIATIONS

- 2014 – 2015 President: Georgia Educational Leadership Faculty Association
2013 – Present Board of Directors: Georgia Association Educational Leaders
2010 – 2014 Member: Georgia Educational Leadership Faculty Association
2007 – 2010 Founding President: Georgia Educational Leadership Faculty Association
2012 – Present American Association of University Professors
2010 – Present American Association of School Administrators
2010 – 2012 Research Associate: Georgia School Boards Association Vision Project
2006 – Present American Association for Curriculum and Development
2006 – Present American Educational Research Association
2003 – 2007 Legislative Liaison: Georgia School Boards Association
2000 – 2008 Member: Georgia School Boards Association
2000 – 2008 American School Boards Association
1998 – 2012 Member: American Society for Quality

PROFESSIONAL AND COMMUNITY SERVICE ACTIVITIES

Georgia Professional Standards Commission

2013 – 2015	Educational Leadership Preparation and Certification Task Force
2012 – Present	Member: Board of Examiners for Educator Preparation Program Approval
2012 – 2013	Member: Alternative Principal Preparation Task Force
2009 – 2011	Member: Performance-Based Leadership Certification Advisory Committee

Georgia Department of Education

2011 – 2012	Member: Educator Induction Task Force
2009 – 2011	Member: School Leader Evaluation Pilot Study
2008 – 2010	Member: Teacher Evaluation (CLASS Keys) Advisory Committee

Carroll County Board of Education

2006 – 2007	Member: Board of Education
2005	Chair: Board of Education
2000 – 2004	Member: Board of Education

DEPARTMENTAL AND UNIVERSITY SERVICE

Institutional Committee Service

2012 – 2014	Senator: Faculty Senate
2013 – 2015	Member: The Episcopal Center at UWG - Advisory Committee
2012	Member: College of Science and Mathematics Dean Search Committee
2011 – 2012	Convener: UTeach West Georgia Faculty Administrative Coordinating Team
2009 – 2011	Senator: Faculty Senate Member: Faculty and Administrative Staff Personnel Senate Sub-Committee Member: Academic Policies & Procedures Senate Sub-Committee
2008	Member: President's College of Arts and Sciences Study Committee
2008 – 2011	Member: Committee on Graduate Studies Senate Sub-Committee
2007 – 2009	Secretary: Faculty Administrative Staff Personnel Senate Sub-Committee
2007	Member: VPAA Faculty Advisory Committee

College of Education Committee Service

2015	Member: College of Education Promotion and Tenure Committee
2014 – Present	Member: Ed.D. School Improvement Program Assessment Committee
2013	Member: College of Education Promotion and Tenure Committee
2011 – 2013	Member: Program Assessment Leader Committee
2010 – 2011	Member: College of Education Restructuring Transition Team
2007 – 2010	Member: Ed.D. School Improvement Advisory Committee
2007 – 2009	Member: College of Education Personnel Committee

Departmental Committee Service

2008 – 2012	Member: Faculty Search Committees (Chaired 3)
2007 – Present	Member: Admission Appeals Committee
2006 – Present	Convener: Linton Deck Leadership Scholar Committee
2005 – 2007	Facilitator: West Georgia Leadership Academy Redesign Team
2005 – 2006	Member: Leadership Preparation Field Experience Design Task Force